

Response to the Independent Review Panel of Accountable Now

Concerning IRP's review of the Greenpeace Accountability Report 2020

16.02.2022

Dear Independent Review Panel Members,

Thank you for the thorough, constructive feedback on Greenpeace's Accountability Report 2020. We appreciate the Panel's acknowledgement of Greenpeace's commitment to sustainability and learning, and particularly of our handling of the multiple, external crises over the past year.

In 2021 we reflected on our 50th anniversary as we continued to fight the climate and biodiversity crises. Even amidst the most difficult times and dealing with ever changing dynamics, we were still able to engage millions of people, transform our fleet, be more just, equitable, diverse, inclusive and safe, unveil our Technology Vision in addition to so many other amazing projects and campaigns happening all over the world.

We welcome the points raised by the Panel as areas for improvement. This has been Greenpeace's last review with Accountable Now, but we wish to emphasise that we remain highly committed to addressing the areas for improvement raised by the Panel and to continue strengthening accountability practises throughout the global Greenpeace network.

There are several points in the Panel feedback we would like to use this opportunity to respond to:

On the Panel's recommendation to set up **measurable indicators of successful organisational performance**, we would like to clarify that such mechanisms are already being successfully implemented throughout the Greenpeace network. Greenpeace International (GPI) and the independent national/regional Greenpeace organisations (NROs) each develop three-year strategic plans (3YSP) that provide an opportunity to reflect on lessons learned, to align around a shared direction, and set clear priorities to guide tough decisions over time. GPI's own 3YSP provides a set of priorities agreed by the International Board. On a six- and a twelve-month basis the performance of GPI against these priorities is reviewed by the Board in the form of traffic light reporting and accompanying narratives.

Our ten-year strategic Framework serves as the basis for planning each NRO's development and contribution to the global network. Our three-year strategic planning cycle, which is based on the Framework, is the key process that allows the global network to define the distinct role that every part NROs and GPI play in implementing our global strategies. Through supporting high quality discussion, articulation of expectations, and assessment of capabilities and strengths, this process results in key commitments and enhances transparency and accountability.

In 2020 we put a lot of effort and resources into developing new guidelines and tools for tracking, monitoring and evaluating NROs progress against the goals set in their 3YSPs – tools offering dynamic ways in which to track progress and adapt it on a quarterly basis and enabling NROs to understand what factors prevent them from achieving some indicators and bring the learnings into the following year's Organisational Development Plans (ODPs). The

latter constitute NROs' plan-defining alignment or divergence from the intentions set out at the start of the agreed 3YSPs. ODPs and 3YSPs are reviewed by GPI once a year and NROs are supported throughout the process by GPI's Development Department.

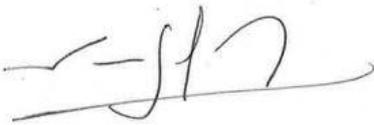
Regarding the Panel's feedback on **stakeholder engagement**, we would like to emphasise that 2020 was an exceptional year for Greenpeace, especially with respect to reaching out to a broader range of stakeholders in order to understand public sentiments within the context of Covid-19. After our biggest Global Polling Survey of 2020, we distributed [another one in 2021](#) in eight languages, reaching out to stakeholders in more than 60 countries to understand better public sentiments around concepts such as net zero and carbon offsets and thus optimise our campaigns.

Despite all the difficulties posed by the pandemic, since early 2020, Greenpeace NROs continue to engage with numerous new audiences and support affected local communities by working together with governments, universities, grassroots groups, unions and multiple other stakeholders. We continue involving major stakeholders such as scientists, journalists and documentary makers who also regularly step on board our ships to conduct and bear witness to groundbreaking investigations. Their work has been some of the most effective means of driving real, tangible changes.

With respect to the Panel's final point on the **implementation of the external complaints policy**, we acknowledge this step has taken longer than desired and it was unfortunately further postponed by the unexpected developments of the past two years, but it remains an important iterative process that we will prioritise in the coming year.

We appreciate the Panel's critical feedback and will as always use it to continue strengthening our accountability practises. We are also grateful to Accountable Now for their continued support throughout the years and look forward to future exchanges.

Yours Sincerely,



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