

# Greenpeace International Three Year Strategic Plan 2018 – 2020



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**Date:** Approved by the Stichting Greenpeace Council (SGC) Board, 2nd November 2017.

## 2020 VISION

By 2020 we will have charted courses that take Greenpeace global headlong into the world's greatest social, ecological and security storms. We will be in the places where change happens. We will be in a position to influence the outcomes. We will do so with our largest 'people powered' crews ever.

By 2020 we will have played our part in ensuring power systems will have passed the points of no return. The final tributes and obituaries to the age of coal will have been written by the victors: us and the movement at large! Coal use will be down by 30% and headed toward zero. A fossil free future will be within our sights. From the Amazon mouth, the frigid waters of the Arctic and the Great Australian Bight, oil will be seen as not only as environmentally toxic but socially toxic. The oil industry's decline will accelerate as the people powered pedal is pressed to the metal for change. Oil industry sponsored politicians and cultural institutions will no longer be tolerated as the industry's social licence is revoked all with its licence to drill. A 100% sustainable renewable energy society will no longer be an if or even a when, but already be in motion and the clarion call for As Soon As Possible and Now, will drive disruptive change at a pace previously considered impossible.

We will no longer be asked if global climate change can be kept below 1.5 degrees C, because people can see we are on the way there.

Overall collusion between corporate power and governments will be challenged and reduced. Private wealth will not be placed before public health. Our priceless ecological heritage will be preserved for future generations. The financial sector will be held to account and funding sources for destructive industries will be cut off at source.

Our oceans and forests will no longer be placed in peril by thoughtless and unsustainable consumption. We will look after our health and ecological wealth by eating and farming sustainably. And so much more... Growing awareness will fuel mindset shifts towards realising that only by deliberate participation we can turn the tide on increasing polarisation within societies to understand that collaboration and creativity and not competition and consumption are the twin engines of an equitable and sustainable future.

We will support and collaborate, sometimes from the front and sometimes from the back with Indigenous peoples, women, children, people living in poverty, workers and environmental defenders. We will contribute to all of these transformations in a way that provides a just transition for workers and communities, where the focus is on the wellbeing of people and the planet's health, achieving greater equity among genders, races and classes (both social and economic) and where the benefits of inclusion, diversity and innovation are enjoyed by more than just those at the top.

Greenpeace International staff will be seen as valued partners of the staff working at the

(independent) National and Regional Organisations. We will achieve that by ensuring that our programme, with an eye on the latest key global political economic and social developments, is ‘tight on strategy, empowers local implementation and is tight on evaluation and learning’. We will be well-trained, more agile, more responsive and supportive. Globally, we will be an even more risk taking and learning organisation, ‘failing forward’. We will increase our adeptness in both cultural and responsive theories of change. Our campaign victories will help keep the world within ecological limits whilst supporting and inspiring society level mindset shifts and alterations in power dynamics.

We will be sought out by allies to help problem solve, build capacity, keep forward momentum, share skills and latest practices.

Our reputation in the ‘movement’ will be that of a risk taking, innovative, effective, collaborative, diverse and inclusive organisation. We will be the place that change makers want to be. We will have catalysed over 200 million change makers to help achieve these goals. We will celebrate our victories as calls to further action.

Our work will be part of broad global and local conversations around the world we want to create - the social values, and our relationship with nature..

## **The Function of Greenpeace International (GPI) over the next 3 years**

GPI plays four key functions in the global Greenpeace network:

### **1. Help direct and align the global network in delivering [the Framework](#)**

GPI’s function is to facilitate and drive the agreement of the strategic direction of the network as a whole, to identify key struggles and moments for maximum impact in defending ecological limits, changing mindsets and changing systems. This also means GPI needs to assess whether we are strong in the right places to achieve the greatest impact.

### **2. Enhance organisational performance, cohesion and alignment through analysis, tracking and evaluation**

To be tight on strategy means GPI must have a clear understanding of how the network of the various National and Regional organisations (“NROS”) is performing as a whole. We aim to have strong metrics, ‘business’ information and analytics to be able to say how well our global programme of work is being delivered. We will share and collate that knowledge and analysis within the network to provide a reality check on where we have specific strengths, resources and skills and compare that to where they are needed.

### **3. Supporting National and Regional Offices (NROs)**

GPI’s job is provide effective services to the NROs and systems to enable and/or support the various NROsto deliver the global programme, individually and together.

#### 4. Ensure a highly effective global network

Our people are Greenpeace, we must prioritise their support and development.

Together with the NROs we are a global network and it is a core function of GPI to ensure that the manner in which we work together is fit for purpose. We must give clarity on the requirements of Greenpeace entities and allow for swift and strategic decision-making. GPI's Board remains central to the success of our cooperation. GPI management will work together with the GPI Board to deliver what the NROs need in an effective and collaborative manner, fulfilling each of our roles so that together we are stronger.

We will bring a diversity of voices and opportunities to our work to allow us to work in countries and with communities we have been so far unable to reach.

### Greenpeace International's priorities 2018 - 2020

#### 2018

**Priority 1: Open and Collaborative:** We will encourage and prioritise our work that promotes collaboration with the NROs over the next three years. We will support innovation and experiments that invite participation of change agents. This requires giving space and time **to collaborate as part of our daily lives**. Increasing the opportunity for efficiencies by collaborating on resources and better communication

**Priority 2: 'Living our story'** is a key to Greenpeace's organisational culture and is one for authenticity and success. We will work on issues of integrity, Learning and Development as examples which will both **shift our organisational culture and continue to build internal trust**. We will invite our supporters and partners to share their stories of courage.

**Priority 3: Re-energising our [Operating Model](#)** we will create space for honest and open conversations with GPI and NROs to take up roles, responsibilities and leadership that stay true to our objectives and focus on creating the right balance between enabling versus doing, and ensuring our resources and money are fairly distributed according to our agreed geo-prioritization and global campaign priorities.

**Priority 4: Analytics for campaign impact:** Understanding our global campaign impact and how people are responding to us through social media and polling are critical and in 2018 we will strengthen our systems for measuring where our impact and support is making the changes in the world we want to see. We will establish first class programmatic analysis, both across and within our global programme, as per our [data privacy policy](#). This will require strengthening and better consolidation and integration of the analytical capacity across GPI departments and can also support us in being better able to step into responsive moments and deploy a disruption theory of change.

**Priority 5: Tailoring NRO Support:** Part of the essential work, is to ensure we provide tailored NRO support based upon strong partnerships and relationships with NROs in order to fulfil our unique roles in the network.

**Priority 6: Decision making:** We continue to improve openness and transparency around decision-making and communications around decisions, to foster understanding amongst our staff about who takes which decisions, where and what you can expect to know.

**Priority 7: Leadership and Management:** Across GPI and NROs we need to ensure strong, independent leadership that serves our mission and inspires and supports individual creativity at the same time. We encourage and support leadership efforts at all levels to support our decision making.

We will prioritise management training and all this entails as a key focus for GPI. We aim to ensure accountability across Greenpeace International by improving our performance management, strengthen our middle management layers, ensuring a strong SMT and ensure matrix management is becoming more the practice and behaviour.

**Priority 8:** Effectiveness and efficiency): We have prioritised for 2018 the need to focus on our effectiveness and efficiencies, Building upon our systems and decision making we need to ensure that our processes are evaluated to ensure we avoid too much bureaucracy and remain nimble and responsive.

## 2019

**Priority 1: Re-energising the Operating Model (OM).** We will continue the OM evolution as a priority though into 2019 and the shared experiences and learnings from implementing the [Framework](#) are reflected in the types of global Greenpeace campaigning.

**Priority 2: Global Resource Plan** We obtain agreement across Greenpeace on the resources needed, in line with Geo-Prioritisation, to support NROs to deliver under the Framework.

**Priority 3:** Responsiveness as a way to maintain an external focus to be able to identify and act on opportunities in the world as it is rather than as we planned for it to be has increased dramatically across [the Programme](#).

**Priority 3: Impact and Learning:** Building on the momentum gained through insights from systems we have created to measure and evaluate where we are having impact, we will continue to improve our learning environment for the benefit of all NROs.

We will promote further innovation, testing, failing (forward) and learning. We will work across GPI and NROs to ensure we also strive and work towards incorporating more data science into our decision making process."

**Priority 4:** With tailored support of NROs as the norm, and peer to peer support as a common practice, NROs would now be receiving the support they need from across GPI in a smooth and coordinated fashion. Less NROs, thus should be in critical situations.

**Priority 5: Our systems:** Across the organisation we enable strengthened core systems as needed, whether this be our shared systems that enable alignment, or our global integrity or technology systems. This will not only ensure GPI and NROs can connect with each other better but also sets all of us up for good accountability.

## 2020

**Priority 1: Programme Goals 2020 - 2023:** In 2020 we will need to coordinate adjustment and development of global Greenpeace short term programme goals, based on our previous learnings and achievements..

**Priority 2: Our Future fleet:** Our fleet continue to work to deliver our campaign theories of change whilst we explore what the future of our fleet might look like.

**Priority 3: Impact and Evaluation** GPI will apply a rigorous assessment and evaluation of the last three years of campaigning under the Framework to learn and inform the new Programme Goals

**Priority 4: Geo-Prioritisation** We have coordinated the global agreement on a Geographic Prioritisation which should be providing us with a frame - or a development approach - both for individual NROs, future presences and global Greenpeace, and a useful and flexible approach that provides a good basis that can also be adjusted over time.

**Priority 5 : Contribution Model:**

Coordinating with the aim to agree on a new contribution model to be approved in 2019 for implementation from 2021 onwards, in order to ensure that the global network is best able to shift resources quickly to where they are needed to win campaigns or where they are best needed to raise the money to fund future campaigns.

*We acknowledge the desire to encourage accountability through developing indicators to measure our success and will develop as a key next step a set of success indicators to accompany this plan.*



