

GREENPEACE AFRICA

Fundraising Review 2021

Terms of Reference (ToR)

1. BACKGROUND OF THE REVIEW

Greenpeace Africa (GPAF) has a license to operate in six (6) countries in Africa: South Africa, Cameroon, Democratic Republic of Congo (DRC), Senegal, Ghana and Kenya. Although GPAF started in only three places (South Africa, DRC and Senegal), the institution has a vision to foster an environmental consciousness, conduct effective and impactful campaigns, undertake research and mobilise people in Africa in ways that will encourage and effect alternative development pathways, equity and social and environmental justice on the continent for the benefit of its people and the world.

Since its inception in 2008, GPAF has focused on establishing its credibility, its social and political licenses with an aspiration to be locally and regionally relevant in Africa, while at the same time promoting the global Greenpeace brand on the continent. It has also undertaken a Fundraising Programme – although launched initially only in South Africa. In order to maximise on fundraising potential GPAF commissioned a specific market feasibility study on Trust & Foundations and Major Giving in 2018 (a copy of this will be made available). A decision was subsequently taken to continue its individual giving programme in South Africa. GPAF has since explored a fundraising pilot programme in Kenya from late 2019.

GPAF has gone through multiple iterations of operationalising its vision by testing, probing and evolving its programmes and presence for the purpose of attaining a robust organisational stability that responds to the needs and aspirations of Africa and Africans, and contributes positively to the Greenpeace global programme of work.

GPAF's third strategic plan (2017 - 2019) led to the adoption of an organisational development model that allows for the establishment of three regional Hubs in 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. This is currently being reviewed as part of the development of GPAF's 2022-2025 Strategic Plan.

2. PURPOSE, OBJECTIVES & SCOPE OF THE REVIEW

This fundraising review is commissioned to inform the ongoing 2022 - 2025 strategy process. It will assess the external fundraising markets on the continent and review GPAF's current fundraising model and programmes. It will seek to identify opportunities and options for GPAF to consider in increasing its financial resilience and independence in the medium and long-term (5-10 year horizon).

The overall aim of this Fundraising Review is to understand the performance of the fundraising business model of GPAF within the socio-economic context in Africa and to inform the upcoming 2022-2025 strategy in order for the organisation to place fundraising more

strategically within its broader programme and to pave a path for the growth of healthy net income that will eventually lead to financial independence.

Any explorations for this review need to be limited within the boundaries of the principles of fundraising at Greenpeace. The data for review should cover from 2016 to date to ensure relevance. The current fundraising operational strands that need to be looked at for this Review's purpose include:

- Development of Fundraising possibilities in Africa (pan-Africa and specifically countries outside of South Africa)
- Acquisition
 - Lead generation channels
 - Tele-fundraising
 - Direct Dialogue
 - Digital fundraising (including e-money and cell phone services such as through whatsapp and other apps)
- Retention and Development
 - Attrition Management
 - Reactivation
 - Upgrades (average gift value, average life value)
 - Legacy Management
- Database and Data Maintenance
- Major Giving and Trusts & Foundations

Non-negotiable principles of fundraising for Greenpeace globally

To maintain our independence, Greenpeace does not accept donations from companies or governments. Instead, we rely on the generosity of individual supporters and we need to maintain a stable supporter and donation base to deliver this. The following principles are non-negotiable in exploring ways of fundraising at Greenpeace.

- Greenpeace globally ensures our financial independence from political and commercial interests. We, therefore, do not solicit or accept any funds from corporations and governments.
- Trust and Foundations and major donors are carefully selected based on their ethical source of funds.

We have a third party relations policy and a global growth strategy that provides the overall framework and direction for the global organisation. All related internal policies, procedures and processes will be made available.

2.1. Objectives

The specific objectives of the review are the following:

1. To develop an understanding of the most effective and relevant fundraising methods and models for GPAF for the next 5-10 years, bearing in mind financial sustainability, African legitimacy and autonomy both within Greenpeace and in African public perception
 - a. To conduct a comprehensive market research to be used for an In-depth understanding of charity giving trends and opportunities/challenges in Africa (South Africa, the Congo Basin, Kenya, Senegal and any other high performing fundraising countries)
 - b. To review and consider other methods of fundraising than that which has been traditionally used in Greenpeace
 - c. To review and compare fundraising methods and tools used by other African and national NGOs, as well as INGOs working in Africa
2. To understand and review the overall fundraising business models deployed so far at GPAF and evaluate their effectiveness
 - a. To understand and review the investment patterns in the specific fundraising strands
 - b. To review the models used for fundraising projections and budgeting and their efficiency

2.2. Scope & Tasks

The scope of the review is to produce a holistic assessment of the external fundraising market in Africa and of the GPAF current Fundraising Business Model.

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, Greenpeace International, other Greenpeace fundraising personnel and key external stakeholders;
- 3) Develop and share a consultancy work plan, 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 a comprehensive fundraising markets assessment looking into key fundraising programs, approaches and models used by different sectors and in particular similar

types of organisations like Greenpeace. This needs to be within the remit of our non-negotiable principles.;

- 2) Provide an analysis of our current Fundraising Business Model - identifying limitations, opportunities and gaps that can be further explored for efficiency and greater net income growth;
- 3) Suggest a revised or a new Fundraising Business Model that is aligned to GPAF Programme of work and opportunities it can explore in the continent - this needs to provide a clear pathway to self-sufficient model for GPAF in the next 5-10 years;

Task A3. Recommendations and Final Report

- 1) Recommend and justify key fundraising programmes GPAF should explore and prioritise;
- 2) Recommend and justify key markets and geographies GPAF should consider;
- 3) Identify potential risks and Recommend risk mitigation strategies;
- 4) Submit a single comprehensive report that achieves the objectives of this review.

3. METHODOLOGY & PROCESS OF THE REVIEW

The consultant(s) will engage with key stakeholders identified by the management team of GPAF as well as those recommended by the consultant(s). Key internal stakeholders to be involved are GP Africa staff, GPI and other fundraising personnel in the global organisation. Key external stakeholders to be involved are other civil society organisations and fundraising experts.

The assignment will use standard review criteria to assess relevance, effectiveness, efficiency, performance, and sustainability of the current Fundraising Business Model. The consultant(s) will use the following methodology at a minimum but is not limited to:

Literature Review: Review of key market review and studies, fundraising program documents, evaluation reports, strategic plan, operational plan, and any other relevant strategy documents.

Interviews & Consultations: The Consultant(s) together with the management team of GPAF should identify the key stakeholders for consultations and interviews. The consultants will contact the key stakeholders via email, Zoom, WhatsApp, Phone etc. to conduct the interviews. The interview questions should previously be submitted with the inception paper and approved.

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 consultant(s) will not be able to travel or meet face to face to interview key stakeholders or hold consultations with beneficiaries, staff, and other relevant stakeholders. The consultant(s) have to use other means to access key actors for interviews – perhaps Zoom, Skype, WhatsApp and Emails.

4. EXPECTED DELIVERABLES & TIMELINES

The consultant(s) will be expected to deliver the following outputs within a maximum of **30 working days**. If more time is needed, this can be negotiated.

1. **An inception report**, no more than 10 pages, containing the consultant(s) proposed roadmap and timetable of the assignment, following a briefing meeting with the management team of GPAF.
2. **An first draft report** drawing up all aspects and tasks of the assignment and key emerging findings/issues.
3. **A second draft report** for preliminary feedback.
4. **A final report** that incorporates the observations of the draft report.

The consultant(s) should submit a comprehensive report (of not more than 30 pages plus annexes) with recommendations to GPAF. The font of the report should be Calibri 12 single space.

The consultant(s) should complete the review by 30 September 2021 and submit its report by 15 October, 2021.

5. KEY REQUIREMENTS

The Consultant(s) shall satisfy the following qualification and criteria:

- Have at least ten (10) years progressive experience in fundraising for civil society in Africa, leading well-funded African civil society organisations, or demonstrable impacts in organisational and strategy development with civil society organisations. A Master's Degree is preferable.
- Must have an excellent ability to read, analyse and synthesize data and numbers; is able to digest strategy and organisational documents and produce qualitative & quantitative analysis. The consultant(s) must have strong written and communication skills and ability to conduct smooth consultation processes.
- The consultant(s) shall have substantive knowledge of the African fundraising markets and sectors as well as the broader civil society spaces in particular on environmental justice and climate urgency issues in Africa. The Interim Executive Director and Fundraising Director of GP Africa will lead the recruitment of the consultant(s), sharing information, coordinating and ensuring all internal processes and procedures are adhered to. The consultant(s) shall have proficiency in both English and French.

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

6. SOME RELEVANT REVIEW DISCUSSION AREAS

1. Fundraising Culture
 - a. Ambition
 - b. Leadership
 - c. Accountability
 - d. Innovation
2. Fundraising Team Structure
 - a. Organisational design
 - b. Management Layers
 - c. Succession Planning
 - d. Resourcing and Staffing
3. Integration
 - a. Campaign planning
 - b. Audience understanding
 - c. Supporter journeys
 - d. Mobilisation and Fundraising integration
4. Planning & Objective Setting
 - Budgeting/Forecasting/Reporting
 - Performance Management
 - Objective Setting
 - Metrics
- Acquisition
 - The scale of the acquisition programme
 - Approach to Testing
 - Diversification of Channels
 - Targeting Strategy
 - Reactivation Programme
 - Upgrade Programme
 - Digital scope
- Retention and Development
 - Year 1 Strategy
 - Year 2 - 5 Strategy
 - Attrition Management
 - Voice of the supporter
 - Average Gift Value
 - Lifetime Value
 - Legacy Management

- Major Giving and Trust & Foundations
 - Resourcing Levels
 - Prospecting
 - Quality of Proposals
 - Pipeline Management
- Database and Data Maintenance
 - POPI compliance
 - Data flow, reporting
 - Systems integration

Kindly submit your 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 10th September 2021**

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