



# Global Environment Facility

GEF/C.34/9  
October 14, 2008

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GEF Council  
November 11-13, 2008

Agenda Item 14

## ENHANCING CIVIL SOCIETY ENGAGEMENT AND PARTNERSHIP WITH THE GEF

### **Recommended Council Decision**

The Council, having considered document GEF/C.34/9, *Enhancing Civil Society Engagement and Partnership with the GEF*, welcomes the steps taken by the GEF Secretariat and the GEF NGO Network to strengthen the GEF's partnership and engagement with Civil Society Organizations (CSOs).

The Council welcomes the Strategic Operational Plan for 2008-2010 of the GEF NGO Network as presented in Annex I of document GEF/C.34/9 and encourages the GEF Secretariat, GEF agencies and GEF focal points to support its implementation.

The Council approves recreating the Voluntary NGO Trust Fund and adjusting the support provided for the participation of eligible Network representatives at Council meetings from the 50,000 US dollars set in 1995 to 70,445 US dollars, to account for cost increase of services, travel and inflation.

The Council approves the replacement of the NGO accreditation to the GEF with membership in the Network.

## EXECUTIVE SUMMARY

1. The Non-Governmental Organizations (NGOs) Network of the Global Environment Facility (GEF), referred to as the Network, was established in May 1995, following the GEF Council's decisions to strengthen relationships and interactions with NGOs by establishing a formal role for them with the GEF Secretariat, the Council, the Assembly and GEF agencies. The Network is an association of GEF-accredited organizations working in the fields of environment and sustainable development aligned with the GEF mandate. The Network membership currently comprises of the 660 accredited organizations.

2. In early 2005 the Secretariat financed an independent review of the Network (see document GEF/C.27/Inf.5). The review concluded that the Network was not operating effectively and lacked a long-term vision for effective engagement and service delivery. The review identified insufficient resources and a general lack of capacity as the largest obstacles impeding the Network from achieving its goals. The review stressed that the GEF Secretariat and the Network should collaborate to address these issues. The review recommended actions in three areas:

- (a) Strengthening the Network's management, refocusing the accreditation process, and strengthening outreach to NGOs;
- (b) Establishing an active partnership between the Network and the GEF Secretariat and the Council; and
- (c) Providing support, financial and otherwise, to build the Network's capacity.

3. In response to the review, the Network and the Secretariat have worked together from 2005 to 2008 and have addressed the issues raised in the review. As a result, the Network has developed a clear governance structure, rules and procedures and a Strategic Operational Plan that covers the period 2008-2010 (Annex I).

4. The Council is invited to note the progress made by the Network in strengthening its internal operations and activities over the past three years. The following proposals for strengthening relations between the GEF and CSOs are made for the consideration of the Council:

- (a) Support implementation of the Network's Strategic Operational Plan;
- (b) Recreate the Voluntary NGO Trust Fund to act as a funding mechanism to support the Network;
- (c) Replace accreditation to the GEF with membership in the Network;
- (d) Enhance support for consultations and input of CSOs to the GEF Council meetings;

- (e) Support targeted regional CSO Consultations;
- (f) Strengthen support for the NGO Coordinator at the GEF Secretariat;
- (g) Prepare strategic assessments to support the engagement of CSOs in the development and implementation of the GEF 5.

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## **BACKGROUND**

1. The Network, was established in May 1995, following the GEF Council's decisions to strengthen relationships and interactions with NGOs by establishing a formal role for NGOs with the GEF Secretariat, the Council, the Assembly, and GEF agencies. The Network is an association of GEF-accredited organizations working in the fields of environment and sustainable development in a manner that is aligned with the GEF mandate.
2. The Network membership currently comprises of 660 organizations, which have been accredited to the GEF. The Network is governed by a Coordinating Committee made up of representatives of up to fifteen NGOs which have been elected as Regional Focal Points (RFPs) along with three representatives of indigenous people's organizations. The RFPs elect from amongst themselves a Central Focal Point (CFP) to serve as chairman. The Coordination Committee acts as the ruling body of the Network and makes decisions on its behalf.
3. At the request of the Network's Central Focal Point (CFP) in early 2005 the Secretariat, financed an independent review of the Network (see document GEF/C.27/Inf.5). The Secretariat also reasoned that it was timely to review the system for the first time in the Network's ten year existence. The review concluded that the Network was not operating effectively, and that it lacked a long-term vision for effective engagement and service delivery. The review identified insufficient resources and a general lack of capacity as the largest obstacles impeding the Network from achieving its goals. The review stressed that the GEF Secretariat and the Network should collaborate in establishing a long-term vision for an effective relationship between the two entities.
4. The review recommended a number of actions to address its conclusions. In broad terms, these recommendations focused on three areas:
  - (a) Increasing the Network's accountability and effectiveness: strengthening the Network's management, re-focusing the accreditation process, and strengthening outreach to NGOs;
  - (b) Establishing an active partnership between the Network, the Secretariat and the Council; and
  - (c) Providing support, financial and otherwise, to build the Network's capacity.
5. The GEF Secretariat organized a brainstorming meeting in April 2006 with representatives from the Network and the three GEF Implementing Agencies to assist in formulating recommendations for Council consideration on how best to respond to the review. A paper, GEF/C.28/16, of May 11, 2006, was prepared by the Secretariat, the Network and the GEF Implementing Agencies to propose actions to respond to the review, and the issue was included in the agenda of the 28<sup>th</sup> GEF Council meeting in June 2006. This paper was not discussed due to other pressing priorities, and the issue then deferred to allow the Network to adequately prepare and embark on a reform process, and also to adjust to the GEF reforms being implemented.

6. As a result of the delay in consideration of the document by the Council, the Network, in coordination with the GEF Secretariat, initiated a range of measures to address the recommendations of the review. Starting in June 2006, the Network organized a series of working meetings and consultations among members in the different regions to revise its internal operating procedures (guidelines) and to develop a strategic operational plan to guide its future activities.

7. This paper reports on the measures that have already been taken in the period 2006-2008 to strengthen the Network and to enhance the partnership and cooperation between the Network and the GEF Secretariat, the Council and the GEF agencies. The paper further explores ways in which the Secretariat, the Council, the GEF agencies and countries can best support the Network to promote more effective participation of, and engagement with, NGOs and other groups of CSOs.

### **THE GEF AND CIVIL SOCIETY**

8. Effective public involvement at all levels of the GEF is critical to its success, as the skills, experiences, and knowledge of the NGO community play a key role in the development of GEF policies and practices, in the formulation and implementation of sustainable GEF projects, and in the maintenance of partnerships with key stakeholders.

9. Public involvement is also essential for strengthening a sense of country and local ownership in the GEF projects. The original intent of establishing the Network was to involve constituencies not previously represented within the GEF, similar to the involvement in the United Nations of the UN Major Groups, which include NGOs, indigenous peoples, business and industry, women, children and youth, local authorities, workers and trade unions, scientific and technological communities, and farmers. Following international recognition of civil society's contribution to environment and development, the GEF will gradually expand its focus towards all CSO's groups.

10. The February 1995 Council paper; *Criteria for Selection of NGOs to Attend/Observe Council Meetings and Information on NGO Consultations*, (GEF/C.3/5), states: "For the purposes of representation at GEF Council meetings and participation in related GEF consultations, NGOs should be understood to mean non-profit organizations whose mandate, experience, expertise, and capacity are relevant to the work of the GEF including: local, national, regional and international organizations, including NGO networks, dedicated to preserving the environment or promoting sustainable development; indigenous people's organizations; and academic and research institutions."

11. Since the inception of the Global Environment Facility, opportunities for the GEF to work together and partner with NGOs have steadily increased. Historically, NGOs have been involved with the GEF in the following fields:

- (a) Governance and policy formulation and development through NGO representation at consultations and Council meetings;

- (b) Project preparation and execution in countries; and
- (c) Advocacy, awareness, and outreach on global environmental issues.

12. The value of having civil society contribute to GEF projects is explicitly recognized in the “Instrument for the Establishment of the Restructured GEF”. Paragraph 5 of the Instrument states that “GEF-financed projects shall provide for full disclosure of all non-confidential information, and consultation with, and participation as appropriate of, major groups and local communities throughout the project cycle.”

13. At its meeting in April 1996, the GEF Council approved a policy on public involvement in GEF-financed projects (GEF/C.7/6). The policy calls for public involvement to consist of three related, and often overlapping, processes:

- (a) Information dissemination: the availability and distribution of timely and relevant information on GEF-financed projects;
- (b) Consultation: the sharing of information among governments, GEF agencies and other stakeholders; and
- (c) Stakeholder participation: the collaborative engagement, as appropriate, of stakeholders in the identification of project concepts and objectives, the selection of sites, the design and implementation of activities, and the monitoring and evaluation of projects.

14. One of the main missions of the GEF is to secure global environmental benefits by influencing the behavior of in-country national stakeholders, including NGOs, through awareness and outreach campaigns. The Network has historically been tasked with disseminating GEF policies and project information to stakeholders and promoting an ongoing dialogue at the national level. These activities were undertaken by the Network on a voluntary basis. The Network review found that as a result of an insufficient allocation of resources and relatively weak coordination structures the Network has not been able to undertake this role effectively.

#### **REVIEWS ON THE ROLE AND VALUE OF NGOS TO THE GEF**

15. Both the Operation Performance Study three (OPS3) and the Network review identified insufficient resources and a lack of capacity as major obstacles to the Network’s success. OPS3 made it clear that, encouraging, building and strengthening partnerships are the most effective and cost-efficient ways for the GEF to achieve its goals.

16. OPS3 noted that the GEF needs a robust outreach campaign to inform key stakeholders of the GEF’s role and accomplishments in protecting the global environment. Further, the policy recommendations linked to the fourth replenishment of the GEF Trust Fund called for a communications and outreach strategy to improve the quality of, and access to, information on the GEF and its results.

17. The Network review highlighted the GEF's lack of a long-term strategy for including the Network as a key partner in carrying out its mandate of engaging local stakeholders and contributing to results and impacts on the ground. The Network also identified a number of impediments to effective NGO participation in the GEF, including a need to establish a clear vision and mode of operation of the Network between Council meetings, to enhance the appointment and functioning of RFPs and to improve the resources for Network activities. Recommendations were also made to the GEF Secretariat to strengthen support to the Network by appointing an NGO liaison person in the Secretariat and improving the accreditation process.

#### **THE RESPONSE TO THE REVIEW: PROCESS AND ACTIONS IN 2005-2008**

18. During the period 2005-2008, both the GEF Secretariat and the Network undertook a two-step approach to addressing the recommendations of the review, which involved:

- (a) The immediate implementation of short-term measures that fall within the mandate of the Network or the GEF Secretariat; and
- (b) The development of a longer-term strategy for promoting greater and more effective participation of and engagement with NGOs and /or CSOs.

19. The goals of the proposed approach were to:

- (a) Strengthen the GEF policy dialogue with active CSOs participation;
- (b) Provide information and tools to enable CSOs to contribute to GEF policies more proactively;
- (c) Strengthen the Network in its role as a catalyst for country drivenness and ownership of GEF projects at the national level;
- (d) Strengthen and enhance in-country stakeholder participation and consultation related to GEF projects;
- (e) Build the capacities of CSOs; and
- (f) Strengthen the GEF Secretariat – NGO Network relationships.

20. Accordingly, the Network has taken the following actions to address the findings of the review:

<b>Issue raised in the 2005 review</b>	<b>Action taken by the Network 2005-2008</b>
Lack of long-term or short-term strategies or a clear vision by the Network for achieving its goals and objective;	A strategy and two- year operational plan have been prepared to guide the Network;
Lack of accountability and transparency of the RFPs election process and vacant RFPs positions	The Elections procedure has been revised in 2006 and special mechanisms have been established to ensure open and transparent elections for RFPs. Elections have been organized in 2006-8 to fill most vacancies.
Geographical and linguistic disconnects in the current regional groupings of the Network	NGO Network regions have been adjusted as part of the strategy development.
Lack of performance targets and indicators for RFPs;	The Central Focal Point (CFP) and RFPs have expanded their range of activities and an overall work-plan and specific plans for different activities have been prepared;
Lack of coordination and communication between the Network RFPs and their NGO constituencies on GEF activities;	Communication with the membership has been greatly enhanced following an updating of the membership data base maintained by the GEF Secretariat. RFPs have been active in initiating regular communication with the members.
Un-defined representation of indigenous peoples;	Formal Representation for Indigenous People's organizations from three main regions is incorporated into the Network governing body (the Coordinating Committee)
Diminished role of international NGOs in the GEF Network;	International NGOs have been encouraged to play a stronger role in the Network.
Lack of communication between the GEF Secretariat and the Network between Council meetings;	Mechanisms for regular communication have been established and a first intersessional meeting was organized in 2008.
Shortcomings in the process by which the GEF accredits NGOs;	A major review of the accreditation and membership data base has been undertaken by the Secretariat and Network and changes have been proposed.
<i>Other changes initiated by the Network</i>	
The Network restructured its governance with the establishment of a number of focused sub-committees such as strategy and planning, communication, outreach, and technical issues.	
The Network conducted a comprehensive revision of its rules and regulations in 2007-2008 and adopted revisions by the Coordinating Committee in April 2008;	
The Network has produced a two year Operational Plan to set specific targets for the remaining period of GEF 4 (2008-2010)	
A web site has been created for the Network and a communication programme has been developed and is being implemented.	

21. Since the review in 2005, the Secretariat has taken and continues to implement the following actions:

a) Reviewing the accreditation process

The Council-approved policies on NGOs provide that NGOs are to be accredited to the GEF in order to participate in NGO consultations and Council meetings. The accreditation of NGOs has been the past basis for membership of the Network. The accreditation process is cumbersome, and the Secretariat frequently lacks the information to effectively review requests for accreditation. In addition it provides no option for periodic review of accreditation status. New options for a more effective and efficient system have been explored which include the proposal outlined in paragraph 28 of this document.

b) Updating the NGO database

The review noted that the database of accredited NGOs contained on the GEF website was outdated and neither user-friendly nor easily manipulated to produce reports for users. The NGO data base was comprehensively updated between April and August 2008.

c) The A to Z Guide to the GEF

An “NGO Guide to participate in the Global Environment Facility” was developed by the Network at the Secretariat’s request to enhance the participation of NGOs in the GEF. The guide describes how the GEF operates, how to access its funds, and how to influence its policies. In addition to being on the GEF website, the guide is available on CD-ROM and as a download in several languages, increasing its accessibility to NGOs. Due to the dynamic nature of the GEF as it evolves and adopts new policies, the guide will be updated systematically as needed.

d) Communication

The GEF Secretariat quarterly newsletter, Talking Points, informs NGOs about recent and upcoming events, developments and projects. It is now web-based and downloadable, increasing its accessibility to NGOs. The newsletter also contains space dedicated to NGOs contributions. As part of the Country Support Program, approved by the Council in November 2005, a knowledge management framework has been developed for Operational Focal Points, and is accessible for NGOs. In addition, a link has been provided on the GEF website to the Small Grants Program (SGP) information database through which contacts and project information on the SGP will be provided in order to better connect GEF projects and activities on the ground with policy formulation within the Network. The information database serves as a platform for the exchange of information, experiences and knowledge among NGOs and SGP grantees.

e) NGO Coordinator Position at the Secretariat

NGO - related issues have been addressed on a part-time basis by a GEF Secretariat staff with other portfolios. The review recommended that the Secretariat hire a fulltime NGO Coordinator to facilitate constructive dialogue between the GEF Secretariat and CSOs. A strengthening of this position has been considered.

#### **THE COUNCIL CONSULTATIONS WITH CIVIL SOCIETY ORGANIZATIONS**

22. Council consultations with CSOs provide a valuable opportunity for Governments, the Secretariat and the GEF agencies to interact with CSOs and to benefit from their views and comments on GEF activities. The consultations provide CSO representatives with an important opportunity to meet Members and to discuss items of interest to their stakeholders as well as to facilitate interaction among diverse CSOs on GEF issues.

23. Arrangements for consultations should be guided by the principle that consultations are to be made for the purpose of enabling the Council and the Secretariat to secure expert information or advice from CSOs having special competence on a subject. In addition, it will enable international, regional, subregional and national organizations including those associated with the GEF agencies that represent important elements of public opinion to express their views.

24. The consultations will be convened for up to two days prior to regular Council meetings. The GEF Secretariat will be responsible for making the administrative arrangements for the consultations. The consultations will focus their discussions on key issues of relevance to the associated GEF Council meeting and on significant opportunities or concerns from the CSO community, as may be necessary. Interactive sessions involving active participation from the GEF Council members, the Secretariat and the GEF Agencies including their CSO partners will be organized by the Network in consultations with the Secretariat.

25. Invitations to the consultations plus a copy of the provisional agenda should be sent to the Network by the Secretariat at least three weeks prior to the date of the meeting.

#### **NEXT STEPS FOR ENHANCING PARTICIPATION AND PARTNERSHIP**

26. The implementation of the Network's Strategic Operational Plan will require support from the Network members, the Secretariat, the GEF agencies and the GEF focal points at the country level. Implementation will be undertaken by the members of the Network and supported by Coordinating Committee and its Sub Committees. Resources to support implementation are also expected from bilateral and multilateral development assistance agencies, foundations, and the private sector, including through a recreated Voluntary NGO Trust Fund.

27. In 1996 a Voluntary NGO Trust Fund was established to support NGO consultations. It was administered by the GEF Trustee and has been dormant for several years. It is proposed to recreate the Voluntary NGO Trust Fund by asking the donors whose money is still in the fund to allow it to be transferred to a new Trust Fund. Contributions will be sought and encouraged from Donors, GEF agencies, NGOs, foundations and the private sector. The Fund would be

administered by the Secretariat and will support regional consultations and the implementation of the Network's Operational Plan.

28. The accreditation process requires improvement. Following lengthy discussions with the Network it is proposed that membership of the Network become the conduit for accreditation of the NGOs/CSOs to the GEF. This will provide a more flexible and effective mechanism for accreditation while enhancing the role of the Network. New requirements for membership are included in Annex II. Thereafter, the Network will be responsible for managing its membership and for maintaining membership database and website that shall be linked to the GEF website.

29. The allocation of US \$ 50,000 to support the participation of eligible Network representatives and other civil society representatives at the GEF-NGO consultations prior to each Council meeting has not been adjusted since 1995. The funding is now inadequate to facilitate full regional representation. It is therefore proposed that the Secretariat adjust its financial support to take into account changes in costs and inflation, as suggested in Annex III. The responsibility of the supported Network participants will be to collate the viewpoints of their respective constituencies on key issues related to the GEF for presentation at the consultation and the GEF Council meeting. If financial resources permit, up to two experts may be invited by the Secretariat to provide special input to the consultations.

30. In order to enhance public participation, raise awareness, strengthen CSOs participation, in the GEF regional consultations should be organized once every two years in each region. The regions should be the same as those used for subregional workshops under the Country Support Program. These consultations would be attended by representatives of NGOs from the region concerned, the Secretariat and the GEF agencies including their CSO partners. The meetings should be held back-to-back with subregional workshops for greater synergy. The principal advantage of regional consultations would be to broaden CSO and participant interactions on issues of particular concern to the region and to increase GEF outreach. These meetings will be funded by the Voluntary NGO Fund.

31. In order to carry out the activities proposed in this paper and to signal a strong commitment to engaging CSOs in GEF activities, it is proposed that the terms of reference of a junior professional staff member include supporting the work of the Secretariat's NGO coordinator. The NGO coordinator will continue to be the Secretariat's main contact with the Network, responsible for the further development and implementation of engagement with civil society. The NGO coordinator, as part of External Relations team, will also collaborate in developing and disseminating communications materials to CSOs.

32. Consultations within the Network and with the GEF Secretariat have identified a number of issues that would merit further review to provide guidance to strengthen the engagement of civil society in the formulation and implementation of GEF programs, as well as to contribute to the process of strategy development for the GEF5 replenishment. The priorities for review include:

- (a) An assessment of the effectiveness of the implementation of GEF's public participation policy and recommendations for strengthening it in the reformulated GEF structure;
- (b) An assessment of the trends and lessons learned from civil society involvement in the implementation of GEF medium and full sized projects;
- (c) A follow up to the mid-term review of the RAF to enhance the opportunities for engagement of civil society in the GEF project identification and formulation.

## CONCLUSIONS

33. This paper reports on actions taken to respond to the key findings and recommendations of the independent review of the Network. The actions have:

- (a) Increased the Network's effectiveness, efficiency and impact;
- (b) Strengthened communication and outreach;
- (c) Strengthened the partnership between the GEF and the Network;
- (d) Contributed to enhancing partnership, participation and awareness of CSOs in GEF projects and programs.
- (e) Initiated deliberations to generate resources to build the capacity of civil society and the Network.

34. Specific recommendations for immediate actions to further strengthen the Network and its relationship with GEF have been given including:

- (a) Supporting implementation of the Network Strategic Operational Plan,
- (b) Recreating the Voluntary NGO Trust Fund to act as a funding mechanism to support the Network,
- (c) Replace accreditation to the GEF with membership in the Network;
- (d) Enhancing support for global consultations and input to GEF Council meetings,
- (e) Supporting targeted regional CSO Consultations,
- (f) Strengthening support for the NGO Coordinator at the GEF Secretariat.
- (g) Preparation of strategic assessments to support the engagement of CSOs in the development and implementation of GEF 5.

## ANNEX I

### STRATEGIC OPERATIONAL PLAN FOR 2008-2010 OF THE NETWORK

(FOR INFORMATION PURPOSES ONLY)

<b>OBJECTIVE 1: TO ENHANCE THE ROLE OF CIVIL SOCIETY IN SAFEGUARDING THE GLOBAL ENVIRONMENT</b>				
<b>STRATEGY 1.1: Support outreach and awareness on global environment issues</b>				
<b>SUB STRATEGY 1.1.1:</b>				
Undertake outreach programs and campaigns to raise awareness on key global environment issues in partnership with Network members and other CSO major groups networks.				
<b>ACTIVITY 1.1.1.1:</b>				
Annual outreach and awareness campaigns on 3 GEF Focal Areas (Climate Change, Biodiversity, Land Degradation)	<b>PRIME:</b> Communication and Outreach Committee	<b>PERFORMANCE INDICATOR:</b> Preparation and dissemination of campaign materials	<b>TARGET:</b>	<b>BUDGET:</b>
		<ul style="list-style-type: none"> <li>• Climate change</li> <li>• Biodiversity</li> <li>• Land degradation</li> </ul>	Jan 2009	75,000
	Communication and Outreach Committee		Jan 2010	75,000
			Jun 2009	75,000
Develop media and journalistic relations with media houses (print, audiovisual)	Communication and Outreach Committee	Assessment of Awareness Campaign	Dec 2009	7,500
		<ul style="list-style-type: none"> <li>• Climate change</li> <li>• Biodiversity</li> <li>• Land degradation</li> </ul>	Oct 2010	7,500
			Mar 2010	7,500
			Mar 2009	20,000
		Completion of Policy Number of media / Communication releases	Ongoing	TBD
<b>STRATEGY 1.2: Document and disseminate experience and best practice to address global environment issues</b>				
<b>SUB STRATEGY 1.2.1: Develop a knowledge exchange platform on the role of civil society in safeguarding the global environment</b>				
<b>ACTIVITY 1.2.1.1:</b>				
Establish and maintain a knowledge exchange database and website	Communication and Outreach Committee	<b>PERFORMANCE INDICATOR:</b>	<b>TARGET:</b>	<b>BUDGET:</b>
		Set up of database and website	Dec 2008	25,000
<b>ACTIVITY 1.2.1.2:</b>				
Collate and disseminate existing information and awareness materials on global environment issues to CSOs	Communication and Outreach Committee	<b>PERFORMANCE INDICATOR:</b> Identification, collation and dissemination of information	<b>TARGET:</b>	<b>BUDGET:</b>
			Sept 2009	25,000

<b>ACTIVITY 1.2.1.3:</b> Create and maintain a process for presentation of thematic /case studies by the Network members at GEF NGO Consultation	<b>PRIME:</b> Communication and Outreach Committee	<b>PERFORMANCE INDICATOR:</b> Number of invited presentations	<b>TARGET:</b> 2 per year	<b>BUDGET:</b> 8,000
<b>SUB STRATEGY 1.2.2:</b> Collate and disseminate results and lessons learned through GEF and non-GEF related activities to address key environmental challenges.				
<b>ACTIVITY 1.2.2.1:</b> Build a case study database of GEF funded projects implemented by civil society	<b>PRIME:</b> Communication and Outreach Committee	<b>PERFORMANCE INDICATOR:</b> Completion of database	<b>TARGET:</b> June 2009	<b>BUDGET:</b> 5,000
<b>STRATEGY 1.3: Encourage civil society contributions to the negotiation and implementation of Conventions</b>				
<b>SUB STRATEGY 1.3.1:</b> Promote and support involvement of civil society organizations in negotiation and implementation of environmental conventions.				
<b>ACTIVITY 1.3.1.1:</b> Facilitate linkages between the Network and other civil society major groups and networks related to bio-diversity and climate change and land degradation (UNFCCC, CBD, UNCCD).	<b>PRIME:</b> Coordinating Committee	<b>PERFORMANCE INDICATOR:</b> Mechanism Identified and deployed – UNFCCC Mechanism Identified and deployed – CBD	<b>TARGET:</b> Nov 2008 June 2009	<b>BUDGET:</b> 5,000 5,000
<b>ACTIVITY 1.3.1.2:</b> Develop mechanism for the Network engagement in UNCCD	<b>PRIME:</b> Technical Working Group (To be Set up by Nov 2008)	<b>PERFORMANCE INDICATOR:</b> Mechanism developed	<b>TARGET:</b> Sept 2009	<b>BUDGET:</b> 7,500
<b>ACTIVITY 1.3.1.3:</b> Facilitate civil society input to climate change Adaptation Fund	<b>PRIME:</b> Technical Working Group (To be set up by Nov 2008)	<b>PERFORMANCE INDICATOR:</b> Network representative on board	<b>TARGET:</b> March 2009	<b>BUDGET:</b> 5,000
<b>SUB STRATEGY 1.3.2:</b> Organize regular dialogues at convention meetings in partnership with GEF Secretariat and Agencies, network members and other partners.				
<b>ACTIVITY 1.3.2.1:</b> Organize high level consultation meeting between the Secretariat, GEF agencies and civil society at COP 14 and COP 15	<b>PRIME:</b> Communication and Outreach Committee & Technical Working Group	<b>PERFORMANCE INDICATOR:</b> COP 14 and COP 15 Consultation	<b>TARGET:</b> Dec 2008 Dec 2009	<b>BUDGET:</b> 20,000 20,000
<b>SUB STRATEGY 1.3.3:</b> To channel ground level experiences from GEF programmes with civil society to convention meetings and implementation processes.				
<b>ACTIVITY 1.3.3.1:</b> (CCOPs, CBD COP) Organize exhibitions, side events and special publications at each key convention meeting.	<b>PRIME:</b> Technical Working Group (To be set up by Nov 2008)	<b>PERFORMANCE INDICATOR:</b> Publications produced and events organized	<b>TARGET:</b> 3 Events	<b>BUDGET:</b> 60,000
<b>STRATEGY 1.4: Strengthen capacity of civil society to address global environment issues through engagement in policy making dialog at the national, regional and global level</b>				

**SUB STRATEGY 1.4.1:** Organize network expertise and capability to support capacity building programs and facilitate involvement in design and implementation for GEF projects

**ACTIVITY 1.4.1.1:**

Develop a consultant / expert database repository to support technical contribution and capacity building program for the network

<b>PRIME:</b> Membership Committee	<b>PERFORMANCE INDICATOR:</b> Database Completed	<b>TARGET:</b> Jun 2009	<b>BUDGET:</b> 6,000
	Promotion and Assessment of active utilization	Ongoing	7,200

**SUB STRATEGY 1.4.2:** Organize periodic training and other capacity building activities for NGOs/IPs and other civil society organizations in partnership with GEF agencies and projects.

**ACTIVITY 1.4.2.1:**

Organize a pilot NGO Capacity Building workshops for SIDS and LDC's

<b>PRIME:</b> Strategy and Planning Committee	<b>PERFORMANCE INDICATOR:</b> Completion of Pilot	<b>TARGET:</b> 2 per year	<b>BUDGET:</b> 140,000.00
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**ACTIVITY 1.4.2.2:**

**Identify and make available information on training opportunities for Civil Society related to the global environment funded by GEF or GEF NGO Network members**

<b>PRIME:</b> Strategy and Planning Committee	<b>PERFORMANCE INDICATOR:</b> Training Calendar Completed and shared with Civil Society	<b>TARGET:</b> Jun 2009	<b>BUDGET:</b> 5,000
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**OBJECTIVE 2: TO STRENGTHEN GLOBAL ENVIRONMENTAL POLICY DEVELOPMENT THROUGH ENHANCED PARTNERSHIP BETWEEN CIVIL SOCIETY AND THE GEF**

**STRATEGY 2.1: Support promotion of GEF programs and activities to civil society**

**SUB STRATEGY 2.1.1:** Disseminate information materials on GEF programmes to civil society in partnership with the Secretariat and GEF agencies

**ACTIVITY 2.1.1.1:**

Collate, develop, translate and disseminate materials on GEF Programs with the Secretariat and GEF agencies

<b>PRIME:</b> Communication and Outreach Committee	<b>PERFORMANCE INDICATOR:</b> Materials disseminated	<b>TARGET:</b> Ongoing	<b>BUDGET:</b> 100,000
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**ACTIVITY 2.1.1.2:**

Develop media relations policy and mechanism for communication of information to regional and global society

<b>PRIME:</b> Communication and Outreach Committee	<b>PERFORMANCE INDICATOR:</b> Completion of Media Relations Policy # of Media Information Releases	<b>TARGET:</b> March 2009 Ongoing	<b>BUDGET:</b> 20,000 TBD
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**SUB STRATEGY 2.1.2.:** Document civil society involvement with GEF activities for use in information and outreach programmes

**ACTIVITY 2.1.2.1:**

Collate photographs, videos, reports and other materials on civil society involvement with GEF activities for use in information and outreach programmes

<b>PRIME:</b> Communication and Outreach Committee	<b>PERFORMANCE INDICATOR:</b> Completion of visual information library	<b>TARGET:</b> Ongoing	<b>BUDGET:</b> 10,000
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**SUB STRATEGY 2.1.3.:** Collaborate with the Secretariat on the implementation of the GEF communication strategy

**ACTIVITY 2.1.3.1:**

Develop a leaflet and printed media with the GEF

<b>PRIME:</b> Communication and Outreach Committee	<b>PERFORMANCE INDICATOR:</b> Completion of material	<b>TARGET:</b> TBD	<b>BUDGET:</b> 20,000
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**STRATEGY 2.2: Enhance Civil Society involvement in GEF Country, regional and global Projects**

**SUB STRATEGY 2.2.1:** Work with GEF Focal points and GEF Agencies to identify opportunities for civil society involvement in the preparation and implementation of GEF projects and programmes

<b>ACTIVITY 2.2.1.1:</b> Analysis of Civil Society involvement in GEF projects from GEF 1 to GEF 4	<b>PRIME:</b> Strategy and Planning Committee	<b>PERFORMANCE INDICATOR:</b> Preliminary analysis report completed Final analysis report	<b>TARGET:</b> Nov 2008 April 2009	<b>BUDGET:</b> 5,000 15,000
<b>ACTIVITY 2.2.1.2:</b> Identification, compilation and promotion of opportunities for Civil Society involvement in GEF 4 and GEF 5	<b>PRIME:</b> Strategy and Planning Committee	<b>PERFORMANCE INDICATOR:</b> # of Opportunity alerts	<b>TARGET:</b> Ongoing	<b>BUDGET:</b> 10,000
<b>SUB STRATEGY 2.2.2:</b> Promote and facilitate the inclusion of Civil society representatives in country programme consultations and GEF project and programme governance mechanisms.				
<b>ACTIVITY 2.2.2.1:</b> Facilitate regular country liaison between GEF Focal Point and CSOs	<b>PRIME:</b> RFP's	<b>PERFORMANCE INDICATOR:</b> Number of Meetings	<b>TARGET:</b> Ongoing	<b>BUDGET:</b> TBD
<b>STRATEGY 2.3: Support the effective access of local communities and civil society organizations to GEF resources through the SGP</b>				
<b>SUB STRATEGY 2.3.1:</b> Strengthen the collaboration between the Network and the GEF Small Grants Programme (SGP)				
<b>ACTIVITY 2.3.1.1:</b> Strengthen joint working operational relationships between SGP and global knowledge network (GNN) at country and global levels	<b>PRIME:</b> RFP's and SGP	<b>PERFORMANCE INDICATOR:</b> At least one RFP to attend Regional Consultations.	<b>TARGET:</b> One RFP Attendance	<b>BUDGET:</b> 10,000
<b>ACTIVITY 2.3.1.2:</b> Create operational links between SGP and GNN at the country level	<b>PRIME:</b> RFP's and SGP	<b>PERFORMANCE INDICATOR:</b> Number of operational links establish	<b>TARGET:</b> 30 Operational Links	<b>BUDGET:</b> TBD
<b>SUB STRATEGY 2.3.2:</b> Support consultations with civil society on the SGP Country Programs Graduation Process.				
<b>ACTIVITY 2.3.2.1:</b> Supporting civil society inputs to the development of sustainable modalities for graduating SGP Country Programs.	<b>PRIME:</b> Technical Working Group (To be set up by Nov 2008)	<b>PERFORMANCE INDICATOR:</b> Increased level of civil society input generated	<b>TARGET:</b> Civil society input made in SGP Country Program Graduation workshop – Jan 2009	<b>BUDGET:</b> TBD
<b>ACTIVITY 2.3.2.2:</b> Support transitional processes in selected countries	<b>PRIME:</b> Technical Working Group (To be set up by Nov 2008)	<b>PERFORMANCE INDICATOR:</b> Level of national civil society input to transitional activities	<b>TARGET:</b> TBD	<b>BUDGET:</b> TBD
<b>SUB STRATEGY 2.3.3:</b> Jointly document and disseminate experience and lessons learned from SGP and other GEF related support to communities and CSOs				
<b>ACTIVITY 2.3.3.1:</b>	<b>PRIME:</b>	<b>PERFORMANCE</b>	<b>TARGET:</b>	<b>BUDGET:</b>

Joint work to promote the concept of community based actions to implement climate change adaptation		<b>INDICATOR:</b> Series of knowledge management products	COP 14 (CBA) COP 10 (CBD)	TBD
<b>ACTIVITY 2.3.3.2:</b> Jointly promote community based approaches to biodiversity conservation	<b>PRIME:</b>	<b>PERFORMANCE INDICATOR:</b>	<b>TARGET:</b>	<b>BUDGET:</b> TBD
<b>ACTIVITY 2.3.3.3:</b> Review and report on experiences of CSO on GEF Projects implementation and results	<b>PRIME:</b> Communication and Outreach Committee	<b>PERFORMANCE INDICATOR:</b> Publication of the review.	<b>TARGET:</b> June Council 2010	<b>BUDGET:</b> 20,000
<b>ACTIVITY 2.3.3.4:</b> Collaboration on web-based exchange of information and knowledge	<b>PRIME:</b> Communication and Outreach Committee	<b>PERFORMANCE INDICATOR:</b> Linkages established between web-based dissemination tools at country, regional and global levels.	<b>TARGET:</b> Nov 2008 (Global) Jun 2009 (Local)	<b>BUDGET:</b> TBD
<b>STRATEGY 2.4: Provide strategic input to GEF policy making, planning and reviews</b>				
<b>SUB STRATEGY 2.4.1:</b> Maintain regular contact with network members to solicit feedback on specific and /or general policy and programs of the GEF				
<b>ACTIVITY 2.4.1.1:</b> Strengthen input from network members to the GEF Council policies and planning	<b>PRIME:</b> Membership Committee	<b>PERFORMANCE INDICATOR:</b> High quality interventions at Council Meetings	<b>TARGET:</b> Ongoing	<b>BUDGET:</b> 100,000
<b>ACTIVITY 2.4.1.2:</b> Collate experience and lessons learned from the Network members and other civil society organizations on GEF programme implementation	<b>PRIME:</b> Membership Committee	<b>PERFORMANCE INDICATOR:</b> High quality input to the GEF Monitoring and Evaluation	<b>TARGET:</b> Ongoing	<b>BUDGET:</b> 100,000
<b>SUB STRATEGY 2.4.2:</b> Undertake policy analysis and review in relation to the key technical, managerial and governance issues related to the operation of the GEF through operation of task forces on focal areas and conventions.				
<b>ACTIVITY 2.4.2.1:</b> Undertake strategic analysis of GEF-5 Focal Area strategies and input into GEF -5 replenishment process	<b>PRIME:</b> Technical Working Group (To be Set up by Nov 2008)	<b>PERFORMANCE INDICATOR:</b> Analysis completed	<b>TARGET:</b> Dec 2010	<b>BUDGET:</b> 25,000
<b>ACTIVITY 2.4.2.2:</b> Investigate the effectiveness of the current mechanisms for CSOs participation in GEF implementation and recommend improvements for GEF -5	<b>PRIME:</b> RFP's	<b>PERFORMANCE INDICATOR:</b> Effectiveness report completed	<b>TARGET:</b> Dec 2009	<b>BUDGET:</b> TBD
<b>SUB STRATEGY 2.4.3:</b> Facilitate input to the GEF through input to council, constituency and technical meetings				
<b>ACTIVITY 2.4.3.1:</b> Produce Council paper inputs to empower the network capability.	<b>PRIME:</b> Coordination	<b>PERFORMANCE INDICATOR:</b>	<b>TARGET:</b> Nov 2008	<b>BUDGET:</b> NIL

(6 Points)	Committee	Completion and approval of NGO Council paper input		
<b>SUB STRATEGY 2.4.4:</b> Establish effective and formal linkages between the Network and the GEF Independent Evaluation Office to contribute to the evaluation of projects distill best practices and make the evaluation process more transparent and accountable to public.				
<b>ACTIVITY 2.4.4.1:</b> Facilitate network input to the OPS 4	<b>PRIME:</b> RFP's	<b>PERFORMANCE INDICATOR:</b> Collation of all inputs	<b>TARGET:</b> TBD	<b>BUDGET:</b> TBD
<b>OBJECTIVE 3: TO STRENGTHEN THE GEF NGO NETWORK CAPACITY</b>				
<b>STRATEGY 3.1: Enhance Governance capability of the GEF NGO Network</b>				
<b>SUB STRATEGY 3.1.1:</b> Enhance Network activities at the national levels				
<b>ACTIVITY 3.1.1.1:</b> Create a framework for identification and selection of the Network and Country Focal Points (CFP).	<b>PRIME:</b> RFP's	<b>PERFORMANCE INDICATOR:</b> Completion of the Framework	<b>TARGET:</b> Jan 2008	<b>BUDGET:</b> NIL
<b>SUB STRATEGY 3.1.2.:</b> Strengthen communication between the RFPs and their constituency				
<b>ACTIVITY 3.1.2.1:</b> Facilitate Constituency civil society fora to communicate, update, share and report on civil society work programs and activities in support of the GEF	<b>PRIME:</b> Communication and Outreach Committee	<b>PERFORMANCE INDICATOR:</b> Number of regional fora convened	<b>TARGET:</b> 8 fora	<b>BUDGET:</b> 500,000
<b>SUB STRATEGY 3.1.3.:</b> Enhance effectiveness of regional activities				
<b>ACTIVITY 3.1.3.1:</b> Develop regional network plans	<b>PRIME:</b> RFP's	<b>PERFORMANCE INDICATOR:</b> Development plans completed	<b>TARGET:</b> Jan 2009	<b>BUDGET:</b> 50,000
<b>ACTIVITY 3.1.3.2:</b> Monitor activities at the regional and country levels to assess GEF activities and implementation of projects.	<b>PRIME:</b> RFP'S	<b>PERFORMANCE INDICATOR:</b> Periodic monitoring of activities to ensure success	<b>TARGET:</b> Ongoing	<b>BUDGET:</b> TBD
<b>SUB STRATEGY 3.1.4:</b> Build financial governance mechanism for the Network				
<b>ACTIVITY 3.1.4.1:</b> Prepare a financial management framework including budgeting process to manage and administer the Network funds	<b>PRIME:</b> Governance Committee and Technical Working Group (To be Set up by Nov 2008)	<b>PERFORMANCE INDICATOR:</b> Completion of financial management framework	<b>TARGET:</b> Dec 2008	<b>BUDGET:</b> 5,000
<b>STRATEGY 3.2: To promote active membership</b>				
<b>SUB STRATEGY 3.2.1:</b> Maintain and strengthen membership base				
<b>ACTIVITY 3.2.1.1:</b> Prepare information sheet on Network and benefits of membership	<b>PRIME:</b> Communication and Outreach Committee	<b>PERFORMANCE INDICATOR:</b> Information sheet completed	<b>TARGET:</b> October 2008	<b>BUDGET:</b> TBD
<b>ACTIVITY 3.2.1.2:</b>	Communication and	# of new accredited members	Ongoing	NIL

Attract new accredited civil society membership to the Network	Outreach Committee			
<b>SUB STRATEGY 3.2.2:</b> Strengthen communication within and across local regional and international levels				
<b>ACTIVITY 3.2.2.1:</b> Prepare basic information sheet on the network for web dissemination (English, French, Spanish), layout translation	<b>PRIME:</b> Communication and Outreach Committee	<b>PERFORMANCE INDICATOR:</b> Completion Date	<b>TARGET:</b> Nov 2008	<b>BUDGET:</b> 300
<b>ACTIVITY 3.2.2.2:</b> Prepare information sheet on the Networks Operating procedures including profile of Co-ordinating Committee, CFP and RFP	<b>PRIME:</b> Communication and Outreach Committee	<b>PERFORMANCE INDICATOR:</b> Completion date	<b>TARGET:</b> Nov 2008	<b>BUDGET:</b> 1,200
<b>STRATEGY 3.3: Improve the NGO Network Communication and procurement of funding</b>				
<b>SUB STRATEGY 3.3.2:</b> Developing and building up Communication and Network resources for the GEF NGO network				
<b>ACTIVITY 3.3.2.1:</b> Set up website using community portal software to facilitate discussions and document development, network content and repository of all network documents	<b>PRIME:</b> Communication and Outreach Committee	<b>PERFORMANCE INDICATOR:</b> Completion date	<b>TARGET:</b> Nov 2008	<b>BUDGET:</b> 5,500
<b>ACTIVITY 3.3.2.2:</b> Develop a network e-group (ongoing) and quarterly newsletter to highlight activities of the network and maintain calendar of events	<b>PRIME:</b> Communication and Outreach Committee	<b>PERFORMANCE INDICATOR:</b> Set Up Date	<b>TARGET:</b> Ongoing	<b>BUDGET:</b> 2,000
<b>SUB STRATEGY 3.3.3:</b> Establish and support a communication strategy				
<b>ACTIVITY 3.3.3.1:</b> Prepare regular articles for GEF Talking Points and circulate updated information on network to GEF focal points and GEF agencies and potential partners	<b>PRIME:</b> Communication and Outreach Committee	<b>PERFORMANCE INDICATOR:</b> Number of articles per talking points issue	<b>TARGET:</b> 1	<b>BUDGET:</b> 400
<b>SUB STRATEGY 3.3.4:</b> Pursue opportunities and activities to utilize capacity of the GEF NGO Network members				
<b>ACTIVITY 3.3.4.1:</b> Identify organizational development opportunities from the strength of the Network	<b>PRIME:</b> Strategy and Planning Committee	<b>PERFORMANCE INDICATOR:</b> Continuous identification of opportunities	<b>TARGET:</b> Ongoing	<b>BUDGET:</b> TBD
<b>SUB STRATEGY 3.3.5:</b> To secure adequate resources for the network from international donors				
<b>ACTIVITY 3.3.5.1:</b> Identify and attract financial resources to facilitate the Network operations	<b>PRIME:</b> Strategy and Planning Committee	<b>PERFORMANCE INDICATOR:</b> Amount of funds received	<b>TARGET:</b> \$5 Million by Dec 2009	<b>BUDGET:</b> 10,000
<b>ACTIVITY 3.3.5.2:</b> Initiate and nurture a friends of the network support group	<b>PRIME:</b> Communication and Outreach Committee	<b>PERFORMANCE INDICATOR:</b> Friends support group established	<b>TARGET:</b> Ongoing	<b>BUDGET:</b> 10,000

### BUDGET SUMMARY

CATEGORY	TOTAL
Overall indicative budget requirements	USD1,630,600.00

## **ANNEX II.**

### **RULES AND PRINCIPLES GOVERNING MEMBERSHIP IN THE GEF NGO NETWORK**

1. The following are proposed rules and principles to guide the future eligibility of membership to the Network. Following Council approval of the proposal to transfer the accreditation and membership administration functions to the Network.
2. The Network shall develop and adopt a statute that will outline the rules and the operational procedures for membership, including governing structure and elections to the CFP, RFP. The statute shall be endorsed by the Secretariat.
3. The organization applying for membership to the Network shall be active in the areas of biological diversity; climate change; international waters; land degradation, primarily desertification and deforestation; persistent organic pollutants and/or ozone layer depletion. Their work may also relate to the relevant international conventions.
4. The organization applying for membership shall promote, support and sustain the work of the Council and the Secretariat and stand ready to disseminate knowledge of the GEF's principles and activities, in accordance with its own aim and scope of its competence and activities.
5. Membership is open for international, regional, subregional and national organizations, in conformity with the principles and criteria established herein. The Network, in considering applications for membership, shall ensure to the extent possible, equal participation of civil society organizations from all countries and regions around the world.
6. General requirements for organizations applying for membership within the Network:
  - (a) The organization shall be of recognized standing within one or more the focal areas of the GEF.
  - (b) The organization shall have an established headquarters, with an executive officer.
  - (c) The organization shall have legal recognition (to be registered nationally or locally), this rule does not apply to networks.
  - (d) The organization shall have a democratically adopted constitution/statute, a copy of which shall be deposited with the Network at the time of application for membership;
  - (e) The organization shall have a representative structure and possess appropriate mechanisms of accountability to its members, who shall exercise effective control

over its policies and actions through voting rights or other appropriate democratic and transparent decision-making processes.

7. On the basis of the information provided with their application for membership, the Network, in accordance with its governance procedures, shall award membership rights to organizations that have established their competence and relevance to the work of the GEF. Copies of the relevant documents shall be maintained by the Network with a copy provided to the GEF Secretariat within three months after granting membership.

8. The membership shall be renewed every four years. Renewal of membership shall be based on a member's continuing activity in areas of importance to the GEF and/or active participation and contributions to the GEF programs and projects, policy decisions and consultations.

9. The Network shall submit to the Secretariat every year a report of its activities specifically concerning support they have given to the work of the GEF by promoting its values, raising awareness of global environmental problems and enhancing partnership. The report shall also include information on status of membership and list of relevant activities and events organized/attended regionally and globally.

**ANNEX III.**

**COST OF TWO DAY SEMI-ANNUAL CONSULTATIONS WITH CIVIL SOCIETY ORGANIZATIONS**

Travel and subsistence for 15 representatives (US\$ 3500 per person)	52,500.00
Interpretation and translation (English, French, Spanish)	8,520.00
Meeting logistics (Telephone, Fax and internet, equipment rent and supply, copier service, AV support, etc.)	4,925.00
Luncheons and Coffee	4,500.00
<b>TOTAL</b>	<b>70,445.00 US\$</b>