

Friends of the Earth International Strategic vision & planning process

European regional meeting

21-23 June 2005 (Strba, Slovakia)



Groups present

Belgium-Flanders, EWNl, France, Spain, Ireland, Germany, Netherlands, Italy, Finland, Denmark, Estonia, Latvia, Slovakia, Czech Republic, Switzerland, Bulgaria, Lithuania, FoEE office, Croatia, Malta

Groups absent

Scotland, Austria, Cyprus, Ukraine, Macedonia, Hungary, Poland, Sweden, Belgium-Wallonie, Norway, Luxembourg

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Introduction

From 21-23 June 2005, representatives from twenty of the thirty-one Friends of the Earth Europe groups met in Strba, Slovakia for a regional meeting as part of the Friends of the Earth International Strategic Visioning and Planning Process (SVPP). The programme of this meeting had two purposes: input into the FoEI SVPP and guidance for the future work of FoEE. The groups represented were: Belgium-Flanders, EWN, France, Spain, Ireland, Germany, Netherlands, Italy, Finland, Denmark, Estonia, Latvia, Slovakia, Czech Republic, Switzerland, Bulgaria, Lithuania, FoEE office, Croatia, Malta.

This document is an overview of all the information we collected and the discussions we had during the meeting. It is meant as input and reference for further discussions within the FoEI and FoEE network. The discussions have been grouped into the following themes, which can be read separately or as a whole:

- *Summary and conclusions*
What are the specific lessons and conclusions we can draw from the meeting as a whole and what recommendations do we have for the follow-up to this meeting?
- *Expectations of the SVPP process*
What do FoEE groups expect from the SVPP process?
- *Reviewing the past: Milestones of FoEI*
What events in the history of the FoEI network did we find important milestones and what can we learn from these events?
- *Definitions and terminologies*
What terms and concepts are important in our network and what definitions and associations do we have with these terms?
- *Reviewing the past: Milestones of FoEE*
What events in the history of the FoEE network did we find important milestones and what can we learn from these events?
- *Political mind map*
What important trends do we see in society that will affect our work in the coming years?
- *Where and how we want Europe and the world to be in the next 10 years: Our vision of the world in 2015*
- *FoEI values*
What do we see as important values for our network?
- *Looking at the future of FoEE as an organisation*
How can we improve the FoEE regional network?
- *FoEE vision for FoEI's future: Our network in 2015*
What ideas does FoEE have for the FoEI network?

1 Summary and conclusions

Lessons learned from the European meeting

- Let's cherish our diversity
- Let's also cherish what binds us
- We are proud to be a part of the Friends of the Earth International network
- The most important battle we have to fight is the one to save the environment
- Always listen first
- If we know what we want, we can find out how to get there
- This meeting was good, but it will only really become useful if we follow up on all the boxes of discussion points we opened, but did not yet unpack
- It is not always necessary to share a vision. It is good to know the vision of the people you are working with to understand each other better. What is important is that we share a common purpose.

Outcomes we would like to share with and receive from other regions

- Expectations of the SVPP process (*Chapter 2*)
- Reviewing the past: stories about milestones of FoEI and FoEE (*Chapter 3*)
- Definitions and terminologies (*Chapter 4*)
- Political mind map (*Chapter 6*)
- Our vision of the world in 2015 (*Chapter 7*)
- FoEI values (*Chapter 8*)
- FoEE vision for FoEI's future: Our network in 2015 (*Chapter 10*)

Discussions we want to see take place in Penang

Values and visions:

- Are we an environmental network that works to protect the environment/nature because it has value of its own or do we protect nature mainly for the people that are dependent on it? The questions behind this are: What concept of nature, environment and environmental protection does FoEI hold? Does FoE protect the environment first of all for environment's sake, or in order to protect the livelihoods of humans?
- What does the network see as the root cause or causes of environmental problems?
- Can we clarify what we mean by the terms vision and ideology?
- Do we need to share complete political concepts that describe political worldviews or systems to do our work? What are the benefits of having these and what will we miss if we do not have them?
- What vision of the world does the network have for the future?

Political issues:

- What does the network think of market instruments?
- What does the network think of TNC's?
- What discussion points do we have at the campaign level and what discussion points are at a more abstract level?

Organisational development of the network:

- How does FoEI differ from other environmental organisations? Is 'The People's Network' also a FoEI term?
- How does the network see itself in the future?
- What is the role of the FoEI secretariat in the network?
- Do others share our vision of strong regions and no block building?

Strategic and organisational development discussions we want to continue within FoEE

FoEE and FoEI

- What do we believe is the place of FoEE in the FoEI network?
- How are we dealing with equity?

- What is FoEE's role compared to other NGOs. Maybe different campaigns have different roles, e.g. on GMO and trade FoE leads and on climate we are part of CAN
- What is the perspective of non-EU countries in these discussions? What is the role of FoEE groups in non-EU countries in FoEE campaigns and the network.

Strategic coherence

- Is there such a thing as the European public? If yes, how can we influence this public opinion to achieve the changes we want? Is public opinion a root cause of environmental problems?
- How can we better link our campaigns with the underlying root causes of environmental problems and our strategic goals? How can we use this understanding to improve our strategising by creating frameworks for action that ensure coherence at all levels? Strategic coherence is clearly a priority.

Organisational development

- Role of funders; How can we become less funder-driven and have more free money?
- How can the FoEE office evolve from being in the centre to being part of the web (From FoE Bxl to FoE Europe)?
- Does FoEE need its own SVPP process to come up with a 5-year plan?
- Does the internal structure of the office match our ambitions?
- What about capacity building?

Campaigning

- How can we ensure EU decision-making is more visible at the national level by highlighting the role of member states and national MEPs?

Additional questions and comments to Task Force

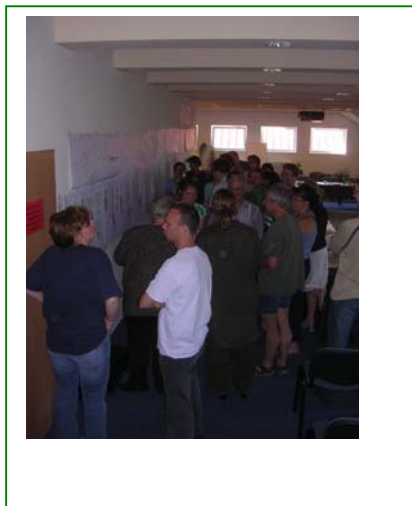
Recommendations for Penang and SVPP

- We would like to share as much as possible with other regions. How can we do so without creating misunderstandings?
- There is a lot of information to be exchanged. This should be done well in advance of the Penang meeting.
- When will we get to the level of campaigns in the discussion? There is a danger the SVPP will lose momentum if Penang does not discuss the campaign level.
- There are two levels to address the campaign level. One is from the philosophical level as we have been discussing these past few days. The other is from the day to day activities of the campaign. Both are useful, but only doing the level we have done now will lead us into a vague debate without useful conclusions. It would be helpful if we could collect a list of issues that are ongoing at the campaign level and that have created division or need discussion.
- We should not have to wait until after Penang to know how the SVPP process continues. This should be clear before Penang.
- A good facilitator in Penang is crucial (participants suggested to consider Anja Köhne, who facilitated the European SVPP, as an additional facilitator).

General Expectations of the process

- Expectations to pass on to the Task Force
- Get a feeling why FoEE and the FoEE office exist
- Better understanding of contribution FoEE to FoEI network
- Fear that FoEI is being transformed from a free federation to a sect or political party and hope that this will not happen
- Not overstressing our identity as FoEE in relation to FoEI but looking at the international perspective
- What kind of world do we want to live in and what is the role of FoE and FoEI to effectively campaign to achieve this
- Get more clarity about long term goals of FoEI network
- An analysis of the strengths and weaknesses of the FoEI network and how to play to our strengths
- Bring more coherence into (our understanding of) what FoEE/I organisational development progress
- To improve our understanding of ideas of FoEI and FoEE's vision

2 Expectations of the SVPP process



Expectations

Finland

- Looking for tips for capacity building and getting more (active) members
- tips for our own national strategy discussions
- Good discussions that will inspire new points of view

Estonia

- Boost for FoEE strategy
- Go beyond campaigns and discover shared values
- Rediscover our diversity

FoEE

- How to make network more powerful and influential
- Get a feeling why FoEE and the FoEE office exist
- Better understanding of contribution FoEE to FoEI network

Lithuania

- What is the situation of FoEE
- What world do we live in
- How will FoEE look in the future

Italy

- Fear that FoEI is being transformed from a free federation to sect or political party
- Hope that FoEI overcomes the risk of becoming like a sect or party and remains (or becomes again) what it was in the past
- That FoEE can find an identity of purpose (not of ideology) allowing it to pursue effectively its environmental aims

Slovakia

- Clarification of positions of FoEE and national groups within FoEI
- Not too much into definitions and terminology
- To prepare a constructive proposal to the network rather than creating a block against “the south”

EWNI

- Snapshot of our diversity and the range of philosophies that exist in our European network
- Reaffirm basic principles and further clarify shared values
- We will better appreciate the need for, and huge value of, a more clearly articulated common strategic approach

Germany

- Lively debates
- Not overstressing our identity as FoEE in relation to FoEI but looking at the international perspective
- Deeper (and common) understanding of FoE Switzerland
- To know where FoE wants to go
- Respect for each other's work and ideas
- How can FoE make its voice heard

Ireland

- Get to know the network
- Common understanding of the present FoEE situation
- In what world do we want to live in

Malta

- Planning a strategy to keep FoEE relevant within Europe. and in a constantly changing world
- Networking better together in a very diverse network and understanding each other better
- Improving /increasing the identity of FoE worldwide

France

- FoE more well-known and attractive for ordinary people
- FoE more efficient to illustrate environmental threats and how to avoid them
- FoE more efficient in protecting poorer people who risk environmental damage

Bulgaria

- Simple and practical campaigning ideas for national groups
- more co-operation with scientists and use of scientific information in campaigns (e.g. pesticides)
- capacity building

Croatia

- What kind of world do we want to live in and what the role of FoEE and FoEI is to effectively campaign to achieve this
- To examine how we can preserve our diversity and still be effective
- To discuss things that we normally do not have time to discuss

Denmark

- To get a helicopter view of FoE
- To establish a clear picture of the potential our network has
- To find ways to create a more vital FoE using this potential

Belgium-Flanders

- To discuss strategic alliances with other social movements
- How to cooperate and have more impact as a network, part of a global movement
- Get more clarity about long term goals of FoEI network

Netherlands

- An analysis of the strengths and weaknesses of the FoEI network and how to play to our strengths
- Agenda-setting for the Penang meeting (where are our differences?)
- Analysis of strengths and weaknesses of FoEE network and how to optimise the network

Czech Republic

- Bring more coherence into (our understanding of) what FoEE/I organizational development progress
- To improve our understanding of ideas of FoEI and FoEE's vision
- Come with a set of concrete measures that would allow us to change from talking shop into organisational progress

Questions and discussion on the SVPP process (Marijke Torfs from the FoEI secretariat and member of the Taskforce explains)

- What will the SVPP taskforce do in August? Redesign the process and propose an agenda for Penang. The regional level and the campaign level are both going to be part of the process. The days in Penang are not yet about campaigns but values and fundamentals. Then we will build up a political set of objectives that can be integrated in campaigns. With sometimes-conflicting approaches; Penang will also talk about the steps we need to take. The SVPP procedure tried to represent all FoE structures. Also to capture potential regional differences.
- Could a purpose of the meeting be to explain ourselves to the network, to show where we are coming from?
- What kind of decisions do we expect at the EGM? At the last BGM 5 groups called for the InterBGM to be an EGM. The idea is that this means that if the meeting wants to take decisions it can. In Cartagena the network already agreed on the urgency of this process and an interbgm.

Decisions at the EGM should be taken by consensus. There are both risks and opportunities that go with the formality of an EGM. The main fear is that we will vote on visions.

- The FoEI and FoEE ExCom have tried to ensure equal representation by ensuring there is enough travel reimbursement.
- The programme of the European SVPP meeting reflects the need to something for Europeans and international.

3 Reviewing the past: Milestones of FoEI

Introduction by Italy

Italy joined FoEI in 1977. They were convinced that pollution knows no borders and thus nor should environmentalism. Italy was proud and convinced to be a part of the network because at the one end there was the grassroots approach and at the other end the network dared to lobby and had demands based on sound research. Sustainable Europe was the apex; we had the answer to question that had not been asked yet. Don't know if we still have this capacity. Regret that we do not seem to have the answers. Hope the process can bring us back on top. Now we are too much like others.



The events in italics were identified by the meeting as crucial moments in the network's development and are elaborated in **a milestone story** below. These stories have many purposes. They help to maintain our organisational memory and they also help us to understand the network and how it has developed better. Through the milestone stories, FoEE groups try to explain moments in our network's history that we found important and why we found these important to the rest of the FoEI network. By explaining ourselves, we intend to build bridges beyond past misunderstandings, where misunderstandings might have been at the root of conflicts.

We hope that our milestone stories will help to build a common history and a shared sense of reality within the FoEI network.

FoEI Timeline

1986

Chernobyl, April 26

The FoEE office was established

1988

FoEI has its first contacts in Central and Eastern Europe

1989

Montreal Protocol

Fall of the Wall

1990

AGM in Africa

1991

AGM in Brazil, start of Amazonia programme

1st Gulf War

1992

Rio Earth Summit

United Nations Framework Convention on Climate Change established

Environmental space concept adopted by the network

1993

Sustainable societies concept

AGM adopts campaign structure

1994

Ken Saro-Wiwa killed

Bretton Woods

Andrew Lees (EWNI campaign director) dies

1996

CBT

Kevin Dunion replaces John Hontelez after ten years as FoEI chair

1997

French nuclear testing in Murora

CEE Bankwatch established

Kyoto Protocol is born

1998

Marijke Torfs becomes FoEI coordinator and (in the coming years) ends financial crisis

Martin Rocholl becomes FoEE director

1999

Ecuador AGM accepts ecological debt concept

Seattle WTO talks fail (strong FoEI presence)

War in Kosovo

2000

Dike climate action in The Hague

Cartagena Protocol

FoE Middleeast joins the network

Fear of violent demonstrations

Decision to have BGMs instead of AGMs

2001

great anniversary party at FoEEAGM in

Göteborg

Lifeboat climate action in Bonn

G8 in Genua (activist days, one protester killed in violent demonstrations, legitimacy G8)

9-11

FoEI Extractive Industries Review

WTO in Doha

2002

Beatenburg AGM (Palestine on the agenda, FoE MiddleEast affiliate member)
FoEI donut logo
Johannesburg summit (hear our voice, corporates, crisis)
FoE Ecuador leaves the network
Manus van Brakel dies (Manus was one of the founders of the environmental space concept)
Network Process Team established

2003

Cancun WTO talks collapse
FoEE Tomato Tour
Start Iraq invasion
EGM in Cartagena
FoEE starts capacity-building project

2004

referendum on water privatisation in Uruguay
FoE Palestine joins the network
Accusations of block-building at Croatia BGM
Nobel Prize for FoEI patron
Biteback actions against GMO and WTO
EU Accession new member states
Tsunami and donation campaign
ITER nuclear fusion project
Meena 2nd female chair FoEI

2005

Millenium Environment Assessment report UN
EU Constitution
FoEI secretariat has tripled its income compared to 2000
Court case gas-flaring in Nigeria

Milestone story

Break of the wall in Eastern Europe

FoEE is a rather diverse network and the development of the member groups from Central and Eastern Europe (CEE) can certainly illustrate that fact. Most of CEE groups of FoE were established in 1980s, before the political reforms in the countries started: 1980 (Poland), early 1980s (Slovakia), 1986 (Lithuania), 1987 (Ukraine, Latvia), 1988 (Estonia, Georgia), etc. Many of the groups were among the key actors actually initiating reforms that lead to collapse of the communist regimes. Some of the groups and their leaders have been harassed for their actions in those difficult years. As there were often no other alternatives to the communist parties, in several countries the (future) FoE groups were the key platforms, enjoying massive public support and attracting many future top politicians to use for starting their involvement in politics. Ironically, quite some of those who started their political career in FoE groups in CEE region are today advocating environmentally destructive policies.

Milestone story

FoE MiddleEast

FoEME was an umbrella organisation with member groups in Israel, Jordan, Palestine (and a dormant one in Egypt). After some years as affiliate members, at the AGM in West Virginia, they applied for full membership, contradicting the "one country one group" clause. However many groups supported the idea, somehow indicating a new and very advanced form of membership.

The very fact that they were not national groups but a coalition of groups in different warring countries, able to cooperate together thus indicated a way out from conflict. Admitting them as full members, FoEI choose peace against violence and active cooperation against hate and mistrust. However FoEME had a problem in Palestine where its member tended to keep other members out so the growth there was imbalanced. When the new intifada started the Palestinian component (Hydrological Society) decided to withdraw and to apply for FoEI independently. It also tried to convince the Jordanian component to withdraw as well. This did not happen and, on the contrary new Palestinian groups became part of FoEME.

However the application of Hydrological Society, which in the meantime had created a new Palestinian umbrella called PENGON, constituted a problem, because under the terms of agreement FoEI/FoEME no country could join from those countries represented in FoEME. This caused a big conflict inside the network, culminating at the Beatenburg BGM where with a battled majority decision it was eventually established to revert FoEME to affiliate status, thus paving the road for FoE Palestine to join the network.

FoEME did nothing to deserve this treatment, they have been true to their commitment and very active and successful in there many campaigns, despite the terrible situation they were living in. In particular, the new Palestinian groups which joined FoEME felt that they should have deserved more solidarity, as they were living in conditions of high risk, because the Palestinian authority showed clearly that its support went to PENGON and that no freedom of movement was allowed to them.

Milestone story

FoEE

Friends of the Earth Europe was the first formal region to emerge from Friends of the Earth International.

This reflects the so far unique political context in which most of the FoEE groups and the FoEE secretariat work: The European Union; a supranational, multi-level democracy where the majority of environmentally relevant legislation is decided at the EU level and not anymore on the national level.

The FoEE office and network therefore has a clear target: Influencing the Brussels-based institutions such as the European Commission (which proposes legislation) and the European Parliament (which has co-decision power on all environmental legislation). In addition, there is a need to coordinate activities on the national level in order to influence the European council of (environmental) ministers, who are the second decision making power in the European Union.

FoEE has grown into an important political role in the region and has real influence in the European institutions in particular, but also has had a major impact in shaping public opinion – for example on GM crops or on climate change. More recently it has embraced a capacity building role so as to strengthen weaker members in the region. There are many important experiences from Europe that may be of assistance to other regions that are at an earlier stage of development – although of course the situation in Europe is unique with European decision making being concentrated mostly in Brussels

Milestone story

Sustainable Europe

From the perspective of European groups, the study and project “Sustainable Europe”, based on the publication “Sustainable Netherlands” (by Milieudefensie) was a very important step forward in the development of FoE. It combined for the first time two main principles: the environmental principle and the equity principle. As a result the concept “environmental space” was created, which is until today a very big challenge to environmental groups in the industrialised world. In short, it demands a per capita reduction of the use of resources and energy (environmental space) by at least 80% in the industrialised countries. This is truly a radical message and poses enormous challenges. “Sustainable Europe” at the same time showed that this challenge can be met in a mix of political and economic measures, technological innovation and life-style changes. At the same time, the environmental space concepts makes clear that there are resources (environmental space) available for people in the developing world so that they can meet their needs.

The concept was – and this came as a surprise to many European FoE groups – not that much welcomed in the South. Only later, when concepts like “environmental debt” or “dignity line” were added, the concept received again more acceptance.

Another reason for the scepticism of the concept was an unfortunate conference, to which FoE Netherlands had invited representatives of industry to discuss their contribution to a “Sustainable Europe”. The conference was managed poorly and as a result the participating TNCs misused the conference to pretend as if they are now working on sustainable societies together with FoE. This caused a big conflict within the network. As a result of this conflict, which was an important learning step for many FoE groups, until today FoE groups engage with industry only within a well defined campaign (with clear demands and clearly defined lines of conflict) and avoid general nice talks about sustainability with industry (see also milestone story TNCs).

Milestone story

FoEI and the G8

For about 10 years until the mid 1990's the G8 summits were the subject of FoEI activity with lobbying before and actions and counter events during the summits. The member groups in G8 countries tried to obtain the best possible results in terms of final declaration and follow-up and to expose the G8 when their leaders did not deliver.

For a number of reasons the G8 actions and activities were slowly discontinued because other fora were considered more interesting. The year 2000 – 2001 were also years were a part of the environmental movement, influenced by other radical organisations, changed its attitude towards international fora (G8 included), contesting their legitimacy and their right to exist and meet.

Those years saw a lot of demonstrations where the more violent groups were the ones that emerged in the public view and made it to the headlines. The beginning of the end came with the G8 Summit in Genoa where slogans saying that the G8 was illegitimate and that the leaders

should not meet, somehow encouraged certain groups to try and violate the 'red zone' and disrupt the meeting. So what eventually happened there was not surprising and ended in tragedy. Fortunately FoEI was not involved in the Genoa demonstrations, because its focus was on the climate negotiations in Bonn and the Lifeboat action.

Now it seems that FoEI attitude towards the G8 is gone back to its origins, namely to obtain the best possible results in terms of world leaders' commitments. Lobbying the G8 governments of course implicitly acknowledges that the meeting is legitimate, and that the leaders of the most rich and powerful countries have duties towards the rest of the world and should take positive commitments. This, however, does not mean that the G8 should not be denounced and exposed in the strongest possible way when it fails to do so.

Milestone story

The Dike

The Dike was the first mass demonstration of Friends of the Earth International. It was a visualisation of the network as a big and international grassroots group – you could see the banners and T-shirts of organisations from all over the world. We build a Dike to show the risk of climate change and one of the challenges the world will meet if the sea will rise. By helping each other, 6000 people made a dike around the building of the international climate negotiations COP 6 in the Haag in the Netherlands in the year 2000.

The dike was a wall made out of sandbags. All the participants actually build a 600 m and 2 m high wall together, filling each sandbag and placing them upon each other. The dike was very impressive and we received a lot of attention to our message both from public, negotiators and media.

Milestone story

History of 'environmentalism' in the 20th century and FoEI

There were three phases in the evolution of 'environmentalism':

1. Conservationism, starting around the beginning of the 20th century; focal points were unspoiled nature (and science)
2. Environmentalism, starting in the early 70ies after the first report of the club of Rome (the limits of growth); focal points were the 'deterioration' of the planet with a critical of some modern technology. There were no green political parties and the relationship with politic parties or trade unions were indifferent or in conflict
3. Sustainable development after the Rio summit; with the link of environment and development and therefore the introduction of the human into the 'environmentalism'.

Organisations that have been founded at the beginning of a phase are shaped by the main issues of this phase. Many of them broadened their range when a new phase began.

FoEI has been founded in 1971 (in the same decade as WWF and Greenpeace) at the beginning of the second phase by northern groups. At that time, FoEI was a purely environmental network. First southern groups joined the network in the Eighties. Sustainable societies, social justice, ecological debts are typical concepts of phase 3 and reflect the network growth in FoEI both in member groups and themes after the Rio summit. The double expansion of the network (geographically and thematically) in the Nineties might have been among others one underlying cause of the recent crises of the network.

Milestone story

Cartagena and the difference it made

The EGM 2003 in Cartagena was the first meeting of FoEI, which was entirely dedicated to the network. Before, the mainstream opinion took campaigns more important than the structure of and the relations within the network. A sign for this common conviction was the change from AGM's to BGM's. One of the main reasons for that was the aim not to deal too much with 'bureaucracy' and to free time in the years between the BGM for campaign discussions. The crisis after Johannesburg and FoE Ecuador leaving 2002 showed a lack in organizational and communicational issues of a fast growing network. The meeting was fruitful. It did not only lay the basis for the Strategic Planning and Visioning Process. It also led to concrete outcomes, which were adopted in the consecutive BGM 2004 in Croatia. Main topics were a stronger role of regional structures, decision making, the cooperation within and between campaigns and the international representation of FoEI.

Milestone story Rio Earth Summit

It is instructive to look back to the Rio Earth Summit of 2002 and to compare the work of Friends of the Earth International then with the situation now. At the 1992 Summit we had very few agreed political positions and very few formalised ways of working, and as a result we were not a very influential player there. As time has gone by we have become much better organised at the international level and as a result much more effective. We have clearer roles agreed for International Campaign Coordinators, Working Groups and regions and better processes established for making policy and strategic decisions. We have come very far from the situation in 1992 but still have some way to go in making the most of our potential. The SVPP will be a very important point on that longer road.

Milestone story

Kyoto (The Hague, Bonn), Seattle, Cartagena, Johannesburg: When FoE made a difference

FoE is a network that made a difference in a number of important international processes in the past five years. We were able to influence the media and the spirit of these politically important processes so that better outcomes were achieved. It is important that we learn from what we did right in these cases. In the Kyoto process clever FoE targeting of industry, good analysis and powerful media-friendly actions (in The Hague and Bonn) ensured that an agreement was kept alive from 1997 in Kyoto to 2001 in Marrakech. In Seattle we saw years of coalition building and analysis rewarded when the WTO talks failed because public pressure was so high. In the Cartagena process we got industry so scared of our well-organised team of policy experts, press spokespeople, and action organisers that we were able to get liability rules adopted. At the Earth Summit in Johannesburg we succeed in putting corporate accountability on the agenda and being the most widely quoted organisation. (We were less successful in keeping our team together in this case.)

The key success factors in all these events all had to do with being well organised. This meant:

- Creating a well-organised team with good regional representation and clear tasks using the resources available. Important tasks are policy experts, regional input, actions, media and logistics.
- Having policies organised in advanced. An agreement on well-argued demands that are supported by good background information and that can be presented in reports, brochures, presentations, etc...
- attractive actions involving people and materials
- Bringing hundreds/thousands of 'real people' from many different countries (representing their organisations and therefore representing hundreds of thousands of people) to the place where decision-makers meet (i.e. The Hague, Bonn or Seattle).
- Having the flexibility to react quickly to new developments. This means having a team that is well-connected to the process and in tune with each other.
- Defining the FoE role. FoE is the organisation known for having a close understanding of the politics, a good analysis, clever media tactics and representing people through a diversity of countries and actions involving people.

Milestone story

The FoE Corporate Accountability Story (from a European perspective)

The question which role trans-national corporations (TNCs) can or can not play for the transition to a sustainable world is a long ongoing debate Within FoEI.

There is no question within the network that TNCs play a crucial role in the neoliberal globalisation and that one has to confront them in this role. But there is disagreement within FoE, if TNCs could be controlled and held accountable via multinational institutions and binding regulations or if this is just impossible and therefore one should call for dismantling them. In two occasions the different opinions clashed and led to a mayor argument within FoEI.

One has been in the years 1996/97 when some European groups invited speakers from TNCs to a conference, providing them the chance to put forward their point of view on the role of TNCs in the field of sustainable development. These speakers later on misused this invitation by claiming that European NGOs actually see a positive role for TNCs. The representatives of the TNCs even went so far as to go to FoE groups in Latin America, who were fighting against them, and to tell them that they should become more reasonable like the European FoE groups. (See on this also the story on "Sustainable Europe".)

The argument finally led to a compromise on the FoEI AGM in Uruguay 1997, saying that FoEI groups should only talk to TNCs within campaigns, clearly bearing in mind that this could influence other groups struggle with the same TNC.

The second occasion was the World Summit in Jo'burg in 2002 where the FoEI corporates campaign made a big action. The campaign was mainly led by European groups that went through a difficult process of clarifying their own position on TNCs, finally coming up with the concept of corporate accountability (which is in fact a very strong/radical position for many European groups). There was a lot of effort spent to make the campaign as participative and visible as possible. It finally turned out to be a huge success – according to media coverage, the view of people outside from FoEI and the outcome of the conference/action. But, internally it caused a lot of trouble. Some southern FoEI groups heavily criticised the campaign, putting forward the need of dismantling TNCs rather than holding them accountable. European groups considered this to be an “old-style discussion” and that instead one should stop talking and take action.

Looking back there was definitely a very unfortunate break down of communication and we must recognise that several Southern groups felt over-rolled by the European approach of just going ahead and doing things without enough internal discussion. On the other hand, Europeans felt frustrated to have to go into very principle discussions, when they felt that there was a big chance to bring the problem of TNCs and their destructive actions to the attention of the world's public.

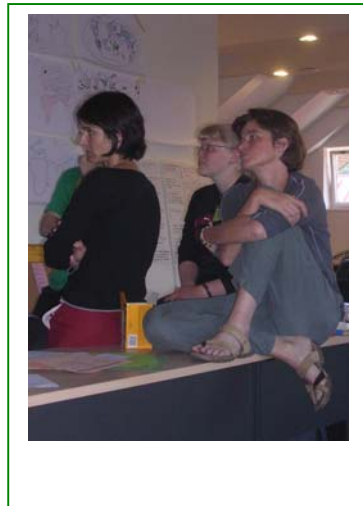
One root cause for the conflict was probably a language problem. Accountability translated into Spanish seems to be a rather soft word, while in the European context, it means something more strong, such as taking a TNC to court over their wrong-doings.

Unfortunately, the conflict continued and the network never took the time to really bring this discussion to a positive end.

Another cause for the conflict might also be the following: The corporate accountability campaign was within the European FoE groups a very progressive and radical campaign. Those people (such as Marc or Daniel), who promoted it, had to push hard within their own organisations to be allowed to do it. For some FoE groups, it has been a big step to make TNCs the main target. With this in mind it might be more understandable why corporate accountability campaigners were so shocked to see that a few Southern groups were arguing against this campaign so strongly.

Also, it was hard to understand the contradictions within Southern FoE groups on this issue, with some being in talks with TNCs over accountability and others (who were more loud) rejecting the concept in principle.

Finally the conflict escalated further when FoEE organised a conference on Corporate Accountability in the European Parliament and invited a representative of FoE Ecuador in order to tell about the destruction caused by TNCs in Ecuador. 3 days before the conference, the organiser of the conference received the script of the representative of FoE Ecuador. It started by saying the FoE Ecuador is against corporate accountability because all TNCs must be dismantled.



This put FoEE in a very difficult position because this was in contradiction with our message to parliamentarians, who we wanted to accept that TNCs must be controlled by binding rules – an already very radical message in the context of the European Parliament. The speech of FoE Ecuador would have made FoE look ridiculous.

At that time the coordinator of the FoEE conference was at an FoEI meeting in Amsterdam. Being in a rather difficult situation, she asked people from the FoEI secretariat (and others) what to do. The advice she got was: just make an excuse and avoid a discussion. This is then what she did, telling the representative

of FoE Ecuador some excuse why it was not possible for her to speak in the European Parliament.

At the end, this was a major mistake. We should have discussed the problem very openly and explained to FoE Ecuador why we felt that it was impossible for us to invite the person (we finally explained this later in an open letter, to which FoEE never gave an answer).

While FoEE is to blame for this, we should however also understand that at that time an atmosphere existed in the network, where people, who were considered not “radical” enough, were blackmailed sometimes in a very bad way. There was therefore a fear of going into an open

discussion on the issue. It would have also been a good idea, if FoE Ecuador would have first addressed the issue internally and not by planning a provocation at a public FoEE conference. The unfortunate conflict over TNCs was one of the reasons for Accion Ecologica (FoE Ecuador) to leave the network and lead to the EGM in Cartagena, which started the SVPP process. One lesson to learn is definitely that political conflicts and differences in visions within the network should be addressed immediately in an open and fair way. An atmosphere of trust and understanding must be created (which was lacking sometimes in the past) in which such debates can take place in a constructive way. The SVPP process is a good chance for that.

4 Definitions and terminologies

There are many terms and concepts that are used in our network. The meeting identified a list of the most important terms and concepts. Then we collected what definitions we use and what associations we have with these terms. These definitions and associations sometimes contradicted with each other.

Globalisation

- Positive sides of globalisation are our network; cooperation; access to information and global environmental treaties, new technology empowers environmental work (through internet)
- negative side is degradation of the environment and liberalisation
- Seeing the positive side can be controversial in the network. Do we fight the system or not?
- Are we happy with the anti-globalist label or not? What about counter-globalist?
- Globalisation has some aspects that we are in favour of such as elaboration of global environmental governance.
- there are some powers behind globalisation and “who” is important
- Globalisation is part of today's reality and not only an ideology. These elements are mixed in the public debate
- you can resist globalisation or you can look at what we can still globalise to achieve some of our aims
- Is globalisation always bad for the poor? There are different versions in the debate and we should make sure that we have the facts clear (eg how do we respond to the arguments that corporations in developing countries pay people better.)
- Globalisation should be more about distribution of benefits
- Globalisation is increasing the difference in the world
- local communities and essential values are harmed by globalisation
- linked to the role of FoEE and FoEI
- linked to global justice, and how to share the resources

Sustainable societies, Sustainable development

- Very vague term and we should ensure that it is not vague
- Perhaps we should add public debate as a new pillar to the traditional pillars of sustainability: ecology, economy and social justice
- Sustainable development is often perceived as a process and not as philosophy
- We should catch terms like these and use to our advantage

Employment

- Should show that green activities also create jobs e.g. For local economies
- Eco-innovation should be considered as a new tool to create employment
- We should be more offensive instead of defensive

Neoliberal and market economy

- Association with market economy and free market
- What is free market? To some it may mean a market without rules.
- Neoliberalism is different from market. Neoliberalism it is an ideology and market is not. Market can be a intelligent way to regulate things.
- Free Market can mean very different things: It can be a fully regulated ‘free’ market (sometimes called social free market), where there are clear social and environmental rules and market mechanisms are mainly used to reach aims in the most efficient way. It can also mean uncontrolled capitalism.
- The concept of neoliberalism is spoiled because it only has negative connotations and nobody in their right mind will admit to being a neoliberal. The term is often used as an insult without real context. Using empty insults in a political debate is not convincing.
- We need further discussion about it. We should do it before the SVPP meeting in Penang. We need to see where agreements and disagreements are.

Just trade

- Equally to fair trade
- Equally to trade justice (change international trade rules)
- Do you need a change of system to have just trade?

Corporations and TNC

- It has been said and some agree that corporations can not be part of a sustainable society (see also milestone story TNC)
- As bad as government allow them to be (multinational regulations needed)
- Corporation can not be part of a sustainable society (see also milestone story TNC)
- We tend to associate corporations with ones like Shell but there are some corporations that we may like, such as renewable energy companies

Commodification

- There is a difference between putting a price on something and commodifying it.
- We need to see where we draw the line on commodification. Maybe there are things we do not want to see commodified (water, life?)
- Linked to the Durban declaration and its ideology, which claims that the Kyoto mechanisms give a right to pollute.
- Environmental legislation too gives some polluters the right to pollute: by setting limits one automatically allows pollution below this limit.
- Grandfathering (who has what rights and how did they get them) is really the root of the problem not the principle of trading them.
- There is a difference between putting a price on something and commodifying it. The price for human life (in a cost benefit analysis) is not commodification. We should distinguish between internalisation of external costs and commodification (market approach to nature that allows commodities to be bought and sold). Eg when we discuss emissions trading we confuse the principle of putting a price and the mechanism of trading.
- It is a mechanism (polluter pay) and we should separate it from ideology
- The right of companies to pollute (a limit or allowance for the amount of pollution a company is allowed to produce) is not the same as using the market to allow them to exercise this right (eg allowing trading of rights)

Equity

- Equal opportunities
- Equal access to natural resources
- linked to the concept of environmental space (there is a limit that needs to be specified)
- Equal access to decision-making

Ecological debt

- It is a big challenge to quantify ecological debt, but we should since some countries have a debt towards the people who are harmed from the effects of environmental problems such as climate change
- It is not a campaigning tool but it is useful for the network and we need to think further about how to use it
- Linked to development rights. We look from a positive side to the same problem
- Need to think of the link with the development of technology. Who is responsible for technology developments?
- ecological debt between rich and poor people all over the world, not only in between rich and poor nations

Solidarity

- Share what you have
- It is a human right
- Compassion and voluntarism
- Different from charity

Rights for people/development rights/environmental rights

- Human rights
- Right to decision making process
- Right to local communities and indigenous people
- Right to be compensated for damage
- Right to information
- Development rights
 - Right to develop standard of life in developing countries

- Link to the concept of ecological debt
 - Give people specific right to develop
- Environmental rights
 - Compensation
 - Right for future generations
 - Right of other species
 - Link to spirituality

Food and energy sovereignty

- Right to access, produce and control food and energy
- Is it compatible to free market?
- Seems good for local communities but we are not sure for a global system
- Is it linked to sufficiency?
- local communities have the right to decide what to produce, but the problem is that they often decide wrong

Grassroot (linked to democracy and legitimacy)

- Difficult to translate into different languages
- Are we a grassroot organization?
- It is about giving the voice to everybody
- Being authentic
- Giving voice to the people
- Accessibility for people

Democracy (linked to grassroots and legitimacy)

- Enable people to have a voice
- Democracy in the network?
- Democracy in the national group?
- Some members groups have to fight for their democratic rights and need a more confrontational approach.
- In Western groups, we need to speak out the concern of citizens (70 % people want that)
- It is about concensus, about votes

Legitimacy (linked to grassroots and democracy)

- Different kinds
- Who we are representing (future generations, members, people)
- Link to rights we have
- We have to prove our legitimacy
- We say that we are on the good side and that has more legitimacy
- How to obtain legitimacy? Why capitalism force is more legitimate than us?
- Who do we speak for?
- Need transparency to get legitimacy

Radical

- Unwilling to conform, reform
- Violence
- fear
- Extreme
- Progressive
- To be out of the mainstream
- Not open to other views
- Having radical goals is different than having radical means
- Willingness to change things is a positive connotation
- Being radical is about achieving the highest amount of change, not necessarily about having the most radical message.

Ideology

- Something extreme (communism, terror, nazi-regime)

- For some people in Europe the word is connected to very bad experiences. In some languages, it is mainly used to describe the Nazi-Ideology or the Stalinist ideology. For others however, it is more used like the word “idea” and therefore has a more positive meaning.
- Lack of flexibility
- Closed system of political thinking

Realism

- Engagement with power
- Given up on ideals
- Related to money
- More subjective
- Close to the facts
- Being able to achieve change within a political system

Fundamentalism

- Religious
- Not negotiable

Diversity

- Tolerance
- Celebrating differences
- In conflict with concepts like ideology and fundamentalist
- Enriching
- Sometimes it can be difficult if you have too much
- Needs willingness to discuss and listen with others
- Danger of incoherence
- Also need to find compromise could lead to lack of focus

Idealism

- Courage to follow dreams
- Naive
- Positive
- Not to get stuck in details, big picture, vision
- Something personal and individual

Discussion on how these terms are related

Diversity-ideology, radical-idealism-realism. Can you follow ideals if you are a realist? Message for Malaysia on ideology is let's clarify what we mean because of the different interpretations of this word in particular. We associate it with communist, nazi and these regimes did not allow people to question them, so we have a fear that ideology gives too little freedom. We would rather say the network has a vision that is common. Can an ideology be related to a complete political concept? Or would we be closed into the direction of a political party and how would be still be grassroots? This is related to a fear of political concepts that pretend to give all the answers. Germany and CEE have bad experiences with political concepts that have all the answers and are linked with unquestionable ideology. Understanding for LA that maybe wants to counteract neoliberal concepts that are imposed on them with a strong one of their own.

Not everyone in Europe has bad connotations with the term ideology. To me it is every interest driven thinking. We could develop a vision and people outside could still call it an ideology. No matter what we call it we need to have something that brings together political ideas. Cannot only just base ourselves at the science-driven level. We do not want to give the impression that we do not want to talk about deeper issues. Strategic coherence is important. We should think about the words we choose to use.

Even if we would clarify the different meaning of the word “ideology” for different people, there still remains a major difference in approach to politics. Let us call it “complete political system/concept” instead of ideology (in order to avoid negative associations). For many Europeans, there still is a strong reluctance to discuss and sign up to one complete political analysis or concept or description of the world. The historic experience in Europe has shown us very painfully that whenever anyone has made the attempt to come up with a complete and

closed political system, it ended in disaster. This explains the general tendency in Europe to approach politics in a practical way. There is a danger in this approach, because it can make us weak when confronted with strong ideologies, such as the neoliberal ideology. Without a coherent political counter concept, one is in danger of just working on preventing small problems instead of confronting the root causes. I believe that this difference in approach is at the heart of many of the problems within FoEI. Many of the FoE groups in the South believe that only with a strong counter-concept we can really reach our aims, while many Europeans have an almost allergic reaction against any attempt to completely explain the world with one concept. The compromise might be in a strong counter concept which is however flexible and can be adjusted and changed when the political realities around us change.

Emphasise another picture in this country. We who lived under communism created quite strong counter movements. Many of the leaders later joined politics and became our strongest opponents. The environmental movement was long bound by reluctance to approach communist icons like worker or privatisation. Because we were silent, we saw that the structure, to institutionalise these things was established without our input. We should be careful about being locked in fear.

Are we afraid of talking about deep things or are we afraid of putting them into a grand plan? There is a contradiction between grassroots movement and a shared vision. Top down and bottom up. It is important to expose our deep convictions. We agree on a lot of what we want, but not how to get there. It is frightening to think of defining rules on how to get there. The situations are too different. We cannot tell Africans how to influence their governments and would not want them to tell us.

The exercise was to describe the associations we had with these terms. The group did not have difficulties with visions. It was the difference between goals and means and we do not want predetermined means or frameworks.

We are not writing a bible. We are drafting vision and strategy. Strategies are not blueprints but reactions to situation. We should see them as a pointer, not something permanent that we cannot change on the way. We should not fear them because they are not going to be written in stone. Clarification is needed on a common political concept leading to political party? We talked about comprehensive complete concepts about how we want the world to be: economics, social structures etc. If we go this way, we are developing a vision similar to the ones political parties develop. We can see a vision as a direction, but we need to be clear about what we mean by a vision. Is it a picture or a way we want to follow?

Grassroots and vision do not necessarily contradict. The environmental movement is an example of core values that have come from bottom up and are shared. The problem is what we understand when we talk about vision and strategy. How narrow we talk about it. Not every grassroots movement will fit into FoE and we should think of a definition or concept to identify who can fit and share our values.

I reject the common ideology idea, not because I fear it, but because it is not necessary that I know your vision, history, however interesting, to be able to cooperate with you. What we have to do is share a purpose so we can do a piece of the road together. So many people leave the network after a couple of years. Sometimes it is a short piece of the road we travel together and sometimes it is a long road. If we have to totally agree on vision or worse on an ideology we are more of a religion or a political party.

Understand that people in other parts of the world are more inclined to need this kind of political concepts because otherwise they lose all the time. It goes the other way around too. For example if we dare to question that TNC's destroy local communities in all cases because scientific evidence shows some good comes from TNCs. This kind of situation should lead to a discussion about the facts and not a reaction that TNCs are bad on principle.

The following terms were identified as interesting, but were not discussed.

- *Environmental justice*
- *Justice*
- *Spirituality*
- *Gender*

5 Reviewing the past- Milestones of FoEE

Introduction by Martin. Remember the start of the office. It started as a group of crazy people, desperado's that had found out how to get European funding. It was a team that was able to improvise and be creative in administration and otherwise. The bad side of this was that the decision to have this office as well as finance did not come from the groups. The good side was that the office was flexible and had a lot of freedom. The free-flowing has evolved a bit. The office has become stronger: tripled staff and quadrupled finances. What has stopped is that member groups run their own European campaigns without much support from the office. Partly, the reason for this is that it has become more burdensome to apply at the EU for project money. The other reason is the success of the FoEE office. FoEE groups simply delegate the European work the Brussels office instead of doing it themselves.

The Dike and the Lifeboat were milestones because we became the network that does actions together. We bring people to the place where the decisions are made. This is an image that we rightly created and which is creating power for us. We should continue this.



FoEE Timeline

1986

Chernobyl

1987

Brundtland report introduced sustainable development

1988

Brundtland report introduced sustainable development

XC members elected on a personal capacity
EYFA established (many FoE people came from this youth network, was also the organization that enabled many Eastern Europeans to become active and from which A SEED was founded)

1989

Fall of the Wall

1990

Visit to Brussels (CEE groups come to Brussels and afterwards started to become a member of the network)

1991

FoEE starts GMO campaigning and Biotech mailout

Mednet established

A SEED established (another youth network that brought FoE good people)

FoECEE office established in Bratislava (only existed 3 years)

1992

Rainforest campaign

Greening the Treaty I,II (1997),III (2003) together with other env. NGO networks

1993

XC alternates can come from different countries

1994

John Hontelez becomes political coordinator (before that the office had no political mandate)

Sustainable Europe

Green 4 platform of Brussels environmental organizations established

1995

Murora nuclear experiments

Bankwatch established

1996

Commission audit almost kills the office

1997

Billions for Sustainability at Cologne AGM

Right Price for Air Travel Campaign

1998

FoEE AGM in Cyprus adopts 3 priority campaign system

FoEE Strategic Plan until 2005

EU GMO moratorium

1999

CEAT (Coordination Europeane Amis de la Terre) becomes FoEE

GMO campaign takes off

Bad experience of national groups with EU funding

co-operation with Bankwatch starts

FoE Portugal kicked out of network

2000

Dike climate action in The Hague
Seattle to Brussels network established
Charles Berlow left the network (member of FoE Sweden and FoEE chair)
The Bet
Start of weakening of MEDNET

2001

BSE foot mouth crisis
Gothenburg: EU summit and FoEE/FoEI conference preparing Johannesburg)
FoEI birthday party in Gothenburg
EU sustainable development strategy
Lifeboat climate action in Bonn
First European tour with a prop (bees)
EU stands up to US
Flood Bush e-mail action on Kyoto Protocol

2002

FoEE ExCom chairs become less political
Budget FoEE office more than 500 000 Euros
Reach legislation process starts
Roger Doiron leaves the office (responsible for many improvements in the office, including cleaning up of finances, a major prerequisite for any further development)
Agriculture chosen as main campaign
Plans for new nuclear plant in Finland

2003

capacity-building project Growing Together starts
Europeans against the war in Iraq
FoEE coexistence conference
FoEE moves to a new office

2004

Tomato Tour against GMO
Biteback campaign
Prestige oil spill disaster
Carbon Dinosaur tour
FoE Greece leaves the network
FoE Ireland is transformed
FoEE critical of FoEI matters
New nuclear plant in Bulgaria
10 Accession countries
EU Votewatch campaign
Start of FoEE Network News
CEE Bankwatch network joins FoEI as an affiliate
EU caves in on GMOs (only partly)

2005

Bankwatch joins the Brussels G9 (now Green10)
EU constitution collapse
FoEE office budget exceeds 1 million euros
Director Martin Rocholl leaves the FoEE office
Successful fundraising for climate campaign and climate actions
Conference on GMO free regions
Arhaus Convention

Questions to answer during the FoEI SVPP, FoEE AGM and beyond

What have been successes, failures and defeats? When and why was it useful to work together as a network? Did it live up to our expectations? How has the relationship between office, member groups and the FoE network developed? What differentiates us from other NGOs? Is being an environmental organization a limitation or opportunity? Why is your group a member of FoEE and where did this help you so far? Which role do Sustainable Europe and the concept of environmental space still play in our work?

Review Sustainable Europe? Less involvement of national groups, recognizing role of specific people, non-EU groups and absent groups, 5 year plans, professionalisation of the organization

5 year plan for FoEE

At a certain moment it was said let's sit together and decide where we want to be in five years. The ExCom and some people established a group. One of the big discussions was the problem that we do too many campaigns and that we should focus more. We spent a lot of time looking for overarching concepts to link the campaigns. The paper did give us certain ambitions and not running as we are.

Very interesting was that it worked. Growth enabled us to do this and not to have to focus as much. If we would now start talking about the next five years, we should ask ourselves: Would we want the office to grow or rather the entire network doing European work? How would we address the problem that national groups do less co-ordination, could we facilitate this with providing weaker groups with funds? This process could be a start of a new five year plan and making sure it fits in with our ideas. Should we synchronise our work with FoEI strategies more?

Why are we a member, when and why was it useful to work together as a network?

On campaigning level we see the use of instant information, good updates, can use this at the national level. A negative thing is that it makes me passive at the national level because the Brussels office is strong I don't bother approaching my MEPs.

The Right Price for Air Travel campaign was a good example of how to do European campaigning combining grassroots and Brussels activities. There was a team with access to European decision-makers, studies and to develop a strategic component. Then there was a certain bypass of national organizations by working directly with local groups doing actions around airports to do things like action days. I never saw such a direct link between the local and

the European level before in a campaign. This was a different approach than the Lifeboat that brought everyone to one place because it was the other way around.

We also have practical experience of small group being facilitated to do bigger things than alone (e.g. tomato)

Campaigns would not have been so successful without the network. Strength of office backed by groups and the other way around. Also, we give each other credibility. The dino has been in 25 countries and now it is in mine; or because I am a member of FoE, I represent African groups too, when I do campaigns in my country.

The role of the leading group is also very beneficial. There is lots of synergy from the national level to the European. EWNI is doing strategic consistent campaigning from grassroots to the international level. Being boxed in by some artificial context like a country makes us fail to make the most of our potential.

EWNI has the advantage of English. There is more synergy possible by knowing what we are doing and finding ways to share and synergise things like reports, actions, props, photos. Greenpeace is a good example of an agreed look of feel of an organisation in all countries (Brent Spar, but also dino) that we could perhaps learn from.

Credibility is important for smaller groups like Finland too. We are one of the few in our country that can combine being part of an international network with having local groups. Being the people's network adds to our credibility. Also, there is this feeling of being part of being something bigger even though the group may be small.

Reaction to EWNI. Milieudefensie is not a lead organisation in European campaigns at the moment, but we do support campaigns. There is a need for synergy at all levels. We do national stuff that does not permeate into the network, when sometimes that could be useful strategically. Another point is that we lack good research. We need more examples and numbers to strengthen our campaigns.

Access to expertise that we can use frequently in our campaigns. We get credibility too. Credibility is one and national strength is another. Slovakia focuses on trying to ground campaigns to the grassroots level. A lot of groups are too intellectual, but our constituency is not always those who are affected.

We should think about how to invest to achieve the goals we set. The advantage of being in the network is not only direct for campaigns, but also knowledge and experience such as was exchanged in the capacity-building project. In the end campaigns will improve.

One of the benefits of the network is that campaigners suddenly have colleagues. Also we have also had great benefits of working together on real things like brochures, actions, conferences etc.

This will be a continuous and ongoing discussion. Small steps have been made already. There is more common identity than there was (e.g. youth branch Germany has FoE T-shirts), but it could be more. For example membership magazines still rarely profit from FoEE activities. One of the elements of 5 year plan was moving the office from the centre to the web that inspires each other. Some of this is what we have been talking about. Requires facilitators, database, info exchange. This might have been a bit lost the last few years.

So maybe we really need a new round of strategic planning on organization and campaigns more long term.

Sustainable Europe

Sustainable Europe could be used as an example to discuss things from a concrete starting point. We should see how this comes up in the political mind map

FoE as "the people's network"

Is the people's network a FoEE or a FoEI term? At FoEE we use it to differentiate ourselves from other NGOs

Europe as a region

There are many experiences we have had in working together as a regional network that could be useful to share with the rest of the network. For example, issues such as running a regional ExCom, campaign co-ordination, communication, relationship with groups. Some things may not be transferable to other regions. We need an office, but maybe others do not. Also, we were founded because we had money to pick up and a supranational focus in the EU. Funding does not have to be a problem in other regions. Network development is definitely something funders are interested in.

Is being an environmental organization a limitation or opportunity?

This comes up a lot in the climate campaign. Climate change is a justice and development problem too. These issues are the more credible approaches sometimes. The future of the climate change regime for example hangs on these issues. We will lose out on the discussion if we do not recognise this in our campaigns somehow.

Attac is an organization we once envied for the reason that they did not limit themselves to one issue. However, some of the things FoE did on economics were not so impressive.

The climate analysis is good, but different conclusions can be drawn from it. FoE's focus is environment and then go to the root of the problem, but still environment is your driver. Otherwise we are not differentiable from other movements.

Maybe there are two different things. Globalisation is one thing. This means putting environmental concerns into that. Another thing is environmental issues with other aspects. Climate changes and GMOs show that sometimes we struggle that development organizations do not have a position.

There is a difference between an environmental organization that thinks about a wider context and can use the arguments from these contexts than being purely an organisation that takes environment on board among other things. Is this a differentiation our network is able to make? Maybe some groups are one and some other. Will other movements start to sell themselves as environmental movement?

Not suggesting to look into the development agenda as such? But it is about branding something as an environmental issue, e.g. if we agree on climate change as a threat, what does that mean for development if we want that too.

The fact that environmental groups are in the space of economic, development, democracy etc. is a success because we have established environment and now can ask questions on the rest. However, it is important not to lose our focus because that is our niche. Others do development better than we do for example. Talking other groups' languages is working for us, but are they talking our language already? This is a danger. What we need to do is to get others to embrace our analysis. We should retrieve the environmental focus in our network. It is up to us to make the environmental case in the social and other discussions. It's a question of context. Other regions see this too. We can reestablish this focus. Good point to strategise on. This is a good input for o the Penang meeting. What are the risks and opportunities of making this definition too broad or too narrow?

The three phases model of the environmental movement ties into this well. Environmental organisation is an outdated term because it comes out of phase two. Planet is the focus. This could help us to be clear on this point Link this to discussion tomorrow and Sustainable Europe.

6 Political mind map

Discussion: Questions to answer during the FoEI SVVP, FoEE AGM and beyond



Cluster Environmental agenda

Negative side

- Environmental milestones not really acquired. Going backwards
- Economic crisis makes environmental concerns look not important
- Environment lower on the agenda
- Green political parties weaker than before

Cluster Consumption individualism

Postive side

- Fair trade movement
- Interest of ordinary people for organic food
- Consumer power stopping GM crops
- Growth in ethical consumerism and similar things
- Liberty and consumption

Negative side

- Consumers trends
- Over consumption
- Individualism harder values
- Rise of individualism
- Individualism and egoism becoming accepted mainstream

Cluster EU

Negative side

- EU weaker
- Chaos/crisis in EU
- Failure of constitution indicates end of European Multilateralism
- Lack of democracy in the EU institutions
- Lisbon strategy becoming dominating
- Public support for EU being lost
- Economy slow down in Europe
- Current EU structure falling apart

Positive side

- EU Enlargement



- Positive influence of the EU over CEE

Cluster Politicians

Negative side

Bad level of our politicians

Positive side

- Alliance between regional politicians and environmental groups (eg GMO free regions)
- Mayors for Peace 2020. Vision endorsed by over 1000 mayors in May 2005

Cluster TNCs

Negative side

- Industry offensive (EU & national level)
- Media captured by TNC agenda
- Technological development often serves to increase the power and means of control of TNCs

Cluster Technology

Negative side

- Too much investment in wrong technology
- Trust on technological solutions

Positive side

- Renewable energy industry grows
- Renewable and other energy developments
- Ecological modernization

Cluster Nuclear

Negative side

- Nuke revival
- NATO NPG reconfirms nuclear deterrent
- Failure Non Proliferation Treaty

Cluster Water, GMOs and others

Negative side

- Emerging new environmental issues (nanotechnology, cloning, etc)
- Global environmental effects: climate, GMOs, water)

Cluster Climate

Negative side

- Time is running in climate change and energy issues
- No agreement on future climate policy
- Lack of coordination actions against climate change

Positive side (bit ironic)

- Climate impacts becomes more apparent: are happening
- Effects of climate changes become clear

Cluster Chemical pollution

Positive side

- POPs Convention

Negative side

- Chemicalisation

Cluster USA

Negative side

- Dominance of USA
- Bush ignores climate crisis
- Right wing global mafia got inc. power
- In the US, the Democratic party does not have a winning political proposal

Positive side

- Bush cant stand for election again
- Popular condemnation of Bush policy

Cluster intergovernmental organisations and UN

Negative side

- Lack of legitimacy of IGOs (Intergovernmental organisations)
- MEA negotiations in deadlock
- Weakening of the UN
- Increase of unilaterlism
- Weakening of multilateralism
- Absence of environment in UN reform debate

Positive side

- Environment got stronger in UN

Cluster Defence and military

Negative side

- Dominance of security agenda internationally
- EU develops military structure
- Worldwide military expenses cost 1 trillions US \$ per year

Cluster Debt and equity

Negative side

- Development in developing countries are undermined by climate change
- Growing social disparities
- Growing regional disparities
- Growing poor- rich gap in EU

Positive side

- Increasing debt forgiveness

Cluster Population

Negative side

- Overpopulation/ dramatic population increase

Cluster New powers

Negative/positive side

- Emerging political power of the South (China, etc)

- Economies China, India , Brazil growing fast
- Emissions and populations in China, India etc. Growing fast

Cluster Media

Negative side

- Media less critical
- Strong lobby on our opponent's side
- Politics becoming a supermarket= diffusion of ideologies

Cluster Democracy

Positive side

- Environmental agenda to ask for democracy
- Democracy coming to some muslim countries

Cluster Public

Negative side

- People are not aware about important issues
- Decreasing interest in political activism
- People see future hopeless
- Lack of solutions people believe on

Positive side

- Increasing public awareness on some issues
- Environmental awareness but not necessarily action taken
- Public opinion is able to make a change
- Ask people to participate to the debate (Aarhus)
- Public increasingly distrusts TNCs

Cluster Youth

Positive side

- Youth are more open
- Youth groups more interested in global issues

Negative side

- European environmental youth networks much less active than 5-10 years ago. Where will the next generation of activists and FoEE campaigners come from?

Cluster NGOs

Negative side

- Bush NGO watch

Positive side

- We no longer own the environmental issues
- Increasing the perception that things are wrong
- Development of a web for campaign
- Changing activism
- NGO's credibility
- Challenges on our legitimacy
- Members are more critical

How were the elements in the political mindmap linked?

- We saw the different actors (NGOs, media, politicians, UN, EU)
- We identified different themes (climate changes, technology)
- We also identified the new powers (China, India)
- We also identified a range of concerns related to our societies
- We also identified some good trends (organic, fair trade, etc)

7 Where and how we want Europe and the world to be in the next 10 years

Group one

We identify 4 categories

Europe:

- Nuclear free Europe, Europe most energy efficient, GMO free Europe, new credibility and more influential for the environmental group
- The European process overcome the democratic gap existing
- There will no double standards on social, environmental issues
- Recognize its past and present responsibility is undermining other people's livelihoods
- Scientific breakthrough will be solved the problem of intermittence of renewable energy production (e.g. how to collect wind energy for when the wind does not blow), thus finally making renewables competitive
- Reverse of tendency on policy in transport

Globally:

- Kyoto plus agreed – regime to actually limit global emission, including US and developing countries
- Agriculture without overproduction and pesticide - Green food for the future generations
- Strong UN environmental governance
- South new economies recognized the environmental space concept and integrate it in their policies
- MDG (Millennium Development Goals) have been achieved
- GDP is no longer considered the measure of welfare
- Shift that put citizens before corporate
- Environmental goals are important in the decision making process
- People understand how to make choices that serve their real interests (eg clean environment)
- Rich people are less rich

US:

- Democrats in US take over and with a good vision for the future
- Bush behind bars for having accepted dirty money from oil companies

Disagreement:

- We disagree about corporates. Should they decide to dissolve themselves under public pressure or become more accountable
- We cannot agree on what our ideal is for the role of religion and democracy in Muslim countries. We agree they should reject fundamentalism.
- We do not agree on the role of waste incineration.

Group two

- More environmental awareness
- Trade liberalisation should be not a goal in itself
- We do not want WTO ruling about many issues as environmental and should be rule by UN bodies
- We want a more democratic, countable EU and US that prioritise social and environment issues
- Strong commitment to tackle climate change but we disagree about what to do
- More accountable corporations through UN bodies and also national states
- No more nuclear plans

- GMO free world
- More NGOs people in powerful bodies as WTO
- MDGs achieved

Group three

PUBLIC

- Public acceptance on change of the consumer patterns, in parallel with technology
- Awareness of justice issue among the public
- More optimistic climate and willingness to do something

EU

- EU should play much a more progressive role in globalisation,
- EU has to work on local level we need overall EU public debate
- EU has to have more progressive public policy

Fighting between continents and cultures (US versus Islam) trend of the radicalism – we would like to have just opposite – cultural diversity and acceptance

UN

- Strengthening the UN and helping it to become more democratic
- Should be stronger than economic and trade
- Millennium goals would (not) be met

MILITARIZATION

- Issue of militarisation and security in world and EU

ECONOMICAL GROWTH

- Growth do not create jobs, GDP – is no longer the indicator to measure the health of our economies and societies
- New economic – should include social and environmental goals except just GDP increase
- EU level – radical change of the government finances – perverse subsidies that move people to destroy the environment instead of protecting it should be 0
- At least 10% shift of taxation from jobs to pollution and resources
- EU governments to agree that resources and energy efficiency should be dramatic It changed based on environmental space
- Agricultural policy should change to rural landscape management policy to preserve biodiversity and eliminate subsidies
- EU - abandon the transport policy that promotes increase transport of goods
- The transport policy is based on the trade increase
- Very dramatic growth of India and China – they have to miss out the bad development ways of the west, in a sense to leapfrog some steps
- China is taking over renewables
- We need more ideas how to work in such countries and do it fast
- China world directly compete with Japan for Russian oil
- EU should take very strong leadership role on energy (investment, trade agreements, private companies, aid) which aspects of neoliberal system can be used and useful as tools to solutions
- change paradigm of development – it all comes down to that

TNCs

- effective governmental control that puts the public's interests first
- They should be regulated

EMERGING NEW ENVIRONMENTAL ISSUES

- Be prepared for new issues and trends (nanotechnology)
- Climate change would be much more worse than now
- Global agreement on CC– it would be a peak in the CO2 emissions
- Chemicals
- environmental groups should be able to get out the middle class enclosure (west EU) and look for partners - not supporters with a low income population – different way of working

USA

No more Bush

MEDIA

?

Group Four

- GDP will be replaced by quality based indicators
- Social and environmental laws are above trade and liberal laws
- People living in a more sustainable way
- We stop more airplane
- To stop the economic reforms that destroy social and environmental standards in CEEs (e.g. pension system)

Discussion: What are the implications of our vision of the future in our current work?

There is some coherence and clarity in the vision that we are identifying. But, we need some debate about how to use the vision and to deal with some conflicts. Currently for example, we need to have an answer to what is the future of Europe that we want. We do not have enough intelligence about what we want as alternative to globalisation.

We want Europe to become the most energy and resource efficient region in the world and we need to create the political and economic framework in order to get there. But this is not questioning the system that put all countries in competition. We need to think what is efficient. We need to have a social debate, since jobs are today based on the growth of the economies.

I disagree about what is conflicting. I think there are other conflicts and I do not believe that we have a clear picture about where the conflicts lie. Martin has just identified a few ones but there are others.

We need to make compatible to have a parallel process concerning the vision of the world we have and the capacity building process.

Many dangerous trends have not been really targeted with our vision of the world and it is important as a campaign organisation we see how to approach our target groups. We need to target the European public and for that we need to create a European public.

We need to pay attention to the way that we approach the public. Guilt and fear are maybe the wrong sentiments to play on to be effective.

Further debate is needed about the vision of Europe we have and implications for us, because some concerns are missing in the picture we have made (e.g. biodiversity)

What is the Implication of the political mind map and vision for FoEE and FoEI political work?

8 FoEI Values

Each group was asked to identify the values it thinks are the most characteristic for FoEI. The values in bold are the ones the groups prioritised.

Group one

- **Intrinsic nature values. nature has its own rights and is not only something we have to preserve for the sake of humanity**
- **Injustice. We promote justice peacefully**
- **protecting people; we also protect nature because it is important for people**
- Honesty
- Democracy and participation
- Holistic view: deep connection in mind

The first three values are about why we work and the last three are about how we work

Group two

- **Comprehensive approach. The network works for a better environment with a social perspective**
- **Internal democracy. How we do things and how we respect diversity and ensure everybody has a say**
- **Solidarity (discuss about what that is mean for FoEE; among groups, among society)**
- Combination of values

Group three

- **Diversity. Human, culture, ecological**
- **Nature, environment and sustainability. We could not agree in one of them**
- **Justice, equity, solidarity and democracy**

Group four

Was not able to agree on three values in the given time

- **Environment for people**
- Democracy, diversity, grassroots, holistic, radicalism, solidarity, tolerance, equity, legitimacy

Discussion on values

It is very difficult to discuss values because they are non-negotiable, something that cannot be compromised. This makes some diversity in values inevitable. If values cannot be compromised, they are also difficult to rank.

The majority of the values identified by all the groups can be put into two categories:

1. Protection of environment to protect people

2. Equal right to use environmental space (justice, equity, solidarity and democracy)

There seems to be a conflict is between what it is a more important driver to protect the environment, people and nature? FoEE gives the same importance to people and nature. This means we respect the intrinsic nature values and the value of the environment for people. Just protecting people is too vague for a core value for FoEE. We protect the environment to protect people and nature.

For some groups environment also means people. This assumption is related to the third generation of environmentalists.

We can not agree about what it means use of natural resources in the trade campaign. We have decided to use environment instead.

Freedom and security are two values that are much more in the mind of other people in the world and which are not in the values of FoEE. Also the values of change is not really in the values of FoEE.

It is an interesting observation that the values we have identified look a lot like those ones our existing mission statement express.

9 Looking at the future of FoEE as an organisation

Today is the last day of our meeting. We should always keep in mind that we are a network fighting a bad outside world and not get too internally focused.

There has been a lot of work done and that we are thinking about follow up. We have been opening a lot of different boxes. Sometimes we just got a chance to look at what was in “the box” and sometimes we dealt with the content and sometimes we parked a box to be dealt with in Penang or at the FoEE AGM. Also, the new director that has yet to be identified must also play a role in dealing with some of the boxes

Introduction by Vojtech from FoE Czech Republic

I will throw some random ideas into the debate to inspire the discussion. The way we approach issues is more important than which issues we will campaign on. Second point, we should think about the context of our debates. We have some strategic advantages such as our grassroots structures and some disadvantages such as limited resources. Third we should sometimes deliberately look at our competitors in order to define our niche.

Going political strategy:

FoE differentiates itself because we are quite political. In an earlier discussion it was said we should create EU public opinion. Don't think this is true. Compare the EU to the United States. US colleagues do not campaign to develop a federal opinion, but to the people in states. We need to try to work on linking European decision-making with national policies and expose who are making these decisions. National media in Brussels will love this, because no one understands them. It's a communication thing. Externally and internally. We have to know what is happening and be able to communicate it. EU Votewatch is a good example of how to do this. It exposed what MEPs do in Brussels. FoE could be the group that could specify who votes for and against.

The FoEE office needs to shift more towards the national offices. The office is not FoEE, but the office and some international campaigners. This means we lose a lot of our capacity, because a lot of national work that is relevant for Europe is not built on. The national allocation plans are a good example of this. We did not succeed to play the FoE card on this. There are also national issues like Temelin, Prestige that have European impact that could build profile elsewhere.

We will never have a Brussels expert on some issues, but sometimes we do have national experts. The website is a good example; it is too office focused. We miss a lot of capacity that is created in the national groups. It is always cheaper to translate a report than to make a new report. There is so much information already out there. We should think about structural ways to make the most of this potential. The office would do less production and more service in such a model. Less experts, more organisers and facilitators.

This does not mean changing issues or that all. Jan's work on climate is already moving in this direction. There are also problems with this model. Would the commission prepare to fund this? It would also require major cultural changes in national groups. Stronger links to Europe. This is not a short-term change that we can achieve, but a long-term challenge.

Introduction Tony Juniper (FoE EWNI)

This mapping exercise was quite instructive to get perspective of time. Looking back you can see how long some processes take. 20 years ago, there was no FoEE and now we have a professional office. Keep that in mind when we talk about things we want to change.

The challenges that we face as an organisation have changed: climate change, mass extinction, consumption resource and pollution. The media is indifferent and public opinion is confused and indifferent and the political reaction is utterly insufficient. This poses the strategic question; do we carry on campaigning as we are on individual issues? The answer seems to be no, because we do not have a way of campaigning that focuses on the deeper issues like the ones we mapped out yesterday: neoliberal consensus, trade, technology. If we want to address these deep underlying causes we should lift up our campaign strategy to a different level. GMO is an example. It is a fantastic campaign, but are we trying to stop GMOs or to show that corporates are leading the agenda and the WTO? We did not see the campaign as an opportunity for a system change, but it is.

Used to find these kinds of discussions too vague and not constructive. They are constructive if we understand that this kind of thinking could make our campaigns ten or twenty times more effective. We can engage in bigger battles and turn some of these trends into a more sustainable direction.

The global picture of our network is another powerful tool. Our partners in the south give us an enormous power. We need to capture the momentum of these meetings also at the regional level.

The (old) FoEE five-year plan experience is an inspiring one and shows that investing in strategic planning needs to be done. There is a lot of experience on this in the national groups. If we can harness the tactics that are there, we have enormous potential. The network can go to another level. We just need to establish a process that will capture this.

Introduction Jan Kowalzig (FoEE office)

The office often questions how it could best support the network. The campaigns are very different. Some are very involved in very direct lobby work. The climate campaign is not doing that all. We will never be as strong as WWF and Greenpeace in lobbying. We need to be more efficient. We do have more climate campaigners with expertise and potential. We are just not able to concentrate this. We also have a different story to tell. I sit in Brussels I am constantly invited to all kinds of meetings and I have the choice to go to them with the equity message or organise a dinosaur tour.

The tour is an example on which we could argue forever how useful it was. Nationally we had some successes, but we did not have any impact at all at the European level. This is a potential conflict. This also means that all campaigns that we do have to be embedded in the network. Sometimes this means that campaign goals sometimes are vague, because people want to put their national agendas in. There is too big a gap between groups doing national campaigning and not having the time or the interest for European stuff and leaving it to the office.

Reactions

Strategic planning is important. But there is a practical level of decision-making stuck on practicalities of funding and day to day. The way we are funded also strongly influences what we do and how much freedom do we really have to shift in a new direction.

The trade program is an inspiring example too. The Commission takes decisions that are valid for the national level. National groups also face the problem that the media and public are only talking about national politics and Europe is not part of that.

Are we now anticipating a debate for the AGM or what? Inspired and understanding of difficulties. What Tony said met my expectations of this process, but it is really our purpose in life to fight the neoliberal agenda? That is very narrow approach I do not recognise myself in.

Interesting input has been given. How we fit our priorities into funder's priorities is really an issue. We can never reach the lobby capacity and office of Greenpeace and WWF. Do we want that then? Not me. Are we going to strengthen the office further or will we try to engage national groups more? I would really not like to bind my discussion now by what funders want. First discover what we want and then try to sell it. We should think how European campaigns are linked to other campaigns and other regions. The GM European campaign could for example benefit from Africa. The bigger picture is so important. Is neoliberalism the root cause? I don't know, but I do think we should be campaigning on root causes whatever they are in everything that we do. Our campaigns should be multilayered. A campaign could be very successful at the Brussels level, but not involve national groups and that is not good.

That is crucial. Parliamentarians do not want the broad story; they want the technical details. The national campaigners have another reality and need different information. I agree that we should decide whether we want to replicate WWF and Greenpeace. We should be looking at what they do not deliver. Equity there are no technical issues to talk about, but still it is a principle you can introduce.

Renewables is an example where Brussels legislation means that national governments have to make renewable policies. The result is bad windmills in a country like Italy. A generic slogan of more renewables leads to frustration at the national level. The national group should be able to work out it wants at the national level and campaign on it.

Strategic issues we should pick up on as opposed to structural discussions. First strategy and then structure (fundraising etc.)

There is some interconnection is emerging from this discussion. This is the purpose of this network. It is a permanent problem too. We do not run campaigns on little goals, but comprehensive approach. Growing together is an example to learn from cooperation wise between groups and regions. Jagoda's GMO example. We have to solve the problem of misunderstandings and miscommunications in FoEI.

Yes, let's learn from growing together. The challenge that has been voiced was echoed in the centre to web analogy of the office. This is a line of thinking that we should discuss in more detail. Agree with the idea of lifting the analysis to a higher level. Neoliberalism as a root cause yes, but let's not kid ourselves that it is the only problem. Take communism as an example. There are other things like egoism, stupidity etc. Other danger is that if you go too high on your analysis level, you can lose the grassroots level. It could be too abstract if you do not watch out. We need both levels and realise the dangers of both strategies. Also, our discussion is maybe too westeuropean where we have solved some of the more immediate pollution issues.

This is a misunderstanding. Thinking about the root causes is not the same as campaigning on them. I think we should analyse the root causes and use them in our campaigns. There are many root causes yes.

This is an important discussion to bring to Malaysia. There are some people that may think that there is one root cause.

This looks like two debates mixed. One is more strategic approach to FoEE campaigning discussing root causes. Second is relationship of this debate to FoEI conflicts. These debates follow each other. The third debate is how we structure our work at a more practical level.

The point of the strategic approach is a thorough analysis behind trends. Not forever to the point of abstraction. But we do not yet have a sufficient level of clarity of the root causes in the European level. Then we can put our campaigns over that. Our campaigns are too disconnected now. It is a problem. No, maybe not big leaps of understanding for the public. E.g. Incinerator could be about getting rid of a nuisance or a resource question that questions consumption patterns. It is not rocket science. Linking up tactical campaigning with these strategic analyses.

Looking at our campaign strategy from different levels will help us to avoid abstraction and confusion.

Is this coherent analysis wishful thinking or not? I also fear it, because it may mean we should develop a coherent picture of the world we agree on. Neoliberal a cause yes, market economy is not. I get an allergic reaction to thinking we have all the answers.

Understand the problems of not agreeing on root causes. But still it is useful for us to try and agree on these causes. Important to try to make the analysis.

Are we missing a level? Fitting in the FoEI could limit how coherent we can end up being?

Better to have the discussion and find out that you do not have a coherent vision.

Summary of Issues to structure further discussions

FoEE and FoEI

- What do we believe is the place of FoEE in the FoEI network?
- How are we dealing with equity?
- What is FoEE's role compared to other NGOs. Maybe different campaigns have different roles, e.g. on GMO and trade FoE leads and on climate we are part of CAN
- What is the perspective of non-EU countries in these discussions?

Strategic coherence

- Is there such a thing as the European public? If yes, how can we influence this public opinion to achieve the changes we want? Is public opinion a root cause of environmental problems or not?
- How can we better link our campaigns with the underlying root causes of environmental problems and our strategic goals? How can we use this understanding to improve our strategising by creating frameworks for action that ensure coherence at all levels? Strategic coherence is clearly a priority.

Organisational development

- Role of funders; How can we become less funder-driven and have more free money
- How can the FoEE office evolve from being in the centre to being part of the web (From FoE Bxl to FoEE)?
- Does FoEE need its own SVPP process to come up with a 5 year plan
- Does the internal structure of the office match our ambitions
- What about capacity building?

Campaigning

- How can we ensure EU decision-making is more visible at the national level by highlighting the role of member states and national MEPs?

10 FoEE's vision for FoEI's future

Group 1

- The network development was the main focus and the connection between different regions. We see FoEI as a number of autonomous groups with different identities.
- A platform to exchange information and discussions.
- A network working together and not only talking
- That has a flexible attitude about the different visions
- We discuss about the role of different regions and groups; we think that can be an asset to have the different regions, but also we were afraid that the regions development could be a threat for the international network and the identity internationally.

Group 2

- What does it mean to be an international network?
- Valuing the diversity
- Respect and be patient and ability to listen first, before start to arguing and being negative about the other
- We need also to look for a common ground, and the ability to take knowledge from the different groups and groups have
- To use the national cases for our international intelligence

- Criteria and characteristics
- Recognition and diversity
- Strong inter linkage between local and international
- Need for strategic approach towards membership/ enlargement
- Need to homogenise? Diversity has more value than homogeneity.
- Rather see shared values and vision
- Obstacles
- Variety of action

Group 3

- Diversity, credibility, democracy, anchor for the groups (exchange inform, empower groups)
- Address the lack of capacity from the secretary
- Address communication in the network
- FoEI has to ensure that we are the voice of the people
- We need to ensure that our campaign goals can reach the different audience
- To develop bilateral work between national groups (e.g. FoE EWNI and FoE Nigeria on Shell)
- To aim that FoEI will be the main international organization in 2020
- To keep the diversity of our network

Group 4

- FoEI is a grass root organization since the staff of our groups are in connection with other groups, bottom up decisions, decision making process recognize the minority opinion, the national campaign do not undermine the campaign of other groups
- FoEE is democratic since we promote democracy in our own organization and outside. It is not only the vote but also the participation of everybody, also to use the right of people,
- We should have representation of all regions in the discussions to be democratic.
- FoEE is an environmental organization because we share a set of values

Discussion on FoEE's vision for FoEI's future

We can not leave out of the debate about FoEI what is our vision of the world. We need to debate it in Penang.

We want to be a network of diversity and that it means that we will never be like Greenpeace. However, some people want to be the most important environmental organization in the world, so that is means that we have to work to create a faster and more efficient organisation than we are today and that makes use our diversity without being bogged down by it.

One of our assets is our diversity and that we need to see how to keep it in our development.

We need to work more in what is not working in our network. The role of the FoEI secretariat is also important to discuss.

We should learn from the experience of Bankwatch network in network development. Bankwatch has invested a lot of money in capacity building in some regions. It is a difficult and sometimes painful but it has brought some outcomes.

The focus on diversity is necessary, but we also need to look at our similarities.

FoEI needs more leadership. A lot of meetings could be more effective if prepared better. We know that some other regions fear that the FoEI Secretariat will become too powerful, but think this is a point of discussion. In FoEE we have had success because of the trust given in the office and that decisions did not always have to wait until the next AGM.

11 Reflections and conclusions

Region in the network: FoEE's place within the FoEI network

FoEE welcomes the development of strong regional structures because we see this as a way to strengthen the member groups in all regions and to improve how we translate international goals into national levels.

FoEE has the oldest regional structure with the largest number of membership and a budget and funders to support this structure. The Latin American region is two years old and the African and Asian regions are still to come.

We realise that Europe is now the strongest region in FoEI. This European strength is a fact that makes Europeans feel proud of what we have achieved. However, it can also generate fear among people from other regions that a strong region will try to dominate other regions. We recognise this fear and hope that it will not stand in the way of our further development into a strong network with strong regional structures in all regions. Instead we hope that other regions can benefit from our strength.

The tensions we have been feeling between regions are not only on the ideological level, but also the cause of this inequality in our organisational structure that brings fears and jealousy. FoEE's belief in strong regional structures should not be mistaken as a plea for block-building. Block-building is counterproductive to our network. Therefore, we have always abstained and will in the future abstain from block-building and expect the same from other regions. FoEE itself is a diverse group and we cherish that.

General comments

- More trust between us after the meeting.
- It was interesting, but we need a follow-up if not all that can be un useful.
- We can assume things that can be wrong in a diverse network and the meeting has contributed to understand it.
- The most interesting has been to see that we need also discuss at the European level.
- Italy is pleased with this process. We have learned a lot at the personal level from FoEE. Especially given the many concerns the group and FoEE ExCom had beforehand. Many thanks to Anya, since she did so wonderful work.
- The meeting of Penang will be a difficult meeting and FoE France wish all the best to the preparation of the meeting.
- FoE Ireland is very grateful and thanks about this inspiring meeting.
- FoE Slovakia thinks that similar discussions are also necessary to national level.
- Denmark thanks everybody for contributing and is amazed that nobody has said stupid things and that we have common goals. Also, these days have made me realize how proud I am to be part of the Friends of the Earth International network. This was a genuine feeling that I also saw in others and we should make sure this comes through in the reports and coming discussions.
- EWNI thanks Marijke for the preparation of all the process, making sure that it happens and she raises money to make possible this process.
- FoE Bulgaria is very pleased to discover that we share common values, even if we are a small group
- Anya thanks everybody, and FoEI and especially Marijke, the preparation's group of the meeting.