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1. **Background to PRME Chapter Africa Governance Statement**
   This governance statement has been developed using the Regional Principles for Responsible Management Education (PRME) Chapter Governance Guidelines provided by the PRME Secretariat and PRME Global Chapter Council.

   The United Nations Global Compact PRME initiative (PRME) has facilitated numerous global, regional and local engagement opportunities since its inception in 2007. Following the 1st PRME Global Forum in December 2008, business schools from around the world took up the call for action in support of PRME and began organising their own activities to advocate for and promote responsible management education.

   PRME Chapters were officially created as an outcome of the 3rd Global Forum in Rio de Janeiro in 2012 and are considered to be the primary vehicle to drive growth of the PRME around the world. As of September 2021, there are 17 designated regional and national Chapters.

   Timeline of Chapter Establishment or Re-Engagement (*Italics = re-established*)

   In March 2021, the PRME Secretariat signed a Memorandum of Agreement and appointed a Founding Committee to establish PRME Chapter Africa.

2. **Purpose of PRME Chapter Africa**
   PRME Chapters perform a pivotal role in situating PRME within different regional, national, economic, cultural and linguistic contexts. They also facilitate the growth and engagement of PRME with respect to implementation of Six Principles and integration of the SDGs in business schools and higher education institutions (HEIs). As a United Nations Global Compact (UNGC) initiative, it is expected that the work of PRME Chapters and their members will be carried out in the spirit of the UNGC’s Ten Principles.

   The purpose of PRME Chapter Africa is:
   2.1. to engage and grow the PRME network in Africa;
   2.2. to advocate and develop thought leadership in responsible management education and research in Africa;
   2.3. to promote and facilitate knowledge sharing on PRME in Africa; and
   2.4. to support the implementation of the Six Principles and the integration of the SDGs in business schools and HEIs in Africa.
3. **Key Objectives of PRME Chapter Africa**

The key objectives of a PRME Chapter Africa are to:

3.1 apply the Six Principles in the African context;
3.2 increase the visibility of PRME and its signatories in Africa, by advocating for responsible management education, research, and developing thought leadership;
3.3 actively promote the growth of the Africa Chapter by engaging with non-communicating signatories, as well as business schools and higher education institutions that are not yet PRME signatories;
3.4 engage all PRME signatories in Africa and provide a platform for dialogue, learning, and action on responsible management education;
3.5 engage with other PRME Chapters, PRME Working Groups, PRME Global Students, and other PRME platforms and projects;
3.6 share examples of best practice on how to integrate the United Nations Sustainable Development Goals (SDGs) into the curriculum, research, partnerships, dialogue, external engagement activities, and the internal practices of the school or institution; and
3.7 develop knowledge sharing and thought leadership amongst PRME signatories in close connection with the respective UN GC Local Networks and their members.

4. **Role and Expected Activities of Chapters**

The PRME Secretariat signed a mandate on 15 March 2021 to establish PRME Chapter Africa. To fulfil this mandate and advance the key objectives set out above, PRME Chapter Africa is required to perform the following activities.

4.1 Organise an annual general meeting (AGM) open to all Chapter members to discuss the strategic direction and development of the Chapter.
4.2 Host at least one additional annual activity on a substantial issue for PRME. This second event can be held in conjunction with the AGM.
4.3 Actively promote regular communication, knowledge sharing, and collaboration between Chapter members, and communicate activities taking place in the different regions of the Chapter, as well as Chapter events and activities.
4.4 Encourage Chapter members to participate in the Annual PRME Global Chapter Forum.
4.5 Encourage members to engage and work together with UNGC Local Networks at country level.

5. **Strategic relationships**

5.1. **Relationship with the PRME Secretariat**

The PRME Secretariat provides essential infrastructure as well as mission-critical support and coordination services to all PRME Chapters. These include, but are not limited to:

- oversight of Chapter governance matters;
- organisation and coordination of the Global Chapter Forum, bi-monthly Chapter Chair Meetings, and monthly Chapter Talks;
- PRME Website - https://www.unprme.org/
● advisory services by the Global Chapter Council (GCC)¹;
● membership services, promotion, events, communications;
● PRME Blog;
● monthly newsletter; and
● networking through PRME Global Students (PGS) and PGS Regional Leaders.

5.2. Relationship with UN Global Compact Local Networks in Africa

As an initiative of UNGC, PRME aligns its strategy to the UNGC strategic priorities. Both the UNGC and PRME agree that the way to address the SDGs is through action at a regional, national or local level in countries around the world. In a similar way to PRME Regional Chapters, UN Global Compact Local Networks (GCNs) play an essential role in situating the UNGC within different regional and national contexts. There are currently 59 GCNs around the world.

The potential for GCNs and PRME Chapters to drive change in business is clear as they are aligned in their objectives to accelerate action on the SDGs. It is for this reason that the PRME and UNGC Boards see it as a strategic priority to establish closer links between the two initiatives.

While some relationships between PRME signatories and GCNs already exist in Africa, the time is right to develop strategic partnerships between PRME Chapter Africa regions and GCNs. PRME Chapter Africa will:
● build on these existing relationships and strengthen ties between PRME and GCNs;
● actively develop relationships at regional level working together in partnership to pursue common interests, and drive ambition and action on the SDGs;
● act as a communication channel to connect Chapter members in Africa with UNGC and GCN events and activities; and
● engage in joint activities, such as dialogue between business leaders, public sector, non-profit sector and academia; cross-sector research collaborations; or student activities.

5.3. Other PRME Groups

PRME Chapter Africa will encourage members to engage with other PRME groups including, but not limited to:
● PRME Working Groups;
● PRME Global Students;
● PRME Innovation Challenge; and

¹ The GCC acts in an advisory capacity to the PRME Secretariat and to PRME Chapters. This applies prior to the establishment of a new Chapter, during the Chapter confirmation period, and during the annual Chapter review process.
5.4. Other strategic partnerships in Africa

PRME Chapter Africa will also develop strategic partnerships with other organisations that are actively pursuing the SDGs and sustainability in Africa.

Examples include, but are not limited to, the African Academy of Management (AFAM) and Association of African Business Schools (AABS).

Appropriate due diligence procedures will be applied to all partner organisations, with oversight by the Chapter Chair and a final decision to engage in partnership activities made by a simple majority of the Chapter Steering Committee.

6. Membership and organisation of PRME Chapter Africa

6.1 Membership

● Membership of a PRME Chapter can be held only by ‘communicating’ signatories of PRME, based in the relevant region, that have paid the PRME Annual Service Fee.

● Members must maintain their standing as ‘communicating’ signatories of PRME, and this includes, but is not limited to, the timely submission of a Sharing Information on Progress (SIP) report, in compliance with the PRME SIP Policy, and timely payment of the PRME Annual Service Fee.

● Associate Membership of a PRME Chapter may be granted by a PRME Chapter Steering Committee to organisations in the wider ecosystem of responsible management education and responsible business.

● Honorary Individual Membership may be granted by a PRME Chapter Steering Committee. Invitations to become an Honorary Individual Member may be extended to (1) retired staff or faculty previously affiliated with a ‘communicating’ PRME signatory, or (2) a faculty member of an institution based outside of the regional context, but with an extensive background and experience in the regional context.
6.2 PRME Chapter Organisation and Relationships

![Diagram of PRME Chapter Africa relationships with PRME and UNGC]

6.3 Chapter Steering Committee

The Chapter Steering Committee is the main governance body of PRME Chapter Africa. The role of the CSC is to provide strategic leadership of the Chapter in the interests of all Chapter members, in line with the Chapter Mandate provided by the PRME Secretariat.

**Objectives of the CSC**

The CSC is responsible for planning, coordinating and providing appropriate support and activities to further the aims of PRME. It is accountable to its members, and its primary functions include, but are not limited to:

- designing and maintaining of a robust system of governance that is fair, transparent and inclusive;
- providing a range of programmes and support to meet the needs of members;
- developing a mutually beneficial relationship with UNGC local networks;
- actively engage with and include student organisations in PRME Chapter events and activities;
- promoting PRME to both signatories and non-signatories;
• holding formal meetings no less than four times annually, with preferably a minimum of one face-to-face meeting; and
• upholding the core values of the United Nations, namely integrity, professionalism, respect for diversity.

CSC committee members will:
• always exercise independent judgment in the performance of the office without any regard to any connection they may have with any particular PRME member, person or organisation;
• serve as ambassadors for PRME Chapter Africa;
• actively promote activities that are fair, transparent and inclusive; and
• contribute actively to advocacy efforts for PRME, PRME Chapter Africa and collaboration with UNGC and UNGC local networks, including activities such as conferences, social media, webinars.

6.4 Regional Hubs Africa

Regional Hubs Africa (RHAs) are responsible for representing the PRME Chapter Africa in their regions. They will be established by the PRME Chapter Africa CSC and be provided with a written mandate to establish the scope of their activities, governance protocols, reporting requirements. The CSC may establish regional hubs as and when appropriate.

Oversight of RHA mandates is the responsibility of the Chapter Chair.

No contracts or commitments may be made outside the scope of the mandate. However, the RHA may make written application to the CSC or Chapter Chair for approval to appoint suppliers, service providers or other organisations.

The RHAs will:
• comprise PRME Chapter Africa members and ‘communicating’ PRME signatories;
• operate in accordance with a written mandate from PRME Chapter Africa CSC;
• engage and grow the PRME network in their designated region;
• work with and support PRME Chapter Africa and the Deans’ and Directors’ Forum Africa to deliver regional PRME activities;
• advocate and develop thought leadership in responsible management education and research in their designated region;
• promote and facilitate knowledge sharing in the designate region;
• support the implementation of the Six Principles and the integration of the SDGs in business schools and HEIs in their designated region;
• support UNGC local networks and actively pursue joint activities with UNGC local networks; and
• engage with and include students and student organisations in PRME events and activities.
To engage and grow the PRME network, RHAs may include schools and other partners or partner organisations that are not PRME signatories, to the extent that this is done in accordance with their written mandate. This also applies to suppliers and other service providers. For example, where an event is being arranged, the engagement of service providers will be within the scope of the mandate and include relevant due diligence procedures as specified in the mandate.

6.5 Project Groups Africa

Project Groups Africa (PGAs) may be established by the CSC to address specific tasks or issues. They may be made up of member organisations, and additional partners or partner organisations.

The CSC will provide direction and guidance to PGAs by issuing written Terms of Reference (ToR). Oversight of PGA ToR is the responsibility of the Chapter Chair.

**PGAs will operate from the following principles.**

- CSC members may each nominate a suitable person or persons to lead and/or participate in PGAs. Agreement on appointments will be by simple majority of CSC members.
- Partner organisations may participate in PGAs at the invitation of the CSC. This may include schools and other individuals or organisations that are not PRME signatories.
- Suppliers or other service providers may be appointed by the PGA to the extent that this is within the scope of the written ToR and will include relevant due diligence procedures as specified in the mandate.
- No contracts or commitments may be made outside the scope of the ToR. However, the PGA may make written application to the CSC or designated person appointed by the CSC, for approval to appoint suppliers, service providers or other organisations.
- PGAs are accountable to the CSC or designated person appointed by the CSC, who is accountable to the CSC. The designated person will be stated in the ToR, and where necessary, the CSC will advise the PGA in writing of any change in the designated person.

6.6 Deans’ and Directors’ Forum Africa

The Deans’ and Directors’ Forum (DDFA) is a supporting body to PRME Chapter Africa. Working closely with the CSC. The role of the DDFA is to support the activities of the CSC in promoting the aims of PRME.

**Invitation to join the DDFA**

- The founding members of the DDFA will be invited by the PRME Global Chapter Council, who will also appoint a DDFA Chair to serve for an initial 3-year period.
- The founding members of the DDFA will invite others to join them, with due consideration to the values of fairness, transparency and inclusiveness.
- The DDFA will establish appropriate governance and operating procedures in order to meet their objectives.
The DDFA will:
- comprise Deans and Directors from ‘communicating’ signatories or from the University affiliated with a ‘communicating’ signatory, in which case the individual may be a Dean of another faculty, a Deputy Dean, a Director, or the Vice Chancellor, Deputy Vice Chancellor of the University;
- meet once a quarter as a group to discuss ways to support PRME and PRME Chapter Africa and agree on activities that they and their school or University will actively pursue in support of the Six Principles and the ten UNGC Principles; and
- communicate regularly with the Chapter Chair or designated CSC committee member, to update the CSC on current thinking, to discuss priorities, or to coordinate events and activities.

DDFA members will:
- act as advocates for PRME, for PRME Africa Chapter, and for collaborating with UNGC across Africa and internationally; and
- jointly use their convening power in Africa and internationally, to arrange or facilitate, in conjunction with PRME Chapter Africa and the CSC, at least one event per year in Africa that promotes PRME, the PRME Chapter Africa and/or UNGC and/or collaboration with UNGC local networks. This may include the Chapter Annual General Meeting.

DDFA members will, at a regional level:
- act as advocates for PRME, for PRME Africa Chapter, and for collaborating with UNGC and UNGC local networks in their region;
- use their convening power at a regional level to arrange or facilitate, in conjunction with the Regional Hubs Africa, at least two events per year in their region that promotes PRME, the PRME Chapter Africa and/or UNGC and/or collaboration with UNGC local networks. These regional events may include, but are not limited to:
  - hosting speakers on PRME and SDG related topics; whether in person or online;
  - hosting events that incorporate SDG related topics where PRME and/or UNGC actively promoted; and
- DDFA members will also engage with student organisations in the region as a means to facilitate the inclusion of students in PRME events and activities.

7. Governance of PRME Chapter Africa

7.1 Composition of the Chapter Steering Committee
- The CSC may consist of up to 15 members, drawn from communicating PRME signatories, including the Chapter Chair, and with a minimum of 7 members.
- Up to two members from the African diaspora\(^2\) may be included in the CSC.

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\(^2\) The African diaspora is defined by the African Union as “people of Africa origin living outside the continent, irrespective of their citizenship and nationality and who are willing to contribute to the development of the continent ...”. [https://au.int/en/diaspora-division](https://au.int/en/diaspora-division)
A fair geographic distribution of CSC members will be sought to ensure there are representatives on the CSC from all regions, currently designated as North, South, East and West, but may also include other regions as appropriate. It is recommended that each region has at least 1, preferably 2 and not more than 4 members.

7.2 Values of the CSC
The work of a CSC is guided by a set of values, to be agreed by the CSC, and these include, but are not limited to, the following.
- The values of the UNGC, which are integrity, professionalism, respect for diversity.
- Values of fairness, transparency and inclusiveness.
- The Chapter is committed to upholding gender equity and the principles of SDG 5, and Target 5.5 in particular. This does not necessarily mean equal numbers of men and women on the CSC, but rather equal opportunities and participation for women.
- The CSC will also take appropriate measures to ensure fairness, transparency and inclusiveness are applied when appointing CSC members and upholding the principles of SDG 10 and Targets 10.2 and 10.3 in particular. This means being inclusive and ensuring equal opportunities.
- CSC members will make decisions based on their experience and serve in an individual capacity without favouring any connection they may have with any particular signatory, person or organisation and by avoiding conflicts of interest.

7.3 Criteria for selection of CSC members
- CSC members will be drawn from fully paid up, communicating PRME signatories.
- Members of the CSC act in an honorary and unpaid capacity.
- CSC members are expected to have a deep understanding of PRME and the Six Principles and are expected to commit to actively participate in the activities of the Chapter.
- CSC members are generally permanent faculty members, but may also hold other faculty designations, such as adjunct faculty.
- CSC members will act as the lead PRME coordinator, or be a member of a PRME team, within their own organisation and have experience of SIP Reporting.

7.4 Ex-officio members
The expertise, knowledge and experience of ex-officio members is important to provide advice and guidance to the CSC and to broaden the outlook and understanding of the committee.

Ex-officio members are not included in the meeting quorum and do not vote at meetings.

At the discretion of the CSC, ex officio members may be co-opted for the following reasons.
- A particular expertise is required on a time-limited basis.
- In order to invite a UNGC Local Network Chair or other UNGC officer holder.
- The continuing service of ex-officio members will be ratified at each AGM.
7.5 **CSC meetings**
- A quorum at a meeting of the CSC, whether in person or online, will be 50% of the CSC members, excluding ex-officio members.
  For example: For a CSC with 7 members, the quorum at a CSC meeting will be 4 members; for a CSC with 10 members, the quorum at a CSC meeting will be 5 members.

7.6 **Responsibilities and conduct of CSC members**
- CSC members should:
  - exhibit strong moral character with a strong commitment to the core values of the United Nations, namely integrity, professionalism, respect for diversity;
  - always exercise independent judgment in the performance of their office, without being partial to any connection they may have with any particular PRME signatory, person or organisation; and
  - avoid conflicts of interest, and in the case that a conflict does arise, they should declare the conflict to the Chapter Secretariat in writing and recuse themselves from any related decisions.

7.7 **Members who no longer meets qualification criteria**
- If a CSC member no longer meets the qualification criteria for membership (for example: they are no longer employed by a Chapter member organisation), they may, subject to the agreement of a simple majority of CSC members, remain on the CSC until the following AGM.

7.8 **Breach or misconduct by a CSC member**
- In the event that a CSC member is in breach of their CSC commitment or other misconduct, the CSC may ask such member to step down. A simple majority of CSC members is required in this case.

8. **Chapter Steering Committee members and office holders**

8.1. **Principles for making appointments**
- In the interests of fairness, transparency and inclusion, each Chapter is expected to publish a clear policy and guidelines on election procedures.
- The CSC is also expected to encourage candidacies from academics with a mix of skills and experience from different regions and diverse backgrounds.

8.2. **Term of appointment of CSC members**
- CSC members are appointed for a 3-year term.
- CSC members may serve for a maximum of two terms, to ensure a balance between experienced and new CSC members.
- Ex-officio membership and their continuation on the CSC is subject to ratification annually at the AGM.
8.3. **Chapter Steering Committee Office Holders**

Key roles of the CSC are:

- The Chapter Chair
- Chapter Vice-Chair
- Chapter Secretariat

These office bearers will be appointed at the Annual General Meeting, or in the case of the first CSC, by a voting procedure conducted at the Chapter launch event, as described at para 8.4.

The roles of all other office holders may be reallocated from time to time depending on the needs of the Chapter and following consultation with CSC members and agreement by a simple majority vote.

The CSC may create additional officer roles from time to time depending on the needs of the Chapter and following consultation with CSC members and agreement by a simple majority vote.

Such roles may include Head of Programmatic Work, Head of Member Recruitment and Engagement, Head of Promotion, Head of Events, Head of Innovation, Head of Student Engagement, Head of Faculty Development Programmes, Competitions, and so forth.

8.4. **Appointment of the first CSC and key office holders**

- An open call for nominations will be made to all fully paid up, ‘communicating’ signatories of PRME in Africa.
- The nominations process will be managed by the founding committee of PRME Chapter Africa, with the oversight of the PRME Secretariat.
- The call for nominations will include CSC members and the key office holders of the first CSC, namely the Chapter Chair, Vice-Chair and Secretariat.
- The nominations for CSC and for key office holders will be held at the same time, but additional criteria will apply to the key office holders, and additional oversight procedures will apply to their appointment.
- Clear guidelines on the requirements for nominations will be provided to all ‘communicating’ signatories, with details such as the maximum word count, to whom these are submitted, with a clearly specified deadline.
- These guidelines will be sent by email to all contact persons registered with the PRME Secretariat, as well as to the Dean of the organisation.
- A closing date for receipt of nominations should be set at a minimum of 4 weeks from the date of the call for nominations.

**Application for appointment to the first CSC**

- Application by candidate
  - All candidates must complete all details required on the online application form for CSC members.
The application will include a declaration that the candidate has read the PRME Chapter Governance Statement and understands the role of CSC members.

- Self-nomination with peer support
  - Candidates must include a letter of support for the nomination from one colleague who is a permanent faculty member of their institution.
  - The letter of support for the nomination will provide the information and the requirements specified in the call for nominations and will be submitted independently of the candidate’s submission.
  - Any candidate application without the peer nomination will not be considered. It is the responsibility of the candidate to ensure that a peer nomination is submitted.

- Nominations must also include a letter of support from their organisation to confirm:
  - the nominee’s faculty status;
  - their PRME knowledge and experience; and
  - organisational support for the candidate to advance the PRME mission through active engagement in the management of the Chapter.

Application for appointment as a key office holder of the first CSC

- Candidates who apply to become members of the first CSC for PRME Chapter Africa, may at the same time submit a separate application for the role of a key officer holder.

- Application by candidate
  - All candidates must complete all details required on the online application form for key office holders, in addition to the separate application for appointment as a CSC member.
  - The application will include a declaration that the candidate has read the PRME Chapter Governance Statement and understands the role of all CSC key office holders.

- Self-nomination with peer support
  - Candidates must include letters of support for the nomination from three colleagues who are permanent faculty members of their institution. One of these may be from the same person who provided a nomination for CSC membership.
  - The letters of support for the nomination will provide the information and the requirements specified in the call for nominations and will be submitted independently of the candidate’s submission.
  - Any candidate application without the required peer nominations will not be considered. It is the responsibility of the candidate to ensure that the required peer nominations are submitted.

- Nominations must also include a letter of support from their organisation to confirm:
  - the nominee’s faculty status;
  - their PRME knowledge and experience;
  - experience appropriate to the key officer role in question; and
  - organisational support for the candidate, to ensure they can be actively engaged in the management of the Chapter in the key officer role in question.
8.5. Appointment of new members to fill vacancies on the CSC

- An open call for nominations will be made to all member organisations of the Chapter at least 4 weeks before the Annual General Meeting (AGM).
- The CSC will provide members with clear guidelines on the requirements for nominations, the maximum word count, to whom these are submitted, with a clearly specified deadline.
- A closing date for receipt of nominations should be set at a minimum of two weeks before the date of the AGM, to allow for processing time and issuing of ballot sheets, in the event that there are more candidates than vacancies.

Application for appointment to the CSC

- Application form
  - All candidates must complete all details required on the online application form.
  - The application will include a declaration that the candidate has read the PRME Chapter Governance Statement and understands the role of CSC members.
- Peer nomination process
  - Candidates must include a letter of nomination from one colleague who is a permanent faculty member of their institution.
  - The letter of nomination will provide the information and the requirements specified in the call for nominations and will be submitted independently of the candidate’s submission.
  - Any candidate application without the peer nomination will not be considered. It is the responsibility of the candidate to ensure that a peer nomination is submitted.
- Nominations must also include a letter of support from their organisation to confirm:
  - the nominee’s faculty status;
  - their PRME knowledge and experience; and
  - organisational support for the candidate to advance the PRME mission through active engagement in the management of the Chapter.

8.6. Elections and ballot process.

- The elections and ballot process for the first CSC are set out in paragraph 8.4.
- Nominations for CSC member will be processed by members of the CSC and the requirements for each candidate will be verified, including but not limited to: their expertise, knowledge and experience on PRME, active engagement in PRME, support of organisation, and good standing.
- Elections are held on the basis of one vote per Chapter member institution.

9. Strategic direction of the Chapter

CSC members are expected to develop a roadmap for the strategic development of PRME Chapter Africa. This may include, but is not limited to, the following.

- Vision and mission statement.
- Set of strategic objectives.
- Clear value proposition for Chapter members.
- Forward planning for a period of at least 3 years.
Progress towards the strategic objectives should be monitored and evaluated by means of an operational and annual activity plan, ongoing oversight of activities, and annual reviews.

An activity plan may include a planned programme of events, outreach activity, membership engagement, webinars, workshops, and roundtable discussions.

10. The Annual General Meeting
   - The CSC is accountable to the members of the Chapter and will organise an Annual General Meeting (AGM).
   - As the CSC represents its members, at the AGM the CSC will present and discuss the strategic development of the Chapter with its members and representatives of the PRME Secretariat.
   - The AGM of the Chapter will generally be held during the Annual Chapter Conference, with a notice and draft agenda to be circulated to all members at least four weeks prior to the date of the AGM. Members are to be given an opportunity to shape the Agenda of the AGM.
   - An Extraordinary General Meeting (EGM) may be held at the request of at least 50% of the Chapter members, who shall write to the Chapter Secretariat with their names and specify the motion on which a vote should be taken. Members are to be given at least four weeks’ notice of any EGM.
   - The quorum for any AGM or EGM shall be as follows:
     o the election of a key office holder will require a simple majority, and
     o for any decisions put to the vote requiring a simple majority the quorum shall be at least 50% of fully paid up, ‘communicating’ signatories, which number includes at least 50% of the CSC members.
   - Chapters are encouraged to publish a set of guidelines and rules for elections in the interests of fairness, transparency and inclusiveness.

   - A member of the PRME Secretariat is expected to be invited to each Chapter AGM. PRME Secretariat in-person or online participation at these meetings is an important opportunity to connect with the wider Chapter membership and offers an opportunity to discuss both programmatic and strategic work with CSC members.

11. Terms of Reference of key office holders

   11.1 Terms of Reference for the Chapter Chair
   The Chapter Chair will be a faculty member of a full paid up, PRME ‘communicating’ signatory, with knowledge, experience and commitment to PRME and experience of Chairing multi-disciplinary meetings.
The Chapter Chair is responsible for the leadership and facilitation of CSC activities and carries out a key strategic leadership and representation roles for the Chapter.

11.2 Roles and Responsibilities of the Chapter Chair

- Setting the CSC agenda in partnership with the CSC as a whole, and ensuring adequate time is available for discussion on all agenda items.
- The promotion of a culture of openness and debate by facilitating the effective contribution of all CSC members.
- Ensuring the CSC adopts a prompt and constructive approach to decision making.
- Oversight of mandates for RHAs and Terms of Reference for PGAs.
- Oversight of due diligence procedures for engaging partners, partner organisations, suppliers and service providers, including those required by RHAs and PGAs.
- Monitoring progress towards the timely and effective achievement and implementation of the objectives, policies and strategies set by the CSC.
- Ensuring effective communication with Chapter members.
- Annual updating of the Chapter development strategy through annual reporting and other communications.
- Chairing the AGM including reporting to signatories on work undertaken by the CSC since the previous AGM.
- Overseeing responses to communications from members to the CSC.
- Ensuring strong and ongoing relationships and engagement with Chapter members.
- Overseeing and building relationships with potential PRME signatories.
- Overseeing the development of relationships with UNGC local networks, other key stakeholder organisations, and strategic partnerships.
- Ensuring appropriate representation of the Chapter in the public domain through appropriate outreach activities.
- Acting as the primary contact for the Chapter with other UN partner organisations on CSC matters.
- Acting as the primary contact for the Chapter (and RHAs) for any media contacts or communications.

11.3 Appointment of the Chapter Chair

- To be an eligible candidate to be the Chapter Chair, an individual must be a faculty member of a PRME communicating signatory and have been a member of the CSC for at least 12 months, other than in the case of a new Chapter, which is addressed at paragraph 9.4.
- In the case of more than one CSC member being nominated to the role of Chapter Chair, elections will be carried out by secret ballot amongst CSC members, with an independent person appointed to collect nominations, issue ballot papers, count them, and advise CSC members of the outcome.
- Any person elected as Chapter Chair by CSC members must have their appointment as Chapter Chair confirmed by a simple majority of Chapter members present during the AGM, other than in the case of a new Chapter, which is addressed at paragraph 8.4.
• Nominations for Chapter Chair must include written support from the candidate’s institution confirming that they have its full support and will be allowed time to fulfil the responsibilities of Chapter leadership.

11.4 Appointment of the Chapter Vice Chair
• The election process for Vice-Chair should follow a similar process as the election of Chapter Chair.

11.5 Term of Office of Chapter Chair
• The Chapter Chair should be appointed for a non-renewable term of either two (2) or three (3) years following which, they will cease to serve as the Chapter Chair.
• They may continue as a member of the CSC for a transition period of one year only to facilitate a smooth transition and handover of responsibilities, at the invitation of a simple majority of CSC members.

11.6 Termination of office may take place under any of the following circumstances:
• The Chapter Chair resigns their office by written notice to the CSC and the PRME Secretariat.
• The Chair is absent from CSC meetings without leave and the CSC members resolve by majority vote that the office may be vacated. The CSC must notify the PRME Secretariat accordingly.
• The Chapter Chair is declared by a simple majority of the CSC members and a simple majority of Chapter members to have failed to fulfil, or be incapable of fulfilling, their proper functions as Chapter Chair.
• The CSC must notify the PRME Secretariat accordingly and submit evidence to support this declaration.

12. The Chapter Secretariat
As CSC members serve the Chapter as volunteers, a Chapter Secretariat should be established.

While the Chapter Secretariat is generally a position held by a single person, in some cases the Chapter Secretariat can be more than one person at the same institution, in which case the Secretariat will be hosted by a PRME signatory that is represented on the CSC.

The services of the Chapter Secretariat will be paid or unpaid, depending on local conditions and according to their Terms of Reference.
12.1 Terms of Reference of the Chapter Secretariat
The role of the Chapter Secretariat is to facilitate and support the CSC and Chapter members in the achievement of their objectives, by providing of a range of support services.

A written mandate will be provided to the Chapter Secretariat by the CSC.

The Chapter Secretariat will report to a member of the CSC, as determined by a simple majority of the CSC, and is required to perform the following services.

- Maintain and develop a membership list, and membership services.
- Support maintenance of a website for the Chapter on the PRME website.
- Ensure Chapter members are updated regularly on PRME and UNGC developments.
- Support, and provide documentation for the Chapter and CSC meetings, where requested.
- Circulate the proceedings of Chapter and CSC meetings, where requested.
- Liaise with other appropriate organisations and Chapters as may be required from time to time.
- Respond to queries raised by the Chapter members from time to time, and signpost these to appropriate CSC members.

12.2 Period of appointment of the Chapter Secretariat
- The Chapter Secretariat role should be subject to an annual performance review to confirm appropriate support and service is being provided to the CSC and the Chapter. The CSC, or a CSC member designated by the CSC, will conduct this review.
- The mandate of the Chapter Secretariat may be renewed or updated annually following the performance review.
- The CSC may choose to give written notice to terminate the services of the Chapter Secretariat, in the event that the performance review provides evidence that they have failed to fulfil their mandate and/or provide appropriate support and service to the CSC and the Chapter.
- The Chapter Secretariat may resign their office by giving written notice to the Chapter Chair.
- The CSC may elicit proposals to take over hosting the Chapter Secretariat with expressions of interest tabled at a CSC meeting.
- In the case of a single proposal, this may be accepted by the CSC, following a process of due diligence
- In the case of more than one proposal, presentations will be made to the CSC and a process of due diligence will be conducted. Thereafter a vote will be taken by CSC members, and the appointment will be decided by a simple majority.
13. **Strategic and Operational Management of Chapters**

The role of the CSC is to provide strategic leadership of the Chapter in the interests of all Chapter members, in line with the Mandate provided by the PRME Secretariat.

**13.1 The Annual Chapter Review and Report**

In order to support the year-on-year development of the Chapter, the CSC is required to present to the PRME Secretariat and GCC, an annual review and report of past activities, and planned activities for the forthcoming year.

The CSC should seek contributions from members for the Chapter Review and then table the Annual Report at the AGM.

A template for completion of the annual review by the CSC will be provided by the PRME Secretariat, and includes, but is not limited to, the following.

- Overview of the Chapter, which may include number of signatories; growth in signatories across Africa and in each region; details of any delisted members; number of PRME SIPs reports submitted in current year; number of SIP reports outstanding; number of non-communicating members.
- Makeup of the CSC, to include, among other things, an overview of current CSC roles, details of newly elected CSC members, and of any members stepping down, and a summary of any governance changes and/or challenges.
- Details of the year’s activities, providing details of any events (national and local network events), competitions, Chapter publications, and details of interactions with the UNGC. For events, this includes a brief overview and title of the event, the host, number of participants, and any outcomes. Competitions should include the name of the competition, purpose, participants, and winners. It is recommended that the annual review of activities includes a reflection on the year, what went well, barriers encountered, and what could be improved.
- Minutes (draft for approval) from the Annual General Meeting to provide an insight into matters discussed with Chapter members, issues and challenges discussed, and any decisions made.
- Plan for the next year, highlighting person responsible and target completion dates. This may include membership targets; strategy for membership recruitment; strategy for member engagement; planned events; planned competitions; and a strategy for deepening engagement with UNGC Local Networks.

**13.2 Planning the Annual Review and Report**

It is recommended that the compilation of the Annual Review and Report is planned over a three-month period, the CSC should plan the following tasks.

- Month 1: gather key data for the review.
- Month 2: draft the report and finalise at a CSC workshop.
- Month 3: create a presentation of key aspects of the review (maximum 30 minutes).
• Month 3: present review to GCC and PRME Secretariat for feedback.
• PRME Secretariat to provide written feedback to confirm decision to renew or postpone renewal of Chapter Mandate.
• CSC to finalise review and organise to communicate and present the Annual Review and Report to Chapter members

14. Change to the PRME Chapter Africa Statement
As and when required amendments to the PRME Chapter Africa Statement should be reviewed by the CSC in a specific meeting, convened by the Chapter Chair and in consultation with the PRME Secretariat.

In case of lack of agreement, the PRME Secretariat will advise and mediate and has final approval of the amendments.
### 15. Appendices

#### Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>AGM</td>
<td>Annual General Meeting</td>
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<tr>
<td>CSC</td>
<td>Chapter Steering Committee</td>
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<tr>
<td>DDFA</td>
<td>Deans’ and Directors’ Forum Africa</td>
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<tr>
<td>EGM</td>
<td>Extraordinary General Meeting</td>
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<tr>
<td>GCC</td>
<td>Global Chapter Committee</td>
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<td>GCN</td>
<td>Global Compact Network</td>
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<td>PGA</td>
<td>Project Group Africa</td>
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<td>PRME</td>
<td>Principles of Responsible Management Education</td>
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<td>RHA</td>
<td>Regional Hub Africa</td>
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<tr>
<td>UN</td>
<td>United Nations</td>
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<tr>
<td>UNGC</td>
<td>United Nations Global Compact</td>
</tr>
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</table>
Example of a mandate for a Regional Hub Africa

PRME Chapter Africa
Mandate / Terms of Reference
For

[position/role]

[Date]

This Mandate, signed between [name] and the Chapter Chair of PRME Chapter Africa sets out your appointment and role for the period [state period]

Preamble
The United Nations Global Compact PRME initiative (PRME) has facilitated numerous global, regional and local engagement opportunities since its inception in 2007. Following the 1st PRME Global Forum in December 2008, business schools from around the world took up the call for action in support of PRME and began organising their own activities to advocate for and promote responsible management education.

PRME Chapters were officially created as an outcome of the 3rd Global Forum in Rio de Janeiro in 2012 and are considered to be the primary vehicle to drive growth of the PRME around the world. As of September 2021, there are 17 designated regional and national Chapters.

Background and Purpose of PRME Chapters
PRME Chapters perform a pivotal role in situating PRME within different regional, national, economic, cultural and linguistic contexts. They also facilitate the growth and engagement of PRME with respect to implementation of the Six Principles and integration of the SDGs in business schools and higher education institutions (HEIs). As a United Nations Global Compact (UNGC) initiative, it is expected that the work of PRME Chapters and their members will be carried out in the spirit of the UNGC’s Ten Principles.

Role and activities of [position/role]
To maintain and fulfil the annual mandate of the PRME Chapter Africa, this appointment requires the following activities to be performed:

1. Activity 1
2. Activity 2
3. And so forth

Conclusion or termination of contract
Details to be provided

Please confirm your acceptance of the terms of this ToR by signing below and returning a copy to the Chapter Secretariat by [date].
Example of a mandate for a Project Group Africa

To be added when required.

Example of a mandate for the Chapter Secretariat

To be added when required.
PRME Secretariat

Communicating with PRME Signatories

The PRME Secretariat in New York is responsible for welcoming new PRME signatories. This includes processing letters of support and entering new signatories onto its internal database and the PRME website. Any letters of support received by Chapters should be forwarded directly to the PRME Secretariat for processing. PRME Chapters play an important role in keeping their members informed on policy decisions, new tools, cases and best practices. Contact persons at each member institution should make their networks aware of communications sent by the PRME Secretariat and Chapter. Chapters should remind members to update the PRME Secretariat of any changes in their contact details.

The PRME Secretariat offers opportunities to publicise of activities and events hosted by Chapters and their participants.

PRME Website

PRME showcases its latest updates and news on the PRME website. This includes international or network-to-network events, for example PRME Chapter Meetings, and special occasions, such as the launch of a new PRME Working Group. The PRME website can also be used to find information on the PRME Working Groups and Champions.

PRME Chapters are represented on the PRME website through a simple dynamic page that contains basic information about the Chapter, including main activities, governance structure, contact information, resources such as the Chapters Annual Report. Country-specific pages on the PRME website will generally be in English but may contain documents in other languages.

The Chapter pages will be maintained by the Chapters and the Chapter Secretariat using the designated login provided to them by the PRME Secretariat.

Social Media

PRME Chapters can use social networking sites such as Twitter, Facebook and LinkedIn. Blog posts and events from PRME will be shared on the PRME Twitter, LinkedIn, Instagram and Facebook accounts regularly.

PRME Chapters may have their own social media accounts and websites. The following options may be used by PRME Chapters to gain additional exposure at the national, regional and global level.

- Follow PRME social media so that the PRME Secretariat can track activity and which Chapters are engaged through social media and retweet/share where appropriate.
- Email the PRME Secretariat team if you are developing a special social media campaign or have an upcoming event that you would like PRME to help promote. Please provide suggested tweets and Facebook posts for review, as well as a suggested timeframe.
● Consider the use of targeted Twitter hashtags to showcase your news.

**Use of PRME Logo**
PRME communicating signatories may use the PRME Logo and other PRME digital assets as provided by the PRME Secretariat for PRME or SIP-related purposes, and in accordance with the PRME Logo Policy.

The PRME Secretariat will provide a Chapter-specific logo to each regional or national Chapter in accordance with the PRME branding guidelines.

See PRME Chapter MoU for more information on the PRME Chapter Logo use.

[PRME Twitter](#)
[PRME LinkedIn](#)
[PRME Instagram](#)
[PRME Social Media Toolkit](#)

**Key Contacts - PRME Secretariat and PRME Global Chapter Council**

**PRME Secretariat**
Mette Morsing, Head of PRME ([morsing@unglobalcompact.org](mailto:morsing@unglobalcompact.org))
Nikolay Ivanov, Manager, PRME ([ivanov@unglobalcompact.org](mailto:ivanov@unglobalcompact.org))
Sophie Kacki, Coordinator, PRME ([kacki@unglobalcompact.org](mailto:kacki@unglobalcompact.org))

**PRME Global Chapter Council**
Dima Jamali ([djamali@sharjah.ac.ae](mailto:djamali@sharjah.ac.ae))
Christiane Molina ([christiane.molina@tec.mx](mailto:christiane.molina@tec.mx))
Morris Mthombeni ([mthombenim@gibs.co.za](mailto:mthombenim@gibs.co.za))
Alec Wersun ([a.wersun@gcu.ac.uk](mailto:a.wersun@gcu.ac.uk))

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