

Improvement Analysis European Environmental Bureau November 2016

Governance structure (4.1, 4.5, 4.10)

The report would benefit from displaying evidence on how exactly the EEB's large governance structure (comprising one representative per EEB member country; 27 Board members in 2014 and currently 37) is effective in supporting and implementing the organisation's goals. How do Board members divide power and responsibilities among them? 4.2 mentions a Management Committee (for oversight of financial management) and "time-limited task forces to work on specific issues". Which task forces existed in 2014 and how has this supported the overall governance structure of the EEB? Is there a "super board" or "Cabinet" to promote efficiency of this body?

Moreover, the Panel expects to see the review of the EEB's salary scale - including senior staff pay scales - in the next report.

Finally, what are the results from the evaluation of the EEB's Board performance? The Panel recommends including clear progress and performance results in order to effectively support and empower the individual's work and commitment. Information on term limits should be part of this answer, too.

Actions taken

Basis for reporting / Raising accountability among network (3.8)

Since the EEB is a membership organisation, but its members do not formally report to EEB, we fully understand that EEB cannot provide assurance that its members comply with the accountability commitments. However, it is clear that the EEB is able to set the agenda of discussion of your network and hence, we suggest, could ensure that the principles enshrined in Accountability Now and minimum actions that are expected of all EEB members in this regard are discussed within the network.

The Panel would like to stress again that: For Accountable Now commitments to be fully embedded into the culture, functions and processes of an organisation, it is important to ensure that EEB's members are involved in this commitment. What steps has the EEB taken to encourage its members to uphold the same quality standards - be it those from Accountable Now or from others initiatives? (At a minimum, the Panel suggests, EEB members should all have a clear and open process to receive and



handle complaints and investigate possible incidents of corruption, as should the EEB itself.) What sanctions can the EEB take against members who do not commit to such quality standards? Please provide progress in the next report.

Actions taken

Establishing a formal feedback and complaints handling mechanism (NGO2)

The EEB has not yet established or published a formal feedback and complaints handling mechanisms but is aware of the shortcoming – in particular since this is a minimum requirement of Accountable Now membership. The EEB had committed to this in previous reports and is now urged to come to results. Thus, the Panel expects this to be in place by the next report as well as a report on steps taken to encourage all EEB members to have a complaints process in place. The Panel also strongly encourages the EEB to track complaints received and evaluate them in a way to institutionalise lessons learnt from these.

The EEB is advised to contact other Accountable Now Members (e.g. Oxfam GB, SOS Children’s Villages or Sightsavers) that can assist in developing such mechanisms.

Actions taken

Calculating the EEB’s environmental footprint (EN16)

The EEB has undertaken first steps towards developing a detailed and comprehensive policy to limit the organisation’s environmental impact. This includes the staff working group Greening the EEB with the aim to strengthen and make more explicit internal policies and measures for assessing and limiting the EEB’s ecological footprint. The Panel finds it surprising that an environmental CSO network still does not have such policies in place and looks forward to adoption of the final policy.

As in previous years, the organisation states that direct and indirect emissions are not yet calculated. However, staff is now required to report on their greenhouse gas emissions when travelling which is part of the groundwork for future years. Due to the nature of the EEB’s work and mission, the Panel urges the EEB to provide figures in the next report.

Actions taken