

# Act now to change the future

Greenpeace Spain's Participatory  
Planning Process 2010-2015



**GREENPEACE**

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# 1 Introduction

Once the execution time of the Action Plan of the First Participatory Planning Process (from now on PPP1) was over, the Board of Directors of Greenpeace Spain initiated, on June 2008, a similar process to the one undertaken between 2001 and 2003 and from which derives its design.



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Once the execution time of the Action Plan of the First Participatory Planning Process (from now on PPP1) was over, the Board of Directors of Greenpeace Spain initiated, on June 2008, a similar process to the one undertaken between 2001 and 2003 and from which derives its design. The objective of this new process is to evaluate the extension to which the PPP1 has been implemented and to begin preparing the Second Participatory Planning Process (from now on PPP2) from which the Action Plan that will determine the work of Greenpeace Spain during the following years will come out.

Just like its predecessor, the entire organization will contribute to the new Planning Process and the consensus of its wide social base will be sought in order to propose and define the medium-term action lines of Greenpeace Spain. Our efforts will be directed to achieving the vision and objectives outlined in the plan.

The main topics we have been pondering on during this past year are:

- » Revise the implementation of the PPP1 and the compliance with the action steps included in its Action Plan.
- » Elaborate the issues that will be the backbone of the PPP2.

- » Gather different opinions and points of view from inside the organization about present and future courses of action.
- » Gather opinions and points of view from people outside the organization and from different fields in order to understand what Greenpeace needs to work on now.
- » Give an overall definition of the Greenpeace we want to keep on being and specify those areas that need debating or where a change is needed.

Around 1,500 people from the organization have participated in this process, having the level of involvement varied from person to person. The following groups have collaborated:

- » Hundreds of regular members participated through a survey placed in the web and featured in Greenpeace's magazine. Some of them also took part in a European Awareness Scenario Workshop (EASW).
- » All types of volunteers from: Local groups, the Education Department, the Action Team and the newly created youth network.
- » The professional team of GPS, through specific workshops at the office, follow-up meetings and interviews to members of the SMT.
- » Members of the governance body of the organization participated through an email survey, workshops, or by checking reports written by their own members.
- » Interviewing to those who were members of the Direction Board during the PPP1 process.
- » The Direction Board kept an open line for dialogue and participated in workshops and private consultations.

Some outside experts:

- » Experts from like-minded organizations and academia institutions were also consulted during this process.<sup>1</sup>

## Summary

This document is a summary of the process which has led us to define who we are, under what circumstances we are going to work, how we want to organize ourselves, how we should work, how we want to work, and which areas are more interesting or more efficient to work on.

As it always happens when a participatory process begins, dedicated people want to contribute with their own opinions, so its richness and variety is ample. In such a complex organization with such a fast growing rate there are also differences and disagreements, although these are minimal. It is

hard to bring together all the different ideas we have about Greenpeace while understanding that there are several ways of tackling our common goals, but the benefits outweigh the difficulties because it reinforces group cohesion and efficiency of medium-term actions. When objectives are clear and common, debate can only strengthen and integrate. And again, as in the PPP1, it is surprising to see how everyone who took part in this process agrees with and supports the mission and responsibility GPS has towards society and our planet.

The goal of this process is first to get a better understanding of who we are and to define our objectives bearing in mind the complex national and international situation and the big environmental challenges that lay ahead, and secondly develop plans to reach those goals. The steps or measures that will need to be taken in order to reach them and to get results are the result of this process as it is described in the PPP2 and the Action Plan which will develop it in the following years.

A first look of the results of the process reveals that there are numerous internal challenges in the structure and running of Greenpeace Spain and its relationship with GPI, a matter that should be dealt with by all of us:

Strengthen communications with our members to ensure they have an understanding of how GPS works and of our work.

Channel the potential within the social base of Greenpeace Spain. Its members have a wide variety of knowledge and experiences and are willing to collaborate in campaigns and actions.

Consolidate a longtime history of information accuracy and take advantage of the knowledge within the organization as well as in other organizations, institutions or any other entities related to environmental or peace issues.

In the light of the actual crisis, change our approach to environmental and social problems to bring us closer to the whole of society and not only to our members or supporters.

Within Greenpeace International, encourage methods, ways of action and communication which we can call our own, and which have a broader vision of the global scene, and not be limited by the definition given by developed countries or the world elite.

Influence environmental decision-making in our globalize world. Given we are the main international environmental organization; take on the challenge of influencing global decision-making processes.

To make it all possible an Action Plan will be developed which will specify the actions to be taken, the resources needed to take these actions, a schedule, and the indicators that will allow us to evaluate the execution of the Action Plan.

<sup>1</sup> During this process, the so called context meetings (to define the reality of Greenpeace's social and economical context) were held by experts from Attac, Fundación Observatorio Prospectiva Tecnológica Industrial (OPTI), CENEAM, Amnesty International or by the Politécnica and Autónoma Universities of Madrid.



## 2 What is Greenpeace Spain?

Greenpeace Spain (GPS) is part of a politically and economically independent international environmental and pacifist organization which combines investigation and political impact with active and pacific protests to show global environmental problems, and which promotes the necessary solutions to bring about a sustainable and peaceful future.



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GPS is part of Greenpeace International (GPI), whose work began in Canada and the United States during the early 70s. It established itself as an international environmental organization in 1978 with the creation of a European section and the unification of goals and campaigns. Today GPI has around 3 million members and 28 national and regional offices in 41 countries. Its presence and influence in developed and conscious territories is notable. An effort is being made to increase its influence in less developed areas like Africa and parts of Asia and South America, where environmental and peace conditions are critical.

Amsterdam is its headquarters home, where a team of 175 people coordinate joint global campaigns to protect the environment.

We work to bring solutions to global problems. Working together with local and regional organizations will help us face these problems from a closer perspective.

We understand that global environmental problems require international organizations to work together, cooperate, and coordinate their activities in the different countries and with the different people that inhabit the Earth. They also need to interchange experiences and knowledge from their different cultural backgrounds, and they need to promote alternatives and be active at international meetings.

GPS understands that in a globalized world our responsibility does not end at Spain's borders, and it is committed to uncover the consequences of commercial interests which begin in our country but which are felt beyond our frontiers.

Given its geostrategic situation, GPS can and should play an important role in this context, bridging cul-



tures and countries from North and South of the Mediterranean Sea and between Latin America and Europe.

**We are environmentalists** We work on the ecology field; we protect the environment by reporting the effects, analyzing and revealing the origins of unsustainable development caused by an unjust and destructive globalization. We believe that an integrative approach should be used to solve environmental problems since it is to our understanding that if the environment is protected, social well-being is assured for the people of this planet.

We work to assure that planet Earth can sustain life in all its forms. Therefore, Greenpeace goals are:

- » Stop climate change and give positive energy solutions for the planet.
- » Protect biodiversity and the world's natural resources; find sustainability for ecosystems and populations.
- » Prevent pollution and find sustainable solutions to waste management.
- » Promote sustainable agriculture and food sovereignty.
- » Promote peace and disarmament.
- » Make corporations contribute to the development and not to the destruction of the environment.

Following investigations, written reports and political pressure, activism and mobilization are fundamental to have active campaigns, which fight against the strong commercial interest that supports this unsustainable system.

**We are pacifists** We are against war and the proliferation of weapons. War's devastating effects on people and the environment remain decades after the armed conflict has ended. We do not take sides; we promote non-violent solutions to conflicts.

Apart from being pacifists, we are peaceful; our actions never resort to violence but to passive resistance.

**We are economically and politically independent** One of our main characteristics is our inde-

pendence both economically and politically; we carry on our campaigns and achieve our goals with the support of a big social base. Our work depends exclusively on the contributions made by regular donors, on people's donations and inheritances and on merchandise sales. All money needed to finance the work of the organization comes from these resources. We do not accept donations from businesses, political parties or public administrations.

Greenpeace does not support any political party. In regards to political parties or groups with political influence we try to make them take on and promote our environment and peace protection proposals. Political influence and public pressure are the means to achieve the so much desired change in regards to the nature and the environment.

Ensuring economic independence is a managerial goal of the organization. In this time of crisis it is necessary to develop a working plan to raise funds that ensure sufficient support from our members and that foresees and compensates for the loss of members due to the economic crisis. It is necessary as well to find new alternative collaboration ways. GPS believes that in order to guarantee financial security a model with low regular (yearly or monthly) donations and a high number of members is the best one. 95% of our money comes from the donations of all these members. Paying attention to the social base and increasing its number and variety is one of the primary goals of the management team at GPS.

**We are an organization with a lot of experience and great support from society** GPS strength lies in the nearly 103,000 people which are part of the organization and in the thousands of people who sympathise and support its ideas and objectives. GPS's members vary a lot in regards to age and professional occupation. In recent years many young people have joined the organization. Greenpeace's real value lies in its people, which additionally happen to be the sole economic contributor, making possible for GPS to carry on with its campaigns and to contribute to GPI. The organization would wish to have more human and economic resources in order to have greater influence and effectiveness in achieving its goals. That is the reason why it is continuously making an effort to increase the number of members, to cultivate the loyalty of the ones who are already supporting us and to increase the level of influence and society's support.

GPS has just celebrated its 25th birthday of continuous non-violent activism to protect the environment in Spain. Its headquarters is in Madrid where most of its hired professional team develops its campaigns and the necessary administrative work. Part of this team comes from Greenpeace's social base and volunteers, but they have been selected and hired taking into account professional standards and access to job equity. There is also an office in Barcelona.

GPS also counts on its volunteers, who can participate in local groups, take part as activists, in educational activities, in youth groups, etc. In recent years the quality of their contribution to campaigns has been on the rise.

## 2.1 How do we work?

For the past 25 years GPS has been bearing witness to environmental destruction in Spain and the rest of the world. In its bearing witness role, GPS has carried out many actions that have brought to light environmental problems that otherwise would have been left unknown.

In the last years we have systematically been writing in-depth reports about the worst environmental problems, while at the same time carrying out spectacular actions to inform the public of the situation. We identify, study, and document environmental problems and their social repercussions. We keep an eye and control aggressors, whether governments or businesses, denouncing the effects or consequences of their actions. This work is vital in order to raise public awareness and to gain public support which will in turn help the organization grow.

**GPS is defined by its campaigns** The work of GPS is within the lines of the action limits define by GPI. GPI designs international campaigns in which national/regional offices work counterpart to obtain the same objectives.

Greenpeace Spain achieves its goals through its campaigns, which rely on its organizational skills and its capacity to manage its economic and human resources, with multiple objectives.

Right now the main campaigns at GPS are:

- » energy and climate change;
- » forests;
- » pollution;
- » corporations;
- » oceans;
- » gmo.

The campaign management team has a great responsibility. The professionals in charge of the campaigns must have technical knowledge, be able to manage all types of resources and form alliances or internal and external networks, in order to obtain reliable changes in legislation or in the attitude of businesses or institutions. Their efficiency depends on their ability to succeed in all these tasks.

**Non-violent direct action** Since GPI was created, it stood for an organization that uses non-violent direct action as the most effective way to get public attention. Our protests are meant to stop environmental destruction, denounce it, or bear witness by making it visible to the public eye. In other occasions, they are meant to highlight the solutions or positive initiatives.

We show environmental destruction actively, creatively and pacifically. We respond with passive resistance to any physical or verbal aggression.

Actions are one of the trait marks of GPS. Currently, many organizations copy this style of getting attention, so in order to be visually effective and appear on the media, we must be more innovative and creative when designing campaign actions.

**The relevance of investigation and analysis** Our theories must be reliable, rigorous, and convincing. They must be elaborated in a way they become reference documents to the media, to society and also to organizations, institutions and governments.

To reach this goal, we employ truthful and objective information in the analysis of our campaigns, gathered from internal documents or from independent or-

ganizations or experts. One of the pillars of Greenpeace is its independent scientific investigation and we want to count more and more with the opinion of renowned scientists and experts with no commercial interest in none of their work whatsoever. GPI has a Science Unit which advises and supports any office if they do so require.

We are committed to an in-depth study of our campaigns by gathering information and developing theories by which the public can acknowledge our ideas and proposals.

**Dialogue and alliance formation** GPS believes in debating ideas, in rigorous discussions and in comparing data to make the objectives of a campaign feasible. In recent years Greenpeace's reputation has made possible to have a say in all types of environmental decision-making forums whether national or international.

A continuous dialogue with politicians, corporations, businesses and opinion-makers is a key element to prompt the necessary changes so as to stop environmental destruction. We also want to form an alliance with those people and groups affected by environmental problems or susceptible to their impact.

It's part of the campaigns' work to channel these alliances. Those campaigns in which GPS has had greater influence are those where a well-nit network has been created around organizations, groups and experts, where demonstrations have been locally organized and where under the leadership of GPS a synergy has been created between initiatives and smaller organizations. We support to and look for support in those with whom we share common goals.

**Promote alternatives and educate for action**

One of the goals inherited from the previous plan of action was the emphasis to create viable alternatives to the present economic model based on environmental education and responsible consumption. This area of work is more crucial now given the current global economic crisis, in which the present lifestyle and market economy are being questioned.

We are a proactive organization which works to raise public awareness so that people want to make changes for the benefit of the environment and peace.

Educating for action is one of the key activities of environmental education which generates concepts that can change the schooling that educators receive and the coherence of educational material. Education is presented as an empowerment tool and a way to make citizens responsible for changing their lifestyle.



## 2.2 How are we organized?

**A participatory organization** Greenpeace works to be an organization which can manage and promote the structured participation of its numerous members through different channels of collaboration. There are members who make monetary contributions and stay informed of Greenpeace's campaigns and running, and there members who also contribute by giving their help through support, information, ideas or ways of action. Being able to channel this great potential is one of Greenpeace's objectives.

### **An open and effective style of management**

One of the organization challenges is to guarantee an open decision-making process and to ensure that our social base and the public in general receive precise information about it.

Regarding its finances, Greenpeace goes through a yearly independent audit whose results are made public. The results of campaign's activities, criteria for action and work details are also made public. All this information is available to the public in our annual report.

The effort to use the organization's web (with an annual million entries) and social networks as open communication tools have resulted in a new way of transmitting large amounts of information to whoever can be interested.

### **An efficient and democratic government**

The people responsible for governing GPS are democratically chosen from GPS Council which is made up of 75 members. The Council also designates the Direction Board, which is in charge of the organization's political procedure and of following and controlling GPS' management. The Direction Board names the Executive Director who along with the management team runs the organization on a day to day basis. The professional team is divided into 5 departments: Administration, Campaigns, Communication, Marketing and Participation. The head of each department make up the management team (SMT).

At international level, the highest decision-making body is the International Council, which is made up of one delegate from each of the National/ Regional Offices (trustee) chosen by the Direction Board of his or her country. Likewise, GPI office, headed by its managerial team, gathers input from the management teams of the different national offices and, based on this information, defines GPI's Executive Plan.

While Greenpeace is undergoing a growing participatory decision-making process, it also has to face

matters of great economic and social significance, and thus, the collective control and decision-making mechanisms must be well planned and thought out. The different levels of governance and their coordination allow decisions to be made quickly and democratically, preventing unilateral leaders, and taking the challenge of allowing a democratic, informed, committed and efficient management.



# 3 A new working environment

We are facing an unprecedented environmental crisis, which is defined as the beginning of a civilization crisis, partially irreversible.

**General Scenario** We are facing an unprecedented environmental crisis, which is defined as the beginning of a civilization crisis, partially irreversible. This new scenario not only means a worsening of problems but also a substantial change in the social-ecological functioning, very different from the context in which GP began its activism in the 70s.

Today we can foresee that socio-political consequences will lead to:

- An increase in totalitarianism and weaker democracies greatly influenced by pressure groups.
- Decrease of the relevance of public opinion in political decision-making.
- More poverty, humanitarian crisis and environmental refugees.
- Increase of social uprisings due to food and drinking water insecurity
- Beginning of an economy of crisis and survival, where environmental problems and ecosystems equilibrium take a step-back in order to guarantee the access to natural resources.
- Problems related to environmental crisis will be of national strategic interest. Therefore, the role of environmentalism will change as the level and type of confrontation rises.

Regarding GP's working plans, it would be advisable to develop a greater flexibility and capability of response, based on prospective analysis of possible high-risk events. Two scenarios should be contemplated: development of a plan to face the linear evolution of the main environmental problems and development of specific strategies to give response to high impact events<sup>2</sup>.

The period from 2000 to 2015 seems to mark the end of environmental protection as a specialized venture; problems will be tackled with a wider perspective and more social agents will fight against an environmental crisis of enormous proportions. The key strategies to face new scenarios are already incorporated in campaigns work. What we express here is the need to perfect and enhance them in the light of the changes taking place, and anticipate those changes as much as possible.

**A new framework** In recent years our framework has changed dramatically due mainly to an ever growing threat: climate change. This fact must un-

<sup>2</sup> We will keep working the way we do, but taking into account that as problems worsen, so will catastrophic effects and therefore, the need to give an adequate response will be bigger.

doubtedly be taken into account when developing a global strategic framework. We live under the enormous pressure of a planet whose climate is being altered by human activity, and this matter should condition all Greenpeace's activities in the following years, given the environmental organization we are.

The scientific community agrees that from 2015 to 2050 humans must reduce CO<sub>2</sub> drastically and continuously. This basically means that in a very short time we must decrease our dependency on fossil fuels. This must become a reality by implementing specific measures in different sectors of the economy which should lead us to a progressive and constant substitution of fossil fuels. There is no alternative.

There is no bigger challenge for a civilization than a change in its source of energy because of the enormous repercussions it has on society's organization and structure. Greenpeace must act as a catalyst for those changes, which will not happen spontaneously, but that they will have to be promoted and driven against huge commercial interests and inertias hard to contain.

None of the campaigns we have carried out so far have had such weight, but we can only guarantee an optimistic future for humankind if we succeed in this venture. We can not evade a challenge that will undoubtedly mark our work for years to come.

In this regard, Greenpeace has begun to define a new Global Strategic Framework (GSF) with the aim of multiplying its ability to work globally. The goal of the GSF is clear: *to protect the environment more effectively at a global scale*. There is no other objective for Greenpeace in the coming years. Human and financial resources, structure, actions, offices, etc., must all be made available for the completion of this task that lay ahead of us.

GPS Work Plan must incorporate this reality and make it a basic part of our vision of what we must be in the next years and where we are headed to.

### 3.1 Challenges for Greenpeace's campaigns in the next decade

During the next decade Greenpeace's main priority in order to protect the environment is **to fight climate change**, the biggest threat humankind faces at the beginning of the 21<sup>st</sup> century. Our organization, being globally renowned, is assigned to play a relevant and decisive role when the necessary measures and solution to reverse this problem are put into place.

This challenge bears a great meaning for an organization which has fought environmental destruction

for the last 37 years. In Spain, Greenpeace has fought to protect the environment for 25 years at national, regional and local scale.

To take up this challenge during the next decade, it would be necessary not only for the Energy Campaign to receive more resources but that many of the organization's campaigns incorporate as part of their goals the fight against climate change, something which has been successfully done in the Forest Campaign.

Inevitable the solution to climate change means a change in our energy model. This change although fundamental is not enough to change our unsustainable development model. This model prevents humankind from living in harmony with nature, which we rely on for our survival. To Greenpeace this change of model means: 100% renewable energy based on efficiency and energy saving, no nuclear energy and no false technological solutions.

In the next years it will also be essential to work on **transportation** related problems, the source of CO<sub>2</sub> with the highest and most alarming increase.

The second central line of work will be **stop biodiversity loss**, especially in oceans and forests, which are key global ecosystems and a supply of resources, not only for human beings but for many of the species that inhabit this planet.

Given the actual crisis that oceans are going through, and in the light of a gloomy future perspective, Greenpeace must keep working to stop overfishing, to stop uncontrolled dumping of hazardous chemicals or any type of waste resulting from human activity, and to stop the diminishing of our coastal regions.

On land, Earth's last primary forests are facing a similar challenge; they are threatened by agriculture, illegal logging, infrastructures and mineral extraction. Sustainable agriculture and a fight against GMO are an additional solution to this serious problem, which highlights the need to change an agricultural model which is outdated and damaging for the planet.

**The fight against pollution** must also be one of Greenpeace's top priorities. Thousands and thousands of toxic chemicals threaten our health and the environment through rivers, seas, the air and the food chain. In the next decade this problem will have a special impact on the water crisis. We can not forget the problem of waste management which has been caused by our unsustainable model of one-time use.

During the next decade, **Greenpeace work for peace** will be channelled through our environmental campaigns. A great number of wars, armed or unarmed conflicts, are caused by environmental problems like a shortage of energy resources (petroleum, gas or uranium,...) and the control over or the lack of natural resources (water, wood, food or minerals...). We are a pacifist organization, and Greenpeace will raise its independent and forceful voice worldwide in the most effective way possible. Greenpeace Spain will decidedly contribute to maintain our pacifist vocation in the framework established by the organization at an international level.

The actual financial crisis, which is taking a different toll in different areas on the planet, shows the failure of the actual socioeconomic model. Greenpeace will channel the need for a change through its main campaigns: energy model, loss of biodiversity and pollution. A crisis does not necessarily have to be a bad thing in the medium and long term. Greenpeace must play the solution card. Another world is possible and this crisis is a clear proof of it.

Undoubtedly nature faces other problems. But Greenpeace is not the only organization working to protect the environment. That is the reason why it will

concentrate its efforts in the areas mentioned before, being aware that we have limited human and financial resources. The key to our success is focus our efforts and reduce the risk of working in too many issues, and develop working plans and tactics adapted to the ever changing world where we live.

Greenpeace is an environmental organization that differs from a purely conservationist one in the fact that we include social factors in our campaigns. Given the actual crisis, in the near future we will keep our social components (poverty, human rights, worker's rights and sustainable consumption) in our campaigns. The crisis has shown that social factors must be taken into account both in our protest/bearing witness activities and in the solutions we recommend.

## 3.2 Communication 3.0

In recent years the world of communication has undergone a great change. A new scenario has come into place shaping the way Greenpeace communicates its projects and messages to win campaigns and increase its social impact. Some of the factors that characterize the new media model are:

- **Written and conventional media crisis.** An increase in online media, media diversification, a decrease in advertising, a higher diversification in the advertising market and the recession of the last years have forced to some of the media to rearrange their work structure, resources and plans for the future. Magazine sales have dropped drastically and legendary magazines in every sector have had to close down. Media groups are looking for new formulas to face this new reality. In Spain, as in many other countries, this crisis has meant to close down the paper version of some newspapers or their supplements, and to shut down some publications and communication media. The decrease in advertising has also happened in television, which also faces major restructuring. The digital shutdown, the DDT and the conversion of public television to a public service media with no advertising will have a short term impact in the new media image.

- **Digital world on the rise.** There are a number of factors that have made think to conventional media that Internet is not only a complementary tool but a tool in its own right with an important market niche. These factors are: higher Internet consumption, infrastructure improvement, faster connection speed and a diversification of Internet users. Every day we witness the emergence of new online media, networks and platforms that go beyond the typical online newspaper. They are available not only through our computers but also through our cell phones or combined with other technologies. Due to so many broadcasters the market is saturated and there is a strong competition to place anyone's news on Internet. At any rate, in the following years Internet will be the biggest growing sector in the audiovisual and communication market.

- **Changes in the way we keep informed.** Since digital media showed up on Internet, especially after the 2.0 ideological change, people have radically changed their way of getting information as they have become a player involved in the process. Apart from the traditional information regulators, in many cases information is no longer controlled by a middleman. This has meant the loss of references to value sender's credibility. The information on Internet grows everyday, multiplies, gets fragmented and travels faster. The webs and audiovisual, fitted with the best technology, have their information running on Internet almost immediately. With very little resources, information, photos and audiovisuals can be uploaded almost in real time. Information spreads out, is sent, cloned, linked and re-elaborated through different platforms and tools that make possible to retrieve information and multiply its outreach and coverage.

- **Misappropriation of environmentalist messages.** In the past years, busines-

ses (through their Corporate Social Responsibility policies), governments and public institutions have made environmental messages their own. Many times they have misinformed, intoxicated and used our campaign messages to improve their corporate image. In our struggle to get a space in this scenario we have to fight big advertising agencies or corporations with great communication power.

These and some other factors are transforming deeply the mass media world and the world of communication in general, and will compel Greenpeace to adapt to this new reality, adjusting our messages, formats and channels to it. Greenpeace will have to combine traditional ways of communication with online development and investment, and with the use of its own tools.

The **GSF's** framework will also affect the way we work from now on, coordinating our online activities in global campaigns and taking part in international matrix teams.

## 3.3 Keeping our financial independence

As within the past forty years, in the future our economic support will come from our members, **who allow us to keep our political and economic independence.**

Due to technological progress and socio-demographic changes, there has been a worldwide shift in marketing tactics in the last years, from one based on the product or service rendered to the so called relationship marketing, based on consumers or clients. Campaigns and activities of this type of marketing are directed towards the individual and geomarketing, segmentation and behavior prediction tools become very important.

Regarding sectors and competition, Europe is beginning to be saturated, although there are differences between countries. Big NGO are centering their efforts in sectors like ours, which are not completely taken up. According to the latest studies carried out in Spain (last Donors Profile 2008), despite the rapid growth in the past years, there is still potential for membership affiliation and development of financial resources.

In our organization, tactics to raise funds are based on the growth of the organization at global scale, specially the potential that some developing countries (China, India, Africa or Southeast Asia) have and the non-saturated occidental offices (France, Italy, or Spain). The Growth Plan, internationally approved, bases this growth on the following aspects:

- **Commitment.** The classic fund raising pyramid,



where members were at its base and developed upwards towards its vertex through value increasing programs, has changed into a new pyramid where below the original base lies a newer and bigger one which serves as a pool for the other one, and which is formed by people interested in Greenpeace, cyberactivists, friends, etc. In the following years these people will become part of the organization and the focus of our fund raising policies through mass mobilization campaigns. This work will be one of our growth pillars.

- **Fundraising.** In order to grow we have to invest on enlisting new members. Using different channels and finding equilibrium between old techniques like “face to face (our primary fundraising channel) and new channels will strengthen our campaigns and maintain a stable and efficient growth rate.

- **Loyalty.** Fundraising and loyalty will be vital pillars in order to keep a long-term, stable social base. Mechanisms of preservation, communication and members’ loyalty will be crucial in the following years.

- **Development and value increase.** Besides increasing our numbers of regular donors and gaining their loyalty it is very important to increase our income by development and value increase programs of our members, such as donation updating, middle donors and inheritances.

- **High Donors and Foundations.** The High Donors and Foundation Programs will be another way to ensure income growth in the following years.

Networking, good practice interchange, development of transnational programs and the support and investment on global fundraising programs, in line with GSF, will shape the framework to increase our funds and social base in the coming years.

### 3.4 The Greenpeace of the people

- **Globalization of people instead of globalization of problems.** In a globalized world where it is perfectly possible to trace the origin of environmental problems, actions must be transnational. Global problems require global solutions. Climate change, the main environmental and social challenge for the coming years, highlights the “no frontier” aspect of environmental problems because this issue does not affect a given region or population, but the whole of Earth’s society (even those who lack basic human rights) shares its causes and consequences.

That is why in this global world, where everything

is related to everything, and where the butterfly effect (funny environmental metaphor) dramatically rules the already altered environmental order, opportunities for Greenpeace lie in the people versus state, people versus business and people versus supranational entities dichotomies, which mean in the Greenpeace of the people. The transnational Greenpeace operates both in destination countries and in origin countries, working directly with the people (action, awareness, information and social mobilization). Connivance of powerful entities with decision making power (businesses, governments, supranational companies, etc.) will be faced with non-violent actions, public participation and citizen’s mobilization as a mean of public and political pressure.

- **Spectacular actions with international reach. Transnational goals and transnational audience.** Think globally and act locally, but also globally. Non-violent spectacular actions with international reach that make problems visible there where they happen and which highlight the consequences and the main guilty parties (due to action or omission). Some good examples: the combination of the Sumatra action (country of origin), with the public awareness activities and public pressure on Western paper industry (destination country); or the multinational team journey to the Arctic on the MV Arctic Sunrise as part of a Greenpeace campaign related to the World Summit in Copenhagen.

If it’s true that major decisions are beyond the capability of state-nations, pressure will have to take place where decisions are taken (Brussels, United Nations, United States, China, etc.) and toward those who represent us in these negotiation venues.

- **Transnational public awareness programs. Consumption here, destruction there.** The chance to act environmentally or not, many times depends on the education and the information we have. Therefore, education programs to increase public awareness are necessary. But we also need to encourage “taking action” (in places where rights exists and are acknowledge) as a mean to oppose the deterioration of “what belongs to all of us” in those areas where unimpeded development is still seen as an alternative to poverty and as an improvement of their quality of life.

Programs associated to public awareness projects in rich countries, where it has become obvious that, with the present consumption style, a more solidarity, just and ecological world is not possible, no matter how environmentally-friendly the products we consume are. The answer might be in working together, in the communication among populations (education and public commitment), in the connections between people and associations as an alternative to international summits where the main actors are the states and the big public or private supranational corporations.

- **Volunteers and cyber-volunteers: active social base, a tool for a change with a multiplier effect.** Beneath the environmental and socio-economic crisis lies a value crisis. Competition, individualism and the lack of social commitment prevail in a mercantilist system where individuals are seen as a potential client rather than as a citizen capable of taking an active role that can bring changes about.

Once again here it rises an opportunity to turn our enormous volunteerism potential into an invigorating element with multiplier effect.

There is the classical national and international volunteerism and the new cyber-volunteerism, which uses new technologies and social networks’ potential and where cyber-activists or fans of a cause are only minimally implemented.

It is necessary to acknowledge all volunteers/cyber-volunteers aspects: as participative social base of the organization (legitimacy and credibility), as a



motivated “value” committed to an organization with limited resources, and as a tool for a change with multiplier effect.

• **Be an international leader for the environmental problems we work on.** Each organization has its area of work. As an international environmental organization Greenpeace has established itself as a leader in protecting the oceans and fighting climate change. Furthermore there are many associations, organizations and foundations that, without being solely working on environmental problems, demand environmental education, information or leadership because they are committed, feel responsible, or because somehow they are affected by this problems.

They share the “what can I do?” citizen concern but in this case it becomes a “what can we do?”.

Greenpeace has the knowledge and the capability to establish education and coordination plans so that those entities interested in helping can get involved and participate at international or national level.

• **Social mobilization has totally changed due to mass access to communication technology and to information via Internet.** Communication tools which did not exist or traditionally were in the hands of those who had the economic power to buy them or implement them are now in people’s hands. This is true especially in the West but it is becoming more and more like that in another regions of the planet. This allows developing supranational aware-raising campaigns like never before, backed-up by a cheap and new transmission format, and based largely on the creativity, originality and support of young people, thanks to their promotion by sms and social networks. Small initiatives can grow exponentially till they become very uncomfortable and costly to political, economic and social powers.

### 3.5 Administration: Finance and Human Resources

Undoubtedly the world and our organization are undergoing a change. On the one hand we have the GSF framework guiding GPS to new ways of working and on the other hand we have an economic recession of proportions no one could have guessed. Both events will have an impact on the Finance and Human Resource Departments.

GSF framework will affect and change the organization model from how it is right now. Not only will it change the way we carry on campaigns but also the management of economic and human resources. A cultural change is necessary in order to meet our objectives.

#### Department of Human Resource’s task

The task of the Human Resource Department is promote a global culture within GPS, so that our campaign experts are ready to be assigned according to the needs of the organization and inspired by the opportunities provided to develop professionally. The goal is attract, keep, and develop qualified staff who will help implement the Global Program and who guarantee an effective and harmonious running of the organization.

We will promote the following aspects:

• **Commitment and professionalism:** our strength is our commitment to our mission. It must be combined with professionalism in order to achieve our goals.

• **Global mentality:** Greenpeace’s culture supports the global nature of our organization, of our objectives, and honours the diversity in which we work together as a global network.

• **Trust and respect:** our culture has the goal of creating mutual trust by being very open and accountable in our interactions.

• **We value people:** our culture attracts, inspires and empowers collaborators and volunteers to jointly achieve our common goals. We value our people and we maximize their potential within the global framework. Responsibilities are based on people’s capabilities and aptitudes.

• **Knowledge interchange:** knowledge interchange, mutual learning and free access to information is encouraged.

• **Goal oriented:** we focus on results and work towards objectives.

• **Cutting Edge:** we encourage our people to grow and we give them the chance to take risks and learn from mistakes.

Our goals and priorities:

• Cultivate leaders and develop working team management

• Increase and facilitate occupational mobility and office staff interchange.

• Education, training and interchange of knowledge and skills.

• Improve Human Resources procedures to face this new global horizon.



# 4 Medium-term objectives and lines of action

In this new participatory planning process we have defined the organization we would like to be by 2015 and the basic lines of work needed to achieve this goal.

In this new participatory planning process we have defined the organization we would like to be by 2015 and the basic lines of work needed to achieve this goal. Additional contributions from workshops, interviews, meetings and discussions have been summarized in additional specific documents. The main ideas for this time period are the ideas agreed on by the different groups of GPS' microcosm.

The Executive Plan of any organization must undertake two lines of action:

- Internal (from GPS to GPS' microcosm), where we should define who we want to be and how we want to organize ourselves.
- External (from GPS to society), where we should define in which areas we want to work and how we want to work.

For each area we have to define an Executive Plan and develop specific goals which will help us decide what measures have to be adopted in order to achieve those goals.

The previous participatory planning process meant major changes to the organization. Some of the objectives of that process have been fully implemented, while in others the implementation has only been partial. The current plan wants to work on the present without discarding the objectives presented in the previous plan, which we still consider applicable. Therefore it is necessary that all this work gets consolidated in the organizational culture of Greenpeace Spain.

By combining this outline with the conclusions from the evaluation process of the previous Executive Plan (PPP1), this chapter establishes the recurrent ideas along the process as the objectives.

## 4.1 How do we want to get organized

**We want to be a STRONGER and MORE integrative organization, improving our internal procedures.** In the last years we have improved our procedures but there is still room for improvement – existing bottlenecks in campaign support activities-. In order to implement a more effective and efficient way of working we must clearly define procedures and allocate the necessary resources.

Given that we face and uncertain and changing future, it is necessary to have tools which will allow us to go through those changes with the minimum necessary cost in order to carry out our campaigns.

**1.1** Innovation must be reinforced at all levels as a working focal point.

**1.2** Development of higher flexibility and respon-

se capability to unexpected events.

**1.3** Improvement in the management of knowledge and internal leadership in the different work-teams.

**1.4** Comprehensive management of our members, volunteers and sympathizers data bases.

**1.5** Adaptation of our procedures and resources in order to achieve strategic goals.

**1.6** Establishment of mechanisms to evaluate our work objectively.

**We want to be MORE open, participative and integrative.** Our main asset is the people who work for Greenpeace, either paid or volunteered. Achieving our goals depends on the abilities, motivation and alignment of the work of those who actively participate in Greenpeace

Therefore it is imperative that the Executive Plan takes in consideration the education, development and motivation of our professional staff, volunteers, and all those who cooperate in our work.

It is also necessary to make our members feel part of the organization. So we must make them aware of the use of simple and different means of taking part in the organizational process

Finally, we must make prevail internally and externally those values that make us be an organization regarding to openness in decision making, integration, and participation.

**2.1** Increase the competence level in all the areas of the organization.

**2.2** Increase the association members, who can support us economically as well as with their personal contribution to the organization.

**2.3** Increase members' loyalty by promoting, consolidating and diversifying the many channels through which they can take part in the organization and taking into account members' availability and health status.

**2.4** Work with youth and underage children, integrating their needs and singularities in the activities of the organization.

**2.5** Improve the performance of the governing bodies.

**2.6** Improve the performance of the governing bodies.

**Keep increasing our capability to have local impact.** Since local administrations (autonomous governments and city halls) are having bigger jurisdiction in traditional environmental areas as well as in land-use planning and infrastructures' development, it is necessary to strengthen our local groups' activities in order to have presence in the decision-making venues, where at the moment we don't have any impact. Therefore, we must develop a way to improve our work locally.

**3.1** One of campaign's objective will be to make ourselves more visible to the public while taking into account the idiosyncrasy of the region where the campaign its being played out.

**3.2** Increase activities' repercussion by supporting innovation and creativity.

**3.3** Train and have operative volunteers for local activities.

## 4.2 How do we want to work?

**We want to increase our capability to make an impact and influence society.** Our level of impacting and influencing environmental issues is very high. In the following years we will face big and urgent problems, mainly climate change, which will demand higher efforts and to be able to get our message across to a wider audience, so that more people can join our cause. We want the whole of society to get involved:

**4.1** Highlighting the social and economic aspects of our campaigns, giving more relevance to the social problems related to environmental problems. Bearing witness and looking for solutions to the poverty deeply related to environmental destruction.

**4.2** Engaging in our campaigns new segments of society, not only the ones who have always supported us. Encouraging networking and information interchange.

**4.3** Increasing our potential to mobilize people, providing them with the tools they need to commit to our cause, being a catalyst for environmental activism.

**4.4** Improving our message transmission through traditional or alternative media.

**4.5** Adapting ourselves to the reality of an autonomous, decentralized state.

**4.6** Increasing and improving our influence in the political and socio-economic world.

**We want to strengthen our international work and identity.** We are an international organization; it is part of our identity. Our goal is help save the planet. In the last decade, Spain has experienced a great economic growth and our companies have moved part of their businesses abroad. We have to point out that our companies and governments are responsible for environmental destruction in other countries.

Being international has many benefits that the Spanish office should take advantage of.

We want to play an active role in the Executive International Plan, benefiting from the opportunities it presents for us and articulating our organization under the matrix working model provided by the GSF.

The goal of the GSF is increase the impact we have in the world by:

» Ground-breaking campaigns. Carrying out global objectives, identifying and promoting solutions, networking to increase our actions' influence and inspiring millions of people.

» Making our organization more global and flexible, sharing global values and objectives, allocating resources where needed the most (through a medium-term Resources Global Plan), improving our decision-making procedures and our internal openness, organizing our human resources and our know-how in a matrix system, through centers of excellence.

In order to achieve this we:

**5.1** Give worth and visibility to the fact that we are an international organization.

**5.2** Increase international work by cooperating with other offices.

**5.3** Bring in line our organization with the GSF working model.

**In conclusion.** The future will bring great challenges and Greenpeace Spain will face them with enthusiasm and responsibility, so that together we can achieve the goals we have defined for ourselves:

- Be at the forefront of the environmental movement with a greater involvement of GPE's social base and with people in general and increase networking.
- Increase our influence by working globally but with a stronger local presence.
- Adapt to the changes in communicative, divulgative and social models, ensuring we are present in every communication system.
- Grow organization wise, both on internal qualitative aspects (openness, participation of the entire organization) and on strategic alliances with the rest of social organizations, which we share common global goals with.

Because all of this, we would like to thank all of those (workers, volunteers and members) whom have contributed and made possible a new future plan for Greenpeace Spain. We would like to encourage them to keep up this ongoing process of change and improvement. We encourage everyone, whether they have taken part or not in developing the PPPs, to help achieve the objectives specified within them. Their participation has made this document possible and without their collaboration the goals set out here won't come true.

Thank you...



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