

RULES OF PROCEDURE (STANDING ORDERS)

FOR



**FOUNDATION FOR
ENVIRONMENTAL EDUCATION**

June 2008

INTRODUCTION

These FEE Rules of Procedure represent a summary and an explanation of the FEE Articles of Association regarding the procedures for FEE. In the event of any discrepancy between this document and the FEE Articles of Association then the Articles of Association shall prevail.

The FEE Executive Board is in charge of making the standing orders in the form of FEE Rules of Procedure, and the FEE General Assembly may alter the standing orders as explained in Article 39 in the Articles of Association of FEE.

All references to Articles in this document are references to Articles in the FEE Articles of Association.

PART A

GENERAL RULES OF PROCEDURE

1. GENERAL ASSEMBLY

- 1.1 In accordance with Article 10.1, all members of FEE will be notified of the date and venue of a FEE General Assembly meeting at least four months prior to such a meeting.
- 1.2 There must be no more than 27 months between one General Assembly and the next as per Article 8.1. The meeting is normally held in June.
- 1.3 The agenda, with enclosures, has to be sent at least three weeks before the FEE General Assembly.
- 1.4 The agenda for the General Assembly should at least contain the following points:
 - a. Approval of agenda
 - b. Apologies for absence
 - c. Minutes of the last meeting
 - d. Matters arising
 - e. Reports:
 - FEE Annual Report
 - FEE Annual Plan
 - Financial report (account, budget, annual fees)
 - f. New developments
 - g. Membership
 - Approval of new members
 - Confirmation of existing members
 - h. Executive Board membership election
- 1.5 Relevant decisions of the General Assembly will be confirmed in a subsequent AGM meeting.
- 1.6 The President of FEE or any member of the FEE Executive Board (nominated by the President) is to chair the General Assembly and AGM meetings, as according to Article 12.1.
- 1.7 At the General Assembly and AGM, each full member (having paid the membership fee) has two votes as stated in Article 14.2. Each associate member (having paid the membership fee) has one vote as stated in Article 14.3. Honorary and affiliate members are not entitled to vote, as stated in Articles 5.4 and 6.4.
- 1.8 At the General Assembly voting by proxy is not allowed, as stated in Article 16.1, and no one can represent more than one member organisation.
- 1.9 Observers are allowed at the General Assembly if the General Assembly approves it.
- 1.10 The FEE Executive Board can decide to organise events in connection with the FEE General Assembly event.
- 1.11 Minutes from the General Assembly will be produced by the FEE Secretariat and circulated within two months.

2. EXECUTIVE BOARD

- 2.1 In accordance with Article 18.1, the Executive Board should consist of six or more members, including the President. As per Article 18.1, the President is elected for a four year term, and the other members for a two year term.
- 2.2 The members of the Executive Board are elected by the General Assembly. Any representative from a full member organisation, who wishes to stand for election and has been proposed and seconded by full or associate member organisation representatives, may be elected onto the Executive Board in accordance with Article 19.2. The nomination for Executive Board must take place not later than three weeks before a General Assembly (using the standardised nomination form). The nominated representative must attend the General Assembly in order to be considered for election.
- 2.3 The election of the members of the Executive Board is done by ballot. In order for a voting form to be valid it must contain the number of indications corresponding to the number of persons up for election. Each full member organisation representative will receive two voting forms and each associate member organisation representative will receive one voting form.
- 2.4 Executive Board meetings:
 - 2.4.1 In accordance with Article 26.3, the Secretariat must notify the Executive Board, in writing, at least 21 days in advance of any meeting of the Board. The agenda, and any pertinent documents for such meetings, must be distributed to the Executive Board at least 14 days in advance.
 - 2.4.2 The President chairs the meeting of the Executive Board as stated in Article 28.3. In his absence the Vice-President chairs the meeting, in accordance with Article 28.4.
 - 2.4.3 Presence of more than half of the Executive Board members is the quorum in order to conduct business. Details are set out in Articles 27.1-27.5.
- 2.5 Agenda of the Executive Board meetings:
 - 2.5.1 The first Executive Board meeting after the General Assembly may have the following agenda:
 - i. Approval of the agenda
 - ii. Constitution of the Executive Board
 - iii. Designation of the administration of FEE
 - iv. Miscellaneous
 - 2.5.2 The ordinary Executive Board meetings may have 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. Reports

- President
 - Executive Board
 - Secretariat
 - Programmes
 - Other
- vi. Financial reports
 - vii. New developments
 - viii. Other items

2.5.3 The Executive Board immediately before the General Assembly may have the following agenda:

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

2.6 Reports and items tabled by Executive Board members and/or Programme Coordinators must be sent to the Secretariat 21 days before the Executive Board meeting. The reports and items must follow the format for reporting (including recommendations for decisions). Reports and major items for discussion requiring decision will be circulated with the final agenda 14 days before the Executive Board meeting.

2.7 Decisions taken by vote in the Executive Board require simple majority. If the votes are equal the vote of the President is decisive, according to Article 26.6.

2.8 Minutes from the Executive Board meetings will be circulated by the Secretariat within two months after the meeting and not later than 7 days before the next Executive Board meeting (unless the next meeting is an urgent meeting), according to Article 34.3..

2.9 The final minutes of an Executive Board meeting (with comments received from the members) will be forwarded for approval at the next upcoming Executive Board meeting.

PART B

RULES OF PROCEDURE FOR MEMBERS OF FEE

3. NEW APPLICANTS

3.1 Criteria for Associate FEE Membership

The applicant organisation should fit the following profile:

- Non-Governmental Organisation (NGO)
- not-for-profit organisation
- nationwide organisation within their country
- able to run more than one FEE programme
- able to secure sufficient funds to meet obligations of FEE membership, i.e. membership fee, running of programmes, contributions towards programme levy costs
- ideally the organisation should have been in existence for at least three years
- must have or be working towards an environmental policy
- be democratic and open to all regardless of gender, race, religion
- must demonstrate that environmental education is one of its principal activities and that it will promote the activities and philosophy of FEE
- have access to a properly equipped office
- have a daily contact who knows about the NGO activities and speaks English, as the working language of FEE is English

The FEE Executive Board, in consultation with the FEE General Assembly, may at its discretion make exceptions to the above criteria.

3.2 Documentation

An organisation that wishes to be considered for membership of FEE has to provide documentation that demonstrates with the above-mentioned conditions and demonstrate its technical and financial capacity to be FEE member organisation and carry out at least two FEE programmes. The documentation, relating to the applicant organisation, needed for this purpose is normally:

- Statutes / Rules of Procedure (translated into English)
- Description and list of members of the organisation
- Organisation structure chart (showing job titles and 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)
- Financial reports for the last three years (indicating sources of funding)
- Provisional budget for the first year of the FEE programme
- Three year work plan for the work with FEE programmes, including a budget showing the expected source of financial support to be received
- Details of how a second programme will be funded/implemented if membership is approved. The second programme must be started within the first three years of membership
- Signed letters of endorsement from Ministries of Environment and/or Education
- Environmental Policy or documentation that shows that the organisation is working towards its own Environmental Policy

All material must be forwarded in English or with a full or headline translation of documents into English.

The FEE Secretariat may request further information after evaluating the basic documentation.

3.3 Application procedure

- Initial contact is made with the Secretariat by the applicant organisation
- Information is sent outlining the responsibilities of membership
- Once an application (including all required supplementary documents) is formally received, this will be considered by the Secretariat (and Programme Coordinators)
- If necessary, the applicant organisation will visit or be visited by a Programme Coordinator, the Secretariat and/or and Executive Board member
- An evaluation with the summary of the received application and supplementary material is prepared by the Secretariat and forwarded for consideration by the Executive Board
- The Executive Board takes a decision regarding the membership
- A member of the Executive Board is appointed as mentor for the new associate member
- The General Assembly confirms the membership

In order for an application to be considered by the Executive Board, it should normally be received by the Secretariat at least one 45 days before an Executive Board meeting.

3.4 Criteria for Affiliate FEE Membership

Affiliate membership of FEE is eligible for the following entities: a) international entity wishing a formal connection to FEE, b) a national entity (not complying with the requirements for associate membership) in a country without any other FEE member representation to be member during the implementation phase of a FEE programme or c) a second national organisation that after agreement with the full/associate member organisation runs a FEE programme.

The entity wishing to become an affiliate member of FEE must complete an application form and normally 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
- 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)
- Environmental Policy or documentation that shows this organisation/institution is working towards its own Environmental Policy
- Agreement with FEE on the specific tasks related to the affiliate membership

All material must be forwarded in English or with a full or headline translation of documents into English.

The FEE Secretariat may request further information after evaluating the basic documentation.

In order for an application to be considered by the Executive Board, it should normally be received by the Secretariat at least one 45 days before an Executive Board meeting.

A dossier is prepared and forwarded for consideration by the Executive Board. The Executive Board takes a decision regarding the membership and the General Assembly confirms the membership

4. ASSOCIATE MEMBERS

- 4.1 An associate member of FEE is an organisation that has been approved by the Executive Board and confirmed by the General Assembly (in accordance with Article 4.2) to represent FEE in its country.
- 4.2 Each associate member organisation has an Executive Board member allocated to act as a mentor and assist the member organisation in achieving full member status.
- 4.3 The associate member organisation is responsible for implementing and running one FEE programme and working towards implementing a second FEE programme as well as complying with other requirements of FEE.
- 4.4 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. The implementation is ensured by following the guidelines as issued by Programme Coordinators. Each associate member is responsible for securing funds for their FEE programme nationally and for establishing the necessary networks with local and central government.
- 4.5 Associate members are reviewed and have their membership confirmed by the General Assembly every year. The review includes an annual activity report to the General Assembly produced according to a Membership Review Document. This report must be sent to the Secretariat according to the set deadlines well in advance of the General Assembly meeting.

5. FULL MEMBERS

- 5.1 Within 3-5 years of 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
- 5.2 Full members are reviewed and have their membership confirmed by the General Assembly every 4 years. The review includes an activity report to the General Assembly produced according to a Membership Review Document. This report must be sent to the Secretariat according to the set deadlines well in advance of the General Assembly meeting.
- 5.3 The Executive Board can at any time request a member to go through the membership review in connection with the General Assembly to report on the items in the review to ensure the compliance with the aims of FEE. Full member organisations no longer complying with the requirements for full membership might be downgraded to associate or rejected as continued member of FEE.

6. AFFILIATE MEMBERS

- 6.1 An affiliate member is a national or international organisation or institution that is collaborating with FEE.

- 6.2 There must be a cooperation agreement between FEE and the affiliate member defining the nature of the collaboration. Where the affiliate member is a second national organisation the cooperation agreement (and application) must be supported by the full/associate FEE member in the country concerned.
- 6.3 The application for affiliate membership is approved by the Executive Board and confirmed by the General Assembly.
- 6.4 Affiliate members are reviewed and have their membership confirmed by the General Assembly every 4 years. The review includes an activity report to the General Assembly produced according to a Membership Review Document. This report must be sent to the Secretariat according to the set deadlines well in advance of the General Assembly meeting.
- 6.5 Affiliate members are entitled to attend the General Assembly at their own expense, but with no voting rights.

7. HONORARY MEMBERS

- 7.1 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.
- 7.2 A recommendation for a new honorary member must be approved by the General Assembly as per Article 6.1.
- 7.3 Honorary membership is for two years, but can be renewed by the General Assembly.
- 7.4 In accordance with Article 6.3, there is no membership fee for honorary members. Honorary members are entitled to attend the General Assembly at their own expense, but with no voting rights.

8. MEMBERSHIP FEES

- 8.1 The annual membership fee, as set out in Article 3.5, 4.4 and 5.3, is due on 1 January and must be paid by 31 March at the latest.
- 8.2 Successful new applicants confirmed associate/affiliate members of FEE at the General Assembly must pay the membership fee (half year's fee) by 31 August at the latest.
- 8.3 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. RULES OF PROCEDURE FOR THE TASK OF MENTORING

- 9.1 The Executive Board appoints a mentor for each associate member of FEE. The mentor is a member of the Executive Board.
- 9.2 Mentors are normally appointed at the Executive Board meeting right after a General Assembly. If a new organisation becomes associate member of FEE before the annual

General Assembly, a mentor will normally be appointed in connection with the Executive Board approving the membership.

- 9.3 The mentor is in charge of conducting an annual mentor visit. In some circumstances, it is relevant that another Executive Board member, a representative of another full member organisation, the Secretariat or a Programme Coordinator act as mentor.
- 9.4 The aim of mentoring is to assist the associate member to fulfil the aims of FEE and become full member of FEE within 3-5 years. The mentor should inform about FEE and the requirements/work in FEE, assist the associate member with organisational development, exchange of information, know-how and technical/financial support for FEE activities, etc. The mentor must help the new country introduce at least two of the FEE programmes in the new country in cooperation with the Programme Coordinators and according to the common guidelines of the given Programme. The FEE Mentor Visit Manual for more detailed information about the mentor function.
- 9.5 The mentor must inform the Secretariat ahead of the mentor visit. The Secretariat will normally cover the costs of the mentoring visit. After the visit, the mentor must produce a report for the Executive Board.
- 9.6 The mentor function for an organisation ceases when the organisation changes from associate to full membership.

10. RULES OF PROCEDURE FOR APPOINTING THE SECRETARIAT

- 10.1 According to Article 32.1, the Executive Board appoints the Secretariat for a period of four years. The Secretariat can be re-appointed in accordance with Article 32.3.
- 10.2 Ahead of the appointment, the host organisation must present a plan of action (containing information about financial, administrative and work tasks issues) for the four-year period.
- 10.3 The host organisation must assist in ensuring that the work of the Secretariat follows the plan of action as approved by the Executive Board
- 10.4 Subsequent to the appointment of the Secretariat, a hosting agreement between FEE (the Executive Board represented by the President) and the hosting organisation (its Chairman or President) is signed.
- 10.5 The hosting organisation can terminate its appointment as Secretariat before the end of the four-year period with a year's advance notice. Such notification must be made to the President of FEE.
- 10.6 FEE is also able to terminate the appointment of the hosting organisation as Secretariat by a majority ruling of the General Assembly and normally with a year's advance notice.

11. RULES OF PROCEDURE FOR APPOINTING THE INTERNATIONAL PROGRAMME COORDINATION

- 11.1 The Executive Board appoints the hosts for the International Programme Coordinations for a four-year period. The hosts for the International Programme Coordinations can be re-appointed

- 11.2 Ahead of the appointment, the host must present a plan of action (containing information about financial, administrative and work tasks issues) for the coming four-year period.
- 11.3 The host organisation must assist in ensuring that the work of the International Programme Coordination follows the plan of action as approved by the Executive Board
- 11.3 Subsequent to the appointment of the host of the International Programme Coordination, a hosting agreement between FEE (the Executive Board represented by the President) and the hosts (its Chairman or President) are signed.
- 11.4 The hosting organisation can terminate its appointment as International Programme Coordination before the end of the four year period with a year's advance notice. Such notification must be made to the President of FEE.
- 11.5 FEE is also able to terminate the appointment of the hosting organisation as International Programme Coordination by a majority ruling of the General Assembly. The termination of the appointment will normally take place with a year's advance notice.

12. RULES OF PROCEDURE FOR THE FEE PROGRAMMES

12.1 FEE programme structure

- 12.1.1 International Programme Coordinators must coordinate the FEE programmes according to the policies, strategies and financial matters for the programmes activities of FEE as decided by the General Assembly/Executive Board.
- 12.1.2 For the FEE programmes with external steering committees, the programmes must follow the decisions of the steering committee (composed by FEE and the original inventor/owner of the programme).
- 12.1.3 A FEE programme is implemented and administrated nationally by a programme national operator in the FEE member organisation. The national operator must work and communicate about the FEE programme according to the procedures as laid out by the General Assembly/Executive Board (and Steering Committees). See the Guide for active national participation in FEE programmes for more information about the requirements to the national work with FEE programmes.
- 12.1.4 For the Programme National Operator Meeting there are the following procedures:
 - a. The International Programme Coordinator ensures that programme national operators are called to 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 four weeks in advance.
 - c. The final agenda together with relevant supporting documentation is submitted to the programme national operators 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 country unless special arrangements have been made with the International Programme Coordination.
- f. The meeting is normally chaired by the programme political responsible Executive Board member.
- g. Within two months after the meeting, the International Programme Coordination must circulate the minutes of the Programme National Operator Meeting among the programme national operators.
- h. The minutes are considered approved if the International Programme Coordination has not received comments within one month after the minutes have been circulated.
- i. The Executive Board must be informed about the recommendations from the meeting for decision.

12.2. Guidelines for the relationship between an International Programme Coordination and the Executive Board/General Assembly/Steering Committee

- 12.2.1 The International Programme Coordinators must work according to the decisions of the Executive Board, General Assembly and (where applicable) the Programme International Steering Committee.
- 12.2.2 It is the responsibility of the International Programme Coordination to ensure that the Executive Board is informed about the development of the Programme and is asked take decisions on issues of a political nature or where doubts exist.
- 12.2.3 The International Programme Coordinators cooperate with the Secretariat in providing the General Assembly with an activity report summarising the work since last General Assembly and an activity plan outlining the planned work until the next General Assembly. The International Programme Coordinators furthermore provide financial information about the past period and for the coming period. The International Programme Coordinators must furthermore present other programme issues, when decided upon by the Executive Board.

12.3 Establishing FEE programmes

- 12.3.1 New programmes can only become FEE programmes after approval by the FEE General Assembly.
- 12.3.2 The Executive Board must ensure that a new FEE programme is implemented and managed according to the policies, strategies and financial matters for the programmes activities of FEE as decided by the General Assembly. See the Guidelines for new FEE programmes document for more information about the requirements to new FEE programmes.

PART C

AUTHORITY AND RESPONSIBILITY

13. GENERAL ASSEMBLY

13.1 Responsibility

- Policy
- Corporate issues
- Issues of governance
- Plans and strategies
- Democratic processes
- Elections
- Embodiment of FEE ideals, maintenance and guardianship of FEE 'Ethos'
- Guardianship of logos and trademarks
- Guarantee of the quality of programmes
- Issuing and approval of annual report and financial reports

13.2 Authority

- Election of President (as per Article 28.1) and Executive Board (as per Article 18.1)
- Approval of reports for the period since last General Assembly and plans for the period until next General Assembly
- Approval of new FEE programmes
- Approval of Articles of Association and Rules of Procedure (Standing Orders) according to Articles 39.1.1-39.4
- Confirmation of membership (existing organisations under review and new member organisations)
- Decision regarding membership fees and programme levies in accordance with Articles 3.5, 4.4 and 5.4.
- Approval of new budgets and plans
- If necessary, approval of accounts and the auditors' reports in accordance with Article 8.4
- If necessary, appoint auditor in accordance with Article 8.4
- Delegation of responsibility
- Dissolution of the organisation

General Assembly is ultimate arbiter in case of dispute.

14. PRESIDENT

14.1 Responsibility

- Representing FEE at the highest level and attending high profile events
- Working proactively to raise the profile of FEE
- Linking with important and relevant international partners and sponsors
- Liaising regularly with Secretariat, Director, Executive Board members and International Programme Coordinators
- Visiting member organisations regularly, or delegate this task

The President normally chairs General Assembly and Executive Board meetings or delegates the chair (as per Article 28.3).

14.2 Authority

- Taking urgent decisions, subject to prior consultation where possible or else immediate subsequent information
- Signing memorandum of understanding with international partners
- Authorising expenditure up to €20,000 where the Executive Board has not previously given its approval. The decision must be explained to the next Executive Board meeting.

15. EXECUTIVE BOARD

15.1 Responsibility

- Day-to-day management of FEE, as per Article 25.1
- Political responsibility and overview of programmes and develop synergy between them
- Provide mentoring for associate members
- Overview of member organisations' activity
- Advising International Programme Coordinators/Secretariat
- Looking out for opportunities, networks, sponsorship
- Protection and control of quality of FEE programmes and standards
- Entering into a formal agreement with host organisations for International Programme Coordinations and Secretariat
- Evaluation of programmes and programmes plan of action
- Conduct visits to Programme sites, whenever possible

15.2 Authority

- In general, taking decisions in connection with the day-to-day management of FEE, as per Article 25.1
- Approval of membership applications
- Appointment of working groups as necessary and approval or rejection of their recommendations
- Approval of composition of and rules of procedure for juries
- Approval of budgets of International Programme Coordinations and Secretariat
- Execution of budget
- Representing FEE at international conferences and networks
- Working to raise the profile of FEE
- Making recommendations to the General Assembly regarding approval of budgets, membership costs, suspension of membership, membership reviews and new applicants

16. SECRETARIAT

16.1 Responsibility

- Protection of quality of FEE programmes and standards and development of synergy between them
- Production and management of budgets and financial reporting to Executive Board
- Management of the development of the organisation
- Seeking and management of corporate strategies - media/environmental policies, logo guidelines, databases, teleconferences, etc.

- Liaison with other FEE stakeholders
- Evaluation of applications from new members
- Raising the profile of FEE
- Management of meetings – General Assembly, Executive Board and occasional working groups
- Management/coordination of internal/external communications and information
- Looking for opportunities to develop network/links/travel arrangements
- Production of promotional material
- Follow the FEE Branding Guidelines

16.2 Authority

- Authorisation of expenditure up to € 10 000 where the Executive Board has not previously given its approval. The decision must be explained to the next Executive Board meeting.
- Commissioning printing.
- Representing FEE to media at conferences and with sponsors, together with President and Executive Board members.
- Liaising with other public bodies.
- Requesting material and reports from members.
- Recruitment and employment of staff.
- Taking decisions with regard to day to day management.
- Management of website.
- Networking with other organisations.

17. INTERNATIONAL PROGRAMME COORDINATORS

17.1 Responsibility

- Promotion of FEE
- Management of programmes at international level
- Management of International Programme Coordination budgets and financial reporting
- Reporting to Executive Board and General Assembly
- Networking with Secretariat and other International Programme Coordinators
- Networking with and providing support for Programme National Operators
- Processing recommendations of Programme National Operators and forwarding to Executive Board for decision
- Dissemination of Best Practice
- Organisation of meetings, seminars and workshops for Programme National Operators internationally (or regionally)
- Exploration of potential sponsorship
- Protection of quality of FEE programmes and standards
- Maintaining communication with other stakeholders
- Identification of potential new members for FEE
- Assistance in providing support for existing members
- Following the FEE Branding Guidelines

17.2 Authority

- Authorisation of expenditure up to €10 000 where the Executive Board has not previously given its approval. The decision must be explained to the next Executive Board meeting.
- Commissioning projects within the Programme
- Initiating discussions with international bodies

- Liaisons with other public bodies
- Requesting reports from programme national operators
- Publishing timetables
- Carrying out research and development for programmes

18. MEMBER ORGANISATIONS

18.1 Responsibility

- Running the FEE programmes nationally
- Implementation of programmes and maintenance of quality and integrity of programmes
- Not to run or encourage any rival/competitor programme to the FEE programmes
- Following decisions made by FEE
- Appointment and management of National Programme Operators/Managers
- Working to promote and raise the profile of FEE in their country
- Ensuring protection/copyright FEE brands in their own country
- Attending National Programme Operator/Manager meetings
- Sending a delegate to General Assembly, as per article 16
- Raising funds for own national programme activities
- Paying membership fee and programme levy
- Getting support for FEE activities from relevant public authorities
- Protecting the Ethos of FEE
- Making links to FEE website from their own and printing the official FEE logos on all promotional materials
- Providing information about programmes that may be of interest to other members
- Working in accordance with the FEE Articles of Association and Rules of Procedure
- Networking with affiliate members (where relevant)
- Working to increase FEE activity in their own country
- Contributing to the development of the FEE programmes
- Following the FEE Branding Guidelines

18.2 Authority

- Running FEE programmes according to the agreed format
- Using FEE logos according to FEE Branding Guidelines
- Representing FEE in their own country
- Sending delegate to General Assembly, according to Articles 16.1-16.4, and voting according to membership status, as stated in Articles 14.2 and 14.3.
- Developing new programmes and presenting these to Executive Board/General Assembly

PART D

REPORTING FORMATS

19. GENERAL POINTS REGARDING REPORTING FORMATS

- 19.1 Each national member organisation being reviewed shall deliver a report to the General Assembly. The format is described in the Membership Review Document.
- 19.2 International Programme Coordinators and Secretariat report to the Executive Board following a standardised format
- 19.3 Programme National Operators report to the National Organisation and they furthermore report to the International Programme Coordinators
- 19.4 The National Jury report to International Jury through the International Programme Coordinators following a standardised format
- 19.5 Minutes of meetings of Executive Board and General Assembly, Programme National Operators, International Jury and Programme International Steering Committee meetings, should after approval be published within the organisation

20. INTERNATIONAL PROGRAMME COORDINATION AND SECRETARIAT REPORTS TO THE EXECUTIVE BOARD

- 20.1 In connection with the appointment of the International Programme Coordinators and Secretariat, an overall 4-year plan of action must be produced by the International Programme Coordinators/Secretariat for approval by the Executive Board
- 20.2 In the general reporting to Executive Board meetings, the International Programme Coordinators and the Secretariat are to keep the detail to the minimum required for Executive Board members to reach a decision
- 20.3 Decisions required should be presented as questions in italic or bold.
- 20.4 Reports should include review of activity performance since the last report, including financial information and forward planning to the next meeting including targets and objectives.
- 20.5 International Programme Coordinators should normally be present at Executive Board meetings and present a summary of their report (issues for decision)
- 20.6 Some issues raised by International Programme Coordinators (e.g. relevant for more than one Programme) might be deferred to the International Programme Coordinator meetings with the Secretariat for a preliminary discussion and recommendation before returned to the Executive Board meeting for decision.

21. EXECUTIVE BOARD, SECRETARIAT AND INTERNATIONAL PROGRAMME COORDINATION REPORTS TO THE GENERAL ASSEMBLY

- 21.1 The style of these reports should be that of an annual report, giving overview of activity and performance over the period since the last General Assembly, emphasising major achievements/actions.
- 21.2 There should also be a forward plan for the period until the next General Assembly with a longer term outlook (where appropriate).
- 21.3 There should furthermore be a financial report for the period since last General Assembly and a budget for the period until the next General Assembly.

22. FULL, ASSOCIATE AND AFFILIATE MEMBERS' REPORTS TO THE GENERAL ASSEMBLY

22.1 There should be a four year (full and affiliate) or an annual (associate) review of FEE and FEE Programme activity

22.2 The requirements to the review will be specified in a Membership Review Document, but will for full/associate members include the following:

- a. There should be an annual report on programme activity including the number of flags, schools, events and training courses held
- b. There should be an indication of the composition of the boards of the FEE member organisations
- c. There should be a list and examples of publications, media coverage and sponsorship activities.
- d. There should be a retrospective financial report and information about budget plans, which itemises income from government sources, private sources and from membership fees. There should be details of any membership scheme.
- e. Associate Members should report on their progress toward full membership, supplemented by a report from the mentor.
- f. Members should furnish the Secretariat with a copy of the annual report the organisation
- g. Other questions as found relevant by the Executive Board, Secretariat or International Programme Coordinators for the evaluation

23. STEERING OR ADVISORY COMMITTEE AND JURY REPORTS TO THE EXECUTIVE BOARD

23.1 Juries and Committees report to the Executive Board through the International Programme Coordinators or the Secretariat

23.2 The report should include information about the discussions and decision taken at the meeting. Decisions required by the Executive Board should be presented as questions in *italic* or **bold**

23.3 The report should normally be written (e.g. as part of the Programme report or with minutes as enclosure), but can in some cases be given orally