

Our Long-Term Strategy 2020-2030



Europe's largest network of
environmental citizens' organisations



Working for a better future where
people and nature thrive together

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European Institutions and Governance



Environmental Law and Justice



Global and Regional Policies



Economic Transition



Nature



Circular Economy



Climate



Health and Environment

About us

The European Environmental Bureau (EEB) brings together citizens' groups from across Europe. Our 160 members from 36 countries have more than 30 million individual supporters.

Vision

A better future where people and nature thrive together.

The next generation deserves a healthy planet. We believe in a world where equal, just, peaceful and democratic societies can prosper. A world with rich biodiversity and a safe climate. A world where laws and policies promote health and wellbeing while respecting nature. We believe that Europe has a crucial role to play in building this future.

Mission

We are the largest and most inclusive European network of environmental citizens' groups – and the only one that works on such a broad range of issues.

We advocate for progressive policies to create a better environment in the European Union and beyond.

Values

The EEB stands for sustainable development, environmental justice, global equity, transparency and participatory democracy. We promote the principles of prevention, precaution and 'polluter pays'.

Our values:

- **Democracy:** We are a representative and inclusive organisation.
- **Fairness:** We are committed to justice, equality and non-discrimination.
- **Respect:** We provide an enabling, nurturing work culture that inspires excellence.
- **Integrity:** We advocate policies based on science and communicate with honesty.
- **Sustainability:** We strive to practice what we preach, applying green principles to our work.



Democracy



Fairness



Respect



Integrity



Sustainability

About this strategy

This ten-year Long-Term Strategy (LTS) is the result of an extensive consultation exercise involving our working groups, Executive Committee (ExCom), Board and full membership as well as the EEB staff.

The participatory process began in spring 2018; early opportunities to contribute included a reflection day organised with EEB members, external guests and speakers at our 2018 AGM in Brussels. In 2019, further consultations were held with our working groups and during ExCom and Board meetings. In addition, our two-day staff retreat in July 2019 was dedicated to making further progress on the LTS together. The process culminated in the adoption of the LTS by the General Assembly at the 2019 AGM, held in Berlin on 19-20 November 2019.

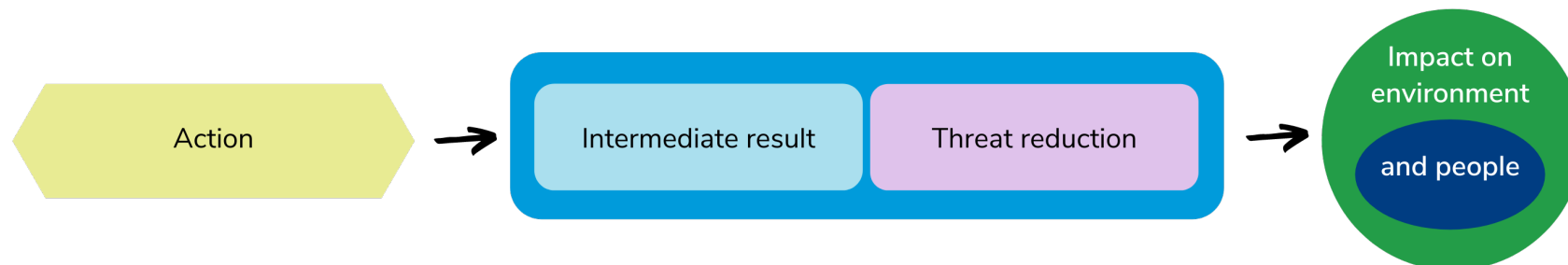
We have structured this document to include an overarching introduction setting the scene

for our work followed by a description of the special role the EEB plays. We then delve deeper into eight policy areas (we call them clusters) outlining our broad strategy for each. Longer texts have been developed separately for each cluster which include more details about actions, expected results and indicators. This strategy exercise will be used as guidance for our working groups and staff and will provide the foundation for our annual work programmes for the coming decade.

While developing this strategy we have practiced adaptive management using Theories of Change as defined by the [CMP Open Standards for the Practice of Conservation](#). Theory of Change (TOC) diagrams provide a clear overview of the causal links and impact we are aiming to achieve for each area of work. The diagrams should be read from left to right as a

sequence of cause and effect. TOCs anchor in the impact on the environment and people (green & brown ovals) via the reduction of threats (purple boxes). With our actions (yellow hexagons), we are pushing for achieving intermediate results (blue boxes), i.e. changes in the world around us, required to reach the desired impact.

The contents of this strategy represent a truly joint effort and many hours of hard work by everyone involved. We are committed to honour the work that has produced this strategy by using its contents to inform decision making in working groups, staff meetings and AGMs over the coming decade. We intend to continue the participatory approach to developing strategy by reflecting on and reviewing this document throughout its lifetime. A mid-term review of this strategy will be conducted after five years.



Our changing world

The environmental emergency

The activities of a rapidly growing human population over the past couple of centuries, and especially during the past few decades, have transformed the conditions for life on Earth so substantially that geologists have coined a new term for our era: the Anthropocene.

- Emissions of greenhouse gases from the burning of fossil fuels have driven concentrations of carbon dioxide to levels unprecedented in the past three million years. Unless urgent action is taken in the coming years, this will lead to catastrophic temperature rises bringing about sea level rise affecting many coastal cities, an increase in extreme weather events and other changes rendering parts of the Earth uninhabitable.
- Biodiversity is being lost at an alarming pace, with species becoming extinct at a rate not seen in 65 million years. Leading scientists refer to this as the sixth mass extinction. In Europe, the main cause of this destruction is unsustainable agriculture.

- Hazardous chemicals and other pollutants have spread to even the remotest parts of our planet, endangering both human health and other life forms. If nothing is done, there will be more plastic than fish in the oceans by 2050.

These trends have been driven by burgeoning consumption of resources based on a linear economy that prioritises unlimited economic growth over environmental and social considerations. Over the past five decades, annual global extraction of materials has more than tripled, and will double again by 2060 if we follow current trends. The extraction and processing of materials, fuels and food contributes half of total global greenhouse gas emissions and over 90% of biodiversity loss and water stress.

Put simply, we are living beyond our means. Earth Overshoot Day, the day by which humanity has used up its entire natural resources budget for the entire year, was on 29 July in 2019 and takes place earlier every year.



The dramatic growth in the global population, rising from just 4 million 12,000 years ago to the current level of 7.6 billion and foreseen to continue increasing to 11.2 billion by 2100 is an underlying driver that increases pressures and makes virtually all environmental problems more challenging to solve.

Solutions to the environmental emergency need to take into account historic and present global inequalities. Most of today's industrial nations have based their development on the exploitation of raw materials and labour through unequal power structures. Today, the poorest 50% of the world's population is responsible for 10% of carbon emissions, while the world's richest 10% produce around half of all emissions.

Policies to address these problems have generally arrived too late, lacked the necessary ambition and failed to keep pace with science. Lobbying by vested interests has too often dissuaded governments from acting decisively to protect the environment.

The rise of nationalist regimes whose leaders show open disrespect for the rule of law and flagrant disregard for the truth about topics such as climate change has been a further obstacle to supranational collaboration to tackle environmental problems in a coherent, rational way.

Despite these worrying trends, there are grounds for optimism.

First, there is growing public and political awareness of the extent and gravity of the problems, with the 'green wave' which characterized the 2019 European elections being a recent manifestation of that and the proliferation of climate and extinction protests, especially by youth, being another.

Second, for a growing number of people, that awareness extends to recognising that our economic system is driving the production

and consumption patterns that are harming the environment, and that solutions will need to go beyond fixing symptoms to addressing root causes.

Third, the EU has developed an impressive body of environment-related law and policy over the past few decades, and if this has not been enough, much has been achieved and without it the situation would be far worse. This provides a solid basis to build on.

Fourth, key decisionmakers in the EU are starting to realise the urgent need to step up action on the environment. Most notably, the inclusion of environment as the first of six priority areas by the Von der Leyen Commission, and specifically the commitment to put forward a European Green Deal and to make Europe the first climate-neutral continent, create significant new opportunities, even if the detailed content and the level of ambition in implementing it remains to be seen.

Finally, and most important: solutions are available. This was one of the key conclusions of the IPCC's special report on global warming of 1.5°C and it is true in other areas too. With increased political will and public awareness, we can solve the problems. And the solutions to environmental problems will also improve our quality of life, whether it be through better insulated homes, less time lost in traffic jams, clean air or healthier diets.

Success will require a combination of shifts in high-level policy frameworks, nitty-gritty technical innovation, including through enhancing digital technologies, and a behavioural and cultural change, leading to systemic transformation. These approaches should be seen as, and should be developed so as to be, complementary rather than competing. Incremental progress that does not block or divert effort from the necessary deeper systemic changes should be welcomed, even if on its own it is not enough.

Regulation through binding laws has proven to be one of the most effective ways to leverage real change, which is why it has been vigorously resisted by polluting industry and must continue to be a key demand of environmentalists. Responsible industry welcomes regulation that ensures that the real costs of activities are internalized, that the polluter really does pay, and that the precautionary principle is applied. Democratic systems of governance are also essential to enable the public to play its part in the just transition to sustainable development and to hold governments to account in that process.





The role of the EU

Europe has played a leading role in creating the environmental crisis. The industrial revolution began in Europe, which accounts for the continent's large historical contribution to problems such as climate change, and to this day Europe continues to live beyond its ecological means: if everyone in the world had the environmental footprint of the average European, we would need three planets.

At the same time, the EU and its Member States have been at the forefront of developing laws, policies and strategies to tackle environmental problems. While many of these policies are clearly insufficient and need to be

strengthened, they are often better than the equivalent policies in other developed and emerging economies. EU policies are supposed to be based on science, even if the policies routinely lag behind the science and the precautionary principle is not applied rigorously enough. This is not always the case in other regions, e.g. the US where scientific illiteracy is widespread even at the highest levels of government and truth itself as a concept is under attack.

Progress in protecting the environment through EU laws and policies has been held back by the so-called better regulation agenda, a short-sighted deregulatory agenda

that was pushed first by the Barroso Commission (2004-2014) and then even more aggressively by the Juncker Commission (2014-2019). Those seeking to get rid of red (or green) tape joined forces with Eurosceptics to push for the Brexit referendum, presenting EU laws as an interference with sovereignty. This weakened the appetite for new legislation at EU level, including to protect the environment, and crucial years were lost. Fortunately, the tortuous nature of the Brexit process to some extent dampened enthusiasm not only for Euroscepticism but also for deregulation and led to greater recognition of the value of legally

binding standards at EU level to protect the environment, consumers and public health. However, the threat of a deregulatory approach re-surfaced in the Von der Leyen Commission's commitment to develop a new instrument to deliver on the 'one in, one out' principle whereby any legislative proposal creating new burdens should relieve people and businesses of an equivalent existing burden at EU level in the same policy area.

Europe is the largest single market in the world, a status which gives it considerable leverage in promoting higher environmental standards around the globe. Arguably it has made insufficient use of this leverage, e.g. missing opportunities to insist on stronger environmental provisions when negotiating trade deals or imposing stricter environment-related requirements on imported products.

The UK's exit from the EU presents a unique challenge to the enforcement and development of the EU's environmental protection rules. Negotiating a future EU-UK relationship will require a new approach that goes beyond the way trade deals are currently designed, considering the closeness and size of the UK economy and the significant transboundary impacts. More ambition, better enforcement and tightening of requirements for imported products will be essential to establish a level playing field and prevent the UK gaining a competitive advantage through having lower environmental standards.

The countries most immediately influenced by the EU's environment-related policies are those aspiring to join the bloc, which are required to progressively harmonise their policies with those of the EU. While the EU is not expected to undergo

a major expansion of the kind that took place in 2004 and 2007, some further expansion is expected and the engagement of environmental NGOs in that process will be important to secure the maximum leverage for better environmental policies.

The importance of the EU's role in defending the environment at global level increased as US policies under Trump became increasingly hostile to the environment. Other large economies – China, India, Russia, Brazil – either for the most part showed little leadership on environmental issues, with some notable exceptions such as China's record in the field of renewable energy development, or are actively hostile, such as seen in Brazil in relation to deforestation. To put it simply, on the global level the EU is the best hope for the environment among the economically powerful nations of the world.



This is not to say that all is well with the EU when it comes to the environment, nor to ignore the impact of European consumption patterns in other parts of the world. But with the rise of autocratic, anti-environmental regimes around the world, it is important to recognize and build on the EU's strengths and potential influence while criticizing its failings.

Thus the EU and its processes will remain as the central focus of the

EEB's activities. However, we will continue to engage selectively in global and regional processes outside the EU, for a number of reasons. First, the EU is not an island – in a globalized world where pollution does not stop at national borders, the best EU environmental policies imaginable will not work unless complemented by stronger policies at the global level and in other regions, and European civil society should play a role in shaping those. Second, global and regional processes can in turn shape the development of future EU policies, as happened with the Aarhus Convention and the 2030 Agenda. Third, without discounting the EU's excessive footprint, it is nonetheless true that EU policies and solutions have proven to be more progressive than those in many other countries, so there is scope for “exporting” EU policies and

practice to promote global progress and coherent policies. This applies not only to “candidate countries” to the EU that seek EU accession, but also neighbouring countries (ENPI countries) and more widely, including among developed economies such as the member states of the Organisation for Economic Cooperation and Development. The EEB will also explore the possibility of bilateral partnerships with non-EU countries which strengthen environment-related policies in other regions. Finally, EEB will work on EU policies not only to improve the European environment, but to tackle EU's responsibility for impacts beyond our borders and hence embrace its global responsibility.



The role and impact of the EEB

The European Environmental Bureau brings together citizens' groups from across Europe.

Together with our members we work on all kinds of issues – from ecology to economy, biowaste to biodiversity and incineration to insulation. We speak up for people and nature to help shape policies for a sustainable future.

Our 160 members from 36 countries boast more than 30 million individual supporters. We are the only European network that works on such a wide range of environmental topics and is open to any genuine environmental citizens' group, whether national or European, to join.

We **raise awareness** of the major environmental challenges and **promote the opportunities and benefits** of addressing them. We have

dedicated teams working on nature, climate, health, circular economy, economic transition; environmental justice and law, EU and global governance. While our primary focus is on the EU, we also seek to improve regional and global policies.

We have a long history of working closely with a variety of organisations and **developing partnerships** across sectors. Because young people have the biggest stake in our shared future, we will work hard to support youth-led initiatives.

The breadth of topics we work on enables us to address nexuses, interfaces and potential trade-offs between different environmental policy areas to ensure coherence, e.g. between climate and circular economy, between circular economy

and chemicals or between biodiversity and climate.

Our working groups provide a space for our members to learn from colleagues and **design policies** and campaigns for a greener Europe.

Together, we present these policies and target these campaigns at the people who have the power to change laws.

At the global and European levels we take a lead in **putting things on the agenda** and **advocating policy change** by making our case to decision makers in Brussels and beyond.

Our positions are included in proposals for global and regional agreements and European laws, taken up by negotiators and included in adopted texts.

Our dedicated team report back from European and international processes, providing feedback and support, **informing and building the capacity** of our members so they can help to shape national debates.

Actively aware of priority issues, our members are equipped to influence national politicians and play a role in civil society movements that push important issues onto political agendas at national and EU level, raise awareness and promote behavioural change among the wider public.

Once laws are adopted, we make sure they are put into practice, **ensuring implementation by monitoring and assessing** how national and local authorities perform.

The sound implementation of global and EU laws and policies at all levels reduces threats to, and creates opportunities for, people and nature in Europe and beyond.

Ultimately, stronger and better laws and policies will help us to build a better future where people and nature thrive together.



Policy priorities

The following are the criteria that the EEB applies when deciding on policy priorities and setting up new Working Groups:

Policy areas:

- High impact on the environment
- Potential to make a difference on policy level
- Achievable with reasonable effort
- Strategic political opportunities and/or commitments
- Public and media concern
- Unique role, niche or gap
- Potential to get funded
- Expertise & support within the network & secretariat

Working groups:

All the above, as well as:

- Interest of members to engage in a working group

Where appropriate, the EEB will promote its objectives on a given topic by collaborating with, supporting and/or being advised by one or more of its member organisations which is/are active or specialized on that topic, rather than by recruiting new staff capacity to deliver the work.

Our policy clusters



European Institutions and Governance



Environmental Law and Justice



Global and Regional Policies



Economic Transition



Nature



Circular Economy

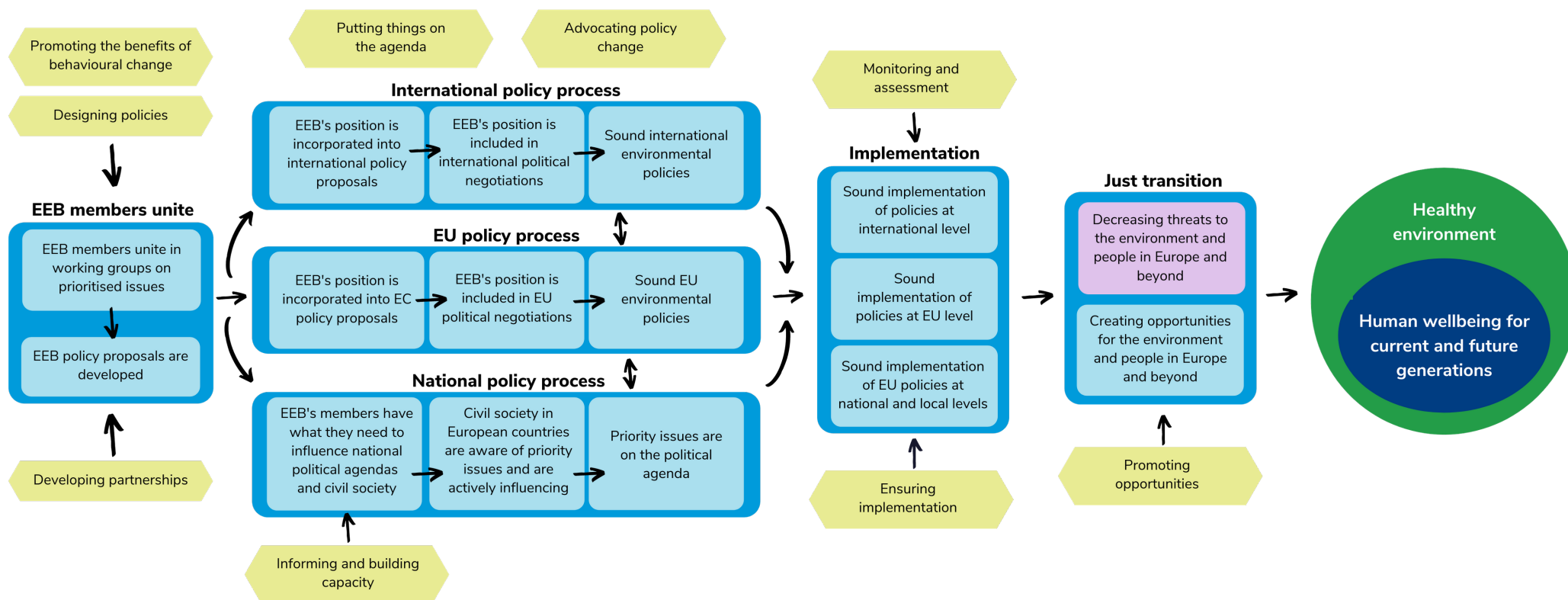


Climate



Health and Environment

Our overarching Theory of Change



While developing this strategy we have practiced adaptive management using Theories of Change as defined by the CMP Open Standards for the Practice of Conservation. Theory of Change (TOC) diagrams provide a clear overview of the causal links

and impact we are aiming to achieve for each area of work. The diagrams should be read from left to right as a sequence of cause and effect. TOCs anchor in the impact on the environment and people (green & blue ovals) via the reduction of threats

(purple boxes). With our actions (yellow hexagons), we are pushing for achieving intermediate results (blue boxes), i.e. changes in the world around us, required to reach the desired impact.





European Institutions and Governance

Putting environment into the EU's DNA

Context

The European Union has achieved many important successes in improving the environment – from tackling acid rain and providing clean drinking water to promoting a circular economy and banning single use plastic products - but it could do so much more. People in Europe want to see more EU environmental action. The EU's institutions – especially the Commission, Parliament and the Council – make decisions that can deliver for people and nature.

It is therefore essential to promote civil society's environmental concerns during European Parliament elections, advocate for progressive European Commissioners, and influence their mandates, strategies and work programmes. It is also essential to engage closely with the Commission, Parliament and Member States in their day-to-day roles in developing and passing laws

and policies to promote environmental sustainability. And engaging with the Committee of Regions and the European Economic and Social Committee and their networks will help increase the calls for progressive action and engage wider networks.

In the next ten years all but seven EU countries will have the chance to host the bloc's six-month rotating presidency and set agendas and priorities for the Union's work. Their 'presidency programmes' can have a big impact on the natural world.

EU decisions must be made with transparency, accountability and participation at multiple levels and with the best interests of current and future generations. This means making environment part of the EU's DNA, so this crucial issue is always considered.



Our Strategy

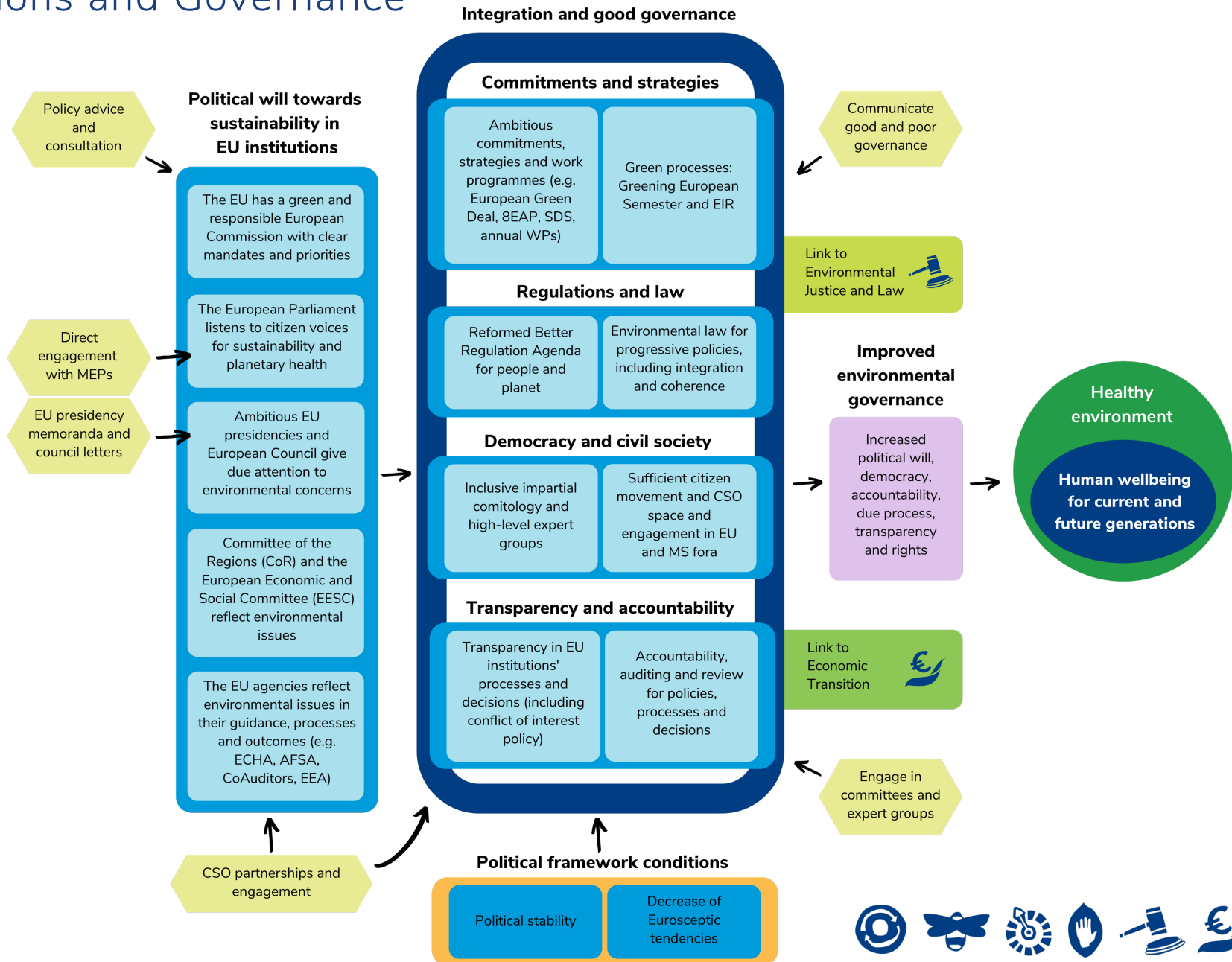
Our strategy focuses on increasing political will by highlighting the benefits of the policies we advocate and breaking down barriers to action. This should lead to better integration and good governance, manifested in commitments and strategies and improved regulation and environmental laws. In addition, wider political support should help improve how citizens' ideas and views are sought and taken on board, improving democratic decision making and legitimacy. Commitments to independence of public authorities from undue influence of vested interests and increased transparency and accountability are essential for wider good governance and decision making. Contradictions between laws will be removed, thus achieving policy coherence.

Specific activities we will undertake to achieve our goals include:

- a) Ensuring that environmental concerns feature prominently in EU elections and in many Parliament debates, hearings and decisions;
- b) Encouraging the mainstreaming of environmental considerations in the Commission's priorities, as reflected in its political guidelines and work programmes as well as the mandates and responsibilities of Commissioners;
- c) Nudging EU presidencies towards broader and more ambitious agendas with the EEB's Ten Green Tests, Memoranda and Presidency assessments, as well as with inputs to Council Meetings;
- d) Seeking to influence major policy strategies and their implementation, such as the 8th EAP, the European Green Deal, and sustainable Europe 2030 strategy to implement the SDGs (see Global Processes);
- e) Systematically pushing for increased transparency and accountability of the EU institutions, including the possibility for NGOs to challenge actions through the courts;
- f) Demanding that EU money is spent in line with strict environmental principles and that no further funding is made available to unsustainable projects.



Theory of Change for European Institutions and Governance





Environmental Law and Justice

Ensuring that laws protect health and the environment for current and future generations

Context

The law is an important tool to protect the rights of people and nature. Progressive industry understands the benefits of effective legislation, but too often vested interests lobby hard to block, influence, undermine and even destroy environmental legislation. Current laws are sometimes inadequate and often poorly implemented.

In most cases environmental rights and priorities are seen as separate from other interests, with environmental laws conceived to be in a sphere of their own. This has left

space for opportunistic politicians and other hostile actors to create false choices with environmental policies pitted against social or economic priorities. These same forces also seek to silence NGOs or limit their engagement.

We need to promote the benefits of environmental democracy, highlight the essential role of civil society in functioning democracies and improve current laws and the way they are put into practice.



Our Strategy

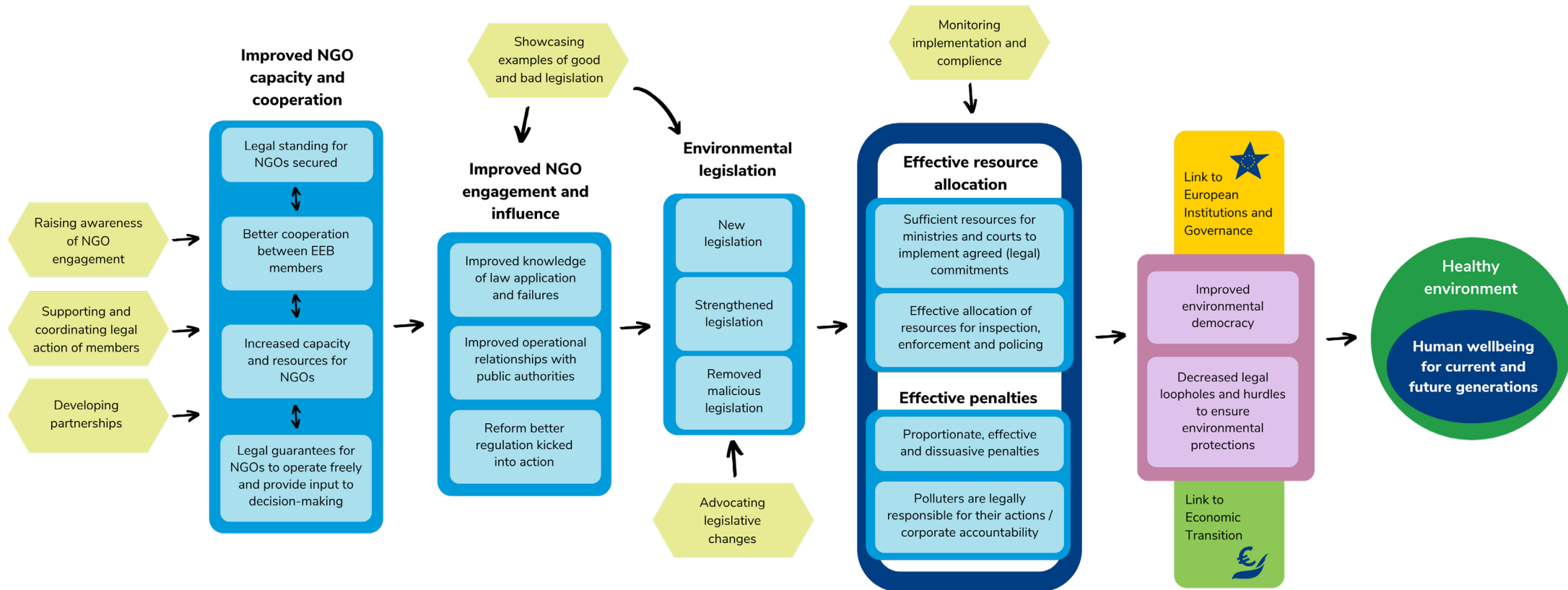
We need legislation that protects citizens' rights, health and the environment, and to improve and defend existing legislation from attack.

We will achieve this by:

- a) Representing the interests of the environment: by formally contributing to and following public processes that impact the environment, providing expertise and information, giving a voice to nature and monitoring the state of the environment and compliance;
- b) Securing civil society space by ensuring environmental rights: to have relevant information, to be part of decision-making that affects the environment and to be able to challenge decisions where they are against the law;
- c) Fighting deregulation: by increasing understanding of the benefits of regulation, and reframing 'better regulation' as "re-protection" so that regulation is considered a key tool to protect EU citizens' rights and wellbeing;
- d) Strengthening implementation by demonstrating good practices and highlighting gaps in implementation so that governments can be held accountable and live up to their responsibilities;
- e) Increasing enforcement and accountability by pushing for stronger liability regimes, traceability, sanctioning, and making sure that the precautionary principle is applied and that polluters pay.



Theory of Change for Environmental Law and Justice





Global and Regional Policies

Advocating for progressive environmental policies at global and regional levels

Context

Environmental challenges are global problems and global problems require global solutions: pollution does not stop at borders, and climate breakdown and the biodiversity crisis threaten us all.

Governments have signed hundreds of international treaties on environmental issues. Some have been very successful, yet pressures on nature keep increasing, key issues lack any agreement, and governments face numerous challenges putting commitments and rules into practice. Strong civil society participation in international and regional processes ensures accountability and transparency, improving

international agreements and their implementation. The EU must contribute by putting better laws in place at home and by taking leadership globally – at the UN, the OECD and in other international and regional processes. The 2030 Agenda and the Sustainable Development Goals (SDGs) are an outstanding opportunity and key tool to strengthen the EU's own domestic policies and to lead by example. EU enlargement also offers an opportunity: EU accession and partnership agreements allow civil society to push for rapid improvements of environmental standards in the EU's immediate neighbourhood.



Our Strategy

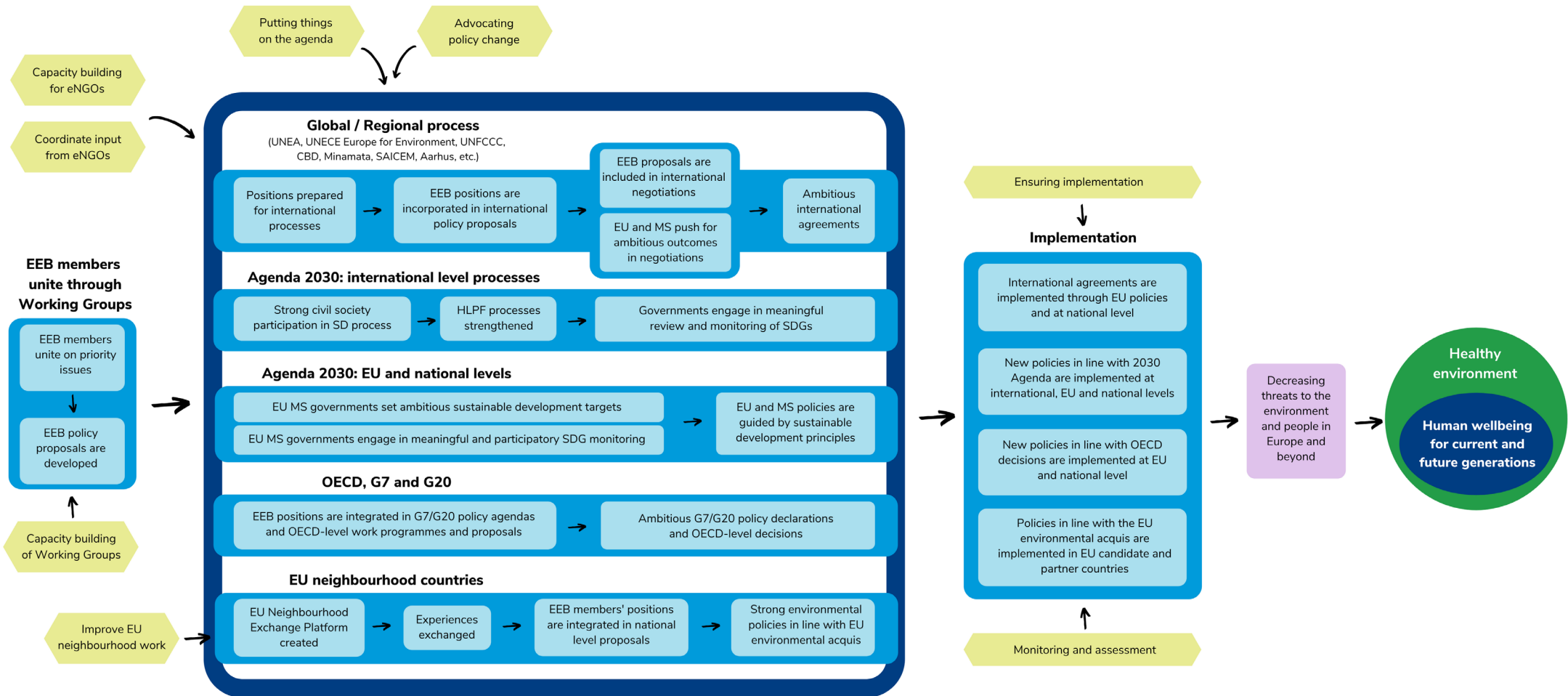
We will advocate for progressive environmental policies at global and regional level and monitor their implementation at national and EU level. This, together with advocating for the ambitious implementation of the SDGs in and by the EU, should lead to stronger environmental laws not only around the world but also at EU and Member State level as well as in EU candidate and partnership countries. In addition, stronger environmental organisations and citizens well-informed about global and regional processes improve participation, transparency and the legitimacy of international decision-making processes.

Specific activities we will undertake to achieve our goals include:

- a) Ensuring robust and progressive environmental policies at global and regional level through active contribution to international and regional processes, including new legally binding agreements where possible, for instance on chemicals, air quality or international environmental governance, encouraging the EU and its Member States to be global leaders in the transformation to sustainability and push for progressive outcomes;
- b) Building the capacity of environmental NGOs and broader civil society to take part in global and regional processes and coordinating the input of environmental NGOs in these processes;
- c) Acting as a watchdog and supporting the implementation of international and regional agreements, legal or political, in particular nudging the EU and governments towards full and ambitious SDG implementation;
- d) Empowering environmental NGOs in EU accession and partnership countries and pushing for rapid approximation to European environmental standards;
- e) Ensuring that any company importing products or services into the EU market complies with EU environmental standards;
- f) Monitoring and reporting on how the EU's external actions impact the environment;
- g) Cooperating with NGOs, governments and other players in third countries where appropriate to jointly promote progressive solutions.



Theory of Change for Global and Regional Policies





Economic Transition

Building a socially just and sustainable economy

Context

20 000 scientists warn that we face mass extinction if we do not dramatically slow down resource use. Material extraction has tripled in five decades, is still skyrocketing, and now accounts for more than 90 percent of global biodiversity loss and water stress impacts, and approximately half of global greenhouse gas emissions. Our economic system is pushing both people and the planet to a burn-out. This has to stop.

The good news is that a growing number of scientists are demonstrating how wellbeing without economic growth and within planetary boundaries is possible. Political opportunities for change are not limited to elections. Deeper political change has most often come from persistent collective civil disobedience, when a critical mass stands up to injustice and existential threats. It's not too late to

overcome political, economic and social obstacles before tipping points are reached.

There is evidence that a positive postgrowth economy gives more security and stability than the current economic system which is characterised by glaring inequalities and expanding consumption of resources. But systemic change is only possible by challenging and reversing the concentration and repeated abuse of power in the hands of those defending commercial interests regardless of the consequences. We need to support the rising global movement fighting for environmental justice, the people who block the extraction of fossil fuels and the destruction of old growth forests and put their lives at risk to protect this one Earth that we can live on.



Our Strategy

We need an economy that works for people and nature which means we cannot afford to use more than the planet's finite resources and cannot allow vested interests to block the path to a just transition. This means: Living within our means through moving to a one-planet economy and demanding corporate accountability. We will achieve our goals in these two areas by:

Living within our means

- a) Reducing use of natural resources, energy and chemicals, by preventing waste and increasing efficiency, cutting demand and putting forward positive post-growth policies
- b) Building a carbon-neutral, circular, non-toxic economy;

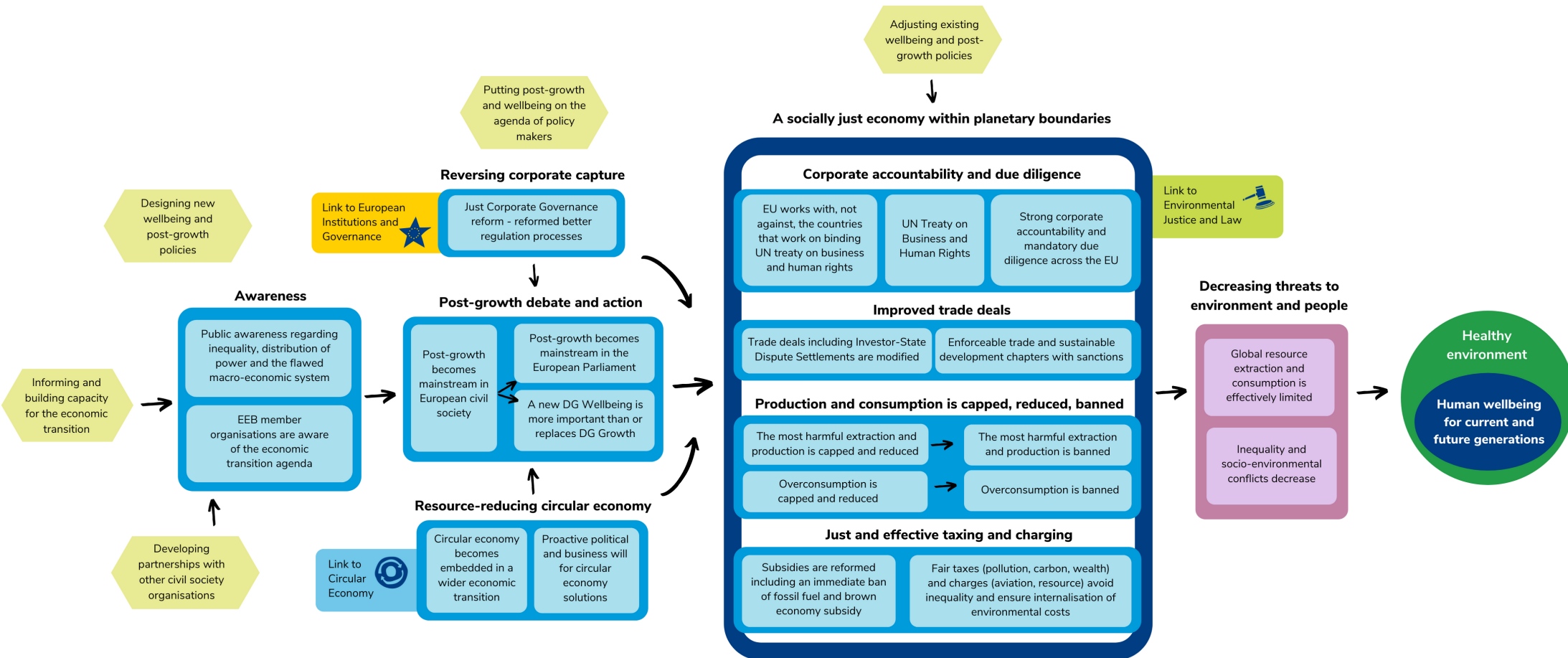
- c) Ensuring that trade deals and subsidies are fully in line with sustainability principles;
- d) Ensuring that all public money spent at EU, national and municipal level reflects the principle that public money should deliver public goods, including through requiring green public procurement;
- e) Calling for just and effective taxes and pricing;

Demanding corporate accountability

- f) Pursuing an international legally binding treaty on transnational corporations and human rights and due diligence regulation at EU level;
- g) Ending undue corporate influence on legislation through secretive arbitration courts.



Theory of Change for Economic Transition





Nature

Advocating for and investing in nature for healthy ecosystems and a productive environment

Context

Mass extinction of species and climate breakdown are the two main environmental challenges of our modern society. Yet both challenges are intertwined, each exacerbating the other. The most comprehensive global assessment of biodiversity and ecosystems ever has recently confirmed that the degradation of nature is continuing at an unprecedented rate both globally and in the EU. Biodiversity loss and the water crisis are among the top risks facing our economy and society according to the World Economic Forum. In Europe, the main cause of this destruction is unsustainable agriculture. Climate change is already putting additional pressures on nature and this is only expected to increase in the decade ahead.

Our nature supports the EU's economy and jobs, food production, health, resilience and security. It is imperative to achieve an urgent shift in our economy and society towards sustainability, where nature is valued and water is sustainably managed. A substantial body of EU legislation seeks to protect, conserve and enhance nature, to ease the pressures on ecosystems and to protect surface and groundwater. However, these laws have not been properly implemented and suffer from a lack of financing. In addition, the EU has so far largely failed to include nature in key policies like the Common Agricultural Policy. Adaptation to climate change will be an increasingly important element in nature-related strategies.



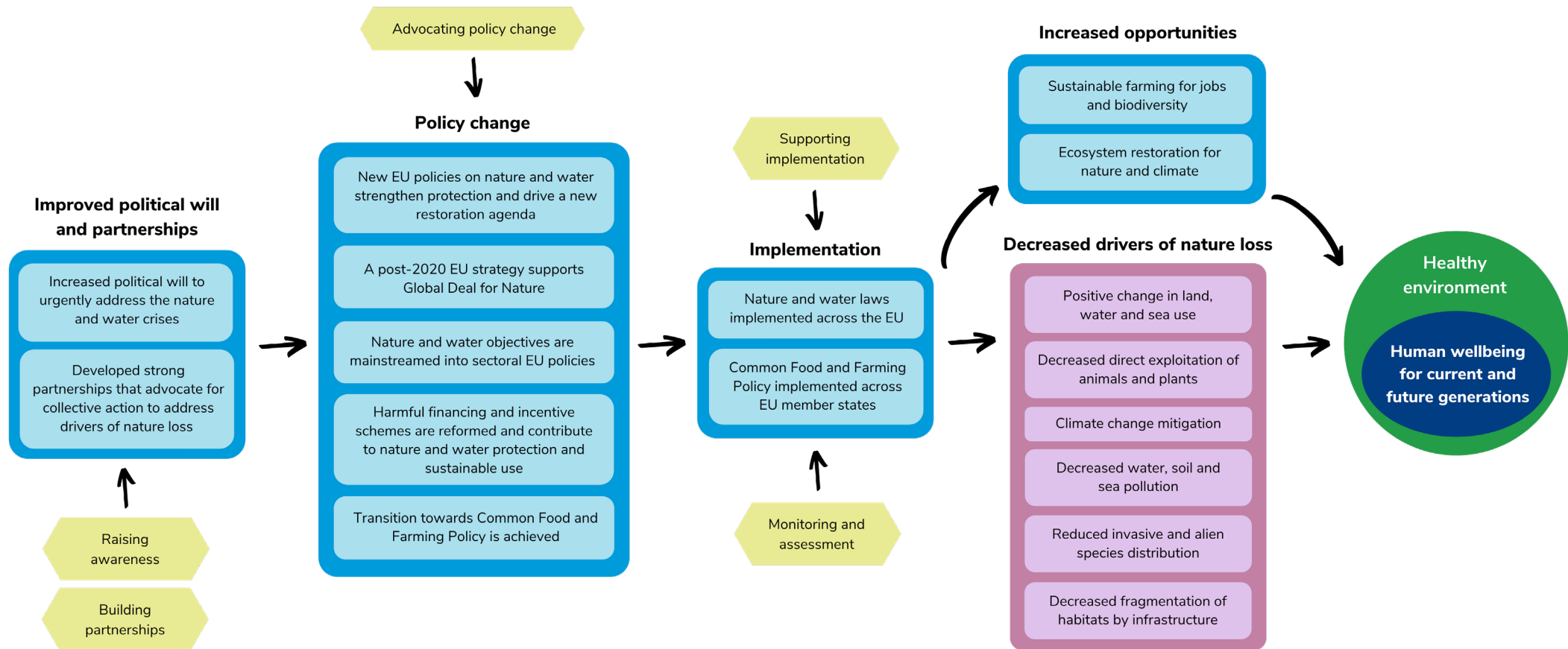
Our Strategy

We will act in partnership with others focusing on the following activities to enable a shift towards sustainability:

- a) Raising awareness of the values of nature and water in order to increase political will of governments and other stakeholders (e.g. farmers) to urgently address the nature and water crises;
- b) Advocating for nature protection and restoration as well as sustainable water management achieved through new EU policies;
- c) Catalysing a transition towards a common food and farming policy that supports nature, nutrition in the EU, employment and soils, reduces food waste and ensures the long-term viability of EU farming;
- d) Promoting the mainstreaming of climate mitigation and adaptation, nature and sustainable water policies across other EU policies, and integrating agricultural policies with climate, air pollution, water and trade policies;
- e) Working to ensure that the EU's nature and water legislation is properly implemented, enforced and financed – within the EU budget;
- f) Working to reform financing and incentives that are harmful to nature and making sure economic instruments contribute to protecting and restoring Europe's nature and achieving sustainable water management;
- g) Advocating for new and environmentally friendly ways of agriculture, like e.g. organic/biological and nature-inclusive agriculture.



Theory of Change for Nature





Circular Economy

Moving to a resource-efficient and clean economy that creates jobs not waste

Context

Year after year, Earth Overshoot Day, when “humanity’s demand for ecological resources and services in a given year exceeds what Earth can regenerate in that year”, is announced earlier than in previous years. While Circular Economy is promoted at EU level as a mainstream policy to deliver a wealthy and sustainable economy and a lever for decarbonization, its systematic application is still to be materialised for most economic sectors and markets. The ratio of reused and recycled materials to total material use in the EU is 12% in 2018, despite record recycling rates.

We know which policy instruments and best practices will accelerate the transition from a linear to a circular economy

– where resources are reused and recycled instead of used and thrown away – we just need to put them into practice.

What counts as ‘circular’ is often debated, but we are clear it means reducing virgin resource use and cutting the environmental impacts of industry. Public and politicians alike must learn more about what a truly circular economy is and why it’s good news for everyone.

It is also important to keep a critical eye on circular economy developments , notably to ensure actions do not neglect natural eco-systems and human health.



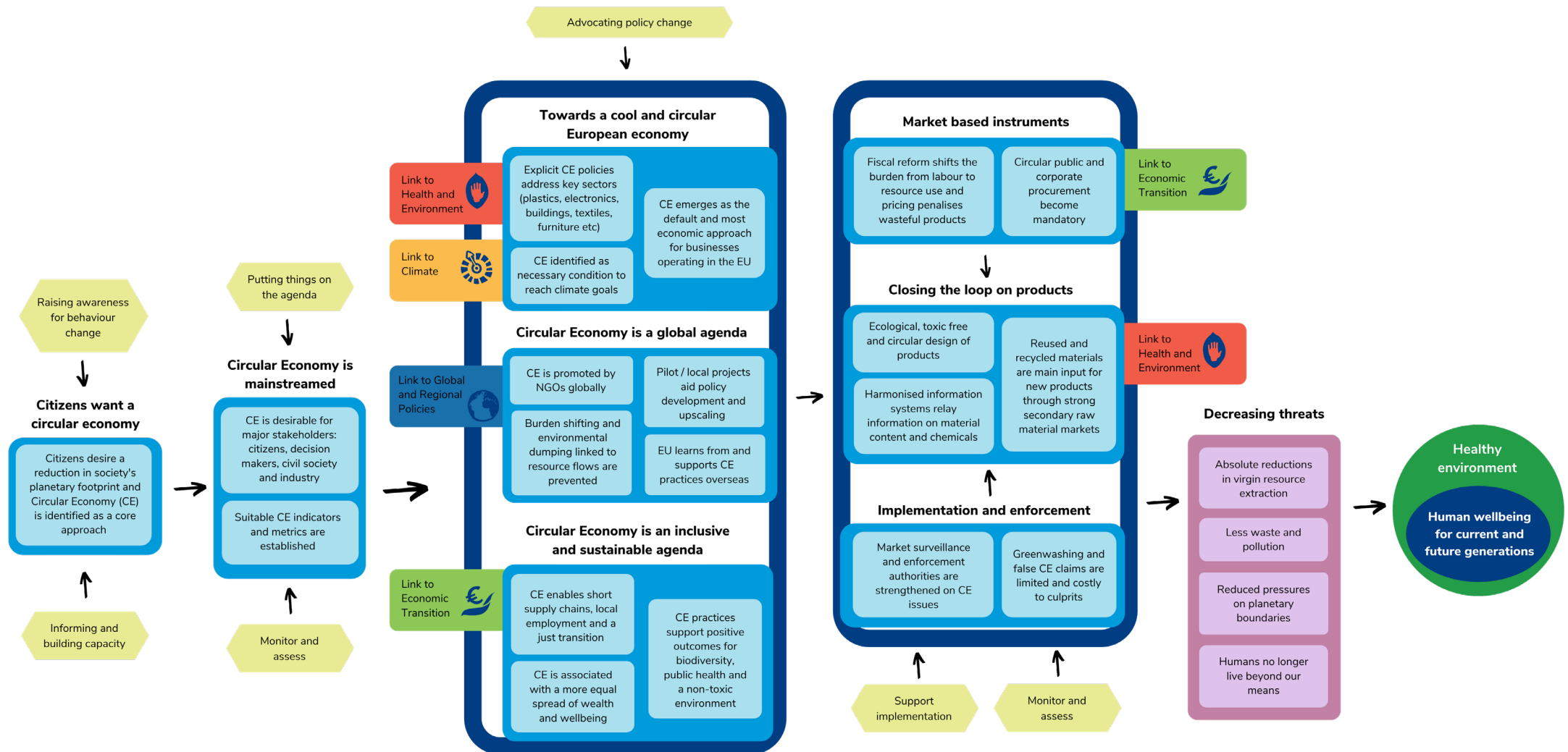
Our Strategy

The overarching objective of the strategy will be to achieve absolute reductions in resource extraction, less waste production and reduce pressure on planetary boundaries. We will achieve this by:

- a) Developing powerful narratives to stress the urgency of transition;
- b) Making circular economy desirable for different stakeholders;
- c) Advocating a circular economy approach at EU level in key economic sectors;
- d) Anchoring circular economy further into climate policies;
- e) Linking circular economy to other social and environmental policies;
- f) Working to ensure the circular economy's place on the global agenda;
- g) Supporting international projects and actions linking the circular economy with the Sustainable Development Goals;
- h) Working to close the loop on products, so that toxic free materials can flow iteratively through the economy;
- i) Encouraging the development of market-based instruments, including fiscal reform and procurement, to ensure circular products are promoted, and the externalities of linear products are accounted for;
- j) Pushing for increased support for market surveillance;
- k) Exposing 'greenwashing' to limit the misuse of the circular economy concept.



Theory of Change for Circular Economy





Climate

Ensuring a rapid and just transition to a climate neutral economy that protects people and nature from climate breakdown

Context

Successive IPCC reports have underlined the risk of catastrophic climate breakdown resulting from a continuation of the current business as usual. The solution is to dramatically accelerate and scale up our efforts to move to a net-zero economy. This requires a shift to 100% renewable energy, a halving of energy consumption and a significant reduction of resource use by a move to a fully circular economy. It also requires a transformation of our industry, agriculture and transport policies among others.

These actions are also essential to tackle a biodiversity crisis of similar proportions, with a million species facing the threat of extinction in the near future as identified by the IPBES global assessment report on biodiversity and ecosystem services.

The ways that we produce and consume energy, grow food, provide shelter, get around and make things will need to be transformed to stop climate change and ensure a better future for both nature and people.



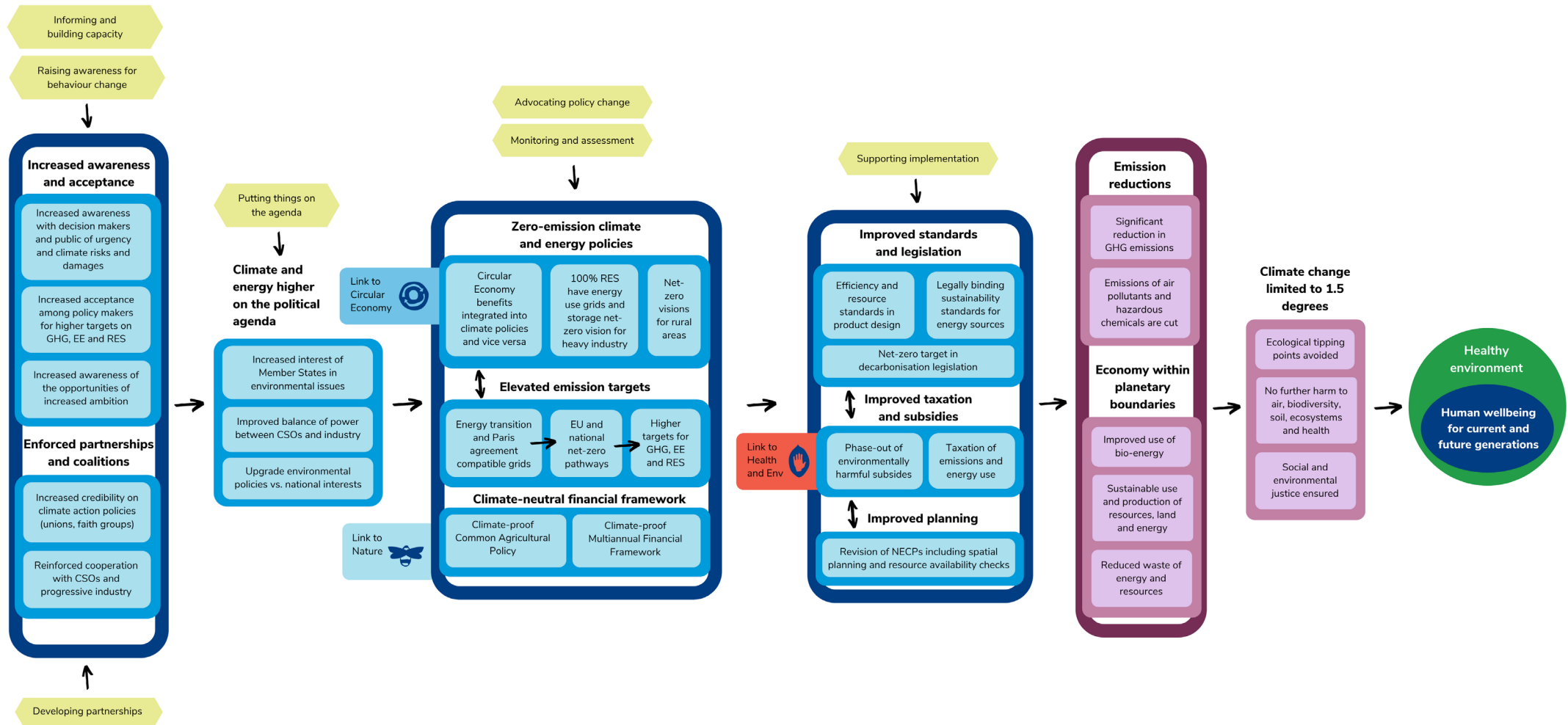
Our Strategy

We will address the key elements required to achieve a societal transformation towards net-zero emissions and focus on:

- a) Increasing awareness of the urgency and benefits of climate action and deepen collaboration with existing and new partners and coalitions to keep climate action high on the political agenda and present credible solutions;
- b) Advocating for the phase-out of fossil fuels, halving of energy demand well before 2050 and the transformation to a highly efficient energy system supplied by 100% nature-compatible renewable energy and supported by appropriate energy infrastructures;
- c) Establishing circular economy policies as an essential enabler of a full decarbonisation of the economy, including in all sectors of industry, and achieving net-zero for the EU by 2040, building on EEB's strong work on circular economy;
- d) Promoting land use policies that are fully compatible with the Paris Agreement commitments and help restore ecosystems, in particular in the areas of agriculture, soil and forestry as well as nature-based solutions for marine and terrestrial ecosystems that provide natural carbon sinks (see Nature cluster);
- e) Supporting sustainable transport policies that promote walking, cycling and public transport as well as cleaner and fewer motorized vehicles (see Health cluster and Economic Transitions);
- f) Ensuring strong implementation and a revision of the EU targets and national plans to bring them in line with pathways limiting global warming to 1.5 degree;
- g) Working on the financial flows and economic signals to help catalyse progress. To make the energy transition a success we must ensure the right economic framework combining policy ambition, policy coherence, economic signals and implementation;
- h) Working for increased awareness on consumption-based emissions as a means to change consumer and public spending behaviour in all sectors, and advocate for the EU to develop statistics for consumption-based emissions with the aim to set an ambitious EU wide target for reducing these emissions.



Theory of Change for Climate





Health and Environment

Ending pollution to create a safe environment for people and nature

Context

Pollution is one of the most serious problems facing humanity and other life forms on our planet today. European laws and regulations have already had a big impact, but there is still much more to be done.

Toxic substances in our environment have contributed to a rise in severe health problems and are now widely found in the food we eat, the air we breathe and the products we use. EU and global laws and policies on industry, air quality, chemicals - including mercury and pesticides – noise and

light pollution can help protect us from these threats and clean up the natural world.

Global pollution is not only the world's largest environmental cause of disease and premature death, but also endangers the stability of the Earth's ecosystems and threatens the continuing survival of human societies. We have the tools to drastically cut pollution and help create a safe environment for people and nature.



Our Strategy

We will work towards reducing the production, use, emission and release of and exposure to polluting and harmful substances and sources.

We will support the switch to safe, sustainable, circular and decarbonised methods of production; and work for a swift reduction of harmful substances in all sectors and pollution from all sources.

We will push for a toxic-free environment and net-zero pollution by:

- a) Increasing public awareness and raising pressure on decision-makers;
- b) Demanding new political and legal commitments at global, regional, European Union and national levels;
- c) Improving the implementation and enforcement of existing laws and regulations at global, European Union and national level;
- d) Ensuring inclusive and transparent governance by:
 - i. implementing democratic and environmental principles enshrined in the EU and international law and jurisprudence;
 - ii. considering the social implications of any legislation and policy;
 - iii. increasing accountability of decision-makers and industry;

- e) Regular high-quality monitoring and assessment by:
 - i. developing relevant IT tools for improved access to environmental information and public participation; and
 - ii. monitoring and assessing the enforcement of existing legislation.

These objectives would be mainly achieved through the following areas of work:

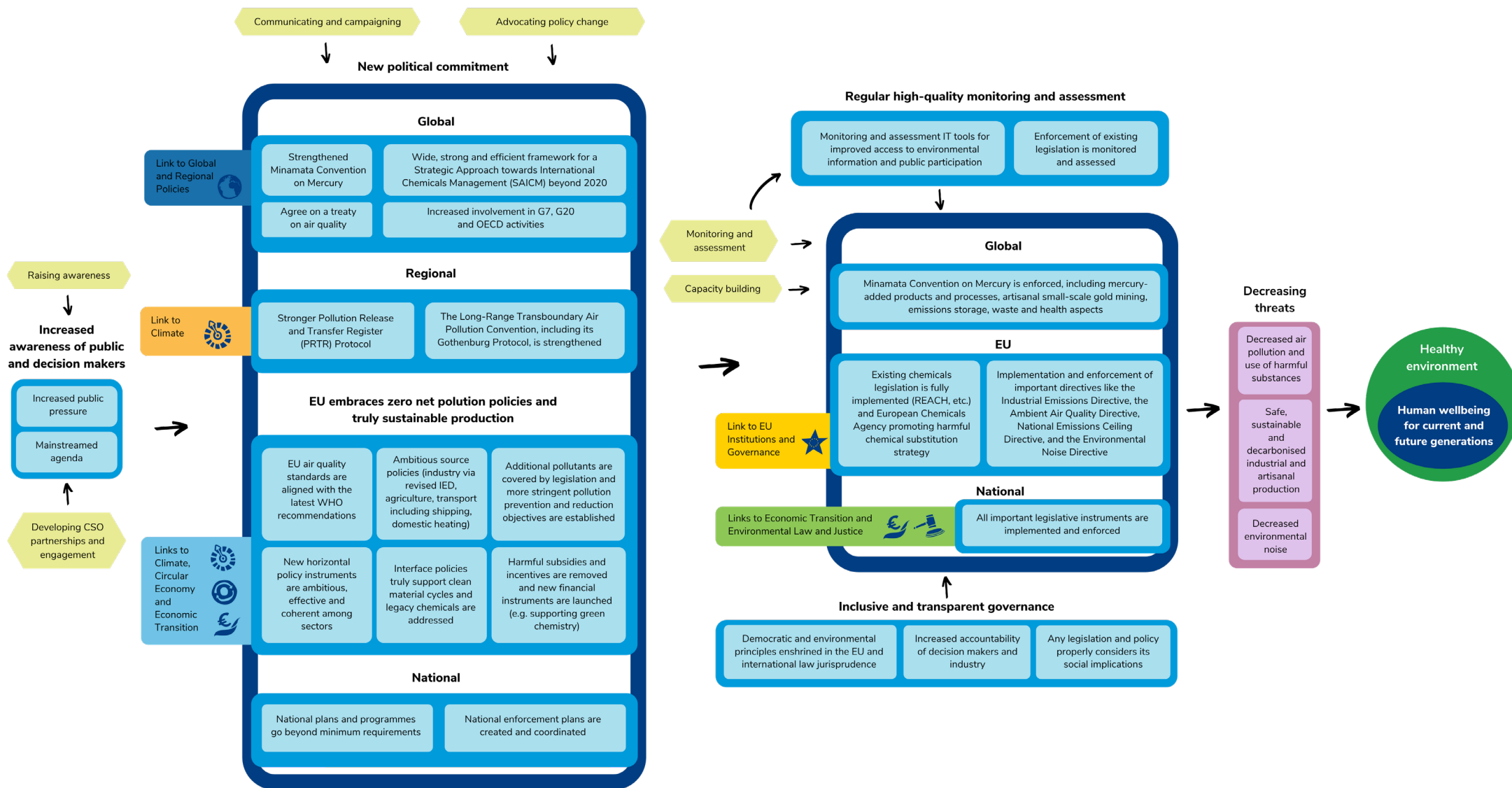
- A. A Toxic-Free Environment
- B. Towards a Zero Mercury world
- C. Industrial activities moving beyond zero net pollution to restoration of ecosystems
- D. Clean Air: Towards zero environmental and health impact

In addition, with the support of interested members, we will seek opportunities to tackle other sources of pollution such as noise and light.

The areas of work under the Health and Environment cluster – Chemicals, Nanomaterials, Mercury, Industry, Air, Noise and Light - have strong links and interfaces with Climate, Circular Economy, Agriculture, Biodiversity and Financial and trade issues (see also other relevant chapters).



Theory of Change for Health and Environment



Communications

By 2030, the EEB will have been part of a shift in how the environmental movement communicates. We will help to move our audiences' feelings about climate and environment from those of shame, hopelessness or guilt to pride, happiness and wellbeing. Thanks to a wide acceptance of the benefits of environmental action, and an increasingly thriving relationship between people and nature, it will be obvious and easy for the audiences we target to agree with the policies we advocate.

The EEB will speak with a clear and distinctive voice that policy and decision makers, our own members and journalists all recognise as passionate, principled, professional, positive and personal. Core messages we developed and continue to repeat will have helped to frame entire

debates and steer political agendas to achieve positive outcomes.

The reach and quality of EEB communications work will have increased significantly, with detailed quantitative and qualitative results demonstrating success in traditional print and broadcast media, social media and our own websites.

The communications team will have evolved with key parts of our work – like press, digital and META - the responsibility of dedicated managers. A significant percentage of the EEB's funding will be linked to or sourced from communication activities.

Our reputation and brand and that of our META news service will be well known within the environmental movement across Europe. META stories will be regularly picked up by

the national print and broadcast press and widely shared on social media. Journalists will work with and for the EEB, steering the political agenda with well-researched, public interest stories.

Communications activities and decisions will always be based on a clear and compelling strategy. EEB reports and publications will be tailored to their audience and drafted with a clear understanding of their purpose. The impact and relevance of communication materials will be constantly assessed with feedback gathered from relevant audiences. The brand will undergo an in-depth review at least once during the period of the strategy, including the issue of whether the name of the organisation does full justice to our role or whether a name change would be appropriate.



Priorities and actions

1. Agreeing a new vision that sets the tone for positive communication about the benefits of radical climate and environmental action;
2. Developing and delivering communication strategies that define our voice, set smart objectives, identify key audiences, frame the debate and contain core messages;
3. Building our capacity and understanding best practice across a range of communication tools, and exploring and developing new tools;
4. Reshaping the communications team to deliver better work, more efficiently;
5. Shifting the political agenda at key moments, especially by harnessing the power of public data and access to information laws to break compelling new stories;
6. Revisiting our flagship products to assess their impact and suitability to meet our goals;
7. Strengthening cooperation with communications teams in our member organisations in order to build capacity, exchange good practices and increase membership engagement with our content.

Expected results

1. More strategic communication will ensure our ability to put new issues on the agenda and achieve policy change;
2. Communication team outputs and activities seen as a core benefit of EEB membership;
3. The EEB takes more strategic decisions;
4. New funding is secured.

Indicators

1. Five detailed two-year communication strategies, starting for the period 2020-22;
2. Increased social media and online reach;
3. Increased media coverage (quantity and quality);
4. Higher membership satisfaction;
5. Higher membership engagement with our content.



Membership, partnerships and events

In the period 2020-2030, we will maintain and step up efforts to achieve the goal in our medium-term strategy 2016-2019 to become a more comprehensive umbrella organisation for Europe's environmental and sustainability NGOs.

Following the implementation of the 2018-2020 expansion strategy, the EEB will start the new decade by focusing on consolidation and improving its membership services. Over the coming decade, we will grow in an organic way, with our current members working as ambassadors to help with outreach and the recruitment of new members. In addition to encouraging membership applications from national NGOs, we will encourage more European networks to join the EEB and will explore how the participation of such networks in the EEB as members can yield maximum mutual benefit and avoid potential conflicts. Making sure that the membership stays diverse with a balanced mix of small and

large organisations, good geographical spread and combination of national and European organisations will remain key to the organisation.

We will also reflect on how we wish to grow beyond the EU, e.g. in candidate- and Eastern partnership countries and beyond (our current categories for associate and affiliate membership already makes it possible for legal entities from other continents to join). This reflection may or may not lead to a review of our current categories and/or the creation of additional categories.

We will continue to defend the principles of participatory democracy, provide a safe space for civil society to act and help shape policies for a sustainable future. With this organic growth approach, we aim to have a diverse and dynamic membership of some 180-220 environmental organisations by the end of 2030. This will further strengthen our position as the most

comprehensive network of environmental citizens' groups in Europe, demonstrate our representativeness and legitimacy, increase our access to key decision-makers and, consequently, our influence and impact. By constantly improving the quality of our membership services, the aim is to continue to keep membership retention rates high and resignation levels low.

We will continue to engage with alliances and coalitions where and to the extent that these bring real added value and help the EEB to achieve its mission. While the EEB will continue to be part of strategic, cross-sectoral coalitions, environmental citizens' groups will be encouraged to form environmental coalitions within the EEB. We will welcome all key environmental NGOs in Europe to become members of the EEB and strengthen our collective voice. We will continue our tradition of working with like-minded stakeholders beyond our membership, such as social,



consumer and development NGOs, thinktanks, trade unions and progressive businesses.

Over the coming years, the EEB will focus on improving membership benefits linked to training and capacity building with the aim of further developing our position as the key, go-to network in Europe for everyone advocating for stronger environmental and sustainability policies.

We will aim to:

- a) Improve what the working groups offer our members (frequency, content and facilitation of meetings, communication tools);
- b) Explore the possibilities and best formats for setting up a secondment and staff exchange scheme for EEB members and staff;
- c) Explore establishing of partnerships with training institutes and universities to develop the EEB's capacity building and training offer and access funding from Erasmus+

and other funding sources;

- d) Organise yearly advocacy trainings for policy and communications staff from the member organisations. The participants would be encouraged to form an alumni network. This would increase the chances of participants returning to the EEB as interns or staff and acting as ambassadors for the network.

As far as possible we will aim to make events self-financed thanks to the support of donors, partnerships with suppliers and training institutes and fees paid by non-member attendees. We will also explore the possibilities and advantages and disadvantages of setting up a separate legal entity that would make it easier for the EEB to charge for services.

When it comes to funders and donors, we will aim to establish relationships with additional foundations, governments and strategic partners, and promote our unique position as a unifying actor for the environmental movement. Wherever

possible, the EEB will advocate for the establishment of funding lines that could support and expand our coordinating role. A key aim is to secure additional core funding from both public and private sources before 2030 and diversify the funding base.

We also aim to generate revenue to fund our campaigning work through crowdfunding, individual donors and from partnerships with progressive industries while always ensuring its independence from any potentially compromising sources – in line with our fundraising policy.

Concerning the development of funding proposals, agreed prioritisation criteria will be applied to any new project proposal before committing the organisation. We will also routinely monitor calls and suggest projects to our members. The aim is to increase the number of joint projects with and within the network over the coming years.



Priorities and actions

1. Improve membership benefits package and services;
2. Establish training and capacity building schemes for EEB members and environmental advocates;
3. Establish partnerships with training institutes and universities;
4. Increase the number of joint projects with and between EEB members;
5. Develop an alternative business model for events;
6. Outreach to current and potential new funders and donors, advocate for new funding lines for core support, develop strategies for generating revenue from campaign work, crowdfunding, individual donors and progressive industries.

Expected results

1. Broadened and deepened representation at national and European level to keep strengthening the content of our work and the legitimacy of our voice;
2. EEB recognised as the most comprehensive umbrella network and key go-to network for environmental advocacy;
3. Members are proud ambassadors of the network;
4. Training schemes strengthen the skills of eNGO volunteers and staff and help form alumni networks.

Indicators

1. Numbers of members, diversity among new members (size, thematic focus, geographical spread) and membership satisfaction rates;
2. Membership retention and resignation rates;
3. Number of trainings and capacity building opportunities offered and satisfaction rates;
4. Number of joint projects within the network;
5. Number of new donors and new forms of core support.



Staff, organisation and governance

Following a period of rapid expansion of the team in the late 2010s, we will focus the first period of the 2020s on consolidation. As the organisation grows, management processes and policies will need to develop in step. Staff terms and conditions will be periodically revisited, and new benefits will be introduced as the labour market evolves. As an employer, the EEB will live up to its values of democracy, fairness, respect, integrity and sustainability. Staff wellbeing will be put centre stage and the EEB will consider measures such as, for instance, offering a 4-day working week for staff where feasible. Decisions about new recruitments will be taken based on criteria for sustainable growth. We will strive to raise the necessary funding to ensure sufficient staff capacity to cover all essential policy areas without individual staff members being overstretched. The aim is for the

core staff body to be well balanced between policy, communications, operations and finance/administration. We will take steps to ensure that our staff body is diverse in terms of geography, experience, age, gender and personal background and we will strive to ensure gender balance at all levels of the organisation. Teams will work in a cross-cutting, horizontal and flexible way. We will try out and evaluate new forms of team structures with the aim of improving internal coordination and efficiency. The aim is to have a senior and junior person covering all key topics the EEB works on; such 'duo-teams' will help make the EEB less vulnerable and reliant on one person. In addition to our Brussels office, we will explore the possibility of having paid EEB staff working from members' offices and members' staff working from our office for shorter or longer periods of time— such secondments should be designed to

be mutually beneficial for the sending and hosting organisation.

By 2030, we expect the EEB staff body to have grown to between 60 and 80 employees and for colleagues to be more mobile and work more remotely compared to 2020. We will make sure to walk the talk and take action to reduce our own environmental impact when it comes to our office, operations, activities, events and travels.

We will make sure that the agile strategies in the LTS are regularly evaluated and adapted as society and political landscapes change – it is crucial that we continuously strengthen our capacity to navigate opportunities and threats. The EEB will also invest in making sure it stays ahead of the curve and uses modern tools that are fit for purpose and to make sure we have solid routines for monitoring, evaluation and learning.



Concerning governance, we will keep our statutes and the composition of our governance bodies under review to make sure we remain an effective and efficient organisation for the coming decade. The EEB currently has a large Board consisting of 42 members that meets three times a year. While it is crucial for the EEB to have ‘antennae’ and national contact points that help coordinate the EEB membership at national level and dedicated contact people from our European network members, the Board has grown too large for it to continue to perform some of the functions that would normally be carried out by a Board. The EEB will therefore explore different options for its various governance bodies and agree on a way forward. One option could be that the ExCom grows to 8-12 members with a good balance in representation between national

and European organisations and that it becomes what is today the Board. In this scenario, the current Board could be transformed into something similar to a Council of national and European contact points that have a specific task of staying in contact with the membership in their country/region, act as the liaison person between the EEB office and members, advise on country-specific issues and report back to the EEB office. Such a Council could either meet in connection with the autumn Annual General Meeting (AGM) or meet once a year in spring (e.g. opposite side of the year). Board members should ideally be Directors or otherwise in senior positions in their own organisations and have a strong mandate to implement and follow up on agreed EEB decisions back home and in their regions. The composition of the Board should strike a good balance between gender and

geographical areas. The President (who could also be a well-known public figure) should have an excellent network and public speaking skills. The Board members should, via their networks, contribute to helping the EEB gain access not only to EU Environment Ministers but also to Finance, Foreign Affairs and Prime Ministers and other sectoral ministers (e.g. agriculture, energy, transport etc).

Reviewing the governance bodies and possibly reducing the size of the Board does by no means mean that the full membership would be less involved or consulted. We will strive to ensure that the AGM remains a well-attended, interactive networking event. Polls and online decision making with the full membership via working groups and other forums throughout the year will also help to ensure we remain a truly democratic organisation.



Priorities and actions

1. Implement and review criteria for sustainable staffing levels;
2. Implement and evaluate staff wellbeing and training plans;
3. Increase earmarked funding for staff wellbeing and training per capita in EEB budget;
4. Review and improve strategies to ensure diversity in the EEB staff body;
5. Review and improve strategies to reduce the EEB's environmental impact;
6. Explore the possibility of having more staff work remotely;
7. Monitor labour market developments and new contract forms that might suit the organisation;
8. Experiment with different types of cross-cutting team compositions;
9. Organize evaluation of the LTS regularly, adapt where needed and train staff in using the strategy as an integral part of their work with the membership and policy;
10. Review the organisation's statutes and governance models.

Expected results

1. A modern and attractive workplace with flexible solutions for staff and a highly skilled, healthy, content, diverse and motivated team;
2. An LTS that works as an operational framework for evaluating achievements and as a learning tool;
3. A governance structure that is fit for purpose and ensures effective and efficient operations.

Indicators

1. Staff wellbeing, retention and satisfaction rates;
2. Number of staff training and capacity building opportunities offered and satisfaction rates;
3. Level of funding for staff wellbeing and training;
4. Level of diversity (age, gender, geography, ethnicity, personal background etc) of staff body;
5. Reduction in environmental impact of EEB operations and travels;
6. Extent to which LTS works as a tool for adapting and learning;
7. Extent to which statutory and governance changes increases the organisation's efficiency and effectiveness.





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