Annexure II

TERMS OF REFERENCE
Chief Executive Officer
Kuensel Corporation Limited

1. Job Brief

The Chief Executive Officer (CEO) is the head of Kuensel Corporation Limited and is responsible for its overall leadership, management and performance. The CEO implements the policies and decisions of the Board of Directors and leads the organisation in achieving its mission as a trusted source of news and information.

The CEO oversees all departments, including editorial, commercial, printing and production, digital, finance and corporate affairs. The position requires a leader who can protect Kuensel's credibility and editorial integrity while making the organisation financially sustainable in a changing media environment.

2. Reporting and Working Relationships

- **Reports to:** The Board of Directors, through the Chairperson.
- **Supervises:** All Heads of Department.
- **Chairs:** The Kuensel Management Committee (KMC).
- **Works with:** The Board, government agencies, regulators, advertisers, clients, development partners, media organisations and the public.

3. Key Responsibilities

A. Strategic Leadership

- Develop Kuensel's strategic plan, annual business plan and budget, and present them to the Board for approval.
- Implement the policies, decisions and directives of the Board.
- Set clear goals for each department and monitor progress against them.
- Identify new opportunities for growth, partnerships and diversification of revenue.
- Lead the organisation through changes in technology, audience habits and the media market.

B. Editorial Integrity and Public Trust

- Uphold Kuensel's editorial independence, credibility and commitment to accurate, fair and balanced journalism.
- Support the Managing Editor and the newsroom in maintaining high professional and ethical standards.
- Ensure that commercial interests do not influence editorial decisions.
- Ensure compliance with applicable media laws, regulations and codes of ethics.

C. Commercial and Business Development

- Lead efforts to grow revenue from advertising, circulation, subscriptions, printing services, digital products and other business lines.
- Oversee marketing, sales and client relationships.
- Ensure the printing and production services operate efficiently and competitively.
- Review pricing, products and services regularly to keep them relevant to the market.

D. Financial Management

- Ensure sound financial management, internal controls and the effective use of resources.
- Monitor revenue, expenditure, receivables and cash flow, and take corrective action when needed.
- Ensure timely preparation of financial statements and reports for the Board.
- Ensure that internal and external audit observations are addressed on time.

E. Human Resource Management

- Ensure that recruitment, promotion, performance management and discipline follow the Kuensel Service Rules.
- Build a capable, motivated and accountable workforce.
- Promote staff training, professional development and succession planning.
- Foster a positive, fair and respectful workplace culture.

F. Digital Transformation

- Lead the development of Kuensel's digital platforms, including the website, mobile application and social media.
- Ensure investment in reliable, secure technology that supports the newsroom and business operations.
- Develop sustainable digital revenue models.

G. Governance and Compliance

- Ensure compliance with applicable laws, including company law, tax regulations and Kuensel's Articles of Association.
- Serve as the link between the Board and management, and provide the Board with accurate and timely information.
- Chair the KMC and ensure that management decisions are properly documented and implemented.
- Identify and manage key risks to the organisation.

H. Stakeholder Relations

- Represent Kuensel in dealings with government, regulators, partners, clients and the public.
- Build and maintain strong relationships with advertisers, development partners and other media organisations.

- Protect and strengthen Kuensel's public reputation.
- Undertake any other responsibilities assigned by the Board.

4. Key Performance Indicators

The Board may assess the CEO's performance against targets it sets each year, in areas such as:

- Achievement of the approved annual business plan and budget
- Revenue growth and profitability
- Collection of receivables and control of costs
- Growth in readership, circulation and digital audience
- Credibility and reputation of Kuensel's journalism
- Timely resolution of audit observations and compliance issues
- Staff performance, development and retention
- Progress on digital transformation and approved projects
- Quality and timeliness of reporting to the Board

5. Qualifications and Experience

The candidate should have:

- A minimum qualification of a university degree, preferably in business management, journalism, media communications. The degree must be obtained through regular (on-campus) study. Degrees obtained through distance education will not be considered.

- At least 15 years of relevant work experience, including at least 3 years in a senior management position.
- A proven record of leading organisations or departments, managing budgets and achieving business results.
- Experience in digital media and business development would be an advantage.

6. Core Competencies

The candidate should demonstrate:

- Strong leadership and the ability to inspire and guide staff
- Strategic thinking and sound business judgement
- A clear understanding of journalism ethics and the value of editorial independence
- Sound knowledge of financial management and corporate governance
- Strong communication, negotiation and public relations skills
- Ability to build relationships with the Board, government, partners and clients
- Ability to lead change and adapt to new technology
- High integrity, fairness and accountability
- Ability to make decisions under pressure

7. Terms and Conditions

- **Appointment:** By the Board of Directors, following the approved selection process.
- **Tenure:** 3 years on contract, renewable based on performance, up to a maximum of two terms.
- **Basic pay:** Nu. 75,000 per month, in the pay scale of Nu. 75,000-1,875-80,625. Pay on renewal of the contract shall be decided by the Board.
- **Contract allowance:** 30% to 50% of the starting basic pay, to be negotiated.
- **Other entitlements:** As per the Kuensel Service Rules.
- **Performance review:** Annual review by the Board against agreed targets.
- **Conduct:** The CEO shall adhere to Kuensel's code of conduct, declare any conflict of interest and maintain the confidentiality of organisational information.