

Improvement Analysis European Environmental Bureau February 2019

Compensation for members of highest governance body (4.5)

The report states that members of the General Assembly and Board are generally not compensated for their time but are reimbursed for expenses such as travel or accommodation. A provision of €10,000 is available for costs associated with activities of the President, and while it has generally not been used, virtually all of the funds were used in 2015 and in 2016 due to increased activities and the fact that he ceased to receive a salary. This raises the question as to whether the President, as the Chair of the Board, is actually compensated for his time? Associated with this, the Panel would appreciate details as to what the payments were for (i.e. were they a reimbursement of expenses incurred), and the process used to authorise and account for them (including whether or not they had been approved by the Board itself).

A review of the salary scale for all staff has been ongoing for several years, and has been mentioned from EEB's 2013 accountability report onwards. Is there an expected timeline for the conclusion of this process?

The new reporting questions, which the EEB will begin working with for its next report, ask for the salaries of the top five most senior positions in the organisation, as well as the ratio between top and bottom salaries – the Panel looks forward to this information in the next report.

Process to support highest governance body's own performance (4.10)

The EEB's Statutes and the Standing Orders outline the main procedures governing the functioning of the General Assembly, and the Board has its own Modus Operandi.

There is no formal process to evaluate the General Assembly's or the Board's performance. Due to the increase in size of the Board in recent years, an Executive Committee was set up to support the Board's work, and an initial evaluation of the Committee's work was due to be discussed by the Board in 2017. The Panel would be interested in the outcomes of this evaluation, and also encourages the EEB to



adopt some form of periodic review of the Board's and General Assembly's performance, which might include a self- or peer-evaluation.

Programme monitoring, evaluation and learning (NGO3)

The EEB's [Medium Term Strategy for 2016-2019](#) was adopted in 2016, and though there aren't any detailed key performance indicators (KPIs), there are specific policy objectives against which progress can be measured. The report states that the strategic plan has not been in place for a full year yet and has not been assessed, but with this report submitted in early 2019 the Panel would have expected some sort of review to have taken place and initial results to be available. In general, monitoring and evaluation of programmes takes place through meetings of the EEB's various working groups. An activities report is produced for the General Assembly each year, describing responses to relevant EU policy developments, and policy achievements are outlined in the Annual Report. Does the activities report outline specific progress made against key goals and objectives, with reference to challenges as well as successes, or is there another report where such information is captured?

In future reports (under the new reporting questions), there is a specific requirement to provide information around strategic indicators, and the Panel would be interested to know if there is an intention to develop KPIs. The Panel would like to see updates on progress made on key strategic objectives, as well as any lessons learned and how these have been shared within the organisation.

Workforce training (LA10)

Again, as in 2015, no formal training opportunities were offered in 2016 due to changes in staff and limited financial capacity. However, informal training opportunities were offered during thematic lunches and at the annual staff retreat. In the next report, the Panel would like to see some information on how staff training needs are assessed and prioritised.

Does the EEB have an idea of when it might be able to start offering formal training again? The Panel would like to flag that there are a number of free online courses available, for example through [Nonprofit Ready](#).



Mechanisms to raise grievances (NGO9)

The EEB's human resource policies conform to relevant standards under Belgian law. The primary mechanisms for staff to raise grievances and get a response is directly with their supervisor or the Head of Personnel. The report references the [anti-corruption policy](#) which includes a complaints mechanism, though this is specifically for complaints related to the implementation of financial mechanisms or management of funds.

Is there a policy outlining the process for internal complaints beyond those related to finances, such as an internal complaints policy or a whistleblower policy?

It is stated that the mechanisms for internal grievances were to be reviewed in 2017 – the Panel requests more information on this in the next report.

The Panel also requests an overview of the number of internal complaints received and how they were resolved.