



**Connecting
people for an
environmentally
just world**

**Strategy
2026-2030**

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Who we are and what drives us

Both ENDS works to ensure environmental justice and a powerful civil society globally. For more than 30 years, we have acted to catalyse systemic change by connecting grassroots movements with global policymaking. We collaborate with more than 500 partner organisations worldwide to amplify the voices of women, youth, Indigenous peoples and local communities, advance respect for human rights and transform unjust systems of power. Together, we work on key environmental issues – land and water governance, biodiversity and climate change – and the key systems that profoundly affect them, specifically trade, finance and extractivism. We tackle the root causes of inequality and environmental degradation, and promote sustainable and just solutions that ensure people and nature can thrive in harmony.

Vision & mission

Vision

Both ENDS envisions an environmentally just world in which people and ecosystems thrive and all people can live a life of dignity.

Mission

Both ENDS strengthens, connects, advocates and creates space for civil society actors globally to bring about an environmentally just world.

Core values

Both the way we work and what we want to achieve are guided by our values of:

Self-determination	Justice, equity, diversity & inclusion	Solidarity & compassion	The intrinsic value of nature
We believe that all people and communities should be able to determine their own ambitions and paths to well-being and dignity.	We are committed to ensuring that the rights of all people are respected and every voice matters. Embracing diversity and inclusion means valuing and incorporating different knowledge and perspectives, notably those from structurally excluded groups. Equity, diversity and inclusion are essential for achieving environmental justice.	We see ourselves as aligned with and connected to people and communities who struggle for an environmentally just world. We emphasise interdependence and connectedness, collective well-being, compassion and sharing as guiding principles for a planet in which humans and nature thrive in harmony.	We recognise the value of nature for its own sake, alongside its other values, including its cultural, spiritual and instrumental value for people.

Environmental justice: the moment is now

Both ENDS strives towards an environmentally just world – a world where people and ecosystems everywhere can thrive, human rights are respected, gender justice is realised, and the environment is cared for and protected by current and future generations. We are profoundly aware that this vision is far removed from the daily realities of the many people around the world who are bearing the brunt of increased repression, injustice, violence and war. For this reason, we believe that it is more important than ever to strengthen environmental justice movements, especially those in Africa, Asia, and Latin America, and mobilise the counter-power with which to protect and reclaim spaces and territories that are under threat.

It is more important than ever to strengthen environmental justice movements.

Unequal power relations driving disaster

From today's vantage point, we recognise the challenges we face. The systemic exploitation of people and planet that is driven by gross power imbalances is pushing the world to the brink of social, environmental and climate disaster. There is now broad consensus among scientists that the Paris Agreement target of 1.5 degrees warming is no longer attainable. Drought and desertification have continued apace. Tropical forests are on the verge of changing from carbon sinks to carbon emitters as a result of rampant deforestation and logging. The earth's oceans and marine and freshwater habitats have emerged as a new frontier of industrialisation and extractivism, which poses far-reaching threats to coastal and small island communities, marine biodiversity and marine food systems.

The impacts of environmental destruction and climate change fall most heavily on those who experience structural exclusion, including women, Indigenous peoples, peasants and fisherfolk. Present-day inequities have their roots in historical systems, including colonialism, capitalism, neoliberalism and extractivism, which focus on privatisation and unlimited growth at all costs, and embed within them gender injustice. For many, the experience of harm is rooted in the collective memory of pre-colonial and colonial structures of power and patriarchy, and extends to modern-day state-sponsored corporate extractivism and violence to both people and nature. In many places around the world, civic space is narrowing. Environmental human rights defenders, particularly women [(W)EHRDs], face violence for their efforts to speak out and fight injustice.

Many people around the world are facing repression, injustice, violence and war.

Geopolitical tension, authoritarianism and corporate capture

Recent years have witnessed a rise in authoritarianism, war, conflict and violence, including genocides in Palestine and Sudan. Tensions between global power blocs have escalated, and military spending has dramatically increased. Powerful politicians are rolling back progress to tackle climate change, denying the scientific consensus and the lived reality of people everywhere. Respect for democratic values, human rights and gender justice is under increased pressure, and the commitment to a rules-based global order has weakened. A new aggressive trade war between global power blocs is currently underway, which is likely to move us even further from the just trade system we so desperately need, one built on equality, reciprocity, respect for nature and people, long-term sustainability.

Private markets have become increasingly dominant in the realm of development and climate finance, driving up sovereign debt while steering investments away from those that promote the public interest. Meanwhile, governments and public institutions do not adequately set regulations, enabling multinational corporations and investors to capitalise on the crisis they have caused. Even companies and investors who seek to do the right thing and invest in sustainable pathways are confronted with the lack of adequate government regulation to support their efforts.

There is a grave risk that the urgently needed transition away from fossil fuels will replicate past ecological injustices. Instead of radically reducing material and energy consumption, a new era of extractivism – of minerals like lithium, cobalt and copper – is already having severe impacts on ecosystems, water resources, biodiversity, and the rights of Indigenous peoples, local communities and workers.

Seeds of change

Although the threats and challenges are undeniable, we see much that gives us hope. We are inspired by the growth and consolidation of diverse social movements, including the environmental, climate and gender justice movements of which we are a part. In Asia, women environmental human rights defenders have created a regional movement against mining. Together, they are demanding recognition of women's leadership in protecting life systems, cultures, biodiversity and sustainable livelihoods. In South America, a flourishing network of organisations is cooperating to celebrate and preserve the biodiversity of the La Plata Basin and the culture and sustainable livelihoods of its communities.

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Support for sustainable livelihoods, environmental custodianship and gender-just climate solutions has increased in many places around the world. In Kenya, local water users along the Athi River are determining together how the water in their sub-basin should be allocated and used. In Brazil, a local community has created a model Consultation and Consent Protocol to enhance protection of their rights and their territory against the threat of harmful developments.

Working together across boundaries and movements, we have succeeded in connecting local struggles to international advocacy. We have achieved important victories. Thanks to our collective long-term efforts, key public institutions and pension funds have divested from fossil fuels, and more and more governments have rejected outdated investment treaties that prioritise corporate interests over public welfare and climate action.

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Our strategy

Achieving our vision requires no less than the re-balancing of power in societies and the re-orientation of the global economic system away from extractivism and exploitation, and toward environmental justice. Working in partnership with environmental justice activists, organisations and allied movements worldwide, we aim to strengthen the global movement for environmental justice. Since 1990, we have acted in solidarity with partners, supporting their efforts and struggles for justice. This remains the core of our strategy. Together with partners, we will lay the groundwork for a new reality by spreading and strengthening a wide array of environmentally just practices and processes. This includes everything from locally-managed forest ecosystems to Indigenous systems of water management, from transparent and accessible climate finance to feminist trade policy. At the same time, in order for environmental justice to flourish, we must address the root causes and counter the systemic obstacles and powerful actors that are causing

injustice. Given the difficult context of shrinking civic space and authoritarianism in many places around the globe, we will work to hold the line and defend respect for human rights, the safety of (W)EHRDS and partners, and hard-won environmental and social protections, while supporting care and healing for those harmed. As an environmental justice organisation, Both ENDS focuses on key environmental issues – land, and water governance, biodiversity and climate – and the key systems that profoundly affect them, specifically trade, finance and extractivism. In our thematic choices, we are guided by the specific needs of partner organisations and our own sphere of influence and expertise, including a long and proven track record of effective advocacy in the Netherlands, Europe and internationally. Going forward, we will focus our efforts on ensuring a just energy transition and trade justice, untapping the enormous potential of agroecology, and securing access to finance, networks and policy spaces for those working at the frontline of climate and environmental action, especially women.

Strategic objectives

In the coming five years, our three interlinked objectives are:



**The global
environmental
justice movement
is strong and
connected**



**Environmentally just
practices and
processes are widely
recognised and more
common**



**Environmental
injustice is countered
and harm is
addressed and
healed**

Our Theory of Change

Toward an environmentally just world in which people & ecosystems thrive and all people can live a life of dignity.



Strengthening and connecting the global environmental justice movement



Supporting and amplifying environmentally just practices



Countering systemically harmful structures



A strong civil society drives the change



Strategic objective 1

The global environmental justice movement is strong and connected

A strong and connected environmental justice movement worldwide provides the foundation of positive change toward our collective vision. Both ENDS works with environmental justice organisations, activists and movements throughout the world, particularly those in Africa, Asia and Latin America, to ensure that they can effectively play their role in advancing an environmentally just world in which people and ecosystems thrive.

Partners are at the heart of all that we do. Civil society organisations and social movements are key drivers of change. Activists, organisations and social movements have deep understanding of local contexts, challenges and needs. They know how to hold the line and take collective, effective action.



They enjoy a high level of legitimacy and trust in their communities. This trust enables them to effectively engage with and mobilise community members to advance shared environmental justice goals.

The partners with whom we work facilitate communities' access to decision-makers. They are driving systemic change by advocating for accountable and responsive governance, transparency, and the protection of human rights and the environment.

**Civil society organisations
and social movements
are key drivers of change.**

Maximising power and effectiveness

Both ENDS strengthens and connects environmental justice actors around the world. We support partners in accessing funds, information and decision-making spaces in order to enhance the impact of their work. By connecting a diversity of actors – from those operating at the grassroots to the global level, from trade justice

advocates to agroecology experts – we maximise the power and effectiveness of collective action. We facilitate networks and create spaces for sharing information and skills, and -building knowledge that strengthens our joint strategies, work and impact. A key aim is to ensure that environmental justice activists, organisations and movements can participate actively and effectively in decision-making processes in order to drive progressive social and economic change. Both ENDS uses its leverage to facilitate partners' access and influence in relevant decision-making spaces, such as UN spaces and those of international/development finance institutions backed by Dutch or European money.

Enhancing safety and resilience

Across the globe, environmental justice advocates and practitioners face increasingly severe threats, harassment, repression and violence as a result of their work. Powerful actors, including government actors, police, private security forces, and multinational companies, often have a vested interest in silencing them. We have responded

to these growing threats by increasing support to partner safety, such as through our expanding System of Care. Through our System of Care, we provide partners and (W)EHRDs with short-term support to immediate threats, as well as long-term support for the development of prevention and mitigation strategies, including support for collective, holistic security and well-being (see Objective 3). In the coming years, we will build on our experiences and learnings to further develop and refine our System of Care to effectively meet the needs of partners.

By connecting a diversity of actors we maximise the power and effectiveness of collective action.

The key role of civil society

While our focus is on environmental justice, we recognise the vital importance of civil society in general. A strong and independent civil society is crucial for advancing the public good, holding governments and business to account, and helping to ensure a well-functioning, inclusive society.

This is particularly pertinent within the current global context of rising authoritarianism and state-sponsored violence. In the Netherlands and the EU, as elsewhere, it has become increasingly clear that recognition of the value and importance of civil society can no longer be taken for granted. Going forward, we will step up our efforts to preserve this long-held principle. In cooperation with allies, we will hold the line and ensure that the importance of civil society is widely recognised and supported, both in the general public and among policymakers.



Strategic objective 2

Environmentally just practices and processes are widely recognised and more common

Everywhere around the world, people are engaged in environmentally just practices and processes that often utilise local or Indigenous knowledge and contribute to societal well-being and the restoration of healthy, biodiverse ecosystems. These practices and processes are based on values of autonomy, diversity, equality, the intrinsic value of nature and trust. From Transformative Water Governance to circular economies, from Farmer Managed Natural Regeneration to new trade models based on degrowth, people are actively redesigning the world to engender environmental justice. Now more than ever, as the geopolitical context rapidly changes and instability, conflict and militarisation are on the rise, environmentally just practices and processes provide people livelihoods and stability. They offer hope and an outlook for the future.



Environmentally just practices and decision-making processes embody the core values of Both ENDS and act, implicitly, as a rejection of the extractivist, capitalist, patriarchal and exploitative status quo. As such, they are the seeds of the environmentally just future we are striving for. In Cameroon, Analog Forestry provides women the tools to assume leadership roles in local efforts to restore degraded ecosystems and care for land, water and forests. It enhances their resilience to climate change and improves food security, health and nutrition, while advancing gender and social justice. In Bangladesh, Community-based Tidal River Management builds on Indigenous knowledge as a way of living in harmony with the seasonal ebb and flow of rivers. In the Netherlands, Both ENDS and allies have developed a roadmap for a new agriculture and food production system that foregrounds issues of global food security and biodiversity restoration.

**Environmentally just practices
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Catalysing systemic change

Despite growing global interest in environmentally just practices and processes – reflected, for example, in the widespread adoption of locally-led adaptation principles – most of these practices still exist under the radar of policymakers: resources and policy support are woefully limited. In the realm of climate finance, for example, funding for women-led climate action dwarfs that made available to corporate actors, many of whom are responsible for the climate crisis in the first place. Both ENDS is committed to nurturing and increasing the visibility of environmentally just practices and processes so that they can grow and catalyse systemic change from the grassroots up. We will work to ensure that such practices and decision-making processes are widely recognised and supported by policymakers and funders,

and more widely adopted across the world. In close collaboration with partners, we will build evidence about the manifold benefits and impacts of these practices and processes for people and planet. By supporting peer-to-peer exchange and learning, we will foster transmission and adaptation of successful approaches to other localities and contexts.

Both ENDS is committed to nurturing environmentally just practices and processes so that they can grow and catalyse systemic change from the grassroots up.

The right conditions

An enabling environment is necessary to ensure that environmentally just practices and decision-making processes can flourish. This requires political power, progressive policies and financial resources. To that end, Both ENDS and partners will employ our experiences and evidence to increase knowledge and awareness of such practices and processes, and to advocate for the protection or expansion of supportive policies, laws and regulations. This includes designing new governance structures, and financial and trade systems founded on environmental justice principles, while countering actors and systems that stand in the way (see outcome 3). In parallel, we will engage governments, multilateral institutions and other funders to mobilise resources for the strengthening and upscaling of environmentally just practices and processes. Among other things, we will promote and support locally rooted socio-environmental grants funds, which are well versed in local and regional contexts, and provide effective and strategic financial and non-financial support to local communities and movements.



Strategic objective 3

Environmental injustice is countered and harm is addressed and healed

From free trade agreements to the primacy of gross domestic product, from Export Credit Agencies to fossil fuel companies, many systemic obstacles and powerful actors stand in the way of realising our vision of an environmentally just world. An essential part of our work is to counter these obstacles and actors, and address and heal the harm they cause so that people-led, environmentally just practices and decision-making processes can flourish.

Communities around the world face gross environmental and human rights violations, including forced displacement, dispossession and violence, as a result of extractivism and large-scale infrastructure projects, including those that are driving an unjust energy



transition. These destructive projects regularly involve Dutch, European and international multinationals and investors, often with the backing of public financial institutions. Precious public resources are increasingly being siphoned-off to support corporate interests.

Making the harmful impacts of the current system visible and demanding accountability

Both ENDS will continue to work closely with partner organisations to support communities in defending their rights. We will provide both financial and non-financial support to affected communities, including collaborating with them to monitor harmful projects, and to resist and counter threats or the incidence of human and environmental violations. We will do this by making use of complaint mechanisms, facilitating negotiations between communities and decision-makers, and calling out institutions involved in violations.

Both ENDS leverages its position and presence in the Netherlands, Europe and international spaces, to advocate toward economic actors on the need to comply with existing laws, directives, regulations, guidelines, and other national and international standards. Our long-term collective advocacy and pressure around specific cases has brought about important results at both the local level and in policy, such as FMO's divestment from the Agua Zarca dam project in Honduras and its policy to increase transparency for high-risk investments. We aim to expose and make injustice visible, so that the systemic nature of problems becomes clear and the urgent need for change is recognised. We advocate to ensure that Dutch, EU and key international policies are informed by the experiences and expertise of our partners.

We aim to expose and make injustice visible, so that the systemic nature of problems becomes clear.

Supporting care and collective healing

Extractive, agri-commodity and large-scale infrastructure projects are often linked to repression and reprisals towards people who dare to speak out against injustice. Both ENDS supports (women) environmental human rights defenders by amplifying their voices and increasing their visibility and access to decision-making bodies and international networks. Through our System of Care (see Objective 1), we provide support in response to immediate safety threats or the development of long-term safety management strategies.

In recent years, alongside support for collective security and well-being, we have learned from our partners about the importance of healing in response to harm and injustice, including bodily and psycho-social harm, as well as environmental destruction.

We have created spaces for women environmental human rights defenders to share their experiences of structural violence and articulate their needs. In the Niger Delta, we have supported communities in their efforts to restore the environmental destruction left behind by the retreating oil sector. In Suape, Brazil, we have supported communities to rebuild agroecological livelihoods in the wake of destructive land reclamation and port development. Going forward, we will step up our efforts to foster these kinds of collective care and healing processes for both people and ecosystems.

From our partners we have learned about the importance of healing in response to harm and injustice.

Organisational objective

Both ENDS reflects the values of the world we envision

Both ENDS supports movements that are transforming power relations so that people everywhere can influence and share in the benefits of political and economic processes.

To effectively create a sustainable, fair and inclusive world, we realise that it's crucial to analyse power – to examine who holds what kind of power and how they use it – and to work to recalibrate power as needed. We recognise that power – including its positive forms, such as the 'power with' and 'power to' bring about social change – is a crucial factor in the world around us, as well as in our own relationships, especially with partners.

Both ENDS is committed to working with partners in relationships based on integrity, equality and trust, where we recognise each other's expertise, actively learn together and cooperate toward shared goals. Recognising our position of power as an organisation based in the Global North, we embarked on an 'Examination of Power' process with partners. Through this process, we deepen our understanding on power including how we hold diverse forms of power, such as the power to connect and create new opportunities for partners; to mobilise financial resources and administer contracts; and to influence political agendas and key institutions.

We actively contribute to the world we envision by ensuring that our ways of working reflect the values we promote. We are committed to regularly reflecting and addressing power relations in all of our relationships, including with partners and donors, and internally within the organisation. This entails ongoing two-way communication, being ready and open to difficult conversations, and being willing to act on feedback. We value these conversations as being key to our self-organizing model and decentralized decision-making processes. We recognise examination of power as a continual process: our work is never finished. We aim to embed transparency, inclusion and trust in our ways of working, including in how we organise granting and reporting processes.

Both ENDS is committed to working with partners in relationships based on integrity, equality and trust.



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