

THE FRAMEWORK : A Summary



GREENPEACE

THE FRAMEWORK

Over the past year the global Greenpeace organisation has been engaged in a “Big Listening” exercise, gaining insights from people both inside and out as to how and what we should work on for the next 10 years. We received input from over 300,000 people.

What follows is the essence of what we heard. It will be used over the next decade as **The Framework** to guide and prioritise Greenpeace's work for a green and peaceful world.

THE FRAMEWORK

The Framework influences how we communicate our work, how we interact with others and what projects and campaigns we choose.

In some ways it is back to basics, in other ways it is an evolution of what we do best. Most of all, it is a firm recognition that **the struggle for a green and peaceful future requires fundamental changes in the way we relate to nature and to each other.**

From climate change to inequity, armed conflict to social injustice, the great challenges of our time are **not only urgent, they are intimately linked.** From the power structures that make them possible to the mindsets that make them acceptable, they are interwoven and must be **changed together.**

OUR MISSION

We remain true to our mission: to **protect the planet in all its diversity** and **promote peace and non-violence.** We remain proudly financially independent of governments and corporations. We value our identity as global and local – taking on formidable opponents and challenges while being rooted in communities and long-term relationships. We hold firm to our radical roots and to speaking truth to power.

We seek a green and peaceful world that supports life in all its diversity. We are positive about the future, because **people working together can achieve anything.** This simplicity and optimism is one of our greatest strengths.

We will put **people power at the heart of our work** – strengthening, amplifying and working with those who share our vision, hope and belief that a better world is possible.

What we need is “**a billion acts of courage**” in support of that better world. This may sound difficult but – both individually and collectively – we are part of many movements. All we have to do is reach across the divides that see us working separately, and together replace the systems of oppression, inequity and greed that hold back progress towards a better, sustainable and equitable future.

We face an **urgent, existential crisis** and it's critical that we **act quickly to make fundamental changes.** Although we have had important victories over the past five decades, more and more we have come to realise that the vision of a green and peaceful world will not be realised through incremental change. We must go beyond treating symptoms of environmental degradation, inequity and conflict, and **tackle the root causes and the systems that perpetuate them.**



Shell Bridge Blockade Portland Activists hang under the St. John's Bridge in an attempt to block the Shell leased icebreaker MSV Fennica. 2015
© Robert Meyers/Greenpeace

THE FRAMEWORK



"Safe Passage" demonstration on Lesbos, Greece. 2016 © Giorgos Moutafis/MSF/Greenpeace
 "Ice Ride" bicycle demonstration in Thailand. 2014 © Roengchai Kongmuang/Greenpeace
 Mahan Forest Victory Celebration in India. 2015 © Greenpeace/Sudhanshu Malhotra

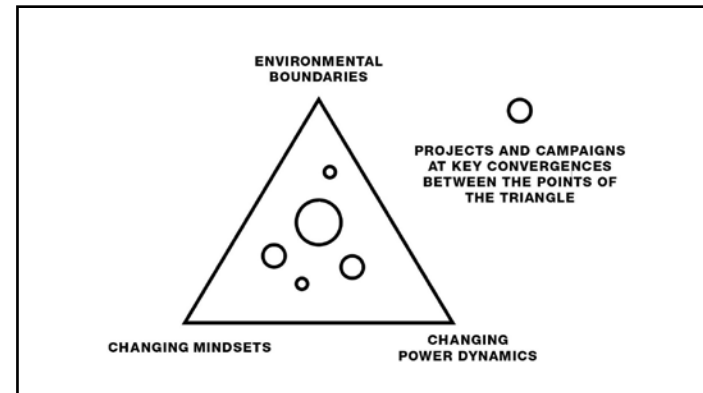
CHANGING SYSTEMS

The predominant economic and cultural systems set us apart from nature. They reward environmental destruction, promote excessive consumption, write off entire communities and ecosystems as "disposable", tolerate obscene levels of inequity, prioritise short-term profit over sustainability and wellbeing, commodify the commons, and undermine community, health and true security.

Let us be bold. Let us join forces with our allies. Let us build the new systems for that green and peaceful world that we all know in our heads and in our hearts is possible.

With this in mind:

- our first goal is to defend important environmental boundaries for a healthy ecosystem
- our second goal is to provoke systems change for the long term by (1) changing mindsets, and (2) changing power dynamics.



We still aim to defend specific environmental boundaries, but in addition we will design a set of campaigns and projects that go beyond winning short-term environmental victories and aim to change how people think and exercise their power as well.

In a complex and fast changing world it's impossible to be specific over a 10-year period, but the combination of these environmental, mindset and power shift goals will help the global Greenpeace organisation set a direction and measure progress.

The most important thing to remember about these goals is that they can't be achieved by Greenpeace alone. These are ambitious changes that will help create a green and peaceful world, but we'll need to see all sorts of people coming together to make them happen. Greenpeace can only play its part.

THE FRAMEWORK

ENVIRONMENTAL BOUNDARIES

There are **nine crucial boundaries** that humanity must remain within for a liveable planet. We borrowed this concept from the Stockholm Resilience Centre to ensure our environmental goals are based on the best science available. The boundaries are: climate change, stratospheric ozone, land-use change, freshwater use, biological diversity, ocean acidification, nitrogen and phosphorus inputs to the biosphere and oceans, aerosol loading and chemical pollution.

While all nine need to be respected, **climate change** and the **massive biodiversity loss** are particularly relevant to our campaigns because they are **potentially irreversible**, and because of their **impact on the other boundaries**. Our campaigns should all aim to deliver or contribute to environmental wins in these areas while aiming for systems change.

Peace is not only part of Greenpeace's history and mission, but it is **key to living within our environmental boundaries**. We will work to go beyond the idea of peace being an absence of conflict, instead grounding it in delivering "**human security**." Beyond the traditional weapons and military security arguments, "human security" includes threats to people's dignity and happiness such as those coming from climate change, poverty, disease, food and resource shortages. As environmental boundaries are stressed, severe resource scarcities will trigger more conflicts.

There cannot be peace without the world adopting a more cooperative approach to sharing scarce resources. We will work with allies for hopeful, solution-based, cooperative answers to depleting resources.



Greenpeace and Tcktcktck volunteers raise a wind turbine on the beach at dawn, during 2011 UN climate change talks in Durban, South Africa © Shayne Robinson/Greenpeace

Activists wearing radiation suits and masks parade through some of Jakarta's most crowded locations to highlight the inherent dangers of nuclear energy. © Ardiles Rante/Greenpeace



CHANGING MINDSETS

Every day we are bombarded by stories that are carefully crafted to support the broken system and the interests of self-interested elites. They are designed to tell us what to think, promote a range of mindsets, and a way of thinking about what's right, what's wrong and – ultimately – about what is and is not possible.

Greenpeace must challenge these dominant mindsets, the myths and stories that tell people there is only one world possible – the one in which we live selfishly, separate from nature, using the Earth's limited resources for our relentless "needs."

Our mission should be to **promote a new perspective and shift in mindsets**, one that is rooted in stories that help us: valuing people and communities near and far; understanding that we are part of nature and that we each hold a stake in its future; measuring our success according to our relationships and not our possessions; understanding that security depends upon a healthy environment and a just, equitable society rather than force and surveillance; understanding that people, not corporations and self-interested elites, should be at the heart of governance and public life; seeing that the world is getting better, because people are working together to make it so; and understanding that the economy must work within the environmental limits of the planet.

CHANGING POWER DYNAMICS

Climate change and biodiversity loss are **symptoms of a fundamental power imbalance**. Their consequences are disproportionately felt by the poorest and most marginalised in society. To create **lasting and exponential change** in the world it's not enough to alter the behaviour of individual actors like governments and corporations, we need to **shift the way power is distributed**. The exclusive power of some self-interested elites and the control they exercise over our institutions and our governments results in a system that serves to win greater power and wealth for those at the top, regardless of the cost to the rest of humanity and the planet.

Greenpeace's work must ensure that we shift the tide to focus on the wellbeing of people and the planet's health. We need to find solutions to achieve greater equity among genders, races and classes and where the benefits of inclusion, diversity and innovation are enjoyed by more than just those at the top.

THE FRAMEWORK

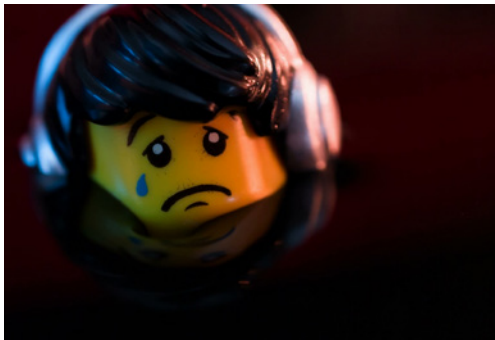
THEORIES OF CHANGE

While Greenpeace will never be big or powerful enough to reach these goals alone, we can contribute to them by focusing our efforts in two ways: (1) using **disruption** and (2) **influencing culture**.

While the two approaches are distinct, they are also closely interlinked. In short, it is in moments of profound societal disruption that culture is most open to change.

That said, many of our traditional campaign strategies are still critical. **Non-violent direct action** remains a core part of how we create change. We have built up years of skills and experience in winning policy and behaviour change from governments and corporations and should continue to do so.

The difference is that we must now apply those strengths at leverage points in larger systems of power, by asking ourselves **how a campaign win can have a knock-on effect in the rest of society**.



Frame from the "Everything is NOT Awesome" campaign video, targeting Lego's marketing cooperation with Shell.
© Greenpeace

Six women climbers from Greenpeace climb the face of the Shard, London's tallest building, as part of the Save the Arctic campaign. 2013
© David Sandison/Greenpeace

A DISRUPTION THEORY OF CHANGE

Disruptions – whether a refugee crisis, a technological innovation or a global financial meltdown – are sudden and often unanticipated shocks to the system. Those who can orient themselves and act during a moment of disruption can move closer to their goals, while those who ignore it or react late do not. We must be flexible enough to respond to such spaces of change.

We must design work that **maintains a focus on big picture objectives** – rather than a static strategy – to respond in moments of disruption. We can and should continue working on issues in a long-term way, but we must also be able to **react quickly** when something shifts in the world. We must be both agile and tenacious.

There are a number of ways we can think about our role in relation to disruption:

- Responding during a disruption that is already in progress. When something unexpected happens, we use it as an opportunity to destabilise destructive powers, strengthen our allies, or cultivate a new mindset.
- Catalyse a disruption that is still developing. When we see a destructive system that is vulnerable, we should look for alternatives that have the potential to disrupt and displace it, and apply our skills to accelerating, magnifying, or scaling up the alternative.
- At the same time, we can also help create space for solutions to mature into something truly disruptive.

A CULTURAL THEORY OF CHANGE

In the early 1970s Greenpeace emerged as part of a radical response to the nuclear arms race. In the battle between the culture of peace and war, Greenpeace showed that a group of ordinary people in a small boat could stop a global power if we told the right stories, and if we appealed to the heart and not just the head. This concept of a "**mindbomb**," which changes the way people look at the world with a simple image or story, continues to be key to a cultural theory of change.

Putting storytelling at the heart of what we do means we can go beyond the news media and reach people on an emotional, human level. As a result, using our own channels to reach people will become more and more important, especially as a two-way conversation. At the same time, we must dismantle the social licence of those who are responsible for environmental destruction – kicking them out of the popular cultural sphere and boosting the visibility of a positive vision.

It's important to recognise that we also change culture through activism. By bringing more people to activism we can help boost civic participation and fight apathy. This is why **our mobilisation work is so valuable**: not only do we win campaign victories together with people, we promote the idea that together it's possible to change the world. **Activism is itself culture change**.

THE FRAMEWORK

MOVING FORWARD

This Framework was designed – with the input of thousands of people – to help Greenpeace choose campaign areas and specific projects over the coming decade. **We are putting people power at the heart of what we do and how we do it.** We are committed to becoming a more eco-centric organisation. Please join us and help us to be **the Greenpeace you need** to bring about the green and peaceful future we all want.

Note: To learn more about The Framework and its application, please read the full-length document.



A young Thai girl joins in with Greenpeace's promotion of clean energy in Southeast Asia. 2002 © Kate Davison/Greenpeace

Demonstration at the People's Summit march for Social and Environmental Justice during Rio+20 Conference. © Rodrigo Paiva/Greenpeace



**GREENPEACE IS
AN INDEPENDENT
CAMPAIGNING ORGANISATION
THAT ACTS
TO CHANGE ATTITUDES AND
BEHAVIOUR,
TO PROTECT AND CONSERVE
THE ENVIRONMENT,
AND TO PROMOTE PEACE.**

The global Greenpeace organisation consists of Greenpeace International and 26 national and regional Greenpeace organisations, which are all separate and independent legal entities.

This document is an internal document that will help the global Greenpeace organisation guide its work. In the interests of transparency, accountability and collaboration we are also sharing this document publicly.

In this document "Greenpeace" could be used for convenience purposes where references are made to either Greenpeace International or one of the national or regional Greenpeace organisations. Moreover, the words "we", "us" and "our" are also used to refer to our partners in the Greenpeace network and their respective staff, activists and volunteers. These terms could also be used where no useful purpose is served by identifying the specific independent Greenpeace entity.

Cover image

Clean Energy Rally, Florida USA. 2004.
© Greenpeace / Keith K Annis

JN-2016-03

Greenpeace International
Ottho Heldringstraat 5
1066 AZ Amsterdam
The Netherlands
Tel: +31 20 7182000

For more information please contact
pressdesk.int@greenpeace.org

greenpeace.org