

Candidate Brief for the position of Chief Executive Officer

Introduction

As Professor E. Gyimah-Boadi, Co-Founder and Executive Director of Afrobarometer (AB), approaches the end of his distinguished tenure, the organization will be seeking his successor to lead AB as it fulfils its important role in Africa's future. The new CEO will inherit an extraordinary legacy including a global audience, talented staff and partners, committed funders for Round 8 surveys and a unique, longitudinal Pan-African data set built up over two decades across over three dozen countries.

The CEO will arrive at a critical point in Africa's development, at a time when 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. The CEO will enthusiastically embrace AB's capacity building mission, developing leadership and expertise within the organization and wider network, as well as across Africa.

During a time of both opportunity and challenge, the new CEO will play a pivotal role, applying his or her skills, experience, knowledge and networks to represent AB and to ensure its secure and flourishing future. The successful candidate will therefore be someone of outstanding capability and a leader in their field, who will command intellectual credibility across the public, private and not-for-profit sectors and who will provide vision and leadership for the Board, management team and the AB staff and network.

The CEO will be supported in their position by a Chief Operating Officer and a team of senior managers responsible for directorates of Survey, Analysis, Capacity Building and Engagement. The new leader will need to marshal the talents and energy of the Board, Central Management Team and Senior Advisory Team as they shape the right goals for the future, engage with and develop partners and invest in improving and extending programmes that increase the impact of AB's work.

AB will be seeking a proven leader with the confidence and presence to engage with a wide range of external stakeholders including funders; knowledge of and deep commitment to Africa; up-to-date expertise in survey research techniques, superior oral and written communication skills, experience working across cultures with a diverse and geographically dispersed team; and the strategic vision to ensure that AB continues to be recognized and valued as an open-source global public good that is inclusive in its approach and practical in its application.

Prof. E. Gyimah-Boadi, AB Co-Founder and previously Executive Director, will retire in 2020 and is Acting CEO until his successor is in place. The international search will proceed immediately with the aim of filling the post by 2020. Applications will be dealt with on a rolling basis, with a closing date of Friday 6 December 2019. Early applications are encouraged.

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 over three dozen 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; Round 8 surveys are planned in at least 35 countries in 2019/2020. 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's 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. Donors, governments, non-governmental organizations, and academics make extensive use of AB's open-source data in many ways, including to measure progress toward at least 12 of the 17 Sustainable Development Goals.

Among AB's 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 incoming CEO will ideally be based at the AB secretariat in Accra or another major African hub such as Addis Ababa, Dakar, Johannesburg, Lagos, or Nairobi.

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.

Over the next year, AB will establish a new **International Advisory Council**⁴ of high-level champions to provide intelligence, foresight and influence to support and promote Afrobarometer internationally, and to inspire and energize policy makers, funders, AB staff and other key audiences, advocating AB's mission to make African voices count in public policy and development

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**.

⁴ AB International Advisory Council Terms of Reference in **Appendix E**

Position Summary – Job Purpose and Role

Title: Chief Executive Officer (CEO)

Reports to: AB Board Chair (on behalf of the AB Board)

Direct reports: Chief Operating Officer, Director of Engagement, Executive Assistant

Chairs: Central Management Team

Works closely with: Directors of Survey, Analysis, Capacity Building, and members of the Board and International Advisory Council

Based: In a major African hub such as Accra, Addis Ababa, Dakar, Johannesburg, Lagos, Nairobi

Closing Date: applications accepted on a rolling basis, 6 December 2019 latest

The CEO is responsible for leading AB, including overall strategy; administration and management of surveys; communications and capacity building; resource mobilization, public relations and advocacy; and financial and business operations. This is a full-time position, hired by and directly accountable to the AB Board through its elected Chair, Prof. E. Gyimah-Boadi.

The CEO works in partnership with the Board to provide leadership, vision, and direction for AB. S/he will work with staff and the wider network to develop organizational strategy, implement strategy and policies approved by the Board, manage AB's operations, and represent AB externally to a wide range of stakeholders including funders, partners, professional advisors, opinion formers, influencers, politicians and the media.

The CEO will inspire and lead a management team that engages staff, members of the AB network, partners and other stakeholders to make African voices count in public policy and development. To achieve this end, s/he must lead resource mobilisation to ensure future sustainability, working closely with existing supporters and developing new partners and income streams.

The CEO is AB's public face and key spokesperson. S/he will deploy high level diplomatic and ambassadorial skills to promote AB's work and aims. S/he will identify the internal and external politics that impact AB's work, understand organizational and political reality, and act accordingly.

The CEO will exemplify the highest level of personal and professional integrity and support regulatory frameworks and the required standards of governance and accountability, ensuring trust and confidence in the conduct of the organization. S/he will have the stature to command the respect of AB's staff, network, Board, supporters, collaborators, and other stakeholders, including African and other governments internationally, and other national and international organizations.

CEO Brief – Main Duties

Strategic leadership

- Provide visible, inspiring and effective leadership through a period of structural and cultural change, generating enthusiasm, understanding and commitment, with the intellectual dynamism to keep AB content on the cutting-edge of policy-relevant governance and development issues.
- Build positive and productive relationships with the Chair, Trustees and International Advisory Council to deliver strategic leadership and to leverage influence and resources to achieve AB's mission
- Build and lead an effective, high performing management team that delivers on plans and strategies, manages risk and generates opportunities for the future
- Manage staff in a multi-site environment, including internationally and in field work conditions
- Work with Trustees to define and review AB's vision and mission; set the strategic plan, financial and supporting strategies and the reporting mechanisms to review outcomes
- Work with Central Management Team (CMT) and Senior Advisory Team (SAT) to develop strategy and implement the business plan
- Maintain close relationships with key influencers and decision-makers, including politicians, civil servants, specialist bodies, third sector organizations, funders and stakeholders
- Facilitate change and transformation; drive a high-performing and innovative culture to maximize opportunities and ensure that AB operations are efficient and effective
- Act as a champion for equality, diversity and inclusion across the AB network

Governance and risk management

- With the Board, maintain an appropriate and proportionate governance framework, allowing AB to operate efficiently and with exemplary probity, fulfilling all legal, statutory and regulatory responsibilities
- Ensure AB has policies, systems and processes in place that are fit for purpose and support AB efficiency and effectiveness
- Regularly review major risks and ensure that systems are in place to manage and mitigate them.
- Actively encourage a learning and innovation culture to identify opportunities and put in place a system to drive action

Financial Management

- Lead the staff and Board in developing a realistic annual budget, and making financial decisions consistent with the budget as approved by the Board; set and deliver business goals and priorities within the constraints of the non-profit environment
- Deliver annual business plans, budgets and systems for financial accountability and effective resource management, ensuring adequate cash flow to cover operational needs
- Provide quarterly financial reports to the Board that compare performance to budget and to the previous year or agreed benchmark
- Develop income generation strategies and deliver on these to support sustainable growth, reach and impact
- Take responsibility for the financial health and robust planning of the organization, ensuring Key Performance Indicators are in place, balancing any expansion with income generation
- Conduct multiyear financial analysis, analyzing trends, and ensuring financial stability and sustainability alongside the Board, including the development of adequate operating reserves

Resource Mobilization (RM)

- Supervise and support the Director of Engagement, who is responsible for RM strategy and implementation
- Enable strategies for maintaining, developing and diversifying income, positioning AB to access funding for work from government and private sources, while preserving its independence
- Ensure coordination of activity across the network
- Work with the Board and International Advisory Council to identify, cultivate and steward funders
- Commit significant time personally to the cultivation and stewardship of major funders

Human Resources Management

- Develop a staffing structure that supports the efficient delivery of program, accomplishment of major goals identified in the strategic plan, and effective overall management
- Build and manage the workforce, ensuring that employees are appropriately recruited, selected, appraised, and rewarded, and that performance problems are addressed
- Implement personnel policies approved by the Board; regularly review and update as necessary
- Foster an inclusive workplace where diversity and individual differences are valued and leveraged to achieve AB's vision and mission
- Develop the ability of individuals to perform and contribute to the organization by providing ongoing feedback and opportunities to learn through formal and informal methods

Advocacy

- Enhance AB's position as a leading voice in African policy processes
- Develop policy proposals for Board discussion and decision
- Act as an ambassador/spokesperson for AB at functions, conferences, meetings and events and in the media; represent AB in relevant policy-making circles on the continent and internationally
- Ensure AB and the AB brand is presented in a consistent and professional manner to audiences, to meet goals, build reputation and foster effective partnerships
- Build productive and positive relationships with funders, partners, stakeholders, policymakers, media and professional bodies, building bridges and leveraging collaboration to benefit AB
- Maintain a leading role within African democratic governance and inclusive social and economic development communities, building bridges and leveraging collaboration
- Have and be able to further develop strong networks across diverse stakeholder communities

Administration

- Oversee the development, implementation, and evaluation of activities
- Secure resources (human, material, and financial) to support a sustainable organization
- Ensure appropriate measurement, evaluation, and reporting on progress and impact of AB
- Regularly review and assess the external environment and the changing landscape, including regulatory requirements and best practice
- Monitor the policy landscape for democratic governance and inclusive socio-economic development in Africa, and the changing needs of policy makers and data users, in order to keep pace, anticipate change and identify new opportunities
- Keep up to date on technological developments, making effective use of technology to achieve results and ensuring access to and security of technology systems.

Criteria for Selection

Personal Qualities

The successful candidate will be a dynamic and communicative leader, capable of winning trust and respect, and will be able to demonstrate the following:

- Personal and professional integrity and commitment to mission expected of AB's leader
- Alignment to AB core values including equality, diversity and inclusion
- Enthusiasm for self-development and learning, able to keep pace with changes in relevant subject areas as well as digital technologies
- Ability and willingness to have a high profile, enhancing the role that AB plays nationally and internationally
- Energy, stamina and resilience for the role; willingness to travel off-site across the continent and internationally and able 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; able to assimilate complex information, analyze and act

Essential Experience, Knowledge & Skills

Successful candidates will present evidence of the following:

1. Knowledge and understanding of AB's work, the African policy environment and key players
2. Senior leadership experience delivering results in a complex and changing organization, with a track record of successful:
 - a. Strategy development, including change management
 - b. Fundraising and income generation from diverse sources and management of funder relationships
 - c. Financial management and planning, using resources effectively and to budget
 - d. Team building, creating a high performing and confident team of passionate, experienced and independent individuals with appropriate skills
3. Productive working with a Board and an approach to governance that encourages an open, transparent and collaborative culture
4. Excellent reputation (in an area relevant to AB) among senior peers and a substantial international network that includes key funders
5. Outstanding communication (written and verbal), interpersonal and negotiation skills with the proven ability to persuade and influence; ability to engage effectively with key internal and external stakeholders
6. Advanced degree in relevant field
7. Fluent written and spoken English

Desirable

- PhD in relevant field
- Public profile as an expert in a relevant area
- Experience personally securing multi-million-dollar (or equivalent) grants or gifts
- Multi-lingual, ideally fluent French, Portuguese, Arabic and/or African languages

Remuneration

Competitive and commensurate with the role

How to Apply

Deadline for applications is Friday 6 December 2019 latest and early applications are recommended. If you intend to apply, please express your interest as soon as possible. The formal interview timeline will be established once the short list is agreed.

The AB Board is supported by a specialist consultancy, Philia International, in this search. We welcome expressions of interest in confidence prior to making an application.

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

To make your application, please send the following documents by email (same as above):

1. An up-to-date **curriculum vitae** with details of your career and *relevant* publications, public appearances, etc.
2. 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.
3. A **personal statement** describing:
 - a. your interest in the post; your motivation to apply
 - b. what you would like to achieve as CEO
 - c. your availability for interview in December 2019 and January 2020 (by electronic means)
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 in-depth knowledge of the continent, 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.*

To assist our administration, please include your name in the subject field of your email when you send your documents, like so: “Subject: **[YOUR SURNAME] AB CEO**”

Your application will be acknowledged within three working days of receipt.

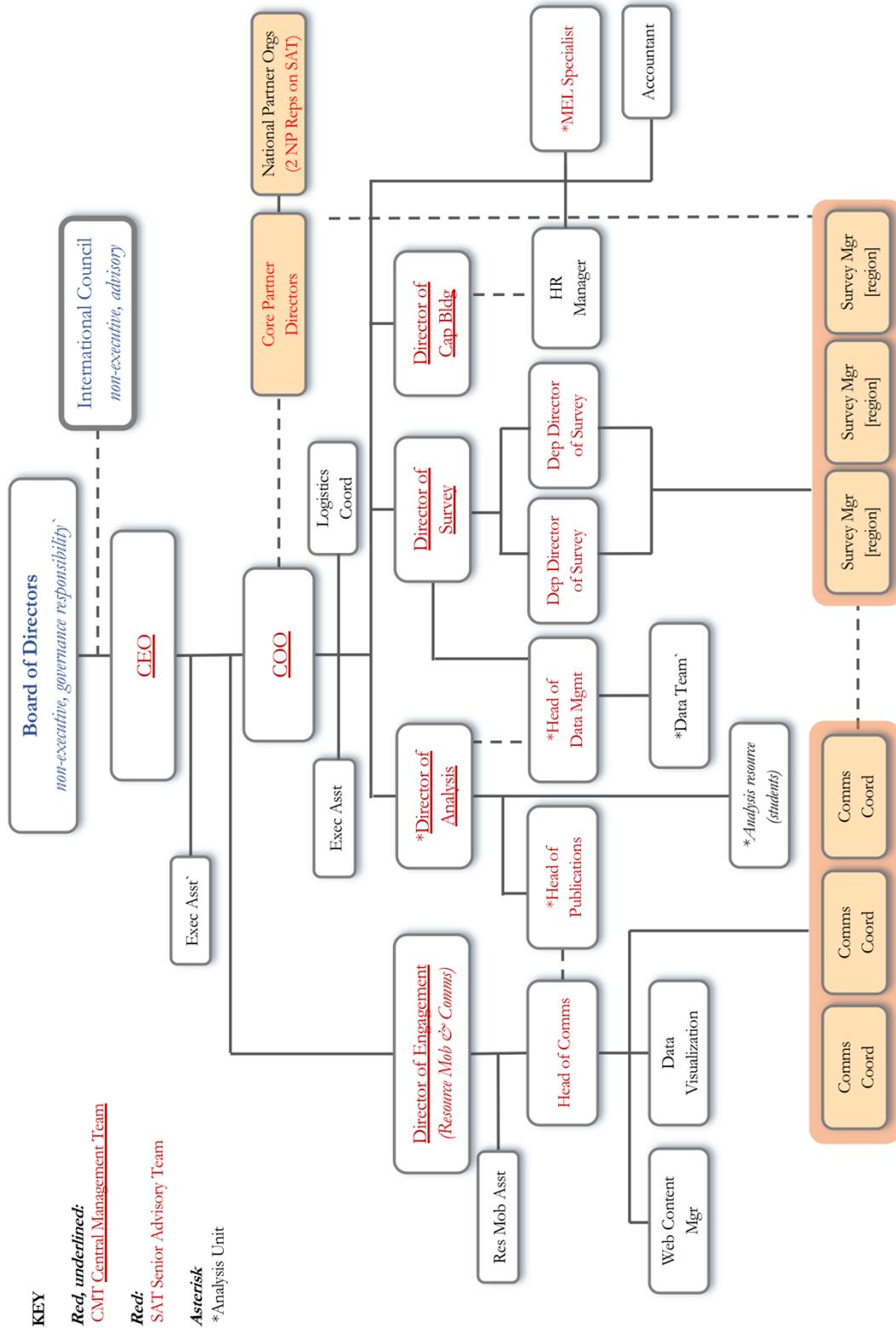
Applicants not meeting the minimum requirements of the role will be informed immediately that their candidacy will not be taken forward.

Long-listed candidates will be given details of the subsequent interview process.

Updated 21 October 2019

Appendix A – Organisation Chart 2020

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



KEY

Red, underlined:

CMT Central Management Team

Red:

SAT Senior Advisory Team

Asterisk:

*Analysis Unit

Appendix B – Strategy Map

VISION Les sociétés africaines prospèrent lorsque **les voix de leurs peuples comptent** dans les politiques publiques de développement

Plan stratégique May 2019

AB est réputée être la source de référence pour des données sur l'opinion publique

Objectifs à impact social	Rendre les données d'opinion panafricaine accessibles, opportunes et pertinentes	Renforcer durablement l'organisation AB et son réseau à travers l'Afrique	Eclairer les politiques publiques par une recherche et une analyse de données de pointe			
Répondre aux besoins (auditoires)	Représenter fidèlement l'opinion publique africaine	Autonomiser la société civile à utiliser les données d'opinion publique pour le plaidoyer	Produire un impact durable par des partenariats stratégiques avec des bailleurs de fonds clés	Eclairer les problèmes affectant les Africains en publiant des informations opportunes, fiables et conviviales	Fournir aux politiciens et aux décideurs des données fiables et indépendantes sur les perceptions des citoyens	Aider le secteur privé à conduire le développement africain à travers le partenariat et les services de AB
Compétence & Capacité	Enrichir le contenu des enquêtes et des communications avec une meilleure compréhension du contexte national/continental	Renforcer la gouvernance institutionnelle et la durabilité	Accroître l'efficacité dans l'évaluation et la communication de l'impact	Renforcer les capacités d'analyse et de communication des partenaires nationaux	Contribuer au débat du jour et saisir les opportunités de faire participer les parties prenantes	
Apprentissage & Croissance (populations)	Renforcer les compétences institutionnelles de base	Intégrer le suivi-évaluation à tous les niveaux de AB pour son amélioration continue	Développer le leadership et un plan de relève	Développer les capacités et compétences des partenaires nationaux	Encourager une culture de l'apprentissage pour stimuler l'innovation	
Ressources	Mettre en œuvre une mobilisation stratégique de ressources	Faire progresser le développement organisationnel	Maintenir et améliorer la méthodologie et les protocoles de recherche			

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

VISION

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			

Appendix C - AB Central Management Team (CMT) Terms of Reference

Afrobarometer (AB) Vision and Mission

We believe that African societies thrive when African voices count in public policy and development.

Our mission is to provide high-quality, accessible, timely and relevant research and data analysis to inform public policy formulation in Africa, and to build this capacity on the continent.

AB is the go-to source for data on African public opinion. This data is freely available and should be recognised and supported as a global public good.

CMT Purpose

The CMT has collective responsibility for strategic delivery of the AB programme, with Directors individually responsible for delivery of their programme area, making sure that all AB activities and expenditure support AB's mission and impact goals:

1. Pan-African public opinion data is accessible, timely and relevant
2. AB is a strong sustainable organization and network that builds capacity across Africa
3. State-of-the-art AB research and data analysis inform public policy formulation

The CMT exists to:

- Set AB's strategic direction, monitor performance and take remedial action as required
- Provide management and leadership across the AB organisation and network
- Coordinate activity, fostering a culture of collective responsibility for meeting AB outcomes
- Engage AB staff, Board members, International Advisory Council and networks, contributing towards AB outcomes
- Maximise AB's reach to policy makers, influencers and supporters

Membership

The membership of the CMT will comprise:

- CEO (Chair)
- COO
- Director of Analysis
- Director of Capacity Building
- Director of RM & Comms
- Director of Survey

The Executive Assistant to the COO will attend all meetings to minute actions. All papers for the meeting will be distributed at least one week prior to the meeting date and minutes will be circulated within two weeks from the meeting date.

CMT Responsibilities

Leadership

- Develop Strategic Plan, Annual Plan and budgets for Board approval⁵
- Approve reports to the Board and International Advisory Council
- Seek advice and recommendations from the Senior Advisory Team (SAT), for instance, in development of the Annual Plan
- Respond to, and make decisions on, issues raised by the SAT
- Monitor performance against plans and take remedial action where required, challenging delivery where activity is not sufficiently contributing to the mission and impact goals
- Seek advice and recommendations from the International Advisory Council for relevant matters
- Ensure that all management strategies and policies are fit for purpose, implemented and reviewed, and that AB complies with relevant legislation and statutory obligations
- Ensure that AB values are embraced, and that Capacity Building and Innovation are embedded in the culture⁶

Budget setting & financial decision making

- Approve the AB budget, as recommended by the SAT on an annual basis, ensuring the appropriate use of AB funds in pursuit of its three impact goals and to oversee the effective management of AB resources, including people in the network
- Use all reasonable endeavours to ensure a balanced budget
- Ensure that quarterly management accounts are prepared and delivered, showing all income and expenditure against budget⁷
- Make budgetary decisions on underspend/overspend
- Ensure decisions comply with relevant funder terms, conditions, and guidelines

Resource Mobilisation

- Consider additional funding opportunities to ensure income targets are met
- Approve major funding agreements and ensure that AB meets any specific conditions
- Lead on and support funding approaches as appropriate, coordinated by RM staff

Human Resources and Network Management

- Promote shared understanding and knowledge across the network, including lessons learnt
- Ensure that staff are co-operating with each other and that effective systems are in place for performance management and conflict resolution
- Maximise buy-in and ownership among staff, core partners, national partners, and other network members and advocates

⁵ ‘Strategic Plan’ refers to a longer-term (usually three-year) plan, that is updated annually. The ‘Annual Plan’ is the annual business plan on which annual operational plans and budgets are based.

⁶ Independence/non-partisan, excellence, collaboration, commitment, integrity, inclusivity, international, multi-disciplinary, pan-African

⁷ The COO produces quarterly accounts as normal practice.

Monitoring & Evaluation

- Ensure timely analysis of evaluation reports to support operational delivery
- Rectify under / non-delivery as identified and escalated by SAT. Where an individual area is not delivering in accordance with the budget or plan to such an extent that would breach the terms & conditions of the funders and also the reputation of AB, the CMT will endeavour to bring the project back on plan
- Update (via the CEO) the Board, as appropriate, on AB activity and decisions

Frequency

The team will meet monthly for the first six months, and then review the frequency of meetings. Using a consent agenda⁸, meetings should be no longer than 90 minutes, but some agendas may require additional time. Meetings may be held in person, or by telephone or electronic means.

Standing Items

- Exceptions report from the COO (any exceptional events or variations from plan)
- Outcomes dashboard
- Budgets - review & approve (including underspend)
- Evaluation data
- Review progress of work against targets

General notes on working practice

- Decisions by the CMT should be reached through consensus.
- If this is not achievable, decisions will be taken by majority vote. In the event of a deadlock, the CEO will cast the deciding vote.
- Others, such as members of staff, may attend CMT meetings as deemed appropriate by CMT members by invitation of the Chair.
- No business of the CMT shall be transacted at any meeting unless a quorum is present. A quorum shall be at least 50% of CMT members, including the Chair or his/her delegate and two others.
- Note that members may attend remotely if necessary and may give a proxy vote to a fellow member if they cannot attend.

⁸ In which papers are circulated in advance, and any items for decision not requiring detailed discussion will be grouped together and approved en masse. This requires CMT members to read papers in advance and notify CEO if anything requires more discussion, in which case the item is moved off the consent agenda.

Appendix D - AB Senior Advisory Team (SAT) Terms of Reference

Afrobarometer (AB) Vision and Mission

We believe that African societies thrive when African voices count in public policy and development.

Our mission is to provide high-quality, accessible, timely and relevant research and data analysis to inform public policy formulation in Africa, and to build this capacity on the continent.

AB is the go-to source for data on African public opinion. This data is freely available and should be recognised and supported as a global public good.

Purpose / role of the group

To provide strategic and tactical intelligence to drive AB's overall performance and impact.

The SAT focuses on strategic leadership, management and direction, ensuring the most effective prioritization of resources.

The SAT enables 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.

Membership:

The membership of the SAT will comprise:

- CEO
- COO
- Department Directors (rotating the Chair)
- Head of Data Management
- Head of Publications
- Head of Communications (*during transition: Deputy Operations Manager, Communications*)
- Deputy Director of Survey
- Impact, Monitoring and Evaluation Specialist
- Human Resources Manager
- Core Partner Directors
- 2 National Partner representatives

The responsibility for chairing SAT meetings will rotate among Department Directors.⁹ Other members of the AB network may be invited to attend on an *ad-hoc* basis. Individuals may be co-opted and may include representatives of other organizations with the approval of the Chair (AB CEO).

⁹ The inaugural SAT meeting will be chaired by the CEO.

SAT responsibilities

Network coordination

- Facilitate coordination of activity and information-sharing across teams
- Ensure as a group that input from across the network is represented at SAT meetings, individually conveying the input of their team or constituency
- Report back on activities of the SAT to their teams
- Troubleshoot roadblocks
- Recognise and celebrate achievements

Strategy and Planning

- Contribute to the AB strategic plan and annual business plan, providing:
 - Annual operational plans for their area of responsibility
 - Budgets (from budget holders) for their area
 - Intelligence on any matters relevant to their area or AB overall
- Contribute to technical planning and development, e.g. survey manual development
- Explore new opportunities and key sector challenges

Resource Mobilisation, Communications and Advocacy

- Actively participate in resource mobilisation (RM), including:
 - preparation of bids and proposals
 - cultivation of prospects
 - stewardship of funders, providing information in a timely manner for reports
 - sourcing intelligence about prospective funders
 - ensure that all RM activities are coordinated and recorded on CRM system
- Support and participate in AB communications and advocacy

Meetings and ways of working

- At least two meetings each year, aligning with AB's work, such as the planning meeting
- Meetings will be chaired by Directors on a rotating basis
- The CEO and COO will draft the agenda, inviting input from SAT members at least two weeks before the meeting
- The COO will provide secretariat for the group, organising meetings and circulating papers at least one week before the meeting, in electronic form
- SAT work during and outside of meetings will enable alignment and shared learning
- Working groups may be convened on an *ad-hoc* basis

Sharing of information and resources

- Information and resources will be shared in a common space [*webspace TBC*]
- SAT members will follow access protocols for confidential materials [*security arrangements and facilitator – likely Wairimu TBC*]

Review

- SAT will review the relevance and value of its work annually in Q1 (Jan- Mar)

SAT Terms of Reference may be amended in line with business changes, subject to approval by the CMT and Board

Appendix E – International Advisory Council Terms of Reference

International Advisory Council Mission

To provide intelligence, foresight and influence to support and promote Afrobarometer internationally.

To inspire and energize policy makers, funders, AB staff and other key audiences, advocating AB's mission to make African voices count in public policy and development.

Role & Responsibilities

Members of the International Advisory Council will:

- Provide strategic intelligence and foresight to inform AB strategy.
- Communicate and cooperate with the AB Board and CEO.
- Attend an annual Council meeting in person.
- Support the AB Board and CEO in on-going implementation of strategy where appropriate.
- Leverage connections, networks and resources to develop collective action to achieve AB's mission.
- In coordination with AB staff, identify sources of support and make introductions where possible; help cultivate prospects and steward existing supporters; endorse relevant funding approaches.
- Engage, where relevant, with a specific area of AB's work.
- Enhance the profile and prominence of AB.
- Support the agreed growth and development of the International Advisory Council, including identification of new members.

Member Guidelines

Qualifying candidates for membership will have/be:

- Informed and passionate ambassadors for AB
- Relevant skills, knowledge and expertise to support AB
- Acknowledged achievers/leaders in their own field/profession
- Strong international and personal networks and the ability to enhance and extend AB's spheres of influence and reach
- Where possible, the ability to engage financially and willingness to make a personal contribution, to demonstrate commitment to others

Terms of Reference may be amended from time to time in line with business changes.