



# OUR STRATEGY FOR IMPACT

HOW EJF IS PROTECTING  
PEOPLE AND THE PLANET

2022 - 2025



## **EJF BELIEVES WE ALL SHARE A FUNDAMENTAL HUMAN RIGHT TO A SECURE NATURAL ENVIRONMENT.**

Our investigations and grassroots partnerships expose threats to environmental justice. Our campaigns help to protect our natural world and defend human rights.

This Strategy gives an overview of our vision and the roadmap to achieve it, linking our investigations, campaigns and activist training to a clear, measurable impact on the ground.

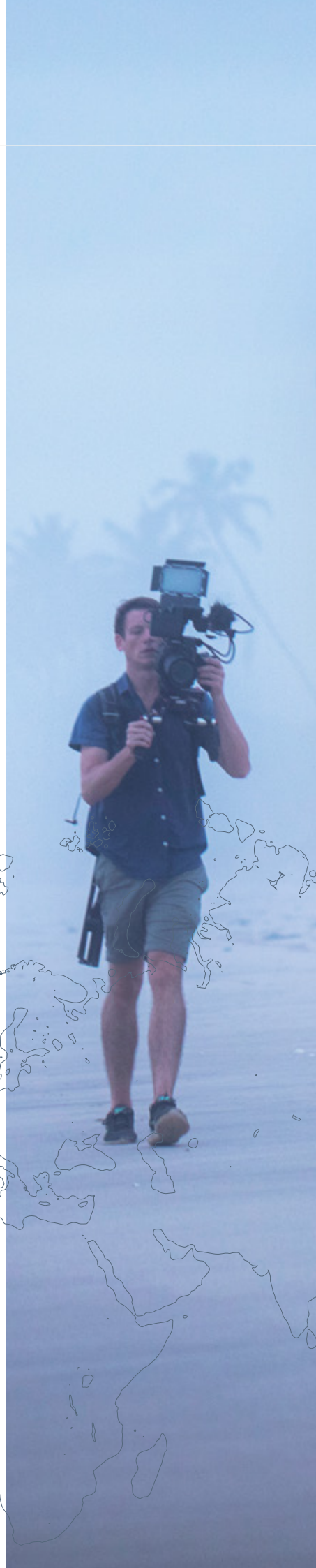


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# INTRODUCTION

Environmental security is a human rights issue. Not only are the health and resilience of our natural world critical to all humankind, everyone shares a fundamental right to a secure environment, providing food, freshwater, shelter, sustainable livelihoods and a host of other benefits.

Our health, social and economic well-being depends on our natural world's health, well-being, and resilience.

We believe in equity and justice and a need to respect, defend, and empower communities most at risk from the effects of a degraded environment. We campaign for environmental justice – to help amplify the voices and protect the people and communities unfairly burdened by global heating, biodiversity loss and ecological degradation.

**Our 2022 - 25 Strategy** reflects our determination and ambition to strengthen and expand our investigations, field projects, activist training and campaigns to protect the natural world and the associated human rights. We will apply our proven strategies and approaches to new issues and in new geographies, and by the close of 2025, we will have secured measurable progress and impact on people and our shared world.

## OUR MISSION IS TO PROTECT PEOPLE AND THE PLANET





# OUR VALUES

HONEST

INDEPENDENT

COURAGEOUS

COLLABORATIVE

IMPACTFUL

DYNAMIC

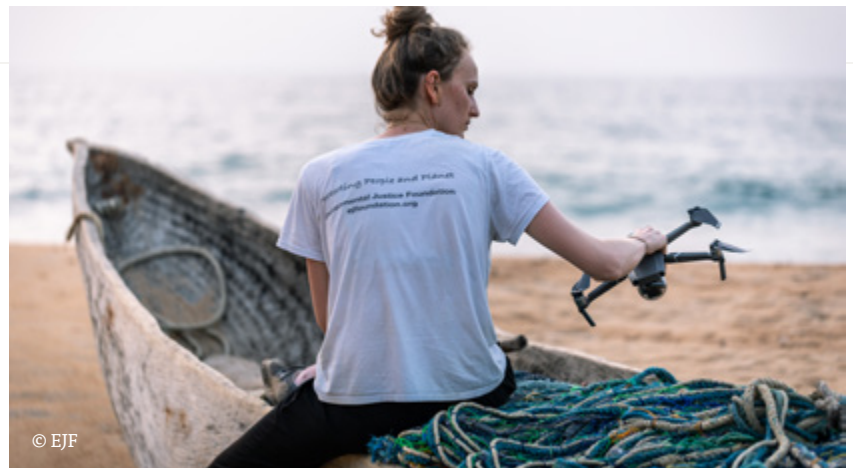
RESPONSIVE

INSPIRING

INCLUSIVE

INNOVATIVE

STRATEGIC



# WHAT MAKES EJP DIFFERENT?

**We lead by example. We are honest about what works and what doesn't.**

EJP is lean and dynamic - we deliver outcomes with determination, efficiency, and innovation. We commit to spending funds on achieving a cost-effective impact.

We know our investigations and films can bring ignored issues into the spotlight. We are a catalyst for change.

We know when to say 'no' - our strategies will never chase the zeitgeist or the funding.

We are informed, thoughtful risk-takers, exposing and challenging 'under the radar' issues in demanding and difficult places. We hold those who abuse our natural world accountable for their actions. We speak truth to power.

## AMBITION AND ACTION

The burden of environmental crises - a warming world and disappearing biodiversity - falls disproportionately and unfairly on communities that have done the least to cause them.

Over the next four years, our ambition - to reverse the crises and secure true environmental and climate justice - will be achieved by:

## INVESTIGATING THREATS TO THE NATURAL WORLD AND HUMAN RIGHTS

Local environmental problems increasingly demand global solutions. In remote areas and corrupt or challenging geographies, complex and hidden supply and investment chains - particularly those on the high seas - must be subject to far greater scrutiny and exposure.

EJP's investigations bring hidden issues into the light, holding governments and businesses to account.

- Our investigations will be world-leading, using film to gather hard-hitting evidence to build support and win arguments. Our investigations underpin campaigns to end the greed, ignorance, and indifference that too often shape our world.
- We will develop more tech and innovative means to gather evidence, working with grassroots partners and communities to roll out affordable, appropriate equipment that can gather the evidence that informs our campaigns and programmes.

## EMPOWERING, TRAINING AND SUPPORTING ENVIRONMENTAL DEFENDERS IN THE GLOBAL SOUTH

Protecting environmental defenders and amplifying their message is a crucial challenge for EJP over the next four years. We will expand our Activist Training Programme that provides equipment, skills and support to help communities document and expose environmental threats and advocate for sustainable, equitable futures.







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## CAMPAIGNING FOR ENVIRONMENTAL JUSTICE

Environmental injustice is the challenge of our times.

The destruction of the natural world - whether forests, wetlands or marine environments, our climate crisis or the unsustainable and inequitable use of pesticides, land or water - have a growing harmful impact on the most fundamental human rights. We must collectively give a voice to the planet's marginalised and vulnerable communities most affected by powerful economic interests and global demand for natural resources, including fossil fuels.

**Over the next four years**, EJF aims to become the 'go to' organisation, leading the way on environmental justice and reaching new audiences with a clear vision of hope, urgency, and ambition.

- **We will bring 'environmental justice' to new audiences** through thought-provoking, creative approaches and collaborations across existing campaigns and emerging issues.

- **We will make 'surgical' tactical interventions** at the highest levels of political decision-making to secure new laws, practical implementation and enforcement, and influence business leadership. We will broaden our leverage with policymakers and demonstrate the need for 'whole-of-government' approaches and strategic alliances with environmental justice at their core.
- **Our work will bring national issues to international attention** with a tactical focus on the EU, USA, the UK and Japan and opportunities to leverage action and leadership from nations across the globe. We will be a driving force for political decisions and consumer, business and investor choices that make a measurable, tangible impact on the natural world.
- **We will be a catalyst for change** on emerging issues, building collaborations and expanding our geographic reach. We aim to stay 'ahead of the curve' and grow our influence and impact.
- **We will drive actions through business and policy** to strengthen effective legal, sustainable, and ethical trade and investment pathways.



NEW AUDIENCES



TACTICAL INTERVENTIONS



LEVERAGE GLOBAL ACTION



CATALYST FOR CHANGE



BUSINESS PATHWAYS



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# OUR CAMPAIGNS AND PROGRAMMES

Our core campaigns aim to protect oceans, wetlands, 'blue carbon', forests, biodiversity, and our global climate within our overarching goal of environmental justice.

Within each, we will bring investigations, grassroots action and high-level strategies that leverage more robust environmental governance, business and investor due diligence, transparency and traceability in global supply chains.

**In short, we will hold to account those responsible for environmental injustice.**



# OUR STRATEGY FOR A BLUE PLANET

Our vision is to sustain the marine environment, ocean biodiversity, and coastal livelihoods.

## OUR GLOBAL OCEAN

Our seas and ocean cover over 70% of the Earth's surface, contain 78% of animal biomass and produce more oxygen than all the world's forests, giving us our every second breath. The ocean provides a home to some 232,000 known species, with an unknowable amount yet to be discovered. Humankind has not explored an estimated 95% of our global ocean.

Our seas and ocean regulate our rainwater, drinking water, weather, climate and coastlines. Tens of millions of people depend directly on the oceans for food, employment, and income.

The world's seas and oceans together drive global systems that make the Earth inhabitable for humankind. They are the 'blue beating heart' of our planet.

**EJF CAMPAIGNS TO PROTECT PRECIOUS AND IRREPLACEABLE MARINE HABITATS AND BIODIVERSITY FROM ILLEGAL AND UNSUSTAINABLE FISHING, POLLUTION, DEEP-SEA MINING AND GLOBAL HEATING.**

## PROTECTING OCEAN BIODIVERSITY BY SECURING TRANSPARENCY, TRACEABILITY, AND GOOD FISHERIES GOVERNANCE

**Illegal fishing may account for around one-third of the global seafood catch.**

Fishing fleets competing for dwindling global fish populations may use illicit tactics to target protected species and enter restricted zones. Illegal fishing costs West Africa over \$1 billion each year and threatens food security for some of the poorest people on the planet. In addition, it undermines ocean conservation and makes sustainable fisheries unrealisable. Threatened wildlife, including whales and dolphins, turtles, sharks and rays and countless bird species, are caught and killed alongside the target fish. Unscrupulous illegal fishing fleets are also linked to appalling human rights abuses, including violence, murder and people trafficking.

Driven by ever-rising global demand, illegal fishing operators exploit enforcement failures and use corrupt means to secure access to the fisheries that underpin their lucrative, illicit trade.

There must also be an end to the \$35 billion of public money given as subsidies to commercial fisheries each year. After two decades, negotiations have successfully concluded for a new treaty to curb harmful fisheries subsidies, taking us a significant step closer to ending the injustice of harmful fisheries subsidies.

**EJF is dedicated to securing good fisheries governance.** We investigate illegal fishing and campaign for legal, sustainable fisheries and good governance underpinned by transparency and traceability throughout global seafood supply chains. We campaign for fishing nations, industry and international markets to eradicate illegal fishing and end the sale of illicit seafood.



Central to our vision is the accelerated adoption and implementation of our 10 Transparency Principles that will help ensure that we can all know who is fishing what, how and where and stop the 'pirate' fishers in their tracks. By controlling illegal fishing, we will help protect marine biodiversity and the fish populations that coastal communities depend on for their survival.

#### **EJF WILL:**

- Expand our investigations in West Africa and Asia, working at sea and on land to identify, track, and stop illegal fishing vessels, owners, and illicit supply chains. We will deepen our intelligence-gathering and satellite monitoring of fishing vessels and combine this with information gathered by investigations and grassroots collaborations to provide irrefutable evidence for decision-makers. Our advocacy makes a strong case for governments to introduce policies, legislation and effective enforcement to end illegal fishing and step-up efforts to build cross-border cooperation and information-sharing.
- Train and support activists and provide appropriate tech to gather and share strong evidence of abuses at sea and the impacts on people and wildlife.

In addition, we will develop a new smartphone app and roll out its use through new partnerships and collaborations in West Africa, Asia and other regions.

- Develop our advocacy in Africa and Asia, engaging national governments and leveraging the adoption of our 'Transparency Principles'. We will call for national and regional leadership in strategic fishing countries, including South Korea, Taiwan, Indonesia, Ghana, and Thailand. We will also look to replicate our approach in Latin America and Europe, contributing new evidence, analysis and recommendations that demonstrate clear links between fisheries and markets.
- Campaign to leverage change in market states, including the EU, USA, and Japan which comprise around 70% of the global seafood market. We will promote policies to harmonise transparency requirements and leadership regionally and internationally.
- Strengthen calls for governments to end public subsidies for industrial fisheries that deplete biodiversity and marine ecosystems.





## PROTECTING BLUE CARBON

### A future for marine biodiversity and our global climate

Blue carbon is the carbon stored in marine and coastal ecosystems. From microalgae to the blue whale, from kelp forests, tidal marshes, seagrass meadows and mangroves, 'blue carbon' is one of Nature's solutions to climate change. Our seas and oceans play a vital role by absorbing around one-third of the carbon dioxide humankind releases into the atmosphere. The sea underpins our climate system and keeps our planet habitable. Blue carbon ecosystems provide carbon mitigation services free of charge, but they are undervalued, exploited and ignored by policymakers. Blue carbon is a proven, effective carbon capture and storage solution – we must protect it.

EJF calls on governments and the EU to recognise the critical importance of blue carbon and commit to '30x30' – the global campaign to protect at least 30% of the world's surface – land and ocean – by 2030.

#### **EJF WILL:**

- Call for action to halt the decline in marine biodiversity and habitats caused by international demand for seafood. We will challenge the fish

meal industry – which converts wild marine fish into food for farmed fish, shrimp and livestock – to meet science-led sustainability targets and demonstrate transparency in their supply chains.

- Investigate destructive 'bottom trawl' fishing in the Mediterranean, one of the world's most important marine biodiversity hotspots. With 80% of the stocks assessed considered outside of 'biologically safe limits', the Mediterranean is known as the world's most overfished sea.
- Campaign for governments to limit, prohibit and phase out bottom trawling, providing support to decommission vessels and support sustainable alternatives.
- Support the designation of marine protected areas ('30x30') that fully respect the needs of traditional users and coastal communities, who can, in turn, play a vital role in ensuring that MPAs are not simply 'paper parks' or for the benefit of the few.
- Call for an urgent action plan within the EU that gives a realistic, adequately resourced route to meeting the 30x30 target for protected areas.
- We will campaign to protect mangroves, seagrasses and other marine and coastal habitats and highlight the need for community-led projects to restore habitats crucial to blue carbon, biodiversity and coastal livelihoods.





## PROTECTING THE DEEP

The high seas (the area beyond national boundaries) cover two-thirds of the planet's surface and produce half of the Earth's oxygen. Only 1% is protected.

### EJF WILL:

- Campaign with international partners to secure a Global Ocean Treaty that will, for the first time, protect the high seas from harmful fishing, unsustainable development, and deep-sea mining.
- Advocate for the EU Commission and the Member States to cease funding either the development of mining technologies or explorations of deep-sea mining.
- Investigate the finance and commercial interests promoting deep-sea mining and work to ensure that no public money goes to further this high-risk sector.
- Call for far greater transparency within the International Seabed Authority (controlling and regulating mining within the high seas) and a global moratorium on deep-sea mining.

**WE ARE INFORMED,  
THOUGHTFUL RISK-  
TAKERS, EXPOSING AND  
CHALLENGING 'UNDER  
THE RADAR' ISSUES  
IN DEMANDING AND  
DIFFICULT PLACES.**

## REVERSING THE PLASTIC IN OUR OCEANS

### Making the Seas 'Net Free'

Around 8 million tonnes of plastic enter the ocean every year. While most of this originates on land, discarded nylon fishing nets and other gears pollute our seas, becoming 'ghost gears' that entangle countless animals, including endangered turtles, sharks, seabirds, and whales.

EJF is piloting projects in Thailand and Ghana that engage coastal communities to collect discarded fishing nets, creating a source of local income from recycled nylon.

- Net Free Seas will expand its outreach and train fishing communities and volunteer divers to collect nylon fishing nets. We will ensure that recycled nets are used in innovative products and create a new income stream for coastal communities.
- Over the next four years, Net Free Seas will expand coverage in Thailand and develop a pilot project in Ghana and potentially elsewhere in west Africa.





# OUR STRATEGY FOR CLIMATE CHANGE

## Communicating the Need for a Transition to a Zero Carbon World

Our vision is to ensure our shared and equal human right to a liveable planet.

Climate breakdown is the issue of our time. It presents an existential threat that jeopardises the fundamental human rights of millions of people while destroying our planet's critical natural environment and biodiversity.

As extreme weather events escalate in number and intensity, we have an urgent moral obligation to act. The science is precise: no one of credibility or substance now questions it. Moreover, the economic rationale – investing in a swift transition to zero carbon – is also compelling. A zero-carbon future will be the most significant cost saving of all time.

Despite the challenges, it is not too late to act, to roll back the worst impacts of our heating world. We know that the financial, technological, and logistical capabilities already exist: what is needed now, above all, is political will and, with it, ambitious leadership.



Abbie Trayler-Smith / Panos Pictures





**EJF WILL:**

- Demand effective, urgent climate justice and protect those who contributed least to our heating world but are first and worst impacted by its deadly impacts. We will partner with grassroots climate activists, reporters and researchers, helping amplify messages of concern and hope and bringing their voices to the attention of decision-makers. We will also film interviews with world leaders explaining the critical threats to their nations and people.
  - Campaign for legal protection for climate refugees, using a gap analysis produced by a *pro bono* legal team to build support amongst policymakers, beginning in the EU.
  - Train and support partners and use film to communicate the impact of climate change on fundamental human rights, creating human stories that elicit empathy and hope.
- 'Missing Voices' gives a human face to climate change's profound impact on fairness, justice, and equity. We will show that climate change is not 'over there and in the future' but is already here and affecting everyone. 'Missing Voices' will combine activist training with investigations and film commissions that gather testimonies from the people and communities at most significant risk from a warming world.
- Campaign for swift, effective climate mitigation, focusing on renewable energy, divestment from fossil fuels, and call out the public subsidies and financial support for fossil fuels, focusing on ending coal production in and imports to the EU.
  - Investigate carbon-intensive supply chains, including fashion, meat, seafood and soy, promoting swift and decisive action by policymakers, industry, investors and consumers.

**AN AVERAGE OF 21.5 MILLION PEOPLE HAVE BEEN FORCIBLY DISPLACED BY WEATHER-RELATED EVENTS – SUCH AS FLOODS, STORMS, WILDFIRES AND EXTREME TEMPERATURES – EVERY YEAR SINCE 2008.**

**FASHION IS RESPONSIBLE FOR  
4% OF GLOBAL GREENHOUSE  
GAS EMISSIONS.**





# OUR STRATEGY TO EMPOWER AND PROTECT ENVIRONMENTAL DEFENDERS

## An activist training programme

Our vision is for environmental activists and journalists to have access to the skills and equipment that help amplify their message of hope.

**EJF IS COMMITTED TO PROVIDING PRACTICAL SUPPORT FOR ENVIRONMENTAL DEFENDERS, FOCUSING ON THOSE WORKING TO PROTECT OCEANS AND WILDLIFE, AND HALT CLIMATE CHANGE.**

EJF will foster the work of grassroots partners where they are needed most, supporting environmental defenders and communities and helping to build participation and local 'ownership' of solutions. We aim to strengthen environmental leadership and help amplify grassroots voices and their impact.

### **EJF WILL:**

- Strengthen environmental leadership through bespoke, targeted training, donating essential equipment, including drones, smartphones, video and camera kits, and working with partners to help them document and expose threats to their natural environment.
- Help activists gather and share evidence and plan effectively for media, communications and campaigns that amplify their concerns and reach the decision-makers that matter, locally and internationally. In addition, we will help partners create effective strategies and outreach across multiple platforms to engage local and international support from the public, media, industry and policymakers.
- Expand the training to include journalists (such as those in Indonesia), helping them plan investigations and gather compelling interviews.





- Our dedicated Environmental Defenders Coordinator will foster partnerships and ensure that our updated training materials - manuals and films - are also versioned in multiple languages. In addition, we'll ensure that all our training materials are made available as open access resources in a new digital hub.
- Develop technical innovations and update the DASE smartphone app and database to have greater functionality and reach. DASE enables fishermen to report illegal fishing and pinpoint critical habitats such as turtle nesting beaches.
- We know that strengthening the effectiveness and raising the profile of activists, journalists, 'whistleblowers', informants, and communities can increase risks to personal safety. As an integral part of the expanded programme, we will redouble our efforts to ensure personal safety and security, including providing and training on equipment to mitigate threats. In addition, we will support risk mitigation strategies to keep people safe.



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**WE AIM TO STRENGTHEN  
ENVIRONMENTAL LEADERSHIP  
AND HELP AMPLIFY GRASSROOTS  
VOICES AND THEIR IMPACT.**



# SUSTAINING AND GROWING OUR GLOBAL IMPACT

This strategy aims to sustain high-calibre campaigns that deliver substantial, measurable impact at low cost and outstanding efficiency.

Implicit in all we do is our ambition to build EJF's operations and brand without allowing institutional imperatives to take precedence over cause-related ones.

We will strengthen the institutional culture and reiterate the need for our work to be high-impact.

EJF currently has teams of investigators, campaigners, film producers and community activists across **four continents**:

<b>BELGIUM</b>	<b>GHANA</b>	<b>SENEGAL</b>
<b>BRAZIL</b>	<b>INDONESIA</b>	<b>SOUTH KOREA</b>
<b>CAMEROON</b>	<b>JAPAN</b>	<b>TAIWAN</b>
<b>FRANCE</b>	<b>LIBERIA</b>	<b>THAILAND</b>
<b>GERMANY</b>	<b>PHILIPPINES</b>	<b>UK (GLOBAL HQ)</b>

With a new German Government in place, we are committed to building our team in Berlin to capitalise on this opportunity.

A pro bono legal team is in the process of establishing EJF Inc in the USA, and we will begin our operations there by 2023. As of 2022, there are 66 EJF staff members globally, projected to increase to 80 by 2023.





A photograph of four men walking along a dirt path in a coastal or rural area. They are wearing white t-shirts with the EJF logo and the text 'SAVING SEA TURTLES for better fisheries' and 'Protecting People and Planet'. The path is littered with plastic waste, and there are trees and foliage in the background.

**EJF CURRENTLY HAS TEAMS OF  
INVESTIGATORS, CAMPAIGNERS,  
FILM PRODUCERS AND COMMUNITY  
ACTIVISTS ACROSS FOUR CONTINENTS.**

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## DELIVERING THE FUNDING TO MEET OUR AMBITIONS

**EJF will double our income over the next five years (2022 - 2026).**

Nevertheless, we will not pursue financial growth for 'its own sake', and we are committed to building an internal culture that understands that funding will never take precedent over impact.

- Diversify our income sources and increase our unrestricted income. We are investing in expanding our public reach, driving donations and developing innovative events and partnerships, such as the Guardian newspaper's Christmas Appeal for Climate Action (December 2021), which raised over £230,000 for our climate campaign.
- Secure new funding from the USA and develop opportunities for government-led financing (Europe and US), building on already strong relationships and visibility with in-country programme staff in West Africa and Asia.
- Monitor our programmes and instil an internal culture to ensure EJF delivers significant cost-efficiencies and effectiveness across all of our work.



## A WORLD-LEADING CAMPAIGN TEAM

EJF will develop and expand our dedicated, professional and enviable international team, focusing on retaining staff and investing in their skills that drive our global impact.

- Develop the campaign, communications and film teams and their management and coordination to strengthen EJF's 'backbone'. The growth follows new, upgraded roles in finance, HR and resources, enabling the senior leadership team to delegate administrative tasks and instead prioritise strategic direction, high-level campaign, policy and investigative needs, and overarching governance and engagement with funders.
- Recruit researchers and campaigners in strategically important countries, scaling and replicating our approaches and developing strong regional and international networks that work collaboratively towards shared aims.
- Grow the film and investigative teams internationally to ensure that expertise is available immediately to respond swiftly to local needs and opportunities.
- Commission overseas filmmakers, researchers and photographers who can react to local issues or events.

## COMMUNICATING ENVIRONMENTAL JUSTICE TO GLOBAL AUDIENCES

- Review our digital and film communications to ensure that we reach the right audiences: influence is key to the success of our comms outputs. We will continue to develop opportunities to access high-level decision-makers in industry, governments and other influential organisations. A comms professional will be recruited in Germany to support the growing campaign team.
- Invest in new equipment and tech, including smartphones/apps, film, drone, and camera equipment, enabling the gathering of unique footage and evidence embedded in our renewed focus on environmental defenders and grassroots partnerships.
- Share our evidence, create compelling narratives and human stories, strengthen our relationships with journalists and media outlets to nuance our messages, and prioritise the priority media platforms that can influence change in critical areas.
- Enhance EJF's visibility by securing pro bono support to make EJF's 'brand' and programmes more readily recognisable in the UK and overseas.







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