



African Population and Health Research Center

BOARD DIVERSITY POLICY AND SKILLS MATRIX

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1. Background and Introduction

- 1.1 APHRC recognizes the importance of creating and maintaining a Board that leverages its diversity in, among others, academic and professional qualifications, technical and industry knowledge, gender, backgrounds, experiences, nationality, age, cultural, ethnicity and perspectives so as to reflect the diversity of APHRC's Stakeholders and ultimately to realize APHRC's Vision.
- 1.2 The Board comprises Directors who collectively have the skills, knowledge and experience to effectively govern and direct APHRC to achieve its Mission and Strategy.
- 1.3 The Board Diversity Policy and Skills Matrix ("**DPSM**") contains policy guidelines on diversity and required skills contained in the Appendix below.
- 1.4 The DPSM provides a guide on the skills, knowledge, experience, personal attributes and other criteria appropriate for APHRC or which APHRC is seeking to achieve in its Board membership.
- 1.5 The DPSM also outlines APHRC's policy and practices towards achieving and maintaining diversity on its Board for enhanced performance.
- 1.6 The DPSM is designed to set out the skills that ought to be present on the Board, the actual skills present on the Board, and therefore the gaps that the Board should seek to fill with any future recruitments and will therefore be useful in providing guidance to the Board in identifying suitable candidates for Board appointments.

2. Guiding Principles

- 2.1 In determining the optimal size and composition of the Board, the Board will have due regard to diversity within the broad parameters of the APHRC strategy and its Mission.
- 2.2 In making Board appointments, the Board will be guided by this DPSM and shall ensure that all Board appointments are made on merit, taking into consideration the diversity requirements set out hereunder and which the Board as a whole requires in order to be effective.
- 2.3 Before any appointments are made to the Board, the Nominations and Governance Committee ("**NAGC**") will review the skills present on the Board vis-a-vis the skills required against the broad parameters of the APHRC strategy, and based on identified gaps, make recommendations of potential candidates.
- 2.4 The Board succession plan shall be hinged on the DPSM.

3. Diversity and Skills Matrix

- 3.1 The diversity and skills requirements of the Board are set out in the Appendix below.

4. Related Policies

- (a) APHRC by-laws
- (b) The APHRC Board Charter
- (c) Committee Terms of Reference

5. Policy Review

The Board will review this Policy every five years to ensure it remains consistent with the Board's objectives and APHRC strategy.

APPENDIX

PART A: COLLECTIVE SKILLS

SKILLS AREA	DESCRIPTION	RATING	STATUS	VERDICT
Strategy	Ability to think strategically and identify and critically assess strategic opportunities and threats, potential and necessary innovations and develop effective strategies for APHRC.	Essential		
Fundraising	Expertise & knowledge in fundraising and ability to support fundraising efforts at the Center.	Essential		
Audit, Financial Management and Performance	Qualifications and experience in Audit, accounting, and/or finance and the ability to: Analyze key financial statements; Critically assess financial viability and performance; Contribute to strategic financial planning; Oversee budgets and the efficient use of resources; and Oversee funding arrangements and accountability.	Essential		
Risk and Compliance	Ability to identify key risks in a wide range of areas including legal and regulatory compliance, and monitor risk and compliance management frameworks and systems.	Essential		
Information Technology Strategy and Governance	Knowledge and experience in the strategic use and governance of information management and information technology, particularly in the context of the financial services and related industries, and security risk management.	Essential		
Stakeholder Engagement	High-level reputation and networks and the ability to effectively engage and communicate with the stakeholders.	Essential		
Field of expertise	Strong professional expertise in the disciplines associated with APHRC's research, research capacity strengthening and policy engagement/advocacy and should represent, among themselves, the spread of relevant disciplines. These include demography, sociology/anthropology, public/community health, other health sciences, epidemiology, economics/health economics, communications/public relations, and fundraising.	Desired		
Policy Development	Ability to identify key issues and opportunities and develop appropriate policies to define the parameters within which APHRC should operate.	Desired		
Executive Director	Experience at executive level including the ability to appoint and evaluate the performance of executive director.	Desired		
Legal and Regulatory	Knowledge of the legal and regulatory environment within which APHRC operates.	Desired		
Regional Experience	Experience working in different jurisdictions in Africa and in particular in countries where APHRC operates	Desired		
People/Organizational Development	Knowledge and experience in overseeing strategic human resource management including workforce planning, and employee and industrial relations; and Oversee large scale organizational change.	Desired		

PART B: DIVERSITY AND NON-SKILLS BASED CRITERIA

CRITERIA	DESCRIPTION	RATING	STATUS	VERDICT
Gender	The APHRC Board should include members of all genders, and an effort should be made to achieve a reasonable gender balance.	Essential		
Geographic and Cultural Diversity	The Board should represent among themselves a broad range of nationalities and regions, including both donor and beneficiary countries. Normally however, there should not be more than three Directors from any particular country at any given time. There should be one Director from each of the countries where APHRC has a physical presence.	Essential		
Age	The Board should have age diversity among directors to bring different generational perspectives to the Board's deliberations. However, Directors must be mature and experienced persons, while still possessing the stamina required to attend long meetings and undertake extensive travel.	Essential		
Previous Board Experience	The Board collectively comprises directors who demonstrate competence and experience at Board level and/or who have completed formal training in directorship/governance.	Desired		

PART C: PERSONAL ATTRIBUTES EXPECTED OF EVERY BOARD MEMBER

ATTRIBUTE	DESCRIPTION
Professionalism	<ul style="list-style-type: none"> • Demonstrated competence, commitment, motivation, and dedication in reaching the highest standard of performance and achieving results in line with APHRC's strategies. • Understanding and fulfilling the duties and responsibilities of a director, and maintaining knowledge in this regard through professional development
Integrity (ethics)	<p>A commitment to:</p> <ul style="list-style-type: none"> • putting APHRC's interests before any personal interests; • being transparent and declaring any activities or conduct that might be a potential conflict; and • maintaining Board confidentiality.
Effective Listener and Communicator	<p>The ability to:</p> <ul style="list-style-type: none"> • listen to, and constructively and appropriately debate, other people's viewpoints and respect disagreement without personalizing debate and avoiding paralysis in the face of dissent; • develop and deliver cogent arguments; • communicate effectively with a broad range of stakeholders; and • respect others' views.
Constructive Questioner	The preparedness to ask questions and challenge management and peer Directors in a constructive and appropriate way
Contributor and Team Player	The ability to work as part of a team, and demonstrate the passion and time to make a genuine and active contribution to the Board and APHRC
Commitment	A visible commitment to the purpose for which APHRC has been established and operates, and its sustainable growth
Availability	Persons selected for Board membership, while in most cases professionally employed in demanding positions, should still be available to attend meetings of the Board regularly and of the Committees to which they are appointed, to give adequate attention to the advance

	documentation and to perform representational duties with donors and beneficiary countries as needed.
Influencer and Negotiator	The ability to negotiate outcomes and influence others to agree with those outcomes, including an ability to gain stakeholder support for the Board's decisions
Critical and Innovative Thinker	The ability to critically analyze complex and detailed information, readily distil key issues, and develop innovative approaches and solutions to problems
Leadership	<p>Innate leadership skills including the ability to:</p> <ul style="list-style-type: none"> ● appropriately represent APHRC; ● set appropriate Board and organizational culture; and ● make and take responsibility for decisions and actions. <p>It is also essential to plan several years ahead to ensure that strong candidates for the positions of Board Chairperson, Deputy Chairperson, and Committee Chairpersons are available as those positions become vacant. Generally, Directors are elected to such positions only after serving on the Board for at least two years.</p>
Language	Directors should have sufficient knowledge of the English language to participate comfortably and actively in Board and Committee meetings and to read the documentation without facilitation.