

Both ENDS
Connecting people for change

STRATEGY 2015 • 2020



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OUR WORLD

“We look (at the world) and tell ourselves that all we can do is focus on ourselves. Mediate and shop at farmers’ markets and stop driving – but forget to actually change the systems that are making the crisis inevitable because that’s too much ‘bad energy’ and it will never work. And at first it may appear as if we are looking, because many of these lifestyle changes are indeed part of the solution, but we still have one eye tightly shut.”

Naomi Klein in This changes everything, p. 4

With each day, the conflicts of interest between the wellbeing of people and nature on the one hand and the globalised trade and investment system on the other hand become more visible and more acute. Trade and investment treaties ignore human rights conventions and often turn international environmental treaties and national environmental regulations into paper tigers. In El Salvador, Canadian mining companies manage to thwart urgent changes in the country’s mining laws that can put a stop to the water pollution in mining areas, which poses serious risks to people’s health. Another example is the conflict over

the large-scale mining activities and private port development by the Korean multinational POSCO in the Indian state of Orissa. This conflict, which has caused the deaths of at least four people, has revealed the collusion between the government and the private sector. It shows how multinational corporations and financial institutions can become accomplices in human rights violations and the destruction of nature.

There is also good news: a different world is possible and citizens everywhere are committed to making this happen. People young and old, workers and students, indigenous people, farmers and scientists from both the ‘developed’ and the ‘developing’ world stand up for their rights and those of nature. They denounce the international agreements that prevent effective measures to revert climate change and that hold back opportunities for more sustainable and fair development models. They demand democratic and participatory development processes to restore the balance between people and their environment. And that is not all. All over the world, people are engaged in initiatives that prove that economic interests can go hand-in-hand with respect for nature and people’s wellbeing. These initiatives – many of them still small and scattered - present great hope for the realisation of sustainable and equitable economic systems, both locally and globally. In partnership with advocacy processes to change global trade, investment and financing structures, these local initiatives are of critical value in guiding the transition towards sustainable and equitable societies.

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VISION AND ACTION

OUR VISION

Both ENDS works in partnership with environmental justice groups from poor and developing countries towards a global economy and society that is inclusive and sustainable.

Both ENDS takes a long-term view on development through the combined lenses of human rights, poverty, ecosystems and the global economy. Both ENDS' vision is a world

... in which long-term social, economic and environmental objectives take priority over short-term profits (*sustainable development*)

... where people and civil society organisations – farmers, water user associations, women's organisations, cooperatives of fisher folk, indigenous peoples and urban residents - have a decisive voice about the use of the natural resources that determine the quality of their daily lives and the future of their children (*governance*)

... where national and international environmental laws and regulations are enforced to respect human rights (*transparency and accountability*).

HOW WE DO WHAT WE DO

Both ENDS strengthens the **voices of people** across the world to influence economic and political decisions that impact their immediate wellbeing as well as the future of the planet. We support these people with appropriate funding structures, by sharing knowledge and by connecting their daily experiences to policy debates through 'transformative story-telling'.

Key to our functioning is our global network of environmental organisations, activists, community-based organisations, regional funds and researchers. Our partners operate as a proverbial **radar** that signals local opportunities and threats related to national and international policy processes. Having a network of sensitive radar antennas helps us to challenge harmful policy and investment decisions that are taken without the involvement of local people. Our local partners on the ground are in a better position to verify or falsify assumptions about global developments than any formal institution.

To be able to connect local realities to the national and global policy and investment decisions that influence these realities - **linking 'Both ENDS'** - we maintain and nurture relations with a wide range of actors. We share information with local partners, engage in joint advocacy and campaigning and constantly strive to increase the funds available for the grassroots organisations that are our source of inspiration and that anchor our strategic agenda.

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STRATEGIC CHOICES 2015-2018

LOCAL PARTNERS

In a world that prioritises economic growth over environmental sustainability and considers human rights negotiable, Both ENDS takes on the role of enabling and supporting a strong, global environmental justice movement that stands up and speaks out in safety.

We will remain a partner in often loosely organised networks and movements of local organisations. We share and exchange information and build capacity. Together, we will continue to design and implement sustainable and equitable development approaches as well as lobby and advocacy strategies. We will facilitate network activities and help design and implement joint programmes of work that promote sustainable development, improve the quality of governance systems and assure transparency and accountability in the enforcement of national and international environmental laws and regulations.

Many of our partners are faced with increasing political pressure and threats, especially those active in the BRICS and other emerging economies. We set out to reduce their vulnerability by increasing their visibility in international networks and (inter)national policy arenas and by collaborating internationally to ensure respect and enforcement of human rights standards.

There is an urgent need to increase and guarantee the direct funding to local grassroots groups, NGOs and community-based organisations. As a partner of the Global Alliance of Funds, Both ENDS strengthens regional grantmakers organisations. This includes targeted fundraising activities in close cooperation with funding communities in the US and Europe.

GLOBAL COOPERATION

Both ENDS supports grassroots voices and initiatives that we believe to be of critical value to achieve the vision of a more equitable world. These local voices are at risk of being marginalised and disconnected from global society and mainstream debates. Both ENDS therefore brings these voices together and connects them to peer groups and institutions, individuals, unions and companies. Together we can achieve the necessary clout to bring about lasting change.

To support this process, Both ENDS creates strategic partnerships in the Netherlands, Europe and overseas by building alliances with NGOs, with critical and innovative researchers, and with government institutions and entrepreneurs. These alliances allow us to realise joint research and knowledge gathering, to cooperate in outreach, communication and fundraising and to develop, implement and upscale creative ideas and local innovations.

LINKING EXPERTISE

Thematic expertise and constructive relations with Dutch and international decision makers, government experts and stakeholders within the financial sector allow us to link local agendas to Dutch and international policy processes. We will maintain and increase our knowledge on global trends and local challenges related to the land-water-capital nexus, always with a human rights perspective. We will focus on integrated river basin management and adaptation to climate change, sustainable land management and international agricultural commodity flows (soy and palm oil), and on public capital flows for large-scale infrastructure projects, agro-industrial activities and extractives.

Our staff will continue to inform, share ideas, cooperate and debate with our contacts in the Netherlands and the EU, those working on global CSR-initiatives and in international institutions, including the OECD, FAO, WTO, United Nations and International Financial Institutions.

POINTS OF FISSION AND FUSION

The many local struggles over development choices in all parts of the developing world are an unmistakable expression of the global challenges related to trade and international production chains, climate change and growing inequalities between rich and poor. Through telling 'transformative stories' that connect local realities with seemingly abstract international and global policy processes, we push for strategic policy changes that establish a level playing field between private and commercial interests, nature and people's wellbeing. Every year, together with our partner organisations, we will identify a number of 'points of fission and fusion' to focus our work on.

- Points of fission highlight the contradictions between our current globalised economic system and the globally agreed environmental and climate goals, ambitions of social equity and respect for human rights. For example, the generous financing of the fossil fuel industry through public funding is not only incompatible with climate objectives, but also causes human rights violations and human distress due to unregulated dispossession of land, water contamination and the destruction of natural livelihoods.
- Points of fusion highlight opportunities to combine economic development with poverty reduction and the sustainable use of forests, land and water. The Rich Forests initiative, for example, has pioneered the restoration of natural forests that were degraded by large-scale tea and palm oil plantations. The initiatives increased the economic value

of these forests by integrating valuable species in the old ecosystems. The inclusive, participatory and climate-proof models of forest, land and water management that Both ENDS has invested in have matured. They are ready to be taken up in policies related to climate adaptation and agro-ecology. These solutions provide a powerful basis for generating change.

Together with our partner organisations, we will devise how to best contribute to systems change through building 'transformative stories' about cutting-edge local initiatives that can lead to changes in policies and regulations at local, national and international levels. We will carry out power analyses to identify the best course of action for ourselves and our local partners, jointly deepen our knowledge through participatory research and data collection and in each case determine the best partners to engage with, which may include NGOs and civil society networks, governments, knowledge institutions and private actors.

INDEPENDENCE

A strong financial basis is of crucial importance to maintain Both ENDS' independence. We will step up our engagement with private foundations and philanthropists by sharing our strategic analyses about the relationship between environmental challenges and the functioning of the global economy and financial sector. We will also share our experiences in promoting environmental justice. We strive to build strategic alliances within Europe and with US-based funding organisations to increase our outreach and effectiveness.

Being independent also requires a strong, well-informed and recognised voice. Telling transformative stories of the local realities behind Dutch or international trade, aid and investment decisions and telling stories of

hope and inspiration based on local ideas and initiatives will highlight the role of local actors. At the same time, these stories illustrate the need for change and will provide concrete options to actors in the Netherlands and beyond.

Both ENDS highly values independent thinking of staff members. We will continue to balance these skills with personal development and opportunities to strengthen knowledge of individual staff members and will facilitate internal cooperation.

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CHANGES AT ORGANISATIONAL LEVEL

The 2015-2018 Strategy implies that Both ENDS needs a new organisational structure. To allow for more coherence between the internal set-up and the organisation's increased external orientation, we will combine a 'standing' or fixed organisation, built on de expertise and networks of all team members, with a flexible organisation that works around annually selected points of fission and fusion. This will make sure that staff members, each with their own expertise, can maximise interaction in order to connect knowledge and networks to influence policies. Human resource management will focus on strengthening individual competences. This new set-up will moreover allow us to work with external experts, volunteers and students for specific activities.

Since communication and outreach are key elements in effective transformative story-telling, communication specialists will be more closely integrated into the overall team. Both communications and fundraising will continue to play a role at the organisational level as well. In cooperation with the business relations and partnership manager they will ensure that external outreach is well represented in management decision processes.

To achieve this internal flexibility while simultaneously increasing the frequency and intensity of interaction and cooperation with external actors, two people at management level will be tasked with the joint end responsibility for internal management and human resources management as well as external representation.

Both ENDS will carry out the transition to a new organisational structure in 2015.