

GREENPEACE AFRICA

Vision and Hubs Review 2020

Terms of Reference (ToR)

1. BACKGROUND OF THE REVIEW

The decision to establish Greenpeace Africa (GPAF) was agreed on at the 2008 Annual General Meeting (AGM). GPAF has a license to operate in seven (6) countries in Africa: South Africa, Cameroon, Democratic Republic of Congo (DRC), Senegal, Ghana and Kenya. Although GP Africa started in only three places (South Africa, DRC and Senegal), the institution has a vision that looks towards the whole of Africa to foster an environmental consciousness that will encourage and drive green development pathways on the continent for the benefit of its people. This has also been linked to a more political pan-African perspective.

Since its inception, GPAF has focused on establishing its credibility, its social and political licenses with an aspiration to be locally relevant in Africa and in seeking acceptance of the global Greenpeace brand on the continent. It has gone through multiple manifestations of operationalising its vision by testing, probing and evolving its programs and presence for the purpose of aiming for absolute organisational stability that it is for Africa, for Africans and contributes positively to Greenpeace global programme of work.

Over the years the office has looked at restructuring itself and developing mechanisms to serve this purpose by adapting the "...internal structure with an intention to improve the efficiency and effectiveness of its campaigning and engagement. Specifically, it seeks to reduce dependence on its Johannesburg office..." Ref. Annex III: Greenpeace in Africa Task Force report 2016.

Greenpeace Africa's third and most recent strategic plan (2017 - 2019) saw GPAF adopt an organisational development model through the establishment of three regional Hubs. The three Hubs are Southern Africa (Johannesburg), West Africa (Dakar) and East and Central Africa (Nairobi). In addition to these Hubs, GP Africa maintains staff presence and office infrastructure in the DRC and Cameroon specifically serving the Congo Basin Forest work.

Over time, operations have expanded both geographically and programmatically. The limited resources appear to be spread very thinly resulting in high fixed costs as a ratio to programme and campaign expenditure. An analysis is also needed to better understand whether effectiveness could be improved with a better concentration of resources and/or whether increased resources and capacity are imperative, or whether there could be a better utilisation of resources – or any other options and combinations of options. GP Africa is a priority office for Greenpeace¹. GP Africa has now one of the highest levels of global 'block funding.'² However, as GP Africa's independent fundraising is very small (relative to other Greenpeace NROs and

¹ Greenpeace periodically analyses the global geo-context to decide areas where winning GP's mission and global programmes are a priority – currently referred to as the geo-priority 'battlegrounds.'

² All Greenpeace National and Regional Offices (NROs), including GP Africa, are part of the Contribution Model through which NROs contribute a percentage of the income they raise through their independent fundraising (varying from around 11% to more than 35%, depending on the level of their income), to a 'global pot' which funds grants to some NROs, global organisational joint assets and services (such as the ships and the software) and the costs of Greenpeace International, the global coordinating office.

absolutely), GP Africa is almost fully dependent on global GP grants, and, has one of the smallest total incomes of all Greenpeace NROs, despite the large geographical area and number of offices it is responsible for. Fulfilling the full vision of being an office for the whole continent would seem to require a bigger investment, which appears beyond the limitations of Greenpeace's current contribution model and GRP. Although GP Africa has shown growth in its Fundraising programme, the office is yet to manage self-sufficiency. In the current fundraising strategy, it would not appear that GP Africa is on a trajectory for attaining self-sufficiency for many years to come. Addressing the issue of resources, their limitations and/or possible increase and the possible uses of resources is crucial for GP Africa.

The era we are living in now and the reality of what we are facing in the external world requires an absolute prioritisation of Greenpeace's ambition to address the urgency of climate change, its impacts and the accelerated loss of biodiversity. It fundamentally requires Greenpeace, including GPAF, to work collectively with partners to rise to the shrinking of civic and democratic spaces, and to build the synergy from the recognition that environmental sustainability and ending systems of marginalisation and exclusion are necessarily linked. It needs innovation to cultivate new mindsets that demand an alternative development and growth model for Africa as the solution to unlock the systemic failure we are experiencing. We must empower people and amplify the voices of those that are at the forefront of fighting change and those that are silenced and vulnerable to current power dynamics. We need to address and change the power dynamics that are holding us back.³

This review is timely in that the global organisation is entering into a process to confirm the NROs which are key priorities for Greenpeace's mission and that are aligned to the Global Programme imperative over the short and mid-term. The global programme plan is becoming more urgent, and it aims to change how we operate in key geographies in order to have a considerably increased impact on the climate emergency. It is expected that the outcomes and recommendations of this review will enable GP Africa to adapt to better address the ever increasing emergency. This may very well require structural and other changes, which GPI will support GP Africa in developing.

2. PURPOSE, OBJECTIVES & SCOPE OF THE REVIEW

Globally, Greenpeace has prioritised 'Climate Urgency' as the most important objective of its work for at least the next three years (2020-2022). Climate Urgency, which includes ending Fossil Fuels use, Biodiversity Protection, Partnership and Movement Building and People Power campaigns, is now at the centre of the global Greenpeace programmes. This urgency demands systemic change to create an enabling environment for an alternative development and growth model for Africa. Thus, Greenpeace Africa will work to achieve a systemic change by challenging the current development and growth model. Greenpeace Africa will have to prioritise where there is the potential for creating systemic change. The organization will have to shift narratives

³ See the Greenpeace Framework, adopted in 2017 which outlines this analysis.

and mindsets and strengthen – together with its allies – the climate movement on the continent. This imperative has to be integrated at multiple levels into its programme work across the organization. To ensure that its organisational culture is able to embrace change, Greenpeace Africa seeks to develop Organisational Resilience and Responsiveness and Agility to adapt to external and internal changes.

This review is commissioned to inform the upcoming 3 year strategic plan (2021 - 2023) of GPAF. It will assess the external operating environment and the current organisational development model of GPAF and determine the extent to which the current vision, capacity and structure of GP Africa are fit and robust to realise its strategic plan and achieve its overall strategic goals. Further, it should suggest pathways for the future.

2.1. Objectives

The specific objectives of the review are the following:

1. To identify the main strengths, weaknesses, opportunities and threats that GPAF should be aware of that will produce external impacts and change in Africa for the next 3 years (medium-term) and within a 10 year timeframe (long-term);
2. To identify the issues, key geographical areas and the relevant models of impact and change;
3. To assess the effectiveness, efficiency and relevance of the hubs in line with the overall strategic objectives and goals of GPAF;
4. To provide recommendations on the organisational changes needed for GPAF to meet and realise its strategic objectives and goals.

2.2. Scope & Tasks

The scope of the review is to produce a holistic assessment of the external operating environment in Africa and the internal organizational capacity and structures of Greenpeace Africa within its climate urgency framework. The consultancy will be conducted by two consultants.

A. External Assessment Consultant

Task A1. Desk Review and Development of the Consultancy Plan

- 1) Conduct a desk review using existing documentation and work already done internally;
- 2) Conduct preliminary consultations with the relevant GPAF and GPI stakeholders;

- 3) Develop and share a consultancy work plan with the project team, indicating the number of days required for each activity, and dates of submission of draft and final reports.

Task A2. Assessment of the Operating Environment and Context in Africa

- 1) Produce an assessment of the current political, geographical, environmental and socio-economic contexts in Africa in relation to climate change and biodiversity protection;
- 2) Provide an analysis of the broader political agenda in Africa and the key political actors as well as other influencers (individuals/organisations) to target to help achieve the system change;
- 3) Summarise the analyses of climate impacts, climate related trends, and identify climate related organisations (including state, supra-state and civil society), activities and initiatives to identify critical vulnerability and adaptive capacity and means for addressing these;
- 4) Identify the external strengths, weaknesses, opportunities and threats for GPAF in relation to climate change, & biodiversity protection - the potential points of intervention based on a political analysis and power analysis.

Task A3. Recommendations

- 1) Recommend and justify key geographies/countries where GPAF should prioritise;
- 2) Recommend and justify key actors/stakeholders with whom GPAF should collaborate;
- 3) Identify potential risks and Recommend risk mitigation strategies.

B. Internal Assessment Consultant

Task B1. Desk Review and Development of the Consultancy Plan

- 1) Conduct a desk review of existing relevant documents and work already done internally;
- 2) Conduct preliminary consultations with the relevant GPAF and GPI stakeholders;
- 3) Develop and share a consultancy work plan with the project team, indicating the number of days required for each activity, and dates of submission of draft and final reports.
- 4) Develop a report for Task 1

Task B2: Assessment of the Operational and Organizational Capacity, Structures and Resources of GPAF.

- 1) Conduct an assessment of the internal organisational strengths, weaknesses, opportunities and threats of GPAF and its hubs;
- 2) Conduct an assessment of the work of the hubs in terms of their relevance, effectiveness and impacts in relation to the needs and priorities of the host countries, the regions and the continent. The assessment should examine the extent to which the objectives of the hubs are consistent with beneficiaries' requirements, country needs, global priorities and GPI's policies.
- 3) Identify factors that may put at risk the sustainability of the intervention and campaigns of GPAF;
- 4) Conduct an assessment of the financial, institutional and technological sustainability of GPAF and its hubs.

Task B3. Recommendations

- 1) Recommend and justify operational and organizational models for GPAF;
- 2) Recommend measures on the way forward for the hubs;
- 3) Recommend and justify strategies to strengthen the internal capacity of GPAF;
- 4) Recommend mitigating measures against risk factors identified;
- 5) Recommend possible campaign intervention points and entry points in line with the global framework and climate urgency for GPAF;
- 6) Develop a report for Task 2.

C. Both Consultants Jointly

Task C1. Final Report

- 1) Identify jointly the sets of conditions required for Greenpeace Africa to meet its global climate urgency objectives in Africa.
- 2) Articulate the role and contribution of Africa to the Global 2020-2022 Programme Objectives including the identification of priority countries.
- 3) Submit a single comprehensive report that includes the joint agreement on recommendations suggested by each consultant in Parts A and B.

3. METHODOLOGY & PROCESS OF THE REVIEW

The review team will engage with key stakeholders identified by the Interim ED of GPAF, the International Development Department of Greenpeace International (DEVO), and the GP Africa Board. Key stakeholders to be involved are GP Africa staff, GPI and other NROs' staff as well as the board of Directors of GPAF and Trustees and Board of GPI.

The assignment will use standard review criteria to assess relevance, effectiveness, efficiency, performance, and sustainability of the hubs. Below the team will use the following methodology at a minimum but is not limited to:

Literature Review: Review of key program documents such as policy documents Institutional Audit report, evaluation reports, strategic plan, operational plan, and any other relevant strategy documents.

Interviews & Consultations: The Team together with the Interim ED should identify the key stakeholders for consultations and interviews. The consultants will contact the key stakeholders via zoom, WhatsApp etc. to conduct the interviews. The interview questions should previously be submitted with the inception paper and approved by the Interim ED.

3.1. Limitations of the Review

It is important to highlight that the review will be carried-out under extreme constraints due to the pandemic. The two consultants will not be able to travel in the hubs to interview key stakeholders or hold consultations with beneficiaries, staff, and other relevant stakeholders. The consultants have to use other means to access key actors for interviews – perhaps zoom, Skype, WhatsApp and emails.

Also due to the pandemic, the consultants cannot meet face to face, thus have to deploy efforts to communicate to ensure that the final draft is a teamwork. The team of consultants need to submit one coherent report to GPAF.

4. EXPECTED DELIVERABLES & TIMELINES

The team of consultants will be expected to deliver the following outputs within a maximum of **28 days**. If more time is needed, this can be negotiated.

1. **An inception report**, no more than 10 pages, containing the team's proposed roadmap and timetable of the assignment, following a briefing meeting with the Interim ED and GPI.
2. **An interim report** drawing up all aspects and tasks of the assignment and key emerging findings/issues.
3. **A draft report** for preliminary feedback.

4. **A final report** that incorporates the observations of the draft report.

The Team should submit a single jointly agreed report (of not more than 30 pages plus annexes) with recommendations to GPAF and GPI.

The team of consultants should complete the review by **30th December and submit its report by 15th January 2020.**

5. COMPOSITION OF THE TEAM

The team will consist of two consultants: One consultant to carry-out the internal review, and one to undertake the external review. The Consultant shall satisfy the following qualification and criteria:

Have at least a Master Degree and at least ten (10) years progressive experience in the field of environmental justice, climate urgency in Africa, Organizational Development, strategy development, etc. Must have an excellent ability to produce synthetic policy and organizational documents. Finally the consultants must have strong communication skills and ability to conduct smooth consultation processes.

The external consultant shall have substantive knowledge of the African political and policies landscape as well as environmental justice and climate urgency issues in Africa. The internal consultant shall have the institutional knowledge of Greenpeace systems and organisation, sound knowledge in organization development, environmental justice and system change. As the consultant familiar with Greenpeace systems, the internal consultant will coordinate with the external consultant to produce the final joint report. The interim ED of GP Africa will lead the recruitment of the consultants, sharing information, coordinating and getting sign off from the GP Africa Board. Both consultants shall have proficiency in both English and French.

6. MANAGEMENT STRUCTURES & KEY STAKEHOLDERS

Relevant stakeholders are involved in the review process to identify issues and provide inputs. Roles and responsibilities of the parties, including processes for signing off on the review plan and reports will be done by the Interim ED in consultation with the Board of Directors of GP Africa.

The consultants will report to the Interim ED of GPAF. Each report (internal, external and final joint report) will be presented in draft form to be discussed and commented upon by the GP Africa Board of Directors, with the Interim ED of GP Africa and GPI.

Approval of final outputs and documents will be agreed upon by the board of directors of GPAF, following consultation with the Interim Director of GP Africa and GPI.

Following the submission of the final report of the consultants, GPAF will organize a validation workshop (via Zoom) that would bring together all key stakeholders to exchange views on experiences in the establishment, management and contents of the review. The recommendations of the consultants as reviewed following the workshop will be submitted to the GP Africa Board with the Interim ED of GP Africa for endorsement to pave way for their implementation.

The consultants are expected to deliver a technical and financial offer comprising the important elements of the suggested review as well as the methodology based on the present ToR. The offer should also clarify the expertise of the consultants in the field of environmental justice.

In this review, all documents and background papers prepared will become the propriety of GPAF.

7. SOME RELEVANT REVIEW QUESTIONS

1. Are the hubs doing the right interventions that are relevant to the countries of interventions and to Africa in general?
2. Are the interventions of the hubs achieving the objectives they're set up to achieve?
3. Are there a higher chance of changing/shifting the economic, political and social power systems to favor people and the planet?
4. Is there a vibrant and visible/vocal civil society space that is able to amplify and accelerate the systemic changes we need?
5. Is there the potential for mindset shifts, solutions and people power and movement building that can raise the hearts, minds and feet of people in response to the climate urgency?
6. What the focus and priorities of GP Africa should be in line with current Climate Urgency direction of the organisation, to maximise programmatic impact in priority geographies?
7. In what way would this programmatic focus inform current and future vision and operations of GP Africa?
8. What internal structure is most likely to ensure effective integrated impact and realise the objectives in those countries and communities?
9. What resources - both through funding and through skills capacity development can be projected to be needed to deliver the programme impact?
10. What organisational development model changes - both structural and governance related - are needed to be addressed and how to enable this new vision?
11. What are the impacts and risks of implementing recommendations?
12. What change management essentials are required?
13. What are the impacts and risks of doing nothing and continuing on a business as usual model?