

Terms of Reference - Geographic Footprint

Start Date: Immediately

Duration : August 2023 to October 2023

Background

The strategic imperative in reviewing Greenpeace Africa's (GPAf) geographic footprint is anchored in our four-year strategy (2022 to 2025) that is aimed to transform Greenpeace Africa, to be a viable organisation working on campaigns delivering systemic impacts in Africa, with an operating model that is fit for purpose and responsive to the challenges facing the continent.

As part of the implementation of the Grounding African consciousness strategy, Greenpeace Africa is evolving to align itself to be fit for purpose. This process requires a new structure in place to align with GPAf's available resources, while carrying-out its mandate to achieve a balance between operational and fixed costs, prohibitively high currency fluctuations, our programmatic work and variable operational costs. GPAf commits to review its geographic footprint to ensure that continental presence is informed by strategic impacts, programme coherence and financial sustainability. The strategy further reconfirms our commitment to rethink where, how and with whom we work with, and the unique contribution Greenpeace Africa can make as a NRO working across Africa.

It has been two years since the 2022-2025 strategy was approved but its implementation has been slow owing to many difficulties, including the lack of an organisational structure that can fully deliver on the scale of ambition outlined in the approved strategy. These difficulties have been largely created by the instability at leadership level, inconsistencies in application of organisational procedures and policies across countries due to external factors, and the perpetual organisational culture that is disruptive and resistant to accountability at many levels. All conventional efforts to implement the changes required within a practical timeframe have not produced the desired results as substantial collaboration efforts across the entire organisation to find a mutually beneficial solution were unable to yield a consensus. The current situation reaffirmed the need for a complete restructuring to change the cultural fundamentals which are not currently giving rise to productive outcomes.

As such, the Board advises a complete restructuring of GPAf to ensure its long-term viability, sustainability, and flexibility to deliver on its mandates in a constantly changing and difficult global operating environment.

The challenges and objectives that necessitate the Geographical Footprint process as articulated in the restructuring process include:

- a) In real terms, lower levels of funding will be available globally each year for programme and mission-related work, and particularly for overheads. This will affect the ability to achieve impact in all of GPAf's hubs.
- b) Review the current model of presence in each country of operation and identify necessary changes that will make it fit for purpose. In many countries, existing country operating models are already not viable - and this number will increase faster than we had anticipated.
- c) The increasing security challenges impeding the work of GPAf in some countries for the past years continues to impede the impacts of the organisation, thus not producing the expected Return On Investment (ROI).

2. What we want to achieve

Through the Geographic Footprint (GF) review process, we aim to achieve the following:

- Rationalise our long-term presence and partnerships to make these as strategic, as possible, within our financial envelope, as well as scale-up impact where we remain.
- Informed by the previous geographic footprint and analysis (Hub review), ascertain where security constraints limit our impact and ability to implement our theory of change
- Measure the ROI based on GPAf's new operating model
- Consider entry/expansion into countries where there is compelling evidence that we can expand our impact and leverage without significant investment that will place further strain on our already dwindling resources.

Scope and Criteria

The scope of the review is continental and applies to all the countries we work in. It is about Greenpeace Africa's continental footprint and which countries we should invest in, or not, in what form and for what strategic reasons. Building on previous assessments through which considerable data was collected on GPAf's countries, the following criteria will be applied:

- a) Ability to achieve the greatest impact at national and continental levels on climate justice. We will carefully evaluate this against our current and future organisational capacity, by identifying the niche and our value addition to the cause of climate and social justice and to our partners.
- b) Availability of resources for our mission, including block funding in the locations to work in, including our staff, our partners and the communities that we work with. This should also include our ability to provide assurance to our donors and be accountable through compliance to our policies and key systems.
- c) Continental cross-cutting and interconnected campaigns, balance and bias to ensure 'economies of scale' and ability to leverage cross-country/continental impact and learning.
- d) Greenpeace Africa's footprint should also reflect adequate presence in countries affluent enough to raise income for the rest of the organisation, including South Africa, Kenya, Senegal, Ghana, Nigeria, Mauritius etc.

Project Management:

A Consultant will be recruited to undertake this geographic footprint work. The Consultant will be supervised by the Finance Director, working with the rest of SLT. The Consultant will report to the Finance Director, who will in turn report to the ED. The ED will be in charge of updating and debriefing the Board. The Finance Director will identify a Project Manager within Greenpeace Africa to provide coordination support. An internal team of resource persons will form a working group to support the review process with inputs/information and participate in collective analyses, as well as provide insights on the review. Given the depth and quality expected in this review, we are seeking external support consulting with excellent understanding of the fundraising trends in INGO sector, organisational development, political and strategic lens, and knowledge of Greenpeace Africa or the Climate Justice movement in Africa to provide external and critical perspectives in the review. The Consultant will be selected after a competitive process as set out by GPAf's policy. Experience in similar reviews will be an important criterion in the selection of the consultant.

Expected Deliverables

The Geographic footprint analysis will have the following four outputs:

- A report detailing our current footprint across countries and within the country to enable a comprehensive picture of where we are at present and why.
- Comprehensive fundraising performance and financial sustainability analysis of all our countries. The analysis conducted for our fundraising team and data we hold on programmatic countries will be relied on and updated where necessary.
- Programmatic review and analysis - data that analysed all our contexts and alignment to our Strategy or ability to contribute to our Strategy may also be relied on.
- Recommendation of a future footprint with a view of ensuring return on investments, matching to our organisational capacity and resources to deliver the greatest impact.

Kindly submit your expression of interest and proposal coupled with a copy of your profile and financial proposal, together with a detailed work plan, details of similar tasks successfully conducted i.e links, samples to rafrica@greenpeace.org on or before **15th August 2023**. Applications will be reviewed on a rolling basis.