

AFROBAROMETER

Let the people have a say

Strategic Plan

2022-2032



Afrobarometer 10-Year Strategic Plan

Version	Date	Notes
05	20 July 2022	Version approved by AB Board

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- 1b Demand-driven public opinion surveys developed
- 1c Efficiency in conducting surveys and timeliness enhanced

2 Analyze

- 2a Knowledge generation and management improved
- 2b Accessibility of public opinion data improved

3 Inform

- 3a Effective dissemination, communication, strong brand, and visibility advanced
- 3b Demand for and impact of Afrobarometer data and analysis increased

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About Afrobarometer

Who

Afrobarometer (AB) is a pan-African, non-partisan research network that conducts public attitude surveys.

What

AB provides reliable data on African experiences, evaluations, and aspirations regarding democracy, governance, and quality of life.

Why

Historically, high-quality data have been in short supply on the continent. Official government statistics are of variable quality, reliability, and coverage.

Experts, political leaders, researchers, pundits, and external actors often claim knowledge and hold opinions about Africans without direct or nuanced understanding of their values, preferences, and thinking. The growth of new and more viral forms of misinformation further fuels polarization and conflict.

Global and regional agendas for peace and prosperity, such as the UN SDGs, require an evidence base to inform, prioritize, and target interventions.

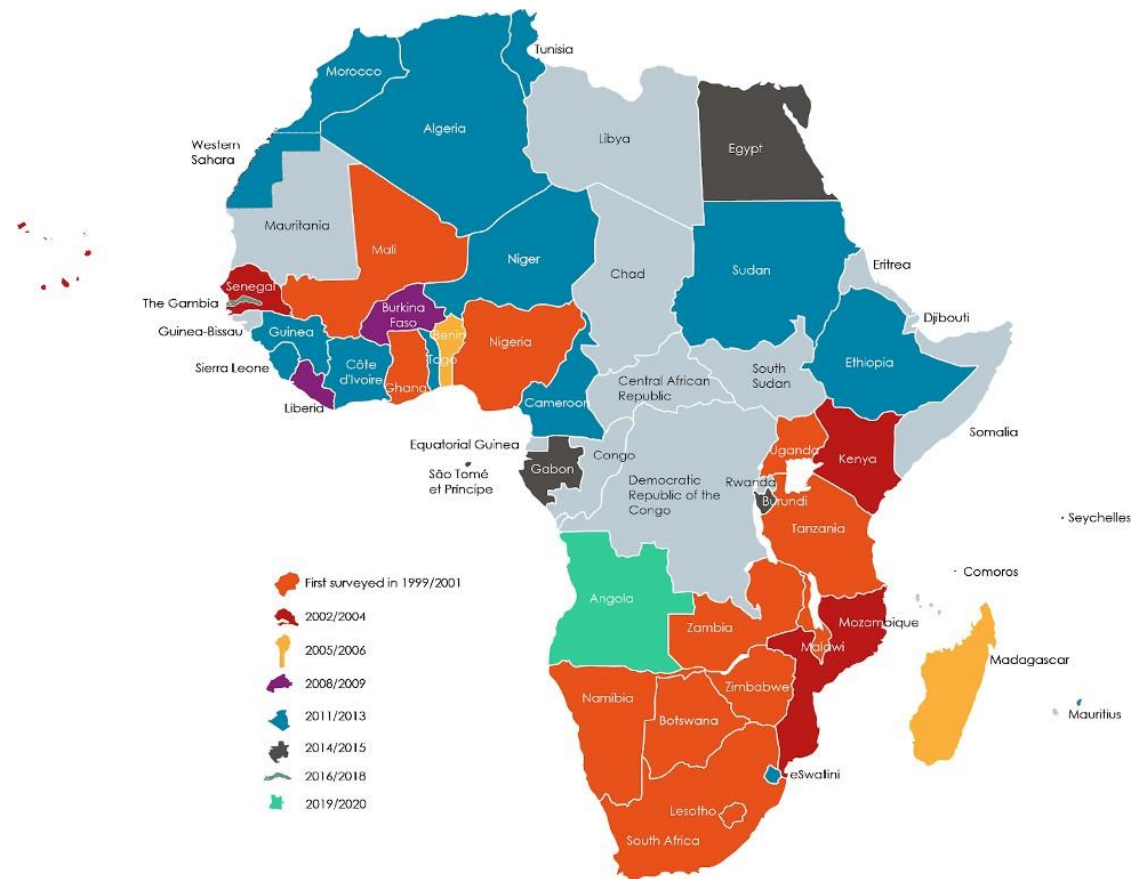
AB fills the data gap by conducting surveys using rigorous protocols and cutting-edge social science methods. AB institutionalizes citizen voice in public policy making, contributing to informed problem solving and intelligent employment of Africa's great resources and talents.

How

AB is pan-African. It has a small secretariat based in Ghana, three Core Partners (CPs) in Ghana, South Africa, and Kenya that oversee 38 National Partners (NPs), who conduct AB surveys. Support Units at the University of Cape Town and Michigan State University provide data analysis expertise. Achievements so far include:

- 39 countries covered
- 40 countries anticipated in the current survey round
- 23 years of longitudinal data
- 350,000+ interviews completed, representative of four-fifths of the African population
- AB data are geolocated and can be disaggregated, for instance by region, gender, urban-rural location, education, age

Where



Topics

Survey topics tracked over time

- Economy
- Democracy
- Elections
- Government performance
- Leadership performance
- Trust
- Corruption
- Ethnicity and identity
- Poverty
- Political participation
- Infrastructure
- Tolerance/Inclusion
- Media
- Social services

Special topics in Round 9 (2021/2022)

- Gender equality, gender-based violence
- COVID-19
- Police professionalism
- Child welfare
- Climate change and environmental governance
- Globalism/China in Africa
- Migration, trade, and open borders
- Open, responsive, and transparent government
- Taxation
- Social cohesion

Context

Afrobarometer (AB) gives a platform to hundreds of thousands of ordinary Africans across the continent to share their views, experiences, evaluations, and aspirations with governments, policy makers, development partners, activists, media, and the general public.

AB is run by, for, and with Africans. Its findings now represent the views of more than four-fifths of all African citizens.

AB envisions a world in which Africa's development is based on a deeper understanding of the realities and preferences of its people, where governments, policy makers, thought leaders, funders, businesses, academics, media, activists, and the broader international community anchor their work in reliable and timely data on what African citizens really need and care about. In this world, citizens know that their voices count and claim their stake in the making of policies that affect their lives.

AB began surveys in 1999 and operated as a loose network for two decades. In 2019, AB was incorporated as an independent non-profit registered in Ghana with its own management structure, independent governing board, and International Advisory Council. The new organization is designed to reinforce the network and provide a more effective, sustainable, and transparent infrastructure for its work across the continent.

AB's independent, high-quality, and timely data are an indispensable resource routinely used by a wide range of stakeholders. Many, such as the Ibrahim Index of African Governance, the Economist Intelligence Unit, the United Nations Development Programme, and the World Bank, draw on AB data to produce regional and global governance indicators.

AB data and analysis have informed many political, economic, and social debates, thus:

- AB's findings give voice to African publics and help break the monopoly of elites, experts, and influencers in political and policy debates;
- Public opinion is legitimated as a pillar of African democracy, increasing the expectation that citizens' voices must be heard in political and policy debates;
- AB results are an independent, evidence-based check on official claims and government-generated reports and statistics;
- AB's survey research methods are widely respected as state-of-the-art on the continent; and
- AB is recognized as Africa's most reliable source of public opinion data.

AB data and analytical insights contribute to:

- Making African economies and social development policy processes more evidence-based;
- Establishing a basis for democratization of the continent’s economic and social development policy processes;
- Providing data that contribute to global assessments and reporting, such as SDGs;
- Scoping challenges such as corruption and climate change, thus providing evidence that African states need to tackle these;
- Geolocating the areas of greatest need;
- Quantifying gender disparities in education, access to technology, asset ownership, and decision-making power as well as other barriers to Africa’s development; and
- Demystifying narratives about Africa and “decolonizing” the study of African societies.

Over the past two decades, globalization, epidemics and pandemics, new technologies and digitization, climate change, migration, security issues, and demographic change present AB with opportunities and challenges in amplifying the voices of citizens and enabling their impact and influence on governance and democracy across the continent. AB provides an essential counterpoint and benchmark for comparison with official statistics.

Shifting donor strategies make it difficult at times for AB to maintain work at scale. With its stronger infrastructure, and the support of key funders ideally contributing to build reserves and potentially an endowment to sustain the core survey over time, AB should be able to sustain a more diverse and resilient portfolio of supporters and partners contributing to the continuity of its work.

The recent evolution in governance, structure, and management has positioned AB to contribute more effectively to Africa’s social, economic, and political spheres in the future. The next phase of strategic development will consolidate and cultivate gains to enhance AB’s comparative advantage.

The 2022-2032 strategic plan provides a roadmap for a stronger AB that will extend its reach as a premier organization providing a global public good: “citizen voice” in African governance, economy, and society. AB aims to be a key player in shaping debates and conversations on and about the continent, with AB data illuminating the way ahead for Africa’s future. AB has also positioned itself to contribute to research and analytic capacity on the continent, especially among the youth.

Few organizations could dare to propose a 10-year strategy. For AB, it is essential to position itself in a longer time frame to meet the eternal need for reliable data in public policy and decision-making.

Strategy on one page

Afrobarometer's strategy covers five areas:

1 *Gather*

African public opinion data are high-quality, relevant, timely, and accessible

- a High quality of survey maintained and methodology continuously improved
- b Demand-driven public opinion surveys developed
- c Efficiency in conducting surveys and timeliness enhanced

2 *Analyze*

State-of-the-art research and analysis inform public policy formation

- a Knowledge generation and management improved
- b Accessibility of public opinion data sustained and improved

3 *Inform*

Afrobarometer's profile raised, its audiences understood, and their needs met

- a Effective dissemination, communication, strong brand, and visibility advanced
- b Demand for and impact of Afrobarometer data and analysis increased

4 *Build*

Capacity built in survey research and data analysis across Africa

- a Skills developed and strengthened, especially among the youth
- b Expertise and capacity across Africa extended

5 *Thrive*

Strong and sustainable network organization led by, for, and with Africans

- a Resources mobilized effectively and sustainably
- b Partnerships extend Afrobarometer's capacity, reach, and impact
- c Institutional capacity strengthened

Vision / Mission / Values

Vision

A world in which Africa's development is anchored in the realities and aspirations of its people

Mission

To make citizen voice a key pillar of Africa policy and decision-making

Impact goals

- 1 Produce high-quality survey data and analysis on African attitudes, experiences, and aspirations
- 2 Widely disseminate findings to Africa-related policy and development actors
- 3 Build capacity for survey research, analysis, and communication on the continent

Enabling goal

- 4 Sustain Afrobarometer as an effective organization networked across Africa

Values

Independence, integrity, collaboration, excellence

Theory of change

The Afrobarometer theory of change is that:

- If** African public opinion data are high-quality, independent, non-partisan, accessible, timely, and relevant; and
- If** State-of-the-art research and analysis is produced; and
- If** A sustainable institution communicates effectively and builds survey research analysis, and communication capacity across the continent; and
- If** This work is led by, for, and with Africans;
- Then** Governments, policy makers and influencers, and other stakeholders will use and value AB data and analysis; and
- Therefore** African citizens' voices will be amplified and can better inform public policy and development decision-making for thriving societies.

Strategic outcomes, outputs, and activities

This section describes five impact **outcomes**, each with related **outputs** and **activities**. The five outcomes are:

1 Gather

African public opinion data are high-quality, relevant, timely, and accessible

2 Analyze

State-of-the-art research and analysis inform public policy formation

3 Inform

Afrobarometer's profile raised, its audiences understood, and their needs met

4 Build

Capacity built in survey research and data analysis across Africa

5 Thrive

Strong and sustainable network organization led by, for, and with Africans
with African and international partners supporting Afrobarometer's work



1 Gather

African public opinion data are high-quality, relevant, timely, and accessible

- a High quality of survey maintained and methodology continuously improved
- b Demand-driven public opinion surveys developed
- c Efficiency in conducting surveys and timeliness enhanced

AB's reputation rests on the quality of its surveys: its methodology, continuity, and outreach.¹

AB will ensure that high-quality public attitude data fill important gaps in understanding of the African continent despite financial, political, and contextual challenges. Having provided continuity for more than two decades, AB will persevere in its state-of-the-art survey research with an effective network of National Partners (NPs) conducting surveys, analysis, and in-country dissemination, ensuring the availability of independent, reliable evidence.

1a High quality of survey maintained and methodology continuously improved

i Maintain high standards and protocols

AB will cover current survey countries as conditions allow, and will expand to new countries when practical. Essential activities include providing survey implementation tools (e.g. AB Survey Manual), managing fieldwork activities, and questionnaire development.

AB will lead stakeholder workshops; country-specific question (CSQ) development; the indigenization, finalization, and translation of questionnaires; and planning and debrief workshops. AB will also plan in-country data management technical assistance in coordination with Core Partners/Project Managers. AB's strategy depends on these activities being maintained at the highest standard.

ii Innovate to develop rapid-response capability

AB will explore ways of undertaking special surveys and continue to work with key stakeholders to generate data that are relevant and timely.

¹ SIDA noted in a 2018 report that "AB has been consistent in demanding exceptionally high standards of representativity in the sample, even when this involves considerable costs." (p. 37)
Gallup attempted to conduct similar surveys but failed to make any savings or equal AB's quality standards. The AB protocol "is seen as exemplary because, among other things, it reflects a commitment to ensuring representative, randomized samples." (p. 25)

iii Explore and exploit opportunities of new tech and big data

AB will explore new ways of delivering data while maintaining the high standards for which it is known. Geolocation of data offers as-yet-untapped opportunities, for instance to help governments and funders to target interventions for social benefit where they are most needed.

iv Protect consistency of core questions for longitudinal data

Based on a strong legacy and nearly a quarter-century of data, AB is poised to be innovative and responsive to emerging situations (e.g. popular impact of rising food prices, electoral polarization), remaining topical and relevant while maintaining its thematic roots in democracy and governance. This timely information can help improve responsiveness to the needs of citizens and communities.

1b Demand-driven public opinion surveys developed

i Track and respond to mission-aligned data collection and analysis requests

Over the years, AB has largely focused on the provision of data, adopting a supply-driven approach. AB will provide better support to researchers, journalists, policy makers, and other stakeholders to analyze and respond to AB data. Users may require specific data that have not yet been gathered, as well as a deeper level of analysis of existing AB data. By developing data analysis capacity and accessibility, AB will adapt and respond to market needs to drive “demand” for and uptake of its products, thus maximizing mission impact.

ii Carry out some rapid-response surveys on “burning questions”

AB will employ a number of techniques to enhance its rapid-response capability: drawing on existing data to provide quick analysis and inject results into ongoing debates; using phone surveys for rapid insight on topics for which there is no existing data or new data are needed; and leveraging social media platforms for targeted rapid-response surveys. These approaches will help to increase timeliness and data uptake and use.

iii Offer services in tracking past topics and questions, and assist in country-specific question (CSQ) development and analysis

AB receives periodic requests for data analysis, both sponsored (as part of donor agreements) and unsponsored (requests for analysis from government institutions in countries where AB conducts surveys). CSQ development, tracking, and analysis provide a unique opportunity for NPs to engage different stakeholders in their own countries on topics of special local importance.

Data from and analysis of CSQs can improve local and regional uptake of AB’s findings and engagement of local audiences. AB will conduct internal analyses on the impact of its methods and data to ensure continued improvement of the quality and coverage of its work.

1c Efficiency in conducting surveys and timeliness enhanced

i Conduct efficiency review

AB will periodically review systems, processes, and decision-making authorities to minimize delays and increase efficiencies in the planning and implementation of surveys.

2 Analyze

State-of-the-art research and analysis inform public policy formation

- a Knowledge generation and management improved
- b Accessibility of public opinion data sustained and improved

AB will analyze the rich trove of survey data and publish findings, and will support effective use of existing and new data by providing deep analysis to inform evidence-based policy and decision-making. AB survey data will thus inform working papers, policy papers, dispatches, and disseminations, all of which will contribute to well-informed policy makers and citizens.

Some stakeholders want to see more direct AB action to influence policy and decision-making. AB will preserve its legitimacy as an independent, non-partisan source of information by not seeking to engage in policy advocacy itself. It will, however, do more to help key partners and audiences understand and use the data and analysis. When opportunities arise and AB is in a position to inform public policy and decision-making, it will act quickly to take advantage of those opportunities.

2a Knowledge generation and management improved

i Support research and publication by staff, partners, and participants

AB will fill gaps and address challenges in analysis and synthesis of data as well as in the management and use of the knowledge products beyond the academy. AB will continue to share dispatches from African staff and partners, and will increase the number of policy papers and working papers produced.

AB will follow up with top students from AB summer schools to ensure that they ultimately publish their results. AB will also promote and support the use of AB data in African universities, CSOs, media, governments, and inter-governmental organizations.

ii Develop rapid-response capacity

AB will develop a consistent rapid-response capacity to respond more quickly to current events, seizing opportunities to integrate AB data and analytic insights into topical debates.

2b Accessibility of public opinion data improved

i Develop and publish “AB signature products”

AB will build a program to consistently develop and publish “AB signature products” that will ensure that it remains competitive in the data producers’ environment, for instance its recent pan-Africa profiles and country SDG Scorecards. Knowledge products from the first two decades of AB’s work include two books,² 182 working papers, 312 dispatches, 159 briefing papers, 58 policy papers, more than 500 press releases, several summaries of results (SORs), dozens of media briefings, and other documents.

ii Use internal analysis of AB data to improve AB methodologies

AB will analyze the impact of its methods to continue improving the quality of its work. The Monitoring, Evaluation, and Learning (MEL) Specialist will work with the Analysis Unit to develop tools for internal feedback, learning, and improvement.

iii Identify, develop, and apply new feedback and analysis tools

To ensure coordination of special and sponsored analysis, CSQ development, tracking and analysis, and the organization of internal analysis, the Analysis Unit will collaborate with the Engagement team to capture, track, and respond effectively to both sponsored and unsponsored requests for data analysis. They will collaborate with the Surveys team to offer services in tracking past topics, and questions, and assist in CSQ development and analysis.

In collaboration with the MEL Specialist, the team will analyze AB’s own data on the impact of its methods, identifying, developing, and applying new feedback and analysis tools.

3 Inform

Afrobarometer’s profile raised, its audiences understood, and their needs met

- a Effective dissemination, communication, strong brand, and visibility advanced
- b Demand for and impact of AB data and analysis increased

The data gathered from citizens is most useful when it can help shape decision-making and public policy processes. Effective communication is an essential part of this process. While AB provides a wealth of data on a variety of issues, it will do more to drive demand and to make the data more accessible, timely, and relevant for a range of actors and audiences.

² *Public Opinion, Democracy, and Market Reform in Africa*, Michael Bratton, Robert B. Mattes, and Emmanuel Gyimah-Boadi. Cambridge, New York: Cambridge University Press (2005)
Voting and Democratic Citizenship in Africa, Michael Bratton (ed.). Boulder, CO: Lynne Rienner Publishers (2013)

Longer, more detailed reports will be presented in more digestible, user-friendly, visually appealing, and interactive formats, and AB's online analytics tool will be revamped in parallel.

AB will disseminate findings widely to stakeholders at global, continental, and national levels. The core market for citizen attitude data and analysis already includes policy makers, governments, civil society, media, and academia. Awareness of AB in other sectors, such as business, international development, and private philanthropy, would leverage greater impact to improve Africans' lives.

3a Effective dissemination, communication, strong brand, and visibility advanced

i Develop strategic communications

AB will create a dedicated Strategic Communications Unit to raise visibility and awareness, and to ensure that its data and analysis have the greatest chance of informing policy and decision-making at different levels. Resource mobilization and communications, previously under the Director of Engagement, will be disaggregated, and a Director of Communications will be appointed to develop and implement a strategy to inform and engage stakeholders externally and to support operations internally.

To remain effective and agile in a constantly changing and connected world, AB will commit to continuous investment in communications, including brand-building for influence and reputation management, effective dissemination and knowledge-sharing, as well as internal communications critical to nurturing a high-performing team.

ii Strengthen internal and external communication systems, processes, and practices

AB's communications strategy will maximize the visibility and influence of AB and use of its data and analysis. AB will effectively target and intensify engagement with stakeholders and influencers in African governance, economic, and social spheres, as well as with external actors with an interest in the continent. The strategy will improve internal communications to support team management and motivation, and help strengthen and align systems, processes and practices across the network.

iii Develop portfolio of AB impact stories

Impact stories illustrating AB's impact on public policy in Africa are hugely valuable to the organization, particularly in making the case for support. As AB aims to improve its continental and global visibility, it will develop a portfolio of impact stories that demonstrate where its work has made a difference. This will include anecdotal evidence as well as evidence from more formal monitoring, evaluation, and learning.

iv Collaborate with content creators and influencers

AB will collaborate with diverse content creators and influencers, including data visualizers, journalists, storytellers, and videographers, to enhance the accessibility of the

data and make it come alive. The key word here is “collaborate”; AB will work with advocates, practitioners, and other specialists to understand their needs, and provide those partners and their audiences with appropriate materials and support to disseminate AB’s data further.

AB aims to be effective in recognizing and responding to demand. It will partner with the growing community of researchers, policy advocates, and journalists, among others, who are users or brokers of AB data, and assist NPs at country level “where practical communication skills remain a significant limitation.”³

3b Demand for and impact of Afrobarometer data and analysis increased

i Identify key audiences and their needs

Before attempting to create content or develop products and services for target audiences, AB needs to understand in more detail who these audiences are, what they need, and how they operate, among other considerations.

AB will segment its audiences and consider which outputs meet their needs, with a focus on which important audiences are not well-served and which needs are not being met. Content and services will be organized around user needs rather than internal organizational structures.

Systematic stakeholder mapping, updated regularly, will inform communications planning and strategy. AB will get more traction with key audiences, and will be more agile in response to their needs, moving from a mainly supply-driven model to one that aims to drive demand in the audiences AB most wants to reach, including ordinary citizens, partners and donors, civil society organizations, academics, think tanks, RECs, the AU, and other influential actors beyond the continent.

ii Tailor output to audiences

Tailoring output to audiences will require cross-cutting work between Surveys, Analysis, and Communications, with Communications leading as a proxy user with a more in-depth understanding of what it is that each audience needs.

Tailored output could include targeted analysis and targeted products. In a few cases, the output may require additional data to be gathered (see also [1.b.i. Track and respond to mission-aligned data collection and analysis requests](#)). A feedback system will be set up to assess how well AB products are received by those audiences.

iii Manage robust and coherent online and offline presence

AB will have a compelling and coherent online and offline presence to showcase its work and impact, enhancing its reputation among partners and citizens. Across and beyond Africa, AB will reach millions with trusted and objective communications in an inclusive

³ SIDA Report 2018 (p. 6)

way that allows individuals, civil society organizations, the private sector, and public institutions to understand and respond to the views and aspirations of Africans.

Continued penetration of digital communications technology in Africa will offer new opportunities for collection, analysis, and dissemination of AB data. While exploiting these, AB will continue to develop effective channels via traditional media, including radio, TV, and newspapers, as they remain relevant and dominant in some areas.

iv Invest in data visualization and other tools for communicating AB output

AB has enhanced the quality, volume, and scope of its communications outputs significantly in the past few years. It has involved new partners, increased visibility, and improved the tracking of the AB survey footprint. The number and impact of its publications will be increased, and there will be greater use of online media, including social media.

Effective infographics will make AB's messages easier to understand for many, and easier to share. AB will continue to upskill CPs and NPs in branding and data visualization in order to publicize the findings more widely and thereby raise the profile and impact of AB data.

4 Build

Capacity built in survey research and data analysis across Africa

- a Skills developed and strengthened, especially among the youth
- b Expertise and capacity across Africa extended

Since 1999, AB National Partners have conducted more than 350,000 survey interviews across 39 countries, representative of more than four-fifths of Africa's population. AB has developed survey expertise and the capacity to analyze and disseminate findings. AB technical assistance supports survey teams with electronic data capture, analysis skills, technical writing, and communications.

In a world that is increasingly dependent on credible data, these skills are needed more than ever, and it is important that Africans do this work by and for themselves. AB will strengthen the skills and expertise of its network partners and other researchers, particularly the youth across the continent.

4a Skills developed and strengthened

i Convene summer schools

AB summer schools in English and French will teach survey methodology, data analysis, and scientific writing, and will enable students to explore new and innovative research methods. Summer schools will serve NPs, host institutions' students (usually master's or PhD students), NGOs, CSOs, media, and think tanks, among others.

Residential courses will provide in-depth training in substantive topics that can be addressed using AB data (on, for instance, service delivery, elections, local government performance) as well as quantitative analysis of survey data.

AB summer schools are already open to external participants, including students and occasionally representatives of partner organizations. New models will be explored that are: 1) scaled down and hosted in one region of the continent to enable participants to travel easily; 2) blended to allow for both virtual and face-to-face interaction; and 3) convened in one location for participants from several countries and linked with other groups virtually to enable greater collaboration across geographies.

AB will host authorship retreats for a small group of the most promising writers from the summer schools to hone their analysis/writing projects, with the aim of increasing production of publications using AB data.

ii Develop mentoring network to support analysis and publication

AB will develop a mentoring network to support analysis and publication by NPs, junior staff, and other young scholars who participate in AB capacity-building activities. Mentorship retreats and exchanges will pair early-career researchers with established scholars to collaborate on research projects and thus foster mentoring relationships. This will include targeted mentoring for small groups after each summer school.

Mentorship outputs will be high-quality publications, produced by early-career researchers for different audiences, including dispatches, policy papers, working papers, blogs, and opinion pieces.

iii Conduct and follow up authorship workshops and themed analysis seminars

AB will enhance and expand its technical writing skills workshops, and conduct and follow up authorship workshops and thematic seminars. By the end of an authorship workshop week, participants can usually bring their papers much closer to completion. AB will hold two authorship retreats per year to support and encourage selected participants from the summer schools to work on their papers.

Technical writing workshops will help make sure skills developed in the training programs are retained, utilized and put into practice. AB will organize technical writing workshops in French and English. With the summer schools, these writing workshops are a critical skills incubator for the network and will remain open to external participants, including students and representatives of organizations that have partnered with AB.

AB will also run systematic occasional special skills workshops, for example in communications, questionnaire design, geospatial analysis, and/or other aspects of survey research such as sampling. These workshops will be especially valuable for building the skills of partner institutions and other interested parties. With the world moving ahead in the digital space and with constant threats (like the recent pandemic) posed to human

contacts and interactions, AB will digitize its special subject training courses, developing and pre-recording course content for self-service delivery through virtual classrooms.

4b Expertise and capacity across Africa extended

i Extend access to capacity-building activities

AB's capacity building will be decentralized to promote access to a wider audience across the continent. AB will extend access to capacity-building offerings beyond the summer schools and conduct more outreach activities that involve NPs.

AB will work to build the culture of survey research across the continent, building on established expertise in some countries, and ensuring high quality and consistency are achieved in countries where there are gaps in skills and experience.

ii Build pipeline of trainees

AB will build a pipeline of trainees, recruiting more young people to participate in diverse activities. Internal opportunities will include internship programmes and creating capacity-development plans for individual staff. External opportunities will include new partnerships with African universities.

AB will develop a cohort of young researchers, including women and marginalized groups such as persons with disability, across the continent and equip them with survey research and quantitative analysis skills to pursue research-related jobs in government, academia, civil society, and development organizations.

5 Thrive

Strong and sustainable network organization led by, for, and with Africans

- a Resources mobilized effectively and sustainably
- b Partnerships extend Afrobarometer's capacity, reach, and impact
- c Institutional capacity strengthened

To support the effective and efficient running and delivery of the AB mission, the organization must be sustainable: well-governed, well-run, well-resourced, and able to extend its reach, influence, and impact through a diverse range of partners.

5a Resources mobilized effectively and sustainably

i Develop and implement strategy for resource mobilization

AB will drive resource mobilization with a professional, modern African fundraising operation: driving strategy, coordinating relationship building with supporters to ensure a sustainable and balanced resource base, and mitigating the impact of shifts in priorities, interests, and practice in the global funding landscape.⁴ The team will deepen

⁴ For instance, AB faced a financial crisis in mid-2016 when many international agencies such as USAID and DFID

stakeholder engagement and provide exceptional service to internal and external clients.

Most of AB's funding has come from bilateral funders and private foundations.⁵ Until recently, these relationships were developed *ad hoc* and round-by-round through the creativity, networks, and capacities of AB leaders and advocates, without a structure, staff, or strategy for resource mobilization.

Some funding trends may favour AB in the current environment. Practitioners of "trust-based grantmaking" and those interested in "decolonizing" international development aid and private philanthropy⁶ – including study of and narratives about African societies – may recognize the unique value of an African-led organization producing what can be considered a global public good.

AB will aim to identify those funders who are interested in investing in African leadership and programmes co-designed with communities served, who encourage collaboration rather than competition, and who may be willing to award unrestricted longer-term grants to provide a foundation for AB's resilience in the future.

ii Embed culture of fundraising

The Communications Unit will work closely with the CEO's office. They will cultivate and coordinate the fundraising efforts of the whole AB team and network, building a culture where everyone plays their part, from proposal writing and relationship building with advocates and funders to providing impact stories and reporting on outcomes.

iii Establish a resiliency fund

In the short to medium term, AB will establish a resilience fund to insure against fluctuations in its budgets and operations. In the long term, AB will explore the feasibility of creating an endowment fund to protect the scale and integrity of its core survey, which has sometimes been at risk due to shifting donor strategies.

"A world in which Africa's development is anchored in the realities and aspirations of its people" (AB's vision) will always need good data. AB's mission is by nature eternal and will therefore always depend on core funding to ensure continuity. Long-term, flexible funding would enable AB to attract and keep talent, innovate in its approach, build more efficiency into the survey value chain, improve communications, and ensure data and analytic insights are timely, relevant, and continue to be of the highest quality.

AB will rally a cohort of major funders to build a resilience fund and, ultimately, an

shifted from regional to bilateral funding and were no longer able to support its core survey across the continent. There was also a swing away from funding governance and democratic development work, which is now back on many funders' agendas in the current global political environment.

⁵ Major bilateral donors have included the UK Department for International Development (DFID), the United States Agency for International Development (USAID), and the Swedish International Development Cooperation Agency (SIDA). Multilateral donors include the World Bank and the Mo Ibrahim Foundation, which enabled AB's significant increase in the number of countries surveyed.

⁶ philanthropynewyork.org/event-calendar/whats-role-international-grantmakers-decolonizing-philanthropy

endowment to guarantee the ongoing fulfillment of its mission “to make citizen voice a key pillar of Africa policy and decision-making.”

iv Cultivate African funding sources

AB aims to develop a more diverse pipeline and portfolio of support and to attract a greater proportion of its resources from inside the continent. Though competition is fierce for philanthropic funds in this nascent market, the prospect of wealth creation on the continent and the growth of pan-African philanthropy bodes well for this ambition.

5b Partnerships extend Afrobarometer's capacity, reach, and impact

i Expand National Partner network to new countries where feasible

AB will maintain Core Partners in Kenya, South Africa, and Ghana, and will aim to add a fourth to serve North African, francophone, and lusophone countries.

The National Partner network will extend to new countries where conditions enable surveys, aiming to increase to 45 countries by 2032.⁷

To ensure better positioning in each country, AB will continue to grow its relationships with national statistical offices and other relevant data providers at the country level.

ii Build relationships with partners, advocates, media, and influencers

AB will build strategic partnerships with African social science professional associations, the International Political Science Association, the World Association of Public Opinion Research, and universities and think tanks across the continent.

AB will collaborate with CSOs in surveyed countries where the data and analysis can provide independent evidence for policy advocacy by others.

Partnerships and relationships will also be cultivated with media outlets and individual journalists and influencers, especially on the continent but also internationally.

iii Create tools to enable autonomous action by partners and advocates

AB will enable others to promote and use its independent public attitude data and analysis. A toolkit for users, partners and advocates will be developed to scale dissemination and application for practical use.

5c Institutional capacity strengthened

i Strengthen human resources to manage, distribute equitably, and deliver increased workload

AB will continue to develop its professional HR capacity to support and develop a high-

⁷ AB believes that 45 countries is the likely maximum achievable by 2032. In each case, this depends on: availability of recent census data, security and safety of fieldwork staff, and ability of citizens to speak (relatively) freely without fear. Some countries may be gained and some lost within the next decade.

performing and motivated staff team and network, building leadership skills at all levels.

ii **Run a professional development programme for AB staff (training and workshops)**

AB will continue to equip its staff and network with specialist skills and knowledge needed to conduct surveys (sampling, fieldwork), research and analyze data, generate knowledge, and communicate and disseminate findings.

Training and workshops will also develop general skills across the network, for instance in resource mobilization and communications, HR, management, and budgeting.

Succession planning and talent development will be built into performance management and strategic planning.

iii **Decentralize decision-making where possible**

AB will review decision-making processes to maximize efficiencies, motivate staff, and build leadership skills throughout the team.

iv **Build leadership and bench strength in board, IAC, and management**

AB will recruit, support, and develop its Central Management Team, Board, and International Advisory Council to ensure a diversity of skills, backgrounds, and experience, and the knowledge and commitment for continuous learning to support its mission.

Network governance

The AB Board is responsible for overseeing the mission and purpose of the organization. The complementary role of Afrobarometer's International Advisory Council is to provide intelligence, foresight, and influence to support and promote AB internationally.

Board of Directors

- Amal Mustafa Medani
- Amina Oyagbola
- E. Gyimah-Boadi (chair)
- Lara Taylor-Pearce
- Michael Bratton
- Nozipho January-Bardill
- Peter Lewis

International Advisory Council

- Abdoulie Janneh
- Attahiru Muhammadu Jega
- Bhekinkosi Moyo
- Desmond Henry Browne
- Ellen Johnson-Sirleaf
- Frank Mwiti
- Gerard Salole
- Johnnie Carson (chair)
- Riva Levinson
- Larabi Jaïdi
- Larry Diamond
- Margot Wallström
- Nic Cheeseman
- Peter Kellner
- Thomas Sheehy
- Willy Mutunga
- Zeinab Badawi
- Vera Songwe (special guest)

Network management

AB's management's secretariat is in Accra, Ghana. Other members of management are based in several cities across the continent, including Cape Town, Nairobi and Pretoria. Others are based outside Africa.

Central Management Team

- Boniface Dulani, Director of Surveys
- Carolyn Logan, Director of Analysis
- Director of Communications
- Felix Biga, COO
- Hamadziripi Tamukamoyo, Director of Capacity Building
- Joseph Asunka, CEO

Senior Advisory Team

- Anyway Chingwete, Deputy Director of Surveys
- Brian Howard, Head of Publications
- Kwasi Prempeh, Core Partner Director for Francophone, North, and West Africa
- Jamy Felton, Head of Data Management
- Jan Hofmeyr, Core Partner Director for Southern Africa
- Jeremy Seekings, Support Unit Director
- Kwaku Owusu-Yeboah, Head of Human Resources
- Libuseng Malephane, National Partner Representative for Anglophone Countries
- Newton Norviewu, Monitoring, Evaluation, and Learning Specialist
- Sibusiso Nkomo, Head of Communications
- Winnie Mitullah, Core Partner Director for East Africa
- Youssef Meddeb, National Partner Representative for Francophone Countries

Network partners

Core Partners

- Ghana Center for Democratic Development (CDD-Ghana)
- Institute for Development Studies (IDS), University of Nairobi
- Institute for Justice and Reconciliation (IJR)

Support Units

- University of Cape Town – Institute for Democracy, Citizenship and Public Policy in Africa
- Michigan State University – Department of Political Science

National Partners

- ABCON Plc Consulting House
- Advision Lesotho
- Afrosondagem
- Center for Democratic Governance
- Center for Research and Opinion Polls (CROP)
- Centre d'Etudes et de Recherche en Géosciences Politiques et Prospective (CERGEF)
- Centre de Recherche et de Formation sur le Développement Intégré (CREFDI)
- Centre for Policy, Research and Strategic Studies (CepRass)
- Centre for Social Research, University of Malawi
- Centre pour la Gouvernance Démocratique
- COEF Ressources
- Consortium pour la Recherche Economique et Sociale (CRES)
- Global for Survey and Consulting (GSC)
- Groupe Cible
- Groupe de Recherche en Économie Appliquée et Théorique (GREAT)
- Hatchile Consult Ltd.
- Innovante Recherche en Economie et Gouvernance (IREG)
- Institute for Governance Reform (IGR)
- Institute of Economic and Social Research (INESOR), University of Zambia
- Ipsos Mozambique
- Laboratoire d'Etudes et de Recherches sur les Dynamiques Sociales et le Développement Local
- Mass Public Opinion Institute
- NOIPolls
- One to One for Research and Polling
- Ovilongwa
- QA Strategic Information
- REPOA Policy Research for Development
- Star Awards (Pty) Ltd.
- Stat View International
- StraConsult Ltd.
- Sudan Polling and Statistics Center
- Survey Warehouse

Funding partners

BILL & MELINDA
GATES foundation



Freedom
House

giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH



HUMANITY
UNITED



KONRAD
ADENAUER
STIFTUNG



NED
NATIONAL
ENDOWMENT
FOR
DEMOCRACY
SUPPORTING FREEDOM AROUND THE WORLD

OPEN SOCIETY
FOUNDATIONS



THE WORLD BANK



UN
VOLUNTEERS

WILLIAM + FLORA
Hewlett Foundation

Strategic outcomes, outputs, and activities (summary)

Outcome	Output	Activity
1. Gather African public opinion data are high-quality, relevant, timely, and accessible	a. High quality of survey maintained and methodology continuously improved	i. Maintain high standards and protocols
		ii. Innovate to develop rapid-response capability
		iii. Explore and exploit opportunities of new tech and big data
		iv. Protect consistency of core questions for longitudinal data
	b. Demand-driven public opinion surveys developed	i. Track and respond to mission-aligned data collection and analysis requests
		ii. Carry out some rapid-response surveys for “burning questions”
		iii. Offer services in tracking past topics and questions, and assist in CSQ development and analysis
	c. Efficiency in conducting surveys and timeliness enhanced	i. Conduct efficiency review
	2. Analyze State-of-the-art research and analysis inform public policy formation	a. Knowledge generation and management improved
ii. Develop rapid-response capacity		
b. Accessibility of public opinion data improved		i. Develop and publish “AB signature products”
		ii. Use internal analysis of AB data to improve AB methodologies
		iii. Identify, develop, and apply new feedback and analysis tools
		iv. Collaborate with content creators and influencers
3. Inform Afrobarometer’s profile raised, its audiences understood, and their needs met	a. Effective dissemination, communication, strong brand, and visibility enhanced	i. Develop strategic communications
		ii. Strengthen internal and external communication systems, processes, and practices
		iii. Develop portfolio of AB impact stories
		iv. Collaborate with content creators and influencers
		v. Collaborate with content creators and influencers

	b. Demand for and impact of Afrobarometer data and analysis increased	<ul style="list-style-type: none"> i. Identify key audiences and their needs ii. Tailor output to audiences iii. Manage robust and coherent online and offline presence iv. Invest in data visualization and other tools for communicating AB output
4. Build Capacity built in survey research and data analysis across Africa	a. Skills developed and strengthened	<ul style="list-style-type: none"> i. Convene summer schools ii. Develop mentoring network to support analysis and publication iii. Conduct and follow up authorship workshops and themed analysis seminars
	b. Expertise and capacity across Africa extended	<ul style="list-style-type: none"> i. Extend access to capacity-building activities ii. Build pipeline of trainees
5. Thrive Strong and sustainable network organization led by, for, and with Africans	a. Resources mobilized effectively and sustainably	i. Develop and implement strategy for resource mobilization
		ii. Embed culture of fundraising
		iii. Establish a resiliency fund
		iv. Cultivate African funding sources
	b. Partnerships extend Afrobarometer's capacity, reach, and impact	i. Expand National Partner network to new countries where feasible
		ii. Build relationships with partners, advocates, media, and influencers
iii. Create tools to enable autonomous action by partners and advocates		
c. Institutional capacity strengthened	i. Strengthen human resources to manage, distribute equitably, and deliver increased workload	
	ii. Run a professional development programme for AB staff (training and workshops)	
	iii. Decentralize decision-making where possible	
	iv. Build leadership and bench strength in board, IAC, and management	