RULES OF PROCEDURE

FOR

FOUNDATION FOR ENVIRONMENTAL EDUCATION

June 2012

Preamble:

These Rules of Procedure provide further clarity and detail for 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 relevant Act, 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 members of FEE.

PART A
RULES OF PROCEDURE FOR
GENERAL ASSEMBLY AND BOARD OF DIRECTORS

1. RULE OF PROCEDURE FOR THE GENERAL ASSEMBLY

1.1 The agenda, with enclosures, will be sent out at least three weeks prior to 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 (account, 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 are elected by the General Assembly. Except for the President, any representative from a Full member organisation wishing to stand for election and who has been proposed and seconded by a Full or Associate member may be elected onto the Board of Directors in accordance with Article 24.1. The nomination for Board of Directors must take place not later than three weeks before a General Assembly (using the nomination form prescribed by the Board from time to time). The nominated representative must attend the General Assembly at which the election is to take place in order to be considered for election.

1.4 The election of the members of the Board of Directors is done by ballot. In order 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. Each Full member organisation will receive two voting forms and each Associate member organisation will receive one voting form.

1.5 Observers are allowed at the General Assembly if the Chair approves it.

1.6 The Board of Directors can decide to organise events to coincide with the General Assembly.

1.7 Draft minutes of the General Assembly will be produced by the International Head Office and circulated within one month of the meeting.

2. RULES OF PROCEDURE FOR THE BOARD OF DIRECTORS

2.1 The agenda and any pertinent documents for Board of Directors meetings must be distributed to the Board at least 14 days in advance unless an emergency Board of Directors Meeting is called in accordance with Article 32.4.

2.2 The first Board of Directors meeting after the General Assembly should have at least the following on the agenda:

i. Approval of the agenda
ii. Apologies for absence
iii. Constitution of the Board of Directors (including the appointment of a Vice President)
iv. Other issues

2.3 Ordinary Board of Directors meetings should have at least the following points on the agenda:

i. Approval of the agenda
ii. Apologies for absence
iii. Minutes of the last meeting
iv. Matters arising
v. Activity reports
vi. Financial reports
vii. New developments
viii. Membership activities and applications
ix. Other issues

2.4 The Board meetings immediately before the General Assembly should have at least the following on the agenda:

i. Approval of the agenda
ii. Apologies for absence
iii. Reports (if applicable)
iv. General Assembly
v. General

2.5 Reports and items tabled by members of the Board of Directors must be sent to the International Head Office at least 21 days before the Board of Directors meeting. The reports and items must follow the format for reporting as laid out in FEE's Design Manual. 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 unless an emergency Board of Directors meeting is called in accordance with Article 32.4.

2.6 Draft minutes from the Board of Directors meetings will be circulated by the International Head Office within one month of the meeting and not later than 7 days before the next Board of Directors meeting (unless the next meeting is an urgent meeting or two meetings immediately following each other).

2.7 The final minutes of a Board of Directors meeting will be approved and signed at the next upcoming Board of Directors meeting.

PART B
RULES OF PROCEDURE FOR MEMBERS OF FEE

3. RULES OF PROCEDURE FOR ASSOCIATE MEMBERS

3.1 An Associate member of FEE is an organisation that has been approved and appointed by the Board of Directors (in accordance with Article 9.1) to represent FEE in its country.

3.2 Each Associate member organisation has a member of the Board of Directors allocated to act as a mentor and assist the member organisation in achieving Full member status.

3.3 The Associate member organisation is responsible for implementing and running at least one programme as well as complying with other requirements of FEE.

3.4 Associate members are normally expected to implement a FEE programme by following a successful feasibility study and running a programme pilot phase before the programme is fully implemented. Implementation is ensured by following guidelines issued by the International Head Office. Each Associate member is responsible for securing funds for their FEE programme nationally and for establishing the necessary networks with local and central governments as well as the private sector and other national NGOs.

3.5 Associate members are reviewed and have their continued membership approved by the Board of Directors every year. The review includes an annual activity report produced according to the Membership Review Document. This report must be sent to the International Head Office within the deadlines prescribed by the Board of Directors from time to time. The General Assembly shall ratify the decision of the Board of Directors at its first upcoming meeting following the review.

3.6 Associate member organisations no longer complying with the requirements for Associate membership may be suspended from membership of FEE by resolution of the Board of Directors. The General Assembly shall either confirm or revoke the suspension at its first upcoming meeting.

3.7 Within five (5) years of Associate membership, an Associate member organisation must have implemented at least two FEE programmes and have secured the financial and administrative capacity required for seeking full membership

4. ASSOCIATE MEMBERSHIP OF FEE

4.1 Membership criteria

The applicant organisation should normally fit the following profile:

- Non-governmental and not for profit organisation
- Nationwide organisation within their country
- Capacity to run at least two FEE programmes
- Capacity to secure sufficient funds to meet the obligations of FEE membership (membership fee and programme levy, costs of running of programmes nationally, participation in international FEE meetings, etc.)
- Capacity to secure active participation in FEE and FEE programmes
- Adherence to FEE's environmental policy

- Been in existence for at least three years
- Democratic and open to all regardless of gender, orientation, race, religion
- Able to demonstrate that environmental education is one of its principal activities and that it will promote the Vision, Mission, Values and activities of FEE
- Has access to a properly equipped office
- Has a daily contact person who knows about the NGO's activities and speaks English

4.2 Associate Membership application documents

An organisation that wishes to be considered for Associate membership of FEE has to provide documentation to the International Head Office that demonstrates compliance with the above-mentioned conditions and demonstrate its technical and financial capacity to be a FEE member organisation and carry out at least two FEE programmes. The standard application form must therefore be carefully completed and the following supplementary documentation, in English, must be enclosed:

- Statutes
- Description and list of members
- Organisation structure chart (showing job titles, reporting/managing lines)
- Details of organisation staff (this must include the names and qualifications of the staff who will be running the FEE programmes)
- Activity reports and plans (showing the type of work the applicant organisation has and will be undertaking)
- Income and expenditure 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 FEE programmes showing financial support
- Details of how a second programme will be funded/implemented
- Signed letters of endorsement from Ministries of Environment and/or Education

The International Head Office may request further information after evaluating the above-mentioned documentation.

4.3 Associate Membership application procedure

- Initial contact is between the applicant organisation and the International Head Office
- Required application information is sent by the International Head Office outlining the benefits and responsibilities of membership
- The applicant organisation completes the application form and returns it to the International Head Office together with all the required supplementary documentation
- The applicant organisation pays the once-off non-refundable membership application fee
- The International Head Office will evaluate the application material and prepare an evaluation with the summary of the received application and supplementary material
- The International Head Office will revert to the applicant organisation with any additional questions
- The final evaluation and recommendation is forwarded to the Board of Directors for consideration
- If all required material is received 45 days before a Board of Directors meeting, the Board will normally take a decision regarding membership at that meeting
- In case of approval of membership, the Board of Directors will normally issue provisional Associate membership and a member of the Board of Directors is appointed as mentor for the organisation will conduct a mentor visit within the first three months of membership

- The subsequent Board of Directors meeting will, based on the feedback from the mentor, approve Associate membership if appropriate.
- The approved Associate membership will be ratified at the first upcoming General Assembly, and it is therefore obligatory for the new Associate member organisation to attend this General Assembly.

5. RULES OF PROCEDURE FOR AFFILIATE MEMBERS

5.1 An Affiliate member is a national or international organisation or institution that is collaborating with FEE.

5.2 Application for Affiliate membership is approved by the Board of Directors.

5.3 There must be a cooperation agreement between FEE and the Affiliate member defining the nature of the collaboration. Cooperation agreements will be produced by the International Head Office of FEE. Where the Affiliate member is a second national organisation the cooperation agreement (and application) must be supported by the Full/Associate FEE member organisation in the country concerned.

5.4 Where the Affiliate member organisation is a national entity not complying with the requirements for Associate membership in a country without any other FEE member representation, then the Board of Directors will appoint a mentor to follow the Affiliate member organisation during its normally maximum of three (3) years of membership where the Affiliate member organisation will be in charge of implementing one FEE programme.

5.5 Affiliate members are reviewed and have their membership confirmed by the Board every four (4) years. In the case of the Affiliate member being a national entity not complying with the requirements for Associate membership in a country without any other FEE member organisation, the review is carried out annually. The review includes an activity report produced according to a Membership Review Document. This report must be sent to the International Head Office according to the set deadlines. The General Assembly confirms the decision of the Board of Directors at its first upcoming meeting.

5.6 Affiliate members not complying with the requirements for Affiliate membership may be suspended from membership of FEE by resolution of the Board of Directors. The General Assembly shall either confirm or revoke the suspension at its first upcoming meeting.

5.7 Affiliate members are entitled to attend the General Assembly at their own expense, but with no voting rights.

6. AFFILIATE MEMBERSHIP OF FEE

6.1 Affiliate Membership criteria

Affiliate membership of FEE is available to the following entities: a) an international organisation wishing to have a formal connection with FEE, b) a national organisation (not complying with the requirements for Associate membership) in a country without any other FEE member representation, or c) a second national organisation that, after agreement with the Full/Associate member organisation in the relevant country, runs a FEE programme.

6.2 Affiliate Membership application documents

The entity wishing to become an Affiliate member of FEE must complete an application form to the International Head Office and enclose the following information (where applicable):

- Statutes
- Description and list of members of the organisation/institution
- Organisation/institution structure chart (showing job titles, reporting/managing lines)
- Details of organisation/institution 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 organisation/institution has and will be undertaking)
- Financial reports for the last three years (indicating sources of funding, currency and exchange rate to Euro)
- Provisional budget (showing financial support, secured/non-secured funding, currency and exchange rate) and time plan for the first year of the FEE Programme
- Agreement with FEE on the specific tasks related to the Affiliate membership (to be produced by the International Head Office)

All material must be forwarded in English.

The International Head Office may request further information after evaluating the basic documentation.

6.3 Affiliate Membership application procedure

In order for an application for Affiliate membership to be considered by the Board of Directors, the full application (including all supplementary material) must be received at the International Head Office at least 45 days before a Board of Directors meeting and the non-refundable once-off application fee must also have been paid. The International Head Office is in charge of preparing the evaluation and forwarding it to the Board of Directors for consideration.

In the case of approval of Affiliate membership for a national entity (not complying with the requirements for Associate membership) in a country without any other FEE member representation, the Board of Directors will appoint a mentor to follow the Affiliate member organisation during its maximum of three years of membership.

In the case of approval of Affiliate membership for a second national organisation to run a FEE programme, the Affiliate membership will only take place after the International Head Office has received the signed cooperation agreement between the applicant organisation, the Associate/Full member organisation and FEE.

Affiliate membership is granted by resolution of the Board of Directors, subject to ratification at the next upcoming General Assembly.

7. RULES OF PROCEDURE FOR FULL MEMBERS

7.1 Full members are reviewed and have their membership confirmed by the Board of Directors every four years. The review includes an activity report produced according to the Membership Review Document. This report must be sent to the International Head Office according to the set deadlines. The General Assembly confirms the decision of the Board of Directors at its first upcoming meeting.

7.2 The Board of Directors can at any time require a member go through a membership review in connection with the annual membership review process. Full member organisations no longer complying with the requirements for Full membership may, by resolution of the Board of Directors be reclassified as Associate member, or have their membership suspended. The General Assembly shall either confirm or revoke the reclassification or suspension at its first upcoming meeting.

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 membership must be confirmed with the Board of Directors every two years.

8.3 Honorary members may attend a General Assembly at their own cost, but have no voting rights

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

9.1 The annual membership fee, as set out in Article 8.4, 9.3 and 10.3, is due on 1 January and must be paid by 31 March at the latest.

9.2 New Associate/Affiliate member organisations must pay their membership fee upon being approved by the Board of Directors with a general payment notice of 30 days.

9.3 Member organisations that change status from Associate to Full membership of FEE at the General Assembly must pay the difference in membership fee between the two levels of fee (half year's fee) by 31 August at the latest.

9.4 Member organisations entitled to claim travel reimbursement for attendance at FEE meetings must submit their claims within two months of the meeting or else their claim will not be met.

10. RULES OF PROCEDURE FOR THE TASK OF MENTORING

10.1 The Board of Directors appoints a mentor for each Associate member organisation and for Affiliate member organisations representing a national entity not complying with the requirements for Associate membership in a country without any other FEE member representation. The mentor is usually a member of the Board of Directors.

10.2 New Associate (and some Affiliate) organisations becoming a member of FEE will have a mentor appointed at the Board of Directors meeting approving the membership. Once a year at the Board meeting in June/July, mentor roles for Associate (and some Affiliate) organisations are distributed among the Board of Directors.

10.3 The mentor is in charge of conducting an annual mentor visit. In some circumstances, the Board of Directors may agree that another member of the Board of Directors, a representative of another Full member organisation, or an employee of the International Head Office act as mentor.

10.4 The aim of mentoring is to assist the Associate member to fulfil the aims of FEE and become a Full member of FEE within 5 years. The mentor should inform the Associate member about FEE and the requirements/work of FEE, assist the Associate member

with organisational development, exchange information (including as to availability of sources of grant funding), know-how and technical support for FEE activities, etc. The mentor must help the new member organisation to introduce at least two of the FEE programmes in cooperation with the International Head Office and according to the common guidelines of the given Programme. The FEE Mentor Visit Manual lays out more detailed information about the mentor function.

10.5 In the case of an Affiliate member, the aim of mentoring is to assist the Affiliate member to fulfil the aims of FEE, implement a FEE programme (in cooperation with the International Head Office) and identify an organisation to join FEE as Associate member organisation within three years. The mentor should provide information about FEE and the requirements of/work in FEE, assist the Affiliate member with exchange of information, know-how and technical/financial support for FEE activities, etc. The FEE Mentor Visit Manual has more detailed information about the mentor function.

10.6 The mentor must inform the International Head Office ahead of the mentor visit. FEE will normally cover the costs of the travel to and from the relevant country, whilst the host organisation usually covers the internal costs of the mentor visit. After the visit, the mentor must produce a report for the Board of Directors.

10.7 The mentor function for an organisation ceases when the organisation changes from Associate to Full membership.

PART C
RULES OF PROCEDURE FOR THE FEE MANAGEMENT

11. RULES OF PROCEDURE FOR APPOINTING EMPLOYEES IN THE INTERNATIONAL HEAD OFFICE

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

11.2 The Chief Executive Officer is in charge of appointing staff for the International Head Office. However, the creation of any new post must be approved by the Board of Directors in advance.

12. RULES OF PROCEDURE FOR THE WORK IN THE INTERNATIONAL HEAD OFFICE

12.1 The Chief Executive Officer is accountable to the Board of Directors in accordance with the FEE Articles of Association, the Rules of Procedure and such strategies as the Board of Directors may from time to time determine.

12.2 The Chief Executive Officer is responsible for the following: personnel management, strategy management, general administration, financial administration, communication, and monitoring and evaluation.

12.3 The staff in the International Head Office must ensure that the activities of FEE are run in accordance with the FEE Articles of Association, the Rules of Procedure and such strategies as determined by the Board of Directors.

13. RULES OF PROCEDURE FOR THE WORK OF THE MEMBER ORGANISATIONS

13.1 The programmes of FEE are implemented and administrated nationally by a programme national operator in the FEE member organisation. The national operator must work on and communicate about the programmes according to the procedures laid out by the General Assembly, Board of Directors and International Head Office.

14. RULES OF PROCEDURE FOR PROGRAMME NATIONAL OPERATOR MEETINGS

14.1 There are the following rules of procedure for the programme national operator meetings:

a. The International Head Office shall ensure that programme national operators are informed of the meeting, with an indication of time and place, four months in advance of the meeting
b. Proposals for points for the agenda must be submitted at least four weeks in advance
c. The final agenda together with relevant supporting documentation will be distributed to the programme national operators at least two weeks in advance
d. Adoption of the agenda is the first item of the agenda of the meeting
e. Normally, participation is limited to one representative of each member organisation unless special arrangements have been made with the International Head Office, and the costs of any additional representative is to be covered in full by the relevant member organisation

f. The meeting is normally chaired by the member of the Board of Directors responsible for the relevant programme
g. The programme national operator meeting has the power to make decisions regarding changes in the programme criteria and procedures to be ratified by the Board of Directors
h. Within one month after the meeting, the International Head Office must circulate the draft minutes of the programme national operator meeting among the programme national operators
i. The minutes are considered approved if the International Head Office has not received comments within one month after the draft minutes have been circulated
j. The Board of Directors shall be notified of decisions from the programme national operator meeting and shall decide whether or not to ratify those recommendations (and give reasons for the decisions)

15. RULES OF PROCEDURE FOR OTHER MEETINGS IN FEE

15.1 All other meetings in FEE, such as Consultative Meetings, International Jury meetings, International Steering Committee meetings, Advisory Committee meetings, Working Party meetings, etc must follow the general guidelines for notification, agenda, chairing and reporting as set by the Board of Directors from time to time.

PART D
ROLES AND RESPONSIBILITIES

16. General Assembly

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

17. Board of Directors

- Prepare agenda of the General Assembly meetings
- Establish the overall policies and strategies of the organisation
- Ensure political implementation and compliance with the overall strategies of the organisation
- General day-to-day political management of the organisation
- Approve financial reports of the organisation for the past and coming period (accounts, budgets, financial interim reports)
- Approve new membership
- Approve changes in membership status
- Conduct mentor visits to the associate/affiliate member organisations and other visits to member organisations
- Appoint working parties
- Chair FEE meetings (national operator meetings, International Jury and Advisory Board meetings, etc)
- Act as ambassadors for the organisation
- Appoint the Chief Executive Officer and monitor his/her performance
- Approve the creation of any new staff posts

18. President

- (In addition to the above issues relating to all Board members)
- Chairing of General Meetings and Board meetings
- Signing agreements with international partners
- Ensuring close contact with the members of the Board of Directors and the Chief Executive Officer

19. Chief Executive Officer

- The Chief Executive Officer is accountable to the Board of Directors in accordance with FEE's Articles of Association, Rules of Procedure, and strategies, and in particular:

<u>a. Personnel</u>

- Employment of staff in the International Head Office
- Ensuring the employment contracts and office rules of the International Head Office
- Manage and coordinate the activities of staff in the International Head Office

- Motivate the staff in the International Head Office to foster their professional and personal development and training in such a way that enhances the programs for which they are responsible

b. Strategy
- Preparing suggestions for the overall strategies of the organisation
- Ensuring implementation/compliance concerning the overall strategies
- Preparing the suggestion for overall environmental education policy in FEE
- Linking with existing and potential international institutional and corporate 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 international FEE meetings
- Creating an overview of FEE activities in the member organisations
- Plan and organise international travel in relation to FEE

d. Financial administration
- Preparation of 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)
- Authorise expenditure without previous approval up to an amount set by the Board of Directors from time to time
- Ensuring sufficient resources through fundraising
- Approval and signing of corporate agreements

e. Communication
- Developing and executing the internal and external communication strategy of the organisation
- Ensuring production and dissemination of promotional material
- Ensure compliance with, and defence of, the brands of the organisation
- Facilitate networking between the programmes and the members of the organisation

f. Monitoring and evaluation
- Ensuring evaluation of new membership applications and existing membership
- Protection and control of quality of organisation programmes and standards
- Ensuring the implementation of the overall environmental education policy in FEE
- Conduct visits (including mentor visits, control/audit visits, study visits, etc), when appropriate, to member organisations and other relevant countries

20. Programme/Project Directors

a. Strategy
- Prepare the strategy on the development of the programme in cooperation with the Chief Executive Officer and the Board of Directors and with input from the Advisory Board (if applicable)
- Ensure ongoing development of the programmes/projects
- Ensure best practice in the implementation of the programmes for which they are responsible

- Ensure implementation of the approved programme strategy in cooperation with the Chief Executive Officer and the Board of Directors and with input from the Advisory Board (if applicable)
- Advise the Chief Executive Officer on general FEE and FEE programmes strategic matters
- Ensure adherence to current overall FEE policies
- Ensure and enhance synergy between FEE programmes
- Support the Chief Executive Officer in defining the roles and responsibilities of all parties involved in the programme/project

b. General administration

- General day-to-day administrative management of the programme/project
- Ensuring the preparation ahead of, and follow-up from, General Assembly and Board of Directors meetings on issues related to the programme/project
- Ensure the arrangement, preparation and follow-up of programme national operator meetings, Advisory Board meetings as well as other international programme/project meetings
- Creating an overview of the programme/project activities in the member organisations
- Plan and organise international travels in relation to the needs of the programme/project
- Support the Chief Executive Officer in the hiring of programme/project related staff and interns
- General day-to-day management of programme/project staff and interns

c. Financial administration

- Prepare an annual budget for approval by the Chief Executive Officer and Board of Directors
- General day-to-day financial management of the programme/project budgets and financial interim reports
- Ensure financial reporting to the Chief Executive Officer and Board of Directors
- Support and contribute to ensuring sufficient resources for the programme through fundraising

d. Communication

- Act as an ambassador of and networker for FEE and the FEE programmes/projects at all times
- Support communication within the International Head Office
- Support communication with programme national operators and facilitate networking between programme national operators and members
- Support communication with stakeholders, including existing corporate sponsors and institutional partners, related to the programmes
- Support the Chief Executive Officer and communications staff in cultivating relationships with the media and stakeholders, including corporate sponsors and institutional partners, related to the programmes
- Act as a programme/project international spokesperson (as well as overall FEE spokesperson)
- Adhere to FEE's communications guidelines and protect its brand and that of its programmes
- Provide statistics and content (including text, images and logos) for marketing materials, reports and public/media outreach

e. Monitoring and evaluation

- Ensure monitoring and evaluation of the programme/project

- Collect data and evidence to monitor and evaluate the programme/project
- Assess the fulfilment of roles of all parties involved in the programme/project

21. 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 programme national operators and other staff and/or volunteers necessary for the successful implementation of the programs
- Ensure attendance at FEE's international meetings (General Assembly meetings, programme national operator meetings, etc)
- Work to continuously increase FEE activities at the national level
- Work in accordance with the FEE Articles of Association, Rules of Procedure and other international documents of FEE (as specified in the Handbook for member organisations)
- Follow other decisions made by FEE

c. Financial administration

- Raise funds for programme implementation and maintenance activities at national level
- Raise funds for international commitments (payment of membership fee, programme levy and participation in FEE meetings)

d. Communication

- Protect the ethos of FEE
- 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 International Head Office of any infringement of FEE brands that come to the member's attention
- Take all reasonable steps, on behalf of FEE, to defend FEE brands at national level
- Create links with the FEE websites and other social media
- Ensure 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 International Head Office (following the general information flow requirements from FEE internationally)
- Ensure an appropriate flow of information regarding FEE activities within the member organisation
- Ensure an appropriate flow of information regarding activities that may be of interest to other member organisations
- Network with Affiliate member organisations (where relevant)

e. Monitoring and evaluation

- Ensure a proper level of quantity, quality and integrity of the FEE programmes nationally (in accordance with the requirements from FEE internationally)

22. Programme national operator

a. Programme quality

- Responsible for safeguarding and protecting the FEE programme brands
- 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
- Where relevant, ensure on-site visits to determine: a) complete knowledge of programme performance, b) feedback to programme participants on their performance; c) no operation of FEE programmes taking place without permission
- Contribute to establishing a balanced and trustworthy national jury (where relevant) as according to international guidelines leaving no doubt about the integrity and independence of the decisions reached by the jury (all aspects of the FEE programme are covered by expert advice)
- Ensure that no awards or acknowledgements are given when there are clear violations of the certification process or the evidence used for applying for the certification

b. Programme development and support

- Where appropriate, support the member organisation in raising funds for programme implementation and maintenance activities at national level
- Ensure training and quality service is provided to 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 programme participants
- Communicate with other programme national operators on good practice, programme ideas and all planned developments
- Produce material that supports the implementation of the FEE programme
- Supply programme participants with guidance on how to meet the FEE programme criteria
- Support the integration of the programme nationally in cooperation with stakeholders, e.g. developing the programme to compliment national curricula
- Clearly state the obligations and requirements for the implementation of the FEE programme
- Ensure all documentations follow the international guidelines
- Outline processes for assessment and evaluation for programmes that require certification
- Ensure attendance at programme national operator meetings and other relevant international meetings

c. Timely and effective reporting about the FEE programme/project

- Provide an annual report to the International Head Office or as specified and agreed within each programme/project
- Provide communication to other national operators and the International Head Office about initiatives and activities that have consequences for the quality of the programme/project and reputation of the programme brand
- Fulfil other reporting tasks as decided by the group of national programme operators, the International Head Office or the Board of Directors.

d. Ensure Effective and Positive Internal and External Communication

- Facilitate the exchange of experiences and information between programme participants
- Disseminate programme information to the public through media channels
- Distribute information on where the FEE programme can be found
- Develop and represent the programme image and brand positively through all forms of media
- Engage and inform important national authorities about the FEE programme on a regular basis
- Be active in public debate on environmental issues related to but not necessarily about the FEE programme
- Provide promotional materials projecting an image of quality and environmental concern (according to the FEE's environmental policy and sponsorship guidelines)
- Make the FEE programme knowledge and experience available and known externally, for example in conferences, advisory groups, networks etc
- Communicate in an open and honest but respectful manner with the other countries and the International Head Office about plans and problems in the national or international Programme
- Cooperate with other FEE programme countries on specific projects and activities (e.g. within the frames of the working groups)