

**Improvement Analysis
Greenpeace International
November 2014**

Complaints handling mechanism (NGO2)

It is appreciated by the Panel that the number of national and regional offices (13 out of 20) which have a complaints handling monitoring in place has again increased from the previous year. Anecdotal evidence supports the different ways of monitoring complaints. However, the monitoring is rarely based on a written complaints handling policy giving stakeholders the right to complain and be attended to within a certain time frame etc. The Panel looks forward to Greenpeace's Global Complaints System in 2014.

Actions taken

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Coordination with other Actors (NGO6)

Greenpeace stated last year that it does not have a standardised process for coordinating its activities with other actors because each campaign is distinct and national offices work autonomously. Even if this is the case, there are certain issues which will be similar for all advocacy work e.g. conducting a situational analysis to identify which other actors are already active in the same field or region, how to avoid duplication, how to best leverage each other's impact and how to ensure that partners meet high standards of accountability. Apart from already providing respectable examples of alliances with other actors, more systematic progress in this area is appreciated.

Actions taken

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Workforce Training & Global Talent Management (LA10 & LA12)

Workforce training supports overall organisational development and is stated as one of the five objectives for internal change. The Panel looks forward to more information on the introduction of a Human Resource Information System and Learning and Development Programme over the next years. It is important to understand how Greenpeace determines eminent training needs, how much is invested on training as percentage of overall administrative expenditure and how success is evidenced.

Staff development within Greenpeace is currently fairly ad-hoc in nature and therefore difficult to measure in terms of success. Nevertheless, it is key for success to have the right people in the right places and they need to be identified and nurtured for this to happen. It will be interesting to hear if the new Human Resource Information System will help to systematically identify future HR needs and what Greenpeace overall plans to address this critical issue in the future.

Actions taken

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Responsible Impact Management on Affected Communities (SO1)

Strong examples from different country offices show (mostly informal) impact assessments of their interventions on local communities. While this is important evidence of ongoing practice in some Greenpeace NROs, it would be important to also make this a more explicit requirement for all NROs. Greenpeace needs to be accountable to the communities which are significantly affected by its work. This necessitates as a minimum that continuous feedback is collected from affected communities in the new Feedback and Complaints system and is acted upon responsibly.

Actions taken

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