

Call for proposals: Talent Management Services (November 2023)

Terms of Reference

About Afrobarometer

For over 24 years AB has collected and published reliable data and analysis on citizens' evaluations and experiences of democracy, governance, the economy, and society in up to 42 countries. As a non-partisan, independent, and pan-African research organisation, AB has demonstrated that public-attitude research can be conducted even in fragile, post-conflict, and closed political environments on the continent. AB's goal is to give ordinary Africans a voice in public policy making and political processes. All data and publications are shared publicly, and we track evidence of awareness and use of the findings for policy planning and implementation.

As the only survey organization by, for, and with Africans, AB is currently the leading pan-African data source on issues affecting men, women, and youth on the continent. AB has data for tracking progress toward 12 of the 17 UN Sustainable Development Goals (SDGs) and several indicators of the African Union Agenda 2063 targets. AB is also a significant contributor to young African talent in survey research and analysis in a world increasingly dependent on data in every sector. We do this through our capacity building program, which is of critical importance to increasing the number of independent researchers on the continent.

AB has three Core Partners (CPs) that oversee and provide technical support to National Partners (NPs) who are directly responsible for implementing the surveys in each country. NPs conduct the surveys, analyse the data, and disseminate findings at the individual country level. The three Core Partners are:

- Ghana Center for Democratic Development (CDD-Ghana) – responsible for West, Central, and North Africa.
- Institute for Development Studies at the University of Nairobi, Kenya – responsible for East Africa.
- Institute for Justice and Reconciliation, South Africa – responsible for Southern Africa.

Additionally, technical assistance is provided by academic support units at Michigan State University (analysis and publications) and the University of Cape Town (data management, fieldwork, and capacity building).

Context

To equip the organisation with the right human capital and ensure succession plans address the current, medium, and long-term needs, Afrobarometer (AB) seeks the services of a talent management professional. The selected individual will assist the management team in defining the appropriate staffing needs to ensure the effective delivery of the new strategic objectives aligns with Afrobarometer's overarching strategic outcomes:

1. **Maintain high-quality and efficient surveys:** Ensure the continual enhancement of survey methodology to uphold high standards and responsiveness to demand-driven public opinion surveys.
2. **Improve knowledge generation and management:** Foster the accessibility of public opinion data through advanced knowledge generation and management practices.
3. **Advance effective dissemination, communication, strong brand, and visibility:** Strengthen Afrobarometer's brand presence, visibility, and communication strategies for the purpose of increasing demand for and impact of Afrobarometer data and analysis.
4. **Develop and strengthen skills across Africa:** Facilitate the development and reinforcement of skills to extend expertise and capacity across the African continent.
5. **Mobilize resources effectively and sustainably:** Cultivate extended partnerships to mobilize resources effectively and sustainably, thereby enhancing Afrobarometer's capacity, reach, and impact for strengthened institutional resilience.

Scope of work:

1. Conduct a functional review and gap analysis of each unit's job descriptions to align with the new AB Strategy.
2. Design an optimal staffing structure with well-defined roles, positions, and skills sets. Advise on additional human resource investments for the mid to long term needs.
3. Identify AB's critical roles, develop succession plans for all critical roles, and determine resources/talent required in the short, medium, and long-term to ensure adequate bench strength and smooth transitions.
4. Identify and review incumbents in the critical AB roles and develop an annual talent management process to discuss their readiness levels and development gaps.
5. Identify retention risks of critical AB staff and mitigating actions.

6. Develop a process and template to identify and discuss talent actions, career progression, and development plans.
7. Create a revised organogram that reflects the immediate and long-term human capital needs and strategic workforce plan (head count requirements) to deliver on the AB 10-year strategy.

Expected outputs:

The outcomes must align and tie into the AB strategic goals and objectives and should inform the company's decision to buy, build or borrow resources or other talent strategy approaches:

1. An HR transition and change management plan leading the organisation from the current structure to the 'to be' structure, including risks and opportunities and a clear timeline for implementation.
2. A revised organisation chart/structure aligned with the AB Strategy and high-performance culture and values.
3. A list of various functions, classifications of roles' 'criticality,' clarity of job categories, understanding level of complexity, and drive for career progression.
4. A list of incumbents in critical roles.
5. A list of AB's successors and staff with high potential.
6. Retention priority, risk matrix, and identified key talent retention plan.
7. Agreed successor readiness levels and development plans for action. Road map for correcting identified gaps, along with a timeline for implementation.
8. Facilitate a session for management on the new staffing and structure, ways of working together, and relevant performance management support.

Budget Proposal:

The consultant is expected to provide a detailed budget proposal outlining the costs associated with the consultancy. This budget proposal should include, but is not limited to, the following:

1. **Consultant fees:** Specify the consultant's daily or hourly rate and provide an estimate of the total fees for the duration of the consultancy.
2. **Number of days:** Clearly state the number of days or hours required to complete each aspect of the scope of work.
3. **Travel expenses (if applicable):** If the consultancy involves any travel, provide an itemized breakdown of travel-related expenses, including transportation, accommodation, meals, and any other relevant expenses. Please note that any travel expenses should be reasonable and justifiable.
4. **Other relevant expenses:** Include a list of any additional expenses that may be incurred during the consultancy, such as materials, software, or other resources necessary to fulfill the scope of work.
5. **Total budget:** Summarize the total budget required for the consultancy, including all fees, expenses, and any applicable taxes.

The budget proposal should be submitted along with the consultant's proposal in response to this TOR. Afrobarometer is committed to selecting the most suitable consultant based on the proposed budget and the ability to meet the organization's needs effectively and efficiently.

Reporting structure:

The consultant will work closely with the Human Resource and Administration Manager (HRAM) and Leadership team to fulfill the scope of work. The HRAM will serve as the primary contact within Afrobarometer for day-to-day collaboration, information sharing, and coordination of activities related to the consultancy.

The consultant will report the progress of the consultancy to the leadership team through the Chief Operating Officer to the CEO. Regular communication and progress reports will be expected to ensure that the consultancy aligns with Afrobarometer's strategic goals and objectives. The frequency and format of these reports will be mutually agreed upon at the outset of the consultancy.

This reporting structure will facilitate effective communication, collaboration, and the successful completion of the consultancy, ensuring that the consultant's work is well-integrated into Afrobarometer's organizational objectives.

Qualifications and experience:

The talent management professional should possess:

- Educational qualification in Human Resources, Organizational Development or Psychology, Business Administration, or a related field.
- Proven experience of at least 10 years in talent management, succession planning, and organizational development.
- In-depth knowledge of international NGO standards and best practices.
- Demonstrated understanding of talent management within the context of research organizations.
- Strong analytical, communication, and project management skills.
- Familiarity with pan-African contexts and challenges in the field of survey research and analysis is advantageous.

Selection criteria:

The selection of the consultant will be based on the following criteria:

- Qualifications and experience of the consultant and team members.
- Methodology and approach proposed for the services.
- Demonstrated understanding of INGO standards, talent management and succession planning.
- Budget feasibility and cost-effectiveness.

- Quality and clarity of the proposal.

Submission of proposals:

Interested consultants should submit their proposals, including CVs of main consultant and team members, relevant experience, proposed methodology, and budget, to contact@afrobarometer.org **no later than 30th November 2023**.