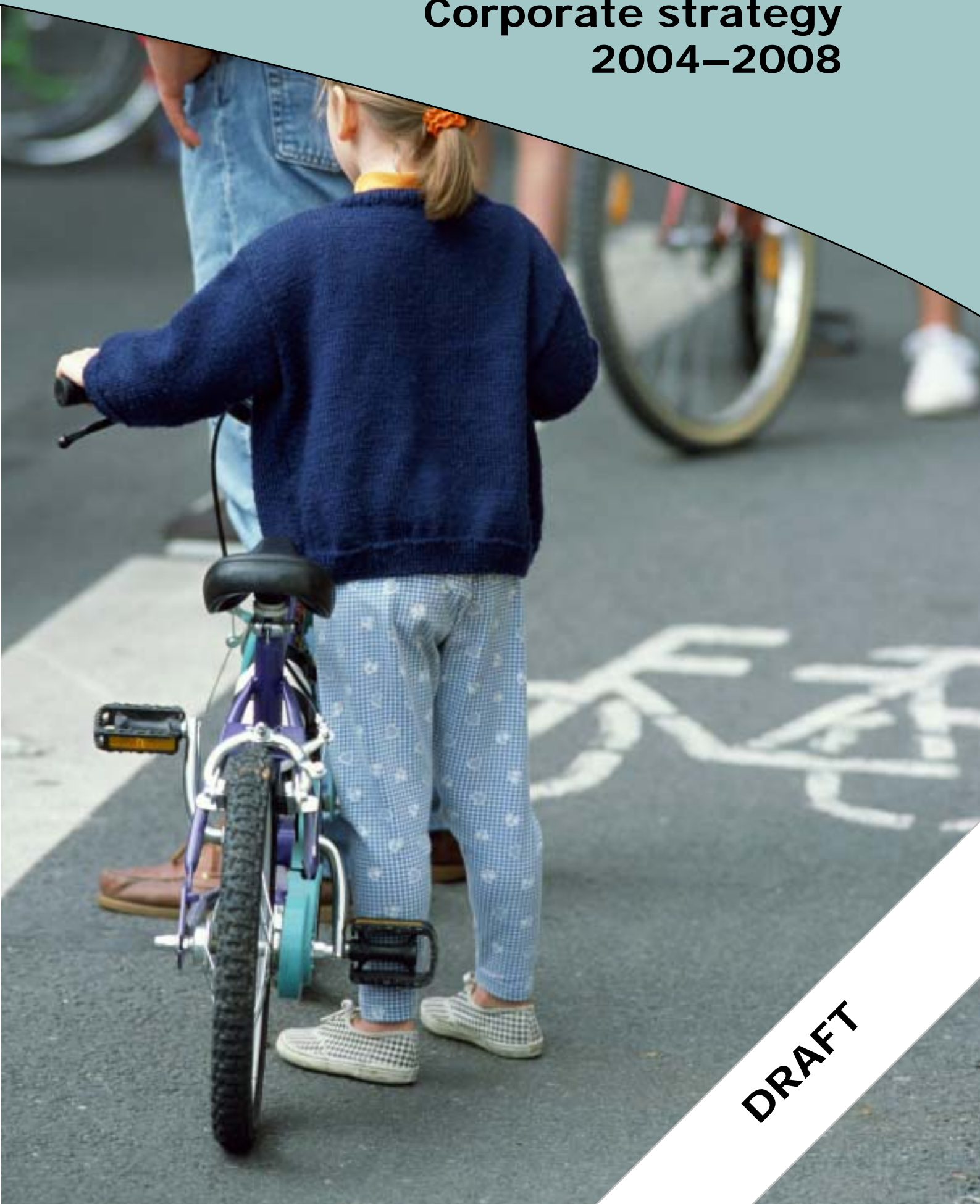


Corporate strategy 2004–2008



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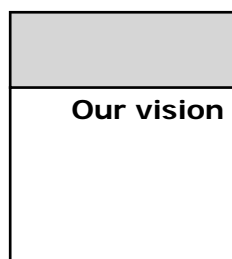


The European Environment Agency is the leading public body in Europe dedicated to providing timely, targeted, relevant and reliable information to policy making and the public, to support sustainable development and to help achieve significant and measurable improvements in Europe's environment.

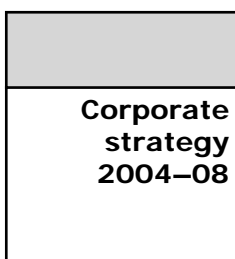
It is our role to make sure that Community institutions and member countries are provided with high quality information to support the assessment of the effectiveness of existing environmental policies and to underpin the development of new policy measures and legislation.

Our work includes co-ordinating an information infrastructure and network, Eionet, collecting and analysing shared environmental data from the European Commission services, EEA member countries, international organisations, agreements and conventions and making information available to everyone in society.

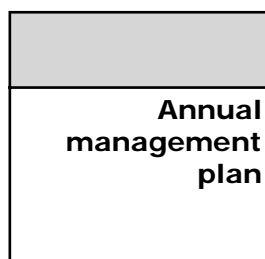
Key EEA documents



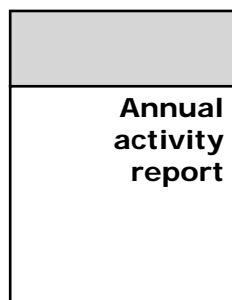
Our aspiration for the future of environmental information for today's society



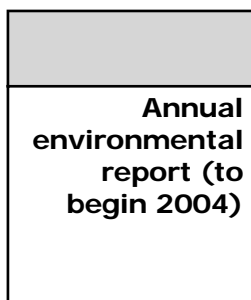
Sets out 5-year objectives and targets linked to our long-term environmental information visions



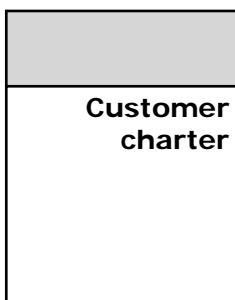
Our priorities, targets and planned use of resources for the next year



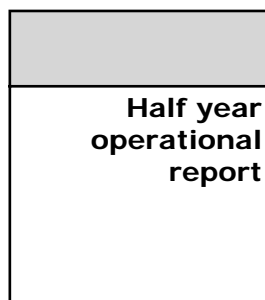
An overview of the year including performance against targets in our *Corporate plan*



Our performance in managing our own impact on the environment over the year



Our commitment to Europe's institutions, EEA member countries and society



A more detailed look at our operational performance plus summary finance and human resources data

Information on the web

<http://www.eea.eu.int>

You can visit our web site for more information about the European Environment Agency's activities, member countries and performance.

Corporate strategy 2004–2008

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Cover and layout: EEA

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A great deal of information on the European Union is available on the Internet. It can be accessed through the Europa server (<http://europa.eu.int>).

Cataloguing data can be found at the end of this publication.

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Overview by the Executive Director

People's quality of life greatly depends on the quality of the environment in which they live as well as their social progress and economic capabilities. Protection of the environment, coupled with the wise use of natural resources, is thus fundamental to the success of Europe and hence the rest of the world. The European Environment Agency plays a vital part in helping to secure the future by providing timely, targeted, relevant and reliable information on the environment to policy making agents and the public. Over the next five years the Agency will strengthen its support for knowledge based policy making and expand its commitment to communicating the results of its analyses to Europe's citizens.

Understanding Europe's environment

By providing information about the state, trends and outlook of the environment to policy-makers and citizens, the European Environment Agency aims to focus attention on the fundamental role of the environment in sustainable development. To do this more effectively the Agency will extend and develop its information systems across a shared European network of governmental organisations, agencies, citizen groups, industries and specialists. Over the next five years, the Agency will bring together knowledge about the complex interactions between human activities and the natural world, to identify the key processes needed to sustain Europe's environment and the quality of life and human health.

Measuring the pulse of Europe's environment

The EEA is working hard to deliver information relating to the objectives and targets set out in existing Community legislation and the Commission's legislative and work programmes covering enlargement, stability and security, and the sustainable and inclusive economy. In particular, the Agency will work with its new members to support their full integration into the reporting network. By taking an integrated approach to the assessment of environmental improvement or deterioration, the EEA can provide a unique view of the impacts across sectors and policy areas. Over the next five years, the Agency will expand these capabilities further by developing a series of integrated assessment frameworks and core indicator series to measure the pulse of the change in Europe's environment.

Europe's future environment

The EEA will undertake a range of sectoral, economic, horizon-scanning and scenarios work to improve Europe's capacity to anticipate and prepare for new risks and opportunities. The goals will be to examine systematically the potential threats, opportunities and likely future developments which are at the margins of current thinking and planning. We will explore the potential impacts of novel technologies on the environment and assess emerging issues, persistent problems and trends. In addition the EEA will develop scenarios across a broad intersection of environmental conditions and socio-economic developments to establish the viability, security and stability of future patterns of sustainable development.



Shaping the EEA

1. Taking an integrated view

Environmental and sectoral themes

The Agency works across four major thematic areas: tackling climate change, understanding spatial change, protecting human health and quality of life, use and management of natural resources and waste. Each of these is influenced by a range of societal and sectoral processes. Over the next five years the EEA will develop a series of analytical frameworks to determine the links and cross-sectoral impacts on the environment. New and revised sets of indicators will be developed to maintain a pulse check on the impacts of seven sectors on environmental trends and ecosystem health.

	Air	Biodiversity	Freshwater	Marine and coastal	Land and soil
Environmental themes					
Tackling climate change	■	■	■	■	
Tackling biodiversity loss /Understanding spatial change	□	■	■	■	■
Protecting human health and quality of life	■	■	■	■	■
Sustainable use and management of natural resources and waste	□	□	□	■	■
Sectoral themes:					
Agriculture	■	■	■	■	■
Chemicals	■	■	■	■	■
Energy	■	□	■	■	■
Transport	■	■	□	□	■
Land-use development and planning	□	■	■	□	■
Services	□	■	■	■	■
Novel technologies	■	■			

Major EEA work area
 Minor EEA work area

2. Core indicators

The main use of indicators is to communicate information in a clear and simple way. Indicators focus on those aspects which are regarded as policy relevant, using data that are widely available. In general, indicators quantify information by aggregating different and multiple data sets and help reveal underlying trends in complex phenomena.

Across the world, a wide variety of indicators are used to reflect trends in the environment and monitor progress in realising environmental policy targets. Over the past five

years, the Agency has been working on a core set of indicators in consultation with its members.

The Agency will provide assessments of countries' performance on delivery and data quality through its Eionet priority data flows report. It is envisaged that over the next five years, the Eionet priority data flows will be extended to include the agreed core set of indicators.

In parallel, the Agency will begin the development and consolidation of the core indicators with a series of aggregated indicators and indices, to reflect the state of the environment in the context of analyses of economic performance and social development.

The screenshot shows the European Environment Agency website. The main content area is titled 'Indicators' and contains a table of environmental indicators. The table has five columns: Indicator, Theme, Policy Issue, DPSIR, and Assessment. The indicators listed include 'Agricultural management contracts', 'Nutrient concentrations in rivers', 'Biochemical oxygen demand in rivers', 'CAP expenditures', 'Emission of ozone precursors', 'Emissions of acidifying substances', 'Emissions per passenger-km and per tonne-km', and 'Fishing fleet trends'.

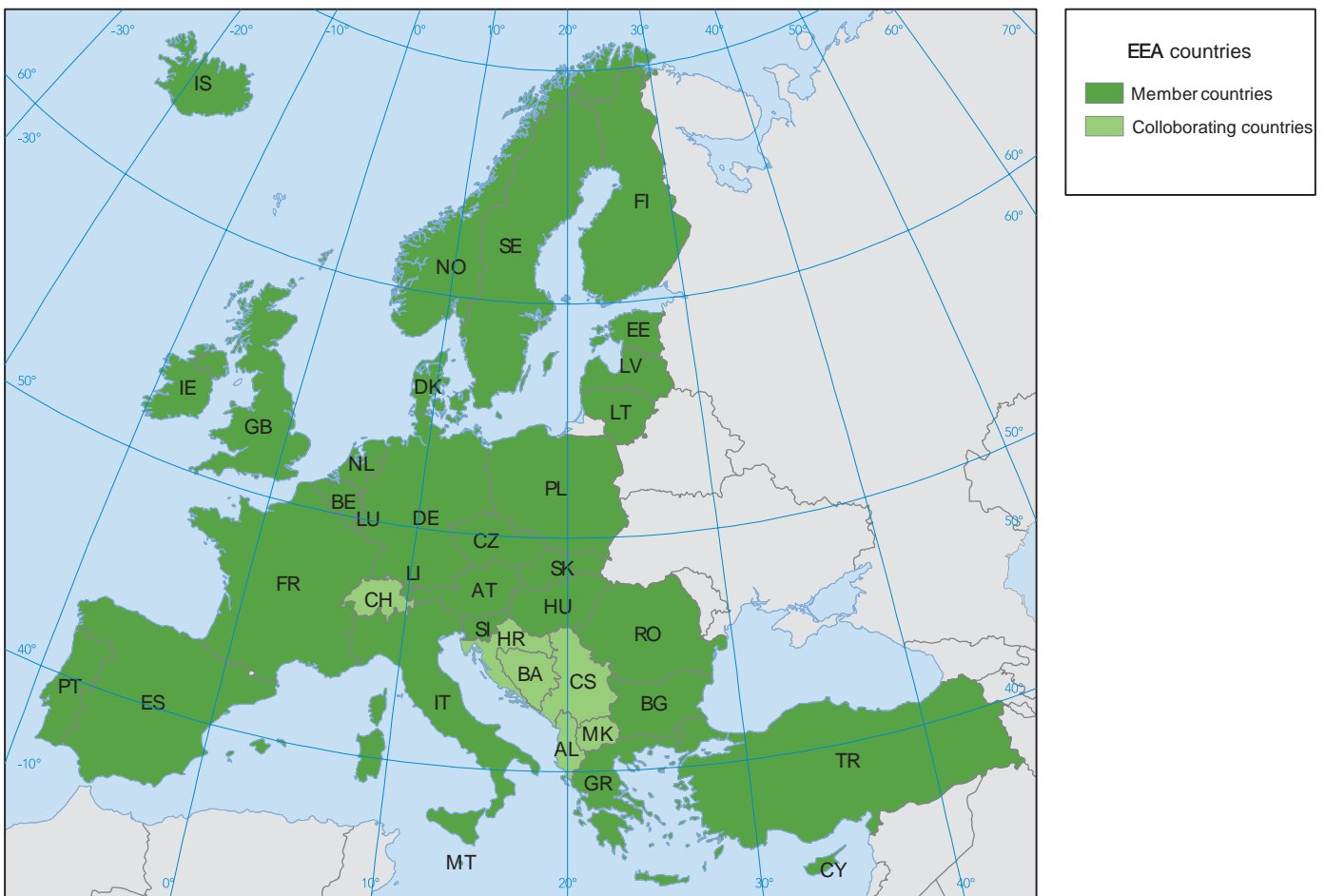
Indicator	Theme	Policy Issue	DPSIR	Assessment
Agricultural management contracts [2007]	Agriculture	What environmental protection measures are being taken by the sector?	R	😊
Nutrient concentrations in rivers [2007]	Water	Are nutrient policies resulting in cleaner rivers?	S	😊
Biochemical oxygen demand in rivers [2007]	Water	Are oxygen levels in Europe's rivers improving?	S	😊
CAP expenditures [2007]	Agriculture	In which direction are subsidies stimulating the sector?	D	😊
Emission of ozone precursors [2007]	Air Quality	Are we reaching emission targets for substances which create ground-level ozone?	P	😊
Emissions of acidifying substances [2007]	Air	Are we reaching emission targets for acidifying substances?	P	😊
Emissions per passenger-km and per tonne-km [2007]	Transport	Reduce emissions per passenger-km and per tonne-km.	D	😐 😐
Fishing fleet trends [2007]	Fisheries	EU policies aim through appropriate management of fisheries for sustainable fishing, over a long period of time within a sound ecosystem, while offering stable economic and social conditions for all those involved in the fishing activity.	P	😊 😊 😐

3. Informing the public

Over the next five years, an extensive geographic Internet portal to local environment information relevant at the European level will be made available to the general public. The objective is to enable the public to find out easily information about their local surroundings. By simply entering postal codes or by using interactive maps and tools, people will be able to find information on environmental conditions affecting air, land and water in the community, plus information on measures and regulations in place

to protect the environment. The portal will be built by joining together the Agency's activities with ongoing national and other community initiatives.

The system will contain a variety of historical and real-time data on environmental quality and point sources of pollution. In 2004, the European pollution emissions register will be launched, which will give location-based information on individual regulated industries. Over the five-year period, the Agency will increase the coverage of many topics and by 2008 have in place a system covering the complete area of EEA member countries.





Europe's environment

1. Information systems and networks

The EEA/Eionet information system has been established to support all EEA and Eionet activities related to the flows of data and information from countries and others to the EEA, through to the assessments and knowledge provided back to countries, the Community institutions and other clients. The system comprises the people and organisations in the network, their networking activities, as well as the supporting infrastructure and electronic tools. The system therefore supports the development of all EEA products and services.

Over the next five years the Agency's priorities will be to improve the system to support more effectively the development of EEA products and services.

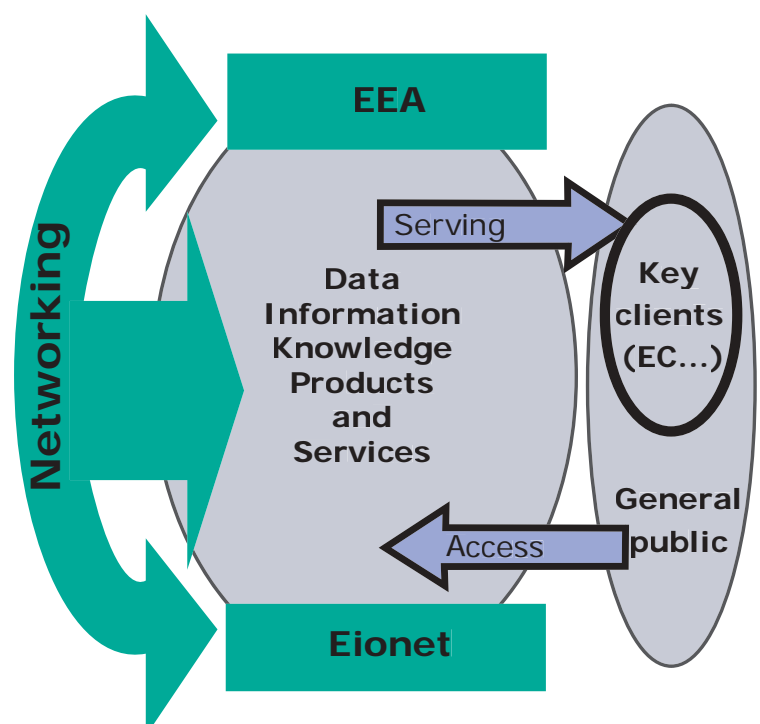
a) Streamlining of the existing system and new developments

Activities will include improvements to the EEA/Eionet systems, including quality assurance procedures. These will also provide the basis for the EEA contribution to the Commission-led review of the reporting process that is foreseen to continue throughout the period 2004–2008. Specific projects will be undertaken in five areas:

- The **network** will be extended to include capacities needed for the new type of products and services to be developed in the five year period, for example in the area of sustainable development
- The **core set of indicators** and associated priority data flows

from countries will be fully implemented. The core set provides the framework, which the EEA and Eionet will use to track progress at the European level against policy objectives and targets and to benchmark countries' environmental performance, using comparable data and consistent methodologies.

- Enhance the **linkages** to external organisations associated with data flows (including spatial data) and indicators, including Eurostat and JRC, benefitting especially from the Global Monitoring for Environment and Security (GMES) initiatives.
- The electronic tools and infrastructure and review of business processes under the **Reportnet** umbrella will continue to be developed using Commission and EEA funding in order to make information flows more efficient, transparent and available for many purposes.
- The **data service**, by the end of the five year period, will have been developed into an **integrated spatial information system** in line with the Inspire and GMES initiatives. It will underpin the core set of indicators and provide a setting for cross-sectoral analyses. Interactive tools enabling users to analyse environmental data, produce indicator-based assessments for their own purposes and refer to best practice, will be implemented.



2. Tackling climate change

Preventing or slowing down climate change is a major focus of EU policy. Various policy actions, including energy savings, development of renewable sources of energy, development of sustainable transport, emission trading and Kyoto flexible mechanisms will play an important role in determining success in achieving the targets set by member states.

The EEA is committed to provide assessments and analyses in support of the implementation of the Kyoto protocol and to provide advice and briefings to the Commission, Parliament and Presidencies to advance new climate policy areas aimed at both reducing greenhouse gas emissions



in the sectors of transport, energy, industry and agriculture and at policies to adapt to climate change impacts.

Over the next five years the Agency's priorities will be:

a) Assessment of progress to the Kyoto and burden sharing targets

Support to the implementation of the UNFCCC Kyoto Protocol and the EU and member states' "burden sharing" commitments (for 2008–2012), including the realisation by 2005 of demonstrable progress in achieving these commitments. This also includes support to the EU objectives to reduce by 2010 the EU energy intensity by 1% per year over and above what would have otherwise happened and to increase by 2010 the EU renewable energy consumption to 12 % of total energy consumption. Specific projects will include:

- assessments of progress to the Kyoto targets and the effectiveness of national and EU policies
- greenhouse gas monitoring, accounting and review.

b) Climate change impacts, adaptation and scenarios

Support in placing the EU in a position to advocate an international agreement on more stringent reduction targets after the first Kyoto commitment period (2008–2012). This is guided by the EU long-term objective of a maximum global temperature increase of 2° Celsius over pre-industrial levels, which in the long term will require a global reduction in emissions of greenhouse gases by 70% from 1990 levels. This includes work in support of the EU sustainable development strategy to increase the use of clean energy and integrate sectoral policy analysis. Specific projects will include

- Scenarios for sectoral developments and climate change impacts
- climate change impacts and adaptation
- integrated sectoral policy analysis

3. Tackling biodiversity loss and understanding spatial change

In Europe we have a commitment to halt the loss of biodiversity and where possible, protect habitats and areas of special conservation interest. The EEA will provide support for this through assessments of distance-to-target, provision of information on changes in biodiversity across different spatial scales, analyses of links to other socio-economic developments and pressures and of policy effectiveness through other policy areas.



Over the next five years the Agency's priorities will be:

a) Biodiversity

Contribution to the achievement of the 2010 target of halting biodiversity loss through assessments of trends in biodiversity with respect to physical planning, agriculture, forestry, fisheries, environmental pollution and management of the rural environment. Specific outcomes over the next five years will include:

- distance to 2010 target assessments
- biodiversity implementation indicators
- assessments of forest condition
- support for member states and the Commission on Natura 2000
- maintenance of reference databases, guidelines and networks
- sectoral policy integration and economic analyses.

b) Spatial assessments

Support the assessment of spatial requirements of European and global development initiatives, including key thematic strategies on marine systems and soils, with particular attention to land-use changes in ecologically sensitive areas and protection of soils. Specific projects will include:

- create an integrated spatial information system for the natural and built environments to support thematic and sectoral policy initiatives
- undertake a spatial assessment of sustainable development of regions in Europe
- spatial assessments of land-use and changes associated with climate change, desertification, erosion, accretion, agricultural intensification and extensification, and contamination
- spatial assessments of coastal and marine ecosystems.

4. Protecting human health and quality of life

Much of the gross pollution that characterised the last century has been dealt with across large parts of Europe – foetid rivers, smog, unmanaged waste sites and contaminated land. But new challenges are emerging that are equally damaging, if less obvious in their manifestation: global warming, eutrophication, endocrine-disrupting chemicals, ultrafine particles in the air.

New problems demand new solutions – joined-up thinking that takes into account all the aspects of a particular problem. We have to mobilise consumer behaviour and innovation in business and ways of living; engage communities in planning for delivering change; and produce and consume in ways that protect and enhance the environment while ensuring prosperity and a better quality of life for everyone, especially vulnerable communities.

Environmental issues cut across both economic and social concerns; society will not successfully tackle big issues such as climate change, transport, energy and health purely by finding solutions that improve the environment, but only through policies that have regard to the social and economic implications as well.

For the Agency, this means challenging new ways of working and thinking about the issues that will allow us to contribute to more joined-up solutions. Over the next five years, we will explore the use of a wide range of approaches including spatial analyses, development of models to test different future scenarios,

economic instruments and the use of voluntary agreements. We will build on educational programmes and public attitude testing to be able to put environmental knowledge into community planning.

Over the next five years the Agency's priorities will be:

a) Environment and human health

To help improve human health and the quality of life as related to the environment to support the EU environment and health action plan. Specific projects will include:

- development of a methodological framework in which to analyse environment and health issues
- development of a set of environment and health indicators in consultation with others in particular with the World Health Organization
- development of a revised set of environment and health assessments.

b) Chemicals

To support policies that will reduce risks posed by the use of chemicals. Specific projects will include:

- development of a monitoring framework and information system linked to concentrations, exposure and effects of chemicals in different natural and urban systems.

c) Water quality and water framework directive

To support the attainment of ground and surface water quality that does not give rise to significant impacts and risks to human health and the environment. This will be done largely through support to the implementation of the water framework directive by assessing progress towards achieving good ecological status of water bodies by 2015 including assessment of emerging issues. Specific projects will include:

- integrated assessments of water bodies
- further development of Eurowaternet, the

European water monitoring network

- creation of an integrated spatial information system linking freshwater to coastal and marine areas.

d) Marine environment

To support the implementation of the EU marine strategy in collaboration with marine conventions through the assessment of the eight large marine ecosystems surrounding Europe with particular attention to trends in ecosystem functioning, eutrophication, pollution, compliance with oil discharge limits from ships and offshore installations, reduction of emissions of hazardous substances to reach background or close to zero values, governance and socio-economic analysis of living and non-living marine resources. Specific projects will include:

- assessments of distance-to-targets
- assessments of ecosystem health in Europe's large marine ecosystems based on an integrated spatial information system to examine trends in natural systems and effects of land-based pollution
- monitoring and information for the marine strategy
- development of scenarios for coastal zone development and marine resource exploitation.

e) Air quality

To support reaching a quality of air that does not give rise to significant impacts and risks to human health and the environment. Specific projects will include:

- distance to 2010 targets assessments
- assessment of local air pollution
- air quality and air pollutant emissions monitoring
- scenario development
- assessment of exposure to air pollutants

f) Urban areas and noise

To support the improvement of the quality of life in urban areas. Specific projects will include:

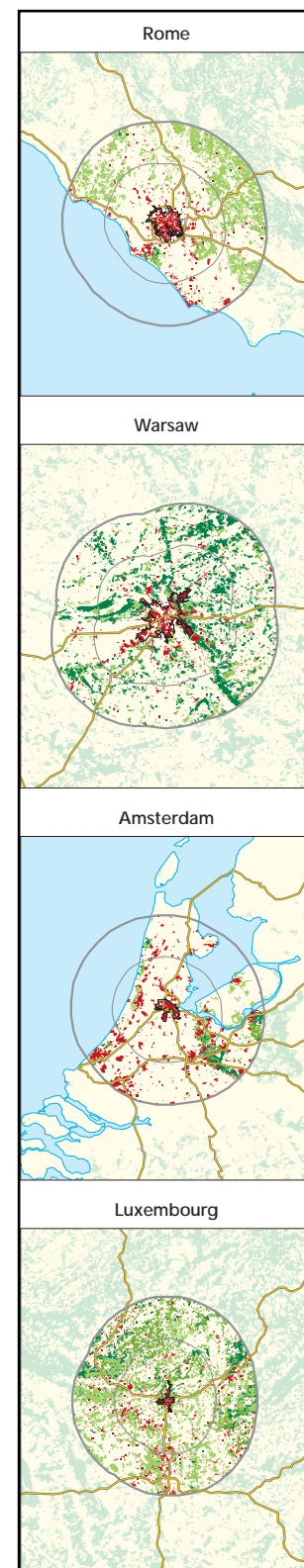
- spatial assessment of the urban environment
- assessment of noise in selected areas.

g) Natural and technological hazards

To support the development of framework legislation on risk prevention and harmonisation of hazards mapping. Specific projects will include:

- environmental and economic impact assessment of natural and technological hazards
- mapping of risks relating to land-use.

Forest around capitals in Europe



5. Sustainable use and management of natural resources and waste

Society's demands for water, energy and minerals are increasing and unless checked will begin to create problems for future economic and social development. Increasingly, waste is being seen as a potential resource: intensive re-use and recycling of materials and efficient use in manufacturing will become the norm. More products will be designed, marketed and licensed to minimise environmental costs in their manufacture, use, and end-of-life fate.

Over the next five years, the Agency will continue to provide information and assessments supporting policies on waste management and the sustainable use of natural resources, to allow for priority setting, monitoring and follow up, and the identification of best practices.

a) Waste and material flow assessments

To support the policy intentions behind the thematic strategies on sustainable use of resources and on waste recycling: to ensure a significant overall reduction in the volumes of waste generated, decoupling of resource use from economic growth, and that consumption of resources and the associated impacts do not exceed the carrying capacity of the environment. Specific projects will include:

- waste and material flows – assessments and support to the thematic strategy
- waste and resources – policy analysis
- support to members countries in waste reporting and material flow accounting

b) Information on best practice

To facilitate a significant overall reduction in resource use and volumes of waste generated, through dissemination of information about tools and policy instruments. Specific projects will include:

- identification and dissemination of best practice information and success stories.



6. International issues and EU in the wider world

As stated in the 6th environment action programme, it is important to fully and properly integrate all aspects of environmental concerns into the Community's external relations and its impact on the rest of the world. Also the EEA regulation requires the Agency to avoid duplication with other bodies. It is therefore essential that the EEA develops further its work together with relevant international organisations, secretariats of international conventions and third countries to ensure that respective activities tackling environmental issues are properly coordinated and the effectiveness of the activities enhanced. This will include an increasing exchange of experiences, further development of common methodologies and targeted joint services and products.

Over the next five years the Agency's priorities will be:

a) Co-operation with international and regional organisations

To consolidate shared information provision processes and deliver timely and targeted information to support ambitious environmental policies and policy integration (e.g. trade) at the international level. Specific projects will include:

- strengthening of co-operation with UN bodies and OECD to ensure a better harmonisation of reporting activities, timely delivery of joint information, including UNEP's 4th Global Environmental Outlook (GEO-4) for publication in 2006-7 and expansion of the international

- database on economic instruments with OECD
- improving information capacities and flows in countries in Eastern Europe, Caucasus and Central Asia under the Environment for Europe process, and participating in the fourth pan-European assessment 2007-08 report
- assessment of the environmental effects of the Euro-Mediterranean free-trade area, to be established in 2010.

b) Bilateral co-operation with specific countries

To support the sharing and exchange of environmental information and of experiences on issues, working methods, frameworks, etc. with countries which are not members of the EEA to influence and promote learning, to support collective contributions to activities of international bodies and to support benchmarking. Specific projects will cover:

- co-operation with the US Environmental Protection Agency to support knowledge-building in the area of health and environment
- assessing potential co-operation with other countries.

c) Developing partnerships and links in a wider society

To increase co-operation with the wider society in the design and development of appropriate information to improve consultation and participation in the development of information, such as that being adopted in the development of the 6th environment action programme thematic strategies. The Agency will build links to support and exploit impact assessments of European policies and programmes. It will also adapt its assessment framework to better address international issues in the context of sustainable development.

7. Underpinning environmental policy making

The political framework that underpins interventions in Europe over the large array of environmental concerns is a complex one. Environmental policies have eased some problems but economic, social and sectoral development beyond that of environment have created new, more complex ones. The main line of action is thus integration of the environment into other policy areas. Allied political developments, such as enlargement, the globalisation of economy, the strategic setting of sustainability objectives, provide even more challenges for successful integration. These, together with policy interventions, are crucial to the appraisal mechanisms for emerging issues, their societal importance and the level of policy responses to be decided upon.

All these developments convey an uncertain future, something which sound policy making needs to take into account, when designing new



policies. Improvements in and adaptation of related cross-cutting reporting and accountability frameworks, as well as prospective analyses are needed.

The Agency, with the involvement of stakeholders, will develop scenarios, document emerging issues and develop products and services to ensure reliable and up-to-date environmental data and information. Active involvement of stakeholders in the process is fundamental.

Over the next five years the Agency's priorities will be:

a) Sustainable development, the global dimension and enlargement

To support the assessment and reporting on progress of the EU sustainable development strategy (including its external dimension and the challenge of enlargement) plus other international and national processes. To place EEA assessments in a better context for sustainable development, requires guidelines, improved information on sustainability reference values, and a better understanding of global responsibility. Specific projects will include:

- development, application and communication of sustainable development guidelines for environmental assessment and reporting in the context of sustainable development, addressing key features such as global responsibility, equity, trade, governance and economic and social interfaces;
- linking EEA/Eionet with relevant social and economic networks and expert groups;
- analysis and dissemination of information on sustainable development good practice including corporate social responsibility;
- assessment of and tracking environmental progress associated with enlargement;
- development of a differentiated approach for regional assessments.

b) Regular crosscutting assessments

With regard to the EEA Regulation, the Agency will publish every five years, a report on the state, trend and outlooks on Europe's environment, supplemented

by more regular indicator-based reports on specific issues. This will continue to be done to support policy programme planning and in particular the mid-term review of the EU's 6th environment Action Programme (in 2006). Furthermore, activities will focus on measuring progress and benchmarking. Specific projects will include:

- *State and outlook environment report 2005*
- Annual Signals report
- Signals snapshots
- policy briefings.

c) Sectoral assessments

For each priority theme in the 6th environment action programme and for the main sectors in the Cardiff process the Agency will aim to deliver a regular update of progress to policy targets and objectives including prospects for the future and comparisons between countries and regions drawing conclusions on, and disseminating, lessons learnt and best practice. Specific projects will include:

- further development of current indicator-based reporting mechanisms for transport, agriculture and energy – increasing their efficiency, effectiveness and targeting – and assessing the feasibility and appropriateness of establishing similar mechanisms for other sectors
- following and learning from impact assessments of policies, proposals and plans that are conducted by the sectoral directorates general

d) Policy effectiveness analysis

Support to understanding the effects and effectiveness of policies by encouraging the exchange of information on policy implementation, developing targeted assessments of selected environmental policy measures and by supporting the improvement of impact assessment. Specific projects will include:

- pilot studies (e.g. on waste-water policies) including economic aspects;
- development of a methodological guide and framework for undertaking policy effectiveness analysis evaluations based on the pilot studies;
- stock-taking and improvement of impact assessment practice.



e) Emerging issues, research agendas and horizon scanning

To provide regular assessments of emerging issues so that signals from science become a normal and expected input into policy discussions. Raising awareness and understanding about key emerging issues with targeted audiences to support the early stages of policy responses. A few emerging issues, that are arising from scientific research, monitoring, public concerns and from policy analyses, will be identified and selected for analysis and outreach activities. Specific projects will include:

- long term environment and health monitoring
- application of the precautionary principle with case studies

f) Scenarios and prospective studies

Providing assessments of the prospects for the development of

Europe's environment to provide a basis for sound policymaking in the face of an uncertain future. Developing and analysing a range of consistent environmental scenarios to support the assessments of the prospects for Europe's environment and the consequences of key policy choices. At the same time, looking at plausible future trends in a systematic manner to support the early detection of weak signals and emerging issues and to prepare for otherwise potentially surprising developments. Specific projects will include:

- development of comprehensive scenarios for Europe's environment (e.g. in support of the mid-term review of the 6th environment action programme);
- in-depth scenario analysis of key issues (e.g. land use and marine transport).

g) Sound knowledge – a toolbox for assessments and methodologies

To develop and make widely available frameworks, guidelines and methodologies to support policy assessment work with sound knowledge. Such tools help structure the knowledge and support links between related activities, promoting understanding and consistency. In so doing they can influence the policy making process by helping to communicate and explain complex issues in more simple terms. Specific projects will include:

- developing methodological guidelines for evaluating policy
- elaborating approaches to public and stakeholder participation in assessments
- developing methodologies for aggregated indicators.





Managing our resources

The EEA's corporate strategy is based on the underlying assumption that the core funding will grow gradually at an average of 5 percent per year.

The Agency will continue to be front-runners by fostering new members, specifically for Switzerland and the countries of south-east Europe. Co-operation with sectoral DGs will be further fostered – specifically for the energy, transport and agriculture sectors. The option to have joint activities with industrial partners is also foreseen.

There is currently no change to the mandate of the EEA anticipated, but this horizon will continue to be scanned.

The Agency is committed to strive further towards a more modern

human resource management approach which emphasises that people are its primary resource. This includes a strong focus on training and staff career development, further building up of managerial skills and a reinforced sensing of the pulse of the organisation. A balanced scorecard system will be one of the main tools used to monitor performance internally and to communicate on EEA performance. In addition, the Agency is now embarking on environmental management accounting systems (EMAS) registration, which will further support its own reduction of impacts on the environment as well as link to its work with industry and suppliers.

Managing and further refining project steering is high on the priority agenda, with a move towards full activity based management and budgeting. Audit and feed-back mechanisms will be integrated into the management approach.

Over the next five years the Agency will continue to operate from its current offices at Kongens Nytorv 6. The building capacity of 155 desks will approach its full capacity over this period.



European Environment Agency

Corporate strategy 2004–2008

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