

Improvement Analysis Greenpeace International *November 2015*

Global Complaints Policy (NGO2)

While Greenpeace was once again unable to complete a global complaints policy, it is on track to deliver one in 2015. The Panel looks forward to speedy progress in this regard and appreciates that the number of national and regional offices (NROs), which have complaints policies in place, has again increased from the previous year (17 out of 28). It is suggested that GPI provides NROs with some examples of good policy and practice to ensure coherence across the organisation – as a tool that provides valuable information for management decisions.

Overall, the high number of complaints is likely to be due to the nature of their “creative confrontation” approach. Nevertheless, this should be assessed by Greenpeace. Different types of complaints are listed and separated into ‘Public’ and ‘Supporter Complaints’. Most complaints were around Non-Violent Direct Actions (NVDAs) or breaching core values (e.g. being violent). Is there evidence that these complaints have been resolved in a timely and satisfactory manner? Which responsibility layer resolved which complaints?

Actions taken

.....

Systematic progress when working with partners (NGO6)

Greenpeace collaborates with other actors in all of its campaign work; however, there is no standardised process for coordinating these activities. The Panel positively notes that Greenpeace have reflected upon last year’s feedback and that they will seek to address this in the 2015 report. It is again suggested that this should include 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.

Actions taken

.....

Workforce Training (LA10) & Global Talent Management (LA12)

While the Panel highlighted both areas as critical issues for improvement in last year’s Improvement Analysis, the responses are very similar to the previous report.

It is not overall significant to state the total hours of training but rather to understand how Greenpeace identifies the most eminent training needs, how much they invest on training as percentage of overall administrative expenditure and how it is evidenced that training is successful. The Panel strongly encourages Greenpeace to provide more information on the introduction of the mentioned Human Resources Information System (HRIS) and Learning and Development Programme over the next years.

Moreover, the report states that staff development is currently fairly “ad-hoc” in nature and therefore difficult to measure in terms of success. This approach seems insufficient because it is key for success to have the right people in the right places which 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 support staff development according to strategic priorities. What does Greenpeace overall plan to address this critical issue in the future?

Finally, it is stated that all staff are *expected* to have an annual Personal Review Talk. Is there evidence that all staff *actually* receive such a review?

Actions taken

.....

Managing Greenpeace's impact on local communities (SO1)

Relevant 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 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 – in relation to awareness rising and actual policy changes. This necessitates as a minimum that human rights protection is ensured and that continuous feedback is collected from affected communities as well as this is acted upon in a responsible manner. The Panel looks forward to more concrete information in the next report on how this will be achieved by Greenpeace in the coming years.

Actions taken

.....