



Together,
we can change the world



Foundation
for
Environmental
Education

STRATEGIC PLAN 2020-2030



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“There is a pressing need to prioritise the Foundation for Environmental Education’s finite resources to focus on the three key environmental issues facing our planet today: Climate Change, Biodiversity Loss and Environmental Pollution - which are intrinsically linked with one another and to the future of our planet. With 40 years of impactful experience in the fields of Education for Sustainable Development and sustainable management, and the established wide-reaching global network of member organisations managing and disseminating our programmes around the world, it is clear to us that the Foundation for Environmental Education has an important role to play in addressing these most critical environmental challenges of our time.

This strategic plan is the result of a long and thorough process involving many different stakeholders, particularly our own members, that examined and identified the aspects of Climate Change, Biodiversity Loss and Environmental Pollution where we can create the most positive impact through our existing programmes and network. Though ambitious, the GAIA 20:30 strategy is our recognition that we are facing real environmental challenges that will require urgency, passion and commitment to solve. This is our pledge and plan for action, and we will be measured against it in the years to come.”



Lesley Jones
President,
Board of Directors



Daniel Schaffer
Chief Executive Officer

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We believe that all global citizens have a role to play in addressing the dire environmental crises that the world is facing today: climate change, global biodiversity loss, and pollution. Working together, the Foundation for Environmental Education and its member organisations take actions to ensure a healthy, equitable, and sustainable world for this and future generations.

Our Operating Statement

For over 40 years, FEE has focused on the development of our five programmes and their dissemination worldwide. Our organisation is widely recognised and respected in the field of Education for Sustainable Development. We intend to maintain this recognition and continue striving, through our members and our programmes, to tackle the environmental issues our world faces. At the same time, we feel that there is even more that collectively we can achieve to address the following urgent priorities:

- Climate Change
- Biodiversity Loss
- Environmental Pollution

According to scientific experts, such as the Intergovernmental Panel on Climate Change (IPCC), the International Union for Conservation of Nature (IUCN), and the United Nations Environment Programme (UNEP), we need to take significant action over the next decade to address these dire threats. Our goal is to work together with our 98 member organisations in 77 countries to ensure that, a decade from now, our world remains sustainable, for this and for future generations.

Transformational change can come about through both simple and complex actions, by individuals, businesses and organisations, schools, and government agencies; actions that have lasting environmental, societal, and economic benefits.

Our aspiration through our GAIA 20:30 Strategic Plan is to work with our member organisations in setting realistic goals that are geographically, scientifically, and culturally relevant; to help educate tomorrow's leaders; to inform and engage the public about practical actions and solutions; to increase our reach by engaging new members; and to support people as they implement and adjust to new societal norms and values that emphasize cooperation, empathy, responsibility, and compassion for each other and for the planet.

We acknowledge that this plan is ambitious and far-reaching and that it will take all of us – the public, students, schools and universities, educators, the environmental and other non-governmental sectors, governments, businesses, and local communities – working together to find and implement solutions. Join us in our work and our quest for a healthy, equitable, and sustainable future. Help us implement GAIA 20:30.

GAIA 20:30

Our Strategic Planning Process

In 2019, the FEE Board of Directors unanimously agreed upon the need to prioritise FEE's resources in recognition of the accelerating climate crisis, which the latest IPCC report dramatically highlighted. This involved some changes in our short- and long-term plans. The Board of Directors and the FEE Head Office staff agreed that we need to focus on the three key priority problems – climate change, biodiversity loss, and pollution – that are intrinsically linked. We committed to developing a strategy that puts these critical issues at the heart of our programmes and our organisation.

We conducted a full review of the FEE programmes and processes to ensure our future goals and plans are aligned with our priority themes. In the process, we engaged experts from global institutions and our member organisations to help us define the critical issues on the chosen themes and the practical actions we can take. Representatives from over 50% of FEE's member organisations recommended 80 relevant goals for consideration by the Board, and 91% of them were included in the final strategic plan.

In keeping with FEE's vision and mission, we chose goals that build on our strengths and reflect our organisational DNA and work. We also applied the SMART goal framework to prioritise our goals; to set boundaries and to define the steps we will need to take as well as the resources necessary to achieve them. Additionally, we established milestones that will indicate our progress and Key Performance Indicators (KPIs) so that we may quantitatively and qualitatively measure our effectiveness over time.

The heart of our organisation is education and empowerment through the lens of sustainable development. We work directly with, and through our member organisations and partners to deliver high quality programming, tools, and resources that contribute to knowledge and actions that make our world a more sustainable place.

By implementing our GAIA 20:30 Strategic Plan, we are confident we can successfully contribute to addressing climate change, biodiversity loss, and environmental pollution.

Together, we can change the world.

**We can do it.
We must do it.
The world depends on us all.**

GAIA 20:30

Our Pledge for the Planet

*We will address the three burning environmental problems that face us today – **climate change, biodiversity loss, and environmental pollution.***

We will promote understanding of their causes and their devastating environmental, social, and economic impacts. Working with our members, we will educate and empower our audiences to take actions and implement solutions to mitigate effects, locally, nationally, and globally.

Why We Chose These Three Priority Themes

Ban Ki-Moon, former Secretary-General of the United Nations, has said: “*We are the first generation to be able to end poverty, and the last generation that can take steps to avoid the worst impacts of climate change. Future generations will judge us harshly if we fail to uphold our moral and historical responsibilities.*” This quote encapsulates why we chose to focus our efforts on three critical, interconnected environmental threats: Climate Change, Biodiversity Loss, and Environmental Pollution. We believe that our programmes, our member organisations, and our collective work have the ability to make a measurable difference.



The 2019 IPCC Report states that climate-related impact on natural systems – global mean sea level rise, species loss and extinction, degradation of terrestrial, freshwater and coastal ecosystems, increase in ocean acidity and decrease in ocean oxygen levels, extreme weather phenomena – as well as on food security, water supply, human health, livelihoods and security, and economic growth, is high for global warming of 1.5° above pre-industrial levels and increases significantly beyond 2°C.

Despite scientific consensus that human influence has been the dominant cause of observed warming since the mid-20th century, and a broad spectrum of local, regional and international policies, achieving the Paris Agreement goal to remain well below 2°C by 2100 appears highly unlikely with the current trend of emissions.

Ambitious and coordinated mitigation and adaptation actions are required, but implementation faces many barriers, including lack of up-to-date and locally relevant knowledge and information; lack of finance, technology and political will; social attitudes and behaviour; poverty and inequality; and institutional constraints.



Nature is declining globally at rates unprecedented in human history – the global rate of species extinction is already tens to hundreds of times higher than it has averaged over the past 10 million years– with grave impacts on ecosystem functions and many of their contributions to people around the world now likely. Direct drivers causing biodiversity loss are changes in land and sea use, exploitation of organisms, climate change, pollution, and invasion of alien species.

Policies to halt and reverse this loss appear to be failing, at national and global level, and the trend is expected to worsen in response to indirect drivers, such as rapid human population growth, unsustainable production and consumption, and associated technological development.

The Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) reports that transformative changes are needed to restore and protect nature, including education and knowledge generation and sharing, and enabling visions of a good quality of life that do not entail ever-increasing material consumption.



Pollution today is pervasive and persistent, driven by unsustainable production and consumption patterns. It affects more than 200 million people worldwide, causing disease and loss of life, but also impacting natural resources (freshwater, marine life, air quality), degrading living conditions, sanitation, productivity and food security. It usually places increased burdens on vulnerable groups at local and global level, leading to environmental injustice.

Responses by governments, industries and civil society exist, but they remain limited, providing only a partial framework with many gaps. Challenges limiting the effectiveness of current actions include, in addition to fiscal and pricing restrictions and limited industry and political leadership, lack of knowledge (especially regarding invisible and ‘low profile’ pollutants), and need for behavioural changes.

Making prevention a priority for all, enhanced environmental governance at all levels, sustainable consumption and production through improved resource efficiency and lifestyle changes, and multi-stakeholder partnerships and collaboration are critical in our efforts towards a pollution-free planet.

GAIA 20:30

Our Vision, Actions, Mission, Values, and Work

Our Vision

Our vision is a sustainable world in which Education for Sustainable Development (ESD) and Environmental Education (EE) creates positive change for all.

Our Mission

Our mission is to engage and empower people to address climate change, biodiversity loss, and pollution through ESD and EE in collaboration with our members and partners worldwide.

Our Actions

We promote sustainable development through EE, both by implementing five groundbreaking programmes and by increasing awareness of the concept of Environmental Education across the world.

Our programmes raise environmental awareness; contribute to formal education; train land managers, educators, and staff; and encourage adherence to environmental standards.

Our Values

Our values are at the heart of everything we do:

Action: We engage in positive educational activities

Cooperation: We involve our stakeholders in the activities

Excellence: We strive for quality in all activities

Transparency: We are responsible and accountable

Democracy: We use democratic decision-making processes

We believe in the power of change and that the best gift we can give to future generations, the most valuable legacy we can leave behind us, is a world of educated and environmentally conscious people, equipped with the sustainable attitude which is so sorely lacking in today's society.

How We Work

Our educational programmes, Eco-Schools, Learning About Forests, and Young Reporters for the Environment, use a solution-based approach to empower young people to create a more environmentally conscious world.

Our Green Key and Blue Flag initiatives are known across the world for their promotion of sustainable business practices and the protection of our valuable natural resources.

Why FEE?

With members in 77 countries, we are the world's largest environmental education organisation. Recognised by UNESCO and UNEP as a world-leader within the fields of Environmental Education and Education for Sustainable Development, our strength comes from our members who share our conviction and execute our programmes on a daily basis.

OUR OVERARCHING GOALS

GAIA 20:30



**EMPOWER
CLIMATE
ACTION**



**PROTECT
GLOBAL
BIODIVERSITY**



**REDUCE
ENVIRONMENTAL
POLLUTION**

OVERARCHING GOALS AND SUB-GOALS

In the following pages of the GAIA 20:30 Strategic Plan are the Overarching Goals and Sub-Goals that were determined, as described, to be most critical in addressing our quest for a sustainable world and environmentally literate citizenry.

Most of the Sub-Goals are cross cutting and address all three of the Overarching Goals. Several of the Sub-Goals and broad actions focus as well on human, wildlife, and ecosystem health.

Ensure FEE's Policies and Programmes Meet its Environmental Goals

Increase Climate Change Knowledge to Drive Impactful Action

Support Actions for Climate Resiliency

Accelerate the Transition to Climate Neutrality



EMPOWER
CLIMATE
ACTION

GAIA 20:30



PROTECT GLOBAL BIODIVERSITY

Preserve Existing and create New Forests / Natural Areas

Promote Sustainable Management of the Coastal Zone

Combat Pollinator and Insect Loss

Raise Awareness Of and Support Actions to Remove Invasive Alien Species



REDUCE ENVIRONMENTAL POLLUTION

Reduce Litter and Waste

Promote Responsible Production and Consumption

Increase Knowledge and Take Action to Reduce Invisible Pollutants

Promote the Circular Economy Model





Spotlight on Climate Change

The 20 warmest years on record have been in the past 22 years.

To prevent warming beyond 1.5°C, we must reduce emissions by 7.6% every year till 2030.

Current commitments are not sufficient. At 1.5°C, over 70% of coral reefs will die; at 2°C, over 99% will be lost.

Greenland lost an average of 280 billion tons of ice per year between 1993 and 2019; Antarctica lost about 150 billion tons of ice per year.

Global sea level rose about 20cm in the last century.

How We Will Deliver Real Change

Below are our Sub-Goals regarding Empowering Climate Action, along with the primary mechanisms for delivery and our principal strategic objectives. Various quantitative and qualitative metrics will be gathered; along with the specific Programme actions, these are included in the individual Programme Action Plans.



**EMPOWER
CLIMATE
ACTION**

GAIA 20:30

Educate and raise awareness of climate change, causes, consequences, and science and develop positive actions to implement solutions that can mitigate, reduce, reverse, or facilitate adaptation to its effects.

SDG Alignment





**EMPOWER
CLIMATE
ACTION**

SUB-GOAL
**ENSURE FEE'S POLICIES AND
PROGRAMMES MEET ITS
ENVIRONMENTAL GOALS**

GAIA 20:30

Primary Mechanism	Principal Strategic Objective
 <p>BLUE FLAG</p>  <p>Green Key</p>	<p>We will take specific actions to reduce non-essential travel through the introduction of new methods of intra-network communication. We will also ensure that rigorous and credible scientific assessments and tools are used in the determination of carbon emissions and that members are provided with training opportunities on carbon emissions monitoring and reporting.</p>
 <p>Eco-Schools</p>  <p>LEARNING ABOUT FORESTS</p>  <p>Young Reporters for the environment</p>	<p>We will take specific actions to reduce non-essential travel through the introduction of new methods of intra-network communication. We will also ensure that rigorous and credible scientific assessments and tools are used in the determination of carbon emissions and that members are provided with training opportunities on carbon emissions monitoring and reporting. Additionally, we will introduce formalised environmental service-learning as an 8th step in the Eco-Schools framework ensuring more of a direct link between young people’s learning and the needs of their communities. We will also develop a storytelling culture and platform that provides students and NOs with a forum for voice and agency.</p>
 <p>FOUNDATION FOR ENVIRONMENTAL EDUCATION</p> <p>FEE</p>	<p>We will take specific actions to reduce travel through the introduction of new methods of intra-network communication. We will also ensure that rigorous and credible scientific assessments and tools are used in the determination of carbon emissions and that members are provided training opportunities on carbon emissions monitoring and reporting. We will encourage our members and partners to also adopt these activities as well.</p>



**EMPOWER
CLIMATE
ACTION**

SUB-GOAL
**INCREASE CLIMATE CHANGE
KNOWLEDGE TO DRIVE
IMPACTFUL ACTION**

GAIA 20:30

Primary Mechanism	Principal Strategic Objective
 <p>BLUE FLAG</p>  <p>Green Key</p>	<p>To strengthen the global dialogue on climate change, Blue Flag and Green Key will work to increase climate change knowledge of our site owners and users, local communities and relevant actors, and engage these entities in local climate change issues and actions.</p>
 <p>Eco-Schools</p>  <p>LEARNING ABOUT FORESTS</p>  <p>Young Reporters for the environment</p>	<p>Education is essential in strengthening the global response to climate change. By addressing “climate literacy” among young people, Eco-Schools and Eco-Campuses will support positive changes in attitudes, behaviours and actions, and help them to take a more active role in their communities, their countries, and on the international stage. Through LEAF and its outdoor education model, we will promote knowledge and awareness on the benefits of healthy forests, forest conservation, and more sustainable use of natural resources as a means to reduce the impacts of climate change. Through its multimedia approach, YRE will increase climate change awareness and knowledge in communities by focusing on local or regional impacts.</p>
	<p>We will work on multiple levels – through, and with our members, contacts, and partners – to deliver climate change educational and advocacy materials so that our audiences can make informed decisions and take specific actions to address climate change issues. We will also provide opportunities and fora for our members to share their knowledge and best practices with each other and on a global scale.</p>



**EMPOWER
CLIMATE
ACTION**

**SUB-GOAL
SUPPORT ACTIONS
FOR CLIMATE RESILIENCY**

GAIA 20:30

Primary Mechanism	Principal Strategic Objective
 <p>BLUE FLAG</p>  <p>Green Key</p>	<p>Through Blue Flag and Green Key, we will provide guidance materials and enhanced criteria that will assist site administrators to increase support for the recovery of schools and local communities after extreme events. We will also provide educational opportunities on actions that can be taken to reduce future losses by planning and preparing for climate hazards such as extreme rainfall, sea level rise, extreme weather events, and drought.</p>
 <p>Eco-Schools</p>  <p>LEARNING ABOUT FORESTS</p>  <p>Young Reporters for the environment</p>	<p>Through Eco-Schools, we will provide educational materials on climate resiliency, adaptation, and disaster recovery for schools and local communities. We will provide knowledge and guidance to our member organisations to help schools and education ministries to mainstream ESD pedagogies using the Eco-Schools framework. YRE will encourage reporting on the need for climate resiliency, adaptation, and disaster recovery in local communities through its multimedia approach. Through LEAF, we will provide educational materials on climate resiliency, adaptation, and disaster recovery for schools and local communities, as well as guidance on how to build and support outdoor learning classrooms, and food gardens on school grounds or in the community that can be used for disaster recovery assistance. Through YRE and Eco-Campus, we will recruit and train Environmental Ambassadors (ages 18-24) who can conduct campaigns at the local, regional, national, and global level.</p>
	<p>We will provide tools, educational materials and guidance to our members on emergency response, disaster recovery, climate resiliency and adaptation. We will also engage with UNFCCC on Action for Climate Empowerment and disseminate information and tools to members, as well as explore funding possibilities to support recovery of schools in emergency situations.</p>



**EMPOWER
CLIMATE
ACTION**

SUB-GOAL
**ACCELERATE THE TRANSITION
TO CLIMATE NEUTRALITY**

GAIA 20:30

Primary Mechanism

Principal Strategic Objective



We will enhance Blue Flag and Green Key criteria that will lay the foundation for actions to achieve climate neutrality. We will focus on increased energy efficiency, increased use of renewable sources, reduced natural resource consumption and chemical usage, as well as on sustainable development practices.



Eco-Schools will work to increase awareness by the schools, faculty, students, and local communities of climate neutrality benefits and encourage them to become leaders in climate change mitigation, e.g., by reducing their carbon footprints, reducing consumption of natural resources, embracing responsible production and consumption, and involving all stakeholders, including the local community. Through LEAF and its outdoor education model, we will promote knowledge and awareness on the benefits of climate neutrality and reduced consumption of natural resources, and the use of healthy forests as carbon sinks. Through its multimedia approach, YRE will foster climate neutrality awareness and knowledge in communities by focusing on local or regional impacts, and positive case studies that illustrate progress towards a climate-neutral status.



We will work on multiple levels – through, and with our members, contacts, and partners – to participate in tourism facility design fora focusing on climate change adaptation, and provide policy guidance that can be disseminated through their networks. We will also provide opportunities and fora for our members to share their knowledge and best practices with each other and on a global scale.



Spotlight on Biodiversity

An estimated 80% of the original forest on Earth 8,000 years ago has been cleared, damaged or fragmented.

The IUCN says that the current rate of extinction may be 1,000 to 10,000 times higher than the 'background' rate.

Over 30% of the world's coral reefs have already perished and another 30% is under threat.

Threatened with extinction: 35% of amphibians, 25% of conifers, 25% of mammals, 12% of birds, 33% of reef-forming corals.

Global wildlife populations declined by 60% between 1970 and 2014.

How We Will Deliver Real Change

Below are our Sub-Goals regarding Protecting Global Biodiversity, along with the primary mechanisms for delivery and our principal strategic objectives. Various quantitative and qualitative metrics will be gathered; along with the specific Programme actions, these are included in the individual Programme Action Plans.



**PROTECT
GLOBAL
BIODIVERSITY**

GAIA 20:30

Educate and raise awareness of the importance of biodiversity, its rapid decline, and the consequences to people and ecosystem services, culminating in positive actions for maintaining populations and increasing them over time.

SDG Alignment





**PROTECT
GLOBAL
BIODIVERSITY**

SUB-GOAL
**PRESERVE EXISTING AND CREATE
NEW FORESTS / NATURAL AREAS**

GAIA 20:30

Primary Mechanism

Principal Strategic Objective



Through Blue Flag, we will promote sustainable Green Infrastructure (GI) solutions and models, extending and strengthening our criteria to ensure planting or replanting native trees, protection of indigenous flora and fauna as well as prohibit illegal trade or use of wildlife. We will make linkages between forested/natural areas and human, wildlife, and ecosystem health. Through Green Key, we will promote sustainable GI solutions and models, strengthen existing and add new criteria to include greening of available open areas of hotels, including roofs, and vertical vegetal surfaces, and strengthen existing criteria on the protection of indigenous flora and fauna as well as prohibiting illegal trade or use of wildlife. We will make linkages between forested/natural areas and human, wildlife, and ecosystem health, increasing information and educational activities. We will encourage engaging guests to participate in local tree-planting events.



Through Eco-Schools, and LEAF, schools will expand their green spaces, and work with local authorities or school districts to add more tree cover. We will provide educational materials on trees, their benefits, and their potential to store carbon and increase biodiversity. We will promote the “Tiny Forest” model. Through YRE, there will be an emphasis on the necessity for and benefits of providing additional tree cover and GI, especially in urban areas.



We will provide tools, educational materials, and guides to our members on forests and GI, and explore funding possibilities for related projects involving members. We will support members with capacity building and educational materials that may be locally adapted, including policy and advocacy guidance, and lobby through members for policy changes on forest protection, illegal trade/use of wildlife, and anti-poaching.



**PROTECT
GLOBAL
BIODIVERSITY**

SUB-GOAL
**PROMOTE SUSTAINABLE
MANAGEMENT OF
THE COASTAL ZONE**

GAIA 20:30

Primary Mechanism	Principal Strategic Objective
 <p>BLUE FLAG</p>  <p>Green Key</p>	<p>Blue Flag and Green Key will work through their members and site owners to preserve, protect, enhance, and restore, where possible, marine and terrestrial coastal resources, and ensure sustainable use and development through strengthening and adding programme criteria and educational activities and campaigns.</p>
 <p>Eco-Schools</p>  <p>LEARNING ABOUT FORESTS</p>  <p>Young Reporters for the environment</p>	<p>We will provide educational materials through Eco-Schools and LEAF on the importance of the coastal zone habitats and their management, benefits, and potential for carbon storage and biodiversity, and encourage the sharing of personal stories on their efforts and successes to protect their local coastal zones. YRE will encourage reporting and disseminating information on the necessity and benefits of sustainable coastal zone management.</p>
	<p>We will provide increased knowledge about coastal zone management through institutional partners and members' partners in-country, support members with knowledge and capacity building, provide educational materials that may be locally adapted, and lobby through members for policy changes at governmental level.</p>



**PROTECT
GLOBAL
BIODIVERSITY**

**SUB-GOAL
COMBAT POLLINATOR
AND INSECT LOSS**

GAIA 20:30

Primary Mechanism	Principal Strategic Objective
 <p>BLUE FLAG</p>  <p>Green Key</p>	<p>Through Blue Flag and Green Key, we will strengthen criteria to protect local pollinators, create pollinator gardens or natural areas at sites, and increase educational activities and involvement of users and the local communities.</p>
 <p>Eco-Schools</p>  <p>LEARNING ABOUT FORESTS</p>  <p>Young Reporters for the environment</p>	<p>Through Eco-Schools, and LEAF, schools will create pollinator gardens in school spaces or local public spaces in cooperation with local communities/CSOs. Through YRE, there will be an emphasis on the importance of pollinators. We will provide new educational materials and platforms to allow students and schools to share their progress towards protecting pollinators and insects.</p>
	<p>We will provide tools, educational materials, and guidance to our members on the importance of pollinators and insects, and explore funding possibilities for related projects involving members. We will support members with capacity building and educational materials that may be locally adapted, including policy and advocacy guidance, and lobby through members for policy changes.</p>



**PROTECT
GLOBAL
BIODIVERSITY**

**SUB-GOAL
RAISE AWARENESS OF AND
SUPPORT ACTIONS TO REMOVE
INVASIVE ALIEN SPECIES (IAS)**

GAIA 20:30

Primary Mechanism

Principal Strategic Objective



Through Blue Flag and Green Key, we will provide guidance materials and enhanced criteria that will assist site owners to increase support for the protection of indigenous flora and fauna, increase “re-wilding” of open areas, prevent spread of invasive alien species (IAS) and include related educational activities and campaigns.



We will provide educational materials through Eco-Schools, YRE, and LEAF about IAS, with an emphasis on their impact on habitats and ecosystem services. We will encourage active engagement of local authorities in campaigns about IAS.



We will provide tools, educational materials and guides to our members on IAS, and explore funding possibilities for related projects involving members. We will support members with capacity building and educational materials that may be locally adapted, including policy and advocacy guidance, and lobby through members for policy changes.





Spotlight on Pollution

**1950: 2.5 billion people - 1,5 million tonnes of plastic.
2020: 7.7 billion people - 380 million tonnes of plastic.
Expected to double by 2034. Less than 9% recycled.**

Over 10 million tonnes of plastic reach the sea every year, 90% carried by just 10 rivers. Plastic found in marine life: sea turtles 100%, whales 59%, seals 36%, seabirds 40%. Plastic kills 1 million seabirds and 100.000 cetaceans every year.

About 2 million tons of sewage is dumped into the world's water bodies daily.

92% of the world's population lives in places where air pollution exceeds safe limits.

How We Will Deliver Real Change

Below are our Sub-Goals regarding Reducing Environmental Pollution, along with the primary mechanisms for delivery and our principal strategic objectives. Various quantitative and qualitative metrics will be gathered; along with the specific Programme actions, these are included in the individual Programme Action Plans.



REDUCE ENVIRONMENTAL POLLUTION

GAIA 20:30

Educate and raise awareness on the different types of visible and invisible pollutants culminating in specific local actions to address, mitigate, or eliminate them.

SDG Alignment





**REDUCE
ENVIRONMENTAL
POLLUTION**

SUB-GOAL
REDUCE LITTER AND WASTE

GAIA 20:30

Primary Mechanism	Principal Strategic Objective
 <p>BLUE FLAG</p>  <p>Green Key</p>	<p>Through Blue Flag and Green Key, we will increase site administrator and community awareness and action towards resource recovery and waste minimisation, as well as litter prevention and management. We will address the increase in single-use products due to health pandemics or disaster related instances, and promote reduction of single-use plastics.</p>
 <p>Eco-Schools</p>  <p>LEARNING ABOUT FORESTS</p>  <p>Young Reporters for the environment</p>	<p>Through Eco-Schools and LEAF, we will focus on minimising waste and litter, raising community awareness about reducing consumption of single-use plastics and other materials, and encourage behavioural change towards reduction of per capital waste at schools. We will encourage campaigns that empower youth to take actions at their schools and in their communities regarding waste and pollution, especially plastics, and advocate for changes at all levels. YRE, with its multimedia approach, has the potential to increase awareness about waste and litter (with an emphasis on reduction of single-use plastics) and knowledge in communities, by focusing on local or regional impacts.</p>
	<p>We will provide tools, educational materials, and guidance to our members on how to address waste issues, and explore funding possibilities for related projects involving members. We will support members with capacity building and educational materials that may be locally adapted, including policy and advocacy guidance, and lobby through members for policy changes.</p>



**REDUCE
ENVIRONMENTAL
POLLUTION**

SUB-GOAL
**PROMOTE RESPONSIBLE
PRODUCTION AND
CONSUMPTION**

GAIA 20:30

Primary Mechanism	Principal Strategic Objective
 <p>BLUE FLAG</p>  <p>Green Key</p>	<p>Through Blue Flag and Green Key, we will strengthen existing and add new criteria to support and ensure sustainable production and consumption models. We will increase knowledge about their importance on the environment and deepen cooperation with all relevant stakeholders towards actions leading to behavioural changes at our sites.</p>
 <p>Eco-Schools</p>  <p>LEARNING ABOUT FORESTS</p>  <p>Young Reporters for the environment</p>	<p>Eco-Schools and LEAF will increase students', teachers' and local community knowledge about the dangers of over-consumption and the environment, and the need for responsible consumption and production. We will encourage our schools to adopt sustainable procurement practices and reduce per capita waste, especially food waste. YRE will encourage reporting and disseminating information on the benefits of responsible production and consumption and the dangers of over-consumption.</p>
	<p>We will provide tools, educational materials, and guidance to our members on the importance of responsible production and consumption, and explore funding possibilities for related projects involving members. We will support members with capacity building and educational materials that may be locally adapted, including policy and advocacy guidance, and lobby through members for policy changes.</p>



**REDUCE
ENVIRONMENTAL
POLLUTION**

**SUB-GOAL
INCREASE KNOWLEDGE AND
TAKE ACTION TO REDUCE
INVISIBLE POLLUTANTS**

GAIA 20:30

Primary Mechanism

Principal Strategic Objective



Through Blue Flag and Green Key, we will provide guidance materials and enhanced criteria that will assist site owners to increase support for the protection of indigenous flora and fauna, increase “re-wilding” of open areas, prevent spread of invasive alien species (IAS) and include related educational activities and campaigns.



Eco-Schools and LEAF will provide educational resources on the impact of pollutants, especially invisible ones. Students and schools will take steps to increase knowledge of, and reduce exposure to these pollutants, both at the school and in the community. YRE, with its multimedia approach, has the potential to increase awareness and knowledge about invisible pollutants in communities by focusing on local or regional impacts.









We will provide tools, educational materials, and guidance to our members on how to address invisible pollution issues, and explore funding possibilities for related projects involving members. We will support members with capacity building and educational materials that may be locally adapted, including policy and advocacy guidance, and lobby through members for policy changes.



**REDUCE
ENVIRONMENTAL
POLLUTION**

SUB-GOAL
**PROMOTE THE CIRCULAR
ECONOMY MODEL**

GAIA 20:30

Primary Mechanism	Principal Strategic Objective
 <p>BLUE FLAG</p>  <p>Green Key</p>	<p>Through Blue Flag and Green Key, we will increase knowledge about the Circular Economy (CE) model, and add or strengthen criteria regarding CE solutions, the circular use of natural resources and energy, and related educational activities. We will train site managers on advocacy techniques and strategies to promote the CE model to governments, producers, and consumers. We will also address the increase in single-use products as a result of health pandemics or disaster-related instances.</p>
 <p>Eco-Schools</p>  <p>LEARNING ABOUT FORESTS</p>  <p>Young Reporters for the environment</p>	<p>Through Eco-Schools, LEAF, and YRE, we will support learning and sharing information about the CE model and processes, with an emphasis on interdisciplinary, project-based, and participatory approaches, so that the students understand how they can influence the complex systems around their schools and communities.</p>
	<p>We will provide tools, educational materials, and guidance to our members on the importance of the CE model, and explore funding possibilities for related projects involving members. We will support members with capacity building and educational materials that may be locally adapted, including policy and advocacy guidance, and lobby through members for policy changes. We will also establish and maintain critical international partnership connections with CSOs as well as leading producers.</p>

Envisioning success





What We Envision Success to Look Like

In the next decade, we envision a planet that has undergone a dramatic transformation from the brink of collapse to a vibrant and sustainable world.

The GAIA 20:30 goals are intended to move us collectively along a continuum of progress and improvement. This is our vision for the future:



A minimal carbon footprint for FEE

Climate literate citizens taking action

Resilient and knowledgeable communities

Many achieving net zero CO₂ emissions

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Healthy ecosystems with flourishing native flora and fauna

Thriving and balanced coastal zones

Robust and growing pollinator populations

Improved global Green Infrastructure



PROTECT
GLOBAL
BIODIVERSITY



REDUCE
ENVIRONMENTAL
POLLUTION

People doing more and better with less

Restorative and regenerative economies

Cleaner land, air and water resources

Responsible actions and sustainable lifestyles

Measuring our progress





Evaluation

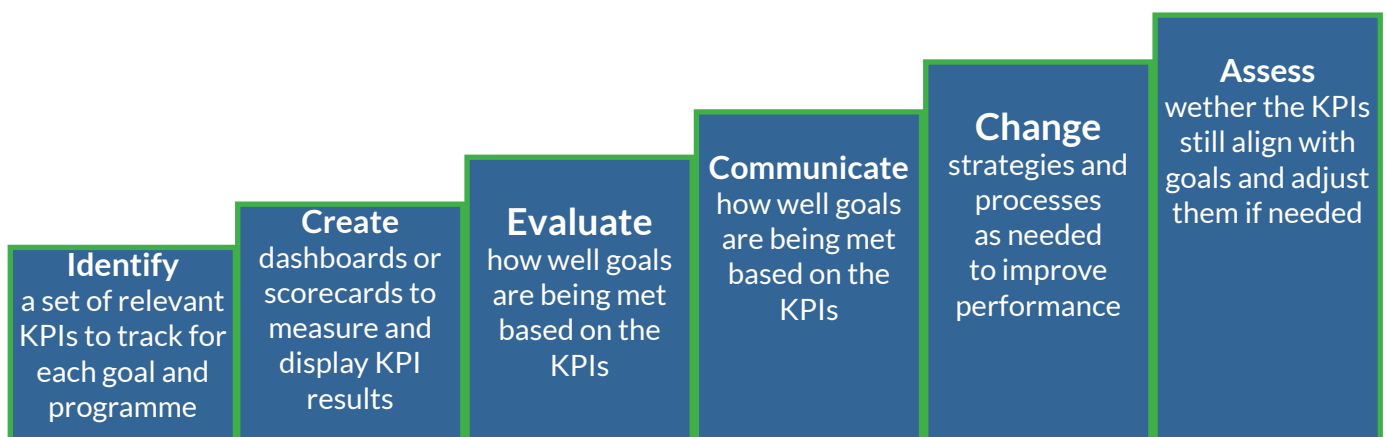
We will establish a monitoring and evaluation system to track the progress of our goals and the overall effectiveness of our activities. We will establish Key Performance Indicators (KPIs) to determine if our programmes and projects are effective towards achieving our goals and to what degree they are having a positive effect.

Key Performance Indicators (KPIs) will be both qualitative and quantitative in order to achieve a complete understanding of the impact of our work. FEE will monitor and evaluate these indicators at both the organisational and at the programme level, as part of the programme Action Plans. FEE will work to ensure that evaluation outcomes are as accurate as possible, and will be completely transparent with the results.

Monitoring and Evaluation Objectives

- Ensuring that activities are being performed within the defined parameters
- Ensuring activities are consistent with the FEE DNA
- Ensuring that strategic goals remain relevant and/or ensuring appropriate adaptation according to changing circumstances
- Assessing ability to achieve goals and identify challenges as well as solutions

Our Key Performance Indicator Process



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Evaluation Criteria

- Progress towards the vision, the mission and Overarching Goals
- Relevance to the Overarching Goals and Sub-Goals
- Sub-Goal progress
- Core activities portfolio to reach Sub-Goals completion
- Effectiveness of the KPIs

Different types of Key Performance Indicators

Overarching Goals Indicators/Strategic Indicators

These goals point to the future, lay out the path FEE is expected to follow, and are linked to the mission and vision of the organisation. These are long-term goals, and we expect that significant progress toward their fulfilment will be made in the short- and mid-term through the Sub-Goals. Through our preparatory SWOT analysis and after an analysis of internal and external scenarios, we developed strategic indicators that have been defined and fine-tuned. Going forward, we will utilise a series of evaluation questions that will provide insight into how FEE is performing through the lens of its Overarching Goals.

These questions include:

- Are the premises made during FEE's strategy formulation proving to be correct?
- Is the strategy guiding FEE towards its intended goals?
- Is FEE staff completing the tasks needed to reach its goals?
- Are FEE members completing the tasks need to reach its goals?
- Overall, how is FEE performing?
- Are time schedules being adhered to?
- Are resources being utilised properly?
- What needs to be done to ensure that resources are utilised property and goals met?

Overarching Goal Indicators Timeframe Review

Annually, the Overarching Goal KPIs will be reviewed and fine-tuned to ensure full compliance and alignment with the FEE Strategic Plan and mission and vision, but also to ensure relevance with changing global circumstances and developments. Updated Overarching Goal KPIs will be provided to FEE member organisations and at the FEE General Assemblies.

Sub-Goal Indicators/Tactical Indicators

These are related to the actions of each area of FEE activities. They are used to verify effectiveness and achievement of targets in a shorter period than the Overarching Goal indicators. If tactical indicators are being met, there is an excellent chance that strategic goals will also be successfully achieved.

Sub-Goal Indicators/Tactical Indicators Timeframe Review

Quarterly, the Sub-Goal Indicators will be reviewed and fine-tuned to ensure full compliance with the FEE Overarching Goals in place and to ensure alignment with the FEE mission and vision as well as with current events, challenges, and opportunities. Updated Sub-Goal KPIs will be presented to FEE member organisations and at the National Operator's Meetings (NOMs) and FEE General Assemblies.

Operational and Programme Indicators

Operational and programme indicators are designed to be short term. They focus on the specific Action Plans that are effective in a shorter period than the Sub-Goals, but should contribute to them. They are directly linked to the day-to-day operations at FEE and the progress of the processes and programmes. Operational indicators are assigned to programmes and operations to achieve the desired performance level that will make it possible to achieve Sub-Goals and Overarching Goals within the timeframes given.

Operational and Programme Indicators Timeframe Review

Quarterly, the operational and programme indicators will be reviewed and fine-tuned to ensure full compliance with the Sub-Goal Action Plans in place. Operational and Programmes Indicators are presented to the FEE member organisations, and at the FEE General Assemblies, NOMs, online internal meetings, etc.

Evaluation Plan

Create a performance tracking and monitoring system

This system will be the basis of evaluating the progress of the strategy implementation and monitoring the rate and level of result accomplishment. We will define indicators for measuring the performance of staff members, programmes, and all departments. Staff managers will be trained in the use of the performance tracking and monitoring system and be responsible for accurate data input into the system.

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Empower FEE teams to evaluate their own strategies and actions

FEE will empower its staff to play a critical role in strategy execution. Each administrative and programme area will prepare its own evaluation of performance against the strategy. This will allow FEE to assess its team's overall understanding of the strategy; to assign roles and responsibilities; to allow the staff to realise how critical their day-to-day role is in moving the strategy forward and have accountability; and to provide FEE management and the Board of Directors with a different perspective and insight into the process as well as an engaging way to integrate evaluations with the strategic plan.

Institute an information and feedback system

This system will be utilised to gather feedback and data on results achieved, to be used for strategy evaluation during the requisite timeframes.

Take corrective actions, if needed

If FEE finds that corrective actions are required based on the analysis from the data gathering, information, feedback, and evaluation, steps will be taken to: (a) determine if the Sub-Goals and KPIs are still the right ones; and (b) if they are, to take corrective action to address any shortcomings. The reasons for not achieving the goals will be identified, and all necessary actions will be taken.

Expected evaluation outcomes

- Robust quantitative and qualitative goals and metrics
- Measurements of progress and, ultimately, success
- Reliable data on the impact of activities
- Key data and information for decision-making
- Stories that showcase the positive impacts as a direct result of FEE actions

Contribute to the communication strategy

The results of the Evaluation will be integrated into the overall communication strategy, where they will be utilised to convey FEE's adherence to its policies and practices set forth for the Strategic Plan as well as sharing all results with FEE members, partners, funders and supporters, as well as the general public.

Communicating about our Progress

We will remain vigilant about communicating the outcomes of our monitoring and evaluation system with our network. We will also solicit feedback from our network about their personal impressions of our strategic progress and overall degree of success towards achieving our KPIs and overall goals.

Communicating Our Vision





Communications Goal

Communication and promotion are tools that we at FEE can use to strengthen the organisation and scale-up the impact of our programmes, projects and partnerships. We will increase the visibility and reach of our work, not only to increase awareness, but also because it will boost our ability to effect positive change on a larger and more meaningful scale. The goal of all communications efforts over the coming decade will be to enhance our ability to drive positive action and behaviour change around the world so we can better achieve the Overarching Goals and Sub-Goals defined in this strategy, while continuing to promote our core mission, vision and values.

Communications Methods

FEE's central communications purpose as an international organisation is to gather local stories from our members around the world and share them with a global audience. Most of the success stories and positive change from our efforts come from our members working on-the-ground in their countries, regions, and communities. To enhance the impact of our communications, we will strengthen and expand the communication channels between FEE Global and our members and actively solicit inspiring local stories. We will develop a stronger storytelling philosophy and approach communications from a human-interest angle. We will also stress the importance of photos and videos as the most effective and compelling storytelling tools, and increase the creation of engaging media resources.

Our school-based programmes (Eco-Schools, LEAF and YRE) work directly with the children and youth who will be tasked with caring for our planet in the years to come. The outcomes of these programmes are inherently emotional and require a strong human-interest angle to convey effectively. When it comes to publicising these programmes in particular, we will shift the narrative to focus less on what we achieved and more on the stories of the young people that made it all happen. We will search out uplifting examples of children and youth interacting with nature, learning about the world around them, and taking a stand for the environment. These stories from the school-based programmes will be shared with the public as case studies illustrating what we do and, just as importantly, reinforcing why we do it.

As eco-labels tied to tourism, travel and exciting destinations, Green Key and Blue Flag have an engaging story to tell. However, past communications for these two programmes have generally focused on achievements rather than stories. It is important to celebrate new sites that have just earned their first Blue Flag or Green Key, but there is so much more to tell. The "Best Practice" competitions that the programmes have organised over the last few years are a step in the right direction, as they encourage our National Operators to share interesting case stories from local sites. We need to take it a step further and ask for stories about the characteristics and people that make these sites unique. We can share stories from local clean-ups and environmental education events, highlight ways that sites go beyond the criteria, and interview visitors about what the eco-labels mean to them. We will also communicate how Green Key and Blue Flag sites inspire visitors to care for the environment and make positive long-term changes to their own behaviour beyond the destinations.

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Target Audiences

The public

There is currently a low level of awareness of FEE outside of our network and fields of operation. We must increase the visibility of our work beyond our existing spheres of influence and gain a greater foothold in the public consciousness. For the purposes of our communications strategy, “the public” refers to all of the people, media, organisations, etc. outside of our network, particularly targeting those who have never heard of FEE and/or our programmes before.

FEE network

The FEE network includes our member organisations, National Operators, existing partners and all other stakeholders that are already involved with our programmes, projects and other work. We aim to increase communication with our network (especially regarding the progress of the new strategy), support them in their communication efforts and improve the digital tools for showcasing and disseminating their work.

National and local decision-makers

The work of our organisation relies heavily on buy-in from national and local decision-makers. The necessary actions to achieve our goals can only be implemented on the ground with the participation and support of these stakeholders. National and local decision makers include national, state and municipal governments and the individual decision-makers within those governmental bodies. They also include national and/or local organisations outside the FEE network, citizens’ groups, businesses (especially in the tourism sector) and other influential individuals within the community.

International institutions and organisations

Relationships and collaborations with international institutions and organisations establish our credibility on the international stage and enable us to participate in high-level decision making that affects the efficacy of our work. We will target preeminent international institutions and organisations in relevant fields (environment, education, tourism, etc.) to establish new partnerships and strengthen existing ones. See page 49 for more about our current institutional and organisational partners.

Sponsors and funding partners

Scaling-up positive action towards our strategic goals will require more resources and funding. Increased fundraising is essential for organisational stability and the development, expansion and implementation of our activities around the world. Our communications strategy will strengthen and promote our image, create tailored messages that will reinforce existing partnerships and facilitate approaching potential sources of new funding, i.e., corporate sponsors, project partnerships with other NGOs, grants from governmental agencies or other philanthropic organisations, etc.

Key Communications Objectives and Actions

Increase the visibility of FEE, our programmes and our work

If we want FEE to be part of the solution, then we need to part of the conversation. We will scale-up external communications to increase awareness of our mission and work, of the role we play globally, and of the importance of expanding our reach. Greater visibility is crucial for increasing the impact of our messages and attracting partners, supporters and potential new members. We will boost public interest and engagement with FEE, our three Overarching Goals, and our solution-based actions at the local and national levels.

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Broad Action	Tactics and/or Mechanisms	Target Audiences
Scale-up external promotion outside FEE network	<ul style="list-style-type: none"> • Search Engine Optimisation (SEO) • Engaging photos and videos • Increase social media presence (targeted ads and post boosts) • Identify and collaborate with relevant influencers • Identify key media contacts and increase outreach • FEE and/or Programme ambassadors 	<ul style="list-style-type: none"> • The public • National and local decision-makers • International institutions and organisations • Sponsors and funding partners
Highlight partnerships with high-level institutions and organisations to showcase our longevity and credibility	<ul style="list-style-type: none"> • Articles and social media posts about partnerships • Promotion of participation in conferences and summits • Interviews with expert representatives 	<ul style="list-style-type: none"> • The public • National and local decision-makers • International institutions and organisations • Sponsors and funding partners
Publicise stories and positive outcomes from current and past corporate partnerships projects to attract new ones	<ul style="list-style-type: none"> • In-depth articles and social media posts • Impact evaluation promotional materials • Videos (e.g., LLC, Toyota, Alcoa) • Thought leadership articles about corporate/NGO partnerships 	<ul style="list-style-type: none"> • The public • National and local decision-makers • Sponsors and funding partners
Keep partners and sponsors updated on progress so that they may take action to further our collective goals	<ul style="list-style-type: none"> • Regular email updates and reports • Social media groups • Specific Head Office and BoD contacts • Dedicated newsletters for sponsored projects 	<ul style="list-style-type: none"> • International institutions and organisations • Sponsors and funding partners

Key Communications Objectives and Actions

Support member organisations and enable advocacy

Our ambitious strategic goals can only be achieved with the enthusiastic support of the FEE network. Likewise, FEE must support its member organisations to enable them to implement and advocate for FEE's goals at the national and local levels.

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Broad Action	Tactics and/or Mechanisms	Target Audiences
<p>Develop a clear and engaging strategic message to cultivate buy-in from FEE network</p>	<ul style="list-style-type: none"> • Strategic plan document • Transparency and regular updates about the process • Discussion at NOMs and GAs 	<ul style="list-style-type: none"> • FEE network
<p>Create promotional materials for members to use to promote FEE's new strategic activities to national and local decision-makers</p>	<ul style="list-style-type: none"> • FEE strategy brochure • Programme brochures/fact sheets • Videos 	<ul style="list-style-type: none"> • The public • National and local decision-makers • Sponsors and funding partners
<p>Help member organisations scale-up FEE programmes, projects and advocacy efforts</p>	<ul style="list-style-type: none"> • Capacity-building through FEE Academy course on communications • Establish communications guidelines to improve visibility • Key messages that apply on a global scale and can be used/ adapted by members • Organise social media campaigns 	<ul style="list-style-type: none"> • FEE network • National and local decision-makers • Sponsors and funding partners
<p>Promote national and local success stories to boost local engagement and attract international attention</p>	<ul style="list-style-type: none"> • Provide means for presentation of local/national stories (e.g. digital platforms) • Promote local/national stories on FEE Global platforms • Help member organisations identify and communicate with national and local media 	<ul style="list-style-type: none"> • The public • National and local decision-makers • Sponsors and funding partners

Key Communications Objectives and Actions

Keep stakeholders informed and engaged

As the action plans go into effect, it will be essential to highlight our successes and keep up momentum. Many stakeholders have invested, and will continue to invest, significant time, effort and resources into this strategic plan, and they will be eager to see the outcomes. Clear, continuing communication and promotion to all stakeholders is a priority.

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Broad Action	Tactics and/or Mechanisms	Target Audiences
<p>Share positive stories from FEE Global, our programmes and our member organisations</p> <p>Share positive stories from FEE Global, our programmes and our member organisations</p>	<ul style="list-style-type: none"> • Articles and social media posts • Newsletters • Videos • Project-specific promotional materials • Media outreach to increase visibility 	<ul style="list-style-type: none"> • The public • FEE network • National and local-decision makers • International institutions and organisations • Sponsors and funding partners
<p>Consistently provide information about implementation of the strategic plan and progress towards our goals through regular communication with our network</p>	<ul style="list-style-type: none"> • Email updates • Newsletters • Social media groups 	<ul style="list-style-type: none"> • FEE network • International institutions and organisations
<p>Frequently share positive effects and tangible outcomes of projects with partners and sponsors to drive further action</p>	<ul style="list-style-type: none"> • Email updates • Project reports • Newsletters • Impact evaluations • Case studies • Develop an organisational culture of storytelling 	<ul style="list-style-type: none"> • FEE network • Sponsors and funding partners



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Key Values Messages

For over 40 years, the Foundation for Environmental Education has been empowering people to take meaningful and purposeful action to create a more sustainable world. As environmental threats evolve and escalate, so too must our focus and actions. FEE recognises our responsibility to maximise impact on the most critical challenges facing our planet today, namely climate change, biodiversity loss and environmental pollution. Through positive, action-based solutions, we will work with our network to deliver real and lasting change where it matters most.

FEE's school-based programmes (Eco-Schools, YRE and LEAF) use a hands-on, experiential approach to learning that transforms young people into the future stewards of our planet. The programmes empower the next generation with the critical thinking skills, leadership opportunities, and passion to stand up for the planet they will inherit. Our students become catalysts for positive change in their communities, and use their knowledge to persuade decision-makers to care for the environment. By scaling-up education on the three key issues identified in our strategic plan, FEE is preparing young people to take ownership of their environment and find new solutions to protect the future of the planet.

As one of the most important industries in the world, tourism presents particular environmental challenges and opportunities to our planet's unique destinations. FEE's eco-label programmes (Blue Flag and Green Key) harness the power of tourism to promote responsible environmental practices at thousands of sites around the world. Blue Flag works with beaches, marinas, and tourism boats to protect our planet's precious coastal and marine ecosystems that are intimately tied to global environmental and human health. As a highly respected hospitality eco-label, Green Key ensures that hotels and other tourism establishments act to reduce resource consumption and minimise their environmental footprint. Both programmes incorporate environmental education activities that have the potential to spread awareness about climate change, biodiversity loss and environmental pollution to millions of people around the world.

The new FEE strategy and goals for the coming decade are strongly aligned with the UN Sustainable Development Goals (SDGs) for a better future for our world. Our work to empower climate action, protect global biodiversity, and reduce environmental pollution will have cascading positive effects on other sustainable development targets, such as human health, poverty, education, gender equality and justice. Promoting sustainable management of coastal zones, for example, protects the marine biodiversity that billions of people depend on for food and income. Reducing environmental pollution promotes global justice and equality, as disenfranchised groups are disproportionately affected by environmental pollution. In these ways and many more, positive change towards any of our strategic goals is a victory for the health and integrity of our planet and all of the life that calls it home.

Operational Sections





Section A: Membership

FEE will continue to grow by admitting new member organisations from new to FEE countries. Admittance of new members will be based on an organisation's capacity to successfully implement FEE programmes over the long term and of compliance with FEE's mission, vision, values and objectives. FEE will actively seek member organisations from countries where the impact of implementation of FEE programmes significantly helps to achieve its vision and mission locally as well as globally.

FEE will work proactively to evaluate the needs and interests of its individual members in order to encourage and support individual members' engagement on FEE's three Overarching Goals and for implementing FEE programmes locally.

FEE will explore opportunities to provide support for new organisations from developing countries who might otherwise struggle to meet the financial criteria for membership. FEE will ensure this does not increase the financial burden on existing members.

FEE will continue to evaluate existing members according to the 2021 General Assembly approved Rules and Procedures.

FEE will equitably continue to actively support the FEE members professionally, politically and, when possible, financially. The FEE members will strengthen the FEE programmes and network by sharing expertise, and by active contribution in processes, materials and best practices. Members will also continue to be encouraged to support hosting FEE events when possible.

Communicating with our Members

FEE will continue to utilise various methods of communicating with our members and national operators, and we will explore new and innovative ways that do not add to our collective carbon footprints. We will utilise and enhance existing methods such as emails, e-newsletters, reports, and – where and when practical – in-person meetings. We will also expand our use of online conferencing tools to reduce travel to in-person meetings. Our goal is to ensure that our members feel deeply connected with FEE and our common goals, and to share our collective progress.

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Section B: International Positioning and Institutional Partners

FEE will continue to strengthen existing partnerships with other global organisations and seek new ones to help promote and increase the impact of FEE's programmes, especially on the three thematic areas that are the core of this strategy. International positioning, at its core, involves changing or creating attitudes. FEE will work to differentiate itself from other organisations by emphasizing its unique programme benefits that separate it from its competitors. Additionally, we will actively seek new institutional partners that are like-minded in terms of goals and objectives, and that can help FEE move its programmes and mission forward.

Communicating with and through our Partners

FEE will continue to engage with our existing institutional partners by participating in international meetings and conferences and contributing input to high-level decisions. We will place a greater focus on publicising our existing partnerships to strengthen our international positioning and attract interest from potential new partners. We will identify individuals and groups within these institutions with whom we can work directly to achieve our collective goals and mutually promote our work.

Our current list of strategic institutional and organisational partners:



United Nations Educational, Scientific and Cultural Organization (UNESCO)

UNESCO encourages international peace and universal respect for human rights by promoting collaboration among nations. Its mission is to contribute to the building of peace, the eradication of poverty, sustainable development and intercultural dialogue.



United Nations Environment Programme (UNEP)

UNEP is the global champion for the environment with programmes focusing on sustainable development, climate, biodiversity, and more.



United Nations World Tourism Organisation (UNWTO)

UNWTO's leadership vision acknowledges the most pressing challenges facing tourism and identifies the sector's ability to overcome the ad to drive wider positive change, including the opportunities responsible tourism offers for the advancement of the 17 Sustainable Development Goals (SDGs).



Indian Ocean Commission (IOC)

The IOC is an intergovernmental organisation composed of five African Indian Ocean nations that share geographic proximity, historical and demographic relationships, natural resources and common development issues: Comoros, Madagascar, Mauritius, Réunion (an overseas region of France), and Seychelles.



Caribbean Hotel and Tourism Association (CHTA)

For more than 50 years, the Caribbean Hotel & Tourism Association (CHTA) has been the backbone of the Caribbean hospitality industry. Working together with 1,000 hotel and allied members and 33 National Hotel Associations, CHTA is shaping the Caribbean's future and helping members to grow their business.



Environmental Association for Universities and Colleges (EAUC)

EAUC is the alliance for sustainability leadership in education in the UK and Ireland, whose vision is create a world with sustainability at its heart and lead and empower the post-16 education sector to make sustainability "just good business."



YouthMundus

YouthMundus is a new global short content and music festival for youth. Its mission is to raise awareness about important and time-sensitive social issues affecting today's global youth.



Earth Charter International (ECI)

Earth Charter is the organisation that powers the Earth Charter global movement by providing information, networking, and educational opportunities to turn conscience into action.



North American Association for Environmental Education (NAAEE)

NAAEE envisions a sustainable future for all where environmental and social responsibility drive individual and institutional choices. They bring the brightest minds together to accelerate environmental literacy and civic engagement through the power of education.

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Section C: Branding

FEE will continue to take action to strengthen the recognition and credibility of its brands.

FEE envisions that its brands will emotionally connect our various target audiences with the organisation, our programmes, and with our Overarching Goals of addressing climate change, biodiversity loss, and environmental pollution.

FEE's brands embody uniqueness, quality, clear messages, a solid philosophy, and audience awareness. Through our Communications efforts, our goal is to ensure consistent, attractive messaging, brand equity, credibility, shared values, public recognition and loyalty.

FEE will continue the process of registering its brands where needed and possible. When needed, FEE will continue to collaborate with its members and take action when its brands are infringed upon, or are put at risk by other parties.

The FEE Branding Guidelines regarding logos, colours etc. will be updated and revised to better serve the needs of the FEE network.

Communicating through our Brands

FEE will publish updated branding guidelines to establish brand uniformity and support our network in effectively promoting the FEE brands to the public. High-quality images of our logos will be made available for public download from the FEE and programme websites to increase the visibility of the brands outside the network. We will also try to enrol and work with programme ambassadors to promote the brands on the international, national, and local levels.



Section D: Finance

FEE's financial goals go hand-in-hand with its mission and values. We will endeavour to diversify and grow various revenue streams to ensure financial stability and decrease financial risk.

FEE will continue and maintain a reserve fund to allow for sufficient resources to cover a six-month operating period.

The contingency fund will remain the main tool enabling FEE to support members facing financial difficulties. The fund should only be used as a 'one-off' emergency solution and members will be encouraged and supported to identify long-term sustainable solutions.

Cross-programme synergies will be sought and developed to increase efficiency.

Communicating about our Finances

FEE will fulfil all reporting and transparency requirements towards our members, National Operators, partners, and sponsors about our financial status.

Section E: Fundraising and Sponsors

FEE has been fortunate to have such loyal and generous sponsors over the years. Programme sponsors are critical to high programme sustainability and successful implementation of programme and organisational objectives. FEE will continue to seek out strategic sponsors who support our common goals of addressing Climate Change, Biodiversity Loss, and Environmental Pollution.

FEE will develop a new Fundraising strategy to accompany this strategic plan. Our strategy will provide a complete, organised, and analytics-based story that our team can use to engage new supporters.

Our fundraising strategic plan will start with a solid foundational case statement that fully describes who we are, what we believe in, what our fundraising campaign vision entails, the steps we will take to achieve it, and – most importantly – how this plan reinforces FEE's organisational mission.

Fundraising will allow for organisational stability as well as development and also aim to support the FEE member's programmes, especially in developing regions, focusing first on our sub-Saharan members.

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Communicating with our Funders and Sponsors

We will regularly update sponsors and funders about the status of funded projects and campaigns, and on how the resources they have contributed are used to drive positive change. Publicising funded projects will be a top priority to garner positive attention to our partners and highlight the benefits of a partnership with FEE to potential sponsors.

Section F: Our Resources



FEE Academy

FEE Academy is a new online learning resource being developed to support the important work of the global FEE network. Engaging and accessible online courses will teach FEE stakeholders everything they need to know about working with FEE -- from how to conduct a Green Key audit to how to organise a national YRE competition. FEE Academy will also help to build the overall operational capacity of our member organisations and support them in understanding, adapting to and teaching about important environmental issues. The platform will be an important tool to help the FEE network adjust to our new strategic goals and implement the new programme action plans for the coming years.



**GLOBAL
FOREST
FUND**

Global Forest Fund

Since 2008, the Global Forest Fund has supported over 120 tree planting and environmental education projects worldwide. After over a decade of compensating for our organisation's own travel emissions with the Global Forest Fund, FEE developed this internal carbon compensation tool into a cutting-edge platform that was launched to the public in November 2019. The new Global Forest Fund calculator and web platform allows travellers to calculate their carbon emissions across a range of transport options and compensate for those emissions by investing in projects that have a real and lasting environmental impact.

Our Sub-Goal Prioritisation Process

In order to utilise FEE's finite resources in the most efficient and effective way, the Strategy Team, comprised of FEE staff members as well as members from the Board of Directors, needed to prioritise the Sub-Goals. The criteria developed and agreed upon for this process were:

Timeframe to Implement the Sub-Goal

To determine the phase of the FEE Strategy during which FEE should actively pursue each Sub-Goal implementation through its programmes. Four phases were established, spanning the 10-year Strategy timeframe.

Relevance: Environmental Urgency/International Policies/Experts Consultation

To estimate how relevant each Sub-Goal will be towards addressing the targeted environmental issues those aspects and its contribution in tackling them in a meaningful way. The experts' recommendations and international policies and initiatives were considered, as well as the relevance to on-going FEE programmes and efforts.

Capacity for Implementation

To estimate if FEE and its network have the ability to implement each Sub-Goal, considering our member's capacity, expertise and current work. FEE DNA and expertise, as well as the possible risk of overlapping with other entities that may be better equipped to address a particular Sub-Goal were considered.

Measurability and Probability for Success

To estimate how likely it would be for FEE to successfully and timely implement each Sub-Goal, as well as determine if the results would be effectively evaluated

Cross-Cutting Sub-Goal

To determine how each Sub-Goal relates to the three targeted environmental problems and with the SDGs, and how much potential positive impact it can have.

Impact on Members

To rate each Sub-Goal based on the possibility of its implementation creating negative effects on FEE's member network due to lack of capacity, deficient knowledge base, lack of funding, additional workload or potential conflicts on a national level.

The FEE Strategy Team weighted each criterion as follows:

Criteria	Weight (%)
1. Time to Implement the Sub-Goal	14,4
2. Relevance: Environmental Urgency / International Policies / Experts Consultation	17,8
3. Capacity for Implementation	18,9
4. Measurability and Probability for Success	16,7
5. "Cross-cutting Sub-Goal"	16,7
6. Impact on Members	15,6
SUM:	100

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Once the criteria were weighted, the Strategy Team ranked the 12 Sub-Goals proposed against the criteria noted above. To rank each of the Sub-Goals, guiding questions with detailed explanations of the criteria were provided. The respondents attributed points from one (1) to ten (10) for each criterion. Two different analyses of the respondent answers were conducted. The first prioritisation focused on ordering the Sub-Goals under each overarching goal; the second prioritisation focused on ranking all 12 Sub-Goals together.

SUB-GOAL RANKING BASED ON THE PROCESS



It is important to note that **ALL** of the Sub-Goals are considered to be critical. However, FEE has acknowledged through this process that we cannot take on all of them concurrently, and that there is a very real need to address each of them through a systematic process that allows us the greatest chance for success, dependent on a variety of factors, such as urgency, capacity, and resources. It is also important to note that all of the 12 Sub-Goals will be addressed and implemented over the 10-year timeframe of the proposed Strategy.

While this prioritisation provides us with a roadmap for the future, it also allows us the flexibility to re-prioritise should situations change, or a project or funding occurs which could necessitate action sooner. We will also endeavour to identify those Sub-Goals which would allow more rapid successes so as to increase momentum towards reaching our Overarching Goals.

Annex I. Key Terms and Definitions

Climate Change

Climate change refers to a change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which occurs in addition to natural climate variability observed over comparable time periods (UNFCCC, Article 1). Also referred to as “global warming”, it is mainly caused by anthropogenic emissions of greenhouse gasses into the atmosphere after the industrial revolution.

Carbon Neutrality

Carbon neutrality, or net zero carbon footprint, refers to a state in which human activities result in no net effect on the climate system. Achieving such a state would require balancing of any residual emissions with carbon dioxide removal, as well as accounting for regional or local biogeophysical effects of human activities that affect the local climate (IPCC Glossary).

Climate Resiliency

Climate resilience can be generally defined as the capacity of social, economic and environmental systems to: i) cope with external stresses imposed upon them by climate change and maintain function; and ii) respond, reorganise, and evolve into more desirable configurations that maintain their essential function, identity and structure, while also maintaining the capacity for adaptation, learning and transformation and improving their sustainability (adapted from IPCC Glossary).

Coastal Zone

“Coastal zone” defines the geomorphologic area including both the terrestrial and submerged part of the coast in which the marine and land parts interact to create complex and variable ecological and resource systems, coexisting and interacting with human communities and relevant socioeconomic activities (adapted from the Protocol to the Barcelona Convention and FAO). The intensive concentration of population and excessive exploitation of natural resources leads to biodiversity loss, habitat destruction, pollution, and conflicts between potential uses. Coastal zones are also among the most vulnerable areas to climate change and extreme weather events.

Green Infrastructure (GI)

Green infrastructure is a strategically planned network of natural and semi-natural areas designed and managed to perform multiple functions, deliver a wide range of ecosystem services and protect biodiversity in both rural and urban settings (EEA). In contrast to ‘grey’ (man-made, constructed) infrastructure that serves one single objective, GI can provide benefits from nature to people, such as clean air or water, increased resilience to weather phenomena, climate adaptation, as well as the more anthropocentric functions including improved quality of life and social, economic and environmental health of the surroundings.

Invasive Species

An alien species is one introduced outside its natural past or present distribution; if this species becomes problematic, it is termed an invasive alien species or IAS (IUCN). IAS are the most common threat to many native amphibians, reptiles and mammals, especially vulnerable ones; their presence may lead to changes in the structure and composition of ecosystems, detrimentally affecting ecosystem services, human economy and wellbeing.

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The most effective way to stop the negative impacts of IAS is through prevention of spread by regulating the trade or movement of a species. Once an IAS has arrived, early detection, monitoring and eradication can stop the species spreading.

Pollinator

A pollinator is an animal (bats, birds, non-flying mammals, but mostly insects) that facilitates the transfer of pollen between the male and female parts of flowers to enable fertilization and reproduction. Pollination may also be effected by abiotic vectors (wind, water). Nearly 90 per cent of all wild flowering plants depend, at least in part, on animal-mediated pollination for their continued reproduction and evolution; it is also essential for about one-third of global food production. (IPBES). In recent years, a substantial and rapid decline in insect pollinators has been observed.

Circular Economy (CE)

A circular economy is an economic system aimed at eliminating waste and the unsustainable use of finite resources. In contrast to the traditional linear economy, with its “take, make, dispose” model of production, CE s based on designing out waste and pollution, keeping products and materials in use for longer and regenerating natural systems. Circular systems employ reuse, sharing, repair, refurbishment, remanufacturing and recycling to create a close-loop system, minimising the use of resource inputs and the creation of waste, pollution and carbon emissions (Ellen MacArthur Foundation).

Invisible Pollutants

Invisible pollutants are those air, water, or land pollutants that are not visible to the human eye. These can include gases (nitrogen oxides, sulfur dioxide, carbon monoxide, volatile organic compounds, and many others); particulate matter; heavy metals such as mercury from the mining industry; persistent organic pollutants (POPs) – chemical compounds that can have a highly toxic effect and are resistant to environment degradation, including many pesticides; discarded pharmaceuticals (adapted from a variety of sources).

Sustainable Production and Consumption

Sustainable consumption and production (SCP) refers to the use of services and products which cover basic needs and bring a better quality of life, while minimising the use of natural resources and toxic materials, as well as the emissions of waste and pollutants over their life, so as not to jeopardise the needs of future generations. Essentially, it is about achieving more and better while using less. It is also about decoupling economic growth from environmental degradation, increasing resource efficiency and promoting sustainable lifestyles (UNEP).

Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by all United Nations Member States in 2015 as a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030. The 17 SDGs are integrated, that is, they recognise that action in one area will affect outcomes in others, and that development must balance social, economic and environmental sustainability.



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