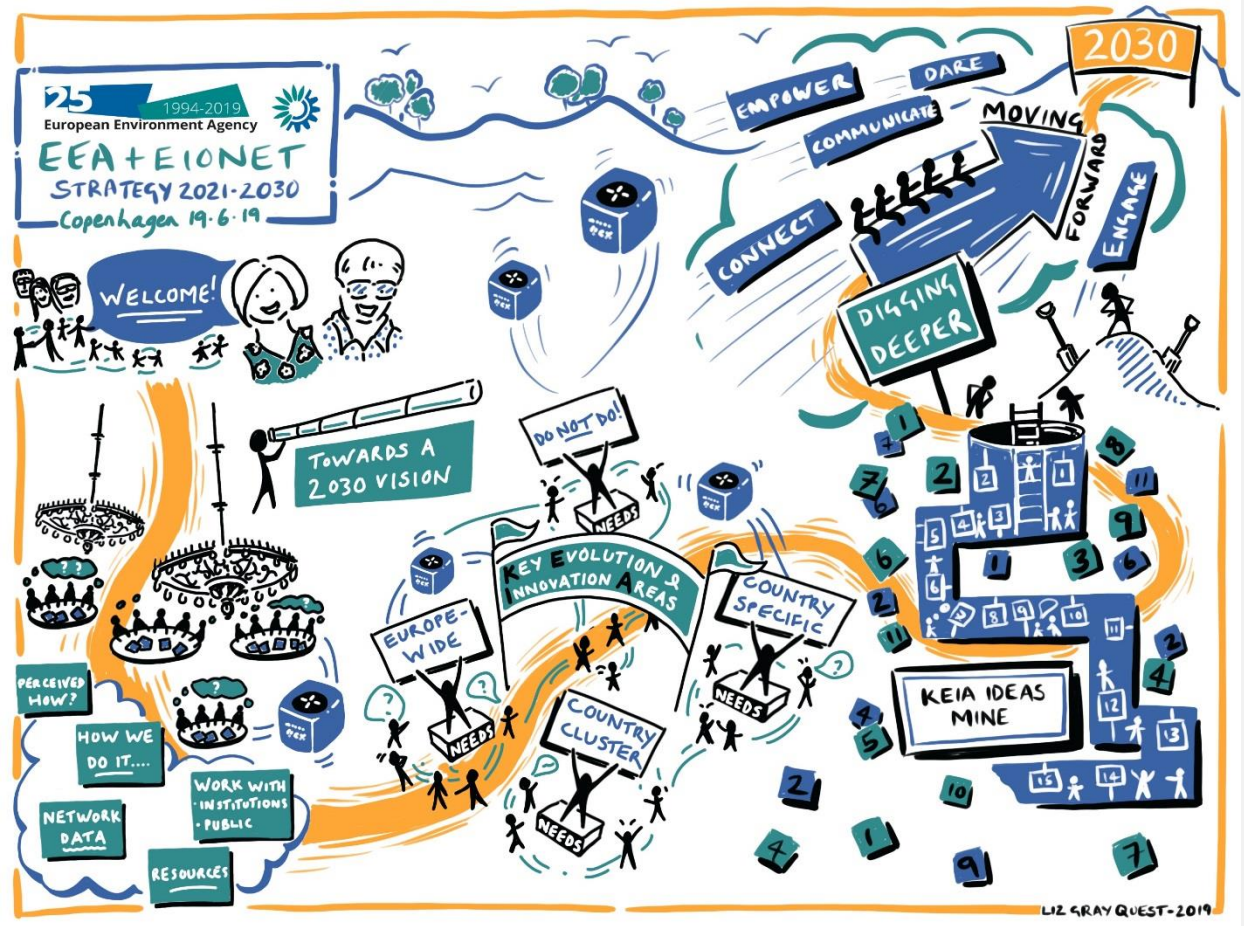
EEA / Eionet Strategy 2021-2030

‘Evolution and Innovation’

Seminar EEA Management Board and Eionet

19 June 2019, Copenhagen



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Context

The European Commission has just evaluated the EEA and Eionet. The overall conclusion was that the EEA and Eionet fulfil the main objectives set by the founding Regulation. However, the external context in which EEA and Eionet operate is rapidly changing; politically, financially and socially. To continue to make relevant contributions to public and policy debates, EEA and Eionet need to evolve, adapting to changing societal interactions and anticipating their implications for environmental data and knowledge.

The focus of the 19 June 2019 seminar was therefore on the evolution and innovation of EEA and Eionet in the coming decade. The seminar marked the start of the development of the EEA/Eionet strategy 2021-2030. Management Board members, Eionet partners (including NFPs and ETCs) and selected EEA staff shared ideas and explored strategic directions the EEA could take. The results will feed into a draft logic and framework for the strategy that will be further developed in an iterative process, involving the Eionet community. Adoption of the final strategy by the Management Board is scheduled for June 2020.

This document captures the outcomes of the seminar and overarching take-home messages. The group results are captured in the shaded boxes in the main text. They are (with some minor language edits) derived from the original flipcharts as shown in Annex 3. Underlying individual contributions are provided in Annex 2. To give a flavour of the discussions in session 3, the results of which were not reported back to the plenary, some observations by EEA staff have been added. They are presented in grey and between square brackets to underline that they are neither exhaustive, nor discussed in plenary, and can hence not be interpreted as a fully balanced representation of participants' views.

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Opening

***Laura Burke**, Chair of the EEA Management Board*

Laura welcomed the participants and explained the need for a strategic perspective 2021-2030, covering the Multi-Annual Financial Framework 2021-2027, and going beyond in view of 2030 environmental targets. The development of the strategy is a participatory process, involving Eionet partners, stakeholders and Agency staff. The strategy is foreseen to be adopted by the EEA Management Board by mid-2020. A dedicated MB Committee is proposed to support and guide the strategy development.

In the coming years, the EEA and Eionet will need to respond to inter alia a changed policy context (EP elections, new Commission, possible 8th EAP), and new insights in challenges, knowledge needs and policy responses (upcoming SOER2020). The recent Commission-led evaluation of the EEA gives us the confidence that we start form a good place:

> *'The overall conclusion of the evaluation is that, during the 2012-2016 period, the EEA and EIONET fulfilled the main objectives set by the Founding Regulation, which continue to be relevant, and provided EU value added by implementing the multi-annual work programmes in a largely effective, efficient and coherent way.'*
>
> *'The EIONET is a unique network of environment and climate expertise that provides essential expertise in many areas and contributes e.g. through the European Topic Centres to the efficiency of the EEA's work.'*
>
> *(Staff Working Document on the EEA/Eionet evaluation, p 61-62).*

In the spirit of our unique network, the seminar will be highly participatory. Building on the outcomes of the COM-led evaluation and the 2016 MB seminar, it will help to secure continued success and prominence in Europe's environmental policy arena.

***Peter Woodward**, Independent Facilitator, Quest Associates*

Peter explained the facilitation procedure and stressed the participatory nature of the seminar, encouraging open, respectful and inclusive discussion. The 'Chatham house rules' apply, meaning that contributions to the discussions will be captured without attributing them to individual persons. Reporting and dissemination of the results, as well as further elaboration, will happen under the responsibility of the EEA.

Introductory perspectives

***Jana Basistova**, NFP Czechia / **Eric de Brabanter**, NFP Luxemburg*

As national focal points, Jana and Eric provided their perspective on the functioning and further development of Eionet. The network functions well in their experience, but the increasing focus on crosscutting issues poses an Integration/cooperation challenge. There is a need to interact more with different actors (e.g. EEA Scientific Committee, EPA Network, EEAcademy, OECD and

Commission working groups). Eionet has to evolve anyway because of other factors, such as new technology. More attention could also be given to the knowledge base at national level and the balance between monitoring, data and information on the one hand, and assessments, knowledge and communication on the other. Eionet will need to become more of an expert network in future, with co-creation of knowledge and capacity building as main pillars. Three key questions emerge in this context:

1. How can the Management Board help NFPs in tackling complexity/integration?
2. What are the implications for the Management Board itself?
3. How to ensure adequate resources, not just at EEA level, but also for Eionet at national level?

***Hans Bruyninckx**, Executive Director, EEA*

Underlining the positive message from the EEA/Eionet evaluation, Hans stressed the unique position of Eionet as a major hub for information exchange, international cooperation and capacity building. With expanding membership and an increased focus on cross-cutting themes, Eionet has already undertaken an impressive journey, and further development is necessary to stay at the forefront of environmental policy making. Major challenges lie ahead, such as the climate and biodiversity crises, but there are also new opportunities in view of renewed public engagement and technological innovations. This seminar provides a platform to discuss these and take the first step towards the EEA/Eionet strategy 2021-2030.

Session 1 Towards an EEA/Eionet vision to 2030

Looking back from 2030, after a decade of highly successful delivery, how would we wish to describe the EEA and Eionet?

Table groups of eight participants identified a series of descriptors (see Annex 2a for an overview of all suggestions made), and prioritised three. These were collected and clustered in a plenary session. Three main clusters were distinguished:

1. How we are perceived
2. How we work with others
3. How we do it

Keywords regarding the external image the participants would want to see are *authoritative*, *trustworthy*, *impact*, *living network* and *unbiased*. As for the interaction with others, keywords are *cooperation* and *working with countries* to generate *actionable knowledge*. Prominent methodological aspects included t*ransparency*, *interoperability* of data, and *Integration across disciplines*, also linking environmental issues to *socio-economic* ones.

Overall, the outcomes point to a widely shared view that the EEA/Eionet should maintain its key role as an *authoritative provider of policy-relevant environmental data and knowledge*, with increasing emphasis on *multi-scale* and *transdisciplinary* analysis and *co-creation of knowledge*, effectively evolving into a 'network of networks'. Gearing 'knowledge to action' can be achieved by linking more strongly to regional and local issues, involving citizens.

How we are perceived

- The trustworthy source of reliable and robust knowledge
- Best provider of environmental information
- Most reliable hub for integrative environmental info
- Key knowledge provider with a leading role at EU / International level
- EEA household reference for sustainability knowledge
- Authoritative science-based image (implementation and trends)
- The leading European knowledge community on sustainable transition
- At the cutting edge of big data, AI, digitization, Copernicus
- Trend setter at global level
- We had high impact
- We accelerated change
- Leader of pan-European data revolution
- Restored trust in science and knowledge
- A living community and network
- Most living, flexible, human, reactive and active network
- Building bridges with other universes (health, finance, agriculture, Copernicus)
- Politically and socially unbiased

How we work with others

Institution

- Cooperative network of networks
- Well integrated with other bodies
- Working more with and for countries
- All countries have the same high level of reporting
- Actionable European environmental intelligence
- Knowledge used in the policies that transformed the system
- Impact on the EU2030/50 agenda

Public

- Inform citizens (data, knowledge, clear language)
- Enable behavioral changes
- Reach the public which uses our knowledge
- Integrated environmental monitoring and citizen participation across all social groups
- Transform data to integrated knowledge relevant to local context

How we do it

Systems

- We integrated and connected
- Driver for transformation
- We connected environmental issues with societal ones (pressures and solutions)
- Full interoperability of information systems
- EEA to become European EPA
- Clear policy relevant recommendations for lowering environmental impact in Europe
- Pictures of the future – innovation to forecast for a complex system
- More responsibility from legislation, like EFSA, ECHA (means more resources)
- Interdisciplinary activities
- Refining the monitoring systems

Knowledge

- Actionable knowledge
- The gap between information, knowledge and action is closed
- EEA/Eionet knowledge - virtual reality
- Full transparency to all – data is available in a timely manner
- Systematic reporting with impact across Europe and beyond

Session 2 Key Evolution and Innovation Areas

What Key Evolution and Innovation Areas (KEIAs) for the coming decade should we focus on in order to meet:

1. *shared Europe-wide needs*
2. *country cluster needs*
3. *country specific needs*

What should EEA/Eionet not do?

The table groups pooled ideas for KEIAs, prioritised and grouped them according to the spatial/governance scale of relevance. The priority areas were fed back to the plenary and clustered. A further prioritisation was done in a voting (sticker) exercise. In addition, the groups suggested and prioritised what the EEA should *not* do. The results are shown in the tables below and in Annex 3.

As for the European-wide KEIAs, recurring improvement themes include *communication, participatory* approaches, also involving the wider public, and cross-cutting analysis of *sector policy* and *system transitions.* For the country-cluster and national levels *multi-scale analysis, co-creation of knowledge, tailoring information* to regional/national needs, and *capacity building* were most frequently mentioned. The participants' views on what not to do converged around *compliance/enforcement* tasks and the production of traditional *voluminous reports*.

Europe-wide KEIAs

- Go Global
- Creating a shared vision of our environmental future, from society to decision-makers
- Encouraging 'factfulness' through innovative communication
- EU-wide communication strategy for environmental knowledge (involving youth)
- Communication (portfolio of materials, EEAcademy, more visible data products)
- Communication – tailor to different audiences (education, region etc)
- More client-oriented (analysis / recommendations)
- Reach out to citizens through local media on environmental changes
- Support & connect bottum-up initiatives
- Improve information quality by empowering technology and participation of society
- Provide timely information to citizens and policy makers by harvesting / processing 'big data' flows
- Stronger/clearer messages about urgency for systemic approach
- Timeliness with purpose! – solution-oriented
- Improved understanding of what is needed for a systemic change towards sustainable actions and how to share this for uptake
- Environment & health – connect socio-economic and environmental issues
- Strengthen the capacity to plan, monitor and follow-up transition dynamics (integrate the social dimension)
- Greening sectoral policies, e.g. CAP; sustainable finance; identify sustainability metrics
- Linking environmental, societal, economic challenges using environmental information

Country cluster KEIAs

- Supporting regional networks to add value
- Multi-scale approaches to asessment (deltas, alpine, river basins, arctic etc.)
- Co-creation of knowledge base on emerging issues
- More attention for specific needs of clusters (e.g. Baltic, W-Balkan, also non-geographical)
- Issue/question-oriented analysis (tourism, floods)
- Connect EEA/Eionet to regional initiatives / conventions
- Capacity building (Eionet at different speeds)
- EEA membership for all European countries

Country-specific KEIAs

- Capacity building to focus on country needs
- Stronger emphasis on support, capacity building in the network (e.g. through twinning)
- EEA/Eionet being a hub for streamlining of information & knowledge
- Customise/tailor information to specific countries and/or specific target groups
- Adding value to national debate through active engagement with political/institutional partners
- Communication and involvement – tailor to audiences, country-specific situations
- Better cohesion EEA-countries, e.g. accept in-kind help
- Hot spot; development of local information based on EEA knowledge
- Developing integrated assessment tools

What NOT to do

- Assume EPA role (2X)
- Enforcement of environmental legislation
- Compliance/enforcement business
- Continue to produce too complex reports in the scientific bubble
- Produce huge reports (focus on the key issue)
- Sitting in the ivory tower

Session 3 Digging deeper

Advise on effective delivery within the prioritised KEIAs

On the basis of the prioritisation exercise in session 2, the facilitation team interpreted the clusters in terms of 14 key questions regarding the ways to improve the Agency and Eionet. These questions (see table below) were subsequently addressed in session 3.

Each participant chose two of the key questions for further discussion and elaboration. The participants reorganised themselves accordingly, having two subsequent group discussions on the topics of their choice. The results were not fed back to the plenary.

> [**EEA observations**: Adopting a stronger enforcement role appeared again controversial, with some participants pointing out that this might hamper EEA's independence and networking role. Participants also expressed concerns that Eionet resources will need recalibration to deliver better and more efficiently on the 'knowledge for sustainability transitions' agenda. There was much discussion on fostering creativity and innovation, as well as on lock-in mechanisms and behavioural change. A need for visioning and cross-cutting EU initiatives/policies was flagged, supported by prospective analysis (in addition to our current portfolio of environmental data). The group discussions on data and IT innovation focused on involving non-traditional data providers, such as Google and citizen science, integration of data at different scales, and particularly on the incorporation of Copernicus data in the workflow. Voluntary projects involving interested Eionet partners (EPA network model) in selected themes and pilot projects were advocated.]

Identified questions related to key evolution and innovation areas

1. Should the EEA take on a compliance/enforcement role?
2. What can EEA/Eionet do to increase awareness of urgent systemic challenges?
3. How do we integrate socio-economic understanding?
4. What can EEA do to promote understanding of, and action on, systemic transition?
5. How do we develop innovative communication tools?
6. How do we develop networks and partnerships to deliver?
7. How can we best exploit new data sources?
8. How can we support capacity building across the network?
9. How do we address environment themes at different levels of governance?
10. What should the geographic scope of EEA/Eionet be?
11. How can we increase timeliness of outputs?
12. What is the role for EEA/Eionet in engaging/communicating at different scales (EU, national, regional, local)
13. Is the EEA/Eionet vision of our environmental future identical to the vision of the 8th EAP?
14. How do we maintain credibility to the wider public and generate relevant outputs?

Session 4. Moving forward from today

Next steps for strategy preparation

Participants' recommendations

In a final session, the participants shared their personal thoughts on further development of the strategy and formulated two statements per table for feedback to the plenary. The full list of individual suggestions/recommendations is presented in Annex 2b.

How to move forward with the strategy

- We need an interdisciplinary Eionet end regular multi-stakeholder SIP to adopt results and co-design questions
- Opening EEA to multiple levels of governance (some regions are bigger than some states).
- Connect better environmental issues with health and well-being
- More resources to systemic assessment (from data handling)
- Keep innovating, but within core business
- Keep up the co-creation
- It's us or nobody
- Communicate, communicate, communicate
- Involve more diverse stakeholders (regional, cities, private sector..)
- More co-creative activities
- Keep Eionet spirit and adapt to the future
- Important to have joint EEA/Eionet strategy
- Emphasize link between messages from IPCC, IPBES, IRP, WHO, SDGs, and the EEA's knowledge base for environmental sustainability transitions
- Focus on innovation in MDI through AI, big data, digitalization & Copernicus
- One size does not fit all. Diversify, share and release potential
- Be courageous, embrace change – use the current momentum
- People, resources, technology
- Change the way we are living in a sustainable manner
- Engage, dare, act
- Eionet: empower people – time, money, knowledge
- Strategy: brief, well-structured, ambition
- Targeted to 8EAP, SDG, 2030
- Dare to be ambitious and visionary
- Co-create the strategy with countries and customers
- Modernize and tailor communication strategies

***Paul McAleavey**, EEA*

Paul outlined the further process of developing and finalising the EEA/Eionet strategy. The results of this MB seminar will be captured and disseminated to the participants (*this report*). Together with the outcomes of an earlier internal workshop for EEA staff, they will feed into a strategic rationale and corresponding objectives. These will again be discussed in the Management Board, and with

Eionet partners and external stakeholders, before adoption of the final strategy by the Management Board in June 2020. The Management Board will install a dedicated committee to support this iterative strategy development, and to facilitate its actual implementation.

Close

***Laura Burke**, Chair of the EEA Management Board*

Laura thanked the participants for their engagement and valuable inputs, and the facilitation team for skilfully and energetically leading the conversations.

Annex 1. Participants

Management Board

Tejs Binderup (Denmark)
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Robert Bradburne (United Kingdom)
Alessandro Bratti (Vice-chair, Italy)
Laura Burke (Chair, Ireland)
Marc Chardonnens (Switzerland)
Pawel Ciećko (Poland)
Irene Constantinou (Cyprus)
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Margit Martinson (Estonia)
Lena Neij (Designated by the European Parliament)
Arzu Nuray (Expert, Turkey)
Anna Ottmalm (Sweden)
Alda Ozola (Vice-chair**,** Latvia)
Michal Pastvinský (Vice-chair, Czech Republic)
Maria Peppa (Greece)
Pierre Prum (Alternate, Luxembourg)
Georg Rebernig (Alternate, Austria)
Artur Runge-Metzger (Observer, DG CLIMA)
Rimgaudas Spokas (Lithuania)
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Oriana Hanxhari (Albania)
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Risto Jordanoski (Republic of Macedonia)
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Nikola Medenica (Montenegro)
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National Focal Points

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Malgorzata Bednarek (Poland)
Trine Bergholtz Friis (Denmark)
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Mari Bjørhei (Norway)
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European Topic Centres

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Facilitators

Liz Gray (Quest Associates Ltd)
Peter Woodward (Quest Associates Ltd)

Annex 2a. Individual contributions

The contributions made by the participants to the table conversations are presented below for session 1 'Towards an EEA/Eionet vision to 2030' and session 4 'Moving forward from today'. The individual contributions to the intermediate sessions 2 and 3 are not included, as they have the character of personal notes that generally require context/explanation. They were discussed by the participants and boiled down to the key issues in a clustering exercise, captured in flipcharts (see Annex 3).

Session 1 Towards an EEA/Eionet vision to 2030

Each table formulated max. eight 'descriptors' The listings below are grouped accordingly (tables listed in random order, not according to original numbering). The participants prioritised three items, which were fed back to the plenary and subsequently clustered (see main report).

Table a)

- Default data provider: most reliable environmental information, best quality data
- Guiding star internationally in creating a low-carbon, circular economy and biodiversity protection
- Interdisciplinary
- Highly visible: public awareness of EEA, effective & innovative communication
- Well-integrated with other (scientific) bodies, internationally and at global level
- Live network. Eionet is a community, not only a collection of anonymous people
- Future oriented: innovative forecasting for a complex system should be part of EEA's mission
- Highly engaged with other stakeholders, e.g. industry, civil society

Table b)

- Forward-looking
- Integration of environmental health concerns
- Better understand links between environment and health to reduce inequality regarding environmental impacts
- Integrated environmental monitoring and citizen participation: EEA supports engagement across all social groups
- The trustworthy source of reliable and robust knowledge
- Clear policy-relevant recommendations for lowering environmental impact in Europe
- Driving force for adaptation of new innovative technologies, also supporting countries
- Leader in streamlined reporting and harvesting data, making them accessible and actively disseminating

Table c)

- Bridges environmental issues at different scales and with different sectors: EU/national, health, finance etc
- Recognised for its environmental data and knowledge at EU, international, national and regional levels
- EEA has responsibilities linked to legislation (like ECHA), but Eionet is not built for this purpose

- Knowledge and assessments more geared towards increasingly systemic policies (circular economy, climate & energy)
- A controlling Agency?
- Modern, flexible and reflective: most living network
- In 2019 we secured the financial basis (EU and national)

Table d)

- EEA/Eionet is the best provider of relevant environmental information
- We apply system analysis, embedding SDGs in holistic approaches, also including other policy areas
- We are well-connected to the research community and international organisations
- We use new technology
- We communicate effectively, using e.g. citizen science
- We cooperate better within EKC and EU bodies (e.g. NRCs, technical CION expert groups)
- Our Pan-European dimension is useful for EU policies
- We engage the public and build trust

Table e)

- The EEA/Eionet has been able to adapt to the changing demands and environment
- The EEA/Eionet has been able to provide knowledge for sectoral policies and their environmental impacts
- The EEA/Eionet contributed decisively to hold Europe together (neighborhood policies etc.)
- The EEA/Eionet efficiently provided high-quality knowledge, restoring public faith in science-based information
- The EEA/Eionet has undisputed authority, delivering messages that politicians can't ignore
- The EEA/Eionet has provided the knowledge base for transforming key systems, such as energy, food, mobility, towards sustainability
- The EEA/Eionet has been able to synthesize, combine and exploit various data sources (e.g. big data, citizen science, in-situ monitoring)
- The EEA/Eionet has been able to provide support to the member countries (e.g. capacity building, knowledge)

Table f)

- Implementation driver
- (Global) trend setter (sets the proper targets based on knowledge)
- European 'EPA'
- Key knowledge provider (source)
- Effective communicator (both for scientific community and wider public)
- (Global) leader as knowledge provider / communicator
- (Global) facilitator of systemic approaches (with ideas, not necessarily with data)
- Visionary frontrunner in reporting and dissemination (new technology, real-time data)

Table g)

- Having impact (good brand and reputation, widely known, using effective channels to decision-makers, working from global to local)
- Integrator (natural and social sciences, clear goals and data interpretation, sustainability focus)

- Connector (connecting the state of the environment to societal issues, motivating decision makers and the wider public)
- Accelerator (spreading information and knowledge on good practices, and faster than others)
- A shining light for the rest of the world (local, national, global; caveat: each with their own issues)
- Provided a framework to work towards the SDGs
- Communicator (two-way interaction with stakeholders and scientists, leaving nobody behind)
- Reliable and transparent (scientific)

Table h)

- Closing the gap between information, knowledge and action
- Refining the monitoring system, incl. utilization of new technologies
- Supporting legislation (updating and implementing, also with new technologies)
- Engaging citizens in monitoring
- Delivering transparent and timely data
- Actively involving countries at an early stage in priority setting and programming of work
- Maintaining a high knowledge level
- Uniform reporting levels across countries

Table i)

- Highly visible
- Impact on EU policies
- Actionable knowledge
- Closer to effective action
- EEA – ESDA
- Forward-looking (strong 2030/2050 vision)
- Globally connected
- Data (DIGIT, BD, AI, Copernicus)

Table j)

- Without political or social bias
- Reliable pan-European (open) data source
- Always cooperative
- Providing European environmental intelligence
- Contributing to sustainability objectives
- Network of networks
- Leader of data revolution
- Actionable data and knowledge

Table k)

- Has managed to continuously adapt to changing technology and new science, and remained on top (e.g. Copernicus)
- Has managed to speed up the data collection and dissemination process to be responsive to changes in the environment
- Has changed behavior
- Has influenced nature policies

- Has established a more cooperative/co-creative mode of working within Eionet
- Has been able to communicate with impact (data, information and assessment, including forward-looking)
- Has been able to foster evaluation and information sharing between countries (solutions, successful policies)

Table l)

- Forward-looking
- Credible
- 'Household brand' in civil society
- 1+1=3 (knowledge + communication/network creates added value)
- Data science expert
- Effective and targeted/diversified communicator

Table m)

- We reach the public successfully;
- We are an authoritative source of scientifically sound knowledge;
- We engage many actors (also private) along the MDIAKC chain;
- We raise awareness of environmental issues and enhance policy implementation;
- We are recognized for our supporting role in environmental policy evaluation;
- We are visible in policy making environments (both nationally and at EU level);
- Our data are Interoperable, meeting flexible needs of network partners;
- We provide data at multi-scales that are accessible to citizens

Annex 2b. Individual contributions

Session 4 Moving forward from today

Each participant formulated a final message to support the 2021-2030 strategy preparation. These were discussed in the groups, with two key messages being identified for plenary feedback. The listing below contains *all* individual suggestions; the prioritised key messages are captured in the main report.

- The question concerning geographical scope + our relation to UNECE or global players needs to be dealt with – resources, our vision etc. - and be part of the strategy. The relation to 8 EAP and our strategy is important.
- Communicate to the younger generation.
- Keep EEA/Eionet a living network of real people within institutions. Co-operate without mental and physical borders. Follow existing EAP vision (in 2015 we will live well, within the borders of the planet). Integrate issues, citizens, new technologies.
- Focus on modernizing the network (smart tools for communication, use of technologies). Flexible in scale/ interlinkage with other networks and themes. Play key role in making data from Copernicus relevant and useful for decision-making processes in environment.
- Make Eionet more flexible and dynamic, cooperating across themes and addressing challenges. Lobby to expand the role and budget of EEA.
- I feel confident EEA has enough info to make a draft strategy. Work closely with the countries all the way in developing knowledge, not just consultations/checking in the end, to keep people engaged.
- Keep the Network alive and adaptive, based on people. Clarify the message about the MDIAK chain. Probably the challenge is now more on assessment and knowledge (expertise) than on data.
- Address the complexity of issues in an integrated manner and communicate the resources to policy/decision makers and the wider public in a way which is the most suitable them
- Keep close contact to the research community. Continue with the SEIS principle using new IT. Connect better to crosscutting thematic expert groups.
- Strengthen cooperation with ETCs. Regional cooperation for capacity building. Regional network development. Identify transboundary impact. Cross country cooperation.
- Focus on networking and partnership, citizen science to be more alive. Develop cooperation with research centres; close the gap between the knowledge (data) and actions. Capacity building on national and regional level, redesigned NRC structure. Focus on the common issues at regional level and strengthen cooperation in order to find the solutions.
- I would stress the need of broadening our own knowledge and enhance capability of putting environmental topics into wider context. Still, we should remain in the centre of environment/sustainability, otherwise we would get lost. Copernicus, citizen science and other sources of data will be mainstreaming data after only a few years. We have to prepare for that by capacity building e.g. by clustering regional projects. From reporting and reports towards target group oriented products. Communication goes to tools and channels that audiences use on a daily basis. Projections to the dystopian future is a method to approach, to reach, to touch people. Visualisation of near future as written in our reports.

- Providing tools to the NFPs so they are able to support and build stronger network of NRCs back home.
- The EEA Eionet needs to be clear, direct and relevant in communication. Current length of reports is useless; these reports are encyclopaedias to look things up in, not documents to read and reflect on. Improve this to achieve a better functioning Eionet, more engaged public and better success with stakeholders. Integrate socioeconomic factors, and do calculations of price of inaction as well.
- We need to open the activity of EEA to different levels of governance (also national). We need to enhance the involvement of European citizens towards interest groups (i.e. NGO, associations, industries, and so on)
- Make the MB meetings much less formal. No sitting behind flags with always the same neighbors in alphabetical order. Time for real discussions. Clear roles for MB and Eionet, taking into account country –specific differences. We need multidisciplinary EIONET (including SSH) and a regular, multi-stakeholder SIP for adopting results + co-designing key questions.
- Working more with countries individually, explore their needs and resources, EEA desk officers. More sharing and communicating with guidance. Keep doing this amazing work and exploring new strategies (implementing them)
- Excellent idea for bringing together Eionet people, Board members etc. We should do more of this kind of events, more informal events. EEA has good future with committed people. We should be ambitious regarding our needs and goals. Be more flexible, do not be afraid of changes. Data science is “future gold”. It should be one of the main topics. Also use of satellite data. Reliable environment data = EEA. More sharing of different projects.
- The wider themes are the same over the years: how we work with others; developments in technical setting (digit, data, systems); the most relevant topics (water quality, systems and transitions). We would need to recognise which are the most important developments at the moment so that we can move forward. Use the knowledge and skills (+data) of other networks and communities. Be brave! Don’t be afraid to change!
- Remember country constraints. Being a member of EIONET has to add value to the country as well as to the EEA. Helicopter as you write. Zoom out to the big picture. Dive down to case studies and detail. Evolve the strategy, but strike a good balance – when do a thousand little edits mean a whole big theme of the Strategy now really is saying something different? Consider how important your data might be to multinational processes e.g. COP. Bringing in funding – is there space/ambition to deliver bespoke analyses for different customers (individual governments, private business or NGOs)? Can you show where “doing nothing” might lead to a bigger change for individuals than a “Sustainability Transition”?
- Eionet needs to innovate from a big super tanker to a diversified fleet of smaller, agile and faster ships that can serve a variety of purposes
- Eionet needs to become more agile, adaptable and project oriented. Innovation needs space within EEA/Eionet and this requires a proper mechanism (e.g. innovation labs, proof-of-concept projects) and the acceptance of failure when trying new stuff. The world of today requires data of what happens now to inform the future, so we need to move away from only-official reporting mechanisms. All this agility and adaptability needs to be reflected on how we spend our budgets, hire and train our staff, and organise ourselves, with lighter structures and procedures.
- Differentiate and target your message to public (households, youth); different sectors (energy, transportation); policy makers (also differentiate between sectors), saying: What is going on with the environment? What needs to change? How can this actually be a good thing? Without

undermining the seriousness, be solution oriented. Don't be afraid to simplify. New products – written reports are not the future. Use momentum in society – people will listen now, don't say "wait until SOER 2020 comes in December"

- Process should allow for sufficient interaction so that strategy is prepared by the entire Eionet community. There is a lot of uncertainty about fast developing fields. Be flexible. Do not focus too much on the technology, but also focus on network. Capture the diversity.
- Listen to what countries expect from the EEA. Be realistic, but nevertheless ambitious!
- Involve different respective stakeholders, take sectoral strategies into consideration. Make a brief and factual strategy rather than a long general document.
- Let the SDGs and the coming 8th EAP be reflected in the strategy and vice versa. Let the young / newly graduated in at the EEA for inspiration and knowledge.
- High level visits for MB members and policy makers can be more systematic. Strategy can be done more effectively and implementable. The strategy has to take account of technological differences between countries, especially non-EU countries.
- Improved communication and visibility of EEA/Eionet. Brief key messages, solution oriented with impact on citizens to react. Capacity building tools.
- The strategy needs to design the path to reach the SDGs by 2030, but also to think beyond 2030; more sustainable /intersectorial / interdisciplinary approaches taking into account the advances in the technologies and innovative methodologies from the research (big data, nexus…).
- Do not make the strategy too vague or too woolly; or supplement it with concrete proposals. Identify needs and skills (network) more in depth as complexity is growing. NFP = encyclopaedia = stronger.
- Build the strategy in a way it can be implemented.
- Go out of the box. Change the way we are living.
- Clean up priorities before the strategy preparation. Reflect on the need of change to tackle cross-cutting environmental issues.
- We really need to understand where society is going, the transformative force of digitalisation is putting everything at stake. The world as we know it can/will be different in 10 years.
- Credible source of information of environment, but mainly on sustainability transitions! Making use of data, science, technologies to facilitate harmonised, structured and efficient data reporting, turning this into timely knowledge with a clear purpose. Relying on a network across EU as is done today, but in a more flexible and "expandable" manner, relying on tools to ease collaboration and involving/linking with other networks on different levels. Improve communication, targeted and encompassing different groups (policy makers, general public, scientists, students9.
- A lot of expectations, many good ideas, new approaches. Prioritisation and step by step approach might be necessary. Looking forward to a very ambitious strategy with great impact on the country level as well.
- EEA should be aware of its unique position in Europe. There is no other institution with this mandate, excellent staff, dedication… It has a huge responsibility. It shall always be aware of that and act accordingly.
- Copernicus should be used as supplemental monitoring instrument whenever scientifically possible. However, corresponding changes in technical directives are necessary. This should happen in parallel, as it will ease the uptake at national level. Open up discussions to receive input from civil society.
- Enhance integrated knowledge to involve the wider public better, using new participative processes (i.e. citizen science). Support actions that raise strong engagement or commitment

among stakeholders on environment and environmental challenges (i.e. APP or ITC) Keep independent and ready-to-use the information tailoring it to the different end users (both public/social and private)

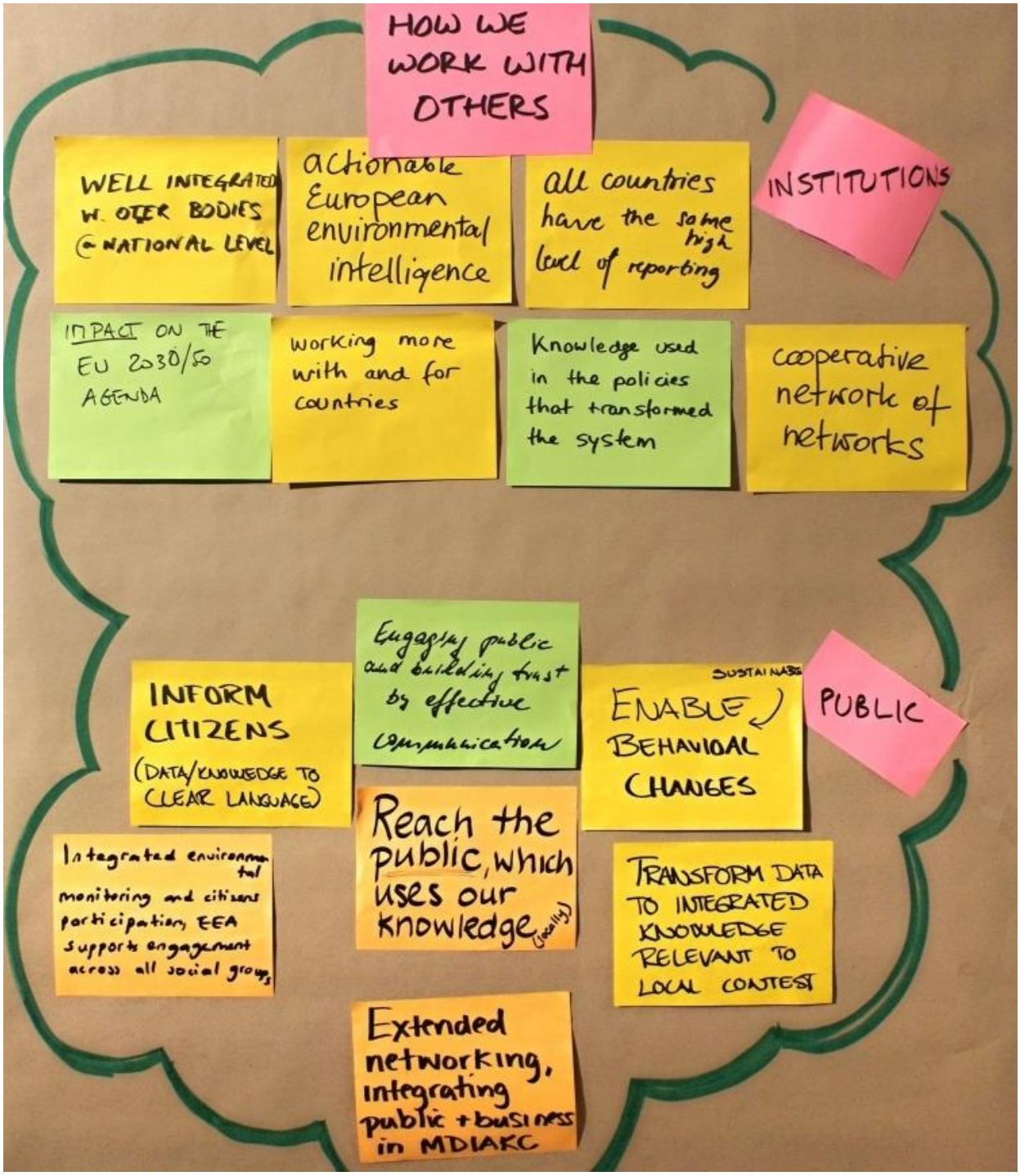
- 39 EEA MS are very heterogeneous – different inputs, very different needs and requirements. EEA's crucial role in integrating this into a Pan-European information data source needs to be recognised. Challenges for this task of integrating EU data – keeping high quality; keeping independence. EEA/Eionet strategy not EEA alone, but joint.
- Be radical.
- The main challenge is to change the organising principle from "discipline" oriented to "issue" oriented (while keeping the "disciplinary" knowledge). EEA – the best kept secret? Please fix communication tools.
- Combining different groups (with different backgrounds) in discussions gives energy, understanding, insight, ideas, inspiration. The Management Board could learn from that. Not only sending messages, but interaction/discussing plans. Talking and thinking is good, now come to action even if it is not perfect! Just do it!
- Increasing need of communication / tools /process. Use of citizen science.
- Co-creation – identify "hopes from EEA but also those of others concerning EEA (What do they want from EEA?). Be ambitious…but realism will also be necessary during implementation. Communication and networking are key tools. Scientific base / image to be kept!
- Increase communication efforts and budget. Increase work on social aspects and health.
- Maintain status quo only if still relevant. Dare to end processes that are not essential.
- Stakeholder process to build new strategy - involve EIONET in reaching out to relevant groups of stakeholders / target audiences in Member States (e.g. cities, rural areas, farmers, business, national parliamentarians). Involve academic centres of excellence to improve analysis of policies in order to understand effectiveness + efficiency + socioeconomic implications. Define a change process that moves forward and that also allows learning. Identify "projects" on the way. Modernise data collection, handling, analysis + dissemination.
- Reaffirm clearly the main priorities of EEA for the next strategy: provide timely information to citizens + policy makers on environment + climate change and interlinkages with other thematic areas. SDGs + 8 EAP + New Commission priorities to frame the strategy. Need to adapt digital capacities for harvesting and processing "big data" flows. Integrate various sources of data and knowledge – multidisciplinary approach. Need to build capacities at EEA + Eionet levels. Communication tailored to target groups.
- Ensure a participatory and transparent process with Eionet for preparing the next EEA-Eionet strategy. Ensure the acquis in terms of expertise and knowledge and adapt/adjust Eionet, integrating new policies at demand and emerging issues.
- EEA/Eionet strategy is for 2021-2030, while MFF expires in 2027: build enough flexibility for mid-term review (e.g. ~ 2025) and innovation. Try to incorporate some milestones (intermediate targets) to allow progress monitoring. Maintain vision that by 2030 we have substantial difference from 2019 (dare to be ambitious and visionary)
- New methodology to enhance new ways of thinking – new ways of doing things. Getting out of the "bubble" – inspire and inform new target groups and integrate with other sectors. Going from thick dusty reports to easily digestible communication products. Be bold to discover new ways. Going from collection of data and knowledge to deliver clear behavioural sustainable actions and changes.
- To be honest, my perception about the tasks that EEA develops sometimes is highly different to EEA staff. It could be interesting to reflect about what is the real impact of the EEA work on the

society, in order to improve the environmental features. However, I believe in EEA purposes and methods in order to achieve environmental goals.

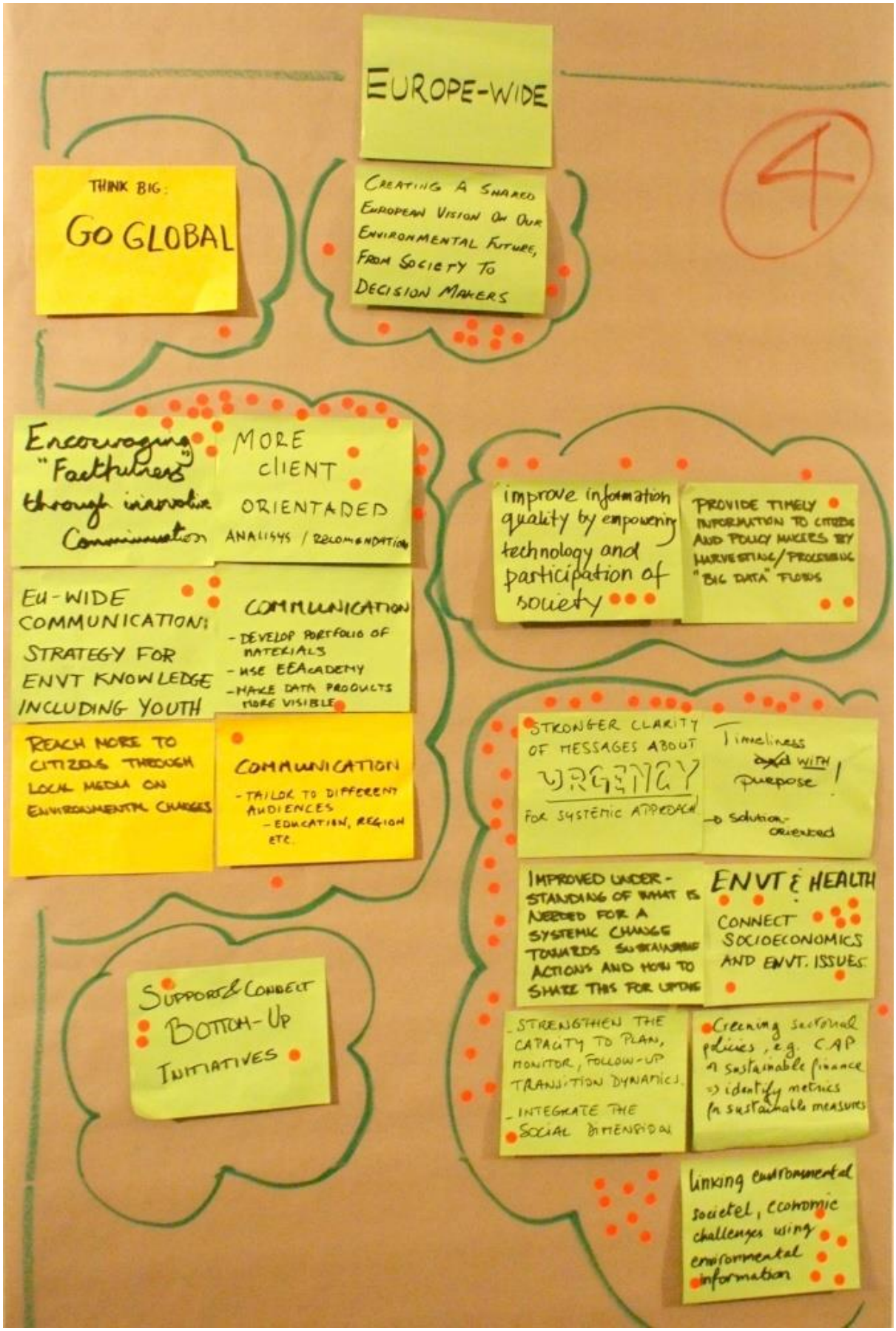
- Communication is the overarching challenge in addressing issues of evolution and innovation (EEA/Eionet – as a key to successful delivery. The focus should be on how to clearly name the key issues and propose concrete actions. Fill the gap between knowledge and actions. Better use of Copernicus-based data, which would have a major impact on improving the environment. Health issues impacts.
- Engage with the new European Commission and Parliament over the next few months to help shaping up the strategy. Link to cities in preparing the strategy. Link to other Environment agencies outside Europe to feel where they are on strategic environmental issues.
- Communicate more. Engage more broadly (cities, regions). Use technology. Restructure the EEA community.
- Need for further involvement of various EU stakeholders (private, cities, EP, EU, NGOs) in the process.
- Communication: addressing audiences of different age/knowledge. A shared vision, clear also for the general public/citizens. Address need for change, explaining which change, which actions are useful /helpful. Share (continue to share and do it even more!) knowledge with the network, so we can work together better. Resources. Emergency.
- Need to ensure a coherent information to the various stakeholders, taking into account their diversity and the diversity of data sources. Use a holistic approach in reporting, rather than tackling specific subjects, e.g. biodiversity and the socio-economic dimension; food systems; environment and health.
- It would be good if EEA also involves stakeholders from trans-national regions into the process of drafting the strategy. Think far out of the box about how to handle data in the future, data is getting more and more complex and agencies can't have all the expertise to cope with this (i.e. maybe data and part of analysis can be done in cooperation with commercial business). Communication goes two ways.
- Clear goals (not like 'in 2050 we live better…') because what means "better". For someone it is two cars. For me none. Consult a number of sectoral strategies to find out what to avoid.
- Remain trustworthy and credible reference for science based knowledge on how to reduce environmental impact. Provide science based guidance for actions to reduce environmental impact and increase resilience. Make the connection between environment and social aspects on health and well-being very clear to decision makers and public.
- Move more resources from the data assessment at single-discipline level to the systemic/interdisciplinary assessments. We need to develop and test methodologies of integrated assessment and outlook modelling, building on the existing data and knowledge. That is the basis to engage with stakeholders to build and assess /evaluate pathways to sustainability. Eionet can be used for experience sharing and capacity building, using its own resources. I.e. the EEA does not need to finance actions and prioritise all issues. Use the Eionet to co-create products and services that are relevant to them (use the Eionet workshops).
- Build capacity for forecasting world/regional/Europe-wide trends and scenarios. Then provide policy guidance based on these forecasts. Avoid politicizing messages, but also, do not hesitate to discuss drivers of the problems. Indicators of well-being; should the EEA have an opinion on what indicators may replace GDP? We need new ones. I believe EEA can contribute to establishing indicators to measure progress towards the environmental aspects of sustainability.
- Define the EEA role clearly and how it can leverage the greatest possible effect. If the EEA is a research agency working on objective, data-orientated science, then do that.

- Keep the MB and the NFPs informed at different stages of the strategy preparation for real influence on the process. Today was a great starting point, good, brave ideas, but it should be translated into objectives and tasks.
- Improve and highlight the EEA/Eionet importance for environmental policy implementation on NATIONAL level!
- Gear the EEA/Eionet strategy to citizen expectations. Taking on-board some national expectations. Support capacity building at the national level, including capacity building among citizens. Clarity and transparency of Eionet.
- We have focused on new things / approaches, but it is also important to acknowledge and reinforce what are already core tasks and strengths of EEA. Find balance in writing the strategy so that it makes sense both within and outside of EEA/Eionet community.
- Link the strategy to the 8th EAP and assess the implementation of the SDGs on all levels. Availability of financial and human resources to the EEA to fulfil its tasks.
- Reinforce and re-evaluate the role of EEA for the future to meet future demands of the society.
- The EEA and the Eionet need to find proper ways to integrate data from "non-traditional" sources into the systems. Keep focused on supporting the systemic transformation while maintaining flexibility / adaptability.
- Integration for systemic transition in the light of the SOER, 8th EAP and global bodies as IPCC, IPBES, IRP. Full use of digitalisation towards the production of collective knowledge of EEA
- EEA at the service of EU + members. Link with EAP, SDG, EU legislation. More prominent role on implementation. EEA senses the policy goals. Copernicus.
- Started well on "co-creation", keep it up! Will be important to take all the good ideas + then identify key strategy areas for EEA. Do not try to incorporate everything – use tunnel concept.

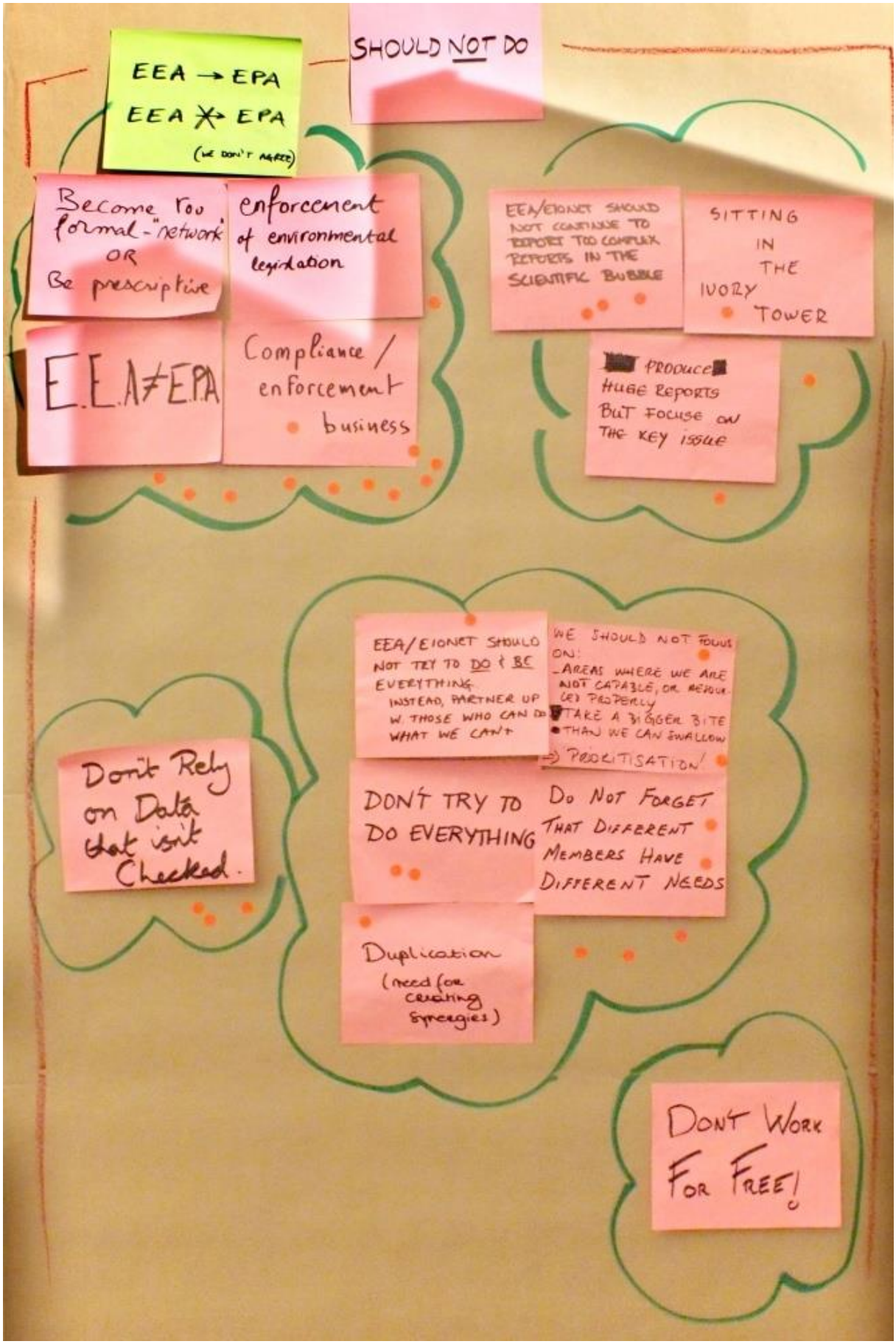
Annex 3. Outputs (flipcharts)

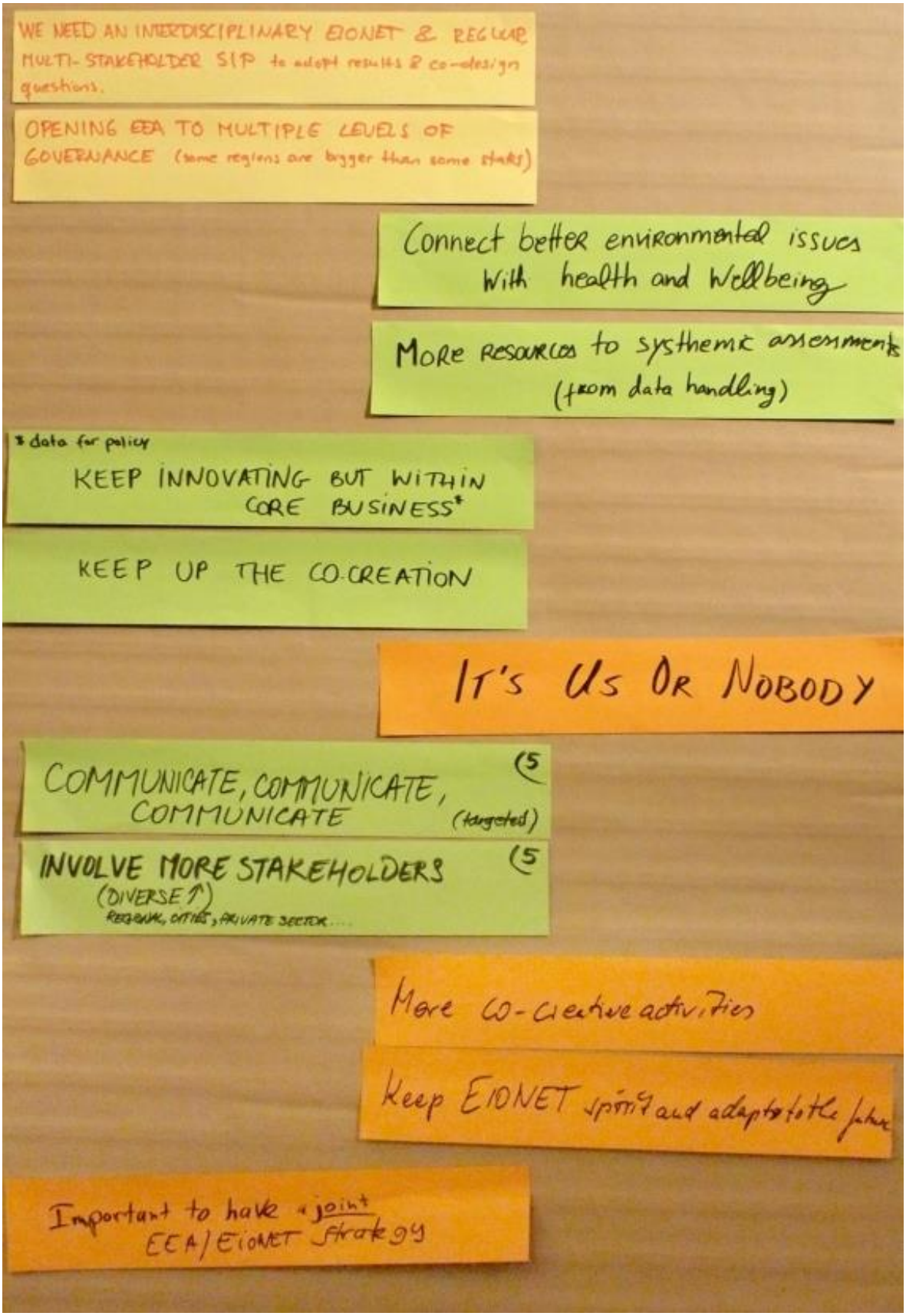

HOW WE WORK WITH OTHERS
WELL INTEGRATED W. OTHER BODIES @ NATIONAL LEVEL
actionable European environmental intelligence
all countries have the same high level of reporting
INSTITUTIONS
IMPACT ON THE EU 2030/50 AGENDA
working more with and for countries
Knowledge used in the policies that transformed the system
cooperative network of networks
Engaging public and building trust by effective communication
INFORM CITIZENS (DATA/KNOWLEDGE TO CLEAR LANGUAGE)
ENABLE SUSTAINABLE BEHAVIOAL CHANGES
PUBLIC
Reach the public, which uses our knowledge (really)
Integrated environmental monitoring and citizens participation, EEA supports engagement across all social groups
TRANSFORM DATA TO INTEGRATED KNOWLEDGE RELEVANT TO LOCAL CONTEST
Extended networking, integrating public + business in MDIAKC

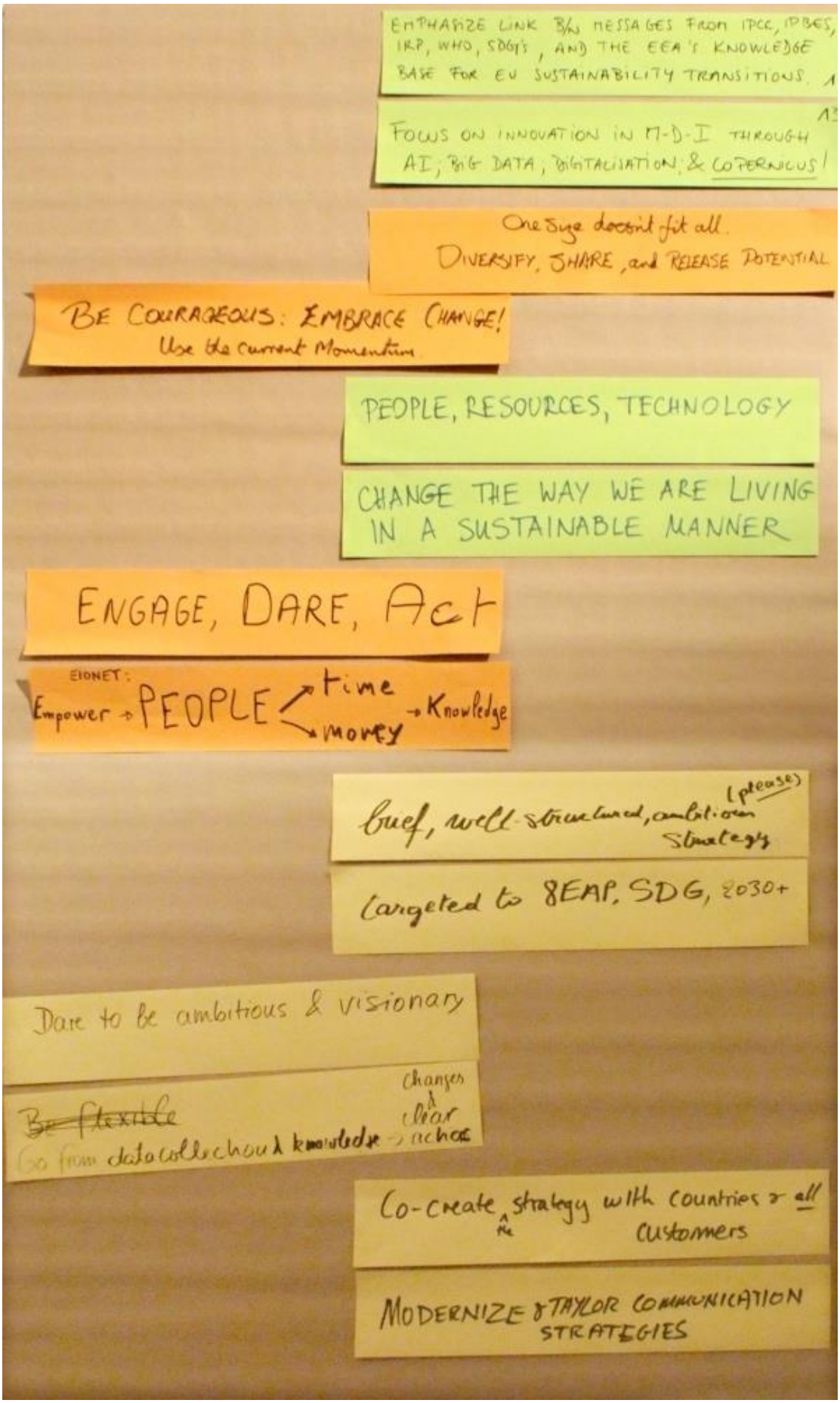
HOW WE DO IT
SYSTEMS
WE INTEGRATED AND CONNECTED
DRIVER FOR TRANSFORMATIVE CHANGE 1+1=5
WE CONNECTED ENVIRONMENTAL ISSUES WITH SOCIETAL ONES
Full INTEROPERABILITY of information systems
EEA → EUROPEAN EPA
Clear policy relevant recommendations for lowering environmental impact in Europe
PICTURES OF FUTURE – INNOVATION TO FORECAST FOR A COMPLEX SYSTEM
More responsibilities from legislation like ECHA, EFSA, EFCA ? = more ressources
INTERDISCIPL. ACTIVITIES
refining the monitory systems
KNOWLEDGE
ACTIONABLE KNOWLEDGE
the gap between information, knowledge & actions is closed
EEA /EIONET KNOWLEDGE ↓ VIRTUAL REALITY
full transparency to all on data is available in a timely manner
systemic reporting with impact across Europe and beyond!


EUROPE-WIDE
4
THINK BIG:
GO GLOBAL
CREATING A SHARED EUROPEAN VISION ON OUR ENVIRONMENTAL FUTURE, FROM SOCIETY TO DECISION MAKERS
Encouraging "Factfulness" through innovative Communication
MORE CLIENT ORIENTATED ANALYSYS / RECOMENDATION
improve information quality by empowering technology and participation of society
PROVIDE TIMELY INFORMATION TO CITIZENS AND POLICY MAKERS BY HARVESTING/PROCESSING "BIG DATA" FLOWS
EU-WIDE COMMUNICATION: STRATEGY FOR ENVT KNOWLEDGE INCLUDING YOUTH
COMMUNICATION
- DEVELOP PORTFOLIO OF MATERIALS
- USE EEA ACADEMY
- MAKE DATA PRODUCTS MORE VISIBLE
REACH MORE TO CITIZENS THROUGH LOCAL MEDIA ON ENVIRONMENTAL CHANGES
COMMUNICATION
- TAILOR TO DIFFERENT AUDIENCES - EDUCATION, REGION ETC.
STRONGER CLARITY OF MESSAGES ABOUT URGENCY FOR SYSTEMIC APPROACH
Timeliness WITH purpose!
→ solution-oriented
IMPROVED UNDERSTANDING OF WHAT IS NEEDED FOR A SYSTEMIC CHANGE TOWARDS SUSTAINABLE ACTIONS AND HOW TO SHAPE THIS FOR UPTAKE
ENVT & HEALTH
CONNECT SOCIOECONOMICS AND ENVT. ISSUES
SUPPORT & CONNECT BOTTOM-UP INITIATIVES
- STRENGTHEN THE CAPACITY TO PLAN, MONITOR, FOLLOW-UP TRANSITION DYNAMICS
- INTEGRATE THE SOCIAL DIMENSION
Greening sectorial policies, e.g. CAP & sustainable finance
⇒ identify metrics for sustainable measures
linking environmental, societal, economic challenges using environmental information

COUNTRY CLUSTER
COUNTRY SPECIFIC
Supporting Regional Networks to add value.
MULTI-SCALE APPROACHES TO ASSESSMENT (DELTAS, ALPINE, RIVER BASINS, ARCTIC, ETC)
co-creation of knowledge base on emerging issues in country clusters
MORE ATTENTION FOR SPECIFIC NEEDS OF CLUSTERS. EG: BALTIC, W-BALKAN, MEDIT. ALSO NON-GEOGRAPHICAL CLUSTERS.
ISSUE/QUESTION ORIENTED ANALESYS (Tourism, floods, ...)
Better connection EEA-Countries e.g. accept in-kind help
HOT SPOT: DEVELOPMENT OF LOCAL INFORMAION BASED ON EEA KNOLAEG
DEVELOPING INTEGRATED ASSESSMENT TOOLS
Connect EEA/Eionet to regional initiatives/conventions
EEA/EIONET being a hub for streamlining of information & knowledge
STRONGER EMPHASIS ON SUPPORT, CAPACITY BUILDING IN THE NETWORK (E.G THROUGH TWINNING)
Capacity building Eionet at different speeds
CAPACITY BUILDING TO FOCUS ON COUNTRY NEEDS
CUSTOMIZE/TAILOR INFORMATION TO SPECIFIC COUNTRIES AND/OR SPECIFIC TARGET GROUPS
EEA membership for all European countries
Adding value to national debate thrug active engagement with/through political institutional partners
COMMUNICATION & INVOLVEMENT
→TAILOR TO AUDIENCES, COUNTRY SPECIFIC SITUATIONS


EEA → EPA
EEA ✗ EPA
(WE DON'T AGREE)
SHOULD NOT DO
Become too formal - "network" OR Be prescriptive
enforcement of environmental legislation
EEA/EIONET SHOULD NOT CONTINUE TO REPORT TOO COMPLEX REPORTS IN THE SCIENTIFIC BUBBLE
SITTING IN THE IVORY TOWER
E.E.A≠E.P.A
Compliance / enforcement business
PRODUCE HUGE REPORTS BUT FOCUSE ON THE KEY ISSUE
EEA/EIONET SHOULD NOT TRY TO DO & BE EVERYTHING INSTEAD, PARTNER UP W. THOSE WHO CAN DO WHAT WE CAN'T
WE SHOULD NOT FOCUS ON:
-AREAS WHERE WE ARE NOT CAPABLE, OR RESOURCE PROPERLY
TAKE A BIGGER BITE THAN WE CAN SWALLOW
⇒ PRIORITISATION!
Don't Rely on Data that isn't Checked.
DON'T TRY TO DO EVERYTHING
DO NOT FORGET THAT DIFFERENT MEMBERS HAVE DIFFERENT NEEDS
Duplication (need for creating synergies)
DON'T WORK FOR FREE!


WE NEED AN INTERDISCIPLINARY EIONET & REGULAR MULTI-STAKEHOLDER SIP to adopt results & co-design questions.
OPENING EEA TO MULTIPLE LEVELS OF GOVERNANCE (some regions are bigger than some states)
Connect better environmental issues with health and Wellbeing
More resources to systemic assessments (from data handling)
* data for policy
KEEP INNOVATING BUT WITHIN CORE BUSINESS*
KEEP UP THE CO-CREATION
IT'S US OR NOBODY
COMMUNICATE, COMMUNICATE, COMMUNICATE (targeted) (5
INVOLVE MORE STAKEHOLDERS (5
(DIVERSE↑)
REGIONAL, CITIES, PRIVATE SECTOR....
More co-creative activities
Keep EIONET spirit and adapt to the future
Important to have a joint EEA/EIONET strategy


EMPHASIZE LINK B/N MESSAGES FROM IPCC, IPBES, IRP, WHO, SDG's, AND THE EEA's KNOWLEDGE BASE FOR EU SUSTAINABILITY TRANSITIONS.
FOCUS ON INNOVATION IN M-D-I THROUGH AI; BIG DATA; DIGITALISATION; & COPERNICUS!
One size doesn't fit all.
DIVERSIFY, SHARE, and RELEASE POTENTIAL
BE COURAGEOUS: EMBRACE CHANGE!
Use the current Momentum
PEOPLE, RESOURCES, TECHNOLOGY
CHANGE THE WAY WE ARE LIVING IN A SUSTAINABLE MANNER
ENGAGE, DARE, ACT
EIONET:
Empower → PEOPLE → time, money → Knowledge
brief, well-structured, ambitious (please) Strategy
targeted to 8EAP, SDG, 2030+
Dare to be ambitious & visionary
Be flexible
Go from data collection & knowledge → action
changes & clear
Co-create strategy with countries & all customers
MODERNIZE & TAYLOR COMMUNICATION STRATEGIES