



# 2015 Accountability Report

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**GREENPEACE**



An aerial photograph showing a massive gathering of people in colorful kayaks on a body of water. The kayakers are wearing various colored gear, and the kayaks themselves are in many different colors including yellow, blue, red, green, and white. The scene is dense with kayakers, filling most of the frame.

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# INTERNATIONAL EXECUTIVE DIRECTOR'S REPORT



In the following pages we aim to provide you with insight into **Greenpeace's campaign and organisational achievements in 2015**. These achievements were made possible by the hard work and commitment of thousands of Greenpeace staff, tens of thousands of Greenpeace volunteers, and millions of Greenpeace supporters. They are testament to the fact that Greenpeace's reach is more global than ever, that more people are now taking action with us, and that hope – the hope of making **real, positive change in the world** – is a contagious force.

## Making new waves

In 2015, our Climate & Energy campaign ensured that **the coal industry suffered serious setbacks**, from helping a tiny Turkish village to prevent a “land grab” by a major power plant, to coordinating with others to pressure banks to pull out of investments into the Adani coal project planned right on the doorstep of the Great Barrier Reef. Actions against Shell, from Alaska to the UK, helped pile pressure on the company, culminating in it **pulling out of drilling for oil in the Arctic**. We gave voice to the demands of hundreds of thousands of our supporters, which resulted in the **temporary ban in Mexico on fishing in vaquita habitat**, and paper giant APRIL agreeing to **stop pulping the rainforests of Indonesia**. In the Amazon, we stood with Indigenous communities **protecting their lands from invasion by illegal loggers**, and we stood with the island nation of Kiribati to call for a **moratorium on all new coal mines**.

**People Power** saw major retailers like Aldi, Lidl and Tchibo listening to our demands for a toxic-free world and committing to **eliminate all hazardous chemicals from their textile products** by 1 January 2020, and saw President Barack Obama **rejecting expansion plans for the Keystone XL pipeline** from Canada to the US. The Greenpeace ships were out at sea investigating the practices of the tuna industry; and in China we exposed and stopped the actions of a company trying to raise millions of dollars to fish for some of the most vulnerable species in the Pacific. Thanks to our work with our supporters and many others around the world, governments are feeling the heat on climate change, witnessing the serious inroads that renewables are making in the energy markets and committing globally to 100% Renewables. The environmental movement is strengthening. We and our supporters – many of whom are choosing to act with us – are at the centre of this evolutionary process.

Central to our new ways of engagement is the **story of the 7 Shifts**: directing us to address root causes, not symptoms; building new stories, not reinforcing old ones; working openly, not secretly; encouraging innovation rather than fearing failure; treating supporters as change agents; acting as a hero among heroes; and championing “the impossible”. As we translate the 7 Shifts into our own local realities we encourage our teams to share the learnings and collaborate.

## Not all plain sailing

This update also gives a sense of where we believe we have done **less well** than we could have, and where we’ve been able to identify **missed opportunities**. We strive to be a **learning organisation**, and so we will learn from these missed opportunities. It’s up to us all to take our learnings – from our successes as well as our mistakes – to improve our decision-making in the future, and instigate a broader, deeper, faster and ever more impactful movement for environmental justice for all.

In 2013 and 2014 parts of the organisation took a few wrong steps. There were Forex contracts that shouldn’t have been entered into, and an action was carried out at the Nazca Lines in Peru that should not have taken place. We learned from these experiences, and in 2015 we strengthened our internal financial control mechanisms and introduced a more systemic approach to risk management. We reconfirmed GPI’s role when working in locations where Greenpeace does not have a presence, and affirmed the need to work alongside or take guidance from local groups or communities. The policies and approaches taken by the Arctic campaign and the Canadian, US and New Zealand offices when working alongside Indigenous communities on common endeavours are also providing good learnings.

## Setting course

With the bumps and scraps of 2014 behind us, and taking the lessons learned from them forward, 2015 was also a year of re-organising, rebuilding and re-energising. We **performed well financially** during the year: at the global level, **fundraising performance remained strong**, with worldwide gross income growing by 12% compared to 2014.

Key to the global organisation and to the implementation of the Operating Model (OM) was the roll-out of “distributed campaigning”, and the shift of many global responsibilities which were formerly carried out by GPI, to NROs: the IT/toxics project to Greenpeace East Asia, the tuna project to Greenpeace New Zealand, and the UNFCCC project leadership to Greenpeace Germany.

A number of shared IT systems to support the Operating Model were finally implemented during 2015; several more will be rolled out during 2016. Our shared finance system, SUN, was operating in most offices by year end. When this system is in place everywhere by end of 2016, the sharing of key financial information will be easier, and will further enable distributed campaigning.

Other initiatives approaching their final stages of development include our long-awaited new fundraising database system, UNIVERSE, which by the end of 2015 was being fully used by six NROs. However, implementation of a shared HR Information System (HRIS) was less successful; the project was stopped, and GPI is now working with NROs to assess their needs, expectations and capacity to implement an HRIS. Although this has been a setback, the People Strategy has nevertheless seen good progress, with the ongoing success of the Future Leaders Programme – a programme to develop the leadership skills of Greenpeace staff across the global organisation – and the adoption of new global policies and procedures that focus attention on developing our people and making it easier for them to move from one NRO to the next within the global organisation.

At Greenpeace International we reviewed, updated and developed new organisational policies, strengthening accountability and minimising ad hoc exceptions and deviations. A stronger internal communications function has started to improve the sharing of information and to provide more transparency around decisions. And while the plan for a upgrade of the Development Unit was not yet accomplished, there was significant improvement in how the department has supported a number of NROs during transition or critical periods, produced a review of the Pegasus (priority NROs) Strategy, delivered on the 3 year plan and ODP processes and ensured accurate input to discussions at Board, GLT and GPI Management team meetings.

## New horizons

In 2015 we focused on implementing the **new Operating Model** and this continues into 2016. We need to remember that we designed the Operating Model on paper and agreed we would adjust as we learned and review as we went along. Despite some hurdles during transition, and knowing that we will have a broader review of the Operating Model in 2017, we are all learning to work in new ways and with new processes, and there is no doubt that we will have some further adjustments to make and gaps that we did not anticipate having to fill. Nevertheless, we are confident that we are moving towards a more global, innovative and impactful organisation.

**NROs are taking up global leadership roles**, and are working in clusters and generating new campaign ideas. More campaign projects are now run in a distributed way. We now have three **Communications Hubs** – operating out of Amsterdam, San Francisco and Hong Kong – which amplify Greenpeace's stories around the media world through all the different time zones. GPI's role, meanwhile, has shifted from being that of implementer to becoming more of an enabler, with collaboration at the heart of what it does. This enabling role means, among other things, that GPI facilitates the development and agreement of the global organisation's strategy and standards, provides support to NROs with core shared systems and service, and ensures alignment, monitoring and evaluation, and learning across the global organisation. The distribution of roles has been slowed by the capacity of NROs to absorb these, and the later-than-planned setting up of the Communications Hubs has meant GPI's role is still straddling the enabling and providing needed capacity divide, however we are definitely moving in the right direction.

The **Future Leaders Programme** put 79 individuals from around our global organisation through an intensive 6 to 12 month leadership programme, a truly significant investment in the development of our people. Other **People Strategy** projects – such as the staff mobility policy, a compensation and benefits framework, and diversity and inclusion initiatives – are all changing the way we work for the better. And while there have been some operational shortfalls during the implementation phase – in particular with capacity, process and systems gaps – we have accelerated implementation of the most critical initiatives to help GPI and NROs transition to the new Operating Model.

## Full speed ahead

In 2015, we started to place the guideposts for our new directions of travel: Our **Big Listening** and **Big Thinking** sessions, held across the global organisation towards the end of 2015 – together with external trends research and analysis – fed into the **Insights Report**. These insights inform our decision-making as we develop our **Long-Term Global Framework** (“what we do”), our Global Development Framework (“how and where we do it”), and our Global Resource Plan (“what we do it with”). We can expect 2016 to be a year of continued transition, and we can anticipate some further realignment following the completion of this work, but we are now rapidly approaching that pivotal moment when we shift to a direction that is clear and collaborative, transparent and hopeful.

Finally, and on a personal note, we’d like to thank Mads Christensen for his great work, both as Deputy International Director during 2015, and as the interim IED for the first part of 2016, until we took up the reins of the IED role in April 2016: in his hands, the “Greenpeace ship” has been steered safely and surely. And we’d like to thank all of you throughout the Greenpeace world for your contributions towards our collective successes, for your efforts in helping put the Operating Model into practice, and for your continuing endeavours in the year to come. We have many new challenges ahead of us, both internally and externally, and with them many new and exciting opportunities. We know that we can embrace these challenges and welcome these opportunities together, and we look forward to continuing to make Greenpeace ever stronger and ever better.



Jennifer Morgan



Bunny McDiarmid

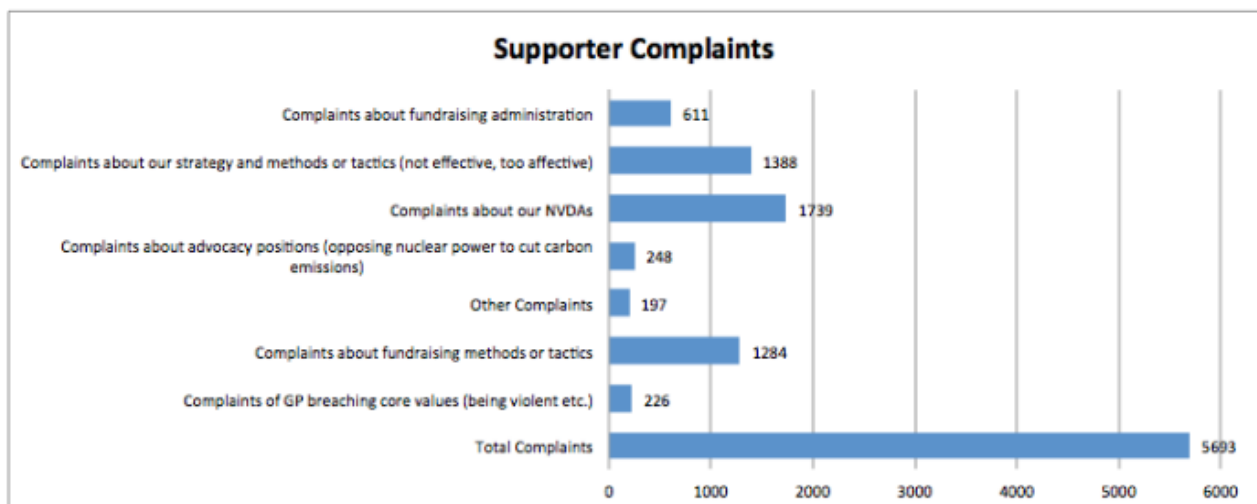
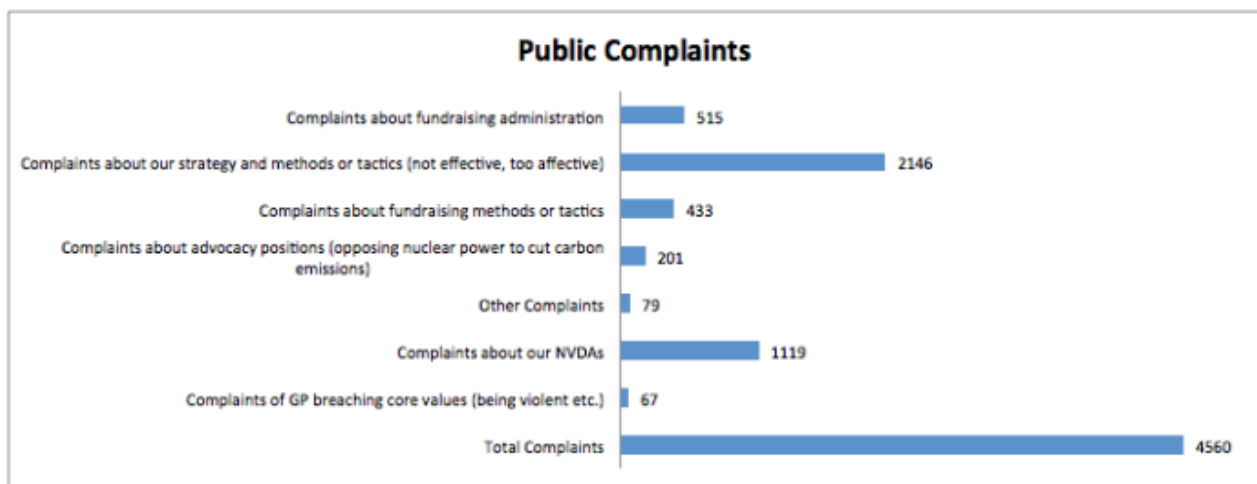
The sections in the following pages are the responses to the [improvement analysis](#) provided by the INGO Accountability Charter Independent Review Panel. The analysis provides feedback on the 2014 report and prompt us to report on actions taken during 2015 on those five key areas.

## Global Complaints Policy (NGO2)

In 2015, GPI developed and approved a GPI External Complaints Policy. The policy was completed as part of the deliverables managed by the GPI Policy Working Group under the International Organisation Director and in line with the SGC Board approved process and template. The process included a GPI staff consultation, OR approval, Management Team sign off and finally SGC Board approval. While the policy is completed, the organisation has yet to fully develop parallel procedures to support the overall objectives of the policy. This is expected at the end of 2016.

In 2015, the policy was also adapted to meet the needs of a Global Complaints policy and presented to the EDM for initial review and feedback to align expectations for global rollout. While not all complaints-handling procedures are fully aligned, we are nevertheless able to report on complaints received, according to the categories outlined in the policy.

The graphs below show the amount of complaints sorted by type of complaint. 20 NROs have provided data on complaints.





## Systematic progress when working with partners (NGO6)

Greenpeace collaborates with other actors in all of its campaign work. Our campaign efforts are led by national/regional offices, and there are currently no standardised process for coordinating these activities, reflecting the localised and campaign specific approach that is needed. Greenpeace recognises the importance of being a strong ally and supporting partner. At global level we have engaged with external stakeholders as we developed our long term global strategy by opening a process up, named “big listening”, to external audiences as well as to internal ones.

A good example of coalition and collaboration in 2015 has been our work led by Greenpeace Greece on the refugee crisis in the Mediterranean.

Throughout 2015, Greenpeace closely monitored developments of the unfolding refugee crisis in the Mediterranean, becoming increasingly appalled and saddened as the number of deaths at sea continued to mount. Compelled to act, Greenpeace Greece, together with our Response Lab, offered to support Médecins Sans Frontières/Doctors without Borders (MSF) and help it expand its humanitarian work in Greece in the hope of saving lives. That offer was accepted. Greenpeace sent several rigid-hulled inflatable boats (RHIBs) to the island of Lesbos, which was receiving on average around 65% of the people departing Turkey by sea, to help provide direct assistance to refugee boats in need. Joint operations were launched in late November 2015 for an initial agreement of two months. This was extended by another two months on January 29, 2016 with an agreement to phase out Greenpeace’s role in the mission by the end of March 2016. In four months of operations, MSF and Greenpeace carried out 361 operations off the north coast of Lesbos and assisted 18,117 people on the water, out of which 648 were taken directly onto our boats. In total, 93 Greenpeace volunteers and staff spent time on Lesbos. The MSF-Greenpeace crews displayed outstanding cooperation as part of a well-functioning operation. It was a unique mission due to the duration, complexity and joint collaboration, opening up learning opportunities for future alliance work.

## Workforce Training (LA10)

The most evident training needs derive from the Greenpeace strategy, i.e. the Operating Model. Most of the formal training is tackling the distributed campaign work, two representative examples are:

- The Future Leadership Programme (FLP) aims at developing future global campaign and project leaders who are capable of leading dispersed, international and cross-cultural teams.
- Project Management for Distributed Campaigning (PMDC) training, project management training that is specifically designed to meet the needs of distributed campaign work.

Evidence of success for process oriented trainings that aim at personal and behavioural growth is complex to measure, however, we evaluate the success in feedback forms, but it is a qualitative analysis and therefore not easily to measure in figures.



The external evaluation of the FLP concluded that the Programme is producing necessary leadership traits among individuals and these traits can, if supported and scaled effectively at the level of offices, projects and SMTs, be critical in the transition to the culture shift sought by the People Strategy and the Operating Model.

The expenditure of the Learning Center was 418,000 euros in 2015, including also travel and accommodation for the participants. Additional expenditure on other trainings has reached 180,530 euros, including travel and accommodation as well.

## **Global Talent Management (LA12)**

In early 2016 a Learning and Development (L&D) head was appointed, who is leading the development of an integrated L&D strategy.

The Performance Review Talk (PRT) process is a standard best practice expected by Global Greenpeace from all line managers. The GPI policy on our intranet also mentions that all Unit Head positions and above must have a 360 feedback done prior to the end of year PRT discussion. Some NROs also call it PRT and they have very similar processes but different templates and guidelines. In practice however, HR is only an advisory unit and the only people who have authority to ensure the process is followed are line managers starting at the top with the IED.

## **Managing Greenpeace's impact on local communities (SO1)**

At global level there is a risk analysis process in place for all Global Projects (projects that help make significant progress towards Greenpeace long term goals). This process includes a risk analysis tool that prompts Project Leads (Responsible for the delivery of the project) to scan the project to identify potential risks, including potential impacts of our activities on the wider community. As part of this process, strategic support is provided by Greenpeace International by assisting Project Leads to analyse these risks.

We would like to showcase a 2015 example on how an NRO addressed impacts on the local community:

### **Greenpeace Japan**

The issue of impact on local communities is built into strategy development for Greenpeace Japan i.e. it is an issue for consideration, decision-making, and assessment as part of the strategy, rather than as a stand-alone assessment. For example, when developing plans to bring the Rainbow Warrior to Okinawa in November 2015, we intensively considered what expectations the community might have, how best to manage expectations in a place where we do not run a full-time or ongoing campaign, how this needed to be messaged both privately and publicly, and these plans were shared with and discussed with local communities, before, during, and after the ship visit. It is a critical part of building and delivering healthy and productive relationships with key stakeholders, and our credibility

depends on these issues being considered carefully and thoughtfully. On a more positive note, of course it is our intention to have a positive impact on the community, such as using the global reach and reputation that Greenpeace has to raise additional profile of “their” issue, and provide them with meaningful ways to amplify their voices so that decision-makers feel more compelled to respond.





Greenpeace is an independent global campaigning organisation that acts to change attitudes and behaviour, to protect and conserve the environment and to promote peace.

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