



Ole Hellum

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# **Enterprise risk management plan for Greenpeace Norway**

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## Abstract

Greenpeace Norway is the Norwegian branch of one of the largest independent environmental organisations in the world. Greenpeace Norway is a part of Greenpeace Nordic alongside Greenpeace Sweden, Denmark, and Finland. All branches of the organisation have a common mission to work towards protection of the environment and prevention of the climate crisis. This paper aims to create a legible enterprise risk management plan for Greenpeace Norway, which at present has no plan for risk management nor any experience within the field. The research question was as follows:

*“What is a simple, effective, and legible risk management plan that can allow the non-profit organisation Greenpeace Norway to increase its value by mitigating its risks?”*

Mixed methods were used to gain a comprehensive understanding of a range of relevant factors in order to create a functional enterprise risk management plan for Greenpeace Norway. Primary data was collected through three in-depth interviews with five participants, and a questionnaire was completed by 152 individuals. This data allowed for the identification of risks and also provided descriptive information on individuals in the target population, such as on their awareness of the organisation, the relevant market, donation habits, and more. Secondary data was collected from annual reports to gain insight into the financial status of Greenpeace Norway compared to similar environmental organisations, and to supplement the primary data in the process of identifying risks and creating a risk management plan.

Forty-two relevant risks related to the day-to-day operations of Greenpeace Norway were identified and assessed, and suggested actions to mitigate each of the risks were presented. Risks were ranked and assessed according to whether they were internal or external and the likelihood, impact, and vulnerability of the organisation to the risk. To make the enterprise risk management plan as legible as possible for the end users, risk registers and risk mitigation logs were divided into five departments: programming, fundraising, communication, IT, and all.

A final enterprise risk management plan that can stand alone is presented for the organisation to follow and to thereby contribute to increased value for the organisation. Monitoring practices and suggestions for implementation of the risk management to garner the support of staff and volunteers and for the maintenance of consistent risk mitigation practices are also provided.

## Preface and acknowledgements

Almost two years ago, I gained access to a unique perspective on environmentalism and the operations of Greenpeace Norway when I began working for them as a phone recruiter. Since then, I have learned extensively on the measures, and lack thereof, that Norway as a country implements to answer the beckoning call of the climate crisis, and what environmental organisations such as Greenpeace do to pull Norway in the direction they deem to be the correct one. For some time, I had known that I wanted to include Greenpeace Norway and the valuable work they do in my master thesis. After learning about enterprise risk management and the common lack of such plans within the non-profit sector, it seemed the perfect fit to write an enterprise risk management plan for the organisation. I was met with interest and excitement upon reaching out to Frode Pleym, the leader of Greenpeace Norway, with this idea and to seek approval to write about them. A heartfelt thank you goes to Frode Pleym for accepting the invitation to participate, as well as to Jin Halvorsen, Aud Hegli Nordø, Mehwish Shahid Dar, and Sanne Johnsen for taking time out of their busy schedules to participate in interviews and making this project possible.

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**List of abbreviations:**

ENGO: Environmental non-governmental organisation

ERM: Enterprise risk management

HR: Human resources

IT: Information technology

NGO: Non-governmental organization

NRK: Norsk rikskringkasting

SSB: Statistisk Sentralbyrå

UN: United Nations

USA: United States of America

WWF: World Wide Fund for Nature

## 1. Introduction

Greenpeace is an independent, not-for-profit environmental organisation working to protect and improve the climate and environment, to prevent the climate crisis from reaching irreversible heights, and to make the potential consequences of the climate crisis as minor as possible. The organisation exists around the world, and it is the largest independent environmental organisation in the world. Greenpeace established itself in Norway in 1988, and in the early 2000s, Greenpeace Norway became a part of the matrix organisation Greenpeace Nordic, which includes Greenpeace Norway, Sweden, Denmark, and Finland. Between 2012 and 2020 the organisation donor base underwent major growth, with its donor base increasing from approximately 1000 donors to 18,187 donors by the end of 2020.

Frode Pley, the current leader of Greenpeace Norway, has decades of experience with different NGOs and has been a part of the international organisation in several different countries. At present, there are approximately 25 full-time employees at Greenpeace Norway, with most working in either programming or fundraising and with some in positions such as “volunteer coordinator”. In addition, there are approximately 37 additional employees working almost exclusively part-time in fundraising as recruiters or team leaders, though this is a number that changes from season to season.

A non-profit organisation’s reputation and the reach of their work has a lot to say for its ability to survive and thrive. Although they are a highly recognized environmental organisation in Norway, Greenpeace’s recognition is perhaps not always for their current campaigns or for what they wish the focus to be on. Some of this misguided recognition may be attributed to the organisation’s civil disobedience missions, which typically attract more media attention than other campaign strategies. On principle, Greenpeace also rejects funding from states and corporations alike, leaving them completely dependent on individual donations to fund their cause.

Related to their operating principles and strategies, Greenpeace Norway faces several of the risks common to non-profit organisations, while certain other risks are specific to Greenpeace Norway. As with many non-profit organisations, Greenpeace Norway does not have any experience with risk management, nor does its management and staff. Managing risk can create value for an organisation, and enterprise risk management plans comprising a risk register and risk mitigation log have been suggested as tools to achieve this. A strategy map

can also provide a visual framework of how these risks and the priorities and goals of an organisation are interconnected, and provide the basis for a long-term strategy for non-profit organisations.

The aim of this thesis was to create a legible and realistic enterprise risk management plan for Greenpeace Norway. Data collected from interviews and a questionnaire alongside secondary data have been used to identify, assess, and mitigate internal and external risks the organisation faces through their day-to-day operations. An in-depth analysis of the identified risks was conducted within this thesis, and a separate risk management plan summarising the findings and recommendations that can stand alone is also presented.

## 2. Background

### 2.1. Climate crisis

The climate crisis is a term used to describe the impact of global warming and climate change. Each year, billions of tons of the gas carbon dioxide are released into the atmosphere as a result of oil, coal and gas production and consumption (United Nations, 2020). Human activities such as these produce greenhouse gas emissions, which in turn causes global warming. According to the United Nations, the Arctic is melting, sea levels are rising, coral reefs are dying, oceans are acidifying, and forests are burning due to the activities causing global warming, and no corner of the world is immune from the devastating consequences of climate change.

In 2015, 193 parties including Norway joined the Paris Agreement, an international treaty on climate change (Paris Agreement, 2015). The aim of this agreement was to recognize the need for an effective and progressive response to the urgent threat climate change poses based on the best available scientific knowledge, and to acknowledge that climate change is a common concern for humankind.

Between the last quarter of 2021 and the first quarter of 2022, the United Nations published three climate reports developed by more than 700 experts from 90 countries (IPCC, 2021) (IPCC, 2022a) (IPCC, 2022b). According to the researchers, several measures are needed to avoid irreversible and severe consequences due to climate change. These measures included the need to limit global warming to 1.5 degrees Celsius, that greenhouse gas emissions must

peak before 2025 and be followed by a rapid reduction, and that shortly after 2050, there must be negative emissions or carbon dioxide removal to limit warming to 1.5 degrees. The reports also suggest means to reach these goals, including the need for deep and immediate emissions reductions across all sectors, worldwide. Unfortunately, even if the measures are adopted by countries worldwide, there is still only around a 50 per cent chance of success in limiting global warming to 1.5 degrees. If this goal is not met, the higher the rise of global temperatures above this threshold, the more severe the consequences will be.

## 2.2. Greenpeace

Greenpeace was founded in 1971 to stop a nuclear test bombing in Alaska, USA. Today, it can call itself the largest independent environmental organisation in the world. Greenpeace comprises of 26 independent national or regional organisations in over 55 countries across Europe, the Americas, Africa, Asia and the Pacific, as well as a co-ordinating body, Greenpeace International (Greenpeace International, 2022b).

Greenpeace calls itself a network of independent organisations which use peaceful and creative confrontation to expose global environmental problems and to develop solutions for a green and peaceful future (Greenpeace International, 2022c). Their mission is to ensure the ability of the earth to nurture life in all its diversity by protecting biodiversity in all its forms; preventing pollution and abuse of the earth's oceans, land, air and fresh water; ending all nuclear threats; and promoting peace, global disarmament and non-violence. They operate with a set of four different core values: personal responsibility and nonviolence; independence; not having any permanent friends or foes; and promoting solutions.

The organisation does not use foreign exchange derivatives to hedge currency risks due to the uncertainty of timing and direction of their cash flows, and therefore relies solely on the natural hedging they have as they are situated in so many different countries with different currencies around the globe (Greenpeace International, 2021).

One thing that makes the organisation unique is that it has its own group of scientists working out of Exeter University in England, with this unit called Greenpeace Research Laboratories. The unit head, Dr Paul Johnston, has 30 years of experience giving scientific advice to Greenpeace International as well as to national and regional offices around the world (Greenpeace Research Laboratories, 2022). Something else that makes the organisation

unique is that they have three large ships which give them access and reach to work and conduct research around the globe.

Greenpeace uses a set of predetermined measures in hopes of preventing the climate crisis and to achieve their mission, mentioned above. These measures include dialogue, spreading awareness, discovering and revealing truths, lobbying, petitions, demonstrations, legal actions such as lawsuits, and civil disobedience. The organisation may be best known worldwide for the last mentioned measure, civil disobedience. However, according to the organisation, this measure is always only used as a last resort when all other avenues such as dialogue and legal actions have been investigated, exhausted, or are clearly not viable, and non-violent direct action is deemed necessary (Greenpeace Canada, 2022).

#### 2.2.1. Greenpeace Norway

One of the countries Greenpeace operates in is Norway. It was established in Norway in 1988 and became part of the matrix organisation Greenpeace Nordic around 2000. Greenpeace Nordic consists of Greenpeace Norway, Sweden, Denmark, and Finland, all co-operating and with some departments shared by all national branches. Shared departments are those that provide some core functions such as administration, human resources and finance, navigated by Greenpeace Nordic, while each national branch remains distinct and operates to a certain extent individually, with their own leaders in each country. Greenpeace Norway has its main and only office in the capital city of Oslo, in the neighbourhood Torshov.

The leader of Greenpeace Norway is Frode Pleym. He was the leader of Greenpeace Sweden before being appointed to Greenpeace Norway in 2019. He has worked for Greenpeace since 1999 in Japan, Korea, Taiwan, and Iceland, in addition to having experience from other NGOs (Naturpress, 2019). At present, Greenpeace Norway has around 25 full-time employees, in addition to approximately 37 employees working as recruiters and team leaders, primarily part-time. All staff fall under one of two umbrellas: fundraising or programming. Pleym is both the leader of Greenpeace Norway and the head of programming. The head of the fundraising department is Jin Halvorsen, who has a background in pedagogy and sociology, and has vast previous experience from other NGOs as well. The head of the communications department, with five employees in communications working closely with fundraising, is Aud Hegli Nordø. Nordø is educated within journalism and has previously

worked as a journalist for TV2 and as a communications advisor for both the Labour Party and the Green Party in Norway, before she started working for Greenpeace in 2016.

Greenpeace Norway also has a large share of volunteers, with groups working together on specific targets or campaigns, and some volunteers who take part in non-violent direct actions while representing the organisation. To partake in such actions, one is required to undergo training in civil disobedience through both an introductory interactive presentation of five hours, and a training course in person over three days, in addition to specific training for the particular mission.

In Norway, Greenpeace uses many different measures to achieve their goals. Typically, a campaign includes a petition and lobbying, as well as lawsuits, demonstrations, and civil disobedience, also referred to as non-violent direct action. Pleym believes that non-violent direct action is more important than ever, but that it is only a small part of what the organisation does. Specifically, non-violent direct action usually only takes place between 2-3 times each year in Norway. There is an abundance of events that Greenpeace Norway partakes in which do not require or contain civil disobedience, but these events may not be as well-known because the coverage of such events are limited in comparison to that for non-violent actions.

Greenpeace Norway's goals are, to a large degree, also shared with other environmental organisations operating in Norway. Several organisations are working towards many of the same goals that Greenpeace is, which has resulted in heavy communication, collaboration, and co-operation. This means that Greenpeace Norway's main competitors also function as their main partnering organisations.

Greenpeace Norway, as is standard practice for the organisation worldwide, does not receive financial funding from any states or corporations. This makes each individual donor even more precious than in certain other NGOs and non-profit organisations. In 2012, Greenpeace Norway had a donor base of approximately 1000 individuals. By the end of 2020, there were 18,187 people donating to Greenpeace Norway on a monthly basis, for an increase of 4.6% from the year before (Greenpeace Nordic, 2021b).

### 2.2.2. Greenpeace campaigns and strategy

As mentioned, civil disobedience is not a daily, weekly, or even monthly occurrence for Greenpeace Norway, and they will first try to reach their goals through several other measures. Petitions, lobbying and even lawsuits against states and corporations are measures used in the pursuit of their goals towards a more sustainable society and planet. Civil disobedience, in fact, is typically the last resort. Protests or complaints about the issue to the appropriate parties are typically the first issued efforts. Petitions and increased public attention and uproar of an issue through information dissemination via media channels are also frequently used strategies. Lobbyism can also be used to create dialogue in order to come to a mutual understanding of what is necessary to cause or contribute to change to the benefit of both Greenpeace and another party in question. And, if other measures have failed, the law allows it, and Greenpeace deems it necessary to reach their goals, lawsuits can be used as an effective tool. Lawsuits can be particularly powerful as they can contribute to case specific changes but also more permanent and wide-spanning changes, if a successful case sets a precedent for future lawsuits that could follow, or potentially even change laws themselves.

Greenpeace is unique in that several researchers also work full time for the organisation. Since 1986, researchers at the Greenpeace Research Laboratories, based out of the University of Exeter in the United Kingdom (UK), have provided scientific advice and analytical support to Greenpeace offices around the world (Greenpeace International, 2022a). Since then, they have built up an extensive database of relevant scientific literature. This allows the organisation to uncover environmental and climate problems, truths and illegalities committed by corporations and states that may not otherwise be discovered.

Uncovering truths is a big part of Greenpeace's identity and operations. One campaign Greenpeace Norway is currently working on regards Russian oil. Recently, Greenpeace uncovered that Norwegian ships were shipping Russian oil to the international market. These ships continue to operate today. Greenpeace was quick to publish this news to the media and spread it through their media channels. Relatively shortly after that, they created a petition to prevent Norwegian ships from being allowed to transport Russian oil, because they believe that by doing so, Norway, and in particular these ships and the companies owning them, are financially fuelling Russia's war against Ukraine (Greenpeace Norway, 2022a). Greenpeace initiated dialogue with Norges skipsrederforbund (EN: Norwegian Shipowners' Association)

and persuaded them to join forces in demanding that politicians invoked sanctions preventing Norwegian ships from shipping Russian oil.

The largest and most resource-demanding campaign both in terms of time and finances that Greenpeace Norway is currently working on, is the climate lawsuit. In 2016, Greenpeace chose to sue the Norwegian government because they believed they were violating the Norwegian constitution (Greenpeace International, 2018). Together with Young Friends of the Earth, they sued the state for giving 13 different companies 10 petroleum license permits to drill for oil in the Arctic in locations that at the time were more northern than any prior in the Barents Sea. To argue their case, they used § 112 in the Norwegian constitution. This article, dubbed the “environmental article” (Jakobsen, 2021), calls for the rights of Norwegian citizens and future generations to have a safe environment (Grunnloven § 112, 1814). Since 2016, the lawsuit against the government has gone through all the courts in Norway, ending with a loss in the supreme court where 4 out of 12 judges voted in favour of the Greenpeace Norway and Young Friends of the Earth. However, the organisations did not give up there. Together with six young activists, the organisations appealed to the human rights court in The European Court of Human Rights (ECtHR) based in Strasbourg, France, which delivers judgement to alleged violations of the European Convention of Human Rights (International Justice Resource Center, 2022). The organisations and activists recently received a positive signal regarding their case when the Norwegian National Human Rights Institution, an independent public body established by the Norwegian Parliament who works to make sure the state follows human rights, came to the conclusion that many petroleum permits granted after 2020 need to be re-evaluated. They further detailed that although the state won the case, there is no room for granting new petroleum licences in regards to keeping up with the supreme court verdict from 2020 (Sørensen et al., 2022).

Another campaign of Greenpeace Norway regards a petition to protect 30 per cent of the world’s oceans by 2030, which scientists have stated is the minimum requirement needed to conserve biodiversity in the oceans (Woodley et al., 2019). The goal of garnering twenty thousand signatures to deliver to Norwegian politicians was reached, and Greenpeace Norway now continues to lobby to ensure Norway works towards achieving this goal agreed upon in 2022 by the United Nations (Greenpeace Norway, 2022b).

Other active campaigns by Greenpeace Norway include making it illegal for corporations to produce single-use plastics (Greenpeace Norway, 2021a), and alongside other branches of the organisation, to try to stop the trade agreement between Mercosur-EFTA and Mercosur-EU



until the deforestation of the Brazilian rainforest is appropriately controlled and the rights of the native people living there can be guaranteed (Greenpeace Norway, 2021b). There is also currently active signature collection for a petition to forbid any direct and indirect promoting, sponsored content and/or commercials of fossil fuels (Greenpeace Norway, 2022c), with a goal to gather 5000 signatures.

Programming and campaigns in Greenpeace Norway are agreed upon by the institution Greenpeace Nordic, with close co-operation between them and Greenpeace International. The international branch of the organisation establishes overarching goals for all branches and highlights the specific focus for each country, determined by the biggest challenge(s) within each country related to the larger common goal. In Norway, the focus is on oil and gas. With a population of approximately five million, Norway is currently the seventh largest producer of oil and has accrued a significant state fortune over the last decades through exports. The highest priority of Greenpeace Norway is to reduce and ultimately eliminate exports. The United Nations' latest climate report was positive and provided potential solutions to mitigate the climate crisis, with the most optimistic scenario giving a 50% chance of limiting global heating to 1.5 degrees Celsius (Knežević et al., 2022) (IPCC, 2021) (IPCC, 2022a) (IPCC, 2022b). However, this best case scenario requires immediate and dramatic changes, and the peak of the world's carbon emissions must be reached by 2025. In a press conference linked with the report, United Nations general secretary António Guterres called those who continue to increase their production of fossil energy “dangerous radicals”, and that to invest in fossil energy and infrastructure now is “moral and economical madness” (Knežević et al., 2022). Thus, the highest priority of Greenpeace Norway is to reduce Norwegian production and exports of oil and gas.

### 2.3. Non-profit organisations in Norway

Non-profit organisations and non-governmental organisations (NGOs) are terms often used interchangeably to describe organisations that generally work towards benefiting society and improving the world (Weedmark, 2018). The defining feature of NGOs are that they operate independently from the government where the government also operates, while non-profit organisations have an aim other than generating a profit. Most NGOs are non-profits, but few non-profits operate at a large enough scale to be considered an NGO. Greenpeace is considered both or either, depending on the country they are operating in. In the present

thesis, the terms are largely used interchangeably, although a preference for the term “non-profit organisation” is taken as most literature and research uses this term.

There are a total of 6273 non-financial foundations in Norway with a total operating income of 56, 223 million NOK (Statistisk sentralbyrå, 2020a). According to Statistisk sentralbyrå (SSB), ideal and voluntary organisations receive an average of 44% of their income from Norwegian households (Statistisk sentralbyrå, 2020b). This average is much below that of Greenpeace, which is independent and does not receive funding from any states or corporations on principle. It may be believed that only a fraction of other non-profit organisations compete with Greenpeace for donors, but each potential donor’s means and motivations to donate may be swayed based on other organisations they donate to, for a variety of reasons. Other non-profit environmental organisations, in particular, could be more likely to have the same target group in both direct and organic fundraising. The largest environmental organisation in Norway is The Future in our Hands, with approximately 38,000 members (Framtiden i våre hender, 2021a). To become a member/donor of The Future in Our Hands, one must donate either a voluntary monthly amount or a yearly amount of 250 NOK, which they call their student/youth membership. In comparison, Greenpeace Norway only has memberships with donations on a monthly basis, without a set amount. The table below provides descriptive information on both Greenpeace Norway, The Future in our Hands, and some of the other largest non-profit environmental organisations in Norway (Table 1).

**Table 1.** Overview of fundraising, donors, and income of selected non-profit organisations in Norway

Organisation	Fundraising	Fundraising cost 2019*	Fundraising cost 2020*	Donors 2019 (n)	Donors 2020 (n)	Donations from private donors*	Total Income*
<b>Greenpeace Norway</b>	Yes	8,288	8,723	17,390	18,187	23,219	24,189
<b>The Future in Our Hands</b>	Yes	8,710	11,473	38,141	42,441	18,975	47,346
<b>Friends of the earth</b>	Yes	628	721	31,128	34,915	7,972	63,338
<b>WWF Verdens Naturfond</b>	Yes	14,162	46,155	16,500	Unknown	36,654	424,506
<b>Rainforest Foundation Norway</b>	Yes	11,347	11,072	Unknown	Unknown	16,850	258,096
<b>Besteforeldrenes Klimaaksjon</b>	No	Not applicable	Not applicable	Approx. 3,000	3,706	1,079	1,221

<b>Young friends of the earth</b>	No	Not applicable	Not applicable	Unknown	6,500 (in 2022)	Unknown	Unknown
<b>Extinction Rebellion</b>	No	Not applicable	Not applicable	Unknown	Unknown	Unknown	Unknown

\*Figures reported are in 1000 NOK.

(Greenpeace Nordic, 2021a) (Greenpeace Nordic, 2021b) (Framtiden i våre hender, 2021a) (Framtiden i våre hender, 2021b) (Regnskogfondet, 2021) (Naturvernforbundet, 2021) (World Wide Fond for Nature, 2021) (PWYP NORWAY, 2019) (Besteforeldrenes Klimaaksjon, 2021a) (Besteforeldrenes Klimaaksjon, 2021b)

The difference in total income from donations and total income overall for Greenpeace Norway was 1000 NOK from interest and 970,000 NOK in contributions from other Greenpeace branches (Greenpeace Nordic, 2021a). The large gap between donations from private donors and total income for Rainforest Foundation Norway is due to unrestricted donations from corporations and sales from their online store, as well as a significant amount of restricted donations from government agencies (Regnskogfondet, 2021). Only 1380 of Friends of the Earth's 34,915 members give donations more frequently than once a year (Naturvernforbundet, 2021). Almost 240 million NOK of World Wide Fund for Nature's (WWF) income in Norway and their high fundraising costs in 2020 were due to the fact that the organisation was selected to host the Norwegian Broadcasting Corporation's (NRK) annual "TV-aksjon" (World Wide Fond for Nature, 2021). "TV-aksjonen" is a nationwide fundraising campaign arranged by the state media network NRK in Norway, and it is the world's biggest fundraising campaign when measured in number of volunteers and funds raised per person (NRK, 2022). As a result, the organisation that is picked to host each year receives a lot of attention and awareness, as well as funding. Besteforeldrenes Klimaaksjon did not specify their number of members in 2019 in their annual report, but they stated the number was approximately 700 less than it was in 2020 (Besteforeldrenes Klimaaksjon, 2021a). Young Friends of the Earth is a free-standing youth organisation under Friends of the Earth, which was founded in 1967 (Olerud & Tvedt, 2021). The youth organisation has 6,500 members divided over more than 70 local branches (Frivillighet Norge, 2022). Individual financial data has not been found on this organisation.

All of the aforementioned organisations presented in Table 1 also use social media channels to reach both donors and potential donors. Below is a table presenting the channels and reach of the organisations as of April 14, 2022 (Table 2).

**Table 2.** Overview of social media presence of selected non-profit organisations in Norway

Organisations	Social media presence			Social media following (n)		
	Twitter	Facebook	Instagram	Twitter	Facebook	Instagram
<b>Greenpeace Norway</b>	Yes	Yes	Yes	5,234	38,709	15,706
<b>The Future in Our Hands</b>	Yes	Yes	Yes	15,570	78,139	34,423
<b>Friends of the earth</b>	Yes	Yes	Yes	15,608	73,000	18,816
<b>WWF Verdens Naturfond</b>	Yes	Yes	Yes	21,597	206,121	37,822
<b>Rainforest Foundation Norway</b>	Yes	Yes	Yes	13,386	65,937	16,022
<b>Besteforeldrenes Klimaaksjon</b>	No	Yes	Yes	Not Applicable	25,648	737
<b>Young friends of the earth</b>	Yes	Yes	Yes	14,835	25,648	16,611
<b>Extinction Rebellion</b>	Yes	Yes	Yes	2,666	7,122	4,309

#### 2.4. Civil disobedience

The American Henry David Thoreau first coined the term “civil disobedience” (Brownlee, 2007). He refused to pay taxes over several years as a protest against his government’s actions of warfare with Mexico, the institution of slavery, and the extermination of native Americans. He was eventually imprisoned for his actions and released his essay “Civil disobedience” in 1849, where he argues the superiority of individual conscience over acquiescence to government (Thoreau, 2017).

Civil disobedience is a political action that takes the form of breaking a law or public rule because one feels more obligated to other values and norms than those that the law in question is based on (Halleraker, 2020). For it to be considered civil disobedience, the offence must be temporary and non-violent, and the participants must be non-revolutionary in the sense that they accept and typically follow other regulations.

Civil disobedience is an important tool used by Greenpeace worldwide. Indeed, it was a mission to stop a nuclear test bombing on Amchitka Island in Alaska, 4000 kilometers northwest of Vancouver, Canada, that unified the founders of Greenpeace. The island was a US Wildlife Refuge for 131 species of seabirds (Weyler, 2021). Prior to the test bombing in question, a previous test bomb five times less powerful had already taken place and killed wildlife on and around the island. The activists planned to sail out to the island in a ship to confront the bomb crew and prevent the testing. The bomb was detonated before the activists arrived at the island, but their voyage received so much attention and created enough of an uproar that all future US nuclear tests in Alaska were cancelled. After the success of this action, the activists launched a new campaign against French nuclear tests in the South Pacific, for which they declared victory again after three years of protests.

In 2007, six Greenpeace activists climbed a coal-fired power station in Kent, UK, put up a banner, and wrote “Gordon”, the first name of the prime minister at the time, before they were stopped (Vidal, 2008). They were accused of causing £30,000 in criminal damages and were taken to trial, where they were all cleared of the allegations with a majority verdict. They became the first case in which the prevention of property damage that would be caused by climate change was used as a “lawful excuse” defence in court (Vidal, 2008). A few years later, the Kingsnorth power station was closed down.

The effectiveness of civil disobedience has been researched extensively by Erica Chenoweth. In a Ted Talk in 2013, she shared information and conclusions she had arrived at through her studies, and amongst them was an empirical study conducted by Stephan and Chenoweth (2008) in which 323 cases of violent and non-violent campaigns for the overthrow of a government or territorial liberation from 1900 until 2006 were researched. Stephan and Chenoweth found that not a single non-violent campaign failed after they achieved the active and sustained participation of just 3.5% of the population (Chenoweth, 2013). This “3.5% rule” has been adopted by many environmental organisations, including Greenpeace, whose staff are informed about this topic. In addition to Greenpeace, another organisation that makes use of this rule is Extinction Rebellion, who share on their website that one only needs the involvement of 3.5% of the population to succeed, and who have received extensive media attention over recent years for their protests and civil disobedience actions (Extinction Rebellion, 2022).

### 3. Literature

The search engines Google Scholar, Oria, SSB, and Google were used to collect relevant literature to inform the present thesis. The terms “risk”, “risk management”, “enterprise risk management”, “risk management plan”, “enterprise risk management plan”, “climate change”, “non-profit organisations”, “annual report”, “charity contributions”, “Greenpeace”, “Greenpeace Norway”, “interview technique”, and “questionnaire”, were used independently or in combination for the searches. The search results deemed most comprehensive and legible were used. The main book used for the creation of the enterprise risk management plan was *The Nonprofit Risk Book* (Feiler & Nayowith, 2017), which was the most comprehensive, legible, and newest source found for reasoned steps to follow in the creation of an enterprise risk management plan for a non-profit organisation. Below, the book and other key sources used in the development of this thesis are described and summarized.

#### 3.1. Risk

A risk is the product of the probability of an event happening and its consequences, the impact of which can be either negative or positive (Cloete, 2009). Risks are found in our everyday lives, in corporations, and in governmental and non-profit organisations; it is unavoidable. One example of a risk could be if there is a twenty per cent probability of rain this upcoming Saturday, the date you have planned to have a fundraising event for your organisation in the park under the bright blue sky. The risk of rain is an unpreventable risk, and in the event of rain, your planned fundraising event will be ruined, the impact of which would be negative for your organisation. For organisations, risks can be both internal and external, with different levels of likelihood and impact. Some risks may be preventable to different degrees, while others may be unpreventable. However, regardless of the type of risk, it is still advantageous to identify possible risks and plan for ways to mitigate these risks.

Thomson and Hopkin (2021) describes four types of risks: compliance risks, which are events that could result in regulatory enforcement; hazard risks, which are events that you do not want to happen and that can only be negative; opportunity risks, which are events you hope will happen but could fail to occur; and control risks, which are events that you know will happen but with variable impacts. The impact of these events could make an organisation inhibit what it is seeking to achieve (hazard risks), enhance their aim (opportunity risks), or

create uncertainty about the outcomes (control risks). The authors encourage one to embrace opportunity risks, avoid compliance risks, mitigate hazard risks, and manage control risks.

### 3.2. Risk management

Over the last several centuries, the academic study of risk has evolved as a distinct body of thought which continues to influence conceptual developments in fields such as management, politics, economics, and sociology (Beck & Kewell, 2014).

The book *Fundamentals of risk management: understanding, evaluating and implementing effective risk management* written by Thompson and Hopkin (2021) is the 6<sup>th</sup> edition of the main author Hopkin's previously released books, each of which give a thorough and comprehensive introduction to the theory and application of risk management.

There is no single universally accepted definition on risk management used by all. Therefore, Thomson and Hopkin offered several definitions from multiple organisations. One of these is from Her Majesty's Treasury, who define risk management as "all the processes involved in identifying, assessing and judging risks, assigning ownership, taking actions to mitigate or anticipate them, and monitoring and reviewing progress" (Hopkin, 2018).

In Hopkin's 5<sup>th</sup> edition of the same book (2018), the origins of risk management are also presented. As a formalised discipline, it has been around for over 100 years, and its origins can be traced back to the field of insurance. Insurance companies typically only dealt with hazard risks. In the United States during the 1950s, the corporate risk management role became an extension of insurance purchasing decisions. In the following decade, contingency planning became more important to organisations, and in the 1970s, self-insurance and risk retention practises developed within organisations. During the 1980s, financial institutions continued to develop the application of risk management tools and techniques to market risk and credit risk and followed up by broadening their risk management initiatives to include structured consideration of operational risks. All these aforementioned types of risks are financial risks. For example, market risk is the risk of losses due to changes in equity prices, commodity prices, credit spreads, foreign-exchange rates, interest rates, and other indicators whose values are determined by a public market (Mehta et al., 2012). Credit risk is the risk of loss that might occur from the failure of any party to abide by the terms and conditions of any financial contract (Corporate Finance Institute, 2022). There are many definitions of

operational risks as well, with the definition produced by the Basel Committee on Banking Supervision in 2001 among the most comprehensive and fitting. This definition is also used by the book which is the basis of the risk management class at Oslo Metropolitan School, and it reads: “the risk of loss resulting from inadequate or failed internal processes, people, and systems or from external events” (Hull, 2012). Finally, in the 1990s, the world also saw its first ever appointment of a chief risk officer (CRO), and corporate governance and listing requirements encouraged directors to place greater emphasis on enterprise risk management (ERM), specifically (Hopkin, 2018).

According to Hopkin (2018), organisations are taking greater interest in risk and risk management after the events in the world financial system during 2008. The author also explains that it is increasingly understood that the explicit and structured management of risks brings benefits. Hopkin even goes as far as to say that it is no longer acceptable for organisations to not manage risks and thus find themselves in a position whereby unexpected events cause financial loss, disruption to normal operations, damage to reputation, and loss of market presence.

In their report, Kirkpatrick (2009) argues that the recent financial crisis is partially attributed to the fact that risk management systems failed in many instances due to corporate weaknesses and failures rather than technical risk estimation models and other traditional risk management techniques. In a response to the financial crisis, Lundqvist (2015) argues in an article that regulators, auditors, boards and risk assessment agencies have pushed for more structured and integrated risk management as a way to increase control of the risk management system. She also goes on to say that the result of this is a push from many directions for the implementation of ERM.

One definition of ERM is the following: “the process by which organisations in all industries assess, control, exploit, finance and monitor risks from all sources for the purpose of increasing the organisation’s short and long term value to its stakeholders” (D’arcy & Brogan, 2001). D’arcy and Brogan (2001) describe many different types of risks and the factors they include, while emphasising that the primary purpose of ERM is to consider all the types of risk an organisation faces. Another feature of ERM is that the overall risks of the organisation are typically managed aggregately rather than independently. Further, unlike the initial focus on risk management that was on hazard risk and as something simply to be minimized or eliminated, ERM also views risk as a potential profit opportunity. The decision making under ERM is also shifted away from the insurance risk manager, who had traditionally sought to



control risk, to the CEO or board of directors, who would be more sufficed to embrace profitable risk opportunities. D'arcy and Brogan (2001) argue that ERM should represent the original roots of risk management, a field they describe as being first developed in the 1950s by a group of innovative insurance professors. The first text on risk management, *Risk Management and the Business Enterprise*, was published in 1963 after six years of development by Mehr and Hedges (1963). D'arcy and Brogan go on to say that Mehr and Hedges initially introduced the objective of risk management to be “to maximize the productive efficiency of the enterprise”, and argue that the original premise of this text was that risks should be managed in a comprehensive matter and not simply insured.

Finally, risk management represents a means to increase firm value to the shareholder's benefit (Bartram, 2000). Bartram (2000) states in a research article that risk management “presents a comprehensive review of positive theories and their empirical evidence regarding the contribution of corporate risk management to shareholder value”.

### 3.3. Risk management for non-profit organisations

The field and literature about risk management in the non-profit sector is not yet nearly as broad as the field for corporations run for profit. When searching the terms “risk management” compared to “non-profit risk management” in Google Scholar, the latter offers a mere 11 per cent of results compared to the first. Among the search results was *The Nonprofit Risk Book* by Feiler and Nayowith (2017), which the present risk management plan and thesis relied heavily on. Other books that were among the search results and evaluated for relevance included *Managing risk in nonprofit organizations: A comprehensive guide* by Herman et al. (2004), and *Nonprofit risk management and contingency planning*, by Peggy Jackson (2006). All of the aforementioned books provide a guide to identify, assess, mitigate and monitor risks for non-profit organisations. Figures, templates and frameworks are provided in each of the books, but *The Nonprofit Risk Book* (2017) was the most up to date and comprehensive, and as the most clear, fitting, and detailed book, it was chosen as the main source for the present work. The book describes both internal and external risks, with a focus on operational risks.

Several articles and case studies on the field of non-profit risk management were also considered potential sources to inform the present work, and below are the most relevant sources identified. In a research article on strategic risk management for NGOs, Wilson-Grau (2004) suggested steps for risk management in an attempt to help non-profits to achieve their long term goals and missions. Young (2009) attempted to identify types of decisions where non-profits should manage their risks strategically, and he provided a simple framework that he hopes will inspire more attention to risk management in non-profit academic literature. An article by Trivunovic et al. (2011) claimed that there is significant risk of corruption in many non-profit organisations, and aims to teach good practices regarding managing such risks were suggested. A few years later, O'Rourke (2013) spoke of the general challenges that non-profit organisations face, and attempted to explain what is needed to improve their risk management efforts. Domanski (2016) stated that certain questions and concerns have not been adequately studied to date regarding risks that non-profit organisations face in their daily operations, and went on to provide a comprehensive list of such risks based on an empirical study of a random sample of 235 non-profit organisations. Finally, the case by Karakaya and Karakaya (2017) utilized a questionnaire to identify, assess and rank potential risks in non-profit organisations. After the investigation on the key control measures of major sources of risk, the study developed risk management processes and strategies.

The authors of *The Nonprofit Risk Book*, Feiler and Nayowith (2017), have been involved in both the non-profit sector in the United States of America and in government-NGO partnerships internationally. Their experience spans a variety of fields, from hyper-local community arts, environment, advocacy, health and human service organisations and coalitions, and library and crisis response organisations, to multi-jurisdictional civic engagement. The authors have each worked for three decades as volunteers, staff, chief executives, and board members, where they contribute to their passion for causes and cities in the service of mission-driven organisations and leaders. Their decision to write *The Nonprofit Risk Book* came after reading countless reports on the downfall of non-profit organisations and NGOs that were well regarded, high-profile organisations known for providing important and essential services, in an effort to prevent the same from happening to other organisations in the future.

The book aims to make non-profit leaders trained and able to exercise the skill of enterprise risk management from their repertoire, and to take the guesswork out of risk assessment and mitigation planning so that non-profit organisation leaders and boards are not left to learn how

to manage risk at the worst possible time, namely at the time of a critical incident. The book is not filled with case studies or examples on specific individuals and organisations, but the focus is rather on risk and vulnerabilities in the daily operations of non-profit organisations that have been observed as abundantly recurring themes through their work. They discovered that many of the biggest challenges affecting non-profit organisations are quite common across the field, but that they are seldom discussed.

In *The Nonprofit Risk Book*, Feiler and Nayowith (2017) discussed the advantages of being prepared to manage such risks, and the personnel who should be involved in the process. The book also contains information on specific risks to be wary of and how to prevent various risks effectively within different departments. Most importantly, it provides a guide on how to create a risk management plan for an organisation by presenting clear steps on how to identify risks, how to assess those risks, and how to mitigate them. This is discussed further in the following section.

3.4. Risk management plan

*The Nonprofit Risk Book* (Feiler & Nayowith, 2017) claims that there are three distinct stages to any ERM planning process: (1) readiness and rollout, (2) risk identification and assessment, and (3) risk mitigation plan development and monitoring (Figure 1). These stages flow sequentially in the aforementioned order.

The stages are described in detail and are a continuous theme throughout the book, with all relevant information provided as a guide to assist the reader in understanding and implementing each stage. The book prepares the reader for each stage to take up to several days to complete, typically spread over 6-12 weeks.

**Figure 1.** Enterprise risk management (ERM) process overview from *The Nonprofit Risk Book* (Feiler & Nayowith, 2017)



***Readiness and rollout*** – As it sounds, the first stage is the process of raising awareness, getting ready, and unfurling ERM. In non-profit organisations in particular, staff may not be highly experienced in working with risk management. Spreading awareness of the process and its benefits may be necessary for those within the organisation to understand and be prepared for the ensuing process. Awareness will almost certainly be imperative to improve the likelihood of employees becoming motivated and focused on recognizing and observing risks in their daily operations. Feiler and Nayowith (2017) describe that all ERM programs start with an honest assessment of the organisation’s structure, culture, and capabilities. They go on to say how the specific organisation delivers its services and organises itself to get its work done will contribute to and even shape the ERM process. Feiler and Nayowith (2017) also point out that having a leader who knows the importance of risk and the risk tolerance limits of the organisation and board is essential to having a productive ERM process.

***Risk identification and assessment*** – This second stage may well be the largest and most time-consuming stage in enterprise risk management planning, and includes several sub-phases. Overall, this stage represents the process of identifying and analysing risks that could be harmful to an organisation in question. *The Nonprofit Risk Book* (2017) provides detailed suggestions in what risks non-profit organisations should be wary of. Many chapters provide information on common risks to watch out for as well as how to prevent said risks, divided into different themes each containing different sub-categories. The areas that have each been dedicated a chapter are the following:

- Programs and services,
- Personnel,
- Environment, regulatory, and compliance issues,
- Finance,
- Fundraising,
- Marketing, communications, and reputation,
- Operations,
- Technology and data,
- Board governance and oversight.

In the risk identification and assessment stage, it is recommended to look for risks that affect many non-profit organisations, to identify critical risks specific to the organisation in question, to organise risks (which helps to determine priorities for mitigation and planning at a later stage), and to create a top 10 risk list. This can be a quick and effective way to get the

relevant parties in the organisation engaged in risk identification and assessment. There are two easy-to-use tools provided for assessing risks: the risk details tool, which is clear and simple way to list risks and their details; and the likelihood/impact matrix. The likelihood/impact matrix helps to provide a clear overview on the likelihood that identified risks will inflict the organisation, as well as an assessment of the degree of harm the risk would have on the organisation. Figure 2, below, present the likelihood/impact matrix described in *The Nonprofit Risk Book*, with examples of risks that fall under each category.

**Figure 2.** Likelihood/impact matrix from *The Nonprofit Risk Book* (Feiler & Nayowith, 2017)

	High Likelihood	Low Likelihood
High Impact	<ul style="list-style-type: none"> <li>• Human resources practice</li> <li>• Incident reporting practice</li> <li>• Staff competencies and satisfaction</li> <li>• Government contract management</li> <li>• Data management, analysis &amp; reporting</li> <li>• Fundraising revenue</li> <li>• Quality, performance, and risk monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• Financial practice/internal audit</li> <li>• Press/Media</li> <li>• Crisis, disaster and business continuity planning</li> <li>• Leadership transition/succession planning</li> <li>• Cyber threats</li> </ul>
Low Impact	<ul style="list-style-type: none"> <li>• Facility considerations</li> <li>• Policies and procedures</li> <li>• Site support</li> </ul>	<ul style="list-style-type: none"> <li>• Board governance oversight</li> <li>• Government policy and policy shifts</li> <li>• Function integration of remote sites</li> </ul>

The risk details tool, or the risk list, and the likelihood/impact matrix described above serve as a foundation in the creation of a risk register. To create a risk register, one must identify risks, determine whether they are internal or external, determine their likelihood and impact, assess how vulnerable the organisation is to the risk, and each risk’s priority level. An example figure of a risk register from *The Nonprofit Risk Book* (Feiler & Nayowith, 2017) is presented below (Figure 3). When the risk register is completed, it becomes the template for an ERM plan.

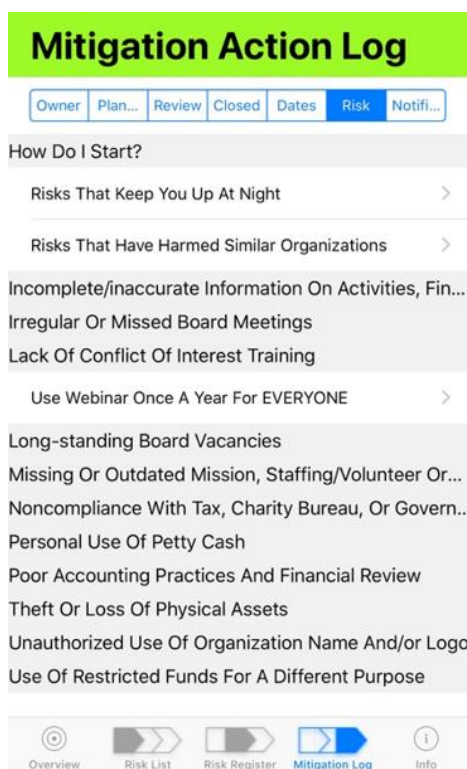
**Figure 3.** Risk register template from *The Nonprofit Risk Book* (Feiler & Nayowith, 2017)

Identified Risk	Internal/ External	Likelihood High/Medium/Low	Impact High/Medium/Low	Vulnerability High/Medium/Low	Priority

***Risk mitigation plan development and monitoring*** – The third and final stage of ERM planning continues the work from the previous two stages, and can often be particularly intertwined with the second stage. Specifically, this third stage is the process of combining the priority risks with planned actions to resolve them, and building a protocol to monitor progress. The aforementioned areas that are each dedicated their own chapter (Programs and services, Personnel, ..., Board governance and oversight) do not just inform the reader on what to watch out for, but they each also explain how to prevent the specific risks likely to exist. Feiler and Nayowith (2017) provide different templates and information for you to determine an organisation’s risks, establish priorities and design a risk mitigation log.

With the development of a risk register, one can then create a risk mitigation log. This can be used to see which activities one will undertake to reduce, prevent, or eliminate identified risks. The risk mitigation log also assigns a lead person or responsibility owner to each risk, tracks successful implementation, and provides a validation tool for confirming successful completion or cure of risks through spot-checks, attestation, internal audit, document review, and site visits. Figure 4, below, shows an example of a digital mitigation log from *The Nonprofit Risk Book* (Feiler & Nayowith, 2017).

**Figure 4.** An example of a risk mitigation log from *The Nonprofit Risk Book* (Feiler & Nayowith, 2017)



By following the aforementioned three stages of ERM planning, utilising the proposed figures and tables and combining it all into one document, one can thus produce a comprehensive risk management plan for a non-profit organisation (Feiler & Nayowith, 2017). However, the work does not end there. It is still necessary to include monitoring in the plan, and make sure it is followed sufficiently. Feiler and Nayowith (2017) also provide suggestions on how to make that process simpler and more effective. They suggest that organisations create multiple channels for any and all volunteers, staff, board, recipients, and others to report incidents and situations of concern, i.e. risks. To follow the proper guidelines, leaders should create systems that have reinforcing and redundant features. The book illustrates that the ultimate goal is to create an ERM plan that fits seamlessly into the training of staff and volunteers, the business processes, other performance and quality improvements, oversight, and monitoring activities. Feiler and Nayowith (2017) believe that the optimal use of time and focus to keep updated on the ERM plan is to hold monthly meetings to discuss, review, and monitor specific incidents, as well as to meet quarterly to assess progress. Further, they propose that the ERM plan also be refreshed every 18-36 months.

Thus, an effective and comprehensive risk management plan can be produced by following the steps found in the ERM process presented in *The Nonprofit Risk Book* (Feiler & Nayowith, 2017). By simply following the clear steps the authors present, one can end up with a detailed risk management plan produced with the experience and expertise of individuals with decades of experience in the non-profit and NGO sector. Ultimately, the finished ERM plan should be a document which includes the following (Feiler & Nayowith, 2017):

- Identified organisational risks to be addressed,
- The mitigation strategies or activities that will be undertaken to deal with each risk identified,
- The desired goal that will come about if the risk is dealt with properly,
- Performance indicators that support effective risk mitigation,
- The owner or person(s) responsible for implementing the risk mitigation activity, and the due date for completion.

### 3.5. Balanced scorecard

The balanced scorecard was created and introduced by Kaplan and Norton in a Harvard Business Review article (1992). While the article was written several decades ago, the themes presented in this article remain relevant today. The article had its basis on a research project about performance measurement in companies whose intangible assets played a major role in value creation. The authors believed that it was fundamental for companies to integrate measurement into their management systems if they were to improve the management of their intangible assets. The authors saw that the “balanced scorecard” they presented was adopted by thousands of both public, private and non-profit enterprises around the world over the following 15 years (Kaplan, 2009). They then decided to extend and broaden the concept into a management tool for communicating, describing, and implementing strategy (Kaplan, 2009).

In the book *Enterprise Risk Management Models* (2010), Olson and Wu explain that balanced scorecards are one of many tools one can be used to support risk planning. Balanced scorecards involve measuring performance on four perspectives – financial, operational, business process, and organisational learning and growth – each of which can be applied in many different contexts (Kaplan & Norton, 2000; Olson & Wu, 2010). They dedicate a chapter to balanced scorecards and argue that scorecards can be used as tools to monitor implementation of risk management efforts. The chapter describes how scorecards have been successfully associated with risk management at Chrysler, Mobil, the U.S. Army, and a number of other organisations. The authors claim that balanced scorecard(s) provide a natural fit to ERM. While ERM provides a framework to not only define risk responsibilities but also to monitor and measure risks, balanced scorecards can function as measurement of risk that may be valuable to an organisation.

Olson and Wu (2010) gained access to and shared a large bank’s various performance scorecards which are used to evaluate loans to small businesses. The balanced scorecard measured performance based on the following four perspectives (Kaplan & Norton, 2000; Olson & Wu, 2010):

1. Learning and growth for employees
2. Internal business processes
3. Customer satisfaction
4. Financial performance



Goals and risk-related goals have been assigned to each perspective, and measures are assigned to each of these goals and risk-related goals. The scorecard provides a means to measure multiple strategic perspectives: the tool simply selects these four diverse areas that are of strategic importance and identifies concrete means within each area that managers can use to gauge the performance of the organisation on multiple scales.

As previously mentioned, balanced scorecards have been widely adopted by a wide variety of organisations (Kaplan, 2009). However, it has not been similarly widely adopted within enterprise risk management. The book by Olson and Wu (2010) aims to demonstrate how it can also be used to evaluate risk management in a specific organisation. The authors also try to describe how balanced scorecards offer the flexibility to include any type of measure key to operations and production planning, for any type of organisation.

Since the book by Olson and Wu, Gjønnnes and Tangenes (2016) have also described that it is vital to become familiar with the terms critical success factor and key performance indicator (KPI) to understand balanced scorecards. Critical success factors are the measures necessary to achieve the goals set in the balanced scorecard, while KPIs make it possible to measure and express to which degree the critical success factors are achieved. Further, they state that best way to identify critical success factors is to use a top-down approach (Gjønnnes & Tangenes, 2016).

A strategy map is a visual framework to illustrate corporate objectives within the four perspectives of finance, customer, internal process, and learning and growth (Kaplan & Norton, 2000). Kaplan and Norton (2000) argue that strategy maps have the ability to enhance collaboration and coordination by clarifying the blurry lines between the corporate strategy and what the employees do every day. Tenney & Sheikh (2019) also define strategy maps as a way to provide the basis for a long-term strategy for small-to-medium non-profit organisations, and Tenney (2020) later added that strategy maps do this by identifying the priorities and goals necessary to meet an organisation's mission.

#### 4. Aim and research questions

The aim of this thesis is to create a legible risk management plan for Greenpeace Norway according to literature on ERM for non-profit organisations and NGOs. Specifically, the three

stages in the ERM process suggested by Feiler and Nayowith (2017) will be followed: readiness and rollout, risk identification and assessment, and risk mitigation plan development and monitoring.

In order to fulfil the aim of the present master thesis project, the following research question was asked:

*What is a simple, effective, and legible enterprise risk management plan that can allow the non-profit organisation Greenpeace Norway to increase value by mitigating its risks?*

Further, the following questions related to the main research question were asked:

- What are the risks in Greenpeace Norway's daily operations?
- What are the assessments of the risks, in terms of likelihood, impact, and vulnerability?
- How will the risks be mitigated?
- How will the risks be monitored?

By answering the above questions and fulfilling the above aim, this thesis will first present a thorough exploration and assessment of risks to Greenpeace Norway, and ultimately produce a document that can stand alone and serve as a functional enterprise risk management plan for Greenpeace Norway.

## 5. Methods

### 5.1. Study design

The present research project is based on a case-study design that used an exploratory approach and mixed methods. Using both qualitative and quantitative data gives a better understanding of the research problem than either approach alone could (Azorín & Cameron, 2010). Primary data has been collected in multiple interviews with leadership, management, and staff of Greenpeace Norway, as well as through a questionnaire offered to the general population of Norway. Primary data has been crucial to this paper as it is of exploratory design.

Secondary data has also been gathered from annual reports and through Google searches. Secondary data has been necessary to provide concrete descriptive information and relevant details of Greenpeace Norway and similar organisations in Norway, as well as to supplement and support information collected from the interviews and questionnaire.

## 5.2. Data collection

Data collection took place between March 16 and May 9, 2022. Semi-structured interviews, a questionnaire, informal conversations, and searches on Google Scholar, Innsamlingskontrollen, Oria, and Google were used to collect the data necessary to create a legible enterprise risk management plan for Greenpeace Norway.

### 5.2.1. Interviews

Semi-structured interviews are conversations in which the interviewer knows what they want to find out about and have prepared a set of questions to ask with a good idea of what topics will be covered, but where the conversation is still free to explore varied topics and is likely to vary substantially between participants (Fylan, 2005). Semi-structured interviews with leaders within the organisation were considered an effective tool to identify organisational risks for the present project. Through the application of literature and brainstorming, relevant topics and questions that seemed most likely and able to identify risks both common to non-profit organisations and specific to Greenpeace Norway were prepared. To allow for free-flowing conversation, interviewees were encouraged to explain, elaborate, and share all they wished regarding each topic, and they were also asked open-ended and follow-up questions in order to fill gaps that may have been missed. It is recommended to make your participant feel welcome upon arrival and to provide a briefing of the topics to be discussed in order to enable interviewees to provide informed consent to participate (Fylan, 2005). Therefore, a prepared greeting and briefing was given before the start of each interview.

Three in-depth semi-structured interviews were conducted with Frode Pleym, the leader of Greenpeace Norway; Jin Halvorsen, the head of fundraising; and with Aud Hegli Nordø, head of communications. In the interview with Nordø, Mehwish Shahid Dar, digital engagement strategist, and Sanne Johnsen, digital strategist, also joined part of the interview. The aim of the interviews was to gather background information and to identify risks within the

organisation Greenpeace Norway, both those which are common risks that often exist within NGO's and non-profit organisations, as well as those that are unique and specific to Greenpeace Norway.

Initial contact was made with Greenpeace Norway on January 17, 2022 to propose the idea of writing a risk management plan about Greenpeace Norway in the present master thesis and what this would entail. The request was accepted a week later in person by Pleym. Email exchanges were ongoing thereafter, in addition to informal conversations in the office and on the phone, to plan dates and share information about the interviews with the three main interview subjects (Pleym, Halvorsen, and Nordø).

Interviews were planned for March 16 with Pleym, for March 25 with Halvorsen, and for April 27 with Nordø. The interviews with Pleym and Halvorsen took place at Sandakerveien 24C, 0473 Oslo, Greenpeace Norway's main and only office building in Norway, while the interview with Nordø took place digitally on the video conferencing platform Zoom. All three interviews were recorded and transcribed upon completion for the purpose of attaining the gathered information at any time during the development of this thesis. The interviews were recorded on a mobile phone, which was deemed appropriate as no confidential or sensitive data was shared, and the recordings were deleted after being transcribed.

The semi-structured interviews covered the following topics: general characteristics and history of the interview subjects, the organisation, and specific departments; volunteers, programs and services; personnel; environment; regulatory and compliance issues; finance; fundraising; marketing, communications and reputation; operations; technology and data; and finally, board governance and oversight. As the overall leader of the organisation with an overview of all operations, Pleym was asked about all of the aforementioned topics, while Halvorsen and Nordø were asked about the topics specific their expertise and department, as well as questions originally proposed to Pleym which he thought they could provide greater insight on. Each of the interview subjects were provided with a brief outline of the topics to be discussed prior to the interview, and provided informed consent that they agreed to being recorded, and that the information shared could be used in the development of this master thesis.

In addition to the three main interview subjects, Dar and Johnsen joined part of the interview with Nordø. Nordø had been informed that one of the topics to be discussed in her interview would be social media. To provide more informed and accurate insight on these topics, Nordø

asked Dar and Johnson to join the interview as they work more closely with social media on a regular basis.

### 5.2.2. Questionnaire

A questionnaire (Appendix 1) was constructed to gather additional primary data about the awareness, marketing, and funding habits, and the target group of selected non-profit organisations and NGOs in Norway. The aim of the questionnaire was to gain descriptive information of these topics, and to discover Greenpeace Norway's target group and market. Many of the questions developed were conditional on responses to prior questions from the participants. The questionnaire almost exclusively asked closed questions, which is a question that offers response categories (Martin, 2006). Two open questions, with no response categories, were offered, for participants who responded "other" to a question, where they were then asked to specify what they meant by "other".

The questionnaire was entered into the program recommended by OsloMet for the creation of questionnaires in thesis projects, which is an online tool provided by the University of Oslo at <https://nettskjema.no/>.

Two pilot tests were conducted by four different sets of people prior to the questionnaires being published publically. Two of the pilot test subjects donated to charity organisation(s), while two did not. This was important as many of the questions were conditional, as previously mentioned, based on whether or not respondents donated to a charity organisation on a regular basis. The pilot test subjects were chosen based on their donation habits as well as for being from different age groups and having different skill levels with technology, to ensure that all the question-and-answer options could be understood easily and clearly, and interpreted as relevant. Based on their feedback, minor changes were applied in the wording of questions to improve clarity.

A second pilot test was then conducted in order to determine the estimated time of completing the questionnaire. As familiarity with the questionnaire would likely contribute to faster response times than for participants who are taking the questionnaire for the first time, four new test pilot subjects with the same prerequisites were asked to take the test. The average time of completion fell to approximately 4 minutes, with the fastest being around 2 minutes and 30 seconds, and the slowest just under 6 minutes. Clear, easy to understand questions and

accurate proposed response times were considered important in the publication of the questionnaire, in order to ensure that as many people as possible took it and that they would provide truthful responses with patience.

The final version of the questionnaire with an informative text of the estimated time for completion and a statement on participants' anonymity was published online on April 20, 2022. The questionnaire was published by the author of this thesis and shared by six different individuals within his personal network on several different social media platforms. The questionnaire was left open for a total of one week. After six days, the author of the thesis posted a reminder inviting contacts to respond to the questionnaire and that it was only available for 24 more hours, upon which the questionnaire was taken offline.

The data was exported in Microsoft Excel format, and thereafter converted to Stata format for analysis.

### 5.2.3. Secondary data

Annual reports have been collected to gain access of the financial status of Greenpeace Norway, Greenpeace Nordic, Greenpeace International, and several other environmental organisations in Norway. Reports from the period 2016–2020 were collected for Greenpeace, and from 2019–2020 for other organisations. These reports provided information about the numbers of each organisation's donor base, income from individuals, total income, and fundraising expenditures.

## 5.3. Data analysis

### 5.3.1. Qualitative analysis

The findings from the in-depth interviews were analysed for content and key themes. The responses were searched for being either neutral, confirmational, or refutational responses to targeted questions asked to identify risks. Content and key themes were otherwise assessed for actions and in-actions that could lead to less-than-optimal operations that could stunt growth of the organisation. Identified risks were assessed and ranked on the urgency of

implementing these actions and in-actions, for risks to be appropriately mitigated and monitored.

#### 5.3.2. Quantitative analysis

The results from the questionnaire were analysed for descriptive statistics on participants and their donation habits, Greenpeace Norway's awareness and social media reach, and willingness to donate among different age groups, in order to identify relevant characteristics and reach to potential target groups. All continuous variables were analysed for means, while categorical variables were analysed for percentages. Pearson chi-squared tests were conducted to compare Greenpeace's approval with factors that respondents associated with the organisation. This was done to determine whether there was a correlation between dislike of the organisation and associating Greenpeace with either civil disobedience or environmental topics, in order to identify potential risks related to reputation and approval.

All statistical analyses were done by using Stata V.17 (Stata Corp, College Station, Texas), and original tables created with the collected data were all developed in Microsoft Excel.

### 5.4. Development of risk management plan

#### 5.4.1. Risk register

A risk register of risks related to daily operations was developed by using the template provided in *The Nonprofit Risk Book* (Feiler & Nayowith, 2017) to identify and assess risks, which the book describes as a necessary step in forming a functional ERM plan for a non-profit organisation. Assessment of risks included an evaluation of whether they were internal or external and their likelihood, impact, and vulnerability, as well as the department(s) they belonged to and their ranking.

#### 5.4.2. Risk mitigation log

*The Nonprofit Risk Book* (Feiler & Nayowith, 2017) also provides a template for creating a risk mitigation log, which is an important stage in the process of making an ERM plan. Therefore, a risk mitigation log was created to present ways to mitigate the above identified risks and assign owners to those risks, amongst other things.

#### 5.4.3. Strategy map

A simplified strategy map was developed as a tool to illustrate the connection(s) between the risks and how they relate to the organisation's overarching goal of accomplishing its mission. For the organisation to accomplish their mission through work, they are dependent on having resources. While the risk mitigation log shows and suggests mitigation strategies for each risk, the strategy map shows how mitigating said risks can create value for the organisation. A top-down approach was used to identify these connections. A straightforward strategy map was preferred to more complex analyses and the traditional balanced scorecard for its ability to give a legible overview. By looking at the strategy map and each risk's connections alongside the measures suggested in the risk mitigation log to mitigate said risks, it is easy to follow the logic of risk management leading to increased value for the organisation. As mentioned by Tenney (2020), a strategy map can provide the basis for a long-term strategy by identifying priorities and goals necessary to meet an organisation's mission. As the aim of this thesis is to create a functioning ERM plan that can increase value for Greenpeace Norway, a simple strategy map complementing the risk mitigation log is an effective way to describe said connections, particularly for an audience without extensive risk management experience.

### 5.5. Validity and reliability

Data is but a representation of reality (Christoffersen et al., 2011). That is to say, data is objective, and can be considered an uninterpreted representation of reality. Validity and reliability are ways of showing and communicating the rigour of research processes and the trustworthiness of research findings (Roberts & Priest, 2006). This trustworthiness is dependent on several research features: the initial research question, how data are collected



including when and from whom, how you analyse the data, and which conclusions are drawn. It is therefore important to question the data used in this thesis, how it was collected, and whether it is a good depiction of reality or not. In this section, the trustworthiness of the research findings will be discussed. As this thesis used mixed methods and we have worked with both qualitative and quantitative data, the validity and reliability of both must be considered.

#### 5.5.1. Validity

Validity refers to the closeness between what we believe we are measuring and what we actually intended to measure (Roberts & Priest, 2006). It is important to note that validity is not either present or not, but that the concern rather regards the degree of validity that is present (Messick, 1987). Messick (1987) explains that over time, the validity present changes according to new findings and projections of social consequences, that validity is an evolving property, and that validation is a continuous process. This concept goes hand-in-hand the argument that the risk management plan and data collected in this thesis are not permanent, and that it should be reviewed and refreshed over time.

Qualitative data has been collected in a total of three separate interviews with five different participants. While one can assume that self-reporting is valid because of the benefits of honest participation, a potential challenge in achieving high validity in qualitative research results from researcher bias (Roberts & Priest, 2006). Researcher bias can arise from selective collection and recording of data, or if interpretation of data is based on personal perspectives of the researcher. The questions asked in the interviews were heavily formed based on suggestions from *The Nonprofit Risk Book* by Feiler and Nayowith (2017). The book aims to guide readers through the creation of an ERM plan for non-profit organisations by assisting in identifying, mitigating and monitoring risks, and it explains that many risks are common among non-profit organisations. The interview questions were mostly created based on the book's suggestions for risks to watch for, and a few questions the researcher believed to be specific risks of the organisation. Further, open-ended questions for the subjects to respond to about each and every field were asked in order to identify any risks that may have been missed otherwise, as risks specific to the organisation likely could be identified by those who know the organisation best: its staff. Because so much of the interview structure was based on suggestions from experts in the field rather than being based on personal perspectives of the

researcher, it decreases researcher bias and increases validity. Further, the responses to the open-ended questions were considered carefully in analysis, again decreasing the possibility for researcher bias and increasing validity.

Three of the five interview subjects were selected by the author, including the leader of Greenpeace Norway and the heads of the fundraising and communication departments. It was the author's assumption that the leader would have the best overview of all operations in the organisation, and that the fundraising and communication departments would be two of the departments dealing with the greatest risks. The fourth and fifth interviewees were brought in by the communications leader, who believed they would be better able to answer detailed questions regarding social media and digital marketing. It is also possible that validity could have been strengthened if more subjects were selected for interviews, as more questions attempting to identify risks could have been answered and more perspectives garnered. However, responses to select questions from different interviewees were already beginning to become somewhat repetitive, and more interviews may not necessarily have led to greater insight.

Quantitative data was also collected. The aim of the quantitative research was to garner knowledge about the target group's view of the climate crisis, their awareness of selected environmental organisations in Norway, donor habits, and the participants' stance regarding donation habits in response to a few hypothetical scenarios. All questions were formed by the present author through brainstorming sessions. Thereafter, a thorough pilot-testing phase was conducted, with the pilot questionnaire initially sent to four people from different age groups and levels of technological proficiency. Two of these pilot-testers were donors who answered and evaluated more questions. All four people were informed about the questionnaire's aim and were encouraged to give feedback about its clarity and relevance. Overall, the aim of the questionnaire was understood, and a few changes were made to improve clarity and response options before the questionnaire was posted and shared publicly. This thorough pilot-testing phase increased the questionnaire's ability to measure what it intended to effectively, thus increasing validity of the quantitative data.

However, only individuals open to answering the questionnaire were captured, who represented people who may have had personal reasons and motivations for responding, which can decrease the degree of validity of the present study. Collection and assessment of demographic characteristics assisted in assessing the representativeness of these respondents. The validity of some of the responses were also strengthened by the fact that secondary data

from annual reports from several organisations and numbers on funding habits from SSB were compared and were in-line with the results from the questionnaire.

#### 5.5.2. Reliability

Reliability refers to the reproducibility of the measurements gathered (Hammersley, 1987). More simply put decades prior by Goode and Hatt (1952), reliability was described as the extent to which repetition of the study would result in the same conclusions and data. In regards to the present master thesis project, this begs the question of whether or not similar data and conclusions would be produced if the present study were conducted again.

This thesis is of explorative design, and the data gathered are aimed to represent a single organisation. The qualitative data collected in this thesis would likely not differ greatly if asked to be reproduced. The interviews would have to be with staff within the organisation, and the selected subjects could be expected to answer questions similarly again. However, recall bias may affect certain answers. The data may also be more broad and clear if more staff were asked similar questions, although it is unlikely that new high-priority risks would be identified.

Reliability also describes the extent to which a particular tool, procedure, or test will give similar results in different circumstances, assuming nothing else has changed (Roberts & Priest, 2006). A questionnaire has been used in the present thesis, with its target group being the general population of Norway. It is plausible that its results are somewhat limited in terms of reliability, because the questionnaire was only shared by the author and his personal network on social media platforms. Therefore, the risk of selection bias may be present in the results. All individuals who shared the survey live in the capital city of Oslo, Norway, and it can be assumed that a large percentage of the participants also live in Oslo. Therefore, the target demographic of the entire population of Norway is likely not sufficiently represented. Three of seven individuals sharing the survey were either foreigners in Norway or have lived in another country at some point in their lifetime, which also likely led to a large proportion of participants living outside of Norway. It is also a possibility that many of the participants are more informed about Greenpeace Norway and its campaigns than the average citizen, due to the fact that the present author works for the organisation and may have shared and/or discussed details of his workplace with his personal network. Therefore, respondents to the questionnaire may have been more knowledgeable about the organisation in question

compared to the average Norwegian citizen. Further, a larger percentage of Greenpeace employees may also be represented in the sample than if the sample was completely randomised, and this may give the impression that the target group is more engaged about the climate crises than in reality. If the questionnaire were answered by a random selection of participants from the target group, it is uncertain whether the results would be the same, and thus the reliability of the quantitative data is not as strong as it could be. Unfortunately, it would be difficult to strengthen this aspect of the study's reliability as a result of the resource and time limitations of a master thesis, and it is the hopes of the present author that the quantitative results still inform the organisation and ERM plan of important characteristics of Greenpeace Norway's market, however limited.

The secondary data used on its own and to supplement the primary data is highly reliable, as it would remain the same and produce the same results if collected and analysed again.

## 6. Results

A wide collection of primary data was collected through several interviews and a questionnaire. Secondary data was also collected to supplement this information, in order to develop risk registers, risk mitigation logs, and a strategy map. The findings are presented below.

### 6.1. Questionnaire

The questionnaire was designed to gather information on Greenpeace Norway's awareness, reputation, and respondents' donation habits. In total, 152 people completed the questionnaire. The results of the questionnaire contributed to gaining an understanding of Greenpeace Norway's market, target group, marketing, and to identifying select potential risks.

Table 3 presents descriptive statistics of the questionnaire participants, and their stance on the environment and the climate crisis. Among the respondents, 104 (68.4%) lived in Norway on the date of completion. This sub-group of the sample population is the most relevant sub-group in the study, and their responses were assessed for information on donation habits, average amount of regular donations, target groups, and environmental organisation awareness. Among the respondents living in Norway, 86.5% (n=90) either agreed or strongly

agreed that they cared about the environment and climate, compared with 98% (n=47) of respondents not living in Norway. Similarly, a lower percentage of respondents (76.1%, n=81) living in Norway either agreed or strongly agreed that they were concerned about the climate crisis, compared with 93.7% (n=45) among those who did not live in Norway.

**Table 3. Descriptive statistics of the questionnaire participants**

	Living in Norway		Other	
	N	%	N	%
<b>Study population</b>	104	68.4	48	31.6
<b>Age</b>				
18-24	4	3.9	5	10.4
25-29	28	26.9	10	20.8
30-39	36	34.6	16	33.3
40-49	8	7.7	2	4.2
50-65	22	21.1	13	27.1
Above 65	6	5.8	2	4.2
<b>Employment status</b>				
Full-time employment	78	75.0	30	62.5
Part-time employment	7	6.7	7	14.6
Student with part-time job	10	9.6	4	8.3
Student without a job	0	0	2	4.2
Retired	6	5.8	2	4.2
Unemployed	0	0	1	2.0
Other	3	2.9	2	4.2
<b>Care about the environment and climate</b>				
Strongly disagree	2	1.9	0	0
Disagree	2	1.9	0	0
Indifferent	10	9.6	1	2.1
Agree	59	56.7	26	54.2
Strongly agree	31	29.8	21	43.8
<b>Worried about the climate crisis</b>				
Strongly disagree	1	1.0	0	0
Disagree	7	6.8	0	0
Indifferent	14	13.6	3	6.3
Agree	51	49.5	22	45.8
Strongly agree	30	29.1	23	47.9

Responses to questions regarding donation habits (including amount and number of receiving organisations), as well as additional amount hypothetically willing to give in addition, were analysed and are presented in Table 4. Again, sub-groups were divided according to those presently living in Norway, and not. Some results such as that regarding recruitment method,

the number of organisations supported, and monthly amount donated are were only responded to by 42 (40.4%) of those living in Norway and 21 (43.8%) of those living outside Norway, because only regular donors could respond to these questions. Among respondents living in Norway who donate on a regular basis, 31 (73.8%) donated to either 1 or 2 organisations, and 30 (71.4%) donated a monthly amount between 100 and 499 NOK. Only 15 of 104 (14.4%) participants living in Norway were not willing to donate any additional monthly amount to charity organisations, regardless of whether or not they already donated at the time of survey completion.

**Table 4. Descriptive statistics on donation habits**

	Living in Norway		Other	
	N	%	N	%
<b>Ever given to charity*</b>				
Yes	84	80.8	42	87.5
No	20	19.2	6	12.5
<b>Additional amount willing to donate monthly** (NOK)</b>				
0	15	14.4	4	8.3
1-49	9	8.7	14	29.2
50-99	15	14.4	17	35.4
100-199	37	35.6	7	14.6
200-299	19	18.3	2	4.2
300-399	1	1.0	1	2.1
400-499	2	1.9	1	2.1
500+	6	5.8	2	4.2
<b>Currently a regular donor***</b>				
Yes	42	40.4	21	43.8
No	62	59.6	27	56.3
<b>Among regular donors</b>				
<b>Recruitment method<sup>b</sup></b>				
Street	9	21.4	2	9.5
Phone	7	16.7	4	19.0
Online	1	2.4	4	19.0
Store check-out	1	2.4	0	0
Friend or family	13	31.0	3	14.3
Television	5	11.9	1	4.8
Social media	8	19.0	6	28.6
News	2	4.8	1	4.8
Sought it out myself	11	26.2	6	28.6
Other	11	26.2	4	19.0
<b>Number of organisations supported</b>				
1	19	45.2	7	33.3

<b>2</b>	12	28.6	7	33.3
<b>3</b>	6	14.3	2	9.5
<b>4</b>	3	7.1	2	9.5
<b>5+</b>	2	4.8	3	14.3

<b>Amount of monthly donations (NOK)</b>				
<b>1-49</b>	1	2.4	5	23.8
<b>50-99</b>	4	9.5	6	28.6
<b>100-199</b>	6	14.3	0	0
<b>200-299</b>	11	26.2	4	19.0
<b>300-399</b>	8	19.0	0	0
<b>400-499</b>	5	11.9	2	9.5
<b>500-749</b>	3	7.1	0	0
<b>750-999</b>	3	7.1	0	0
<b>1000+</b>	1	2.4	3	14.3
<b>missing</b>			1	4.8

<b>Donating to selected environmental organisations<sup>β</sup></b>				
<b>Greenpeace Norway</b>	6	14.3	0	0
<b>Naturvernforbundet</b>	2	4.8	0	0
<b>Natur og ungdom</b>	2	4.8	0	0
<b>Framtiden i våre hender</b>	4	9.5	0	0
<b>Regnskogfondet</b>	7	16.7	0	0
<b>Besteforeldrenes klimaaksjon</b>	1	2.4	0	0
<b>WWF Verdens Naturfond</b>	5	11.9	0	0
<b>Extinction Rebellion</b>	1	2.4	0	0

*\*Includes regular donations and one-time donations*

*\*\*Hypothetically, upon hearing about cause and/or organisation one agreed with or became passionate about*

*\*\*\*Includes weekly, monthly, quarterly, and yearly prearranged donations*

*<sup>β</sup>Sum of percentages is greater than 100 as individuals may have been recruited in multiple ways, or donate to several organisations*

The questionnaire shows that Greenpeace is incredibly recognised by respondents, with 97.1% (n=101) and 95.8% (n=46) of those living in Norway and not, respectively, being aware of the organisation Greenpeace (Table 5). Among those living in Norway, 60.5% are either indifferent to or dislike Greenpeace's reputation, while 34.6% like or strongly like their reputation. Greenpeace's reputation seems to be better liked in other countries, as 47.6% of the participants not living in Norway either like or strongly like their reputation in comparison. Only 31.7% of respondents living in Norway and 20.8% of those who do not had not heard of any currently active Greenpeace campaigns. Among the 16 respondents living in Norway who had seen Greenpeace content on social media platforms, 37.5% acknowledged that the content motivated them to become more environmentally conscious, and 43.8%

acknowledged that they are more motivated to donate to Greenpeace's efforts as a result of the content.

**Table 5. Greenpeace awareness and social media reach**

	Living in Norway		Other	
	N	%	N	%
<b>Awareness</b>				
Yes	101	97.1	46	95.8
No	3	2.9	2	4.2
<b>Reputation approval</b>				
Strongly dislike	4	3.8	0	0
Dislike	18	17.3	4	8.3
Indifferent	41	39.4	19	39.6
Like	25	24.0	19	39.6
Strongly like	11	10.6	4	8.3
<i>missing</i>	5	4.8	2	4.2
<b>Factors associated with Greenpeace<sup>β</sup></b>				
Civil disobedience	49	47.1	9	18.8
Biodiversity	12	11.5	11	22.9
Climate	76	73.1	33	68.8
Environment	78	75.0	41	85.4
Renewable energy	21	20.2	15	31.3
Animal rights	38	36.5	24	50.0
Clean oceans	62	59.6	33	68.8
Other	5	4.8	1	2.1
None of the above	2	1.9	0	0
<b>Awareness of Greenpeace campaigns<sup>β</sup></b>				
Climate lawsuit (Norway)	45	43.3	6	12.5
Rainforest protection*	10	9.6	5	10.4
Protection of 30% of oceans	25	24.0	22	45.8
Single-use plastics ban	29	27.9	28	58.3
Fossil fuel commercials ban	17	16.3	16	33.3
Other	5	4.8	0	0
None	33	31.7	10	20.8
<b>Number of participants following select Greenpeace social media platforms</b>				
Facebook	6		1	
Instagram	6		1	
Twitter	1		0	
<b>Frequency of content seen from Greenpeace social media platforms<sup>β</sup></b>				
Facebook	14		1	
<i>Regularly (every week)</i>	3	21.4	0	0
<i>Semi-regularly (every few weeks)</i>	2	14.3	0	0



<i>Occasionally (every few months)</i>	5	35.7	1	100.0
<i>Rarely (1-3 times ever)</i>	4	28.6	0	0
<i>Never</i>	0	0.0	0	0
<b>Instagram</b>	10		2	
<i>Regularly (every week)</i>	3	30.0	0	0
<i>Semi-regularly (every few weeks)</i>	1	10.0	1	50.0
<i>Occasionally (every few months)</i>	3	30.0	0	0
<i>Rarely (1-3 times ever)</i>	2	20.0	1	50.0
<i>Never</i>	1	10.0	0	0
<b>Twitter</b>	1		0	
<i>Regularly (every week)</i>	1	100.0	0	0
<i>Semi-regularly (every few weeks)</i>	0	0	0	0
<i>Occasionally (every few months)</i>	0	0	0	0
<i>Rarely (1-3 times ever)</i>	0	0	0	0
<i>Never</i>	0	0	0	0
<b>None</b>	83	79.8	43	89.6
<b>Greenpeace content motivates greater environmental conscientiousness</b>				
<b>Indifferent</b>	10	62.5	0	0
<b>Agree</b>	4	25	2	100.0
<b>Strongly agree</b>	2	12.5	0	0
<b>Greenpeace content encourages donations</b>				
<b>Strongly disagree</b>	1	6.3	1	50.0
<b>Disagree</b>	2	12.5	0	0
<b>Indifferent</b>	6	37.5	1	50.0
<b>Agree</b>	5	31.3	0	0
<b>Strongly agree</b>	2	12.5	0	0

*\*Effort to stop the trade agreement between EFTA and Mercosur*

*<sup>β</sup>Sum of percentages is greater than 100 as individuals may associate Greenpeace with multiple factors, or be aware of multiple campaigns, or seen content on multiple platforms*

Participants who answered that they associate Greenpeace with civil disobedience, including one individual who responded “other” and entered the free text “problematic, violent, poor logic”, were tested using a Pearson chi-squared test to see if there was a correlation between this association with civil disobedience and disliking Greenpeace’s reputation (Table 6). The test reported a correlation with a 99% significance level, demonstrating that there was an association between respondents’ approval of Greenpeace and whether or not they associated Greenpeace with civil disobedience. Another similar test was conducted for the correlation between associating Greenpeace with environmental topics and disliking Greenpeace. The

results of this test were not significant, demonstrating that there was no significant difference between those who did or did not like or approve of Greenpeace, and whether or not they associated them with the environment.

**Table 6. Greenpeace approval compared with associations (n=145)**

Associate Greenpeace with:	Like or indifferent to Greenpeace		Dislike Greenpeace	
	N	%	N	%
<b>Civil disobedience*</b>				
Yes	39	32.8	20	76.9
No	80	67.2	6	23.1
Pearson chi2(1) = 17.2345, Pr = 0.000				
<b>Environment**</b>				
Yes	113	95.0	24	92.3
No	6	5.0	2	7.7
Pearson chi2(1) = 0.2875, Pr = 0.592				

*\*Includes those who associated the following with Greenpeace: Civil disobedience and/or other (if the response included related terms such as "problematic" and "illegal operations").*

*\*\*Includes those who associated any of the following with Greenpeace: Biodiversity, climate, environment, renewable energy, animal rights, clean oceans, and/or other (if the response referred to an environmental topic).*

Among the participants living in Norway, 56 (53.8%) responded affirmatively that they care about the climate and environment, are worried about the climate crisis, that they like or are indifferent about Greenpeace’s reputation, and that they are willing to donate an additional amount of NOK to charity (Table 7). This was deemed Greenpeace Norway’s market. If this survey represents the target group of the general Norwegian population, this means that 53.8% of the population is a potential donor for Greenpeace Norway. It should be noted that no one under the age of 18 years old participated in the questionnaire; those under 18 years of age also cannot become monthly donors. Respondents over the age of 25 (n=43, 76.8%) were willing to donate an additional amount of 100 NOK or more regardless of existing donation habits, contingent on them agreeing or becoming passionate about an organisation or cause.

**Table 7. Greenpeace Norway’s market (n=56)\***

Age group (years)	Potential increase in monthly donation (NOK)			
	1≤99	100-199	200-299	≥300
25-29	4 (7.1%)	8 (14.3%)	5 (8.9%)	2 (3.6%)
30-39	7 (12.5%)	8 (14.3%)	5 (8.9%)	0 (0.0%)
≥40	2 (3.6%)	6 (10.7%)	6 (10.7%)	3 (5.4%)

*\*Among those who live in Norway, responded that they care about the climate and environment and worry about the climate crisis, like or are indifferent to Greenpeace's reputation, and are hypothetically willing to donate an additional amount to charity*

In addition, 25 (44.6%) of the respondents in Greenpeace Norway's market reported that it would increase their chances of donating to an organisation if they knew them to be financially independent from states and corporations.

The participants were asked to take a stand to a statement regarding whether or not a leader in a non-profit organisation using his position for corruption would deter them from donating to that organisation or stop them from donating if they already did. Among the market group, 91.1% of respondents (n=51) agreed or strongly agreed that this would. Upon a representative using violence on a non-violent mission, 80.4% (n=45) respondents among the market group would be deterred from donating or would stop donating, if they already did. Pearson's chi-squared tests were run to compare responses to the aforementioned statements (regarding independence, corruption, and violence) between those deemed to be in the market group and the remainder of the study population. No tests reported a statistically significant difference, demonstrating that the potential implications of responses to the hypothetical statements would be of comparable concern for both those presently identified as being in the market group, and those not.

## 6.2. Interviews

The three in-depth interviews conducted provided valuable information about the organisation's current status and operations, and functioned as the present project's main source in identifying risks in Greenpeace Norway's day-to-day operations. In total, the following five subjects were interviewed: Frode Pleym, the leader of Greenpeace Norway; Jin Halvorsen, the head of fundraising at Greenpeace Norway; Aud Hegli Nordø, the head of communication at Greenpeace Norway; Sanne Johnsen, digital strategist; and Mehwish Shahid Dar, digital engagement strategist. Interviewees were largely asked targeted questions based on suggestions from *The Nonprofit Risk Book* (Feiler & Nayowith, 2017) as well as open questions, in order to identify common risks within NGOs and non-profit organisations and risks specific to the organisation that they face in their daily operations. This section will separate results from the three interviews and present a table for each, with information on the literature behind the question, the question asked, answer(s) to the specified question, and the risk identified from said interaction. Both risks that are already mitigated and those that are not were included in the tables corresponding to each interview. Whether or not the risks

identified were already mitigated or not and the degree of this mitigation are presented and discussed in the later section on the risk mitigation log and discussion.

#### 6.2.1. Interview with Frode Pleym

The interview with Frode Pleym lasted 58 minutes and 45 seconds. A transcript of the interview is attached (Appendix 2), with numbered lines. Based on responses to both targeted and open questions, 19 risks were identified and are presented below (Table 8). Direct quotes for questions and answers refer to line numbers of the transcript (Appendix 2).

Questions regarding board oversight and governance and finance were also asked, but identified risks are not included in Table 8. As clarified by Pleym, there is a board governing Greenpeace Nordic, but not one specific board for Greenpeace Norway, and answers to questions regarding the board were limited (Appendix 2, line 341-374). There are bylaws that the board must operate by regarding how long a time period one can operate as a board member, and the board reviews and signs off on annual reports and financial documents. These two factors were deemed the most severe risks regarding board oversight and governance by *The Nonprofit Risk Book* (2017), and were considered mitigated. Responses to financial questions were yet more limited, and Pleym again clarified that the financial department is run in Sweden, and that the Greenpeace Norway office has little to do with it (Appendix 2, line 435-438). Therefore, potential risks identified were not deemed relevant in the making of an ERM plan for Greenpeace Norway, specifically.

#### 6.2.2. Interview with Jin Halvorsen

The interview with Jin Halvorsen lasted 26 minutes and 4 seconds. A line-numbered transcript of the interview is attached (Appendix 3). Questions in line with literature from *The Nonprofit Risk Book* (Feiler & Nayowith, 2017) were asked to identify risks within this department. Open questions and some questions redirected from Pleym were also asked. Certain questions and answers were removed upon requests for confidentiality from Halvorsen. Nine risks were identified through the interview with Halvorsen, and are presented below (Table 9). Quotes for questions and answers refer to line numbers of the transcript (Appendix 3).

### 6.2.3. Interview with Aud Hegli Nordø, Mehwish Shahid Dar, and Sanne Johnsen

The interview with Aud Hegli Nordø lasted 51 minutes and 38 seconds. At 32 minutes, both Mehwish Shahid Dar and Sanne Johnsen joined the interview for the remainder of the time. A line-numbered transcript of the complete interview is attached (Appendix 4). Nordø was asked questions regarding marketing, communication, and reputation, as well as open questions of her daily operations to identify risks, while Dar and Johnsen were asked targeted and open questions about Greenpeace Norway's social media habits and strategies regarding marketing, fundraising, and reach. In total, 16 risks were identified (Table 10). Quotes on questions and answers refer to line numbers from Appendix 4.

Certain risks identified were deemed not applicable for Greenpeace Norway. *The Nonprofit Risk Book* was published in 2017, only a year after Nordø started working with Greenpeace Norway. One risk suggested by the book to be wary of was whether the organisation archived and saved copies of articles about the organisation. When Nordø started working with the organisation in 2016 this was done physically, but today the organisation uses Retriever, a company dedicated to media tracking (Appendix 4, line 198-207). Greenpeace Norway uses this every day and receives a report on mentions, and accessing previous media articles would be an easy and simple task. Therefore, not archiving articles themselves was not considered a risk. Another risk and measure for mitigation suggested by the book was to plan an additional date alongside the primary date for an event, should weather be problematic. However, Greenpeace Norway has numerous events to consider, and this was considered an unrealistic method of mitigating this risk (Appendix 4, line 488-512). Another risk about crucial information not reaching critical individuals was identified. Although there were no specific examples, there was no doubt that this must have happened at some point in the past (Appendix 4, line 389-424). However, to completely avoid this scenario from happening, event planning could require double-checking from a minimum of two individuals per event, and this was considered too time-consuming and resource-demanding in comparison to the rarity of the risk. Therefore, these risks were deemed non-significant, and were not included in Table 10.

**Table 8.** Risks identified through the interview with Frode Pleym

Quotes from <i>The Nonprofit Risk Book</i> (Feiler & Nayowith, 2017)	Questions*	Answers*	Identified Risk
"Do you solicit feedback annually from users and attendees on their experiences, as well as non-users and non-attendees to understand why they don't take advantage of these opportunities?"	Line 178-180	Line 181	Lack of feedback from users and donors
"Do you solicit feedback annually from users and attendees on their experiences, as well as non-users and non-attendees to understand why they don't take advantage of these opportunities?"	Line 160-162	Line 163-164	Lack of feedback from the public
"Are all programs properly staffed and are there sufficient staff to meet the needs of the community served?"	Line 184	Line 185, 196-199	Campaign inefficiency due to limited amount of staff
"Formalize and document communication and commitments. Reduce risk by keeping records and producing tracking reports."	Line 218-219, 230-231	Line 220-226, 232-233	Having undocumented communication and commitments with partnering organisations
"The topic of pay discrepancies between nonprofits, government and commercial enterprises is worth thinking about because it is part of the nonprofit and NGO landscape and directly affects recruitment, retention and turnover of staff."	Line 242-243	Line 246-248, 251, 260-262, 266-267	Losing potential employees in the recruitment process and current staff due to low salaries
"Do staff and volunteers have access to the technology they need to do their work and clear rules about the proper way to handle information?"	Line 267-270	Line 271-273, 277-278	Staff not being trained to properly handle and deal with confidential information
"If they are routinely asked to perform other tasks, is there a clear protocol for managing those requests? Is there a protocol for passing on the information so that training or resources can be provided next time the situation arises?"	Line 279-280	Line 281-287	Staff taking on roles outside their responsibilities without receiving the proper training
"That is why nonprofits need a conflict of interest policy and regular training for staff, board members and volunteers."	Line 288-289	Line 290 (-298)	Conflict of interest arising
"Having clear rules, guidelines, and procedures can minimize confusion. If the guidelines are clear, it should be obvious when they are being flouted, and that in turn makes it clear to people who can identify when there is a problem."	Line 299	Line 300	Lack of clear guidelines for personnel to bring up an issue
"It is critical to look at performance appraisals as basic management tools that can be of use to everyone. Smart nonprofits provide annual performance reviews for all staff and volunteers"	Line 326	Line 329-332	Insufficient performance appraisals / feedback / validation

"Organizations that might be considered possible bad neighbors need to make special effort to support neighbors or neighborhood groups in order to improve their relations or get permission to locate in a neighborhood."	Line 384-385	Line 386-387	Being perceived poorly by the community (neighborhood)
"A notable red flag for nonprofits is the absence of budgeted cash reserves - too many function with a minimal cushion of cash reserve operating fund."	Line 413	Line 415-417	Becoming dependent on limited budgeted cash reserves
	Line 492	Line 493-496	Not being able to renew and grow the donor base
	Line 501-503	Line 504-506	A representative of Greenpeace Norway being violent on a mission
"In your planning for disasters, you should be providing for off-site backups of critical data"	Line 524	Line 525	Insufficient keep of critical data
"Watch for efforts involving lots of time and frustration in trying to find a specific document or piece of information. [...] saving too much is not the problem - the problem is that you do not have a usable document and data retention and retrieval system."	Line 526-527, 529-530, 533, 535	Line 531-532, 534, 536-539	Saving an excessive amount of documents and data
"[...] too many nonprofit organizations depend on older hardware and multiple, dated software platforms. The drag caused by aging technology affects organization performance and the ability to generate data and reports."	Line 540-541	Line 542-543	Old and/or ineffective operating systems and software platforms
"[...] too many nonprofit organizations depend on older hardware and multiple, dated software platforms. The drag caused by aging technology affects organization performance and the ability to generate data and reports."	Line 540-541	Line 542-543	Old and/or ineffective hardware
"Not updating hardware and software can open your data systems to viruses, bugs and hacking, perhaps the most common risk to continuity.", "Knowing what your cyber security risks are is essential to finding and mitigating them."	Line 540-541, 547-548	Line 542-543, 549	Underpreparedness of cyber attacks

*\*Line numbers refer to the transcript of the interview with Frode Pleym (Appendix 2).*

**Table 9.** Risks identified through the interview with Jin Halvorsen

Quotes from <i>The Nonprofit Risk Book</i> (Feiler & Nayowith, 2017)	Questions*	Answers*	Identified Risk
	Line 76	Line 77, 79-80	Not being present and perceived as relevant
"Do you have specific fundraising plans, objectives, and goals that you track? This is particularly important for targeted fundraising such as annual operating costs or development of a specific project."	Line 142	Line 143	Not tracking fundraising progress
"Is your staff vacancy and turnover rate comparable to other organizations doing similar work?", "Do you track and understand the root causes of staff and volunteer vacancies and turnover?"	Line 144-145, 147, 149-150	Line 146, 148, 151	High turnover rate in the fundraising department
"Changes to programming and services can affect your donor base because the two are tightly linked in many cases. Are you able to compare programming and service changes with changes in donor participation?"	Line 171-173, 175	Line 174, 176-179	Not being able to keep track of correlation between campaign changes and user participation
"Is the donor base diverse and large enough to be dependable?"	Line 180-181	Line 184-186	Not having a diverse, and large, dependable donor base
"Track what marketers sometimes call a <i>churn factor</i> - the amount and frequency with which people make donations or stop making donations or otherwise change their status."	Line 191-193	Line 194	Not calculating churn rate
"[...] too many nonprofit organizations depend on older hardware and multiple, dated software platforms. The drag caused by aging technology affects organization performance and the ability to generate data and reports."	Line 222, 224	Line 223, 225	Old and/or ineffective operating systems and software platforms
"Particularly in organizations where in-house technical support is weak or nonexistent, remember that things will go wrong with technology - particularly in the development and acquisition of new systems. In these cases, make certain that you have backup and contingency plans."	Line 226-227	Line 228	Lack of back-ups and contingency plan when acquiring new systems
"Interruptions and disruptions in your organization's access to and use of necessary technology are a growing concern for nonprofit leaders and boards. Regardless of the source of the disruption - hackers, faulty hardware, user error, power outage, extreme weather or malfeasance - the impact of rendering an organization unable to access or use its technology is reason enough to have a cyber continuity plan and off-site or cloud based data storage."	Line 229-330	Line 231	Lack of contingency plans for the risk of faulty hardware and user error

\*Line numbers refer to the transcript of the interview with Jin Halvorsen (Appendix 3).



**Table 10.** Risks identified through the interview with Aud Hegli Nordø

Quotes from <i>The Nonprofit Risk Book</i> (Feiler & Nayowith, 2017)	Questions*	Answers*	Identified Risk
"Your organization's identity, brand, and reputation go beyond your mission. They showcase your value to the community and distinguish your organization from all others."	Line 78	Line 83-86, 115-117, 126-127	Being perceived with another identity than you have and focus on
"Your organization's identity, brand, and reputation go beyond your mission. They showcase your value to the community and distinguish your organization from all others."	line 100-101	Line 106-108	Not appearing credible
"Your organization's identity, brand, and reputation go beyond your mission. They showcase your value to the community and distinguish your organization from all others."	line 100-101	Line 108-109, 127-134	Being perceived as violent, aggressive, and not be taken seriously due to civil disobedience actions and using angry words
"Not everyone who works on communication has the same knowledge and background. Take nothing for granted and make sure that everyone who deals with media knows to ask these questions: *Are you on a deadline? *How much information do you want? (Words, minutes, etc.) *Is there a photo component? In this day of powerful cell phones, a simple interview can easily be a photo shoot, so make certain that people are ready."	Line 152-153, 166-168, 190-191	Line 159-163, 178-187, 194-195	Not going through a planned checklist with media contact
	Line 215	Line 219-221	Not tracking media comments of the organisation
	Line 244-247, 224-225	Line 253-257, 233-240	Not handling incorrect information of the organisation correctly and swiftly
"For many organizations, it is not unreasonable to have a simple chart that documents who officially speaks for which topics. Post it on you website for media and the public to refer to. Creating such a contact chart is an excellent exercise for a organization (large or small) because it brings the issues to the forefront where you may be able to get consensus."	Line 260-261	Line 266-269, 278-284	Unclear and difficult for press and media to reach correct people
"Do you keep a constantly updated list of the correct names, addresses, spellings, and positions or titles for you own organization and partnering organizations? If you use an integrated contact management database, make certain that it can handle the same person being listed in multiple roles at multiple organizations."	Line 287-288, 321-323	Line 292-294, 327-329, 335-337	Lack of official contact list for own and partnering organisation(s)

"Your own communication tools should be ready to respond to your own and related organizations' problems with a response protocol that is independent of the specific partner and issue."	Line 373-375	Line 381-385	Lack of protocol for responding to negative mentions
"[...] calender software from Alphabet (Google) [...] are not a cure-all; for individuals, their calendars need to be integrated with personal appointments and other commitments. [...] It is not necessary to expose the reasons for blocked-out time, but sharing unavailable times and getting people to use those tools is helpful."	Line 456-457, 468-469, 482-483	Line 462-465, 475-479, 485	Having an ineffective calendar/scheduling system or practises.
"Provide multiple contact routes for people to change their attendance status or ask questions. This is particularly important when events are scheduled during in-person meetings."	Line 515-516	Line 526-528	Lack of options to change attendance status and contact routes
"Do not get distracted by social media tools and features. Stay focused on your organization's goals, message and reputation so that the content of communications is consistent regardless of platform or tool used."	Line 648-649	Line 657-658, 662-664	Inconsistent (social) media content
"Remember that the demographic profile and audience demographics and use rates vary from platform to platform and reliance on mobile versus desktop devices vary and change a great deal."	Line 668-670	Line 675-678, 696-699, 711-719	Not adjusting content to your target groups
	Line 819-820	Line 828-834, 846-850, 864-868, 874	Limited marketing and fundraising budgets on social media and media channels
	Line 880-881	Line 885, 889, 895-897, 934-938, 945-948	Comment sections stealing time and focus
	Line 880-881, 918	Line 909-916, 922-924	Difficulties providing leads and donations due to technical changes on social media platforms

*\*Line numbers refer to the transcript of the interview with Aud Hegli Nordø (Appendix 4).*

### 6.3. Risk register

The risk register lists the relevant risks for Greenpeace Norway, regardless of whether they are already mitigated or not. The decision to include risks that are presently mitigated was because mitigation is rarely a one-time task, and ongoing mitigation is likely necessary. Further, it was considered beneficial to the organisation to have all risks and mitigation plans listed in a single ERM plan. To make the plan as legible as possible, two elements – department and department priority – were added to the suggested risk register from *The Nonprofit Risk Book* (Feiler & Nayowith, 2017). The risk register has also been divided into five tables for legibility: programming (Table 11), fundraising (Table 12), communication (Table 13), IT (Table 14), and all departments (Table 15). Table 15 refers to risks that were considered important throughout all of the aforementioned departments. Some risks that are relevant to multiple departments are mentioned in multiple tables.

In total, 44 risks were listed. In the tables below, 5 risks are listed in programming (Table 11), 11 in fundraising (Table 12), 15 in communication (Table 13), 8 in IT (Table 14), and 8 in all departments (Table 15). High, medium, and low have been applied as assessment regarding the likelihood of the risk occurring, the impact if inflicted, and the organisation's vulnerability to said risk. The tables in the stand-alone ERM plan are identical as the ones presented below in this section.

In addition to identifying risks through the interviews and qualitative data, two of the overall highest-ranking risks were based on the questionnaire results as major reasons for donors and potential donors to distance themselves from an organisation. These risks were corruption among the board, a leader, or staff member, and a representative from the organisation being violent on a non-violent direct action.

**Table 11.** Risk register for the programming department at Greenpeace Norway

Identified Risk	Internal/ External	Likelihood	Impact	Vulnerability	Department	Department priority	Overall priority
1. A representative of Greenpeace Norway being violent on a mission	Internal	Low	High	Low	Programming	1	3
2. Having undocumented communication and commitments with partnering organisations	Internal	High	Low	Medium	Programming and Communication	2	15
3. Campaign inefficiency due to limited amount of staff	Internal	High	Medium	High	Programming	3	16
4. Insufficient performance appraisals / feedback / validation	Internal	Medium	Medium	Medium	Programming (Volunteer)	4	19
5. Lack of contact routes and options to change attendance status	Internal	Low	Low	Low	Programming	5	39

**Table 12.** Risk register for the fundraising department at Greenpeace Norway

Identified Risk	Internal/ External	Likelihood	Impact	Vulnerability	Department	Department priority	Overall priority
6. Not being able to renew and grow the donor base	Internal	Low	High	High	Fundraising	1	1
7. Not having a diverse, and large, dependable donor base	Internal	Low	High	Low	Fundraising	2	6
8. Difficulties providing leads and donations due to technical changes on social media platforms	External	High	Medium/High	Medium/High	Fundraising	3	10
9. Lack of feedback from users and donors	Internal	High	Medium	High	Fundraising	4	17
10. High turnover rate in the fundraising department	Internal	High	Medium	Medium	Fundraising	5	18
11. Not adjusting content to your target groups	Internal	Low	Medium/High	Low	Fundraising	6	20

12. Limited marketing and fundraising budgets on social media and media channels	Internal	High	Medium	High	Communication and Fundraising	7	21
13. Not being able to keep track of correlation between campaign changes and user participation	Internal	High	Medium	Medium	Fundraising	8	33
14. Not tracking fundraising progress	Internal	Low	Medium	Low	Fundraising	9	34
15. Inconsistent (social) media content	Internal	Low	Medium	Low	Communication and Fundraising	10	37
16. Not calculating churn rate	Internal	Low	Low/Medium	Low	Fundraising	11	41

**Table 13.** Risk register for the communications department at Greenpeace Norway

Identified Risk	Internal/External	Likelihood	Impact	Vulnerability	Department	Department priority	Overall priority
17. Not appearing credible	Internal	Medium	High	Medium	Communication	1	4
18. Being perceived as violent, aggressive, and not be taken seriously due to civil disobedience actions and using angry words	Internal	Medium	Medium/High	Medium	Communication	2	8
19. Being perceived with another identity than you have and focus on	Internal	Medium	Medium/High	Medium	Communication	3	9
20. Not being present and perceived as relevant	Internal	Low	High	Low	Communication	4	11
21. Having undocumented communication and commitments with partnering organisations	Internal	High	Medium	Medium	Programming and Communication	5	15
22. Limited marketing and fundraising budgets on social media and media channels	Internal	High	Medium	High	Communication and Fundraising	6	21
23. Comment sections stealing time and focus	External	High	Medium	High	Communication	7	22
24. Not tracking media comments of the organisation	Internal	Low	Medium	Low	Communication	8	23

25. Not handling incorrect information of the organisation correctly and swiftly	Internal	Low	Medium	Low	Communication	9	31
26. Lack of protocol for responding to negative mentions	Internal	Low	Medium	Low	Communication	10	32
27. Lack of feedback from the public	Internal	Medium	Low/Medium	Medium	Communication	12	35
28. Not going through a planned checklist with media contact	Internal	Low	Low/Medium	Low	Communication	13	36
29. Inconsistent (social) media content	Internal	Low	Medium	Low	Communication and Fundraising	11	37
30. Unclear and difficult for press and media to reach correct people	Internal	High	Low	High	Communication	14	38
31. Lack of official contact list for own and partnering organisation(s)	Internal	Medium	Low	Low/Medium	Communication	15	40

**Table 14.** Risk register for the IT department at Greenpeace Norway

Identified Risk	Internal/ External	Likelihood	Impact	Vulnerability	Department	Department priority	Overall priority
32. Under-preparedness of cyber attacks	Internal	Low/Medium	High	High	IT	1	5
33. Staff not being trained to properly handle and deal with confidential information	Internal	Low	High	Low	IT and All	2	7
34. Old and/or ineffective operating systems and software platforms	Internal	Medium	Medium/High	Medium	IT	3	13
35. Insufficient keep of critical data	Internal	Low	Medium/High	Medium	IT	4	14
36. Old and/or ineffective hardware	Internal	Medium	Medium	Medium	IT	5	24
37. Lack of back-ups and contingency plan when acquiring new systems	Internal	Low	Medium	Low	IT	6	25
38. Lack of contingency plans for the risk of faulty hardware and user error	Internal	Low	Medium	Low	IT	7	28

39. Saving an excessive amount of documents and data	Internal	High	Low	Medium	IT and All	8	42
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**Table 15.** Risk register for all departments at Greenpeace Norway

Identified Risk	Internal/ External	Likelihood	Impact	Vulnerability	Department	Department priority	Overall priority
40. Corruption by the board, a leader, or staff	Internal	Low	High	Low	All	1	2
41. Staff not being trained to properly handle and deal with confidential information	Internal	Low	High	Low	IT and All	2	7
42. Conflict of interest arising	Internal	Low	Medium/High	Low/Medium	All	3	12
43. Staff taking on roles outside their responsibilities without receiving the proper training	Internal	Low	Medium	Low	All	4	26
44. Losing potential employees in the recruitment process and current staff due to low salaries	Internal	Medium	Medium	Medium	All	5	27
45. Lack of clear guidelines for personnel to bring up an issue	Internal	Low	Medium	Low	All	6	29
46. Having an ineffective calendar/scheduling system or practises.	Internal	Low	Medium	Low	All	7	30
47. Saving an excessive amount of documents and data	Internal	High	Low	Medium	IT and All	8	42

## 6.4. Risk mitigation log

*The Nonprofit Risk Book* (Feiler & Nayowith, 2017) suggests a log that can be used for mitigating the identified risks. As done in the risk register section, the risk mitigation log was divided into five departments (Tables 16–20). In the risk mitigation logs, owners to each risk are assigned, and a proposed solution to mitigate each identified risk is listed, with a time or time period for when this mitigation should be implemented. One column that has been left out in this section but which will be included in the ERM plan is the column referring to the “closed” category. This is a column where the organisation can leave a checkmark when either a single-necessary measure is introduced, or leave a checkmark with text implying that the mitigation is a continuous process, but that it is currently in effect. Tables 16–20 present short and concise solutions with key words, while more detailed information regarding the identified risk and its suggested solution is presented below, according to the department.

### 6.4.1. Programming

**(1) A representative of Greenpeace Norway being violent on a mission.** If an activist representing Greenpeace Norway committed a violent act on a mission, it could have a severe negative impact on their donor base and target group, as supported by findings from the questionnaire. This risk is prioritised as the top identified risk within programming. Greenpeace Norway already has extensive routines and protocols for volunteers and staff who want to participate in missions, including an introduction to civil disobedience course which is the first session of training and which is obligatory for all staff regardless of desire to participate in non-violent actions or not. However, this course does not necessarily happen immediately upon employment with the organisation, and it is possible for staff members who have not taken the course to participate on events (but not missions) representing Greenpeace. Because potential violence while representing Greenpeace is such a big risk, it is recommended to make this course obligatory for before ever representing Greenpeace publicly (for example by wearing a Greenpeace jacket) while participating in their events.

**(2) Having undocumented communication and commitments with partnering organisations.** The second identified risk regarding undocumented communication and commitments with partnering organisations is somewhat already in process of being mitigated. For all commitments with legal bearings, Greenpeace Norway is careful to have



intricate details formally in writing. In addition, there are monthly, weekly, and even daily communications and loose commitments with partnering organisations that are not documented. It is suggested to have at least keywords written down in shared documents by the organisations as to what has been communicated and agreed upon, to prevent miscommunication.

**(3) Campaign inefficiency due to limited amount of staff.** This risk is somewhat unavoidable. As with any non-profit organisation, Greenpeace Norway has limited resources, and sometimes employees have to work outside their regular hours. This happens in particular during certain periods for some campaigns, when work demands peak. As a means to compensate for these periods, it is suggested to explore the opportunity of opening internship positions for students with relevant studies from schools, which could approve internship work as part of their studies. Brand awareness is very high for the organisation, and sustainability has never been more relevant for students, companies, and the work force, so it could be advantageous for all parties involved to offer internships. Interns could take on tasks that require less responsibility that could contribute to their learning experience, while freeing up time for regular employees to complete other tasks. Internships may also be a way to attract future employees who may not have otherwise applied to work at Greenpeace Norway.

**(4) Insufficient performance appraisals/feedback/validation.** The fourth risk addresses performance appraisals. They are a good way to validate staff, but also volunteers, in different ways that can both increase productivity, motivation and efficiency. Greenpeace Norway already has good practices on performance appraisals for their employees, but not for volunteers, despite volunteers doing valuable work representing Greenpeace on missions. It is therefore suggested to implement that urgently.

**(5) Lack of contact routes and options to change attendance status.** Mitigation for the fifth risk is already in process. There are multiple contact routes to ask questions and change attendance statuses for events, seminars, etc hosted by Greenpeace Norway.

**Table 16.** Risk mitigation log for the programming department at Greenpeace Norway

Identified Risk	Owner	Solution	Plan due
1. A representative of Greenpeace Norway being violent on a mission	Frode	Implement obligatory introduction to civil disobedience course for all who participate in any event representing Greenpeace	Urgently
2. Having undocumented communication and	Frode and Aud	Implement documentation also for regular communication and loose agreements in	Urgently

commitments with partnering organisations		form of keywords about what has been agreed upon	
3. Campaign inefficiency due to limited amount of staff	Frode	Explore and possibly implement the opportunity of student internships	By January 2023
4. Insufficient performance appraisals / feedback / validation	Volunteer coordinator	Incorporate performance appraisals for volunteers as well	Urgently
5. Lack of contact routes and options to change attendance status	Frode	Have plenty of contact routes and opportunities to change attendance status	Already in process

#### 6.4.2. Fundraising

**(6) Not being able to renew and grow the donor base.** Not being able to renew and grow the donor base was ranked as the overall top priority of identified risks. This is an overarching risk which is dependent on many other variables, with a high potential impact. The more effectively other sub-risks are mitigated, the more donors will be willing stay and the more new donors will be willing to come onboard. This risk was used as an overarching goal in the strategy map, in order to demonstrate how risk management for this organisation can create and contribute to increased value. The suggested measure to mitigate it is therefore to hit the goals and projections on critical success factors by mitigating related identified risks.

**(7) Not having a diverse and large, dependable donor base.** The seventh identified risk is already in process as Greenpeace Norway has a donor base of 18,178 (2020), built on a diverse demographic. This is supported by findings from the interview with Halvorsen, who stated that the donor base did not shrink but in fact grew over the COVID-19 pandemic from 2020 through 2022.

**(8) Difficulties providing leads and donations due to technical changes on social media platforms.** Technical changes happen all the time on the social media platforms that Greenpeace Norway uses to market, to generate leads, as well as to fundraise both organically and directly. These technical changes sometimes make it difficult to reach target groups, which leads to poorer and more expensive results while the changes are studied and mastered. This is an unavoidable external risk, but mitigation can still be incorporated. When a new change happens on a platform, it is recommended to use a limited amount of time and resources on that channel until the fundamentals of the changes are learned, while prioritising

another platform in the meantime, in order to avoid newly generated leads and donors costing more resources than necessary.

**(9) Lack of feedback from users and donors.** Resources are not spent to gain valuable feedback from users and donors in terms of what works, what motivates donors, how Greenpeace Norway is perceived, what was the deciding factor in becoming a donor, etc. This research could represent a highly rewarding investment, as gaining knowledge on this could reveal targets and help Greenpeace Norway to get the most out of limited marketing and fundraising resources. It is suggested to invest resources on periodic surveys among users and donors.

**(10) High turnover rate in the fundraising department.** Telefundraising and recruiting on the streets are typically part time jobs for Greenpeace Norway employees. The fact that it is an NGO with much lower salaries the general population of Norway is also true of these jobs. It can also be considered a demanding job. Higher turnover rates than other jobs may be unavoidable, but to attempt to lower it, it is suggested to have less focus on sales and performance until each individual employee has settled in their new position, which should take no more than 2-4 weeks. There is already a training period of two weeks with lowered expectations, but there are still some expectations from early on. Although it could be more costly to focus more on well-being, comfort, and a sense of accomplishment for a longer time-period, some employees may take longer to settle into the job, and this extended starting period may contribute to employees staying in the position for longer time-periods, ultimately resulting in less resources spent overall.

**(11) Not adjusting content to your target groups.** To get the most out of the limited marketing and fundraising budget, it is important to know relevant target groups and adjust content accordingly. The staff responsible for such tasks are already heavily results-driven, both referring to the selected platforms used and their targeted audiences. Thus mitigation for this risk is already in process, but it could be further improved by giving staff survey results from donors and users to sharpen this targeting.

**(12) Limited marketing and fundraising budgets for social media and media channels.** As mentioned, Greenpeace Norway works with a limited marketing and fundraising budget on social media and other channels. This is a risk, as it may contribute to greater challenges in renewing and growing the donor base. However, Greenpeace Norway is already reportedly highly effective with this budget, and the only remaining “solution” is to increase the budget.

To do so could result in growth, and ultimately more resources, to fulfil their mission. As the organisation is dependent on individual donations and works with tight budgets across all departments, the suggested way to mitigate this risk is to increase the budget for marketing and fundraising on social media channels only in peak seasons, whether that be during a specific time of the year, or combined with a campaign’s result, to get even more out effectively out of a limited budget.

**(13) Not being able to keep track of correlation between campaign changes and user participation.** Tracking correlation and changes between case, user and donor participation could give valuable feedback on what activities and content are appreciated and effective, and what is not. It was undetermined from the interviews whether or not Greenpeace Norway does anything to track this correlation. However, some level of tracking is easily possible using petitions, which could allow for easy assessment of which campaigns gain traction amongst users and donors. Greenpeace Norway have also recently asked their users directly about the climate lawsuit, a recent case, and what the user thought was the appropriate next call (whether to continue with the case, or not). It is suggested that Greenpeace Norway track the tools that can be implemented through existing measures, and implement new ones, in order to track correlation in participation.

**(14) Not tracking fundraising progress.** Greenpeace Norway tracks their fundraising progress, which helps with effectiveness and staying dynamic.

**(15) Inconsistent (social) media content.** The organisation already produces similar content on different platforms, with minor adjustments for reaching specific target groups through different channels.

**(16) Not calculating churn rate.** Numbers such as the churn rate are provided to Greenpeace Norway by an external organisation, to help track progress regarding the size of the donor base and fundraising progress.

**Table 17.** Risk mitigation log for the fundraising department at Greenpeace Norway

Identified Risk	Owner	Solution	Plan due
6. Not being able to renew and grow the donor base	Jin	Hit the goals and projections on critical success factors	Continuous process
7. Not having a diverse, and large, dependable donor base	Jin	Have a large, diverse donor base by targeting different demographics	Already in process

8. Difficulties providing leads and donations due to technical changes on social media platforms	Jin	Prioritising resources on other platforms while using time and only necessary resources to master the change	Urgently
9. Lack of feedback from users and donors	Jin	Periodically have surveys for user and donors	Every other year
10. High turnover rate in the fundraising department	Jin	Ultimate focus on well-being and sense of accomplishment with assigned tasks for 2-4 weeks for new employees to settle down	Urgently
11. Not adjusting content to your target groups	Jin	Know your target groups and adjust content accordingly	Already in process
12. Limited marketing and fundraising budgets on social media and media channels	Aud and Jin	Increase the budget in peak seasons	When appropriate
13. Not being able to keep track of correlation between campaign changes and user participation	Jin	Keep track and register user participation on different campaigns	Urgently
14. Not tracking fundraising progress	Jin	Track fundraising progress	Already in process
15. Inconsistent (social) media content	Aud and Jin	Make sure to provide similar content, people should work closely to make sure of this.	Already in process
16. Not calculating churn rate	Jin	Calculate the churn rate	Already in process

#### 6.4.3. Communication

**(17) Not appearing credible.** This risk was brought up as a concern in multiple interviews. Not appearing credible is a major risk, particularly for an organisation that is dependent on support from individuals and that is attempting to increase awareness, lobby, and provide solutions for a global crisis. It is suggested to further increase awareness and emphasize to the public that civil disobedience actions taken on by the organisation is done as a last resort, as some dislike such actions and associate it with a lack of seriousness. Another factor that could increase credibility is increasing awareness of Greenpeace's independent science unit, which also functions as an advisory unit to Greenpeace offices worldwide. Some individuals may not associate Greenpeace with high credibility regardless of what is done to mitigate this risk, but these two measures may convince others or reaffirm beliefs in Greenpeace Norway's credibility. In addition to the suggested measures, credibility is linked to numerous other identified risks, and the mitigation of those could also help to increase and stabilise the organisation's perceived credibility.

**(18) Being perceived as violent, aggressive, and not being taken seriously due to civil disobedience actions and use of “angry” words.** As stated above, it is also suggested to make it very clear that civil disobedience is the last resort for the organisation, for how it relates to this risk as well.

**(19) Being perceived with another identity than you have and focus on.** Unfortunately, this is a somewhat unavoidable risk. Greenpeace is a large international organisation with different focuses in different countries. Some may perceive Greenpeace Norway with what Greenpeace does in other countries, even though those specific campaigns are something Greenpeace Norway does not want to focus on or be identified for. No measures have been suggested to implement for this risk.

**(20) Not being present and perceived as relevant.** Not being present and perceived as relevant is a problematic concern for any organisation. However, in reality, Greenpeace Norway have chosen relevant campaigns that have garnered international attention, such as the climate lawsuit. Greenpeace Norway also responds quickly to new developments, such as the discovery that Norwegian ships are currently shipping Russian oil to the European market. Greenpeace Norway successfully revealed and spread this information quickly, started a petition demanding answers from the government, and performed a non-violent direct action in connection with this shortly after the discovery. By continuing with such campaigns and efforts, it is hoped that the public correctly perceives Greenpeace Norway as both present and relevant.

**(21) Having undocumented communication and commitments with partnering organisations.** The findings on this risk are already presented in number (2), above.

**(22) Limited marketing and fundraising budgets on social media and media channels.** The findings on this risk are already presented in number (12), above.

**(23) Comment sections stealing time and focus.** The comment sections can sometimes lead to staff using valuable time on moderating discussions. Sometimes, staff may have to stop engaging, but there are not clear protocols on when this exit from the conversation should be. Such protocols should be set urgently, and document or file with links to research for key topics should be ready to be used and placed as top comments. Thereafter, staff running the social media accounts should leave unnecessary discussions, whilst others in the public can see the research the employee linked and potentially continue the conversation amongst themselves.

**(24) Not tracking media comments of the organisation.** Tracking media mentions about both the organisation, its spokespeople, and words of interest are already a part of Greenpeace Norway's daily operations. This is done by an external company called Retriever, who provide a daily report on preferred mentions. No suggested measures are needed other than to continue to use Retriever.

**(25) Not handling incorrect information of the organisation correctly and swiftly.** Greenpeace Norway has a clear protocol on how to handle incorrect information published about them. With daily reports from Retriever, these errors are quickly identified and handled by taking contact with the source/publisher asking them to rectify their published piece.

**(26) Lack of protocol for responding to negative mentions.** The leader, communication head, and possibly an advisor gather when necessary to come up with a response to negative mentions. No additional mitigation is suggested or necessary.

**(27) Lack of feedback from the public.** Greenpeace Norway has access to some survey results from the public, conducted by Greenpeace International. However, the results are not necessarily regarding the general population of Norway. Feedback from surveys should reflect where Greenpeace Norway operates and has their market, namely, Norway. Therefore, it is suggested to have periodic surveys from this demographic. Current staff could also be encouraged to provide suggestions on information that should be collected from the surveys, in order to make their daily operations more effective.

**(28) Not going through a planned checklist with media contact.** There is no official checklist to go through on how to handle media contact. All necessary people receive training on how to handle speaking with media, and relevant parties do not claim to have any difficulties interacting with media. Pleym is generally used as the main spokesperson for Greenpeace Norway, but as the organisation moves forward and attempts to showcase diversity and expertise by having several spokespeople for the organisation, it could be meaningful to establish a check list of what factors representatives should ensure are addressed with media contacts, before they become experienced. The list would provide information on what to cover in the first contact, questions to ask such as that regarding deadlines, the duration/length of media content, who else will participate in the said content, whether there is a photo component, and asking for the final copy to review prior to publication, which is a legal right in Norway. This could also contribute to reduced

disruptions and workloads for Nordø, who may not have to as extensively review or provide feedback if a checklist of required content and steps are already followed by employees.

**(29) Inconsistent (social) media content.** The findings on this risk are already presented in number (15), above.

**(30) Unclear and difficult for press and media to reach correct people.** Some information on contact persons are currently available on Greenpeace Norway’s website, including a picture with contact information and position title for most full-time employees. However, information on which advisors or experts work on which campaigns are not available or clear, and some new employees are not yet listed on the website. Nordø mentioned that more keywords on campaigns would be added, which is the suggested mitigation alongside systematic updating of the website with onboarding of new employees.

**(31) Lack of official contact list for own and partnering organisation(s).** Some of the staff have personable and good relationships with staff from other partnering organisations and media. As communication is regular and often, many staff members have their largest and more comprehensive contact lists on their private phones. While there are currently a few different official lists, it is suggested that these lists and personal lists be merged, and that this official list be accessible to all employees. This could make it easier for new staff to be effective and independent in communicating with individuals on the list, and may lead to improved networking and the discovery of existing relevant contacts. Also, in the case of a staff member with many personal connections leading Greenpeace Norway, the organisation would not lose their contact list and operations would not be affected, as the contacts would already be incorporated in an official list.

**Table 18.** Risk mitigation log for the communication department at Greenpeace Norway

Identified Risk	Owner	Solution	Plan due
17. Not appearing credible	Aud	Make it more clear that civil disobedience is the last resort and that the organisation has a science unit which also functions as an advisor organ to Greenpeace offices across the globe	Urgently
18. Being perceived as violent, aggressive, and not be taken seriously due to	Aud	Focus on messaging explaining that civil disobedience is the last resort	Urgently



civil disobedience actions and using angry words			
19. Being perceived with another identity than you have and focus on	Aud	-	-
20. Not being present and perceived as relevant	Aud	Choose and work on relevant campaigns, and act quickly to new developments	Already in process
21. Having undocumented communication and commitments with partnering organisations	Frode and Aud	Implement documentation also for regular communication and loose agreements in form of keywords about what has been agreed upon	Urgently
22. Limited marketing and fundraising budgets on social media and media channels	Aud and Jin	Increase the budget in peak seasons	When appropriate
23. Comment sections stealing time and focus	Aud	Set a time limit for moderating comment sections. Have links to research prepared for regular topics being confronted on, ready to post and place as top comment(s)	Urgently
24. Not tracking media comments of the organisation	Aud	Track media mentions on the organisation	Already in process
25. Not handling incorrect information of the organisation correctly and swiftly	Aud	Have a clear protocol on how to handle incorrect information being published about the organisation	Already in process
26. Lack of protocol for responding to negative mentions	Aud	Have a clear routine of how to handle negative mentions	Already in process
27. Lack of feedback from the public	Aud	Have period surveys from the public, specifically the population of Norway	Every other year
28. Not going through a planned checklist with media contact	Aud	Have a tangible checklist of questions to ask media upon contact accessible for all staff	Urgently
29. Inconsistent (social) media content	Aud and Jin	Make sure to provide similar content, people should work closely to make sure of this.	Already in process
30. Unclear and difficult for press and media to reach correct people	Aud	Update the contact list of the website to include which advisors works on which campaigns. And include information of new staff quicker on the website	Urgently
31. Lack of official contact list for own and partnering organisation(s)	Aud	Create one official list with contact information and position titles, and appoint a staff member to be responsible to update it	Urgently

#### 6.4.4. IT

**(32) Under-preparedness of cyber attacks.** There are currently no training or protocols on how to deal with cyber-attacks. There are many suggested measures to mitigate this risk. The standard should be to regularly update software, as to not become as vulnerable to potential attacks. Emails should regularly be sent out to all staff to prepare and spread awareness of attacks. Many organisations send out emails designed as realistic attacks and see how their staff handle it, and if it is not satisfactory, they are reminded of the appropriate response and are trained to be more prepared for the next training or potentially for the next real attack. Otherwise, regular training such as presentations on cyber attacks, for example bi-annually, should be implemented by IT personnel, and should also become a part of training for new employees.

**(33) Staff not being trained to properly handle and deal with confidential information.** There is a big risk to any organisation's reputation, if the public learns that their personal data have not been properly handled or if there has been a breach of regulations and/or privacy laws. All staff are informed and trained in dealing with confidential information already, so no suggested measures are needed aside from that this remain a continuous process.

**(34) Old and/or ineffective operating systems and software platforms.** With limited resources comes older software and hardware. Both software and hardware were recently updated at Greenpeace Norway, but at the time of replacement, the replaced software and hardware were quite old. If there are old or ineffective software platforms or operating systems and hardware, this can cost time and energy of staff who attempt to use these to work. Particularly for a non-profit organisation such as Greenpeace Norway, this is valuable time, and with a long-term perspective, updating software and hardware when it begins to implicate operations to newer, more user-friendly options could contribute to time saved. It is therefore suggested to update software and hardware more frequently, before they become very old and ineffective.

**(35) Insufficient keep of critical data.** From the interviews, it is not clear whether or not critical data is backed up off-site. If not, it is suggested to ensure that it is, urgently.

**(36) Old and/or ineffective hardware.** See findings in number (34), above.

**(37) Lack of back-ups and contingency plans when acquiring new systems.** Mitigation for this risk is already implemented. Lack of back-ups and contingency plans when acquiring new

systems can lead to operations being temporary shut down, potentially leaving staff with little to do and resources leaking out, despite this risk being preventable.

**(38) Lack of contingency plans for the risk of faulty hardware and user error.** Lack of contingency plans for the risk of faulty hardware can render an organisation unable to access or use its technology. Halvorsen believes that plans and back-ups exist, but this needs to be confirmed and the contingency plan should be easily accessible by necessary staff.

**(39) Saving an excessive amount of documents and data.** The standard at Greenpeace Norway is to save everything, just in case. This could lead to an ineffective, unclear, and unnecessary complex data retrieving system as a result of a large proportion of storage being used up by unimportant things. This may also speed up aging of software and hardware systems the material is stored on. It is suggested to change this standard, and to maintain only documents and data that is useful and necessary. This can also be reinforced to become the standard by having it be a part of the training process for new employees. Periodic cleaning of files can be conducted, so that a greater proportion of more recent files are deleted, while only highly important older files are kept.

**Table 19.** Risk mitigation log for the IT department at Greenpeace Norway

Identified Risk	Owner	Solution	Plan due
32. Under-preparedness of cyber attacks	IT personnel	Implement protocols and regular training to prepare for such events	Urgently
33. Staff not being trained to properly handle and deal with confidential information	All	Provide proper training for staff to handle confidential information properly	Already in process
34. Old and/or ineffective operating systems and software platforms	IT personnel	Update or get new operating and software system(s) regularly	When appropriate
35. Insufficient keep of critical data	IT personnel	Have critical data backed-up off site	Urgently
36. Old and/or ineffective hardware	IT personnel	Update hardware regularly	When appropriate
37. Lack of back-ups and contingency plan when acquiring new systems	IT personnel	Always have back-up and contingency plans when acquiring new systems	Already in process
38. Lack of contingency plans for the risk of faulty hardware and user error	IT personnel	Always have back-up and contingency plans for the risk of faulty hardware	Already in process
39. Saving an excessive amount of documents and data	IT and All	Maintain only documents and data that is useful and necessary	In the next few months

#### 6.4.5. All departments

**(40) Corruption by the board, a leader, or staff.** Although it is never possible to say that an organisation is completely protected from corruption, certain measures can be taken to reduce or prevent this risk. Pleym confirmed that all tax documents are reviewed by the board (Appendix 2, lines 362-363). Good routines and control of finances can act as a deterrent for corruption. Otherwise, the culture of independence and appreciation of donors is strong in the organisation, as all staff are aware that all capital raised and used comes from individuals, and this may also serve as a deterrent to corruption. As salaries are lower than the corporate sector and are even lower than in similar sized NGOs, one could assume that internal forces are high for the staff working there, making it even less likely for employees to commit corruption. However, an argument could be made that because of low salaries, the threat of corruption is increased. Thorough routines that are practiced to bring up issues and control and periodic audits of any and all aspects relating to the organisation's financial capital should be continued.

**(41) Staff not being trained to properly handle and deal with confidential information.**

Any misstep regarding privacy laws and confidential information could lead to a costly scandal for the organisation. Greenpeace Norway already have all necessary staff informed and trained to handle such information with proper care.

**(42) Conflict of interest arising.** Greenpeace Norway already has conflict of interest policies, and Pleym has never experienced a case not being handled properly. Nonetheless, measures to ensure comprehensive training, periodic attendance of conflict of interest courses, and implementation of conflict of interest information as part of onboarding training of new employees throughout the organisation should be implemented.

**(43) Staff taking on roles outside their responsibilities without receiving proper training.**

Greenpeace Norway is no exception from other NGOs, where employees often have to perform several different tasks outside of their job description. When staff are not trained for such events, however, it can lead to problems. Mitigation for this is already implemented by Greenpeace Norway, as no employees are asked to perform tasks that they are not prepared to handle, and knowledge-sharing is valued by the leader and is incorporated in daily operations.

**(44) Loss of potential employees in the recruitment process and loss of current staff due to low salaries.** Like most staff working for NGOs, the employees at Greenpeace Norway

have much lower salaries than those with similar roles in competitor organisations in the private sector, and often also have lower salaries than the general population of Norway. Certain individuals will never apply for positions at Greenpeace Norway due to the salary gap, and this is an unpreventable and unmitigable risk. It is not suggested to raise salaries to match private competitors, but it is suggested to consider raising salaries to at least the level of similar sized NGOs, as much as possible.

**(45) Lack of clear guidelines for personnel to bring up an issue.** There are already clear guidelines for personnel to bring up issues, for example during performance appraisals. In addition to bringing up issues there, employees are also asked whether they are comfortable bringing up potential issues with one or multiple people, otherwise.

**(46) Having an ineffective calendar/scheduling system or practises.** Greenpeace Norway recently made the switch to the Google Calendar scheduling system. It is the standard to check if other desired participants are busy prior to requesting a meeting. Whether or not others see that the employee is busy with a work-event or personal event are up to the individual. These standards are alike across the entire international organisation.

**(47) Saving an excessive amount of documents and data.** The findings on this risk are already presented in number (39), above.

**Table 20.** Risk mitigation log for all departments at Greenpeace Norway

Identified Risk	Owner	Solution	Plan due
40. Corruption by the board, a leader, or staff	All	Have good routines, control, and periodic audits of every aspect surrounding the organisations capital	Already in process
41. Staff not being trained to properly handle and deal with confidential information	All	Have all necessary staff informed and trained to handle such information with proper care	Already in process
42. Conflict of interest arising	Frode	Implement conflict of interest policy and training, as well as information as part of the training for new hirees throughout the organisation	Half in process, half to be urgently implemented
43. Staff taking on roles outside their responsibilities without receiving the proper training	Frode	Provide proper training for tasks performed outside employees regular job description	Already in process
44. Losing potential employees in the recruitment process and	Frode	Slightly raise salaries for key employees if need be	Urgently

current staff due to low salaries			
45. Lack of clear guidelines for personnel to bring up an issue	All	Provide clear guidelines for personnel to bring up issues	Already in process
46. Having an ineffective calendar/scheduling system or practises	All	Get an effective calendar/scheduling system	Already in process
47. Saving an excessive amount of documents and data	IT and All	Maintain only documents and data that is useful and necessary.	In the next few months

## 6.5. Strategy map

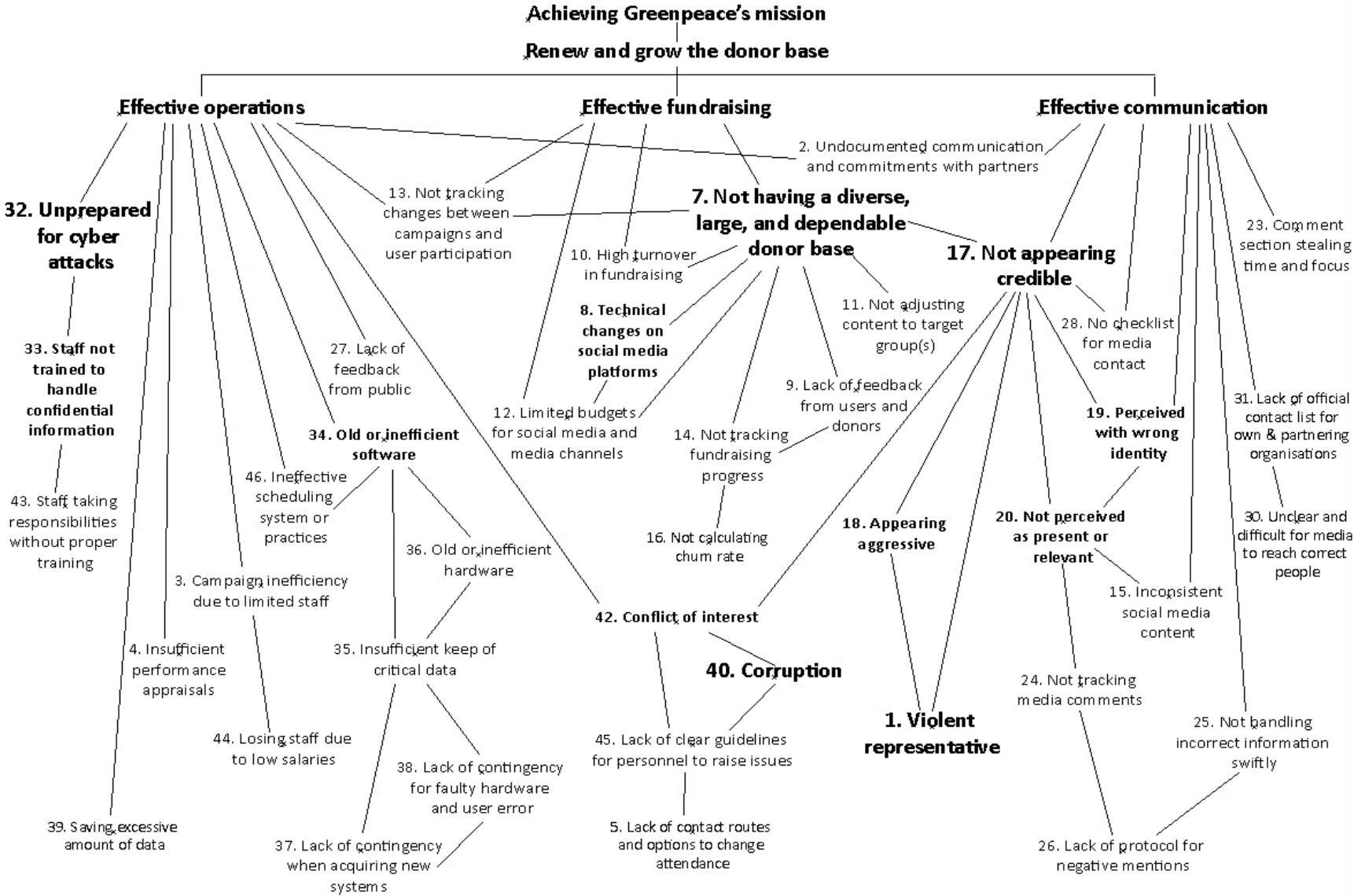
A strategy map can provide the basis for a long-term strategy for small-to-medium non-profit organisations (Tenney & Sheikh, 2019), by identifying priorities and goals necessary to meet the organisation’s mission (Tenney, 2020). A total of 42 risks are included in the strategy map (Figure 5). In the strategy map developed at present, identified risks are prioritised and listed, and connections show how mitigation of said risks can help the organisation reach its mission. The overarching goal is based on the overall top ranked risk, not being able to renew and grow the donor base, and each risk is in different ways connected to this. Achieving the organisation’s mission will require both many resources and numerous voices and influence, which a large donor base can provide.

The largest bolded fonts represent the risks that are the most threatening to the organisation, and which are the most important to implement mitigative actions for. These largest bolded risks also represent overarching risks. The smaller the font gets, the more isolated the risk is, which reflects how a lack of mitigative action against this risk should affect the overarching goals and the organisation’s success to a lesser extent.

To have the best chance at renewing and growing the donor base, it was determined that three main sub-goals should be achieved: having effective operations, having effective fundraising, and having effective communications. The remaining 41 risks all fall under these three sub-goal categories, and to achieve the ultimate goal of renewing and growing the donor base effectively, it was found that all 41 risks should be mitigated. Their connections to each other and the overarching goals are shown in an intuitive and legible way in the strategy map, which is ideal for it to be used by professionals without risk management experience. When

working on risk management progress for an organisation, one should consider both short- and long-term objectives which should be legible and consistent with other goals of the non-profit organisation in terms of growth (Jackson, 2006); as has been done and illustrated in the strategy map at present.

Figure 5. Strategy map of Greenpeace Norway’s daily operational risks, and overarching risks and goals





## 7. Discussion

This study collected data and studied its context to create a risk register, a risk mitigation log, and a strategy map for Greenpeace Norway, one of the largest and most recognised environmental non-profit organisations in Norway. By using primary data, a questionnaire, and three in-depth interviews, risks common to non-profit organisations suggested in *The Nonprofit Risk Book* (Feiler & Nayowith, 2017) and other risks, including those specific to the organisation, were identified, largely through interviews and qualitative data. In total, 42 risks relating to the day-to-day operations of the organisation were identified. Among these risks, the organisation already had an active mitigation process in place for 18. The main overarching risk identified within the day-to-day operations of Greenpeace Norway was not being able to renew and grow the donor base. The total 42 risks' connections with one another and how their mitigation can create value for the organisation is illustrated in a strategy map, while the risk mitigation log describes how these risks can be mitigated. Select risks are overarching and connect to many other risks, and the mitigation of these overarching risks in particular are vital for the organisation to be able to work towards reaching their ultimate mission of protecting the environment and preventing a global climate crisis.

### 7.1. Overarching risks

#### 7.1.1. Renewing and growing the donor base

Risk management planning is a technique with the potential to facilitate growth (Jackson, 2006). Although not being able to renew and grow the donor base is not a specific risk suggested to watch out for in *The Nonprofit Risk Book* (Feiler & Nayowith, 2017), the main source relied upon in this paper, it is clear that not renewing and growing the donor base would inflict the organisation in a highly negative and impactful way. In addition, Greenpeace Norway is financially independent from state and corporate funding, which makes them completely dependent on individual donations for operations (Greenpeace Norge, 2022). Therefore, the organisation is even more vulnerable to a reduction in the donor base. Frode Pleym, the leader of Greenpeace Norway, also mentioned this as a key risk that the organisation faces. To be able to renew and grow as effectively as possible, each and all of

operations, fundraising, and communication need to work optimally, and the identified and suggested mitigation for the remaining 41 risks should facilitate this.

One major risk related to renewing and growing the donor base that was identified through the questionnaire was corruption by a leader in the organisation. It was found that it would increase the chances of 91.1% of the identified market to either stop their donations to the organisation in question, or deter them from beginning to donate to the organisation. Corruption in NGOs is a significant concern, and one of the ways to manage risk of corruption is to have good monitoring and whistle-blowing mechanisms (Trivunovic et al., 2011). The financial reports are monitored by the Greenpeace Nordic board. It was also found that measures for proper guidelines and multiple routes for raising potential issues were already in place, effectively mitigating this risk of the organisation.

Another risk to be wary of related to the donor base is whether or not the donor base is large and diverse enough to be dependable. Relying on donors from only one industry, for example, can be high-risk if that sector experiences a downturn (Feiler & Nayowith, 2017). As mentioned by Jin Halvorsen, the head of the fundraising department at Greenpeace Norway, the donor base did not go down during the COVID-19 pandemic spanning 2020–2022, but it actually had a slight growth. This demonstrates that the donor base is diverse enough, and that the 18,187 individuals making up the donor base in 2020 (Greenpeace Nordic, 2021b) is large enough to be dependable. As illustrated in the strategy map, having and keeping a large, diverse, and dependable donor base is connected to several other risks, such as not tracking fundraising progress, high turnover rate amongst recruiters, not adjusting content to target groups, and not appearing credible. Some of these connected risks are already being mitigated by Greenpeace Norway, while others are not yet and should be, among other reasons in order to increase and stabilise their position in having a large, diverse, and dependable donor base.

#### 7.1.2. Credibility

A risk that was mentioned as significant by both Pleym and Aud Hegli Nordø, the head of the communications department, was not appearing credible. This was not a risk identified from a targeted question based off the literature of *The Nonprofit Risk Book* (Feiler & Nayowith, 2017), but it is supported by Peggy M. Jackson (2006), who wrote in her book *Nonprofit Risk and Contingency Planning: Done in a Day Strategies* that the non-profit sector's success

depends on its integrity and credibility. If the organisation does not appear credible, it may not be taken seriously by the public it is trying to spread awareness to, by other organisations that may not want to co-operate, by donors and target groups who are funding the operations, by media who are a significantly important medium for spreading their message and work, and by unions, politicians, and governments which they lobby to. Jackson (2006) also wrote that risk management planning can enhance a non-profit organisation's image and credibility. In the strategy map, many identified risks were linked with appearing credible. By mitigating these connected risks, one might increase and confirm the organisation's credibility. If the organisation does not appear relevant, appears aggressive, has inconsistent content on media channels, or simply does not handle incorrect information being published about them, it could potentially decrease their credibility. If this happens, it could in turn affect both having a large dependable donor base, as well as the organisation's ability to renew and grow its donor base, further implicating the organisation's work towards its mission.

It was mentioned by Nordø that the organisation can also be identified for other things than what the Greenpeace Norway office tries to focus on and spread through messaging. She also mentioned that in a previous survey, it was found that Greenpeace Norway is perceived as being more aggressive and violent than Greenpeace is in the other Nordic countries. This is something that could make the Norwegian public perceive Greenpeace Norway as less serious or credible than ideal or desired. Nordø believes this is related to the use of aggressive words, among other things, and she currently works to mitigate this risk by making sure to use as many friendly, inclusive, and peaceful words as possible in their content in order to get the public with them, instead of against them. Another measure suggested at present to mitigate this risk is to convey more frequently that civil disobedience is the organisation's last measure in various campaigns, and to emphasise the other means which were attempted before civil disobedience action was taken. The questionnaire results also showed that there was a clear correlation between those who associated Greenpeace with civil disobedience and those who disliked Greenpeace Norway, and therefore to more clearly justify civil disobedience actions may contribute to greater support from the public.

### 7.1.3. IT

One chapter in *The Nonprofit Risk Book* (Feiler & Nayowith, 2017) is dedicated to technology, with suggestions of risks to watch out for. In this field, many of the risks

identified as relevant to Greenpeace Norway were identified using targeted questions based on this chapter of the book (Feiler & Nayowith, 2017). This included the use of ineffective and/or old hardware and software, proper training in handling confidential information, and saving an excess of unnecessary data. Viruses, bugs, and hacking threats are perhaps the most common risk to cyber continuity (Feiler & Nayowith, 2017). Hacking may be the rarest of the three, but it could have a major impact if inflicted. The largest identified risk within this field is therefore under-preparedness against cyber-attacks. The organisation does not currently have any mitigation implemented for this risk. For example, no emails with baited hacker content are sent out by the IT department to prepare employees for future possible attempts, which are a common strategy used in larger organisations to train employees against attacks. No presentations on the subject are a part of staff members' schedules. Several of the identified risks are connected to the IT department, and the owner of these risks have been assigned to IT personnel. Greenpeace Norway previously only had an IT department from within the entire Nordic entity, but they recently hired an IT employee who operates directly from the Oslo office. It is suggested that preparing the Greenpeace Norway office and its staff for the possibility of cyber-attacks be this employee's first and highest ranked risk of responsibility to address.

#### 7.1.4. Other risks

Another risk which was identified that was not included in any of the risk registers or risk mitigation logs is the risk of becoming dependent on budgeted cash reserves. *The Nonprofit Risk Book* (Feiler & Nayowith, 2017) describes this as a notable red flag, and that too many non-profit organisations function with a minimal cushion of a cash reserve operations fund. As Pleym acknowledged, Greenpeace also has very low budgeted cash reserves. However, he emphasized that this is a key part of their policy for using as many resources on the mission(s) as possible, as opposed to saving resources. This makes the organisation vulnerable and is undoubtedly a relevant and impactful risk, but it is a part of the organisation's value-driven policy and Greenpeace Norway, specifically, could not change that individually even if it was desired. Therefore, no mitigation was suggested for Greenpeace Norway to counteract this risk.

## 7.2. ERM plan

Literature primarily from *The Nonprofit Risk Book* (Feiler & Nayowith, 2017) and supported by other literature has been used to identify 42 relevant risks for Greenpeace Norway, and to create risk registers and risk mitigation logs for the organisation. In addition, a strategy map has been developed to demonstrate the connection of value creation and risk management and mitigation. The ultimate aim of this thesis was to create a functional and legible ERM plan that could stand alone for the organisation, and it was therefore deemed necessary that the plan itself is simple, easily legible, and concise for an audience without extensive risk management experience. Although the ERM plan can stand alone, it is also nonetheless recommended that the entire thesis be read for a deeper understanding of risk management, and to thoroughly understand the assessment and mitigative actions for the identified risks. To keep the ERM plan concise, only limited descriptive writing was included for each risk within the risk registers, risk mitigation logs, and strategy map.

According to Feiler and Nayowith (2017), a risk management plan is a document that contains the following: identified organisational risks to be addressed, the mitigation activities that will be taken to deal with each identified risk, the desired goal to be achieved from addressing the risk, performance indicators that support effective mitigation, the owner or person(s) responsible for implementing the risk mitigation activity, and due dates for completion of mitigation. These steps have largely been followed, although with certain adjustments to ensure that the final ERM plan be legible and concise for Greenpeace Norway. These adjustments were made because the benefactors of the ERM plan have not personally created or worked extensively with risk management, and thus these adjustments were made to improve functionality.

### 7.2.1. Readiness, rollout, and observation

Preparing for ERM planning begins with the vital process of heightening the risk awareness of board, managers, staff, and volunteers (Feiler & Nayowith, 2017). Since the first contact with Pleyrn, the leader has been excited and interested in being a part of this thesis, and he has contributed greatly to identifying risks. This behaviour and attitude has also been reflected by several of the additional interview subjects. If the ERM plan produced in this thesis goes on to be used by the organisation, it is recommended to again set an enthusiastic and receptive tone

from the top down, in order to to move forward and facilitate the organisation-wide process of self-assessment and reflection around risk (Feiler & Nayowith, 2017). There should be multiple contact routes easily accessible to all owners of risk, so risks and their mitigation progress observed by staff and volunteers can easily be conveyed to those responsible for monitoring and updating the plan. This is particularly important, as no one is better equipped to report on such risks and their mitigation progress than those facing these risks through their daily work and operations.

### 7.2.2. Risk register and risk mitigation log

It was decided to make five separate risk registers and risk mitigation logs catering to each of four departments, and all departments combined. The four different departments included programming, fundraising, communication, and IT, while the fifth section referred to all departments and included risks that need mitigation and monitoring from all the departments. The idea of dividing these tables into five sections was to make it as easy and legible as possible for each department to see the identified risks and mitigation actions to apply relevant to them, without having to read through a longer single list of risks. The organisation's identified risks and their assessments can be found in the different risk registers, and the risk mitigation log demonstrates which mitigation actions should be taken for each identified risk and who is responsible for said actions. When these proposed actions should be implemented is also suggested in the risk mitigation log, unless the mitigation is already in process. In the ERM plan (unlike in the Results section), another column suggested by *The Nonprofit Risk Book* (Feiler & Nayowith, 2017) is included in the risk mitigation log. This column is that describing the "closed" status, which provides a space to mark a checkmark when the mitigation action has been taken and leaves space for some additional text, if the required mitigation is a continuous process.

### 7.2.3. Strategy map

The strategy map was included to satisfy *The Nonprofit Risk Book's* (Feiler & Nayowith, 2017) demand for the inclusion of demonstrating the goals that would be achieved if risk mitigation took place, and to include performance indicators that support effective mitigation

in the ERM plan. Although the suggested mitigation actions for the identified risks were written in a way that does not necessarily include the how to measure the degree of mitigation, the strategy map provides a legible way to visualise which measures must be fulfilled in order to satisfy the successful mitigation of different risks and contribute to the organisation's overarching goals. The strategy map displays the importance of implementing risk management across the organisation and through the different departments in order to sufficiently mitigate the interconnected risks, and thereby achieve effective risk management.

#### 7.2.4. Monitoring

*The Nonprofit Risk Book* (Feiler & Nayowith, 2017) explains that it is common for leaders of non-profit organisations and NGO's to not have extensive free time in their work day. This was confirmed to be the case for the the organisation and leader of Greenpeace Norway, Frode Pleym, in an interview. He shared that many or all of the full time staff within the organisation frequently work over time to achieve their goals. *The Nonprofit Risk Book* provides a solution for this concern, suggesting that when it seems overly demanding or unrealistic for one person to be the owner of all risks due to time-constraints, it would benefit the organisation as a whole to have multiple owners of risk. This is why it was deemed reasonable to have individual department heads responsible for risks within various departments, as they are also closest to the risks, and their close employees or volunteers may be able to deal and possibly inform them of different risks in their day-to-day work. Nonetheless, it is still beneficial to have one individual responsible for overseeing the entire mitigation process, in the same way it is beneficial for a single person may be appointed to supervise or lead a project to ensure that all details are dealt with in a sufficient manner. It is only natural that this person be Pleym, who as the leader of the organisation should be informed, and who is already acting as the principal of the organisation. *The Nonprofit Risk Book* (Feiler & Nayowith, 2017) also goes on to argue that the person in charge of the risk management plan should be someone who is known for getting stuff done, and who other employees would be eager to work with. Pleym undoubtedly comes across as charismatic, professional, and seems to be well liked by staff members and volunteers. Again, he therefore is the most fitting choice to oversee the risk management plan and the different owners of risks.

*The Nonprofit Risk Book* (Feiler & Nayowith, 2017) states that monthly risk events reviews, quarterly risk mitigation reviews, and biannual ERM planning is optimal; therefore, the same is recommended for Greenpeace Norway at present. For example, the owners of risks should meet monthly to discuss risk events, such as the loss of a key employee; quarterly, to review the risk mitigation actions that have taken place, and biannually, to review and refresh the ERM plan. If Greenpeace Norway prefers to partake in these activities more or less often than suggested due to any number of reasons, this can still be effective, but it should be ensured that the meetings take place frequently enough for effective and continuous risk management.



## Risk management plan for Greenpeace Norway

This is a stand-alone document that provides the plan for mitigating and monitoring identified risks that Greenpeace Norway faces as an organisation through their daily operations. In total, 42 risks are identified, and the organisation already has active mitigation actions for 18 of these risks. The present enterprise risk management (ERM) plan has been divided into five sections to cater to each of the following: programming, fundraising, communication, IT, and risks relevant for all departments. There are five risk registers and five risk mitigation logs specific to each of the aforementioned sections.

### Risk

A risk is the product of the probability of an event happening and its consequences, the impact of which can be either negative or positive (Cloete, 2009). This document provides the identification of risks that Greenpeace Norway faces through its operations, where mitigative actions would prove beneficial and create value for the organisation.

### Risk register

The risk registers display the identified risks and each of their assessments. Specifically, the assessments evaluate whether the risk is internal or external, and the likelihood, impact, and vulnerability of the risk rated as low, medium, or high. The risks are ranked within each department/section, and the overall rankings of the risks across the whole organisation are also listed.

### Risk mitigation log

The risk mitigation logs provide solutions to identified risks in the form of suggested mitigation actions. If mitigative actions are not already in place for a specific risk, a time describing when the suggested action should be taken by is listed, ranging from “urgently” to “biannually” for continuous mitigation that is required. Owners of risks, referring to persons responsible for ensuring mitigate actions are taken for a selected risk, are also listed in the risk

mitigation log. A column called “closed” is included in these tables, with cells that remain empty if mitigative action remains needed. Upon completion, the owners of these risks can leave a checkmark, and potentially include text to describe cases where and when mitigative action is continuously necessary, versus if a single mitigative action is sufficient.

## Programming

**ERM-plan table 1.** Risk register for Programming Department at Greenpeace Norway

Identified Risk	Internal/ External	Likelihood	Impact	Vulnerability	Department	Department priority	Overall priority
1. A representative of Greenpeace Norway being violent on a mission	Internal	Low	High	Low	Programming	1	3
2. Having undocumented communication and commitments with partnering organisations	Internal	High	Low	Medium	Programming and Communication	2	15
3. Campaign inefficiency due to limited amount of staff	Internal	High	Medium	High	Programming	3	16
4. Insufficient performance appraisals / feedback / validation	Internal	Medium	Medium	Medium	Programming (Volunteer)	4	19
5. Lack of contact routes and options to change attendance status	Internal	Low	Low	Low	Programming	5	39

**ERM-plan table 2.** Risk mitigation log for Programming Department at Greenpeace Norway

Identified Risk	Owner	Solution	Plan due	Closed
1. A representative of Greenpeace Norway being violent on a mission	Frode	Implement obligatory introduction to civil disobedience course for all who participate in any event representing Greenpeace	Urgently	
2. Having undocumented communication and commitments with partnering organisations	Frode and Aud	Implement documentation also for regular communication and loose agreements in form of keywords about what has been agreed upon	Urgently	
3. Campaign inefficiency due to limited amount of staff	Frode	Explore and possibly implement the opportunity of student internships	By January 2023	
4. Insufficient performance appraisals/feedback/validation	Volunteer coordinator	Incorporate performance appraisals for volunteers as well	Urgently	
5. Lack of contact routes and options to change attendance status	Frode	Have plenty of contact routes and opportunities to change attendance status	Already in process	✓ (Continuous)

## Fundraising

**ERM-plan table 3.** Risk register for Fundraising Department at Greenpeace Norway

Identified Risk	Internal/ External	Likelihood	Impact	Vulnerability	Department	Department priority	Overall priority
6. Not being able to renew and grow the donor base	Internal	Low	High	High	Fundraising	1	1
7. Not having a diverse, and large, dependable donor base	Internal	Low	High	Low	Fundraising	2	6
8. Difficulties providing leads and donations due to technical changes on social media platforms	External	High	Medium/High	Medium/High	Fundraising	3	10
9. Lack of feedback from users and donors	Internal	High	Medium	High	Fundraising	4	17
10. High turnover rate in the fundraising department	Internal	High	Medium	Medium	Fundraising	5	18
11. Not adjusting content to your target groups	Internal	Low	Medium/High	Low	Fundraising	6	20
12. Limited marketing and fundraising budgets on social media and media channels	Internal	High	Medium	High	Communication and Fundraising	7	21
13. Not being able to keep track of correlation between campaign changes and user participation	Internal	High	Medium	Medium	Fundraising	8	33
14. Not tracking fundraising progress	Internal	Low	Medium	Low	Fundraising	9	34
15. Inconsistent (social) media content	Internal	Low	Medium	Low	Communication and Fundraising	10	37
16. Not calculating churn rate	Internal	Low	Low/Medium	Low	Fundraising	11	41

**ERM-plan table 4.** Risk mitigation log for Fundraising Department at Greenpeace Norway

Identified Risk	Owner	Solution	Plan due	Closed
6. Not being able to renew and grow the donor base	Jin	Hit the goals and projections on critical success factors	Continuous process	
7. Not having a diverse, and large, dependable donor base	Jin	Have a large, diverse donor base by targeting different demographics	Already in process	✓ (Continuous)

8. Difficulties providing leads and donations due to technical changes on social media platforms	Jin	Prioritising resources on other platforms while using time and only necessary resources to master the change	Urgently	
9. Lack of feedback from users and donors	Jin	Periodically have surveys for user and donors	Every other year	
10. High turnover rate in the fundraising department	Jin	Ultimate focus on well-being and sense of accomplishment with assigned tasks for 2-4 weeks for new employees to settle down	Urgently	
11. Not adjusting content to your target groups	Jin	Know your target groups and adjust content accordingly	Already in process	✓ (Continuous)
12. Limited marketing and fundraising budgets on social media and media channels	Aud and Jin	Increase the budget in peak seasons	When appropriate	
13. Not being able to keep track of correlation between campaign changes and user participation	Jin	Keep track and register user participation on different campaigns	Urgently	
14. Not tracking fundraising progress	Jin	Track fundraising progress	Already in process	✓ (Continuous)
15. Inconsistent (social) media content	Aud and Jin	Make sure to provide similar content, people should work closely to make sure of this.	Already in process	✓ (Continuous)
16. Not calculating churn rate	Jin	Calculate the churn rate	Already in process	✓ (Continuous)

## Communication

**ERM-plan table 5.** Risk register for Communication Department at Greenpeace Norway

Identified Risk	Internal/ External	Likelihood	Impact	Vulnerability	Department	Department priority	Overall priority
17. Not appearing credible	Internal	Medium	High	Medium	Communication	1	4
18. Being perceived as violent, aggressive, and not be taken seriously due to civil disobedience actions and using angry words	Internal	Medium	Medium/High	Medium	Communication	2	8

19. Being perceived with another identity than you have and focus on	Internal	Medium	Medium/High	Medium	Communication	3	9
20. Not being present and perceived as relevant	Internal	Low	High	Low	Communication	4	11
21. Having undocumented communication and commitments with partnering organisations	Internal	High	Medium	Medium	Programming and Communication	5	15
22. Limited marketing and fundraising budgets on social media and media channels	Internal	High	Medium	High	Communication and Fundraising	6	21
23. Comment sections stealing time and focus	External	High	Medium	High	Communication	7	22
24. Not tracking media comments of the organisation	Internal	Low	Medium	Low	Communication	8	23
25. Not handling incorrect information of the organisation correctly and swiftly	Internal	Low	Medium	Low	Communication	9	31
26. Lack of protocol for responding to negative mentions	Internal	Low	Medium	Low	Communication	10	32
27. Lack of feedback from the public	Internal	Medium	Low/Medium	Medium	Communication	12	35
28. Not going through a planned checklist with media contact	Internal	Low	Low/Medium	Low	Communication	13	36
29. Inconsistent (social) media content	Internal	Low	Medium	Low	Communication and Fundraising	11	37
30. Unclear and difficult for press and media to reach correct people	Internal	High	Low	High	Communication	14	38
31. Lack of official contact list for own and partnering organisation(s)	Internal	Medium	Low	Low/Medium	Communication	15	40

**ERM-plan table 6.** Risk mitigation log for Communication Department at Greenpeace Norway

Identified Risk	Owner	Solution	Plan due	Closed
17. Not appearing credible	Aud	Make it more clear that civil disobedience is the last resort and that the organisation has a science unit which also functions as an advisor organ to Greenpeace offices across the globe	Urgently	
18. Being perceived as violent, aggressive, and not be taken seriously due to civil disobedience actions and using angry words	Aud	Focus on messaging explaining that civil disobedience is the last resort	Urgently	
19. Being perceived with another identity than you have and focus on	Aud	-	-	
20. Not being present and perceived as relevant	Aud	Choose and work on relevant campaigns, and act quickly to new developments	Already in process	
21. Having undocumented communication and commitments with partnering organisations	Frode and Aud	Implement documentation also for regular communication and loose agreements in form of keywords about what has been agreed upon	Urgently	
22. Limited marketing and fundraising budgets on social media and media channels	Aud and Jin	Increase the budget in peak seasons	When appropriate	
23. Comment sections stealing time and focus	Aud	Set a time limit for moderating comment sections. Have links to research prepared for regular topics being confronted on, ready to post and place as top comment(s)	Urgently	
24. Not tracking media comments of the organisation	Aud	Track media mentions on the organisation	Already in process	✓ (Continuous)
25. Not handling incorrect information of the organisation correctly and swiftly	Aud	Have a clear protocol on how to handle incorrect information being published about the organisation	Already in process	✓ (Continuous)
26. Lack of protocol for responding to negative mentions	Aud	Have a clear routine of how to handle negative mentions	Already in process	✓ (Continuous)
27. Lack of feedback from the public	Aud	Have period surveys from the public, specifically the population of Norway	Every other year	
28. Not going through a planned checklist with media contact	Aud	Have a tangible checklist of questions to ask media upon contact accessible for all staff	Urgently	

29. Inconsistent (social) media content	Aud and Jin	Make sure to provide similar content, people should work closely to make sure of this	Already in process	✓ (Continuous)
30. Unclear and difficult for press and media to reach correct people	Aud	Update the contact list of the website to include which advisors works on which campaigns. And include information of new staff quicker on the website	Urgently	
31. Lack of official contact list for own and partnering organisation(s)	Aud	Create one official list with contact information and position titles, and appoint a staff member to be responsible to update it	Urgently	

## IT

**ERM-plan table 7.** Risk register for IT Department at Greenpeace Norway

Identified Risk	Internal/ External	Likelihood	Impact	Vulnerability	Department	Department priority	Overall priority
32. Under-preparedness of cyber attacks	Internal	Low/Medium	High	High	IT	1	5
33. Staff not being trained to properly handle and deal with confidential information	Internal	Low	High	Low	IT and All	2	7
34. Old and/or ineffective operating systems and software platforms	Internal	Medium	Medium/High	Medium	IT	3	13
35. Insufficient keep of critical data	Internal	Low	Medium/High	Medium	IT	4	14
36. Old and/or ineffective hardware	Internal	Medium	Medium	Medium	IT	5	24
37. Lack of back-ups and contingency plan when acquiring new systems	Internal	Low	Medium	Low	IT	6	25
38. Lack of contingency plans for the risk of faulty hardware and user error	Internal	Low	Medium	Low	IT	7	28
39. Saving an excessive amount of documents and data	Internal	High	Low	Medium	IT and All	8	42



**ERM-plan table 8.** Risk mitigation log for IT Department at Greenpeace Norway

Identified Risk	Owner	Solution	Plan due	Closed
32. Under-preparedness of cyber attacks	IT personnel	Implement protocols and regular training to prepare for such events	Urgently	
33. Staff not being trained to properly handle and deal with confidential information	All	Provide proper training for staff to handle confidential information properly	Already in process	✓ (Continuous)
34. Old and/or ineffective operating systems and software platforms	IT personnel	Update or get new operating and software system(s) regularly	When appropriate	
35. Insufficient keep of critical data	IT personnel	Have critical data backed-up off site	Urgently	
36. Old and/or ineffective hardware	IT personnel	Update hardware regularly	When appropriate	
37. Lack of back-ups and contingency plans when acquiring new systems	IT personnel	Always have back-up and contingency plans when acquiring new systems	Already in process	
38. Lack of contingency plans for the risk of faulty hardware and user error	IT personnel	Always have back-up and contingency plans for the risk of faulty hardware	Already in process	
39. Saving an excessive amount of documents and data	IT and All	Maintain only documents and data that is useful and necessary	In the next few months	

All departments

**ERM-plan table 9.** Risk register for all departments at Greenpeace Norway

Identified Risk	Internal/ External	Likelihood	Impact	Vulnerability	Department	Department priority	Overall priority
40. Corruption by the board, a leader, or staff	Internal	Low	High	Low	All	1	2
41. Staff not being trained to properly handle and deal with confidential information	Internal	Low	High	Low	IT and All	2	7
42. Conflict of interest arising	Internal	Low	Medium/High	Low/Medium	All	3	12
43. Staff taking on roles outside their responsibilities without receiving the proper training	Internal	Low	Medium	Low	All	4	26

44. Losing potential employees in the recruitment process and current staff due to low salaries	Internal	Medium	Medium	Medium	All	5	27
45. Lack of clear guidelines for personnel to bring up an issue	Internal	Low	Medium	Low	All	6	29
46. Having an ineffective calendar/scheduling system or practises.	Internal	Low	Medium	Low	All	7	30
47. Saving an excessive amount of documents and data	Internal	High	Low	Medium	IT and All	8	42

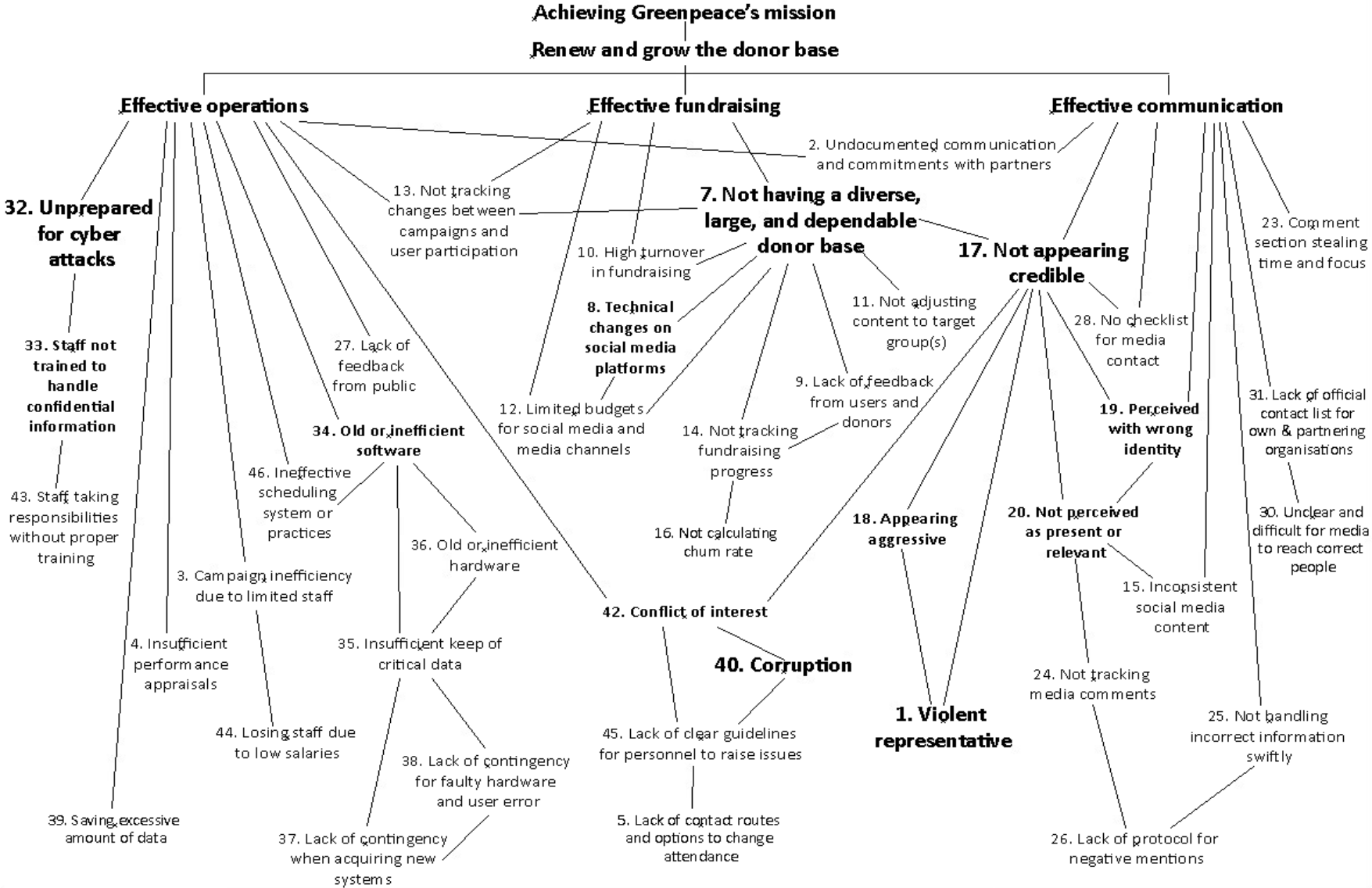
**ERM-plan table 10.** Risk mitigation log for all department at Greenpeace Norway

Identified Risk	Owner	Solution	Plan due	Closed
40. Corruption by the board, a leader, or staff	All	Have good routines, control, and periodic audits of every aspect surrounding the organisations capital	Already in process	✓ (Continuous)
41. Staff not being trained to properly handle and deal with confidential information	All	Have all necessary staff informed and trained to handle such information with proper care	Already in process	✓ (Continuous)
42. Conflict of interest arising	Frode	Implement conflict of interest policy and training, as well as information as part of the training for new hirees throughout the organisation	Half in process, half to be urgently implemented	
43. Staff taking on roles outside their responsibilities without receiving the proper training	Frode	Provide proper training for tasks performed outside employees regular job description	Already in process	✓ (Continuous)
44. Losing potential employees in the recruitment process and current staff due to low salaries	Frode	Slightly raise salaries for key employees if need be	Urgently	
45. Lack of clear guidelines for personnel to bring up an issue	All	Provide clear guidelines for personnel to bring up issues	Already in process	✓ (Continuous)
46. Having an ineffective calendar/scheduling system or practises	All	Get an effective calendar/scheduling system	Already in process	✓ (Continuous)
47. Saving an excessive amount of documents and data	IT and All	Maintain only documents and data that is useful and necessary	In the next few months	

## Strategy map

The strategy map demonstrates the connection between risk management and value creation. By looking at the strategy map, the connections between different risks and how they relate to the overarching goals of having effective operations, fundraising, and communication can be seen. This makes it easy to visualise how these risks and their mitigation contribute to renewing and growing the donor base in an effective manner, ultimately contributing to increased value for the organisation. The largest bolded fonts represent the risks that are the most threatening to the organisation, and which are the most important to implement mitigative actions for. These largest bolded risks also represent the overarching risks. The smaller the font gets, the more isolated the risk is, which reflects how a lack of mitigative action against this risk should affect the overarching goals and the organisation's success to a lesser extent.

ERM-plan figure 1. Strategy map of Greenpeace Norway’s daily operational risks, and overarching risks and goals



## Monitoring

The owners of risk listed in the risk mitigation logs are responsible for the risks to which they have been assigned, and they are responsible for ensuring that risk identification and management progress occurs effectively. All staff members should have the opportunity and be encouraged to be alert and report risks they face in their day-to-day tasks and operations, as no one is better aware of daily operational risks than an employee who works within each department on a regular basis. To achieve effective risk reporting and monitoring by employees, increased awareness of risk management is required throughout the organisation, and this should also be implemented in the training of new employees to ensure that everybody is a part of the process, improving how thorough and effective this process will be.

Frequency of monitoring should align with the organisation's schedule. As a baseline, it is recommended to have monthly risk event reviews, quarterly risk mitigation reviews, and biannual ERM planning. Risk event reviews are meetings that address events were already identified as risks, and may also include discussion of newly identified risks. Risk mitigation reviews are meetings were progress of mitigative actions and their outcomes are discussed. ERM planning are meetings where the ERM plan should be reviewed and refreshed. Each of these meetings can be held more frequently if deemed necessary, or may be included in already planned weekly, monthly, or bi-annual general meetings if there is sufficient time to address these topics.

## 8. Strengths and limitations

This thesis used mixed methods, collecting and analysing both qualitative and quantitative data. Azorin and Cameron (2010) reviewed the application of mixed methods research within three organisational journals between 2003 to 2009, and aimed to make business and management researchers aware of the growing use and acceptance of mixed methods research. They explained that the purpose of using mixed methods is to gain a better understanding of research problems by using both quantitative and qualitative approaches in combination, rather than either approach alone (Azorín & Cameron, 2010). The data collected for this thesis was gathered through in-depth interviews, informal conversations, a survey, and from secondary data. This allowed for access to primary data from the leader and selected department heads of Greenpeace Norway and certain staff members, as well as from outsiders, users, donors, and potential donors. This contributed to a broader and more realistic picture of the organisation and its overall risks, than if one method had been applied, to either participant group. Supplementing this primary data with secondary data provided additional factors to supplement the understanding of risks to Greenpeace Norway's operations.

However, that being said, both the questionnaire and interviews ran the risk of being affected by bias, specifically selection bias and recall bias. Selection bias is the error introduced when the study population does not represent the target population (Delgado-Rodríguez & Llorca, 2004). The survey was posted on the present author's social media channels, and was shared by several individuals in his personal network. Therefore, selection bias may have affected the results, as the study population was drawn from personal networks rather than the general population as a whole. The author of this thesis also works for Greenpeace Norway and is friends with several colleagues on social media, where the survey was shared, and therefore there is a high likelihood that the participants of the questionnaire are more highly informed and interested in Greenpeace Norway's mission than the general population. A larger percentage of donors may also have responded to the survey than is true for the general population, and as the author most likely knows many of the respondents, it is probable that some of the respondents could be more knowledgeable about the organisation and its work due to discussions with the author about his workplace. Therefore the results of the survey may not be as representative of the general Norwegian population as it aims to be, and this could affect the conclusions deduced from the questionnaire results. Further, the survey only had 152 participants and many analyses were solely based on the 104 participants currently

living in Norway, which is a small sample to represent the target group of the population of Norway. However, the questionnaire was only used for basic descriptive information, and was considered to be of explorative design, and therefore the consequences of selection bias may not be as significant as it could be in more detailed quantitative studies. Further, there was wide age distribution among the questionnaire participants, suggesting that social media sharing reached a wide audience, potentially better reflecting the general Norwegian population.

Recall bias occurs when participants do not remember previous events or experiences correctly. There is always a potential for recall bias when historical self-reported information is gathered from respondents (Raphael, 1987). It may be natural, therefore, to assume that the results from both the interviews and survey could potentially suffer from recall bias. In particular, questions such as how often one sees content from Greenpeace Norway on social media channels may be difficult for an individual to assess and recall correctly. In the interviews, recall bias may have affected responses to questions on previous risk events and how they were mitigated. For example, if a risk was averted by chance several years ago, the interview subject may not have recalled it to report it to the interviewer at present. However, the probability and consequences of such a recall bias being present are believed to be low, as the interview subjects largely gave thorough responses to both targeted and open questions in the interviews, and no large risk events were described by one interview subject that were missed by another.

One feature that could also be considered both a strength and a weakness is the fact that the author of this thesis works part time for the organisation in question. By working for Greenpeace Norway as a phone recruiter, one could argue that the author was likely to hold a unique perspective of the telefundraising department, a perspective one might not be able to access if one did not also work for the organisation. One may also argue that because the author is working for the organisation in question, they may have difficulties being objective. They may wish to be well-liked by colleagues and management, and could therefore be less prone to look for and share information on risks that were identified, to avoid overstepping or offending. However, according to the literature used in the present thesis, it is clear that having a functioning risk management plan can increase an organisations value, and that to have a truly functioning risk management plan, one must include all identified risks in the plan. By doing so, the organisation can end up in a better position than without the risk

management plan in a sense as a result of the presently created risk management plan, and this would counteract motivations by the author to hide identified risks for personal gain.

Because this is a master thesis with one author, the scope of the paper is somewhat limited. Although a risk management plan produced by an outsourced consultant or internal expert may be more detailed, the present risk management plan nonetheless offers a thorough and evidence-based evaluation of the organisation's operational risks, and strategies to mitigate them.

The field of literature for risk management for non-profit organisations and NGOs is not nearly as wide as that for risk management for for-profit organisations. Therefore, it was more difficult to attain reliable sources or themes with a broad consensus between researchers, or to assess which theories and strategies would remain relevant in the future. As there were not as many established sources to lean upon when forming the present risk management plan for Greenpeace Norway, the risk management plan created for the organisation may benefit from further updating as more literature is published.

## 9. Conclusion

The purpose of this master thesis was to collect data on Greenpeace Norway and the non-profit sector, in order to create a functioning ERM plan for the organisation according to present literature.

Relevant data was collected through interviews, a questionnaire, and secondary data.

Finances, feedback from the market, and feedback from key employees were analysed and contributed to the identification of 42 risks in total, 18 of which were already mitigated by Greenpeace Norway. These risks are all connected to three overarching goals: effective operations, effective fundraising, and effective communications. The connections between all the risks and how they relate to the overarching goals were demonstrated in a strategy map, with all risks ultimately linked to the top priority risk of renewing and growing the donor base.

Greenpeace Norway has had an average yearly growth of 0.94% between 2016 and 2020, equalling 149 new donors yearly (Greenpeace Nordic, 2017) (Greenpeace Nordic, 2018) (Greenpeace Nordic, 2019) (Greenpeace Nordic, 2020) (Greenpeace Nordic, 2021b). Every



year, Greenpeace Norway has had positive growth, except for in 2017 when the organisation experienced a drop of 6.9% in their donor base (Greenpeace Nordic, 2018). The continuous mitigation of the 18 risks and the introduction of mitigative actions towards the remaining 24 risks should make renewing and growing the donor base a more fruitful experience, thereby increasing value for the organisation and making it possible to put more resources into achieving their mission of protecting the environment and preventing the climate crisis.

The final product of the present thesis is the ERM plan, which was created through the master thesis project but which can stand alone as a document that is easy for the organisation to withdraw and which is practical for them to use. The ERM plan describes each of the identified risks, their assessments, suggested mitigative actions for them, and suggested protocols for monitoring mitigation and progress. It was created with the intention of being legible, concise, and easy to use for those without extensive risk management experience, in order to increase the likelihood that those in the organisation can indeed go on to use the presented plan.

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## Appendix

### Appendix 1: Questionnaire

#### Questionnaire (non-profit awareness, marketing, and fundraising)

Obligatoriske felter er merket med stjerne \*

This questionnaire will take between 2 - 6 minutes depending on your answers, and it is completely anonymous. Thank you very much for taking the time to answer the questions.

Do you currently live in Norway? \*

Yes

No

What is your age group? \*

Under 18 years

18-24

25-29

30-39

40-49

50-65

Above 65 years

What is your current employment status?

Full time employment

Part time employment

Unemployed

Student (without a job)

Student (with part-time job)

Retired

Other

Take a stand to the statement "I care about the environment and climate."

- 1 - Strongly disagree
- 2 - Disagree
- 3 - Indifferent
- 4 - Agree
- 5 - Strongly Agree



Verdi



Take a stand to the statement "I am worried about the climate crisis."

- 1 - Strongly disagree
- 2 - Disagree
- 3 - Indifferent
- 4 - Agree
- 5 - Strongly agree



Verdi



Which of the following organisations have you heard of?

(Click all that apply)

- Naturvernforbundet (Friends of the Earth)
- Natur og Ungdom (Young Friends of the Earth)
- Framtiden i våre hender (The Future in Our Hands)
- Regnskogfondet (Rainforest Foundation Norway)
- Besteforeldrenes klimaaksjon
- Greenpeace
- WWF Verdens Naturfond (World Wide Fund for Nature)
- Extinction Rebellion



Have you ever given funds to a charity organisation? (Including one-time donations)

Yes

No

Where have you been directly asked to donate to charity?

(Click all that apply)

In person (on the street)

In person (on the phone)

In person (online)

In person (at a store check-out)

Other

Have not been asked

If you heard about a campaign or organisation that you agreed with and became passionate about, how much support would you be willing to donate per month? (In addition to what you already donate to other organisations, if any)

(In NOK)

0

1-49

50-99

100-199

200-299

300-399

400-499


500+

Do you currently donate on a regular basis to one or more charity organisations?  
(Prearranged weekly, monthly, quarterly, or yearly donations)

Yes

No


If yes (you donate), how did you start donating to the organisation(s)?

 Dette elementet vises kun dersom alternativet «Yes» er valgt i spørsmålet «Do you currently donate on a regular basis to one or more charity organisations? (Prearranged weekly, monthly, quarterly, or yearly donations)»

(Click all that apply)


- Was approached in person (on the street)
- Was approached in person (on the phone)
- Was approached in person (Online)
- Was approached in person (at a store check-out)
- Was told about it by a friend or family member
- Saw their presence on television and signed up
- Saw their presence on social media and signed up
- Saw a specific case via a news outlet and signed up
- Sought it out myself based on interest
- Other

If yes (you donate), how many organisations do you support?

 Dette elementet vises kun dersom alternativet «Yes» er valgt i spørsmålet «Do you currently donate on a regular basis to one or more charity organisations? (Prearranged weekly, monthly, quarterly, or yearly donations)»

- 1
- 2
- 3
- 4
- 5+

If yes (you donate), how much do you give monthly?

 Dette elementet vises kun dersom alternativet «Yes» er valgt i spørsmålet «Do you currently donate on a regular basis to one or more charity organisations? (Prearranged weekly, monthly, quarterly, or yearly donations)»

(In NOK)

1-49

50-99

100-199

200-299

300-399


400-499

500-749

750-999

1000+

If yes (you donate), what kind of organisation(s) do you support?

 Dette elementet vises kun dersom alternativet «Yes» er valgt i spørsmålet «Do you currently donate on a regular basis to one or more charity organisations? (Prearranged weekly, monthly, quarterly, or yearly donations)»

(Click all that apply)

Humanitarian (general)

Humanitarian (refugees)

Humanitarian (children)

Medical

Women's rights

LGBTQ+ rights

Environmental (general)

Environmental (specific cause)

Animal rights

Other

If yes (you donate), do you support any of the following organisations?



Dette elementet vises kun dersom alternativet «Yes» er valgt i spørsmålet «Do you currently donate on a regular basis to one or more charity organisations? (Prearranged weekly, monthly, quarterly, or yearly donations)»

(Click all that apply)

- Naturvernforbundet (Friends of the Earth)
- Natur og Ungdom (Young Friends of the Earth)
- Framtiden i våre hender (The Future in Our Hands)
- Regnskogfondet (Rainforest Foundation Norway)
- Besteforeldrenes klimaaksjon
- Greenpeace Norway
- WWF Verdens Naturfond (World Wide Fund for Nature)
- Extinction Rebellion

If yes (you donate), which of the following options are part of your decision-making progress when starting to support an organisation?



Dette elementet vises kun dersom alternativet «Yes» er valgt i spørsmålet «Do you currently donate on a regular basis to one or more charity organisations? (Prearranged weekly, monthly, quarterly, or yearly donations)»

(Click all that apply)

- The organisation's reputation
- A particular campaign/case
- How effective you think the organisation is
- Relative administrative and personnel budget
- That the organisation is independent
- Other

If no (you don't donate), which reason(s) prohibits you from donating to charity?



Dette elementet vises kun dersom alternativet «No» er valgt i spørsmålet «Do you currently donate on a regular basis to one or more charity organisations? (Prearranged weekly, monthly, quarterly, or yearly donations)»

(Click all that apply)

Financial

Not informed enough about the options

Taking a break from it

Have not thought about it

I do not believe in charity

Other

Take a stand to the statement "I would likely stop donating or would not consider donating to an organisation that suffered a major blow to their reputation. For example, if a leader used their position for corruption:"

1 - Strongly disagree

2 - Disagree

3 - Indifferent

4 - Agree

5 - Strongly agree



Verdi



Take a stand to the statement "I would likely stop donating or would not consider donating to an organisation if they suffered a major blow to their reputation. For example, if a representative from the organisation was violent on a non-violent mission:"

- 1 - Strongly Disagree
- 2 - Disagree
- 3 - Indifferent
- 4 - Agree
- 5 - Strongly agree



Verdi



Would it increase the chances of you donating to a particular organisation if you knew they were independent (i.e., not receiving any funds from states and/or corporations)?


- 1 - Strongly disagree
- 2 - Disagree
- 3 - Indifferent
- 4 - Agree
- 5 - Strongly agree



Verdi



Take a stand to the statement "I like Greenpeace's reputation."

 Dette elementet vises kun dersom alternativet «Greenpeace» er valgt i spørsmålet «Which of the following organisations have you heard of?»


- 1 - Strongly Disagree
- 2 - Disagree
- 3 - Indifferent
- 4 - Agree
- 5 - Strongly agree



Verdi



Which of the following do you associate with Greenpeace?

 Dette elementet vises kun dersom alternativet «Greenpeace» er valgt i spørsmålet «Which of the following organisations have you heard of?»

(Click all that apply)

Civil disobedience

Biodiversity

Climate

Environment

Renewable energy


Animal rights

Clean oceans

Other

None

If "other" was your answer to the question above, please specify.

 Dette elementet vises kun dersom alternativet «Other» er valgt i spørsmålet «Which of the following do you associate with Greenpeace?»


### Which of the following Greenpeace campaigns have you heard of?

 Dette elementet vises kun dersom alternativet «Greenpeace» er valgt i spørsmålet «Which of the following organisations have you heard of?»


(Click all that apply)

- Climate lawsuit (In Norway)
- Effort to stop the trade agreement between EFTA and Mercosur (rainforest protection)
- Effort to protect 30% of our oceans
- Effort to ban single-use plastics
- Effort to ban commercials for fossil fuel products and companies
- Other
- None

If "other" was your answer to the question above, please specify.

 Dette elementet vises kun dersom alternativet «Other» er valgt i spørsmålet «Which of the following Greenpeace campaigns have you heard of?»


### How many times have you visited Greenpeace Norway's website?

 Dette elementet vises kun dersom alternativet «Greenpeace» er valgt i spørsmålet «Which of the following organisations have you heard of?»

- Regularly (every week)
- Semi-regularly (every few weeks)
- Occasionally (every few months)
- Rarely (1-3 times ever)
- Never



Which of Greenpeace Norway's social media channels have you seen content from?

 Dette elementet vises kun dersom alternativet «Greenpeace» er valgt i spørsmålet «Which of the following organisations have you heard of?»

(Click all that apply)

Facebook

Instagram

Twitter

None

If yes (you have seen content), which social media channels of Greenpeace Norway do you follow?

 Dette elementet vises kun dersom minst ett av alternativene «Facebook», «Instagram» eller «Twitter» er valgt i spørsmålet «Which of Greenpeace Norway's social media channels have you seen content from?»

(Click all that apply)

Facebook


Instagram

Twitter

None, I am not interested

None, I do not have social media

If yes (you have seen content), how many times have you seen content from Greenpeace Norway's Facebook page?

 Dette elementet vises kun dersom alternativet «Facebook» er valgt i spørsmålet «Which of Greenpeace Norway's social media channels have you seen content from?»

Regularly (every week)


Semi-regularly (every few weeks)

Occasionally (every few months)

Rarely (1-3 times ever)


Never

If yes (you have seen content), how many times have you seen content from Greenpeace Norway's Instagram page?

 Dette elementet vises kun dersom alternativet «Instagram» er valgt i spørsmålet «Which of Greenpeace Norway's social media channels have you seen content from?»


- Regularly (every week)
- Semi-regularly (every few weeks)
- Occasionally (every few months)
- Rarely (1-3 times ever)
- Never

If yes (you have seen content), how many times have you seen content from Greenpeace Norway's Twitter page?

 Dette elementet vises kun dersom alternativet «Twitter» er valgt i spørsmålet «Which of Greenpeace Norway's social media channels have you seen content from?»

- Regularly (every week)
- Semi-regularly (every few weeks)
- Occasionally (every few months)
- Rarely (1-3 times ever)
- Never

If yes (you have seen content), take a stand to the statement "On average, social media posts from Greenpeace Norway motivate me to be more environmentally conscious."

 Dette elementet vises kun dersom minst ett av alternativene «Facebook», «Instagram» eller «Twitter» er valgt i spørsmålet «Which of Greenpeace Norway's social media channels have you seen content from?»


- 1 - Strongly Disagree
- 2 - Disagree
- 3 - Indifferent
- 4 - Agree
- 5 - Strongly agree



Verdi



If yes (you have seen content), take a stand to the statement "On average, social media posts from Greenpeace Norway motivate me to donate to their cause/efforts."

 Dette elementet vises kun dersom minst ett av alternativene «Facebook», «Instagram» eller «Twitter» er valgt i spørsmålet «Which of Greenpeace Norway's social media channels have you seen content from?»

- 1 - Strongly Disagree
- 2 - Disagree
- 3 - Indifferent
- 4 - Agree
- 5 - Strongly Agree



Verdi



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## Appendix 2: Interview with Frode Pleym

Date: March 3 2022

Location: Sandakerveien 24C, 0473 Oslo

[Recording started]

1 **Ole:** Just started the interview with Frode Pleym, the leader of Greenpeace Norway, thank  
2 you for agreeing to be interviewed.

3 **Frode:** Thank you for having me.

4 **Ole:** And just so we have it for the record, are you comfortable with this interview being  
5 recorded, and that the information shared in the interview can be used in my master thesis  
6 about Greenpeace Norway?

7 **Frode:** Yes, I am.

8 **Ole:** Yes, great. So let's start off with some questions about you and some basic information  
9 about Greenpeace Norway. Can you tell me briefly about yourself – age, education, and work  
10 experience?

11 **Frode:** Forty-six years old, I have various degrees within journalism – that's my educational  
12 background. I started with Young Friends of the Earth Norway, Natur og Ungdom, as a  
13 volunteer back in 1992. And I've mostly been involved with different NGOs since then. Like  
14 with leaves for studies, within journalism, spent some time on a farm.

15 **Ole:** Great, and you've also been in Naturvernforbundet [EN: Friends of the Earth]

16 **Frode:** Yes, mhm.

17 **Ole:** And just to confirm, Greenpeace's vision is to ensure the ability of the earth to nurture  
18 life in all of its diversity, and the core values are personal responsibility and non-violence,  
19 independence, that you have no permanent friends and foes, and promoting solutions.

20 **Frode:** Mm, yes.

21 **Ole:** Okay. Can you tell me a little bit about Greenpeace Norway, specifically? Like, how it's  
22 incorporated in Greenpeace Norden, when it was established in Norway, how the donor base  
23 and staff and operations have progressed.

24 **Frode:** Sure. So, Greenpeace Norway was started in 1988, and became a part of Greenpeace  
25 Nordic around the year 2000. The way it works is that Greenpeace Nordic is the legal entity  
26 which holds core functions when it comes to administration, human resources, and so on and  
27 so forth. The campaigns we run in Norway is closely interlinked with what we do at  
28 Greenpeace Nordic. Those are [inaudible] by the Greenpeace organization with our  
29 representations in 55 countries around the world.

30 **Ole:** Yeah, great. And we already chatted about this, but just so we have it for the record,  
31 does Greenpeace Norway have a risk management plan?

32 **Frode:** No.

33 **Ole:** And since 1999, you have worked for Greenpeace in several countries. Were there ever  
34 any threats to the stability or sustainability of the different branches while you were there?

35 **Frode:** Yes, it was. I was working in Japan during the nuclear disaster in Fukushima, which  
36 both led to the office and family members being evacuated to a different town, and also a  
37 complete shift in the focus of Greenpeace in Japan.

38 **Ole:** And have any of these branches had a risk management plan while you worked there?

39 **Frode:** Greenpeace Japan, with the help of Greenpeace International, established risk  
40 management plans on different levels in relation to the nuclear disaster. As far as I'm aware, it  
41 was not a generic risk management plan in place before it happened.

42 **Ole:** Ok, right. Let's go into the volunteer section. How does someone become a volunteer for  
43 Greenpeace Norway, can you tell me about the timeline from signing up to going out on a  
44 mission and representing Greenpeace.

45 **Frode:** People can sign up or show interest in many ways, sometimes they meet recruiters out  
46 on the street or maybe they are called up by recruiters and they choose to donate, or they  
47 choose to become a volunteer, or just a volunteer. But you also have a possibility to sign up  
48 via the homepage of Greenpeace. And the process following that is, after submitting a form,  
49 you are contacted by hired staff being a volunteer coordinator. Then, there is basically a brief  
50 assessment with regards to if you condone the vision of Greenpeace, and specifically and very  
51 importantly the part about non-violent action.

52 **Ole:** Okay, so you have indirectly said it, but do newly signed volunteers ever get turned  
53 down, or put on a waitlist or something?

54 **Frode:** It happens, it happens rarely, but yes. It happens.

55 **Ole:** Okay, and how does the training look like before you can go on a civil disobedience  
56 action, for example?

57 **Frode:** Right, if you are deemed fit for activity, then there are two core trainings that the  
58 individual taking part in the action needs to finalize. One is a full day theoretic training on  
59 civil disobedience, like what it has been historically and why it is important to greenpeace,  
60 and a big part is reflections amongst the members on their motivation for taking part in civil  
61 disobedience. The other part is physical training lasting over 3 days which is going much  
62 deeper into, basically, real scenarios like you might face and how you should address them if  
63 you actually are taking part in an activity.

64 **Ole:** Great. How many volunteers does Greenpeace Norway have, both active and non-active  
65 and groups and locations?

66 **Frode:** We have 3 active groups, but common in volunteers – I will need to get back to you  
67 with, after speaking with Aaron specifically.

68 **Ole:** What are the rules or expectations that Greenpeace has of the volunteers, if any? Apart  
69 from the non-violent bit.

70 **Frode:** There are – well, the three important parts are the ones mentioned, I mean the one on  
71 non-violent actions. The other important part is that any policy at Greenpeace in general, like  
72 for the employees with regards to code of conduct, like diversity, and so on and so forth, that  
73 is also something that volunteers are informed about and need to understand and need to  
74 adhere to.

75 **Ole:** Right, so what are the consequences of not adhering to those rules?

76 **Frode:** It depends on the level of breach, again this happens extremely rarely, since people  
77 who are seemingly not fit for volunteer will never enter as a Greenpeace volunteer. But you  
78 could receive notice of having to exit Greenpeace. But, it could also be a verbal warning or a  
79 written warning, but in general, this happens very rarely.

80 **Ole:** Good. How many missions, actions have you been a part of in total? So, we can separate  
81 the civil disobedience actions and other events.

82 **Frode:** Civil disobedience – not that many. 10-ish, I would say like 10-ish. But then it is an  
83 activity that involves involvement from the police, where a situation is escalated. With

84 regards to activities in general, we do many of those. It's at least one small activity of some  
85 sort every two or three months. So I've been with Greenpeace in effective time for around 15  
86 years, you can multiply that. But most people have the impression of Greenpeace is that all  
87 we do is actions and the actions that involve confrontations. First of all, they are very few, it is  
88 often the last resort. Other types of activities that we have gotten permission to do – that's the  
89 vast majority of activities. And again, both actions and activities is a minority among the  
90 amount of work that Greenpeace does.

91 **Ole:** And has anything ever gone wrong with the actions you have been a part of, or been  
92 successful?

93 **Frode:** Not that I have been a part of, but in the late 90's when Greenpeace had campaigns  
94 against whaling and the Norwegian coast guard like vessels confronting Greenpeace in a  
95 flight boat, and that inflatable like got run over by a coast guard vessel, so one of the activists  
96 was injured. That's the only thing that I'm aware of, other than going further back in history  
97 and the bombing and sinking of Rainbow warrior in the mid 80's. But these things happen,  
98 right? But always safety first being the core principle of civil disobedience, means safety first,  
99 like both for any corporation or staff we are confronting as a part of an activity, and the safety  
100 of our activists. So there are many things we don't do and many things we call off because the  
101 situation escalates and it might be risky.

102 **Ole:** Great, that's a great answer. I feel like you've partly answered this already, which  
103 measures are taken to ensure nothing goes wrong, for example that all volunteers stay non-  
104 violent on the mission. Is there anything else apart from the training that you've already  
105 mentioned?

106 **Frode:** For a specific activity, then the volunteers and the activists recruited, be they  
107 volunteers or volunteers amongst the office staff, they are recruited based on their skill set and  
108 most importantly based on their motivation, if they want to do it. It's not something  
109 somebody tells you to do, right. And before any activity, there is a thorough activity brief and  
110 also a legal brief well in advance. And whilst the activity is ongoing and there are a number of  
111 people who will hold different roles, like a police liaison, someone responsible for  
112 communication with, like, the factory, and responsible for the safety and wellbeing and advice  
113 to the activists that are participating.

114 **Ole:** And, if anything were to go wrong, is Greenpeace Norway prepared in which steps to  
115 take following that incident? It would be great to also include the communication responding,  
116 alerting to media, etc.

117 **Frode:** Yes, there is... to the extent that you can plan and anticipate things that we do not  
118 want to happen, like we are doing risk assessments which are quite detailed, both on real  
119 scenarios and any hypothetical scenario we can envision, and then mitigation from that. And  
120 this is both in regards to legal and safety.

121 **Ole:** Yeah. Which risks do you think exist for the volunteer unit as a whole, that we haven't  
122 discussed already? What keeps you up at night about this?

123 **Frode:** I think the most important thing is the responsibility of people in various roles really  
124 ensuring that it's the right set of volunteers participating. I mean, and practice is only needed  
125 when it is a nonviolent direct action. For the more low-profile activities, which is the majority  
126 of activities, it's not needed. But, ensuring it's the right set of people, but also given that it is  
127 always a fluid situation, that you have designated roles to address anything that happens, to  
128 de-escalate. Then people who participate in any activity at Greenpeace, since it's by their own  
129 choice, I mean the initiative is for us when we say "could you participate in this activity?", but  
130 the decision is theirs and when they are participating, they are highly motivated. When they  
131 know the scenario, they can choose to not participate. If they see specifics in the scenario, or  
132 if a situation unfolds, they can always pull back. So it's the individual possibility to pull out,  
133 because of the formal responsibility of duty of care individuals to ensure that this is a safe  
134 experience for everybody, both the activists and any authority or any corporation, and their  
135 staffers, that we are confronting.

136 **Ole:** Great, that concludes our volunteer section. We'll move on to programs and services. Do  
137 you think funding concerns or opportunities ever distract Greenpeace Norway from their  
138 mission?

139 **Frode:** I think what distracts us is never having enough of the funding, right? I think since  
140 Greenpeace is only funded by individuals, we are able to make the right choice with regards  
141 to what is most vital in the world, and how Greenpeace can influence that situation most  
142 effectively. But we can never get enough funding because it's always too much to do. But  
143 also, it's important that most of the money that is fundraised in Norway and in similar  
144 countries, like mostly in Europe and North America, is actually not being used for operations  
145 here and it is being used at other offices with a less stable financial situation than here. For



146 example our existing developing offices in South America, in Africa, parts of south-east Asia,  
147 and in countries where we are not allowed to fundraise, for example in China.

148 **Ole:** Okay. So how much of the proceeds from Greenpeace Norway are used elsewhere, like  
149 percentage-wise?

150 **Frode:** I don't know, Jin will be able to answer that more specifically.

151 **Ole:** Are there any specific measures taken to make sure that it doesn't take Greenpeace  
152 Norway from their mission? Like, is there a policy, or something?

153 **Frode:** I mean, like, what is happening at Greenpeace Norway is basically the same thing  
154 happening at any other Greenpeace office around the world, because Greenpeace international  
155 as the coordinating body are deciding on the main focus campaigns. And then, variances of  
156 those campaigns are implemented in a strategic way at each office. So for example when it  
157 comes to climate, a focus in China would be like, ending coal and focus on renewables. In  
158 Norway, obviously the focus would be to stop the exploration for new oil and the importance  
159 of the transition of economy for Norwegian workers in the long-term.

160 **Ole:** Great, you've just answered some questions I have later on [laughs], that's wonderful.  
161 Do you have reviews and surveys from staff and donors to see what their perception on  
162 whether the organization is on the right track?

163 **Frode:** From donors, I don't know – again, Mr. Jin [laughs]. But there are surveys with  
164 regards to the general perception of Greenpeace among the general public. And, those  
165 surveys, I would be able to look further into, but those are questions related to how do you  
166 view Greenpeace, how do you...

167 **Ole:** We can go into that later because that's also a question. Do you know how the public  
168 perceives the organization, and if so, how?

169 **Frode:** When it comes to specific numbers, like the survey again, Aud is the person to speak  
170 with. In general, there is a very high brand awareness of Greenpeace, even in Norway. In  
171 general, like my impression, I don't know necessarily whether this is reflected in the survey,  
172 but either you like Greenpeace or you don't like Greenpeace. I think that is closely interlinked  
173 with Greenpeace being seen as an organization that does civil disobedience, and there is a  
174 certain proportion of the population that disagrees with that tactic. And since, we use very  
175 little of our time on civil disobedience, but this is what is mainly seen in the media, and this

176 leads to people who love what we do, or don't. I mean, I rarely meet people who are  
177 completely neutral to Greenpeace, except if they haven't heard about it before.

178 **Ole:** So this survey, does that include feedback from users, like donors, people who share  
179 posts and sign petitions, as to why they do it, as well as feedback from non-users, as to why  
180 they don't participate?

181 **Frode:** No, the survey I'm referring to is surveys amongst the general public, not our  
182 membership. But I'm sure Jin would have more data on many memberships and donor  
183 engagement and reasons as to why.

184 **Ole:** Okay. Do campaigns ever suffer from not having enough staff?

185 **Frode:** Always, yes. Greenpeace always follows all the labour laws. But, it's in the nature of  
186 the work that what we do is based on short-term and long-term strategies – it could be a few  
187 months at a time or up to 5 years. But we also operate very closely with the external world.  
188 Which means when it comes to both campaigning and media communications, that there is a  
189 requirement to suddenly revise plan on a bigger scale or act based on a suddenly changed  
190 external landscape. The invasion of Ukraine from Putin is an example of that, which has led  
191 to... that the energy campaign of Greenpeace and phasing out fossil fuels are even more  
192 important than before, linked to dependency on Putin's oil and how that is fueling the war.  
193 But how we do it needs to be changed rapidly, and that means that the requirements of the  
194 limited number of people, for example in Norway, is higher than in a normal situation. So in  
195 particular for campaigners and the issue-area experts, like communications, digital, and like  
196 myself, staff – there is a higher requirement of working at other hours when needed, evenings,  
197 weekends, holidays, and such things. And that's because we never have enough people to  
198 cover everything we need to do in a normal situation, like, with the state of the world, but then  
199 something happens and you need to act quickly, and we just have what we have. But I also  
200 think that's one of the strengths of Greenpeace, be it any person in the organization, be it a  
201 volunteer or staff like recruiters or office staff, that people are aware that Greenpeace is what  
202 you see. We don't have a huge amount of staff. If we are successful, it's down to you and me.

203 **Ole:** Great. So we'll talk a little bit about your cooperation with other organizations.  
204 Greenpeace does cooperate with other organizations, and Greenpeace Norway does as well.  
205 Can you tell me a little about it, like how often, how many organizations, or which ones, etc.

206 **Frode:** From the Norwegian perspective, daily or weekly contact are with other  
207 environmental organizations in Norway. If you have a case like the climate lawsuit, then it's  
208 also a high amount of coordination with environmental organizations abroad. What also  
209 happens, like, frequently, is that case to case cooperation for example when it comes to  
210 energy efficiency and influencing the government and the parliament, we cooperate with  
211 organizations within that field which are not e-NGOs, for example organizations like working  
212 to insulate houses, to install wheat pumps, and so this happens irregularly, but quite often.  
213 What has come in much stronger in the recent months, is establishing and working  
214 strategically and closely with fagbevegelsen, the unions. And that is something that not only  
215 Greenpeace but that other e-NGOs have seen a strong need for, actually achieve a green  
216 transition, and to work with the unions to ensure a good transition and safe jobs, and also to  
217 apply pressure on the politicians, together with the unions.

218 **Ole:** Right. Do you formalize and document communication and commitments with other  
219 organizations, or are they sometimes undocumented or verbal commitments?

220 **Frode:** It's both. It's a high degree of documentation with regards to what ends up being  
221 output, for example signing onto the same letter going to the government, or a member of the  
222 parliament. The climate lawsuit is another example – there is a lot of bureaucracy there, right?  
223 And in particular, things that have a legal bearing is very closely documented, we are acting  
224 in a professional manner. But then, if not every day, there are multiple times per week, when  
225 there are verbal conversations with other organisations as part of a process of finding common  
226 ground or discussing an outreach with a media outlet, and so on and so forth.

227 **Ole:** Mm. Do you always clarify payment methods and insurance when cooperating if that's  
228 necessary?

229 **Frode:** Yes.

230 **Ole:** Are the partner organisations' roles made clear to all participants, for example, who  
231 speaks for the project, procedures for unexpected contingencies?

232 **Frode:** Yes. At least on Greenpeace's part, and then the degree of tension on that varies  
233 depending on the organization we cooperate with. But we try to implement best practice even  
234 when cooperating with third parties.

235 **Ole:** Yeah, great. Can you think of any other risks for programming?

236 **Frode:** Um... I think one risk could be a dramatic change in the landscape. Similar to the  
237 nuclear incident in Fukushima, which of course brings to mind, what if there would be a  
238 nuclear war in Europe? That would, for physical reasons too, pose risks to Norwegians  
239 including staff and volunteers. But other than that, other risks that are related to other things  
240 that can be managed to some extent, that can be planned. Like for example, risk of reduced  
241 income, and so on and so forth.

242 **Ole:** That's a great segue because we're going into personnel. How are the salaries at  
243 Greenpeace compared to similar organisations or private counterparts?

244 **Frode:** Mm. I think the – I'm not sure, like I don't know specifically the salaries of similar  
245 organizations, and with similar I would say WWF and Friends of the Earth Norway,  
246 Naturvernforbundet. What I have heard is that we are a bit lower. Like we are mid-range  
247 when it comes to NGOs in Norway, but a bit lower than some of the organizations both in the  
248 NGO field and civil sector, of the same size.

249 **Ole:** Right. So then I'm assuming you're also lower than private counterparts, for example if  
250 you were to get a sustainability consulting job.

251 **Frode:** Yeah, definitely, we are way lower than the corporate sector. And that's the way it  
252 should be, right? But I think what you would find at Greenpeace is that, like in general, the  
253 support staff be it an issue or area expert, a campaigner, or a communication staff – it's a bit  
254 lower than for example WWF and when it comes to management the difference is probably a  
255 bit bigger, but it's not a huge difference. And most people here are aware of that it's a little bit  
256 higher elsewhere. And still, most people – eller [EN: or], people do not come to Greenpeace  
257 for the salary. People come to any NGO including Greenpeace because of their motivation.

258 **Ole:** Mm. Do you know of, or do you believe you have lost current employees due to the  
259 salary gap?

260 **Frode:** I've never heard of it. But of course, during, like when new staff are entering the  
261 organisation, during salary reviews, most staff will want a higher salary. Like they are,  
262 making the comparisons with others. But in regards to departures, then it could be other  
263 personal or professional reasons, not specifically that our salaries are a little bit lower than  
264 other organizations.

265 **Ole:** But in the recruitment process, then?

266 **Frode:** Yeah, not so much with campaigners, but with other specialists, since the salary is a  
267 bit lower than within their field, it is raised. But if people sign on, then I assume they will  
268 have considered the different factors against each other, but still choose to on board.

269 **Ole:** Do staff and volunteers have clear rules or guidelines about how to properly handle  
270 confidential information, such as that about the organization, staff, or users?

271 **Frode:** Yes. To a lesser extent than employed staff, but there are just like with protocols when  
272 it comes to code of conduct, there are protocols with regards to how to handle or not to handle  
273 confidential information for example in relation an activity.

274 **Ole:** So, all the staff would know these rules, do you think?

275 **Frode:** Like, if they know them by heart, I don't know, but at least...

276 **Ole:** But they have been informed about them?

277 **Frode:** They have been informed about them, and the key pieces people are reminded at  
278 general intervals, and also a head of a project or situation would support them to be aware.

279 **Ole:** Are you or others often asked to perform tasks outside your or their direct responsibility?  
280 If so, is training provided if the person is not formally qualified for that task?

281 **Frode:** This happens all the time because I don't think it's possible to accurately describe the  
282 actual role of at least any staff at Greenpeace that does outreach, because no external situation  
283 is similar to another. It is not like a general situation that you can read about on a piece of  
284 paper and then do it. But, nobody is asked or tasked to take on a role without being fit to do  
285 so. If training is required, people are getting it. But I think the most likely part of training is  
286 skill sharing in general, preparing people for the eventuality of taking on new roles in the  
287 future.

288 **Ole:** Great. Does Greenpeace Norway have a conflict of interest policy, and regular training  
289 for staff, board members and volunteers?

290 **Frode:** We don't have a conflict of interest training but we have a conflict of interest policy.  
291 So for example, in particular, if staff that are working in a formal external function (like  
292 campaigners, communication staff, some others) would want to partake in activities for a  
293 particular political party, then there would be a conversation about whether this is a conflict of  
294 interest policy, and how do we balance out the independence of Greenpeace in relation to that,  
295 versus the right to participate in other organizations and political parties. During my time both

296 in Korea and Sweden and Norway, we have looked into the policies on staff. I have never had  
297 to raise an issue with staff, they have come to me because they are aware that there is a policy  
298 on it.

299 **Ole:** Mm. Are there clear guidelines for personnel to bring up an issue?

300 **Frode:** Yes, yes there is. If you would go back at the time when I started a long time ago,  
301 there were very little policies. The HR support was very small or non-existent. Now I would  
302 say there is a policy for literally any situation. There are very specific guidelines with regards  
303 to, for example, harassment or bullying, diversity issues, and there are not only staff reps and  
304 work environment representatives but support staff which people are aware of that have a  
305 more neutral function. And if you want to report something that is related to your line  
306 manager (or not), there is a varselsystem [EN: notification system] so you wouldn't have to go  
307 to somebody who might be a part of the problem. So I would say at least these things are  
308 formally very much up to date, now. But if you go back a certain amount of years,  
309 Greenpeace being smaller and to some extent "less professional", these things were to some  
310 extent missing.

311 **Ole:** Right. Are you ever approached as the leader of Greenpeace while being a volunteer  
312 without the proper steps being considered?

313 **Frode:** What do you mean?

314 **Ole:** For example, let's say you are volunteering with me, and I have something I should have  
315 taken up with guidelines through my boss or my immediate boss, and I take it directly up with  
316 you.

317 **Frode:** Mm. Sometimes I am approached although it's not my formal responsibility. Then I  
318 ensure that it has been taken up in the right way, for example either via line manager or via  
319 the formal procedures. If for some reason it's legitimate for that person to bring it to my  
320 attention and to go to me, then I would be happy to follow through with it.

321 **Ole:** Right. But there are guidelines for that happening with you, or board members being  
322 volunteers, etc?

323 **Frode:** Yes. And most people are aware and sometimes... no system can cover all situations,  
324 in particular if reduced trust or distrust is involved. Then I am happy to bring it to the  
325 attention to the right person keeping the confidence with the person who approached me.

326 **Ole:** Great. How often are staff and volunteers subject to performance appraisals?

327 **Frode:** Do you mean volunteers?

328 **Ole:** Staff and volunteers.

329 **Frode:** Volunteers, not at all. Staff it depends on which type of staff. Full time staff have a  
330 performance review process starting at the beginning of each year. Then there are two more  
331 formal occasions during the year. That's when that is happening like in a cycle. Then the  
332 formal regular check-in is happening at regular intervals throughout the year.

333 **Ole:** Great. Can you think of any other risks Greenpeace Norway faces in regards to  
334 personnel?

335 **Frode:** Mmm... Maybe a risk is always involved with...

336 **Ole:** ... all risks that could hurt Greenpeace Norway's reputation, or the donor base, all that  
337 that comes back to Greenpeace Norway's survival and reputation.

338 **Frode:** Yeah, if a staff or volunteer would not adhere to policies, if a staff or volunteer would  
339 not adhere to policies with regards to conduct towards another staff or volunteer. Those are  
340 risks we have policies for, but yes that could always pose a risk.

341 **Ole:** Mm, great. So we'll now go into board, governance and oversight. What kind of  
342 people/professionals make up the board, for example, let's say 50% work for other  
343 environmental organizations, or that kind of statistics, if you have it?

344 **Frode:** Mm, yeah. Well first of all, the board consists of individuals from all four Nordic  
345 countries. As far as I am aware, there are no specific rules with regards to how a certain  
346 amount of people have to come from a certain segment. But the board should be comprised of  
347 people from the four different Nordic countries. Diversity should be observed, and so on and  
348 so forth.

349 **Ole:** So there is one board for Greenpeace Norden?

350 **Frode:** Yes, and there is no board for Greenpeace Norway.

351 **Ole:** What kind of approvals does the board make on behalf of the organization, and how  
352 often?

353 **Frode:** Well, the simple answer is that there is none, right. But the annual general meeting  
354 which consists of elected members, they approve on... they are informed of and approve on

355 the main pieces of work of Greenpeace. So that is the formal meeting where important  
356 policies and issues for the organization are raised. The function of the board meeting bi-  
357 monthly is I think is to keep track of the progress of the work of the executive director. And  
358 the executive director has the responsibility to deliver on the parameters like output and on  
359 how staff are prospering, those kinds of things. So the function of the board is formally only  
360 to hold the executive director responsible, but obviously that could entail any kind of issue. So  
361 the board could exit the executive director.

362 **Ole:** Do they review all tax documents before they are filed?

363 **Frode:** Yes.

364 **Ole:** Are there procedures to inform board members of important information if they miss a  
365 meeting?

366 **Frode:** I don't know.

367 **Ole:** Does it happen that necessary operations are postponed because of board member  
368 absences or inaction?

369 **Frode:** I don't know.

370 **Ole:** Are there rules/guidelines for board members?

371 **Frode:** Yes. I'm not aware of the specifics, but yes there are.

372 **Ole:** For example, do you know how long a person can stay on the board?

373 **Frode:** Yes, there are rules on that as well, and I can find those documents for you. There are  
374 specific rules.

375 **Ole:** Great. That's all about that. How do you think Greenpeace Norway is perceived in its  
376 neighborhood of Torshov, do you have a unique perspective on that? I understand you live  
377 here? So, what do you think?

378 **Frode:** But I – I don't know how we are perceived specifically, like, here. I don't know if  
379 many people know that we are located here. But if you look at people at Torshov being in  
380 downtown Oslo, and be a relatively high percentage of voters in downtown Oslo caring more  
381 about the environment to some extent more than the general populous – I think Greenpeace is  
382 viewed favourable. I think, however, I still think like mentioned earlier, if you know about  
383 Greenpeace, you either like them or you don't like them.



384 **Ole:** But as a neighbor, would you consider Greenpeace Norway a good neighbor or a bad  
385 neighbor, considering noise complaints, scarcity in parking, all that stuff.

386 **Frode:** Yeah, as far as I'm aware, we haven't gotten any neighborhood complaints, so I think  
387 we are a good neighbor [laughs].

388 **Ole:** [Laughs] Yes, I think that's a good sign. How do you think other environmental  
389 organisations perceive Greenpeace Norway?

390 **Frode:** I think they see us as a necessary part of the environmental movement. I think  
391 historically if you go back 5 years and earlier, there has been a little bit of in-fighting between  
392 some alpha-males within the environmental movement. I think the environmental movement  
393 in Norway of today sees us as one unit playing different roles and pushing things in the right  
394 direction. For example, WWF is more careful, maybe a bit more conservative, they play a  
395 very important role once Greenpeace has kicked the door open with the confrontation. I think  
396 that's how the different organisations view each other, like we have different roles to play.

397 **Ole:** Great. If you ever were to get a complaint...

398 **Frode:** From a neighbor?

399 **Ole:** Yes, from a neighbor, or someone in the community...?

400 **Frode:** I don't think there is a policy in place, like if a neighbor would complain about noise  
401 from the office...

402 **Ole:** Even e-mail, or online complaints.

403 **Frode:** If there are online complaints or complaints over the telephone about things with  
404 membership, it is dealt with rapidly. I don't know if there is a policy, but it is dealt with  
405 immediately. I'm pretty sure there is no policy with regards to neighbors at Torshov. It would  
406 just be dealt with verbally [laughs].

407 **Ole:** [Laughs] Alright.

408 **Frode:** Maybe it's needed! Let's see.

409 **Ole:** Alright. We'll go into the finance section. Do you know Greenpeace Norway's yearly  
410 budget?

411 **Frode:** Um, no, I don't know actually. But again, Jin would be able to shed more light on  
412 that.

413 **Ole:** Do you know Greenpeace Norway's budgeted cash reserves? Like how long you could  
414 stay without any incoming money?

415 **Frode:** Not specifics, but it's very low. It's Greenpeace's policy that we should not have  
416 savings on the bank account. So if everyone stopped donating at Greenpeace today, we would  
417 have serious issues within a very short period of time.

418 **Ole:** Is it less than 3 months, or 3 to 6 months?

419 **Frode:** I think so, yes. But that's the way... that's obviously something that makes us  
420 vulnerable, because for example during the pandemic we could never rely on leaning on the  
421 state or corporations like all the other NGOs, for example. But it's Greenpeace's policy that  
422 we should not have money in the bank. I don't know how big their savings is, but it's quite  
423 small.

424 **Ole:** It could be bigger, but you have decided to not have so much as a principle.

425 **Frode:** Yes, at times of financial hardship whether it happens to Greenpeace Nordic or  
426 elsewhere, what happens then is [Inaudible], like redundancies.

427 **Ole:** Right. Is Greenpeace Norway dependent on someone in Greenpeace Norden to authorize  
428 payments?

429 **Frode:** Yes. Above a certain cash limit, it needs to be authorized by a line-manager, or in  
430 some instances, like, my line-manager. And it's of course always going via the finance  
431 department and ensuring that best practice is followed, and ultimately the audit at the end of  
432 the year.

433 **Ole:** But you have a certain spending limit, is that for routine expenses like rent and all, etc?

434 **Frode:** Yes.

435 **Ole:** And is the payment calendar aligned with Greenpeace Norway's expense cycle? For  
436 example, do you get it right before you have to pay your rent, or is that aligned, or no?

437 **Frode:** Well, the finances are dealt with on a Greenpeace Nordic level, and the big  
438 expenditures like rent, is an important part, that is being done via the finance department.

439 **Ole:** Directly by them.

440 **Frode:** Yes. So we always ensure that there is money in the bank for expected big payments.  
441 But exactly how it is done, I don't know.

442 **Ole:** Ok. Has it ever been any unexpected things you have to pay for and it's been paid for too  
443 late, due to the spending limit or because you need that authorization?

444 **Frode:** Um... no. But what happens from time to time is that, although we have policies, like  
445 human beings, we are late in approving things. So that happens. Rarely, but it happens. But  
446 not because of a lack of money in the bank. But when it comes to the legal assessments, like  
447 for the bigger activities, that legal assessment is also dealing with risks, i.e. the risk  
448 confiscations and approvement, like what kind of fines do we risk. So some of the things we  
449 would want to do, we are not doing because of the potential risks, financially. So that's  
450 boring, but that's life [laughs].

451 **Ole:** [Laughs] Yup. Do you keep track of emergency or off-budget spending?

452 **Frode:** I don't, but there are people that do it.

453 **Ole:** Is that in Greenpeace Norway, or Greenpeace Nordic?

454 **Frode:** That's in Greenpeace Norway and at Greenpeace Nordic. That's usually the office  
455 administration people who does that.

456 **Ole:** Does the board review tax returns and financial statements before they are submitted?

457 **Frode:** Yes.

458 **Ole:** Alright, done with the finance part. Do you or someone else regularly review the  
459 contract agreements Greenpeace Norway is a part of?

460 **Frode:** Yes.

461 **Ole:** Ok. Let's say you have a long-standing project or program that is loved by the staff,  
462 public, or funders but the expenses will increase in the following year. You currently do not  
463 have enough funders to support the increase in expenses, but you could handle the expenses if  
464 your projections for growth for the next year comes to fruition. Have you faced this situation  
465 in the past, and what did you do?

466 **Frode:** Um... good question. Well, when money is allocated to different projects, it usually  
467 happens during the first quarter of the year. That is based on projections throughout the year.  
468 Since we don't have money in the bank, projections are not done for the following year. The  
469 funding we get, although it might be a multi-year project, is the for existing year. So, I haven't  
470 faced that.

471 **Ole:** If you faced it now, would you go ahead with the project, or scrap it?

472 **Frode:** Well, it wouldn't be up to me [laughs], it would be up to the program leadership to  
473 which I am a part, but there are other people who are making that call. I don't think they  
474 would make the call for it to proceed, given that we don't know the status of the finances by  
475 year-end, and we certainly don't have the projections for the following year. We have an  
476 indication of how it looks in the following year, for example 2023 looks to be, and 2024, like  
477 this. But it's only a rough indication, so we don't base our operations on that given the lack of  
478 money in the bank, it's better to be safe than sorry.

479 **Ole:** Good. I guess one last finance question, can you think of any other risks regarding  
480 finance?

481 **Frode:** Nope.

482 **Ole:** Alright. We'll go into fundraising, just two questions. Do you participate in fundraising  
483 activities, and if so, how often?

484 **Frode:** I participate out on the street like once or twice per year. It hasn't happened for the  
485 past two years, but we are getting all the office staff out in the street again in the spring. And,  
486 I try to be close to our operations in general, including the fundraising.

487 **Ole:** Great. How much of your time would you say that takes, like communicating with Jin  
488 and talking about the numbers?

489 **Frode:** I mean, talking with Jin as my peer is a crucial part of my job. And then I use  
490 additional time on bilateral or partaking in activities with fundraising staff. It doesn't take  
491 much time. But it all adds up.

492 **Ole:** Ok. Which risks do you think exists regarding the fundraising department?

493 **Frode:** Um... Not being able to renew and grow the membership base. Since, like any other  
494 organisation, we are also losing members. I think that's the risk that everybody involved in  
495 the operations are acutely aware of, since we don't have money in the bank. We need to  
496 deliver on our projections all the time.

497 **Ole:** Great. So, just short about the communications department, too. A non-profit  
498 organisation's reputation has a lot to say for both its survival and for it to thrive. What do you  
499 think are the biggest risks to Greenpeace Norway's reputation?

500 **Frode:** Can you say it one more time, because Halvor distracted me [laughs].

501 **Ole:** [Laughs] Yeah, of course. A non-profit organisation's reputation has a lot to say for both  
502 its survival and for it to thrive. What do you think are the biggest risks to Greenpeace  
503 Norway's reputation?

504 **Frode:** I think given actions being a part of our tactics, if policies or procedures would not be  
505 followed or if an external situation would develop without us being able to foresee and adjust  
506 it, like that would pose, potentially pose a significant risk.

507 **Ole:** Yeah, I think so. Can you think of any other risks regarding the communication  
508 department?

509 **Frode:** Well, not anything more than what we have to relate to in a campaign at any given  
510 point. For example, with regards to climate, how is Greenpeace seen as credible when it  
511 comes to us being opposed to nuclear power. With regards to Norway's reliance on oil, how  
512 do we ensure that we are actually seen as not only saying what is necessary, like cut the  
513 emissions and everything, but also being seen as working with the people whose jobs rely on  
514 that industry currently.

515 **Ole:** Great. So we just have a few minutes left, going through operations. Greenpeace is an  
516 independent organization that on principle does not receive funding from corporations or  
517 states. But, does the organization have tax exempt status which could allow you to for  
518 example, being tax exempt when buying office supplies or selling products, for example?

519 **Frode:** Hmm, I don't know. Jin will know. Jin knows everything [laughs].

520 **Ole:** [Laughs] Alright. Do you have an effective document and data retention and retrieval  
521 system? Is it physical, digital, hybrid?

522 **Frode:** I think all of them, but again, Jin – when it comes to fundraising, and programming,  
523 there is also a documentation of various forms.

524 **Ole:** Okay. Is critical data backed up off-site?

525 **Frode:** Yes. Or – or not. I don't know.

526 **Ole:** Okay. On a scale from saving everything being 10, and to saving as few documents as  
527 possible being 1, where does this organization operate?

528 **Frode:** [Exhales]

529 **Ole:** Do you save as many documents as possible just in case, or as few documents as  
530 possible?

531 **Frode:** And you say, physical documents, or everything on hard drives and so on and so  
532 forth?

533 **Ole:** Yeah, all kinds of documents – emails, and everything.

534 **Frode:** I would say, to my knowledge, 9.

535 **Ole:** 9, so almost everything just in case?

536 **Frode:** Like, nearly everything just in case, and the only point where we are letting go of  
537 information is when a staff is departing, then there is a time for the line manager and other  
538 concerned staff to retract what is given to move forward. Of course, at that point, some  
539 personal communications and some work is being lost because of it being not relevant.

540 **Ole:** Alright, just a couple of questions on technology and data. How frequently do you  
541 update your hardware and software platforms?

542 **Frode:** Don't know. Jin. Jin might see that and might need to check with IT. I certainly don't  
543 know.

544 **Ole:** What about cyber continuity? How is your organization prepared for risk of faulty  
545 hardware and user error?

546 **Frode:** I don't know.

547 **Ole:** How is your organization prepared for cyber attacks, including staff refreshers on being  
548 wary of attacks?

549 **Frode:** Don't know.

550 **Ole:** Alright, two questions left. Do you have back-up and contingency plans when acquiring  
551 a new system, if it does not go as planned?

552 **Frode:** Mmm... I don't know. Jin or IT would know. I would assume yes.

553 **Ole:** Is IT in Greenpeace Norway, or Greenpeace Nordic? Where is that department?

554 **Frode:** IT is in Norway now as well, but it's a Nordic support function. So when you say, a  
555 ticket goes to the Nordic system, but we have a physical person in Norway as well.

556 **Ole:** Okay.

557 **Frode:** Since quite recently, actually, so we are quite happy about that.

558 **Ole:** Alright, last question. Are there any risks you can think of that we haven't discussed  
559 already?

560 **Frode:** Nope.

561 **Ole:** Great! That's it then!

562 **Frode:** Okay!

563 **Ole:** Thank you very much! I'll pause this.

564 [Recording stopped]

### Appendix 3: Interview with Jin Halvorsen

Date: March 25 2022

Location: Sandakerveien 24C, 0473 Oslo

[Recording started]

1 **Ole:** I've just started the interview with Jin Halvorsen, head of fundraising at Gp Norway,  
2 thank you for agreeing to be interviewed.

3 **Jin:** Yup.

4 **Ole:** And just so we have it for the record, are you comfortable with this interview being  
5 recorded and that the information shared in the interview can be used in my Master thesis  
6 about Gp Norway?

7 **Jin:** Yes.

8 **Ole:** Yes, okay. Let's start off with some questions about you and some basic information  
9 about the history of the fundraising department. Can you tell me briefly a little bit about  
10 yourself, like age, education, and work experience?

11 **Jin:** So, I'm almost 40, turning 40 this year. I started here in 2016. Previously, work  
12 experience have been with other NGOs such as Unicef and Amnesty, and I started as a regular  
13 recruiter at the beginning of 2000, just to work on the side of my studies, so then I entered this  
14 world. I think I have enough experience with NGO life. My background is that I have a  
15 double Bachelor's – one in sociology and one in pedagogy, and then a Master's in pedagogy.

16 **Ole:** Yup, great. And can you tell me a little bit about Greenpeace Norway's fundraising  
17 history? Such as donors, employees, growth, and then challenges?

18 **Jin:** So, it's quite young, if you compare it to the other established brands. Greenpeace in  
19 Norway started fundraising program in 2012. Then, they started with direct dialogue, so that  
20 is people who walk out on the street and try to recruit new monthly supporters, or donors, and  
21 it was heaps started to grow even more. You can think about Greenpeace Norway probably  
22 had, like, 1000 or a little bit more who supported the organization through donorship, but with  
23 the direct dialogue it's, like, exploded. So they continued to grow acquisition so 2013, 2014,



24 2015, they acquired more direct dialogue coordinators and of course other [inaudible] persons  
25 as well.

26 **Ole:** Mmm. Were there any more offices in Norway than the one in Oslo now?

27 **Jin:** No, not that I understand.

28 **Ole:** Have there been any challenges in the fundraising department since you've been here?

29 **Jin:** Always. There's always a challenge. How do I say it. When I started here, it was a lot of  
30 old technology being used. For example, then we used paper forms for direct debits,  
31 avtalegiroer, physical forms that were sent out to people as well, when people wanted to join  
32 us through online. We had our own CRM [unknown abbreviation] system and own reporting  
33 system. So, and, yes, it was quite behind when it comes to the technology and digitalization,  
34 so that was one of the measures that we took that – looking for various payment methods that  
35 we could use, talking to other NGOs, talking to nets [unknown abbreviation] regarding how to  
36 ship the paper forms, because then when I took over, we had a direct dialogue program in  
37 Bergen as well, so they had the paper form physically and would post it through the mail.

38 **Ole:** Yup, ok. Great. So we'll move on to just some facts about the fundraising department.  
39 What are Greenpeace Norway's revenue sources?

40 **Jin:** What do you mean with that?

41 **Ole:** Is it only donors, is there more? Because you're an independent organization, is it 100%  
42 comes from donors?

43 **Jin:** Mm [sound of agreement]

44 **Ole:** Yup, and in which ways does Greenpeace Norway raise funding? All the different  
45 departments or sections?

46 **Jin:** So, we have acquisition, so that means telemarketing or telefundraising, and direct  
47 dialogue, and then we have online, so that is our revenue sources, and also we do some DM  
48 [unknown abbreviation] but that is not a big part of things.

49 **Ole:** Okay. And how many employees does each section under the fundraising department  
50 have? So how many in TFR, how many in street, and...

51 **Jin:** Oof, now you're asking a difficult one...

52 **Ole:** [Laughs]

53 **Jin:** Overall... [pause] I think we are 9 people in the fundraising, so that means coordinators,  
54 and some that have a Nordic position, so that means like they are based in Norway, but their  
55 responsibility is not only in Norway but the whole Nordic. And then we have all other staff,  
56 such as you, callers, team leaders. I think telemarketing is like 12 or 13 people, and direct  
57 dialogue I think it's like 25 now, and will be more in the summer period.

58 **Ole:** And most, or almost all work part time?

59 **Jin:** Yeah.

60 **Ole:** Okay. Can you tell me a little about how each section operates and how they might be  
61 intertwined?

62 **Jin:** So, telemarketing is telemarketing. They are operating a little bit separate but intertwined  
63 when it comes to lead generation, for example. Like, those who wish to be in. You have direct  
64 dialogue. There is probably more [inaudible] group, in that sense, like they are not reliable,  
65 reliant on others because their works varies outside. And you have digital sphere, where it's a  
66 lot of crossover such as program or side or media and comms and so on. So it's like, but  
67 technically everything is connected to each other, because people, if people don't see us in the  
68 media for example or see us present in the digital sphere, it is pretty harder you guys  
69 [telefundraising team].

70 **Ole:** Yeah, exactly. So how do you find potential new donors, apart from street?

71 **Jin:** Through the phone.

72 **Ole:** Okay, and where does all the leads come from?

73 **Jin:** From digital sphere, and digital, it's more about traditional marketing, right.

74 **Ole:** Alright. And which channels do you market, to find your leads?

75 **Jin:** All of them – all the social medias, and we're testing out other things as well.

76 **Ole:** Alright, great. Are there ever any challenges in finding potential donors?

77 **Jin:** There's always challenges to find potential donors! [Laughs]

78 **Ole:** [Laughs]

79 **Jin:** Well, it's dependent on what you are thinking of in terms of a donor. So, it's depending  
80 on how good we are also to be present, and if we are relevant.

81 **Ole:** Right. And how did the pandemic affect your fundraising operations? Did donation  
82 decrease, did operating costs increase or decrease?

83 **Jin:** Mmm, it didn't increase operational costs. I don't remember but I think we had a small  
84 growth income-wise, but we didn't have that big growth, that we wanted so. But how we  
85 handled it was quite – it was a challenging situation, right. Not only the operational costs but  
86 also for staff. So that was a new situation for everyone to be locked down, be only at home,  
87 isolated, [inaudible] alone. So I think it was challenging in all various areas, and I think also  
88 for us, we managed to be quite adaptable. So, we transitioned a lot of people to telemarketing,  
89 tried to figure out how we could get more calling lists, and so on. And also, the whole office  
90 then supported us. I think therefore we came out doing not bad, nor good.

91 **Ole:** Mm. Still increasing, but not reaching the goals?

92 **Jin:** Mm, yeah.

93 **Ole:** Okay. So we'll move on to goals and budget for the fundraising department. How and by  
94 whom is Gp Norway's fundraising budget set?

95 **Jin:** What do you mean with that?

96 **Ole:** Is that someone in Gp Nordic, is that you who sets those goals for the year? Like how  
97 much growth you want in fundraising during 2022 – who sets that goal and how does that  
98 happen?

99 **Jin:** That is a Nordic. Because we are Nordic and part of the Nordic structure, so that is  
100 handled through the [inaudible] such as strategy workers, building up and some more  
101 awareness, but also it depends how the fundraising management team or fundraising  
102 leadership team should be thinking about. So, technically it's a little complicated, not  
103 difficult, but it's probably more like direction, fundraising [inaudible], but then he needs to or  
104 the staff, needs to figure out then how to increase their goals.

105 **Ole:** Great. And how much of the proceeds raised in Norway goes to other countries?

106 **Jin:** What do you mean with that?

107 **Ole:** For example, in Russia and China and in other countries where they can't fundraise for  
108 themselves? Frode mentioned that – or does most of it go to Norway?

109 **Jin:** No – I don't remember the percentage, but it's true though, we also support with the  
110 collab, in a collegial way, as well.

111 **Ole:** Mm. Do you if it's, or any approximate numbers on that?

112 **Jin:** No, sorry.

113 **Ole:** Okay. What is this year's fundraising goal, for Norway?

114 **Jin:** Enough.

115 **Ole:** [Question removed due to confidentiality]

116 **Jin:** [Response removed due to confidentiality]

117 **Ole:** [Question removed due to confidentiality]

118 **Jin:** [Response removed due to confidentiality]

119 **Ole:** [Question removed due to confidentiality]

120 **Jin:** [Response removed due to confidentiality]

121 **Ole:** [Question removed due to confidentiality]

122 **Jin:** [Response removed due to confidentiality]

123 **Ole:** [Question removed due to confidentiality]

124 **Jin:** [Response removed due to confidentiality]

125 **Ole:** Alright. You have said before that the organization sets a yearly fundraising goal, like  
126 you mentioned now, and that it is not adjusted throughout the year, for example quarterly  
127 based on the numbers, depending on how it's going. So my question is, does Gp Norway  
128 operate financially assuming that Gp Nordic or Norway or World's fundraising goals are met?

129 **Jin:** No – or, I don't quite understand your question.

130 **Ole:** For example, let's say the budget this year is to grow by 5%. Does the operation in Gp  
131 Norway operate as though you will meet your goal? For example, they can hire new staff and  
132 take on new campaigns that will cost both what they expect to have, plus what you are  
133 expected to fundraise.

134 **Jin:** But, that is the budget...

135 **Ole:** Yeah, so they do...?

136 **Jin:** Yeah, they follow the budgets. And then of course it's true, if we have overspent, then  
137 we need to take some actions such as for example looking at where we use that money.

138 **Ole:** Yeah, so that is adjusted throughout the year, then?

139 **Jin:** Yeah. Yeah, it's not adjusted, like, it's a little bit difficult. Because we are so reliant on  
140 the money, so it's not like "oh we didn't hit with 5%", and then we just downwards – no. So  
141 usually it's more the income, and then we have to look at the various things.

142 **Ole:** Okay. Do you regularly track fundraising progress?

143 **Jin:** Yeah.

144 **Ole:** Yeah, alright. We'll move on to personnel. Do you know how long staff in the  
145 fundraising department work, on average?

146 **Jin:** How long do they stay here?

147 **Ole:** Yeah, the turnover rate.

148 **Jin:** That's a good question. Nope, I don't know. But...

149 **Ole:** Do you know if it's comparable to other fundraising departments within similar  
150 organizations?

151 **Jin:** Nope.

152 **Ole:** Do you think staff turnover ever makes it difficult to reach fundraising goals?

153 **Jin:** No – it's always difficult, and... it's a little bit difficult for me to say, because I have...  
154 there's probably some staff have quit, and [inaudible] some staff have quit, but no, I don't  
155 think so. Well I think both yes and no, because you need to give the person a little bit of time  
156 to actually adapt to fundraising well, and how you operate, with the culture, and so on. So  
157 yeah, it's probably challenging to fill the gap, of course.

158 **Ole:** [Question removed due to confidentiality]

159 **Jin:** [Response removed due to confidentiality]

160 **Ole:** Right, we'll move on to the next one. Do you get feedback from staff and donors to see  
161 what their perception of the organization is?

162 **Jin:** I think we do a global poll. But that is not on our department.

163 **Ole:** Okay. And that is not in Norway? Or is that every country that you are a part of?

164 **Jin:** I'm not very sure, to be honest.

165 **Ole:** Yup.

166 **Jin:** Because it's not in our department.

167 **Ole:** Right. These questions I asked Frode too. This next one, do you get feedback from users,  
168 for example people who share posts and sign petitions, as to why they do it, as well as  
169 feedback from non-users as to why they don't participate?

170 **Jin:** Nope. Not from my experience. But I might be wrong. [Chuckles]

171 **Ole:** [Chuckles] Are you able to compare campaign changes with changes in user and donor  
172 participation? For example when you started with the climate lawsuit, was there a huge  
173 change in user participation?

174 **Jin:** That is very difficult to say... If you feel more people supported the cause?

175 **Ole:** For example, yeah. Or an increase in donors? That could be one way to track it.

176 **Jin:** No, I don't know or aware. We didn't see a big increase. I think from what I've heard  
177 from comms, and you can ask Frode as well. I think at the beginning what we started out with,  
178 it was very difficult, people didn't take us very seriously. I think when we continued, then it  
179 became more serious and more relevant.

180 **Ole:** Right, great, that's a great answer. What do you think about Greenpeace Norway's donor  
181 base, today? Is it diverse, and large enough to be dependable? I guess you have kind of  
182 answered that with how you still increased during Covid, and didn't take too much of a hit.  
183 Would you agree with that?

184 **Jin:** I think we have many loyal donors. And I think our diversity depends on how you look at  
185 it. We have a young channel, like our content is to younger audiences, and so very unsure  
186 about that. Probably not going to say more about that, either, but official record I would  
187 probably say our donor is the life and the backbone for our organization. And I think without  
188 them we couldn't win so many campaigns that we do, or do what we do. And they are loyal,  
189 yes. Many of them are loyal because it's such an important cause, right. And we are that kind  
190 of organization that dares to challenge, in various forms.

191 **Ole:** Right. Do you get to calculate the donor's churn rate? The rate in which customers, or in  
192 this case donors, stop doing business with an entity? So the lost customers divided by total  
193 customers at the start of the time period that you want to measure.

194 **Jin:** Mm, no. We are having reports about that, so we get that information. Retention.

195 **Ole:** Right, nice. So we'll move into market and target group. What is your target group, and  
196 how big is the market for Gp Norway, would you say?

197 **Jin:** You're asking so many difficult questions here. [Laughs]

198 **Ole:** [Laughs] Sorry about that!

199 **Jin:** [Pause] That is a very hard question, to be honest.

200 **Ole:** Alright, we can move on. I'll just mention this again so I have it in the right spot. So Gp  
201 Norway does use every social media platform to recruit new donors?

202 **Jin:** Mm [sound of agreement].

203 **Ole:** And next question, do you think the content on all of your media platforms are  
204 consistent?

205 **Jin:** Consistent of frequency, or...?

206 **Ole:** Consistent with each other – just that what's on the website is consistent with what's on  
207 Instagram, which is consistent with what's on Facebook. That you have a common theme  
208 between every media site?

209 **Jin:** That is a subjective question. My impression is that we have it worse, but we have  
210 improved.

211 **Ole:** Alright. How do you decide how much time and resources you should use on each media  
212 platform?

213 **Jin:** That is not my job, that is the staff who does that.

214 **Ole:** Alright. We'll move on to technology, and you talked a little bit about it already. Which  
215 systems or software does each section or department work with? If you're allowed to mention  
216 that?

217 **Jin:** What do you mean, which systems or software?

218 **Ole:** For example, TFR using scrive, and so on.

219 **Jin:** Yeah, we are using various things, some SMS, some scrive, and direct forms, and so on.  
220 So it is vast, that is the payment methods. It depends on the various channels and so on, that  
221 we offer.

222 **Ole:** Yup, and how frequently do you update your hardware and software platforms?

223 **Jin:** Change it, do you mean?

224 **Ole:** Yup.

225 **Jin:** I don't know.

226 **Ole:** Alright. Do you know if you have back-up and contingency plans when acquiring new  
227 systems, if it does not go as planned?

228 **Jin:** I think so, we have back-up.

229 **Ole:** Alright. How is your organization prepared for the risk of faulty hardware and user  
230 error? I guess you have back-up and contingency plans, as you mentioned?

231 **Jin:** Yeah, I think so.

232 **Ole:** [Question removed due to confidentiality]

233 **Jin:** [Response removed due to confidentiality]

234 **Ole:** [Question removed due to confidentiality]

235 **Jin:** [Response removed due to confidentiality]

236 **Ole:** [Question removed due to confidentiality]

237 **Jin:** [Response removed due to confidentiality]

238 **Ole:** Alright. Let's move on to finance. I asked Frode these questions too. Do you know what  
239 Gp Norway's yearly budget is? Not just the fundraising department, but the whole  
240 organization?

241 **Jin:** What do you mean budget, expenses, or...?

242 **Ole:** Yes, all the money you can use, on both rent and campaigns and staff and everything.



243 **Jin:** Nope, I don't know. But we are expected to use 76% or more, as much as we can to the  
244 campaigns.

245 **Ole:** [Question removed due to confidentiality]

246 **Jin:** [Response removed due to confidentiality]

247 **Ole:** [Question removed due to confidentiality]

248 **Jin:** [Response removed due to confidentiality]

249 **Ole:** Mm. Does Gp Norway have any fundraising events, ever?

250 **Jin:** What do you mean with that?

251 **Ole:** For example, to have an event that is specifically for fundraising, so you would invite a  
252 lot of guests in the hope that they would donate?

253 **Jin:** [Inaudible response]

254 **Ole:** No?

255 **Jin:** Nope.

256 **Ole:** Right, that's what I assumed. So just one last quick question. Are there any other risks  
257 that we haven't mentioned that you can think of? Any risks that keeps you up at night, that  
258 you can share and that's not confidential?

259 **Jin:** I guess not, no.

260 **Ole:** Nope, alright. Great, I'll stop the recording.

261 [Recording stopped]

## Appendix 4: Interview with Aud Hegli Nordø, Mehwish Shahid Dar, and Sanne Johnsen

Date: April 27, 2022

Location: Zoom

[Lydavspillingen startet]

[Recording started]

1 Ole: Da begynte jeg akkurat intervjuet med Aud Hegli Nordø, ansvarlig for  
2 kommunikasjonsavdelingen i Greenpeace Norge. Tusen takk for at du stiller til intervju.

3 Ole: And now, I have just begun the interview with Aud Hegli Nordø, head of the  
4 communications department at Greenpeace Norway. Thank you for agreeing to be  
5 interviewed.

6 Aud: Bare hyggelig

7 Aud: You're welcome.

8 Ole: Og så bare så vi har det for lydopptaket, er du komfortabel med at intervjuet blir tatt opp,  
9 og at informasjonen delt i intervjuet kan bli brukt i masteroppgaven min om Greenpeace  
10 Norge?

11 Ole: And just so we have it on the recording, are you comfortable with the interview being  
12 recorded, and that the information shared in the interview can be used in my master thesis  
13 about Greenpeace Norway?

14 Aud: Ja, det er jeg komfortabel med, men bare en opplysning om det fordi du har noen  
15 spørsmål også om nettside og sosiale medier så da har jeg spurt to andre om de kan komme  
16 inn om en halvtimes tid i denne her praten og for å snakke om det fordi de har bedre oversikt  
17 enn meg så da må du ta denne runden her på nytt.

18 Aud: Yes, I'm comfortable with that. But just one note about it: since you have a few  
19 questions also about the website and social media, I've asked two others whether they can  
20 come into our chat here in half an hour to talk about it, because they have a better overview  
21 than me of it. So then you will have to take this round again.

22 Ole: Ja, da tar vi sosiale medier delen til slutt. Skal vi se – så jeg tenkte vi kunne starte med  
23 noen spørsmål om deg og litt om historien til kommunikasjonsavdelingen. Først og fremst,  
24 kan du fortelle meg litt om deg selv, som alder, utdanning, og arbeidserfaring?

25 Ole: Yes, then we will take the social media part at the end. Let's see – I thought we could  
26 start with a few questions about you and a little bit about the history of the communications  
27 department. First and foremost, can you tell me a little bit about yourself, such as age,  
28 education, and work experience?

29 Aud: Ja, jeg er 40 år, og har jobba for Greenpeace siden 2016 så det er vel, ja, omtrent 6 år.  
30 Jeg er utdanna journalist og har jobba som journalist i TV2 og har siden det jobba i politikken  
31 som kommunikasjonsrådgiver for arbeiderpartiet og for miljøpartiet de grønne, og i  
32 miljøpartiet de grønne så drev jeg også det daglige mediearbeidet i partiet.

33 Aud: Yes, I am 40 years old, and have worked for Greenpeace since 2016 so that has been,  
34 well, about 6 years. I am educated as a journalist and have worked as a journalist in TV2 and  
35 have worked in politics as a communications advisor for the Labour Party and for the Green  
36 Party, and in the Green Party I also worked with the daily media work in the party.

37 Ole: Ok, spennende.

38 Ole: Okay, exciting.

39 Aud: Ja, og nå i Greenpeace.

40 Aud: Yes, and now at Greenpeace.

41 Ole: Ja [ler]. Kan du fortelle meg litt om kommunikasjonsavdelingens historie – sånn som  
42 hvordan den har vokst, utfordringer, og ansvarsområder?

43 Ole: Yes [laughs]. Can you tell me a little about the communication department's history –  
44 such as how it has grown, challenges, and areas of responsibility?

45 Aud: Ja, vi som jobber med kommunikasjon i dag – vi er to stykker som jobber konkret med  
46 tradisjonelle medier og så er vi tre akkurat nå som jobber med digitale medier. Det er på  
47 program, så hele Greenpeace kontoret vårt i Oslo, det er delt opp i to – det er program og så er  
48 det fundraising/innsamling. Så sånn sett er vi jo 5 stykker som jobber med kommunikasjon  
49 da, på program, og så har vi jo de som også jobber med sosiale medier med leads og med  
50 sosiale medier også på fundraising og det er to stykker akkurat nå.

51 Aud: Yes, we who work with communication today – we are two who work formally with  
52 traditional media, and then we are three right now who work with digital media. It is within  
53 program, so our whole Greenpeace office in Oslo is split up in two – one is program, and the  
54 other is fundraising. So then, we are 5 who work with communication, within program, and  
55 then we have those who also work with social media with leads and with social media also  
56 with fundraising, and there are two people working with that right now.

57 Ole: På fundraising også? Okay. Men de er i fundraisingavdelingen og ikke i  
58 kommunikasjonsavdelingen, teknisk sett?

59 Ole: On fundraising also? Okay. But they are in the fundraising department and not in the  
60 communication department, technically?

61 Aud: Ja. Og i praksis så jobber vi jo som ett så vi jobber jo med kommunikasjon sammen, alle  
62 sammen. Så det er jo et skille som er på papiret, men ikke da i praksis.

63 Aud: Yes. In practice we work as one, and we work with communication together, everyone.  
64 So there is a divide on paper, but not necessarily in practice.

65 Ole: Bra. Da fikk vi egentlig svart på de to neste spørsmålene også. Det var jo hvor mange  
66 ansatte avdelingen har, så det er det 2 på tradisjonelle medier, og 3 på digitalt, også så er det i  
67 tillegg 2 på sosiale medier for fundraising?

68 Ole: Great. Then we have already answered the two next questions as well, which were how  
69 many employees the department has, which is 2 on traditional media, and 3 on digital, and  
70 then in addition 2 on social media for fundraising?

71 Aud: Ja, de har jo litt andre stillingstitler. For eksempel sånn som Hanne, hun kaller vi digital  
72 strateg for eksempel da. Men det blir riktig å si det sånn. Så det ville ikke vært riktig å si at vi  
73 alle jobber i kommunikasjonsavdelingen, men vi jobber alle med kommunikasjon.

74 Aud: Yes, they have some different position titles. For example, Hanne, we call her “digital  
75 strategist”. But that is correct to say it that way. So it would not be correct to say that we all  
76 work in the communication department, but that we are all working with communication.

77 Ole: Ja, så bra. Hva tenker du Greenpeace Norge sin identitet, merkevare og rykte er?

78 Ole: Yes, great. What do you think is Greenpeace Norway’s identity, brand, and reputation?

79 Aud: Ja, assa sånn som det er i dag så tror jeg identiteten vår er knyttet mer opp mot klima.  
80 Tidligere i Norge så var den knyttet opp mot motstand mot hvalfangst og det [inaudible] at det  
81 har vært en utvikling etter at jeg begynte å jobbe i Greenpeace, at flere har forståelsen at  
82 klima er hovedsaken vi jobber med.

83 Aud: Yes, well, as it is today, I think our identity is connected more with the climate. Earlier  
84 in Norway, it was connected to the fight against whaling and the [inaudible] that it has been a  
85 development since I began working at Greenpeace, that more understand that climate is the  
86 main cause we work with.

87 Ole: Ja, herlig.

88 Ole: Yes, great.

89 Aud: Og så er det jo selvsagt sånn at Greenpeace er jo en stor internasjonal organisasjon. Det  
90 som kan være utfordrende er at vi har flere nivå. Vi har det internasjonale nivå, og så har vi et  
91 Nordisk nivå, og så har vi oss som jobber her i Oslo, og vi som jobber her i Oslo vi ligger  
92 under det nordiske kontoret som består av fire land.

93 Aud: And then, of course it is the case, that Greenpeace is a big international organisation.  
94 Something that can be challenging, is that we have many levels. We have an international  
95 level, and then we have the Nordic level, and then we have us who work here in Oslo, and  
96 those who work here in Oslo, we are under the Nordic office which consists of four countries.

97 Ole: Ja. Okei, en veldedig organisasjons rykte er jo utrolig viktig for organisasjonens  
98 overlevelse og for å vokse videre. Hva tror du er de største risikoene til GP Norges rykte?

99 Ole: Yes. Okay, a non-profit organisation's reputation has a lot to say for both its survival and  
100 its ability to thrive. What do you think are the biggest risks to Greenpeace Norway's  
101 reputation?

102 Aud: Mmm, ja. Største utfordringene er at vi fremstår troverdig, kan det være... Det er veldig  
103 viktig for oss å vise at vi har fagrådgivere som jobber spesifikt med ulike temaer sånn at vi  
104 har liksom eksperter, og når det gjelder sivil ulydighet så kan vi bli oppfattet som voldelige,  
105 voldsomme og useriøse. Det er en risiko.

106 Aud: Mmm, yes. The big challenge is that we appear credible, it can be... It is very important  
107 for us to show that we have advisors for fields who work specifically with different topics, so

108 that we have, in a sense, experts, and when it comes to civil disobedience we can be perceived  
109 as violent and not be taken seriously. That is a risk.

110 Ole: Ja.

111 Ole: Yes.

112 Aud: Så er det jo også selvsagt det her med, her i Norge for eksempel så ønsker jo ikke vi i  
113 Norge å ha noe særlig fokus på hvalfangst [inaudible]. Mens i andre Greenpeace land så er jo  
114 det veldig viktig for eksempel da, og et tema som de er veldig opptatt av.

115 Aud: So of course as is the case, here in Norway, for example, we don't wish to have such a  
116 specific focus on whaling [inaudible]. On the other hand, in other Greenpeace countries, it is  
117 such that it is very important, for example, and is a theme that they are very occupied with.

118 Aud: Vi har jo også litt ulik vekting i Greenpeace landene om hvilke tema man skal jobbe  
119 med. Andre ting som kan være utfordrende er jo at vi må kommunisere for å få folk med oss,  
120 ikke mot oss. Vi er jo opptatt av å bruke ord som at vi er fredelige f.eks. eller at, å bruke ord  
121 som vi, inkluderende ord, prøve å bruke minst mulige hissige ord. Jeg føler jo i stor grad det  
122 er grunnen til at folk kan se på oss som aggressive. Det er jo litt interessant, for vi gjorde en  
123 undersøkelse, den har jeg ikke foran meg her nå da, men der gjorde vi en  
124 omdømmeundersøkelse som viser at det er flere mennesker i Norge som oppfatter Greenpeace  
125 i Norge, som har aggressivt språk, enn i de andre nordiske landene.

126 Aud: We also have slightly different priorities in the Greenpeace countries, about which  
127 topics we work with. Other things that can be a challenge are that we must communicate to  
128 get people with us, not against us. We are working with using words that demonstrate that we  
129 are peaceful, for example, or rather, to use words that we, including words, to try to use as  
130 few angry words as possible. I feel, quite strongly, that it is the reason that people can see us  
131 as aggressive. It is a little interesting, because we did a study, which I don't have in front of  
132 me here now, but where we did a survey on our reputation which showed that there were  
133 more people in Norway who perceived Greenpeace as using aggressive language, compared  
134 to the other Nordic countries.

135 Ole: Hm, okei. Vet du når den spørreundersøkelsen var fra? Var det nylig?

136 Ole: Hmm, okay. Do you know when that survey was carried out? Was it recently?

137 Aud: Nei, hvis du vil kikke mer på den så kan jeg finne den fram til deg. Men dette er jo en  
138 undersøkelse som vi ikke bruker eksternt, det er jo internt materiale.

139 Aud: No, if you want to look at it more, I can find it for you. But it is a survey that we do not  
140 use externally, it is internal material.

141 Ole: Okei. Spennende. Og så hopper vi over den sosiale mediedelen til de andre kollegaene  
142 dine kommer inn også. Så neste spørsmål. Har dere noen protokoller for mediekanalene deres  
143 som er nødvendige for alle ansatte å vite om? Alle i kommunikasjonsavdelingen.

144 Ole: Okay, exciting. Then we'll hop over the social media section until your other colleagues  
145 come in to join us. In the meantime, the next question. Do you have protocols for your media  
146 channels that are necessary for all staff to know about? Everybody in the communications  
147 department.

148 Aud: Når du sier protokoller, hva mener du da?

149 Aud: When you say protocol, what do you mean?

150 Ole: Sånn for eksempel når, la oss si TV2 tar kontakt, er det noen protokoller for hvordan man  
151 skal svare? Spørsmål man skal stille, noen som helst protokoll da.

152 Ole: Well, for example when, let's say TV2 takes contact, are there any protocols for how one  
153 should respond? Questions one can ask, something which is protocol, then.

154 Aud: Nei, egentlig ikke. Assa vi har jo, alle kommunikasjonsrådgiverne som har jobbet hos  
155 oss så lenge jeg har vært her læres jo også opp litt muntlig om hvordan man snakker med  
156 pressen, men vi har ikke noe spesifikt, sånn og sånn må du si eller sånn og sånn må du gjøre,  
157 men det er jo mer at vi samsnakker om hva som fungerer best og hvordan fremstår vi på en  
158 ærlig og ordentlig måte.

159 Aud: No, not really. Well, we have, all of the communication advisors who have worked with  
160 us as long as I have been here are taught and a bit orally about how one speaks with the press,  
161 but we don't have any specific, this and that you must say or this and that you must do, but it  
162 is a bit more that we discuss what works best and how to represent ourselves in an honest and  
163 proper way.

164 Ole: Og før intervjuene i det hele tatt starter, stiller dere spørsmål om dem f.eks. er på en  
165 deadline, hvor mange ord de ønsker å ha i artikkelen, er det en fotokomponent, osv?

166 Ole: And before interviews start, do you guys ask them for example whether there is a  
167 deadline, how many words they want to have in an article, will there be a photo component,  
168 etc?

169 Aud: Det kommer helt an på hvilken journalist vi snakker med. Vi har jo et veldig bredt  
170 nettverk. Jeg personlig har jo jobbet med innsalg i media i snart 15 år så det er jo, eeh, de  
171 fleste journalistene som jobber med klima kjenner vi jo godt, så, eh, ja, det er jo veldig sjelden  
172 det er nødvendig med en runde med veldig strict [streng] sitatsjekk og den type ting, men ved  
173 behov, f.eks. med nye journalister så ber vi om det, eller hvis det er en sak som vi vet kan bli,  
174 ha kritisk blikk på oss da, så er det også selvsagt nødvendig å spørre om sitatsjekk. Men alle  
175 sånne rammer for intervjusituasjonen er jo vanlig å spørre om, altså hvor skal det være, eller i  
176 debatter – er det flere som skal være med, hvem skal man debattere imot, når er det planlagt å  
177 publiseres, altså alle sånne typiske ting er det jo vanlig å spørre om.

178 Aud: That usually depends on which journalist we are talking with. We have quite a wide  
179 network. I personally have worked with sales in the media for nearly 15 years now so it is,  
180 well, most of the journalists who work with the climate, we already know quite well, so, well,  
181 yes, it is quite rare that it is necessary with a round with quite strict reference checking and  
182 that type of thing, but with the need, for example with new journalists then we will request it,  
183 or if it is a case that we know can be, can have a critical look at us then, so then it is of course  
184 also necessary to ask for a reference check. But all such frameworks for interview situations  
185 are typical to ask about, like where it should be, or in debates – how many will participate,  
186 who one might debate against, when it is planned to be published, all those types of things are  
187 typical to ask about.

188 Ole: Så det er mer ekspertisen deres som avgjør det, og så vet dere det selv om det ikke er  
189 skrevet ned og er noen offisiell protokoll på det da?

190 Ole: So then it is more your expertise that determines it, and you know yourselves then, if it is  
191 not written down or you have any official protocol about it then?

192 Aud: Ja, vi har ikke noen offisiell protokoll på det. Men det er jo medielære om hvordan man  
193 forholder seg til journalister.

194 Aud: Yeah, we don't have any official protocol on it. But there are media studies on how one  
195 should carry themselves with journalists.



196 Ole: Absolutt. Ehm, lagrer dere og arkiverer dere kopier av medieartikler om organisasjonen  
197 alltid?

198 Ole: Absolutely. Well, do you save and archive copies of media articles about the  
199 organisation, all the time?

200 Aud: I gamledager [ler] da jeg begynte, så var det fortsatt sånn at vi drev og klippte ut  
201 papiravisklipp og hadde i en perm det var veldig hyggelig [begge ler]. Men sånn som det  
202 fungerer i dag, hvis vi skal ha en oversikt over utspill så lager vi jo en Retriever oversikt. Så  
203 vi driver dessverre ikke og klipper ut så mye av papiraviser lenger.

204 Aud: In the old days [laughs] when I began, then it was still the case that we cut out paper  
205 newspaper clips and had them in a binder that was very charming [both laugh]. But how it  
206 works today, if we want to have an overview over mentions, we will make a Retriever  
207 overview. So we don't work with cutting out newspaper clippings any longer, unfortunately.

208 Ole: No [ler]. Det er forståelig.

209 Ole: No [laughs]. That is understandable.

210 Aud: Så ja, der bruker vi jo de selskapene som driver med medieovervåking til å få rapporter  
211 da, når vi trenger de, over de artiklene vi har vært i da. Både trykte medier og web.

212 Aud: So yeah, there we use the companies that work with media monitoring to get reports,  
213 when we need them, over the articles we have been in. Both print media and web.

214 Ole: Okei, flott. Sporer dere også mediekommentarer om organisasjonen?

215 Ole: Okay, great. Do you also track media comments about the organisation?

216 Aud: Ja assa vi har jo, bruker som sagt Retriever i Norden og vi har jo da søkeord på  
217 Greenpeace og talspersoner og ord som omhandler de temaene vi jobber med. Så det får vi jo  
218 hver dag, en oversikt om omtaler.

219 Aud: Yeah, well, we use as mentioned Retriever in the Nordics, and we have search words on  
220 Greenpeace and spokespeople and words which relate to the topics we work with. So that we  
221 get everyday, an overview of mentions.

222 Ole: Wow. Så bra. Har dere noen protokoller eller sjekklister for hvordan dere håndterer  
223 ukorrekt informasjon som blir publisert om organisasjonen, både utad og innad?

224 Ole: Wow, great. Do you have any protocols or checklists on how you handle incorrect  
225 information that is published about the organisation, both externally and internally?

226 Aud: Assa vi har jo alle temaer, både kontroversielle temaer, men også temaer som ikke er  
227 kontroversielle, har vi jo snakkepunkter på, og vi samsnakkes jo, også har vi ofte talepunkter  
228 som kommer fra Greenpeace internasjonalt, temaer som kan være kontroversielle, f.eks. nå  
229 under Ukraina krigen så er det jo et helt team internasjonalt som jobber med hvordan vi  
230 snakker om krigen. Og vi i Norge følger jo de talepunktene som lages internasjonalt, og så har  
231 vi jo våre egne kontroversielle saker i Norge, f.eks. vindkraft som er en het potet, så da har vi  
232 talepunkter på hvordan vi uttaler oss om det.

233 Aud: Well, we have all topics, both controversial topics, but also topics that aren't  
234 controversial, we have talking points about, and we discuss, also we often have talking points  
235 that come from Greenpeace International, topics that can be controversial, for example now  
236 with the war in Ukraine, there is a whole international team that is working with how we  
237 speak about the war. And us here in Norway follow the talking points that are made  
238 internationally, and then we of course have our own controversial cases here in Norway, for  
239 example on wind energy, which is like a hot potato, so then we have talking points on how we  
240 comment on that.

241 Ole: Okei. Mm. La oss si du får informasjon fra Retriever i morgen og så finner du ut at det  
242 ble publisert en artikkel i dag eller i kveld som har helt ukorrekt informasjon om Greenpeace  
243 Norge, hvordan håndterer dere det? Er det noe fast oppsett på det?

244 Ole: Okay. Hmm. Let's say you get information from Retriever tomorrow, and you find out  
245 that an article has been published today or tonight that has some completely wrong  
246 information about Greenpeace Norway. How do you handle that? Are there any fixed plans  
247 for that?

248 Aud: Det er jo veldig enkelt. Alt i å imøtegå kritikk og informasjon som ikke er korrekt, da er  
249 det vi som jobber med kommunikasjon som tar kontakt med redaksjonen som har publisert  
250 informasjon som ikke er korrekt, og spør dem om å fikse opp det veldig raskt. Det er jo også  
251 en av grunnene til at det er viktig å ha medieovervåkning, det er jo nettopp det. At man skal  
252 kunne imøtegå kritikk, men også ting som ikke er korrekt da.

253 Aud: That is in fact very simple. Everything in response to criticism and information that is  
254 not correct, that is us working with communications which makes contact with a redaction

255 that has published information which is not correct, and ask them fix it very quickly. It is also  
256 one of the reasons that it is very important to have media monitoring, that is exactly it. So that  
257 one can respond to criticism but also things that are incorrect.

258 Ole: Ja absolutt. Har dere informasjon om hvem som offisielt prater for hvilke temaer, og hvis  
259 dere har det, er det på nettsiden deres slik at medier og offentligheten har tilgang til det?

260 Ole: Yes, absolutely. Do you have information on who officially comments on which topics,  
261 and if you have that, is it on your website so that the media and the public have access to it?

262 Aud: Ja. På nettsiden vår så har vi jo en oversikt over alle som jobber hos oss. Nettopp også  
263 da med tittel, slik at man også skal vite hva de ulike fagrådgiverne jobber med. Planen vår er  
264 jo å lage den litt bedre, altså, ja, jeg regner med at vi kommer til å gjøre det med litt flere  
265 stikkord sånn at man vet hvem man skal kontakte med hvilke temaer.

266 Aud: Yes. On our website, we have an overview over all of us who work here. With their title,  
267 so that people also can know what the different advisors work with. Our plan is to improve it,  
268 well, yeah, I imagine we will add a few more key words so that people know who to contact  
269 about which topics.

270 Ole: Ja ikke sant.

271 Ole: Yeah, right.

272 Aud: Men hovedregelen hos oss er jo at Frode som er vår leder, at han oftest er den som vi  
273 bruker som talsperson, men så ønsker vi å også vise frem at vi har mangfold, men også  
274 eksperter på ulike områder, så de er også talspersoner i gitte situasjoner. Og noen ganger så  
275 uttaler jo jeg meg også, som kommunikasjonssjef, og det er jo et mål for oss å vise at vi har en  
276 mangfoldig organisasjon, så vi har jo et uttakmål også om å vise frem flere av de som jobber  
277 hos oss, også de som er ververe, og jobber med andre ting enn nødvendigvis fag også.

278 Aud: But our main rule is that Frode, who is our leader, that he most often is the one who we  
279 use as a spokesperson, but we also wish to show that we have diversity, but also experts on  
280 different areas, so they are also spokespeople in given situations. And sometimes I will speak  
281 also, as head of the communications department, and it is a goal for us to show that we have a  
282 diverse organisation, and so we then have a target also to show many of those who work here,  
283 also those who are recruiters, and working with things other than necessarily advising on  
284 topics as well.

285 Ole: Ikke sant. Så bra. Herlig. Har dere en konstant oppdatert liste med kontaktinformasjon og  
286 stillinger både for egne ansatte, men også for partnerorganisasjoners ansatte?

287 Ole: Yes, right. Great. Do you have a constantly updated list with contact information and  
288 titles, both for your own employees, but also for partner organisations' employees?

289 Aud: Ja. Det har vi jo for så vidt, men de største listene ligger jo inne på folks egne private  
290 telefoner. Men vi har jo kontaktinfo også i database til andre, men alt er jo GDPR, i henhold  
291 til hva GDPR er, all lagring av informasjon foregår sånn.

292 Aud: Yes. We have that, but the biggest lists lie inside people's own private phones. But we  
293 have contact information also in others databases, but everything is GDPR, according to what  
294 GDPR is, all storage of information occurs that way.

295 Ole: Okei, så bra. Så går vi videre. Du svarte jo litt på GDPR nå, har du også mulighet til å  
296 svare på om dere har noen protokoller eller faste sett å håndtere informasjon om personer i  
297 organisasjoner som dere arbeider sammen med? Samarbeider med.

298 Ole: Okay, nice. So we'll move on. You answered a little bit on GDPR now, do you also have  
299 the possibility to answer about whether you have any protocols or standards for handling  
300 information about people in organisations you cooperate or collaborate with?

301 Aud: Eh, nei egentlig ikke. Altså vi har jo uoffisielle oppfatninger av hvordan vi forholder oss  
302 selvfølgelig til forskjellige personer og ulike organisasjoner. Men vi har ikke noe skrevet ned,  
303 og det tror jeg det er fint også at vi ikke har. Fordi at, sånn er det jo i andre organisasjoner, det  
304 skiftes ut med hvem som jobber der, og hvilke forhold man har og sånn, men vi samarbeider  
305 mye med andre miljøorganisasjoner i Norge fra sak til sak, så vi har jo ulike  
306 samarbeidsarenaer sammen. Også har vi ulike måter vi kommuniserer med hverandre på også  
307 da. Men vi har ikke noe nedfelt regelverk på akkurat hvordan den, det, som, [inaudible] skal  
308 foregå, men det kan vi jo, det hender det at vi gjør fra gang til gang.

309 Aud: Ah, well, not really. Well, we have unofficial perceptions on how we associate  
310 ourselves, of course, with different people and different organisations. But we don't have it  
311 written down, and that I think is also good that we don't do. Because, as it is in other  
312 organizations, it changes who works there, and the types of relationships one has and such,  
313 but we cooperate and collaborate a lot with different environmental organisations in Norway  
314 from case to case, and we have different collaborative arenas together. We also have different  
315 ways that we communicate with each other, as well, then. But we don't have a formal

316 rulebook on exactly how then, this, that, [inaudible] should happen, but it is something we  
317 know, it happens that we do from time to time.

318 Ole: Så bare så jeg forstår det, den listen som dere har, som er offentlig for de det kan være  
319 med tanke på GDPR, med kontaktinformasjon, hvis noen slutter og sånn som du sier, hvordan  
320 blir den oppdatert? Er det en person som er ansvarlig for å gjøre det eller?

321 Ole: So just so I understand, the list that you guys have, which is available to those it can be  
322 to in regards to GDPR, with contact information, if someone stops working or something like  
323 you say, how is it updated? Is there someone who is responsible for doing that, or?

324 Aud: Nei, egentlig ikke. Jeg har laget noen lister med kontaktinformasjon, men de er jo ikke,  
325 ja vi har ikke noe sånn spesielt system på hvordan de skal oppdateres, men vi oppdaterer jo de  
326 med jevne mellomrom, hvis man for eksempel har hørt at noen har slutta eller skifta jobb.

327 Aud: No, not really. I have made some lists with contact information, but is not that, we don't  
328 have any special system on how it should be updated, but we update it regularly if someone  
329 for example has heard that someone has quit or changed jobs.

330 Ole: Okei, bra.

331 Ole: Okay, good.

332 Aud: Men jeg vil si at de fleste kontaktene har man jo personlig, fordi man jobber jo tett med  
333 andre også. Så det meste av kontaktinformasjon til andre i andre organisasjoner det ligger jo  
334 inne på mobiltelefonene til hver enkelt.

335 Aud: But I can say, that most of the contacts people have are personal, because we work  
336 closely with others as well. So most of the contact information to others in other organisations  
337 are right in the mobile phones of each person.

338 Ole: Har Greenpeace Norge noensinne vært i media for noe negativt?

339 Ole: Has Greenpeace Norway ever been in the media for something negative?

340 Aud: For noe negativt?

341 Aud: For something negative?

342 Ole: Noe dere anser som negativt.

343 Ole: Anything you guys would consider negative.

344 Aud: At vi blir fremstilt på en negativ måte?

345 Aud: That portray us in a negative way?

346 Ole: Yes.

347 Ole: Yes.

348 Aud: Ja. Det vil jeg jo si [begge ler], ehm, men hvis jeg skal nevne noen eksempler så må  
349 hjernen min grave det frem faktisk.

350 Aud: Yeah. I would say that [both laughs], well, but if I need to mention any examples then  
351 my brain has to dig it out, actually.

352 Ole: Det går fint assa, vi trenger ikke eksempler, jeg vil gjerne bare vite, hvordan avgjør dere  
353 om dere skal gi et formelt svar på det eller ikke?

354 Ole: That's fine, we don't need specific examples, I just wanted to know, how do you decide  
355 on whether or not to give a formal response?

356 Aud: Ja, det er jo egentlig ganske enkelt. Som regel hvis det er noe negativt om oss så prøver  
357 vi å få til et svar med korrekt informasjon på det med en gang. De debattene som vi i stor grad  
358 ikke går inn i, er jo klimafornektere, jeg er jo veldig opptatt av at vi skal gi sannferdig og  
359 ordentlige svar til alle som omtaler oss og kontakter oss, men det er også grenser for hvor  
360 langt inn i den konspirasjonsmaterien vi går da, så ofte når vi har gitt et svar til  
361 konspirasjonsteoretikere og det fortsetter ned der så kan det hende at vi velger å ikke gjøre  
362 noe mer med det.

363 Aud: Yes, well that is really quite simple. As a rule, if there is something negative about us,  
364 we try to get a reply as regards factual information right away. The debates that we largely do  
365 not participate in, are those about the climate change deniers. I strongly believe that we should  
366 give truthful and proper answers to all who mention us and contact us, but there is also a line  
367 on how far we go into the conspiracy theories, so often when we have given one answer to a  
368 conspiracy theorist and they continue, at that point then we may choose not to engage any  
369 more with it.

370 Ole: Okei. Og er det noen protokoller på hvordan dere responderer på negativ omtale i media,  
371 er det et fast antall ansatte som møtes og diskuterer det, noe oppsett på det? Hvordan blir den  
372 avgjørelsen tatt?

373 Ole: Okay. And is there some protocol on how you respond to negative mentions in the  
374 media, are there specific employees who meets and discusses it, some arrangement for it?  
375 How is that decision made?

376 Aud: Det blir fra gang til gang, så samsnakkes jo de som trenger å være involvert, da er det jo  
377 som regel leder, og meg på kommunikasjon, og hvis det er et spesielt tema så har vi jo gjerne  
378 med fagrådgivere da. Men som sagt så har vi også talepunkter på det meste av saker, som vi  
379 har blitt utfordra på tidligere, så ofte så handler det bare om å få ut talepunkter som vi allerede  
380 har da.

381 Aud: That happens from time to time, so those who need to be involved discuss, then as a  
382 rule, leader, me regarding communication, and if it's a special topic then I would get the field  
383 advisor as well. But as mentioned, we also have talking points for most of the cases that we  
384 have been challenged on in advance, so often it is handled just by getting a few talking points  
385 that we already have.

386 Ole: Bra svar. Herlig. Så går vi videre til kalender, eller scheduling, skal si se om jeg får  
387 oversatt det her da. Hender det at tid og lokasjon av eventer noen gang accidentally ekskluderer  
388 kritiske personer?

389 Ole: Great answer. Nice. So then we go on to scheduling. Does the time and location of  
390 events ever accidentally exclude critical people?

391 Aud: Hva mener du med ekskluderer kritiske personer?

392 Aud: What do you mean with exclude critical people?

393 Ole: Um, at den informasjonen ikke kommer fram, ikke med vilje, men at den på en eller  
394 annen måte ikke kommer fram til kritiske individer for den eventen da.

395 Ole: Um, that the information doesn't arrive to them, not with ill will, but that in one way or  
396 another didn't arrive to the critical people for an event.

397 Aud: Jeg skjønnte faktisk ikke helt hva du mente. At vi selv internt, at folk hos oss ikke får  
398 informasjon?

399 Aud: I still don't get exactly what you mean. That we ourselves internally, that people  
400 internally don't get information?

401 Ole: La oss si at dere skal ha en event med to partnerorganisasjoner..

402 Ole: Let's say that you guys will have an event with two partner organizations...

403 Aud: Når du sier event, mener du da f.eks. at vi skal ha en aksjon sammen eller ha en  
404 kampanje sammen f.eks.?

405 Aud: When you say event, do you mean for instance that we'll have an action together, or  
406 have a campaign together, for instance?

407 Ole: Ja absolutt, alt, eller et møte, hva som helst. Hender det da at viktig informasjon ikke  
408 kommer fram til nødvendige personer. Så la oss f.eks. si kommunikasjonsansvarlig i  
409 Extinction Rebellion typ.

410 Ole: Yes, exactly, everything, or in a sense, anything. Does it occur that important  
411 information doesn't arrive to the necessary people. Let's say for example, the head of the  
412 communications department at Extinction Rebellion, or so.

413 Aud: Ja uten at.. coronahodet mitt kommer på noen gode eksempler så vil jeg jo selvsagt gå ut  
414 i fra at det har skjedd, kan ikke skjønne annet [begge ler]. Men assa vi har jo sånn som vi  
415 jobber så gjør vi jo alt vi kan for at alle involverte enten det er i vår organisasjon eller en  
416 annen organisasjon skal få den informasjonen de trenger. Men det finns sikkert eksempler på  
417 at ting har gått raskt eller at noen har misoppfatta hvem som skal være med i et møte, det  
418 finns det 100% sikkert eksempler på, det vil jeg tro.

419 Aud: Yes, without.. my corona-head coming up with any good examples I want to say that it  
420 has happened, can't imagine otherwise [both laugh]. But we have the way that we work, and  
421 we do everything we can so that everyone involved, whether it is in our organisation or  
422 another organisation, will get the information they need. But there definitely are examples of  
423 things that have gone quickly or where someone has misunderstood who should be in a  
424 meeting, there are 100% examples of that, I believe.

425 Ole: Ja. Det går fint inn i neste spørsmål også, for da lurer jeg på om det er eventer som blir  
426 planlagt ganske raskt på slutten av møter? Skjer det, kanskje på slutten av dagen når folk har  
427 sjekket ut mentalt eller fysisk, så går det i glemmeboken?

428 Ole: Yeah. That leads into the next question as well, where I wonder about whether there are  
429 events that have been planned relatively quickly at the end of meetings? Does that happen,  
430 maybe at the end of the day when people have checked out mentally or physically, and it gets  
431 forgotten about?



432 Aud: Kan man sjekke ut mentalt? [Begge ler] Vi sjekker aldri ut mentalt.

433 Aud: Can we check out mentally? [Both laugh] We never check out mentally.

434 Aud: Ehm, det er jo stor forskjell på hvordan ting planlegges, hovedregelen er jo at vi  
435 planlegger både kampanjer internt, men også med andre over tid, men noen ganger så oppstår  
436 det jo også situasjoner som skjer raskt, og det kan jo sikkert skje på slutten av en dag eller at  
437 det skjer, gode eksempler er jo sivil ulydighet, plutselig så dukker det opp en situasjon og da  
438 må jo ting skje raskt. Det kan jo skje på et hvilket som helst tidspunkt på en dag. Selv om vi  
439 som regel har en vanlig arbeidsdag så er det jo ikke sånn at vi alle skrur av selv om klokka er  
440 16 liksom.

441 [Mehwish ankommer zoom rommet, vi hilser, Aud forklarer at vi vil prate litt mer, men hun  
442 kan bare høre på imens]

443 [Mewish enters the zoom room, we say hi, Aud explains that we'll talk a little bit more, but  
444 she can just listen for a bit]

445 Aud: Hm, well there are big differences in how things are planned, the main rule is that we  
446 plan campaigns both internally, but also with others over time, but sometimes situations also  
447 arise that happen quickly, and then it can definitely happen at the end of a day or that it  
448 happens, a good example is with civil disobedience, suddenly a situation arises and then  
449 things have to happen quickly. It can happen at any time of the day. Even though we  
450 technically have a regular work day, it's not like it's the case that we all check out when the  
451 clock strikes 16.

452 Ole: Nei. Absolutt. Herlig. Vi har bare noen få spørsmål før vi er klare for sosiale media  
453 delen. Har dere et fast kalender/scheduling program dere bruker i Greenpeace Norge, for  
454 eksempel Outlook, Teams? I så fall, hvilket?

455 Ole: No, of course. Great. We just have a few questions before we are ready for the social  
456 media section. Do you guys have a fixed calendar scheduling program you use at Greenpeace  
457 Norway, for example Outlook, or Teams? If yes, which program?

458 Aud: Ja altså vi bruker i stor grad Google, det er det vi har planer i. Vi pleide å bruke  
459 Smartsheet, men det driver vi og slutter med. Vi kommuniserer på Slack også lager vi årshjul  
460 og månedlig planlegging, også lager vi ukentlig planlegging, og så har vi møter hver dag, der  
461 vi snakker om hva som skjer hver dag.

462 Aud: Yeah, well we mostly use Google, that is where we have plans. We used to use  
463 Smartsheet, but we are currently in the midst of stopping with that. We communicate on Slack  
464 and we also make a yearly calendar and monthly plan, and we make weekly plans, and then  
465 we have meetings everyday where we talk about what's happening each day.

466 Ole: Så bra. Og kan alle i organisasjonen se når andre er opptatt, for eksempel hvis Jin vil  
467 booke et møte med deg, står det da at du er opptatt fra 14-15?

468 Ole: Great. And can everyone in the organisation see when others are busy, for example if Jin  
469 wanted to have a meeting with you, does it show that you are busy from 14-15?

470 Aud: Ja. Også er det jo sånn at på Google calendar systemet som vi bruker så kan du velge  
471 selv om det skal stå opptatt eller om det skal stå hva du faktisk gjør. Men sånn, det her går jo  
472 over hele verden, så hvis jeg skal booke et møte med noen i Greenpeace Argentina så går jo  
473 jeg inn og sjekker hvordan det ser ut for vedkommende i kalenderen før jeg da prøver å booke  
474 et møte.

475 Aud: Yeah. And it also the case that on the Google calendar system that we use, you can  
476 choose yourself whether it should show as busy or if it should show what you are actually  
477 doing. But, well, that's how it is for the whole world, so if I want to book a meeting with  
478 someone in Greenpeace Argentina, then I would go in and check how it looks for that person  
479 in their calendar before I tried to book a meeting.

480 Ole: Så bra. Og det er standarden også? At man sjekker hverandres kalender før man booker  
481 et møte.

482 Ole: Great. And that is the standard? To check each other's calendar before booking a  
483 meeting?

484 Aud: Ja.

485 Aud: Yeah.

486 Ole: Herlig. På eventer hvor været er en faktor, lager dere planer fra starten av med flere  
487 datoer?

488 Ole: Great. At events where weather is a factor, do you guys make plans from the beginning  
489 with many alternative dates?

490 Aud: Kommer jo helt an på. Noen ganger så er det jo noe som må skje på en viss dato. Andre  
491 ganger så er det jo sånn at man skal ha en overrekkeelse av underskriftskampanjer f.eks. og da  
492 vil jeg jo tro at hvis vi tilfeldigvis ville funnet ut at det lyner og tordner og regner vannrett den  
493 dagen så ville man kanskje planlagt en annen dag.

494 Aud: That all depends. Sometimes it's the case that something has to happen on certain dates.  
495 Other times it's the case that we will have a handover of a signature campaign, for example,  
496 and then I would think that if we happened to find out that it was going to rain and thunder  
497 and lightning that day, then we would maybe plan another day for it.

498 Ole: Så det er først når man finner ut at det lyner og regner at man planlegger en annen dag?  
499 Det blir ikke planlagt to dager fra starten av i tilfelle det skulle være regn og torden og..

500 Ole: So it's that first you would find out that there might be rain and lightning, before  
501 planning another day? It's not the case to plan two days from the beginning, in case it rained  
502 and thundered..

503 Aud: Altså vi jobber med så uendelig mange ulike ting. Vi jobber jo med alt fra overlevering  
504 av ting til at vi har ververe som står på en stand, til at vi skal ha demonstrasjon foran  
505 stortinget, til at vi skal ha aksjoner, til at vi skal ha møter med folk, altså det er så mange  
506 forskjellige ting, så det er absolutt ikke, og det ville også være helt umulig å ha en type  
507 planleggingsprotokoll på alt vi gjør. Så det har vi ikke da.

508 Aud: Well, we work with so many different things. We work with everything from handing  
509 over things, to having recruits working at stands, to having demonstrations in front of  
510 parliament, to holding actions, to having meetings with people, so really it is so many  
511 different things, so it absolutely isn't, and it would be totally impossible to have that type of  
512 planning protocol for everything we do. So that we don't have.

513 Ole: Ja. To spørsmål igjen. Har dere flere kontaktruter for folk til å stille spørsmål og endre  
514 attendance status.

515 Ole: Yes. Two questions left. Do you have many contact methods for people to ask questions  
516 and change their attendance status?

517 Aud: På Facebook arrangement eller hva mente du nå?

518 Aud: On Facebook events or what do you mean there?

519 Ole: På hvordan som helst måte dere lager eventer, på de kanalene, er det mulig å stille  
520 spørsmål og endre status om man kommer eller ikke.

521 Ole: On however the main way is that you guys make events, through those channels, is it  
522 possible to ask questions and change statuses like whether you are coming or not?

523 Aud: Ja det vil jeg tro. Men jeg tenker det er mest relevant for Facebook-eventer vi snakker  
524 om nå. Som regel når vi har seminarer så lager vi jo ofte et Facebook arrangement for det, og  
525 der er det jo muligheter for å si om man kommer, eller ikke kommer..

526 Aud: Yeah, I think so. But I think that's the most relevant for Facebook events, then. As a  
527 rule, when we have a seminar, we will often make a Facebook event for it, and then of course  
528 there are many opportunities to say whether you can come, or not.

529 Ole: Eller kanskje kommer.

530 Ole: Or maybe attending.

531 Aud: Eller kanskje kommer. Interessert som det heter.

532 Aud: Or maybe attending. Interested, as it's called.

533 Ole: Ja. Siste spørsmål, kan du tenke deg noen andre risikoer angående markedsføring,  
534 kommunikasjon, eller rykte som vi ikke har pratet om? Noe som holder deg våken om natten  
535 som bekymrer deg [begge ler].

536 Ole: Yes. Last question, can you think of any other risks related to marketing,  
537 communication, or reputation that we haven't talked about? Something that keeps you up at  
538 night and worries you [both laugh].

539 Aud: Jeg nevnte jo det her at vi må ha høy troverdighet ja. Snakke sannferdig og gi korrekt  
540 informasjon. Kommunisere på en måte som får folk med oss, ikke mot oss. Ja en ting som  
541 [inaudible], det er jo også en ting som er viktig for oss som er en sånn intern, nå ser jo ikke  
542 opptaket det her, men jeg lager anførselstegn, arbeidsfordeling innad i miljøbevegelsen, så  
543 noe vi er veldig bevisst på er å ikke trampe inn og ta saker som andre har tungt eierskap til  
544 eller har jobba mye med... Så vi holder oss til avtaler. Og som jeg sa så kan det jo være noe  
545 [inaudible] mellom hva vi ønsker å fokusere på her i Norge, kontra Norden kontra  
546 internasjonalt, det er jo også noe som kan være en utfordring. Ehm, og en annen ting er jo at  
547 når vi planlegger sivil ulydighet så er det veldig viktig for oss at det foregår veldig internt  
548 sånn at ikke planene blir avslørt i forkant.

549 Aud: I mentioned here that we have to have high credibility, right. To speak truthfully and  
550 give correct information. To communicate in a way that gets people with us, not against us.  
551 Yeah, one thing which [inaudible], there is also one thing that is important to us who are  
552 internal, now the recording doesn't see this, but I'm making air quotes, division of labour  
553 within the environmental movement, so something we are very conscious about is not  
554 stepping in and taking cases that others have heavy ownership of or that they have worked a  
555 lot with... to stick to our agreements. And as I said, it can be something that is [inaudible]  
556 between what we wish to focus on here in Norway, versus the Nordic, versus internationally,  
557 and that is also something that can be a challenge. Hm, and another thing is that when we plan  
558 civil disobedience, it's very important to us that it takes place very internally so that plans are  
559 not revealed in advance.

560 Ole: Ja. Så bra.

561 Ole: Yes. Great.

562 Aud: Er sikkert flere og, men det er det jeg kom på nå.

563 Aud: There are probably more too, but that's what I can think of now.

564 Ole: Ja herlig, bra. Da kan vi jo flytte oss til sosiale medier. Jeg burde jo spørre deg også  
565 Mehwish, siden du blir jo en del av intervjuet, ønsker du å være anonym?

566 Ole: Yes, great, good. Then we can move on to social media. I should ask you too, Mehwish,  
567 since you will be a part of the interview, whether you wish to be anonymous?

568 Aud: Kanskje du skal forklare litt først hva dette her er og..

569 Aud: Maybe you should explain a little bit first what this here is, and...

570 Ole: Ja

571 Ole: Yes.

572 Aud: Men du, jeg skal bare høre med Sanne for Sanne skulle også..

573 Aud: But you, I'll should just hear with Sanne because Sanne should also...

574 Mehwish: Ja, det så ut som hun også var invitert nemlig.

575 Mehwish: Yeah, it looked like she was also invited, actually.

576 Aud: Ja. Hun sa at hun skulle bli med. Fordi, skal vi se hva hun svarer her. Yep, for da kan jo  
577 du ta den introen litt når de..

578 Aud: Yeah. She said that she would come. Because, let's see what she answered here. Yes, so  
579 then you can take the intro a little when they...

580 Ole: Ja, da venter vi med det.

581 Ole: Yes, we'll wait for a little bit with that then.

582

583 [Venter på at Sanne ankommer møter også]

584 [Waiting for Sanne to arrive at the meeting as well]

585

586 Aud: Mehwish, blir det riktig å si at dere er to på fundraising som jobber med digitale medier?

587 Aud: Mehwish, is it right to say that you guys are two in fundraising who work with digital  
588 media?

589 Mehwish: Ja, det er meg, jeg jobber med, hva skal man si, min tittel er vel digital engagement  
590 strategit, jeg er på en måte den som har første kontakt som folk har med oss. Og så er det  
591 Hanne som er fundraising, ja, som er hennes greie da, først og fremst donasjoner som hun  
592 jobber med. Så ja, vi er to.

593 Mehwish: Yeah, that's me, I work with, what can I say, my title is "digital engagement  
594 strategist", and I'm in a way the one who is the first contact for people. And then it's Hanne  
595 who is in fundraising, yeah, which is her thing then, it's first and foremost donations that she  
596 works with. So yeah, we are two.

597

598 [Sanne ankommer mens Mehwish pratet]

599 [Sanne arrives as Mehwish was speaking]

600

601 Ole: Ja, herlig. Så jeg kan jo forklare litt hva dette handler om, jeg skal jo skrive en  
602 masteroppgave om Greenpeace Norge, planen er å skrive en risikostyringsplan, og så har jeg

603 hatt intervjuer nå både med Aud, og Frode, og Jin, i forsøk på å identifisere visse risikoer  
604 organisasjonen møter på, både internt og eksternt. I tillegg til at jeg har en spørreundersøkelse,  
605 og så har jeg jo allokert en syv minutters tid til sosiale medier delen som jeg da kommer til å  
606 spørre dere om. Siden dere blir en del av intervjuet så må jeg jo selvfølgelig høre om dere  
607 kunne tenkt dere å være anonyme?

608 Ole: Yes, great. So then I can explain a little bit about what we are working on: I am writing  
609 my master thesis about Greenpeace Norway, and the plan is to write a risk management plan,  
610 and so I have had interviews now both with Aud, Frode, and Jin, in an effort to identify risks  
611 of the organisation, both internally and externally. In addition I have created a questionnaire,  
612 and then I have allocated seven minutes to the social media part that I've now gotten to ask  
613 you guys about. Since you guys will be a part of the interview, I also of course have to ask  
614 whether you want to be anonymous?

615 Sanne: Det er ikke nødvendig for min del.

616 Sanne: That's not necessary for my part.

617 Mehwish: Det går fint altså, å [inaudible] mine opplysninger, det er ikke noe problem for  
618 meg.

619 Mehwish: That's totally fine, to [inaudible] my information, that's no problem for me.

620 Ole: Nei, så bra. Også skulle jeg selvfølgelig spurt dere før opptaket startet, men jeg visste  
621 ikke at dere kom inn, men dette blir jo tatt opp nå, det kommer jo ikke til å bli tatt med  
622 dersom dere ikke ønsker det. Er det greit for dere at dette blir tatt opp?

623 Ole: No, great. And then I should of course have asked this before the recording started, but I  
624 didn't know you guys were going to come in, and some things have been recorded now, but  
625 we can remove them if you don't want it to be. Is it ok for you that this will be recorded?

626 Sanne: Det går fint.

627 Sanne: That's fine.

628 Mehwish: Mm.

629 Mehwish: Mm [sound of agreement].

630 Ole: Ja så bra. Da kan vi jo bare sette i gang. Veldig enkelt første spørsmål, hvor mange  
631 sosiale mediekkanaler har Greenpeace Norge?

632 Ole: Yes, great. Then we can just get going. The first question is quite simple, how many  
633 social media channels does Greenpeace Norway have?

634 Sanne: Vi har Facebook, Instagram, Twitter, Youtube, og så har vi vel en Snapchat konto,  
635 men den er ikke i bruk. Vet ikke om jeg har glemt noen jeg, men jeg tror det er de,  
636 hovedsakelig.

637 Sanne: We have Facebook, Instagram, Twitter, Youtube, and then we also have a Snapchat  
638 account, but it's not in use. I don't know if I've forgotten any, but I think that's it, for the  
639 most part.

640 Ole: Er det veldig lenge siden den ble sluttet å bli brukt? Snapchat kontoen.

641 Ole: Has it been very long since it's stopped being used? The Snapchat account.

642 Sanne: Det var før jeg starta, så tror det bare var en liten testperiode. Men det er sikkert to-tre  
643 år siden kanskje.

644 Sanne: It was before I started, so I think it was just a short test period. But it's definitely been  
645 two or three years, maybe.

646 Ole: Mm. Ja. Og syntes dere innholdet på medieplattformene er konsistent, at det samsvarer  
647 med hverandre?

648 Ole: Mm. Right. And do you guys think the content on the social media platforms are  
649 consistent, that they match each other?

650 Sanne: Tenkte du designmessig eller?

651 Sanne: Are you thinking in terms of design, or?

652 Ole: Alt, design, innhold...

653 Ole: Everything: design, contents...

654 Sanna: Ja, vi snakker jo som regel om de samme sakene. Bare fra nye vinkler, så jeg vil jo si  
655 det er ganske konsistent. Også har vi også en designprofil som vi prøver å rette oss etter da,  
656 også.

657 Sanne: Yeah, usually we talk about the same cases. Only from different angles, so I think it's  
658 pretty consistent. And we also have a design profile that we are trying to follow.



659 Mehwish: Også kommer det jo en del innhold fra internasjonalt av, så det kan jo hende at det  
660 er veldig sånn, hva skal man si, det er et mangfold av innhold som vi har, men det er som  
661 Sanna sier, det er som regel ganske sånn gjenkjennelig da, vil jeg si.

662 Mehwish: And a part of the contents also come from the international branch, so it may be  
663 that it is very, like, what should we say, there is a diversity of content that we have, but it is as  
664 Sanne says, usually it is pretty recognizable, I would say.

665 Ole: Mm. Er det noe som helst dere prøver å endre på fra for eksempel Instagram til Facebook  
666 fordi dere tenker det er forskjellige målgrupper? Eller prøver dere bare å holde det så likt som  
667 mulig?

668 Ole: Mm. Is there anything that you try to change on, for example Instagram to Facebook,  
669 because you think they contain different target groups? Or do you try just to keep it as similar  
670 as possible?

671 Sanne: Jeg jobber mye med organisk posting, altså uten betalt annonsering, så jeg prøver jo å  
672 tenke litt hvilke format som passer til de ulike, også kanskje tenke litt på innholdet også, for  
673 man har jo som regel en litt eldre målgruppe på Facebook, så det har vi litt i bakhodet. Men  
674 mye av det innholdet vi produserer postes på begge kanaler da.

675 Sanne: I work a lot with organic posting, so without paid advertisements, so I try to think a  
676 little bit about which format works for the different, also maybe think a little bit about content  
677 as well, because in general it's a little bit of an older target group on Facebook, so we have  
678 that in the back of our heads. But a lot of the content we produce is posted on both channels.

679 Ole: Mm. Så bra. Og dere jobber ganske mye sammen og samarbeider om innholdet regner  
680 jeg med da.

681 Ole: Mm. Right. And you guys work quite a lot together and cooperate on posts, I reckon,  
682 then.

683 Sanne: Mm, det gjør vi. Vi [inaudible] internasjonalt. Og så lager en av oss og deler med  
684 Mehwish, og så lager jo du også noe selv.

685 Sanne: Mm, yes we do that. We [inaudible] internationally. And so one of us make it and  
686 shares it with Mehwish, and also you make some on your own.

687 Mehwish: Ja, jeg lager noe innhold selv, og så samarbeider jeg jo tett, det har sikkert Aud  
688 fortalt, at vi samarbeider tett på nordisk nivå, så da jobber jeg ganske tett sammen med det

689 lead-gen teamet da, så de som jobber med det samme som meg, særlig i Danmark og Finland,  
690 og i motsetning til Sanne så jobber jo jeg litt mer målrettet da til de ulike målgruppene som vi  
691 ønsker å ta oss til, da pleier vi, eller vi prøver vårt beste å tilpasse innholdet til de ulike  
692 målgruppene, hvert fall på betalt annonse, på de ulike sosiale kanalene da.

693 *Mehwish: Yeah, I make some content myself, and I cooperate closely with, this Aud has*  
694 *probably told you, that we cooperate closely with the Nordic level, so then I work pretty*  
695 *closely together with the lead-generation team, so those who work with the same thing as me,*  
696 *but in Denmark and Finland, and unlike Sanne my work is a little bit more goal-oriented to*  
697 *the different target groups that we want to reach, so then we usually, or we try our best to*  
698 *adapt the contents to the different target groups, at least with paid advertising, on the different*  
699 *social media channels.*

700 Ole: Mm. Og hvilke målgrupper har dere? Hva er målgruppene?

701 *Ole: Mm. And which target groups do you have? What are the target groups?*

702 Aud: Jeg kan avbryte litt der, for vi har jo ulike målgrupper i forskjellige kampanjer, så ofte  
703 når vi starter en større kampanje så har vi jo en hel sånn workshop rundt det her, med å finne  
704 en persona, noen ganger er det ikke så spesifikt, så det er veldig ulikt fra kampanje til  
705 kampanje. Og så har vi jo selvsagt ulike tanker rundt hvordan kommunikasjonen skal være  
706 hvis det skal være i et tradisjonelt medium, hvis det skal være i Dagens Næringsliv kontra  
707 hvis den skal være i en lokalavis, det samme har vi jo på sosiale medier, at vi har jo ulike, og  
708 der har vi jo noen undersøkelser også både på alder og kjønn og den type ting og hvem som  
709 bruker de forskjellige kanalene våre, og da har vi jo også noen undersøkelser på hvordan  
710 Norge skiller seg ut fra de andre Nordiske landene også da.

711 *Aud: I can interrupt there, because we have different target groups for different campaigns,*  
712 *and often when we start with a big campaign, we will have a whole workshop around finding*  
713 *a persona, sometimes it is not so specific, it varies a lot from campaign to campaign. And then*  
714 *of course we have different thoughts about how the communication should be, if it should be*  
715 *in a traditional medium, if it should be in Dagens Næringsliv versus if it should be in a local*  
716 *paper, the same as we have on social media, that we have differences, and there we have some*  
717 *surveys also both about age and gender and that type of thing and who is using our different*  
718 *channels, and then we also have a survey about how Norway differs from the other Nordic*  
719 *countries too, then.*

720 Ole: Ja. Flott. Ehm, hva er målene per sosiale mediekanal?

721 Ole: Yes. Great. Hm, what are the goals for the social media channels?

722 Sanne: Det varierer jo litt mellom avdelingen da, fra mitt ståsted så handler det jo om å skape  
723 engasjement egentlig, så å få folk til å like, og engasjere seg i innholdet ved å kommentere og,  
724 og så prøver vi også med Instagram story'es med litt mer interaktivt innhold som å kjøre  
725 quizer og å spørre spørsmål til følgerne for å få litt feedback, og sånne type ting, og oppfordre  
726 folk til å dele innholdet vårt også, videre da. Så det er på en måte mitt hovedmål da, med det  
727 jeg produserer. Så driver Mehwish med litt andre ting.

728 Sanne: That varies a little between the divisions, from my point of view, it's about creating  
729 engagement, really, so to get people to like, or engage with the content and to comment on,  
730 and we try also to use Instagram stories with a little bit more interactive content like quizzes  
731 and asking questions to the followers to get a little feedback, and that type of thing, and to  
732 encourage people to share our posts as well, and so on. So in a way, that's my main goal then,  
733 with what I produce. Then Mehwish works with slightly different things.

734 Mehwish: Ja. Sanne jobber mye med sånn synlighet, og rekkevidde og å få ut budskap og  
735 sånn. Og så mitt mål er jo å generere leads, hvilket betyr at vi ønsker å få kontaktinformasjon,  
736 e-post adresse og helst telefonnummer slik at vi kan kontakte dem, det vet du jo, kontakte  
737 dem og prøve og få dem til å bli faste givere. Hanne, som jeg da samarbeider tett med på  
738 fundraising, hun ber om både one-off donasjoner og prøver tidvis å få rekruttert faste givere  
739 da. Så det er litt sånn samme som det jeg driver med, med ulike målsetninger.

740 Mehwish: Yes. Sanne works a lot with visibility, and reach and getting out messages and  
741 such. And then my goal is to generate leads, which means that we want to get contact  
742 information, email addresses and preferably phone numbers so that we can contact them, as  
743 you know, contact them to try to get them to become monthly donors. Hanne, who I work  
744 closely with on fundraising, she then asks for both one-off donations and occasionally tries to  
745 recruit fixed donors. So it's a little bit of the same thing I work with, but with different  
746 objectives.

747 Ole: Flott, herlige svar. Og du nevnte jo også feedback Sanne, gjør dere noe spesielt med den  
748 feedbacken, hva er formålet med å få feedback?

749 Ole: Great, great answer. And you mentioned feedback as well, Sanne, do you guys do  
750 anything special with the feedback, what is the purpose of getting feedback?

751 Sanne: Formålet er jo for så vidt egentlig bare å skape engasjement, så direkte feedback, vi  
752 har vel prøvd å stille litt spørsmål som «hva synes du om innholdet vårt» og «hva synes du vi  
753 burde skrive mere om» og såne type spørsmål. Og så har vi fått litt input på det. Så har vi  
754 kanskje ikke gjort så veldig mye med det, men det har ikke vært så veldig mye input heller, de  
755 fleste liksom virker fornøyd. Men så har vi jo også internasjonale undersøkelser da. Som, ja  
756 jeg vet ikke hvor ofte de gjør det, jeg er ikke helt kjent med det, men jeg har hvert fall sett en  
757 fra 2020 nå som ble gjort, og da får vi litt mer direkte feedback fra folk. Hva de syntes om det  
758 vi gjør og, men det er ikke så veldig retta mot sosiale medier da, spesifikt.

759 Sanne: The purpose is really just to create engagement, so direct feedback, we have tried to  
760 ask a few questions like “what do you think about our post” and “what do you think we  
761 should write more about” and that type of question. And then we have gotten a little input on  
762 it. So we have maybe not done a lot with it, but it hasn’t been a lot of input either, most  
763 people seems pretty happy. But then we have also the international surveys. Which, well, I  
764 don’t know how often they do them, I’m not totally familiar with it, but I have at least seen  
765 one from 2020 which has now been done, and then we get a little bit more direct feedback  
766 from people. What they think about what we do, but it’s not aimed so much as social media,  
767 then, specifically.

768 Ole: Okei, herlig. Hvordan blir ressursene, altså tid og penger, fordelt mellom de sosiale  
769 mediekanalene?

770 Ole: Okay, great. How are the resources, both time and money, shared between the social  
771 media channels?

772 Sanne: Det deles jo egentlig inn etter avdelinger da. Men jeg har ikke helt oversikt over den  
773 fordelinga. Så jeg jobber jo mest på, jeg får et kampanjebudsjett, så hvis vi har en større  
774 kampanje så får jeg penger fra det budsjettet, mens Mehwish har et mer sånn arbeidsbudsjett,  
775 du får vel ett for året gjør du ikke det?

776 Sanne: It’s split really based on the departments. But I don’t have a full overview over the  
777 division. What I work the most on, I get a campaign budget, and if we have a big campaign  
778 then I will get money from that budget, but Mehwish has a bit more of that type of working  
779 budget, you get one for the year, right?

780 Mehwish: Ja, jeg har ett årsbudsjett, som igjen er fordelt på månedsbudsjett. Også er det litt  
781 sånn Sanne sier, at vi har hvert vårt budsjett for hvert sånn ansvarsområde. Men mellom

782 kanalene så er det jo litt sånn, vi jobber jo veldig sånn hva skal man si, eeh, med  
783 optimalisering hele veien. Så det som egentlig styrer hvor vi investerer ressursene er jo der vi  
784 ser at det fungerer. Så vi er jo «på» hele tiden og optimaliserer fortløpende. Men hovedkanalene  
785 som vi liksom har lent oss veldig på de siste årene er vel Facebook og Instagram. Og grunnen  
786 til at Snapchat og, antar jeg, Sanne du vet sikkert det bedre enn meg, ble lagt ned da, er nok  
787 fordi det ikke nødvendigvis fungerte mot de målene som vi hadde da. Det var jo en kjempe  
788 [inaudible] kanal, men kanskje ikke for konvertering da, som er liksom hovedmålet vårt. Men  
789 så annonserer vi jo også en del på andre plattformer, men som ikke går inn under sosiale  
790 medier da. Så, litt sånn basert på hva som fungerer da, rett og slett, er svaret.

791 *Mehwish: Yeah, I have a yearly budget, which then is split to a monthly budget. And it's a bit  
792 as Sanne says, that we each have our budget for each area we are responsible for. But between  
793 the channels it's a bit like, we work a lot with, what should I say, optimization the whole  
794 way. So what really controls where we invest the resources is where we see that it works. So  
795 we are "on" all the time and optimizing constantly. But the main channels that we have leaned  
796 on a lot the last years are Facebook and Instagram. And the reason that Snapchat and, I guess,  
797 Sanne, you know this better than me, that it was shut down, is mainly because it didn't  
798 necessarily work with the goals we have. It was a very [inaudible] channel, but maybe not for  
799 conversion then, which is really our main goal. But we advertise a bit on other platforms,  
800 which don't count as social media. So, a little based on what works, simply, is the answer.*

801 Ole: Og det er dere to da som tar de avgjørelsene med hvert deres budsjett?

802 *Ole: And is it you two who make those decisions with each of your budgets?*

803 Sanne: Ja, det er egentlig det. Vi ser liksom hva vi har behov for, for å oppnå de målene vi har  
804 da.

805 *Sanne: Yeah, in general. We sort of see what we need to achieve the goals we have.*

806 Aud: Det er jo sånn at fra kampanje til kampanje, sånn som Sanne sier, så får vi jo gjerne et  
807 digitalbudsjett til markedsføring da. Men det er jo også så ulikt mellom de forskjellige  
808 kampanjene. Og så er det ulikt om det f.eks. er en kampanje som vi bare har her i Norge, eller  
809 om det er en større internasjonal kampanje. Så det finns ikke noen sånn one-way, det er  
810 forskjellig fra gang til gang.

811 *Aud: It is so that from campaign to campaign, as Sanne says, that we get a digital budget for  
812 marketing. But is also pretty different between the different campaigns. It differs, for*

813 example, if it is a campaign that we have just here in Norway, or whether it is a big  
814 international campaign. So there is not always just one-way, it varies from time to time.

815 Ole: Ja. Det er forståelig det. Dynamisk. Da er vi bittelitt på overtid. Jeg har bare et siste  
816 spørsmål til dere, og det er, i deres subjektive mening, hvor effektive vil dere si at Greenpeace  
817 Norge sine mediekkanaler er sammenlignet med lignende organisasjoner?

818 Ole: Yes. That makes sense. Dynamic. And then, we are a tiny bit over time. I just have one  
819 last question to you guys, and it is, in your opinion, how effective would you say Greenpeace  
820 Norway's media channels are, compared to other similar organisations?

821 Mehwish: Jeg har jo jobbet i en del NGO'er nå. Men jeg må jo si, siden jeg kom hit er jeg  
822 veldig, veldig overrasket over hvor mye Greenpeace får til med så lite. Sammenlignet med  
823 andre organisasjoner som har veldig mange flere ressurser og store budsjetter, så syns jeg  
824 Greenpeace er, eeh, ganske gode på liksom å få medieomtale, men også på en måte på sosiale  
825 medier da, og ganske god organisk rekkevidde. Og på betalt annonsering da, så er målene  
826 ganske harde da, sammenlignet med andre organisasjoner, så jeg ville si at overall – så er  
827 Greenpeace ganske gode på akkurat det.

828 Mehwish: I've worked with a few NGOs now. But I have to say, since I have come here, I  
829 have been very, very surprised over how much Greenpeace gets out of so little. Compared  
830 with other organizations that have a lot of resources and big budgets, I think Greenpeace is,  
831 well, pretty good at getting media coverage, but also in a way on social media, and pretty  
832 good organic range. And on paid advertisements, then the goals are pretty hard then,  
833 compared with other organizations, so I would say that overall, Greenpeace is pretty good at  
834 just that.

835 Ole: Flott. Herlig svar. Jeg kan jo..

836 Ole: Great. Great answer. I can...

837 Sanne: Ja..

838 Sanne: Yeah...

839 Ole: Sorry, Sanne.

840 Ole: Sorry, Sanne.

841 Sanne: Jeg kan jo kanskje, jeg kan legge til en liten kommentar også. Jeg syns jo vi gjør det  
842 bra, men så er det også sånn at hvis man sammenligner oss med andre organisasjoner, så er de  
843 kanskje litt mer sånn forbrukerrettet informasjon. Og for de er det kanskje lettere å engasjere  
844 folk, enn for oss, fordi vi har såpass store, tunge, politiske saker ofte, men gitt det grunnlaget  
845 vi har så synes jeg egentlig vi klarer det fint.

846 *Sanne: I can then maybe, I can add a small comment as well. I think we do very well, but it is*  
847 *also the case that if one compares us with another organization, then maybe they are a little bit*  
848 *more on consumer-oriented information. And for them it may be easier to engage people, than*  
849 *for us, because we have such big, heavy, political issues often, but given the basis we have, I*  
850 *really think we do well.*

851 Ole: Fantastisk, jeg kan jo..

852 *Ole: Great. I can...*

853 Aud: Var det spørsmålet ditt også til tradisjonelle medier eller tenkte du mest på sosiale  
854 medier nå?

855 *Aud: Was your question also regarding traditional media, or did you think mostly about social*  
856 *media just now?*

857 Ole: Gjerne tradisjonelle medier også, absolutt.

858 *Ole: I could happily hear about traditional media as well, absolutely.*

859 Aud: Nei, jeg er jo egentlig også veldig fornøyd med hvordan vi, både hvordan vi fremstår, nå  
860 har jo vi snakket tidligere om hvilke utfordringer man har sånn omdømme-messig sett, men  
861 jevnt over så er jeg jo sånn som Mehwish sa, veldig fornøyd med at vi får til så mye med så  
862 lite ressurser da. Vi er jo en organisasjon som bare tar i mot støtte fra privatpersoner, så vi er  
863 nok en av de som har minst å rutte med sånn i forhold til hvor store vi er da.

864 *Aud: No, I am really also very happy with how we, both how we appear, now we have talked*  
865 *earlier about the type of challenges one has reputation-wise, but on the whole, I am as*  
866 *Mehwish said, very happy with how we do so much with so little resources. We are an*  
867 *organization that just gets support from private people, and so we are probably among the*  
868 *ones who have the least to work with compared to how big we are.*

869 Ole: Ikke sant.

870 Ole: Right.

871 Aud: Så det er jeg egentlig ganske stolt over, at vi får så mye output som vi får til da. Og også  
872 at vi i Norge har opparbeidet oss så gode medierelasjoner også, i mange, mange år, som også i  
873 stor grad er bedre enn veldig mange andre land som vi kunne sammenlignet oss med.

874 Aud: So it's something that I'm really quite proud of, that we get so much output as we do.  
875 And also that we in Norway have built up such good media relations as well, over many,  
876 many years, which also to a large degree is better than many other countries that we could  
877 compare ourselves with.

878 Ole: Herlig. Kan jeg også spørre Sanne og Mehwish om dere møter på noen risikoer i  
879 hverdagen som vi ikke har pratet om, er det noe dere kan tenke på?

880 Ole: Great. Can I also ask Sanne and Mehwish, whether you guys meet any risks in your  
881 everyday that we haven't talked about, is there anything you can think of?

882 Mehwish: Jeg vet ikke om dere har snakket om det allerede før vi kom inn, eller om Sanne så  
883 vidt nevnte det i stad, men kommentarfelt er jo alltid liksom litt risikosport.

884 Mehwish: I don't know whether you guys have talked about this already before we came in,  
885 or if Sanne mentioned it already, but the comments section is always a bit of a high-risk sport.

886 Ole: Mm, okei. Det har vi ikke pratet om nei. Så gjerne prat om det.

887 Ole: Mm, okay. That isn't something we've talked about, no. So please tell me more.

888 Sanne: Nei, det kan jo ta av litt i kommentarfeltet enkelte ganger.

889 Sanne: No, it can take off a bit in the comments section sometimes.

890 [Gjenklang av enighet]

891 [Sounds of agreement]

892 Sanne: Fra klimafornekttere, eller konspirasjonsteoretikere, eller vindmøllestandere. Så vi  
893 møter jo en del motstand på enkelte saker fra enkelte folk. Så det blir jo en del moderering på  
894 det, i perioder.

895 Sanne: From climate change deniers, or conspiracy theorists, or wind turbine opponents. We  
896 meet a lot of opposition on some cases from some people. And there is a lot of moderation of  
897 it, at times.



898 Mehwish: Ja. Det er enkelte saker som både fremkaller mer reaksjon. Som f.eks. olje som folk  
899 ofte reagerer på her til lands, så det er på en måte det som jeg kan tenke meg da. Og den andre  
900 utfordringen som jeg ofte møter på i min hverdag er litt sånn tekniske endringer i de digitale  
901 plattformene. Som f.eks. algoritmene endrer seg, tekniske endringer som påvirker resultatene  
902 våre ganske mye, et eksempel på det er jo f.eks. at Facebook nylig har fjernet en rekke  
903 funksjoner som gjør at man kan rette seg til et interesse-publikum, som påvirker oss veldig  
904 vesentlig egentlig. For tidligere hadde vi målrettet kommunikasjon rettet til politisk  
905 tilhørighet, interesser, om man er interessert i NGO'er, osv. Og det er ikke mulig for oss å  
906 gjøre lenger da. Så det skaper jo store utfordringer. Så vi må liksom finne andre måter å  
907 målrette kommunikasjonen vår på da.

908 Mehwish: Yeah. There are some cases that both provoke more reaction. For example, people  
909 here in Norway often react to oil, that is one example that I can think of. And another  
910 challenge that I often meet in my everyday are the technical changes on the digital platforms.  
911 For example, if the algorithms change, the technical changes affect our results a lot, one  
912 example is that Facebook has recently removed a number of features that allow one to target a  
913 specific interested audience, which affected us really significantly, really. Before, we had  
914 targeted communication aimed based on political affiliation, interests, whether one is  
915 interested in NGOs, etc. And it isn't possible for us to do that any more. So that creates big  
916 challenges. Then we have to find other ways to target our communication.

917 Ole: Mm, så bra. Og det merker du har resultert i færre leads?

918 Ole: Mm, good. And you noticed that it results in fewer leads?

919 Mehwish: Mm. Det blir dyrere, det reduserer resultatene. Hvert fall en stund da, før man  
920 finner en måte å håndtere det på, men så fort man har lært seg det så er det andre endringer.  
921 Så det er en sånn kontinuerlig læringsprosess da, det å navigere disse digitale plattformene.

922 Mehwish: Mm. It becomes more expensive, and reduce the results. At least for a period,  
923 before you figured out a way to handle it, but as soon as you learn it then there are other  
924 changes. So it is a continuous learning process, to navigate these digital platforms.

925 Ole: Og med tanke på kommentarfeltet, i tillegg til at dere må bruke tid på det, opplever dere  
926 at det tar oppmerksomhet bort fra budskapet?

927 Ole: And in regards to the comment field, in addition to the fact that you have to use time on  
928 it, do you experience that it takes attention away from the message?

929 Sanne: Ja, det kan jo fort gjøre det. Det kan jo noen ganger være sånn at noen deler den posten  
930 vår i sine interne ekkokammer og så blir det liksom hamra ned med kommentarer. Så da tar  
931 det jo masse tid og ressurser fra vår side å sitte og moderere, og svare, det er jo mye sånn teori  
932 også som vi må gå og sjekke og, det liksom fjerner fokuset vårt fra det vi har lyst til å jobbe  
933 med da.

934 *Sanne: Yeah, that can quickly happen. It can sometimes be that people who share our post in  
935 their internal echo-chambers, and then comments come hammering down. So it takes a lot of  
936 time and resources from our side to sit and moderate, and answer, it is a lot of theory as well  
937 that you have to go and check and, it moves our focus from what we wanted to work with,  
938 then.*

939 Ole: Ikke sant.

940 *Ole: Right.*

941 Sanne: Så det er jo litt frustrerende noen ganger. Og så kan det jo også ødelegge litt for de  
942 som leser kommentarene som kanskje ikke får med seg hele budskapet eller ikke stoler helt på  
943 det vi sier da. Så vi prøver jo å svare de vi kan da, men vi har ikke kapasitet til å svare alle  
944 noen ganger.

945 *Sanne: So that can be a bit frustrating, at times. And it can also ruin things a bit for those who  
946 read the comments, who maybe don't get the whole message, or who maybe don't completely  
947 trust what we say, then. So we try to answer what we can, but we don't have the capacity to  
948 answer everything at times.*

949 Ole: Ikke sant. Herlig. Det var alt jeg hadde. Tusen takk for veldig gode svar, alle tre.

950 *Ole: Right. Great. That was all I had. Thank you for the very good answers, to all three of  
951 you.*

952 [Lydavspillingen stoppet]

953 [Recoding stopped]