

# **RULES OF PROCEDURE**

**FOR**



**FOUNDATION FOR  
ENVIRONMENTAL EDUCATION**

June 2021

**Preamble:**

These Rules of Procedure provide further clarity and details of the interpretation and implementation of FEE's Articles of Association. Accordingly, the Rules of Procedure do not duplicate issues covered by the Articles of Association.

Furthermore, should there be any conflict between the Rules of Procedure and the Articles of Association, the Articles of Association shall prevail.

Should there be a dispute, or should any matter call for a decision to be made which is not provided for in the Articles of Association, or by the Rules of Procedure, such matters will be decided by the Board, the decision of which shall be final and binding upon FEE and its Members.

Changes to the Rules of Procedure must be agreed upon by the FEE General Assembly.

# PART A

## RULES OF PROCEDURE FOR GENERAL ASSEMBLY AND BOARD OF DIRECTORS

### 1. RULES OF PROCEDURE FOR THE GENERAL ASSEMBLY

- 1.1 The agenda, with enclosures, will be sent out at least 21 days before a General Assembly.
- 1.2 The agenda for a General Assembly should contain at least the following points:
  - a. Approval of the agenda
  - b. Apologies for absence
  - c. Minutes of the last meeting
  - d. Matters arising
  - e. Reports:
    - FEE's Activity Report for the period since the last General Assembly
    - FEE's Activity Plan for the period until the next General Assembly
    - FEE's Financial report (accounts, budget, annual fees) for the period since the last General Assembly and until the next General Assembly
  - f. New developments
  - g. Membership
    - Approval of new members
    - Confirmation of existing members
  - h. Election
    - President (when appropriate)
    - Board of Directors
- 1.3 The members of the Board of Directors, other than the President, are elected by the General Assembly following Article 24.1 in the Articles of Association. The candidate that wishes to stand for election must be representing a Full member organisation. To be eligible for election onto the Board of Directors, the candidate must have been proposed and seconded in writing by a Full or Associate member and must have received written support from the Full member organisation of which the candidate is a representative. The nomination for Board of Directors must take place no later than three weeks before a General Assembly (using the nomination form prescribed by the Board from time to time).
- 1.4 The nominated candidate must attend the General Assembly at which the election is to take place, to be considered for election. In exceptional circumstances, and upon a request from the candidate, the Board will request the General Assembly to vote on whether to allow the candidate to be absent.
- 1.5 The election of the members for the Board of Directors is decided by ballot. For a voting form to be valid, it must contain the number of names corresponding to the number of vacancies on the Board of Directors. Should it happen that the number of candidates standing for election equals or is less than the number of vacancies, the General Assembly will be requested to approve all the candidates standing for election. Each Full member organisation will receive two voting forms and each Associate member organisation will receive one voting form.

- 1.6 The President is elected by the General Assembly following Article 24.1 in the Articles of Association. Any candidate wishing to stand for election must be proposed and seconded in writing by a Full or Associate member. If the candidate holds an official paid or unpaid position in a member organisation, the candidate must have received written support from the organisation. The candidate must submit a completed nomination form to the FEE Head Office one year in advance of the election. The nominated candidate for President must attend the General Assembly at which the election is to take place to be eligible for election. In exceptional circumstances, and upon a request from the candidate, the Board will request the General Assembly to vote on whether to allow the candidate to be absent.
- 1.7 The election of the President is decided by ballot. For a voting form to be valid, it must contain the name of only one candidate. Each Full member organisation will receive two voting forms and each Associate member organisation will receive one voting form.
- 1.8 Observers are allowed at the General Assembly if permitted by the Chairperson.
- 1.9 Draft Minutes of the General Assembly will be produced by the FEE Head Office and circulated within one month of the meeting. Comments and objections to the draft minutes are to be submitted to the FEE Head Office within one month after circulating the draft minutes. The minutes will be approved at the next General Assembly, and the Chairperson of the General Assembly signs the minutes.

## **2. RULES OF PROCEDURE FOR THE BOARD OF DIRECTORS**

- 2.1 Board members must be provided with the information about Board meetings (time, location, and draft agenda) at least 21 days before the Board meeting, in accordance with Article 32.3 in the Articles of Association, unless a Board meeting is called as a matter of urgency in accordance with Article 32.4 in the Articles of Association.
- 2.2 The first Board of Directors meeting after the General Assembly should have at least the following points on the agenda:
  - a. Approval of the agenda
  - b. Apologies for absence
  - c. Constitution of the Board of Directors (including the appointment of a Vice President)
  - d. Completion of "Conflicts of Interest" forms
  - e. Any other business
- 2.3 Ordinary Board of Directors meetings should have at least the following points on the agenda:
  - a. Approval of the agenda
  - b. Apologies for absence
  - c. Declaration of conflicts of interest
  - d. Minutes of the last meeting
  - e. Matters arising
  - f. Activity reports
  - g. Financial reports
  - h. New developments
  - i. Membership activities and applications

- j. Any other business
- 2.4 Extraordinary Board of Directors meetings should have at least the following points on the agenda:
- a. Approval of the agenda
  - b. Apologies for absence
  - c. Declaration of conflicts of interest
- 2.5 The Board meetings immediately before the General Assembly should have at least the following on the agenda:
- a. Approval of the agenda
  - b. Apologies for absence
  - c. Declaration of conflicts of interest
  - d. Reports (if applicable)
  - e. General Assembly
  - f. Any other business
- 2.6 Reports and items to be presented by members of the Board of Directors must generally be sent to the FEE Head Office at least 21 days before the Board of Directors meeting. The reports and items must follow the standard format for reporting. Reports and major items for discussion requiring decision will be circulated with the final agenda at least 14 days before the Board of Directors meeting. The Board can allow a shorter deadline. If an extraordinary Board of Directors meeting is called, this will be done in accordance with Article 32.4 of the Articles of Association.
- 2.7 Draft minutes from the Board of Directors meetings will be circulated by the FEE Head Office within one month after the meeting and not later than 7 days before the next Board of Directors meeting (unless the next meeting is an extraordinary meeting, or two meetings immediately follow each other).
- 2.8 The final minutes of a Board of Directors meeting will be approved at the next upcoming ordinary Board of Directors meeting and signed by the Chairperson of the Board.

## **PART B**

### **RULES OF PROCEDURE FOR MEMBERS OF FEE**

#### **3. RULES OF PROCEDURE FOR FULL MEMBERS**

- 3.1 A Full member of FEE is a national organisation that has been upgraded from associate membership as approved by the Board of Directors and confirmed by the General Assembly (in accordance with Article 8.2 of the Articles of Association) to a) represent FEE and its programmes, b) have national responsibility for all FEE brands in the country concerned, and c) run FEE programmes in the country in which the organisation is situated. Generally, there can only be one Full/Associate member in each country.
- 3.2 The Full member organisation can generally only run FEE programmes within its own country. In the case of disputed areas, FEE follows the decision of the United Nations in terms of territory affiliation.
- 3.3 The Full member organisation is responsible for implementing and running at least two programmes following the guidelines issued by the FEE Head Office. The organisation is strongly encouraged to implement additional FEE programmes. If the organisation is not interested in running a specific programme, it is encouraged to work towards engaging another organisation as an Affiliate member organisation to run that programme.
- 3.4 In the case of an Affiliate member organisation being appointed in a country to run a FEE programme (see Article 6.2.2 of the Rules of Procedure), the Full member organisation still maintains the overall responsibility towards FEE for the representation of the FEE brands in the country. The FEE Head Office must be consulted in case of a Full member organisation wishing to terminate membership for the Affiliate member organisation.
- 3.5 The Full member organisation can only outsource the management of FEE programmes and projects to other entities nationally or locally after agreement with the FEE Head Office.
- 3.6 The Full member organisation is responsible for complying with FEE's financial and technical requirements/policies.
- 3.7 The Full member organisation is responsible for securing financial sustainability for the implementation of the FEE programmes that it runs nationally.
- 3.8 The Full member organisation is responsible for establishing the networks with the public sector as well as the private sector and NGOs, necessary to effectively deliver the FEE programmes that it runs nationally.
- 3.9 The Full member organisation will, whenever possible, ensure growth and development of the FEE programmes it is running while maintaining a high quality of implementation.
- 3.10 The Full member organisation must be representing FEE and running the FEE programmes and activities without direct or indirect discrimination, including but not limited to gender, sexual orientation, ethnic origin, race, or religion.
- 3.11 The Full member organisation must have its membership reviewed every four years.

- 3.12 The Board of Directors can at any time within the four years require a Full member to undertake a membership review.
- 3.13 The Full member organisation must, within the set deadline, complete the Membership Review Document as determined by the Board of Directors.
- 3.14 The Full member organisation must, after the membership review, have its membership confirmed by the Board of Directors. Should a Full member organisation no longer comply with the requirements, in accordance with Article 12 of the Articles of Association, the Board of Directors may decide that the Full member is to be reclassified as an Associate member or to have the membership suspended. The decision must be confirmed at the next upcoming General Assembly.
- 3.15 The Full member organisation is expected to attend the General Assembly and has two votes (provided that any debt to FEE has been settled and approved by the Board of Directors).

#### **4. RULES OF PROCEDURE FOR ASSOCIATE MEMBERS**

- 4.1 An Associate member of FEE is a national organisation that has been approved by the Board of Directors and confirmed by the General Assembly (in accordance with Article 9.1) to a) represent FEE and its programmes, b) have national responsibility for all FEE brands in the country concerned, and c) run FEE programmes in the country in which the organisation is situated. Generally, there can only be one Full/Associate member organisation in each country.
- 4.2 The Associate member organisation can generally only run FEE programmes within its own country. In the case of disputed areas, FEE follows the decision of the United Nations in terms of territory affiliation.
- 4.3 The Associate member organisation is responsible for implementing and running at least one FEE programme following the guidelines issued by the FEE Head Office.
- 4.4 The Associate member organisation is required within 3-5 years of associate membership to have implemented at least two FEE programmes and to have secured the financial and administrative capacity required for seeking full membership.
- 4.5 If the organisation is not interested in running a specific FEE programme, it is encouraged, in consultation with the FEE Board of Directors, to work towards engaging another organisation as an Affiliate member organisation to run that programme.
- 4.6 In the case of an Affiliate member organisation being appointed in a country to run a FEE programme (see Article 6.2.2 in the Rules of Procedure), the Associate member organisation still maintains the overall responsibility towards FEE for the management of FEE brands in the country. The FEE Head Office must be consulted in case of an Associate member organisation wishing to terminate membership for the Affiliate member organisation.
- 4.7 The Associate member organisation can only outsource the management of FEE programmes and projects to other entities nationally or locally after agreement with the FEE Head Office.

- 4.8 The Associate member organisation is responsible for complying with FEE's financial and technical requirements/policies.
- 4.9 The Associate member organisation is responsible for securing financial sustainability for the implementation of the FEE programme(s) that it runs nationally.
- 4.10 The Associate member organisation is responsible for establishing the networks with the public sector as well as the private sector and NGOs, necessary to effectively deliver the FEE programme(s) that it runs nationally.
- 4.11 The Associate member organisation will, whenever possible, ensure growth and development of the FEE programme(s) it is running while maintaining a high quality of implementation.
- 4.12 The Associate member organisation must be representing FEE and running the FEE programmes and activities without direct or indirect discrimination, including but not limited to gender, sexual orientation, ethnic origin, race, or religion.
- 4.13 The Associate member organisation will have a mentor appointed by the Board of Directors to support its efforts to reach Full membership.
- 4.14 The Associate member organisation must have its membership reviewed annually.
- 4.15 The Associate member organisation must, within the set deadline, complete the Membership Review Document as determined by the Board of Directors.
- 4.16 The Associate member organisation must, after membership review, have its membership confirmed by the Board of Directors. Should an Associate member organisation no longer comply with the requirements, in accordance with Article 12 of the Articles of Association, the Board of Directors may decide that the Associate member organisation should have its membership suspended. The decision must be confirmed at the next upcoming General Assembly.
- 4.17 The Associate member organisation is expected to attend the General Assembly and has one vote (provided that any debt to FEE has been settled and approved by the Board of Directors).

## **5. APPLICATION FOR ASSOCIATE MEMBERSHIP OF FEE**

### **5.1 Associate Membership criteria:**

The applicant organisation should generally fit the following profile:

- A non-governmental and non-profit organisation
- Has a registered legal status in the country of membership
- Has nationwide operations within their country
- Has capacity to run at least two FEE programmes within 3-5 years of FEE membership
- Has capacity to secure sufficient funds to meet the obligations of FEE membership (membership fee and programme levy, costs of running of FEE programmes nationally, participation in international FEE meetings, etc.)
- Has capacity to secure active participation in FEE and FEE programmes
- Demonstrates adherence to FEE's policies
- Has been in existence for at least three years



- Democratic and open to all and manages FEE programmes and activities without direct or indirect discrimination, including but not limited to gender, sexual orientation, ethnic origin, race, or religion
- Represents a country following decisions by the United Nations in terms of territory affiliation
- Is able to demonstrate that environmental education is one of its principal activities and that it will promote the vision, mission, values, environmental education, principles and activities of FEE
- Is able to appoint a primary contact person who knows about the NGO's activities and speaks English

## 5.2 Associate Membership application documents

An organisation wishing to become an Associate member of FEE must complete the standard application form and send it to the FEE Head Office together with the following supplementary documentation (where applicable) in English:

- Statutes
- Description/list of members
- Organisation structure chart showing job titles, reporting/managing lines
- Details of organisation staff, including, when possible, the names and qualifications of the staff who will oversee the FEE programmes
- Activity reports and plans showing the type of work the applicant organisation has undertaken and will be undertaking
- Audited or other approved financial reports for the last three years indicating sources of funding, currency, and exchange rate to Euro
- Provisional budget for the first year of the FEE programme indicating sources of funding, secured/non-secured funding, currency, and exchange rate to Euro
- Three-year time plan, including a budget, for the work connected with FEE membership
- A general plan of how a second FEE programme will be implemented and funded
- Signed letters of endorsement from Ministries of Environment and/or Education (or other relevant ministries)

The Board of Directors may request further information after evaluating the above-mentioned documentation. The Board of Directors also has the authority to exempt an applicant organisation from delivering all the required documentation listed above.

## 5.3 Associate Membership application procedure

- a. After initial contact between the applicant organisation and the FEE Head Office outlining the benefits and responsibilities of membership, the application organisation receives the membership application form.
- b. The applicant organisation completes the application form and returns it to the FEE Head Office together with all the required supplementary documentation.
- c. The applicant organisation pays the one-time non-refundable membership application fee.
- d. The FEE Head Office evaluates the application material, requests any additional information required and prepares an evaluation report with a summary of the received application and supplementary material.
- e. The evaluation and recommendation are forwarded to the Board of Directors for decision.

- f. In case of approval of membership, the applicant organisation must send the completed company application form and other documents as requested by FEE and pay the associate membership fee by the date provided by FEE's Head Office.
- g. The Board of Directors will issue the Associate membership certificate and the trademark licence following receipt of the membership application fee.
- h. The Board of Directors appoints a mentor to guide, support and evaluate the Associate member organisation during the associate membership period.
- i. The Associate member organisation, approved by the Board of Directors, will have its membership confirmed at the first upcoming General Assembly, and the new Associate member organisation must attend this General Assembly unless the Board of Directors decides that the Associate member organisation can be absent.

## **6. RULES OF PROCEDURE FOR AFFILIATE MEMBERS**

- 6.1 An Affiliate member of FEE is a national or international entity that is collaborating with FEE that has been approved by the Board of Directors and confirmed by the General Assembly (in accordance with Article 10.1 of the Articles of Association).
- 6.2 Affiliate membership of FEE is available to the following entities:
  - 6.2.1 A national organisation (not complying with the requirements for Associate membership) in a country without any other FEE member representation wishing to implement a FEE programme.
  - 6.2.2 An additional national organisation that, after agreement with the Full/Associate member organisation in the relevant country, implements one or more FEE programmes.
  - 6.2.3 Any other international/national organisation wishing to have a formal connection with FEE without implementing a FEE programme.
- 6.3 The Affiliate member of FEE represents FEE in the country concerned (in case of membership in accordance with Article 6.2.1 in the Rules of Procedure) and represents the FEE programme(s) it implements and has the responsibility for the brands of these programmes in the country concerned (in case of membership in accordance with Articles 6.2.1 and 6.2.2 in the Rules of Procedure).
- 6.4 There must be a standard cooperation agreement between FEE and the Affiliate member defining the nature of the collaboration. Where the Affiliate member organisation is a second national entity (in accordance with Article 6.2.2 in the Rules of Procedure), the cooperation agreement must be supported by the Full/Associate member organisation in the country concerned.
- 6.5 If the Affiliate member organisation oversees the implementation of a FEE programme or programmes (in accordance with Articles 6.2.1 and 6.2.2 in the Rules of Procedure), it can, generally, only run the FEE programme within its own country. In the case of disputed areas, FEE follows the decisions of the United Nations in terms of territory affiliation.
- 6.6 If the Affiliate member organisation oversees the implementation of a FEE programme or programmes (in accordance with Articles 6.2.1 and 6.2.2 in the Rules of Procedure), it must follow the guidelines issued by the FEE Head Office.
- 6.7 If the Affiliate member organisation oversees the implementation of a FEE programme or programmes (in accordance with Articles 6.2.1 and 6.2.2 in the Rules of Procedure), it

can only outsource the management of FEE programmes and projects to other entities nationally or locally after agreement with the FEE Head Office.

- 6.8 The Affiliate member organisation is responsible for complying with FEE's financial and technical requirements/policies.
- 6.9 If the Affiliate member organisation oversees the implementation of a FEE programme or programmes (in accordance with Articles 6.2.1 and 6.2.2 in the Rules of Procedure), it is responsible for securing financial sustainability for the implementation of the FEE programme that it runs nationally.
- 6.10 If the Affiliate member organisation oversees the implementation of a FEE programme or programmes (in accordance with Articles 6.2.1 and 6.2.2 in the Rules of Procedure), it is responsible for establishing the networks with the public sector as well as the private sector and NGOs necessary to effectively deliver the FEE programme that it runs nationally.
- 6.11 If the Affiliate member organisation oversees the implementation of a FEE programme or programmes (in accordance with Articles 6.2.1 and 6.2.2 in the Rules of Procedure), it will, whenever possible, ensure growth and development of the FEE programme it is running while maintaining a high quality of implementation.
- 6.12 The Affiliate member organisation must be representing FEE and running the FEE programmes and activities without direct or indirect discrimination, including but not limited to gender, sexual orientation, ethnic origin, race, or religion.
- 6.13 If the Affiliate member organisation is a national organisation not complying with the requirements for Associate membership in a country without any other FEE member representation (in accordance with Article 6.2.1 in the Rules of Procedure), the Affiliate member will have a mentor appointed by the Board of Directors to support its efforts in implementing a FEE programme as well as supporting FEE in identifying a national organisation that is willing to and can comply with the requirements for Associate membership.
- 6.14 The Affiliate member organisation must have its membership and cooperation agreement reviewed every four years.
- 6.15 The Board of Directors can at any time within the four years require an Affiliate member to undertake a membership review.
- 6.16 For an Affiliate member organisation being a national entity not complying with the requirements for Associate membership in a country without any other FEE member organisation (in accordance with Article 6.2.1 in the Rules of Procedure), the review of the membership and cooperation agreement is carried out annually.
- 6.17 The Affiliate member organisation must, within the set deadline, complete the Membership Review Document as determined by the Board of Directors.
- 6.18 The Affiliate member organisation must have its membership confirmed by the Board of Directors. Should an Affiliate member organisation no longer comply with the requirements in accordance with Article 12 of the Articles of Association, the Board of Directors may decide that the Affiliate member organisation should have its membership suspended. If the Affiliate member organisation is appointed as an

organisation implementing additional FEE programmes in a country with a Full/Associate member organisation (in accordance with Article 6.2.2 in the Rules of Procedure), the Full/Associate member organisation will be consulted in connection with the suspension of the Affiliate membership. The decision must be confirmed at the next upcoming General Assembly.

6.19 The Affiliate member organisation is entitled to attend the General Assembly at its own expense but without voting rights.

## **7. APPLICATION FOR AFFILIATE MEMBERSHIP OF FEE**

### **7.1 Affiliate Membership criteria**

The applicant organisation should generally fit the following profile:

- Has capacity to secure sufficient funds to meet the obligations of FEE membership
- Has capacity to secure active participation in FEE and FEE programmes (if appointed as an Affiliate member organisation in accordance with Articles 6.2.1 and 6.2.2 in the Rules of Procedure)
- Demonstrates adherence to FEE's policies
- Democratic and open to all and manages FEE programmes (if appointed as an Affiliate member organisation in accordance with Articles 6.2.1 and 6.2.2 in the Rules of Procedure) and activities without direct or indirect discrimination, including but not limited to gender, sexual orientation, ethnic origin, race, or religion
- Represents a country following decisions by the United Nations in terms of territory affiliation (where applicable)
- Is able to promote the vision, mission, values, environmental education, principles and activities of FEE
- Has a daily contact person who knows about the entity's activities and speaks English

### **7.2 Affiliate Membership application documents**

An organisation wishing to become an Affiliate member of FEE must complete the standard application form and send it to the FEE Head Office together with the following supplementary documentation (where applicable) in English:

- Statutes
- Description/list of members
- Structure chart showing job titles, reporting/managing lines
- Details of staff, including the names and qualifications of the staff who will be running the FEE programme
- Activity reports and plans showing the type of work the applicant entity has undertaken and will be undertaking
- Audited or other approved financial reports for the last three years indicating sources of funding, currency, and exchange rate to Euro
- Provisional budget for the first year of FEE membership showing financial support, secured/non-secured funding, currency, and exchange rate to Euro
- Three-year time plan, including a budget, for the work connected with FEE membership
- Cooperation agreement with FEE on the specific tasks related to the Affiliate membership (to be produced by the FEE Head Office)

The Board of Directors may request further information after evaluating the above-mentioned documentation. The Board of Directors also has the authority to exempt an applicant organisation from delivering all the required documentation listed above.

### 7.3 Affiliate Membership application procedure

- a. After initial contact between the applying organisation, the Full/Associate member organisation (where applicable) and the FEE Head Office, outlining the benefits and responsibilities of the membership, the applying organisation receives the membership application form.
- b. The applying organisation completes the application form and returns it to the FEE Head Office together with all the required supplementary documentation (including the cooperation agreement signed by applying organisation).
- c. The applying organisation pays the one-time non-refundable membership application fee.
- d. The FEE Head Office evaluates the application material, requests any additional information required and prepares an evaluation report with a summary of the received application and supplementary material.
- e. The evaluation and recommendation are forwarded to the Board of Directors for decision.
- f. In case of approval of membership, the applying organisation must send the completed company application form and other documents as requested by FEE and pay the affiliate membership fee by the date provided by the FEE Head Office.
- g. The Board of Directors will issue the Affiliate membership certificate and the trademark licence following receipt of the membership application fee.
- h. In the case of approval of Affiliate membership for a national entity not complying with the requirements for Associate membership (see Article 6.2.1 in the Rules of Procedure) in a country without any other FEE member representation, the Board of Directors appoints a mentor to follow the Affiliate member organisation during the affiliate membership period.
- i. The approved Affiliate member organisation must have its membership confirmed at the first upcoming General Assembly.

## 8. RULES OF PROCEDURE FOR HONORARY MEMBERS

- 8.1 Honorary members are individuals who have been closely involved in the work of FEE, in recognition of which they are invited to become Honorary members.
- 8.2 Honorary members are appointed by the Board of Directors with subsequent confirmation by the General Assembly as per Article 11.1 of the Articles of Association.
- 8.3 The Honorary membership must be reaffirmed by the Board of Directors every two years.
- 8.4 Honorary members may attend a General Assembly at their own cost and have no voting rights.

## 9. RULES OF PROCEDURE FOR MEMBERSHIP FEES AND OTHER FINANCIAL MATTERS

- 9.1 The FEE Head Office may from time to time and no less than once per year update the Financial Systems, which are available to all members in the FEE Handbook for member

organisations. The Financial Systems will guide on aspects not outlined within this document. In case of conflict with the Rules and Procedures, the Rules of Procedures take precedence.

- 9.2 Membership fees and levies are invoiced according to the Financial Systems.
- 9.3 Payments due from members are subject to a general payment notice period of 30 days.
- 9.4 Changes to memberships occurring mid-year will be calculated pro-rata.
- 9.5 In case of failure to pay membership fees and/or programme levies, the FEE Head Office may send reminders, which after the first reminder may include interest charges and late fees within legally permitted ranges, as further specified in the Financial Systems. After six months of unpaid fees/levies, the Member organisation concerned may have the Board initiate membership termination proceedings following Article 12.1.5 in the Articles of Association.
- 9.6 Member organisations entitled to and interested in claiming travel reimbursement for attendance at FEE meetings should submit their claims within two months of the meeting. Claims submitted after two months will be halved, and claims submitted after four months will not be met at all.
- 9.7 In the cases where FEE has decided to use one single provider of material for a FEE programme (e.g., flags), member organisations are committed to using the provider concerned and to ensure payments are made following the agreement between FEE and the provider. In this case, the FEE Head Office is, through a tender process, obliged to get the best possible deal for FEE and its members.

## **10. RULES OF PROCEDURE FOR THE TASK OF MENTORING**

- 10.1 The Board of Directors will appoint a mentor for each Associate member organisation and each Affiliate member organisation appointed as a member of FEE in accordance with Article 6.2.1 in the Rules of Procedure. New Associate member organisations and Affiliate member organisations will have a mentor appointed at the Board of Directors meeting approving the membership. At least once a year, mentor roles for Associate and Affiliate member organisations are to be agreed by the Board of Directors.
- 10.2 The aim of mentoring the Associate member organisation is to assist it to fulfil the aims of FEE and become a Full member organisation within 3-5 years. The mentor will inform the Associate member organisation about FEE and the FEE procedures, assist the Associate member organisation with organisational development, exchange information (including as to the availability of sources of grant funding), know-how and technical support for FEE activities, etc. The mentor will, in cooperation with the FEE Head Office, support the Associate member organisation in ensuring the full and appropriate implementation of at least two FEE programmes following the programme guidelines. The mentor will monitor the progress towards Full membership and report back to the Board of Directors on the matter. The FEE Mentoring Guide lays out more detailed information about the mentor function.
- 10.3 The aim of mentoring an Affiliate member organisation (appointed according to Article 6.2.1 in the Rules of Procedure) is to assist it to fulfil the aims of FEE, ensure appropriate implementation of a FEE programme as defined in the cooperation

agreement (in cooperation with the FEE Head Office) and identify an organisation to join FEE as an Associate member organisation within three years. The mentor will provide information about FEE and the work in FEE, assist the Affiliate member organisation with the exchange of information, know-how and technical/financial support for FEE activities, etc. The mentor will monitor the progress towards ensuring that an organisation applies for Associate membership and the mentor reports back to the Board of Directors on the matter. The FEE Mentoring Guide has more detailed information about the mentor function.

- 10.4 The mentor consults with the FEE Head Office ahead of a mentor visit/meeting. In case of a visit, FEE will cover the costs of the travel to and from the relevant country, whilst the host organisation is normally expected to cover the domestic costs of the mentor visit. After the visit/meeting, the mentor produces a report for the Board of Directors and for the organisation which has received the mentor visit/meeting. The FEE Mentoring Guide has more detailed information about the mentor visit/meeting.
- 10.5 The mentor function for an organisation ceases at the latest when an Associate member organisation is upgraded to become a Full member organisation, or when an Associate member organisation takes over the implementation of a FEE programme from an Affiliate member organisation.

## **11. RULES OF PROCEDURE FOR THE WORK IN PROGRAMME INTERNATIONAL STEERING COMMITTEES**

- 11.1 For the FEE programmes operated by, but not originally founded by FEE, the founders and FEE can agree that the highest decision-making authority for the programme is an International Steering Committee.
- 11.2 The International Steering Committee will have representation from FEE and from the founders of the programme. FEE and the founders of the programme can agree on other representatives in the International Steering Committee.
- 11.3 The FEE Board of Directors decides on the representatives of FEE in the International Steering Committee.
- 11.4 Decisions that are taken by the FEE representatives in the International Steering Committee that directly affect FEE (including its member organisations) or the FEE programme must be ratified by the FEE Board of Directors and/or General Assembly.
- 11.5 International Steering Committee meetings follow the general guidelines for notification, agenda, chairing and reporting as set by the Board of Directors.

## **PART C**

### **RULES OF PROCEDURE FOR THE FEE MANAGEMENT**

#### **12. RULES OF PROCEDURE FOR APPOINTING EMPLOYEES IN THE FEE HEAD OFFICE**

12.1 According to Article 30.1.9 in the Articles of Association, the Board of Directors appoints the Chief Executive Officer and monitors his/her performance.

12.2 The Chief Executive Officer is responsible for appointing staff to the FEE Head Office.

#### **13. RULES OF PROCEDURE FOR THE WORK IN THE FEE HEAD OFFICE**

13.1 The Chief Executive Officer is accountable to the Board of Directors following the FEE Articles of Association, FEE Rules of Procedures and other FEE policies and strategic documents as decided by the Board of Directors.

13.2 The Chief Executive Officer is the person with overall responsibility for personnel management, strategy management, general administration, financial administration, communication, and monitoring and evaluation.

#### **14. RULES OF PROCEDURE FOR THE WORK OF THE MEMBER ORGANISATIONS**

14.1 Generally, the programmes of FEE are implemented and administered nationally by the FEE member organisations.

14.2 The FEE member organisations appoint a National Operator for each FEE programme implemented and administered by the organisation at the national level.

14.3 The work with the FEE programmes nationally is done following the procedures laid out by the General Assembly, Board of Directors, International Steering Committees (where applicable) and the FEE Head Office.

14.4 The roles and responsibilities of the FEE member organisations and the FEE programme National Operators are outlined in Articles 22-23 of the Rules of Procedure.

14.5 There are additional documents of relevance for the member organisations indicated in the Annex to the Rules of Procedure.

#### **15. RULES OF PROCEDURE FOR PROGRAMME NATIONAL OPERATOR MEETINGS**

15.1 FEE programme National Operator Meetings will be organised to allow National Operators to come together to learn and share ideas. The following are the Rules of Procedure for programme National Operator Meetings:

- a. If the meeting is physical, the FEE Head Office ensures that programme National Operators are informed of the meeting, with an indication of time and place, four months in advance of the meeting. If the meeting is organised as a virtual meeting, the programme National Operators are informed two months in advance.



- b. Proposals for points for the agenda must be submitted at least four weeks in advance of the meeting.
- c. The final agenda together with relevant supporting documentation will be distributed to the programme National Operators at least two weeks in advance of the meeting.
- d. Participation in physical meetings is limited to one representative of each member organisation running the programme (the programme National Operator) unless special arrangements have been made with the FEE Head Office. The costs of any additional representative are to be covered in full by the relevant member organisation.
- e. The meeting is, whenever possible, chaired by a member of the Board of Directors.
- f. The programme National Operator Meeting can make recommendations regarding changes in the programme criteria and procedures to be presented to the Board of Directors and, where applicable, the International Steering Committee for the final decision.
- g. Within one month after the meeting, the FEE Head Office must circulate the draft minutes of the programme National Operator Meeting among the programme National Operators. Comments and objections to the draft minutes are to be submitted to the FEE Head Office within one month after circulation of the draft minutes. The FEE Head Office will within one month thereafter incorporate the comments and publish the final minutes of the programme National Operator Meeting among the programme National Operators.
- h. The attending programme National Operators can, after a physical meeting, claim travel reimbursement in accordance with Article 9.6 in the Rules of Procedure.

## **16. RULES OF PROCEDURE FOR OTHER MEETINGS IN FEE**

- 16.1 All other meetings in FEE must follow the general guidelines for notification, agenda, chairing and reporting as set by the Board of Directors.

## **PART D**

### **ROLES AND RESPONSIBILITIES**

#### **17. General Assembly**

- Confirm the overall policies and strategies of the organisation
- Approve changes in the Articles of Association and Rules of Procedure
- Approve changes to the brands of the organisation
- Approve the establishment of new programmes and critical changes in existing programmes of FEE
- Ratify activity reports for the past and coming period
- Ratify the financial reports for the past and coming period
- Ratify new members
- Ratify changes in membership
- Elect the President and Board of Directors
- Approve the dissolution of the organisation

#### **18. Board of Directors**

- Prepare agenda for the General Assembly meetings
- Establish the overall policies and strategies of the organisation
- Ensure strategic implementation and compliance with the overall policies and procedures of the organisation
- General day-to-day political management of the organisation
- Approve financial reports for the past and coming period (accounts, budgets, financial interim reports)
- Approve new membership
- Approve changes in membership status
- Ensure mentoring of the associate/affiliate member organisations and other visits to member organisations
- Appoint working parties
- Chair FEE meetings (National Operator Meetings, International Jury, etc.)
- Act as ambassadors for the organisation
- Appoint the Chief Executive Officer and monitor his/her performance
- Approve the creation of any new staff positions that report directly to the Chief Executive Officer

#### **19. President**

- (In addition to the above issues relating to all Board members)
- Chair (or delegate Chair) of General Assembly meetings and Board meetings
- Sign agreements with international partners of major political importance
- Ensure good liaison and communications between the members of the Board of Directors and the Chief Executive Officer
- Provide line management support for the Chief Executive Officer

#### **20. Chief Executive Officer**

- The Chief Executive Officer is accountable to the Board of Directors following FEE's Articles of Association, Rules of Procedure, and other approved policy/strategy documents

- The Chief Executive Officer is responsible for the execution of the following main areas of work: a) personnel, b) strategy, c) general administration, d) financial administration, e) communication, f) monitoring and evaluation, g) legal compliance, and g) other ad-hoc tasks
- The tasks include:

#### a. Personnel

- Employment of staff in the FEE Head Office
- Ensuring the employment contracts and office rules at the FEE Head Office are correct and implemented
- Managing and coordinating the activities of staff in the FEE Head Office
- Ensuring performance management of the staff (motivate, help, and guide staff to enhance their professional and personal development).

#### b. Strategy

- Preparing suggestions for the overall strategies, policies, and procedures of the organisation
- Ensuring implementation/compliance and reporting concerning the overall strategies
- Ensuring ongoing development of the FEE programmes/projects and creating synergy between the programmes/projects
- Linking with existing and potential international partners
- Ensuring representation of the organisation at high profile events

#### c. General administration

- General day-to-day administrative management of the organisation
- Ensuring the arrangement, preparation and follow-up from the General Assembly, the Board of Directors meetings, and other relevant FEE meetings
- Signing agreements and other official documents (where the signature of the President is not required)
- Ensuring compliance with legal requirements
- Appointing members to the Executive Team

#### d. Financial administration

- Preparing an annual budget for FEE to be presented to the Board of Directors for approval
- General day-to-day financial management of the organisation
- Ensuring the preparation of financial reports for the past and coming period (accounts, budgets, financial interim reports)
- Authorising expenditure up to an amount set by the Board of Directors
- Ensuring sufficient resources through fundraising
- Approval and signing of agreements with financial implications

#### e. Communication

- Ensuring good and clear line of communication between the members, Board of Directors, and the FEE Head Office
- Developing and executing the internal and external communication strategy of the organisation
- Ensuring production and dissemination of promotional material
- Ensuring compliance with, and defence of, the brand of the organisation
- Facilitating networking between the FEE programmes and the members of the organisation

#### f. Monitoring and evaluation

- Ensuring evaluation of new membership applications and existing membership
- Protection and control of the quality of programmes and standards
- Collecting data and evidence to monitor and evaluate the programmes/projects
- Ensuring the implementation of the overall environmental education policy in FEE
- Ensuring visits (including mentoring, control/audit visits, study visits, etc.), when appropriate, to member organisations and other relevant entities

## **21. Executive Team**

- Supporting and advising the Chief Executive Officer (or a replacement in his/her absence) in:
  - a. the work with Board matters
  - b. the work with financial matters
  - c. the development of and compliance with internal operating policies
  - d. addressing cross-functional administrative tasks/issues
  - e. overseeing, addressing, and discussing staff (HR) matters
  - f. other support requested by the Chief Executive Officer

## **22. Member organisations**

### a. Strategy

- Represent FEE and work to promote and raise the profile of FEE at the national, and where appropriate, international level
- Ensure support for FEE activities at the national level from relevant public authorities, the private sector, and the NGO sector
- Contribute to the development of the FEE programmes at the national and international level
- Ensure no encouragement of rival/competitor programmes to the FEE programmes

### b. General administration

- Ensure implementation and administration of the FEE programmes nationally
- Appoint and manage FEE programme National Operators and other staff and/or volunteers necessary for the successful implementation of the FEE programmes
- Ensure attendance at relevant FEE international meetings (General Assembly meetings, programme National Operator Meetings, etc.)
- Work to increase FEE activities at the national level
- Work following FEE's vision, mission and values, FEE Articles of Association, Rules of Procedure, and other international documents of FEE (see the Annex to the Rules of Procedure)
- Represent FEE and run the FEE programmes and activities without direct or indirect discrimination, including but not limited to gender, sexual orientation, ethnic origin, race, or religion
- Follow other decisions made by FEE
- Will not act in any way that affects the reputation or financial integrity of FEE negatively

### c. Financial administration

- Ensure financial sustainability for FEE programmes, implementation and maintenance of activities at the national level
- Ensure financial sustainability for international commitments (payment of membership fee, programme levy and participation in FEE meetings)

#### d. Communication

- Use the correct FEE logos (following FEE's branding guidelines) on all promotional materials whilst at the same time ensuring no outdated or incorrect logos, flags or other branded items are used
- Notify the FEE Head Office of any infringement of a FEE brand that comes to the member's attention
- Take all reasonable steps, on behalf of FEE, to defend the FEE brands at national level
- Ensure reference to FEE and FEE programmes in members' communication channels, where relevant
- Ensure the distribution of information regarding FEE activities to relevant national and local stakeholders
- Ensure an appropriate flow of information regarding FEE activities from the member organisation to the FEE Head Office
- Ensure an appropriate flow of information regarding FEE activities within the member organisation
- Share information of potential interest to other member organisations

#### e. Monitoring and evaluation

- Whenever possible, ensure the growth and development of the FEE programmes it is running while maintaining a high quality of implementation
- Support the work of the FEE Head Office in the monitoring and evaluation of the effects of FEE and the FEE programmes by providing quantitative data and qualitative information (in the format as requested by the FEE Head Office)

### **23. Programme National Operator**

#### a. Programme quality

- Ensure use of the correct FEE programme logo specifications in promotional material (as outlined in FEE's branding guidelines)
- Ensure that the FEE programmes and its logos are not used in inappropriate contexts
- Ensure a) complete knowledge of programme performance, b) feedback to programme participants on their performance; c) no operation of FEE programmes taking place without permission or without following FEE programme requirements
- Contribute to establishing a balanced and trustworthy national jury (where relevant) according to international guidelines, ensuring the integrity and independence of the decisions reached by the jury and that all aspects of the FEE programme are covered by expert advice
- Ensure that all decisions are taken following the vision, mission and values of FEE, FEE policies and FEE programme requirements

#### b. Programme development and support

- Where appropriate, support the member organisation in raising funds for programme implementation and maintenance activities at the national level
- Ensure training and quality service are provided to national programme participants. This training and service should include: a) general guidance and information about the implementation and maintenance of the FEE programme; b) feedback on the quality of the work of the programme participants, c) opportunities for mutual exchange and information sharing with other participants in the programme nationally
- Communicate with the FEE Head Office and other programme national operators on good practice, programme ideas and all planned developments
- Produce material that supports the implementation of the programme and share this with the FEE Head Office, where applicable

- Supply programme participants with guidance on how to meet the programme criteria
- Support the integration of the programme nationally in cooperation with stakeholders, e.g. developing the programme to complement national curricula
- Clearly state the obligations and requirements for the implementation of the programme
- Ensure that all processes, materials, and documentation follow the international guidelines
- Outline the processes for assessment and evaluation for the programme participants that require certification
- Ensure attendance at programme National Operator meetings and other relevant international meetings

c. Timely and effective reporting about the programme

- Provide regular information to the FEE Head Office as specified and agreed within each programme
- Communicate to the FEE Head Office about initiatives and activities that can harm the quality or reputation of the programme
- Fulfil other reporting tasks as directed by the group of programme National Operators, the FEE Head Office, the Board of Directors and/or the International Steering Committee (where applicable)

d. Ensure Effective and Positive Internal and External Communication

- Facilitate the exchange of experiences and information between programme participants
- Distribute information about the programme to relevant stakeholders and the public
- Represent and strengthen the programme brand positively
- Inform and engage relevant national authorities about the programme regularly
- Encourage participation in the public debate on sustainability issues related to the FEE programme
- Provide promotional materials projecting an image of quality and environmental concern in accordance with FEE's guidelines
- Make the programme knowledge and experience available and known externally, for example in conferences, advisory groups, networks etc.
- Communicate in an open, honest and mutually respectful manner with the other countries and the FEE Head Office about developments and challenges in the programme nationally or internationally
- Cooperate with other FEE member organisations on specific projects and activities within the programme

## **ANNEX to the Rules of Procedure**

In addition to the FEE Articles of Association and Rules of Procedure, FEE has a range of other documents guiding the management of the organisation. From time to time, new documents are developed. Information about these documents can be found in the FEE Handbook for member organisations.

The documents include but are not limited to:

- FEE Handbook for member organisations
- FEE Financial Standing Orders
- FEE Mentoring Guide
- FEE Membership Evaluation Document
- FEE Sustainability Policy
- FEE Branding Guidelines
- FEE Branding Licence
- FEE's GDPR Policy