GLOBAL ENVIRONMENT FACILITY
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GEF/ME/C.50/Inf 02
May 10, 2016

50th GEF Council Meeting
June 7 – 9, 2016
Washington, D.C.

TECHNICAL NOTES AND ANNEXES TO THE EVALUATION OF THE GEF CIVIL SOCIETY ORGANIZATION NETWORK

(Prepared by the Independent Evaluation Office of the GEF)

I. TECHNICAL NOTES

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Technical Note 1 – Methodologies

Approach and Rationale

1. The evaluation was task managed by Ms. Baljit Wadhwa, Senior Evaluation Officer with oversight from the Chief Evaluation Officer and Director of the IEO, leading a team of GEF IEO staff and consultants. The consultants were hired to undertake specific elements such as regional evaluation workshop facilitation, analysis of data collected through surveys, data collected on membership through the CSO Network and analysis of connectivity and network health, for example, though social network analysis.

2. An approach paper to this joint evaluation was prepared by the GEF in July 2015 (Annex A). After consultation with the Reference Group and Peer Review Panel, and incorporation of all comment received by GEF Secretariat and GEF Stakeholders, the Approach Paper was finalized in August 2015.

3. Data for this evaluation was collected through several complementary tools:

(a) More than 70 key stakeholder interviews with GEF SEC staff, Council Members, GEF Agencies, CSO Network Members, CSO Network RFPs and CFP, CSO participants in GEF meetings (Annex H);

(b) 5 focus groups with CSOs at ECWs;

(c) 8 online survey instrument addressed to the CSO Network, CSO participants in GEF meetings; GEF Council, GEF Agencies, GEF Government Focal Points;

(d) 3 regional evaluation workshops;

(e) A literature review;

(f) CSO Membership database review;

(g) GEF and SGP project portfolio review.

4. These tools resulted in a substantial amount of quantitative and qualitative data. A more detailed description of each of the tools is presented below.

Interviews

5. Interviews were requested from the GEF SEC, GEF Agencies, CSO Network RFPs/IPFPs/CFP, CSOs (Network member and non-member) the GEF Council (both donors and receipts), and other organizations who have established relations with CSOs or a CSO Network (UNEP, AF, CIFs, CAN). Interviews were conducted face-to-face when possible or by phone. Interview protocols guided the discussions and when possible where shared beforehand with interviewees. A detailed list of interviewees can be found in Annex H.

Regional Evaluation Workshop Participants

6. Participants to the regional evaluation workshops were selected based on 3 main criteria:

(a) Membership to the GEF CSO network

(b) Official network representatives (RFP/CFP/CCP)

(c) Attendance to previous GEF events/activities (Council/Assembly/ECW)

7. Using the Network's membership database and the CiviCRM[1] database of the GEF, a list of individuals who are both members of the network and participated in GEF events was created. In countries with no Network members, non-members who have attended previous GEF events were prioritized. In addition, the invitation included the RFPs in the region, Country Contact Points (if relevant) and SGP Coordinator in the country where the workshop was held.

Critical Systems Analysis at Regional Evaluation Workshops

8. Critical systems heuristics, is a philosophical framework were used to support reflective analysis of complex systems.[2] The IEO used a modified form to understand the CSO Network situation in the regions and engage participants in thinking of critical country systems and ways for improving the situation.

9. The workshops took the participants through a GEF-CSO Network historical timeline exercise to establish context and reference for the system interactions. Reflecting on the present situation, participants described conditions and perspectives of major stakeholders in the GEF Partnership. Facilitators then moved participants from analyzing the situation to mapping a more ideal vision of the system based on actions aligned to the eight critical elements necessary for network functioning and underpinning the evaluation framework.

Online Survey Instrument

10. Survey instruments were designed and distributed to the GEF Partnership tailored to each group.

(a) Five surveys were distributed to the CSO community: (1) CSO Network Member Survey, (2) CSO Non-Member Survey, (3) GEF CSO Network - Country Snapshots of Connectivity, (4) CSO Network Member Survey – Follow-up Survey, (5) Inventory of CSO Contributions to the GEF (RFPs and IPFPs only);

(b) One Survey was distributed to the GEF Council and Alternate Members;

(c) One Survey was distributed to the GEF Agencies; and

[1] The CiviCRM is a database created by the GEFSEC and includes all attendees and applications for attendance to all GEF meetings starting in 2011. The CiviCRM classifies participants by role in the GEF partnership (e.g. CSO, Indigenous People, Council Member, OFP, RFP, etc.)

[2] Critical Systems Heuristics; http://betterevaluation.org/plan/approach/critical_system_heuristics

(d) One survey was distributed to the GEF Operational and Political Focal Points.

11. The CSO Network Member and non-Member surveys were initially tested. The instrument was revised according to the comment received from 3 ECW meetings.

CSO Network Evaluation – Member Survey

12. The Member survey was sent to the GEF CSO Network list serve containing 466[3] member organizations in English, Spanish, and French. A total of 146 responses were received, 104 of which were viable and used in this analysis. Nonviable responses are those which were duplicate responses and thereby consolidated, and blank responses in which the survey was started but no information was submitted. The response rate for the member survey is 22 percent.

CSO Network Evaluation – Non-Member Survey

13. CSO non-Network members are those that have a connection to the GEF (have attended or register to attend any of the GEF meetings, including GEF Assembly, ECW, and Council). All CSO contacts are stored in a CiviCRM database by the GEF Secretariat. The CiviCRM database showed that 1140 individuals have attended or registered to attend a GEF meeting since January 2011. The Non-Member survey was sent to all 1140 individuals in English, French, and Spanish; 104 emails were out of date and bounced back indicating that the survey was received by 1036 recipients. A total of 172 responses were received, 166 of which were viable and used in the analysis. Nonviable responses are those which were duplicate responses and thereby consolidated, and blank responses in which the survey was started but no information was submitted. Response rate for the non-Member survey is 16 percent.

RFP/IPFP Inventory of CSO Contributions to the GEF

14. This survey was sent to all current RFPs and IPFPs requesting information on time and effort spent on GEF Related tasks in addition to cash and in-kind contributions. Response rate for RFPs was 93 percent, however no IPFPs responded to the survey.

Follow-up Survey to CSO Network members

15. CSO Network Members also received a follow-up survey with 5 questions pertaining to Social Network Analysis. The survey received 165 responses, only 90 of which were viable and used for analysis. Response rate was 19 percent. Among the 165 responses, 38 respondents had also answered the first survey.

[3] At the time the survey was sent out to the Network, membership consisted of 466 organizations. An updated database of 474 CSO was provided to the Evaluation team which was used for the analysis of the GEF CSO Network membership. Since the survey was sent to the global address of the CSO Network, new members may have also received the survey. This is indicative by the number of respondents which indicated joining the GEF CSO Network in 2015 (8.7% or 9 respondents). Accounting for a total of 474, survey response rate remains the same at 22%.

GEF CSO Network - Country Snapshots of Connectivity

16. As a follow-up on focused interviews with workshop participants, this survey was sent to select participants from the three regional workshops. Fifteen responses were received, 13 of which were viable and used for analysis.

GEF Council and Alternate Members

17. The GEF Council and Alternate Members survey was sent to the 62 members. A total of 26 responses were received, 20 of which were viable and used for the analysis. Response rate for the council survey was 32 percent.

Operational Focal Point Survey and Political Focal Point Survey

18. The OFP and PFP survey was sent to the 145 OFPs and 121 PFPs of the GEF, a total of 54 responses were received from OFPs, 28 of which were viable and used in the analysis, and 16 form PFPs, 10 of which were viable and used in the analysis. Response rate was 14 percent.

GEF Agencies Survey

19. The Agency survey was sent to the 18 GEF Agencies. The Survey was received by the GEF units at agencies and responded to by 10 agencies. Response rate for this survey was 55.6 percent.

Data Analytics

Principal Component Analysis

20. The evaluation team performed Principal Component Analysis (PCA) to assess which variables in the survey responses have the largest possible variance and can account for as much of the variability in the data as possible.

21. PCA uses correlated factors and transforms them in such a way that the first principal component has the largest possible variance, and each succeeding component in turn has the highest variance possible under the constraint of the preceding components.

GEF Portfolio Analysis - CSO as Executors

22. Using the Project Management Information System (PMIS) at the GEF, a mass download of the GEF database was conducted on November 17, 2015. The data was cleaned up to exclude any rejected or canceled projects and a comparative analysis was conducted to verify which projects have CSOs are executors and of those, which projects are executed by CSO Network members.

SGP Portfolio Analysis

23. The SGP Portfolio since the inception of the program was provided by the SGP staff at UNDP as of December 30, 3015. The data was used to present a full portfolio analysis of the SGP program. In addition, a comparative analysis was conducted to check which of the SGP project executors are also members of the GEF CSO Network are also.

Membership Profile

24. The membership database was provided to the GEFIEO at the beginning of the evaluation with an updated version provided after the conclusion of the GEF's 49th Council Meeting in November 2015. The most recent data (dated November 1, 2015) was used in analyzing the Network's membership profile.

Limitations

25. The large amount of information collected through the above mentioned methods provide an extremely rich picture of the CSO Network and its operations. As with any complex evaluation and specific to network evaluation, some limitations were encountered. These included:

(a) The CSO Network, over time, has had numerous players, many of whom enter and exit the Network.

(b) Paucity of evaluative data on the CSO Network. It has been 10 years since the last evaluation of the Network with no systematic monitoring in between.

Draft Report

26. The Evaluation Team undertook a thorough analysis of the data collected. The analysis included a triangulation and verification and gap analysis process. A working draft report was reviewed by the reference group and peer review panel. A draft report was circulated to GEF Stakeholders for comments. The feedback received was assessed, and an audit trail prepared that documented the evaluation team's responses to the written comments received.

Technical Note 2 – Comparative Network Analysis

1. The evaluation undertook an analysis of comparative models of CSO engagement with different International Governmental Organizations (IGOs) and International Financial Institutions (IFIs). The following section describes approaches to CSO engagement from entities similar to the GEF. Table 1 below compares and contrasts key features in analogous networks.

Development Banks

2. The Bretton Woods institutions, the World Bank and the International Monitory Fund (IMF), and the International Finance Cooperation (IFC), have dedicated staff and units for engagement with CSOs. CSOs have not formally organized in the form of a network largely because of the thematic breadth and diversity addressed by these institutions. CSOs are engaged on an annual basis through the Civil Society Policy Forum which is held in parallel to the Annual and Spring Meetings of the World Bank Group and IMF.

3. The African Development Bank (AfDB) and the European Bank for Reconstruction and Development (EBRD) have developed models for CSO engagement similar to that of the World Bank Group and IMF. AfDB has a history of CSO engagement and involvement in its programs and project implementation.[4] A charter for CSO engagement is being launched in May 2015 taking into account contributions made by a CSO-AfDB committee to the draft charter.[5] Similarly, EBRD has a CSO Engagement Unit. EBRD created in 2000 a Civil Society Programme as part of its Annual Meeting as a forum for direct CSO engagement with EBRD representatives.[6]

4. ADB is somewhat unique in that it has its own CSO Cooperation Network along with an NGO & Civil Society Center (NGOC). The CSO Cooperation Network works to monitor CSO related needs, ensure synergy in NGO cooperation initiatives and exchange knowledge and good practices with CSOs and throughout ADB. The NGOC works on coordinating and training an institution-wide network of key operational staff.[7]

5. The IDB, unlike other development banks, has a CSO network known as Civil Society Consultative Groups (ConSoC).[8] IDB leverages on Civil Society Organizations (CSOs) technical and field experience to implement projects or projects' components.

The ConSoC is a platform for collaboration and consultation promoted by the IDB Group. It integrates representatives of Civil Society Organizations (CSOs) in 26 countries of Latin American and the Caribbean. Each organization is selected based on its role regarding one or more of the development strategy pillars agreed upon in Country Strategy. IDB regularly conducts public consultations with diverse groups of interest belonging to different areas of

[4] http://www.afdb.org/en/topics-and-sectors/topics/civil-society/afdb-and-civil-society/
[5] http://www.afdb.org/en/news-and-events/article/launch-of-afdb-cso-charter-to-intensify-accountability-14128/
[6] http://www.ebrd.com/who-we-are/civil-society-overview.html
[7] http://www.adb.org/site/ngos/ngo-civil-society-center
[8] http://www.iadb.org/en/civil-society-v3/home,19183.html

civil society and connects with civil society through access to information and open data about policies, projects, strategies and activities that are carried out in each of the 26 countries of the region.

Adaptation Fund and the Adaptation Fund NGO Network

6. The Adaptation Fund (AF) engages with CSOs through a formal network of CSOs. The AF Network is coordinated and supported by Germanwatch as the host of the network and funded through the German Federal Ministry of Environment, Nature Conservation, Building, and Nuclear Safety. The AF NGO Network was initiated by a group of NGOs in order to contribute to the "successful implementation of projects funded by the Adaptation Fund in developing countries". The AF NGO Network "strives for a sustainable dynamic influence on politics and the engagement of civil society".[9] The AF NGO Network supports developing countries by increasing local NGO capacity throughout the project period. The AF NGO network believes that its work is crucial at the level of developing countries where projects are implemented, and at the Adaptation Fund Secretariat where rules and procedures are shaped.

7. The work of the AF NGO Network is coordinated by an Advisory Committee. The advisory committee is composed of 25 representatives from NGOs and research institutions, and it "provides strategic orientation of the AF NGO Network pertaining to the AF". The advisory committee members are invited experts that rotate periodically and are expected to contribute to the work of the AF NGO Network by "linking the AF NGO Network to other NGOs in relevant countries".[10]

8. The AF NGO Network's advisory committee and Germanwatch, as the host organization, work to influence policy at the international level and at the AF, as well as at a country level in collaboration with national and regional country partners and local communities.

9. At the developing country level, the AF NGO Network is focused on implementation as well as to ensure the accountability of the implementers. It also intends to ease the knowledge sharing of adaptation good practice in the country, including on means to identify the particularly vulnerable people.

10. At the level of the Adaptation Fund Board, the AF NGO Network closely observes the development of the AF, "through observation of the AFB meetings, through informal exchange with AFB members, through briefings and reports on the outcomes of the meetings as well as through letters to the AFB members".[11]

11. The AF NGO Network comments on the progress of AF projects. Starting in 2011, the AF NGO Network were given a part of the board meeting agenda to, for example: raise issues for discussion, provide inputs on agenda items, and deliver presentations. Through interviews with

[9] AF NGO Network website: http://af-network.org/How%20it%20works
[10] AF NGO Network website: http://af-network.org/How%20it%20works
[11] AF NGO Network website: http://af-network.org/How%20it%20works

the AF NGO Network and the AF Secretariat the relationship with the network was described as a positive one, with mutual respect from both parties. Both the Board and the Secretariat value the AF NGO Network's input to their work, and the Network itself values the allocated session for engagement at the Board meetings. They find it provides space for formal CSO engagement with the Board.

Climate Investment Funds (CIF) and CSO Observers

12. The Climate Investment Funds (CIFs), housed at the World Bank have a model of engagement with CSOs that allows for active observers. The CIF Administrative Unit selected two firms (one for the CSO and another for the private sector), to facilitate the process for selection of CSO and private sector representatives. RESOLVE, a CSO, was selected to coordinate CSO observer selection process. Similar to that of the GEF. The CIFs allow for CSOs, through principles of self-determination, to choose 17 observers to attend the CIFs meetings.

13. Stakeholders are invited to participate in meetings of the Trust Fund Committees and Sub-Committees as Observers. In this capacity, Observers can request the floor during discussions, request additions to the agenda, and recommend external experts to speak on specific items. Co-chairs may also invite Observers to address the Committee and Sub-Committee meetings in matters of strategic discussion or direct concern.

14. Civil Society Organizations are represented in the CIF by a total of sixteen elected Observers - four on each of the Trust Fund Committees and Sub-Committees. Civil Society observers are drawn from global and local or regional civil society organizations, with consideration given to equally distributed representation. Observers are identified through self-selection processes and serve for 24-month terms.

Green Climate Fund and CSO Observers

15. The Green Climate Fund (GCF) has allowed for CSOs to attend and participate in meetings as observers. Observers are accredited to attend GCF sessions and are invited to submit papers to the institutions. The GCF manage any part of the Observers' work beyond administrative relations associated with the accreditation of individual organizations and the receipt of submissions.

16. Supplementary to the observer role noted above, the GCF has added Active Observers, wherein two CSOs and two Private Sector Organizations (PSOs), one each from developed and developing countries, are granted the right to participate in GCF meetings.

17. In an interview, Active observers noted the importance of their interventions at the Corporate/Global policy level within the GCF Board citing that their views are "often reflected in the board report of meetings". In addition, CSOs are able to actively 'lobby' with board members during the board meetings. The GCF doesn't yet have a mechanism of engaging CSOs at the project design or implementation stage, however the CSOs have a "strong engagement

at the policy level on environmental and social standards and give views at the board meetings about the projects that are being considered for approval".

UNFCCC and the Climate Action Network (CAN)

18. The United Nations Framework Convention on Climate Change (UNFCCC) has allowed for CSOs to attend and participate in meetings as observers. Observers are non-state entities – including inter-governmental groups, international organizations, NGOs, businesses and industry. Observers are accredited to attend UNFCCC sessions and are invited to submit position papers to the institutions. However, the UNFCCC doesn't manage any part of the Observers' work beyond administrative relations associated with the accreditation of individual organizations and the receipt of submissions. NGO Observers to the UNFCCC have organized as the Climate Action Network International (CAN). CAN is a formal network run by a secretariat and has regional and local offices worldwide.[12]

19. The Climate Action Network – International (CAN) is a "worldwide network of over 900 Non-Governmental Organizations (NGOs) in more than 100 countries, working to promote government and individual action to limit human-induced climate change to ecologically sustainable levels".[13]

20. CAN members work to achieve this goal through information exchange and the coordinated development of NGO strategy on international, regional, and national climate issues; CAN has regional network hubs that coordinate these efforts around the world.

21. CAN members place a high priority on both a healthy environment and development that "meets the needs of the present without compromising the ability of future generations to meet their own needs" (Brundtland Commission). CAN's vision is to protect the atmosphere while allowing for sustainable and equitable development worldwide.

22. CAN is organized into regional and national "nodes". Each node is responsible for its own governance and procedures, and conducts joint policy and advocacy work within its given country or region. The regional nodes operate independently from the international secretariat, each with their own membership criteria, policies and procedures and annual budgets. CSOs are required to join their own regional nodes unless the work of the organization is on a global scale or the organization has offices in multiple regions. The CAN international secretariat operates as a coordinator for CSO positions clustered around climate change thematic issues.

23. The network has thematic groups that are open for the all members to join. All decisions are put forth to the membership and are made on a no-objection bases with the option for CSOs to by-line.

[12] http://unfccc.int/parties_and_observers/items/2704.php
[13] Climate Action Network Website: http://climatenetwork.org/about/about-can

24. The success of CAN as described by the director of CAN International is attributed to 2 main things: 1) transparency of the organization and a clear decision making process, and 2) the need for the coordination function that the CAN Secretariat provides.

25. The relationship between CAN and the UNFCCC secretariat was described as a strong cooperation stemming from clearly defined roles and responsibilities of each entity leaving little room for interpretation.

Convention on Biological Diversity and CBD Alliance & International Indigenous Forum on Biodiversity (IIFB)

26. The CBD has two networks that follow the CBD process closely and work on influencing policy at the CBD: (1) CBD Alliance and (2) International Indigenous Forum on Biodiversity (IIFB). The CBD admits agencies that works in the fields of biodiversity conservation and sustainable use wishing to be represented as observers. CSOs admitted to the CBD may participate in meetings upon invitation of the President of the meeting without the right to vote in the proceedings.

27. The CBD Alliance is a loose network of activists and representatives from NGOs, community-based organizations (CBOs), social movements and Indigenous Peoples organizations (IPOs) advocating for improved and informed participation in Convention on Biological Diversity (CBD) processes. The CBD Alliance works on bringing together views from CSOs worldwide to the CBD and coordinates the work of CSOs and CBD bodies, The CBD Alliance is the formal Network of CSOs at the CBD and has a longstanding good relationship with the CBD Secretariat.

28. The International Indigenous Forum on Biodiversity (IIFB) on the other hand is a network of Indigenous Peoples and Local Communities in the CBD process. IIFB was formed During the 3rd Conference of the Parties to the Convention on Biological Diversity and works on coordinate indigenous strategies at these meetings, provide advice to the government parties, and influence the interpretations of government obligations to recognize and respect indigenous rights to the knowledge and resources at the CBD and other important international environmental meetings, . IIFB and the CBD Alliance have a close relationship and often coordinate.

UNCCD and the UNCCD CSO Panel

29. The UNCCD accredits CSOs as observers to its meeting. In addition it has an established platform designed to magnify the work of the CSOs, build their capacities, enable information exchange, establish new and innovative partnerships and represent the civil society in the UNCCD process. As such, the CSO Panel, established by the Conference of the Parties, brings together representatives from different existing networks working on desertification. The CSO Panel is voted by accredited CSOs to the UNCCD.

30. Accredited CSOs nominate representatives within the UNCCD CSO panel member to undertake the tasks entrusted by the Conference of the Parties during the period just after the conference of the Parties until the end of the next conference of the Parties (biennium). Active CSOs may nominate themselves and participate in the election within each of the five United Nations Regional Groups of Members States. The five elected CSO must have the institutional capacity and commitment to accept and execute the duties and responsibilities of this position. Elections is facilitated by the UNCCD secretariat and follow a twostep process (i) nomination of the candidates (ii) election of the panel members among the candidates.

31. The UNCCD may provide financial support to some observers to attend its meetings.

Stockholm Convention and the International POPs Elimination Network (IPEN)

32. The Stockholm convention admits Bodies and/or agencies to the Secretariat as observers provided they have programs or activities in matters covered by the Convention

33. International POPs Elimination Network (IPEN), which is comprised of more than 700 public interest, non-governmental organizations in 116 countries, is the largest and most prominent CSOs actively contributing to the POP international work.

34. IPEN is a Network of CSOs and operates through an Executive Committee and a Steering Committee which make up the governance structure, in addition IPEN has working groups and regional hubs.

35. The Regional Hubs allow for IPEN to operate in all six UN languages. The eight Regional Hubs are: Anglophone Africa, Francophone Africa, Central Europe, Eastern Europe, Caucasus & Central Asia, Latin America, Middle East, South Asia and Southeast Asia.

36. IPEN's Working Groups discuss specific chemical safety themes to develop IPEN's policy positions and contribute to related on-the-ground projects and activities.

United Nations Environment Programme (UNEP)

37. UNEP, similar to UN ECOSOC, and other UN agencies recognizes Agenda 21 which defines the nine 'Major Groups' and chapter 23 of the Agenda 21 which recognizes the important role of civil society and the need to strengthen the role of Major Groups. As such, UNEP engages the "Majors Groups[14] and other Stakeholders as partners and appreciates the perspectives they bring to the table, valuable research and advocacy functions they perform and their role in helping foster long-term, broad-based support for UNEP's mission".[15]

[14] The major groups are: (non-governmental organizations, farmers, women, academic/research entities, youth and children, indigenous peoples, business and industry, workers and trade unions and local authorities).
[15] UNEP website: http://www.unep.org/civil-society/MajorGroups/tabid/52184/Default.aspx

38. UNEP has an accreditation process for the major groups to actively participate in the in the United Nations Environment Assembly (UNEA) of UNEP and its associated meetings. Accredited Majors are also invited to the Global Major Groups and Stakeholders Forum (GMGSF), and to the Regional Consultative Meetings (RCMs), where Major Groups' organizations select representatives of each of the six UNEP regions.[16] In 2013, UNEP reviewed of options for stakeholder engagement which examined similar practices in other organizations across a range of engagement issues.[17]

39. UNEP Currently has around 281 organizations accredited under the Major Groups. Organization accredited to UNEP are those whose worked is focused on the environment and the work of UNEP, and whose work has an international scope, thus limiting accreditation to exclude organizations that work on broader cross-cutting development issues and national issues.

40. Currently, UNEP provides funding for participation of major groups and stakeholders in the meetings of the following bodies:

(a) Governing Council and Global Major Groups and Stakeholder Forum

(b) Regional Coordination Meeting (RCM)

(c) One international consultation per year

41. Based on needs expressed by participants and available funding, additional capacity building activities may be funded.

UN Economic and Social Council (ECOSOC) ECOSOC

42. UN ECOSOC Department of Economic and Social Affairs (DESA) NGO Branch is the focal point within the UN Secretariat for non-governmental organizations in consultative status with ECOSOC. ECOSOC organizes an annual meeting around engagement with CSO stakeholders worldwide. CSOs are accredited as 1) *General observers*, NGOs that represent large segments of societies in several countries and their area of work cover most of the issues on the agenda of ECOSOC and its subsidiary bodies, 2) *Special Observers*, NGOs that have a special competence in, and are concerned specifically with, only a few of the fields of activity covered by ECOSOC. These NGOs tend to be smaller and more recently established, and 3) *Roster Observers*, NGOs that have a narrower and/or technical focus and make occasional and useful contributions to the work of ECOSOC or its subsidiary bodies.

43. ECOSOC has a standing Committee on Non-Governmental Organizations established by the Council in 1946. The standing committee reports directly to ECOSOC. The Committee has 19 members who are elected on the basis of equitable geographical representation:

[16] UNEP's six regions are Africa, Asia and the Pacific, Europe, Latin America and the Caribbean, North America, and West Asia.

[17] Options for Stakeholder Engagement in UNEP (October 2013).

- 5 members from African States;
- 4 members from Asian States;
- 2 members from Eastern European States;
- 4 members from Latin American and Caribbean States; and
- 4 members from Western European and other States.

44. The term of office of its members is four years. The current terms of reference of the Committee are set out in Resolution 1996/31. In its proceedings the Committee is guided by the rules of procedure of the Council.

Table 1: Methods of CSO Engagement in Analogous bodies

Mechanism	Network	Website	Accreditation / Membership	Accreditation / Membership Criteria	Number of Entities / Members	Consultative Status	Mechanism for Interventions	Representative Bodies	Funding	Cost for Stakeholder Participation
GEF	GEF CSO Network	www.gefcso.org	Membership to the GEF CSO Network	CSOs which are members of the GEF CSO Network: any CSO organization working on GEF Related issues and meets the minimum criteria	**474 CSOs**	Observer	Submission of information and views Intervention at the Council meetings upon approval of the Council chair / Council	GEF CSO Network - Organizations of the RFP, IPFP, Chair and Vice Chair (previously CPF), in addition to regional observers.	Funds 40 individuals to come to the GEF Council twice/year, in addition to CSO participation in 13 ECWs	Around 440,000+ USD / year (140,000USD/ year on Council and 300,000 USD/year on ECW participation)
Development Banks	N/A	N/A	Admittance of observers	N/A	N/A	Observers	N/A	N/A	N/A	N/A
IDB	Civil Society Consultative Groups (ConSoC)	http://www.iadb.org/en/civil-society-v3/home,19183.html	Representatives of Civil Society Organizations (CSOs) in 26 countries of Latin American and the Caribbean.	Each organization is selected based on its role regarding one or more of the development strategy pillars agreed to by the governments of each country (Country Strategy).	**26 CSOs**	CSO network in each of the 26 countries known as Civil Society Consultative Groups (ConSoC).	The IDB Group listens to civil society to get inputs on its policies, strategies and projects. The IDB regularly conducts public consultations with diverse groups of interest belonging to different areas of civil society	N/A	N/A	N/A
Adaptation Fund	AF NGO Network	http://af-network.org/	Membership-based	AF NGO Network is open to all interested stakeholders, and they are invited to take an active part in the AF NGO Network	**151 CSOs** / **25** make up the **Advisory Committee**	Observer / Active Observer	Observation of the AFB meetings, through informal exchange with AFB members, through briefings and reports on the outcomes of the meetings as well as through letters to the AFB members Advisory Committee is given a 90 minute CSO session at the board meetings.	Coordinated by an Advisory Committee // coordinated and supported by Germanwatch as the host of the network	Funded by the German International Climate Initiative	Not Available
CIF	RESOLVE, a CSO selected to coordinate CSO Observer selection process	http://www.resolv.org/site-cif/	The CIF Administrative Unit selected two firms (one for the CSO and another for the private sector), to facilitate the process for selection of CSO and private	self-selected representatives	**16 elected observers**	Observer	Stakeholders are invited to participate in meetings of the Trust Fund Committees and Sub-Committees as Observers. In this capacity, Observers can request the floor during discussions, request additions to the agenda, and recommend external experts to speak on specific items. Co-chairs may also invite	Civil Society Organizations are represented in the CIF by a total of sixteen elected Observers - four on each of the Trust Fund Committees and Sub-Committees. Observers are identified through self-selection processes and serve for 24-month terms.	Not Available	Not Available

Mechanism	Network	Website	Accreditation / Membership	Accreditation / Membership Criteria	Number of Entities / Members	Consultative Status	Mechanism for Interventions	Representative Bodies	Funding	Cost for Stakeholder Participation
			sector representatives .				Observers to address the Committee and Sub-Committee meetings in matters of strategic discussion or direct concern.			
GCF	N/A	http://www.greenclimate.fund/boardroom/observers	Accreditation of observer organizations	Organizations seeking GCF observer status and to participate in the activities of the Fund are required to apply for observer status. The GCF Board announces calls for observer registration on a regular basis.	more than **198 CSOs**, and **45 private sector** organizations, and **52 international entities**, have been registered as observers	Observer / Active Observer	GCF's Governing Instrument grants two CSOs and two PSOs the right to participate in its meetings as Active Observers, one each from developed and developing countries	**CSOs:** Heinrich Böll Foundation North America (Action Aid International) Asian Peoples' Movement on Debt and Development (used to be Third World Network) **PSOs:** Climate Markets and Investment Association (CMIA) World Business Council for Sustainable Development (WBCSD)	Not Available	The Secretariat has a designated staff contact for all observers to facilitate communication with and among them
UNFCCC	Climate Action Network	www.climatenetwork.org	Accreditation of observer organizations to UNFCCC CAN is membership based	New applicant organizations for acc4reditation to the UNFCCC are formally admitted by the Conference of the Parties following the successful completion of the admission process. Any nongovernmental organization working on climate issues is eligible to join CAN	Over **1880 NGOs** and **100 IGOs** are admitted as observers. CAN has over **950 NGOs** in over 110 countries	Observer	Submission of position papers (information and views) by CAN, in addition to Intervention in the meetings upon approval of the chair. Observers are allowed to organize side events and exhibits Within CAN members work to achieve goals through information exchange and the coordinated development of NGO strategy on international, regional, and national climate issues. CAN has regional network hubs that coordinate these efforts around the world.	The NGOs represent at UNFCCC a broad spectrum of interests, and embrace representatives from business and industry, environmental groups, farming and agriculture, indigenous populations, local governments and municipal authorities, research and academic institutes, labor unions, women and gender and youth groups. CAN is organized into regional and national "nodes". Each node is responsible for its own governance and procedures, and conduct joint policy and advocacy work within its given country or region.	UNFCCC does not fund CSO participation in its sessions or the COP CAN applies for grants from major foundations Funds Staff participation in UNFCCC meetings in addition to the Leadership development program which funds participants from developing countries to build their professional leadership by strengthening their national and regional nodes.	Staff contact for all observers for accreditation and to facilitate communication with the UNFCCC Annual CAN Secretariat budget is 2 million USD

Mechanism	Network	Website	Accreditation / Membership	Accreditation / Membership Criteria	Number of Entities / Members	Consultative Status	Mechanism for Interventions	Representative Bodies	Funding	Cost for Stakeholder Participation
CBD	CBD Alliance	http://www.cbdalliance.info/en/	Accreditation of observer organizations	Letter of interest including: (1) A statement demonstrating the organization's qualifications in fields relating to the conservation and sustainable use of biological diversity. (2) A website address. (3) The organization's statutes/by-laws or terms of reference demonstrating the organization's legitimacy as a bona fide organization constituted in its home country. (4) Any other relevant information.	N/A	Observer	Bodies or agencies qualified in the fields of biodiversity conservation and sustainable use wishing to be represented as observers to meetings of the Conference of the Parties (COP) and its subsidiary bodies. These observers may, upon invitation of the President of the meeting, participate without the right to vote in the proceedings of any meeting in matters of direct concern to the body or agency they represent unless at least one third of the Parties present at the meeting object.	CBD Alliance: The CBD Alliance is a loose network of activists and representatives from NGOs, community-based organizations (CBOs), social movements and Indigenous Peoples organizations (IPOs) advocating for improved and informed participation in Convention on Biological Diversity (CBD) processes. It is the CBD Alliance that brings together civil society organizations to enable a better internal communication, and a coordinated work with parties and CBD bodies. The relationship between the CBD Alliance and the secretariat is longstanding and very good.	The Secretariat of the Convention on Biological Diversity does not provide financial support for the participation of non-governmental organizations in CBD meetings. Travel and other expenses must be covered by the organization or the representative.	Not Available
	International Indigenous Forum on Biodiversity (IIFB)	http://iifb.indigenousportal.com/						The International Indigenous Forum on Biodiversity (IIFB), which brings together Indigenous Peoples and Local Communities in the CBD process. There is a close relationship between the two organizations. The IIFB help coordinate indigenous strategies at these meetings, provide advice to the government parties, and influence the interpretations of government obligations to recognize and respect indigenous rights to the knowledge and resources.		
UNCCD	CSO Panel	https://civilsocietyatunccdcop12.w	Accreditation of observer organizations	Representatives from any body or agency, whether national or international,	**184 CSOs** **5 CSOs on the CSO Panel**	Observer / CSO Panel	The UNCCD has established a new platform designed to magnify the work of the CSOs, build their capacities, enable	CSO Panel voted by accredited CSOs The accredited CSOs should	CSOs can apply for support to attend as observers the UNCCD meetings	Not Available

Mechanism	Network	Website	Accreditation / Membership	Accreditation / Membership Criteria	Number of Entities / Members	Consultative Status	Mechanism for Interventions	Representative Bodies	Funding	Cost for Stakeholder Participation
		ordpress.com/		governmental or non-governmental, may be admitted to participate in the proceedings of the Convention's bodies under the conditions that the organization: •is qualified in matters covered by the Convention; •has informed the UNCCD secretariat of its wish to participate Active representative can be nominated and voted onto the CSO Panel			information exchange, establish new and innovative partnerships and represent the civil society in the UNCCD process. In this respect, the CSO panel was established by the Conference of the Parties. The CSO panel brings together representatives from different existing networks working on desertification. The main focus during the current biennium is to strengthen the capacity of the network to expand its representativeness at the sub-regional and national level and to become a network of networks that can work with a unified voice in combating desertification.	nominate their representatives within the UNCCD CSO panel member to undertake the tasks entrusted by the Conference of the Parties during the period just after the conference of the Parties until the end of the next conference of the Parties (biennium). The accredited CSO must have the institutional capacity and commitment to accept and execute the duties and responsibilities of this position. The process of elections is facilitated by the UNCCD secretariat. The elections will follow a twostep process (i) nomination of the candidates (ii) election of the panel members among the candidates.		
Stockholm Convention	International POPs Elimination Network (IPEN)	http://www.ipen.org/	Accreditation of observer organizations	Bodies and/or agencies are required to submit to the Secretariat the completed form for application 1.Information describing the body or agency; 2.Information on the affiliation of the body or agency with non-governmental organizations or institutions; 3.Information on the programmes and activities undertaken by the body or agency/qualification in matters covered	International POPs Elimination Network (IPEN), which is comprised of more than **700 public interest, non-governmental organizations** in 116 countries.			IPEN has an Executive Committee and a Steering Committee which make up the governance structure, in addition IPEN has working groups and regional hubs. Regional Hubs: IPEN operates in all six UN languages, and is coordinated via eight Regional Hubs for Anglophone Africa, Francophone Africa, Central Europe, Eastern Europe, Caucasus & Central Asia, Latin America, Middle East, South Asia and Southeast Asia. Working Groups: IPEN's Working Groups discuss specific chemical safety themes to develop IPEN's		Not Available

Mechanism	Network	Website	Accreditation / Membership	Accreditation / Membership Criteria	Number of Entities / Members	Consultative Status	Mechanism for Interventions	Representative Bodies	Funding	Cost for Stakeholder Participation
				by the Convention; 4.Description of any network and/or membership system.				policy positions and contribute to related on-the-ground projects and activities.		
Basel & Rotterdam Conventions	N/A	http://www.basel.int/Procedures/AdmissionofObservers/tabid/3658/Default.aspx	Accreditation of observer organizations	NGOs may be represented by observers at meetings of the Basel and Rotterdam Convention bodies, in accordance with the relevant provisions of the Convention and the rules of procedure.		Observer				Not Available
UNEP	The Major Groups Facilitating Committee	http://www.unep.org/civil-society/GMGSF/tabid/52181/Default.aspx	Accreditation of observer organizations	Accreditation is granted to organizations which satisfy the below criteria: 1. Be an international NGO having an interest in the field of the environment; 2. Be legally constituted and registered in a country; 3. Have a proven non-profit-making status; 4. Have an international scope of work 5. Proof of a minimum of two years of activity.	281 CSOs	Observer	Actively participate in the in the United Nations Environment Assembly (UNEA) of UNEP and its associated meetings During the sessions of the UNEP Governing Council/Global Ministerial Environment Forum (GC/GMEF) observers have the opportunity to attend the Plenary, the Committee of the Whole and the Ministerial Consultations as observers, including the Ministerial Roundtables as full participants. major groups and stakeholders can circulate written statements to Governments through the UNEP secretariat and make oral statements during the discussions of the UNEP GC/GMEF on the invitation of the chairperson	•The Major Groups Facilitating Committee (18 members) - Invited to the Global Major Groups and Stakeholders Forum (GMGSF) •Regional Consultative Meetings (RCMs), where two selected Major Groups representatives from each UNEP region: Africa; Asia and the Pacific region; Europe; Latin America and the Caribbean; North America; West Asia;	UNEP provides funding for participation of major groups and stakeholders in the meetings of the following bodies: 1) Governing Council and Global Major Groups and Stakeholder Forum: USD 250,000 USD/year 2) Regional Coordination Meeting: ~ USD 30,000/region/per year 3) 1 international consultation per year: USD 50,000 - 80,000 per year Based on needs and available funding, additional capacity building activities may be funded.	Around 360,000+ USD

Mechanism	Network	Website	Accreditation / Membership	Accreditation / Membership Criteria	Number of Entities / Members	Consultative Status	Mechanism for Interventions	Representative Bodies	Funding	Cost for Stakeholder Participation
ECOSOC	The DESA NGO Branch is the focal point within the UN Secretariat for non-governmental organizations in consultative status with the Economic and Social Council (ECOSOC)	http://csonet.org/	Consultative Status	Among other requirements for obtaining consultative status are the following: •Applying organization's activities must be relevant to the work of ECOSOC; •The NGO must have been in existence (officially registered) for at least 2 years in order to apply; •The NGO must have a democratic decision making mechanism; •The major portion of the organization's funds should be derived from contributions from national affiliates, individual members, or other non-governmental components.	There are currently **4,189 NGOs** in active consultative status with (ECOSOC)	(i) **General status:** NGOs that represent large segments of societies in several countries and their area of work cover most of the issues on the agenda of ECOSOC and its subsidiary bodies. (ii) **Special status:** NGOs that have a special competence in only a few of the fields of activity covered by ECOSOC. (iii) **Roster status:** NGOs that have a more narrow and/or technical focus	Note that the arrangements for NGO participation are different for every meeting, and set by the organizers of each event, in line with ECOSOC resolution 1996/31 and established procedures. Generally, sessions of the functional commissions of ECOSOC, that take place in the spring of each year such as Commission for Social Development, the Commission on the Status of Women, the Commission for Population and Development, the Commission on Sustainable Development, the UN Forum on Forests, and the Permanent Forum on Indigenous Issues, are open to NGOs in consultative status.	The Committee on Non-Governmental Organizations is a standing committee of the Economic and Social Council (ECOSOC), established by the Council in 1946. It reports directly to ECOSOC, and the two reports of its annual regular session (usually at the end of January) and resumed session (in May) include draft resolutions or decisions on matters calling for action by the Council. The Committee has 19 members who are elected on the basis of equitable geographical representation: •5 members from African States; •4 members from Asian States; •2 members from Eastern European States; •4 members from Latin American and Caribbean States; and •4 members from Western European and other States. The term of office of its members is four years. The current terms of reference of the Committee are set out in Resolution 1996/31. In its proceedings the Committee is guided by the rules of procedure of the Council.	Not Available	Not Available

II. ANNEXES

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Annex A – Approach Paper

Introduction

1. The GEF Council at its 47th meeting in October, 2014 requested the GEF Independent Evaluation Office (GEF IEO) to undertake an evaluation of the GEF Civil Society Organizations (CSO)[18] Network, with focus on the role of the Network in the context of the GEF partnership. This evaluation will be the second evaluation of the Network and will follow up on recommendations and actions stemming from a 2005 GEF evaluation of the NGO Network as well as explore new features. Based on a literature review of approaches for evaluating CSO/NGO networks and coalitions, this paper presents the evaluation objectives followed by a history of the development of the GEF CSO Network and its structures for engagement with the GEF partnership; methods and limitations for review of the Network's performance, relevance, effectiveness and results in promoting knowledge exchange and public involvement.

Background

2. Since the establishment of Agenda 21, the increase in number and influence of CSO networks worldwide has allowed for their activities to be the subject of greater scrutiny and hence, there is now a growing body of literature on network formation, development, capacity building and evaluation. Evaluators have begun to develop frameworks[19] for understanding networks using a mix of methods and tools.[20] Some of these are specifically designed for network evaluation, while some are borrowed from other forms of assessment21.

[18] The Fifth Overall Performance Study (OPS5) Technical Study on Civil Society Engagement in the GEF revealed that there is no consistent definition today between GEF and GEF Agencies to describe *civil society*. In 1992, the United Nations Conference on Environment and Development (UNCED) determined that nine (9) major groups made up what was then referred to as civil society: non-governmental organizations, farmers, women, academic/research entities, youth and children, indigenous peoples, business and industry, workers and trade unions and local authorities. The OPS5 review of GEF and ten GEF agencies disclosed that at least nineteen different terms−not all entirely discrete−have been used by GEF/Agencies in official definitions of civil society. Beyond the nine included by UNCED, they include: non-profit organizations, community based organizations (CBO), foundations, charitable organizations, faith-based organizations, professional organizations, social movements, policy/advocacy groups, volunteer organizations and political parties. http://www.gefieo.org/documents/ops5-civil-society-organizations-engagement

[19] *Evaluating International Social-Change Networks. Lessons from the Inter-American Democracy Network. 2006.* http://www.mande.co.uk/docs/Evaluating International Social Change Networks, Ricardo W.pdf

[20] Ibid; Supporting Civil Society Networks in International Development Programs. Academy for Educational Development Center for Civil Society and Governance. December 2005; Framing Paper: The State of Network Evaluation" and casebook "Evaluating Networks for Social Change. Network Impact and Enter for Evaluation Innovation. July 2014 among others.

[21] Social network analysis and the evaluation of leadership networks. Hoppe, B. and Reinelt, C. The Leadership Quarterly 21 (2010). 600-619; Desrshem, L., T. Dagargulia, L. Saganelidze, S. Roels. (2011). NGO Network Analysis Handbook: How to measure and map linkages between NGOs. Save the Children. Tbilisi, and Georgia and Davies, R. (2009). The Use of Social Network Analysis Tools in the Evaluation of Social Change Communications.

3. Based on a strategic review of the literature describing relevant network evaluation frameworks and methods, some of which is summarized in Technical Study 1, and focusing on the objectives of the CSO Network as articulated by the GEF Council and the Network itself, this evaluation will draw on previous experiences and evaluations of networks to examine the pivotal elements that should be included when evaluating networks: a) Credibility, b) Connectivity, c) Structure, d) Membership, e) Governance, f) Resources, g) Capacity and h) Progress to Results.[22]

4. The first evaluation of the Network which was presented to the GEF Council at its 27th session in October 2005[23] reviewed many of these same elements and concluded overall that the then model of NGO engagement on both regional and country-level was ineffective. The evaluation also underscored that: "The Secretariat and Council, its implementing partners and the NGO community all have a vested interest to take time and resources to re-energize the Network."[24]

5. The Evaluation recommended the GEF and the Network focus on:

- *Increasing the network's accountability and effectiveness by strengthening the network's management, increasing accountability in the application of the network's Guidelines, re-focusing the accreditation process, and strengthening outreach to NGOs;*
- *Establishing an active partnership between the NGO Network and the GEF Secretariat and Council; and*
- *Providing support, financial and otherwise, to build the network's capacity.*

Evaluation Objectives

6. The evaluation will follow up on these recommendations and will be framed according to the guiding principles of relevance, effectiveness and results[25] to answer the following key questions:

i. To what extent is the CSO Network meeting its intended goals and strategic objectives and adding value to the GEF Partnership and its membership?

[22] *Framing Paper: The State of Network Evaluation:* http://www.networkimpact.org/wp-content/uploads/2014/09/NetworkEvalGuidePt1_FramingPaper.pdf

[23] *Review of the Non-Governmental Organization Network of the GEF*. http://www.thegef.org/council-meeting-documents/review-non-governmental-organization-network-gef

[24] Id. at para 128.

[25] **Effectiveness**: the extent to which the Network's objectives were achieved, or are expected to be achieved, taking into account their relative importance; **Results**: in GEF terms, results include direct project outputs, short- to medium-term outcomes, and progress toward longer term impacts including the global environment;

[25] **Relevance**: the extent to which the activity is suited to local national and international environmental priorities and policies and to global environmental benefits to which the GEF is dedicated; **Efficiency**: the extent to which results have been delivered with the least costly resources possible. *Extracted from the GEF M&E Policy, (2010)*

GEF Council indicated the primary role and responsibility of CSO representatives attending GEF Council meetings is to:

- *Prepare for and report back on those meetings to the wider CSO community in their countries and regions.*

In addition the Network has as its objectives[26]:

- *Strengthening the role of civil society in safeguarding the global environment; Strengthening GEF Program implementation through enhanced partnership with civil society and; Strengthening the GEF CSO Network capacity*.

The evaluation will focus both on the Council's expectations of the Network as well as the Network's contributions to the GEF Partnership and the extent to which its roles and responsibilities are relevant and being met.

ii. How are the GEF CSO Network's features contributing to its ability to meet its objectives?

To assess the CSO Network's enabling conditions and constraints (internal and external) that contribute to the Network's strengths and weaknesses, the evaluation will investigate elements of governance, membership, and structure and their effect on the Network's functions as well as describing the context within which the Network has formed, developed and evolved.

7. A general question concerning lessons and learning for the development of the Network will run across all the elements examined in the evaluation. Based on the information gathered the IEO will present conclusions and recommendations to the GEF Council for the development and evolution of the GEF CSO Network.

The GEF CSO Network[27]

A. Formation of the Network

8. The GEF has a long-standing history of engaging with CSOs. Since the GEF pilot phase in 1991, CSOs have held a set of consultations in sessions prior to the GEF semi-annual Council Meetings at which time they actively exchange their views about GEF activities and have a substantive dialogue with the Partnership about GEF projects and policies.

9. As part of the re-structured GEF, the Secretariat presented to the GEF Council, at their first meeting in July 1994, the "*Technical Note on NGO Relations".*[28] It laid out various options

[26] Revised Rules and Procedures for the GEF-CSO Network. Version 1.2, June 2014.
[27] The Network was formerly known as the GEF NGO Network and changed its name to the GEF CSO Network prior to the 5th GEF Assembly. The term 'NGO 'will be used inter-changeably with 'CSO'.
[28] *Technical Note on NGO Relations, 1994*.
https://www.thegef.org/council-meeting-documents/technical-note-ngo-relations-gef

for GEF consultation with NGOs as well as options for NGO observers of Council meetings. It also recommended that the Council or the Secretariat approve a list of "accredited NGOs" whose purposes and activities are related to the GEF[29]. Finally, it also laid options for funding of NGO consultations and observers. The Technical Note concluded that the Pilot Phase had few formal rules on NGO participation and much of the involvement with NGOs was done in an *ad hoc* manner and "*with the restructuring of the GEF, it is timely to consider a more systematic relationship between the GEF and NGOs*". The Council subsequently approved the first NGO consultation to take place prior to its February 1995 session.

10. Accordingly, in February 1995, at its 3rd meeting, the GEF Council was presented with a Criteria document[30] that proposed that Council should "*invite the GEF Secretariat to convene semi-annual NGO consultations in conjunction with the regular meetings of the Council*". A main objective of the document was also to put forth the criteria for NGO accreditation into the GEF to attend and observe Council meetings and lay out the NGO roles and responsibilities which were to "prepare for and report on the Council meeting and NGO consultation to the wider NGO community". Any accredited NGO was thus automatically a member of a "GEF NGO Network". The document indicated that NGOs should take into account the principles of self-determination in choosing which organization would attend[31]. With the approval of the Criteria document, the Council established, for the first time, a formal network for dialogue and partnership between NGOs worldwide and the GEF Partnership to more effectively disseminate GEF policies and project information to stakeholders and promote an ongoing dialogue at national levels.

B. CSO Network Purpose

11. In February 1995 to formalize the relationship between CSOs and the GEF, the GEF CSO Network was tasked with the responsibility of *"disseminating information on the GEF to the NGO community and other stakeholders at the national, regional and international levels"*.[32]

12. In 2001, the NGO Focal Points started discussions to formalize the structure and responsibilities of the Network. The Network's Coordination Committee, in 2003, adopted the *Guidelines for the Coordination Committee of the GEF-NGO Network.* One of the motivations for developing the Guidelines was to better clarify the responsibilities and process of election of the Central Focal Point and Regional Focal Points and to render more effective performance by

[29] To be accredited, an NGO was to submit a request to the Secretariat, stating its interest in the GEF and identifying its competence and expertise in matters relevant to the GEF.

[30] *Criteria for Selection of NGOs to Attend/Observe Council Meetings and Information on NGO Consultations* (GEF/C.3/5). http://www.thegef.org/council-meeting-documents/criteria-selection-ngos-attendobserve-council-meetings-and-information-ngo

[31] These principles include: the principle of broad-based geographic representation; experts on the GEF thematic scopes; those NGOs most suited to address Council agenda items at any given session; a "balance of international, national and local (including indigenous) representation"; those NGOs representing a "broad base of interests"; and rotation among NGOs at Council sessions, while taking into account the importance of continuity.

[32] CSO Network Webpage: http://www.gefcso.org/index.cfm?&menuid=75

the Network. The Guidelines also first articulated the self-determined goals and philosophy of the Network, stating them as: "to strengthen and influence the work of the GEF at all levels" and "integrate NGOs' interests in GEF operations, and to influence and monitor GEF operations to be more effective in general". The guidelines were revised in 2006 and 2008.

13. In 2010, revised Rules and Procedures[33] were adopted by the Network which formalized the Regional Focal Point elections and the regions they represent and replaced the latest guidelines and updated the Network objectives as listed below. The Network's Vision and Mission remain unchanged[34].

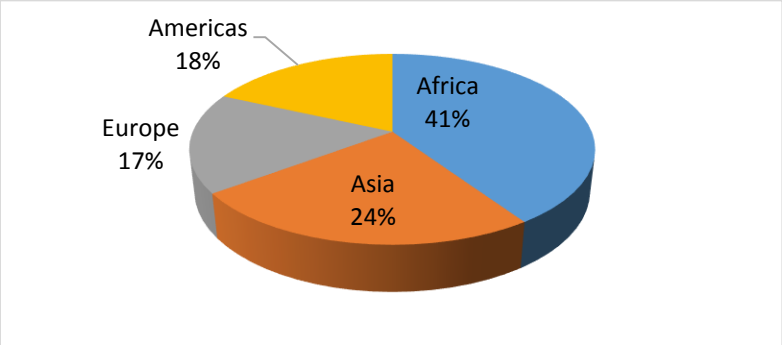
> *"To enhance the role of civil society in safeguarding the global environment; to strengthen GEF Program implementation through enhanced partnership with civil society"'; and to maintain and enhance the capacity of the GEF-CSO Network.*

C. Structure and Governance

14. The GEF CSO Network is a voluntary structure of environmental and sustainable-development oriented CSOs whose work parallels at least one of the GEF focal areas.

15. The Network membership is currently comprised of 466 member organizations[35]. Of these, 189 CSOs are in the Africa Region representing 37 countries; 113 in Asia and the Pacific representing 32 countries; 79 in Europe representing 27 countries; and 85 in the Americas representing 24 countries.

Figure 1: CSO Network Members



[33] GEF CSO Network Webpage - Revised Rules and Procedures for the GEF-CSO Network. June 2014. http://www.gefcso.org/index.cfm?&menuid=154

[34] The Network's new strategic plan may have updated Vison and Mission.

[35] Membership List received from GEF-CSO Network, 05/20/2015. The membership has fluctuated over time. A 2008 GEF Council document "Enhancing Civil Society Engagement in the GEF" cites the number at 660 organizations which had been accredited to the GEF.

Table 2: Distribution of CSO Network Membership

Region	Number of CSOs in Region	Number of Countries Represented
Africa	**189**	**37**
Central Africa	37	6
Eastern Africa	53	8
Northern Africa	12	7
Southern Africa	30	7
Western Africa	57	9
Asia Pacific	**113**	**32**
North East Asia	27	5
South Asia	41	5
South East Asia	20	7
West Asia	18	8
Pacific	7	7
Europe	**79**	**27**
East Europe & Central Asia	36	13
Europe	43	14
Americas	**85**	**24**
North America	29	2
South America	24	7
Caribbean	12	8
Mesoamerica	20	7
Total	**466**	**120**

16. Overall, the structure of the Network has come about as a result of self-regulating initiatives, i.e. coming together at national, regional and international levels to develop common norms and standards[36]. The structure consists of elected NGOs each of whom represents a region encompassing more than one country, or NGO constituency.

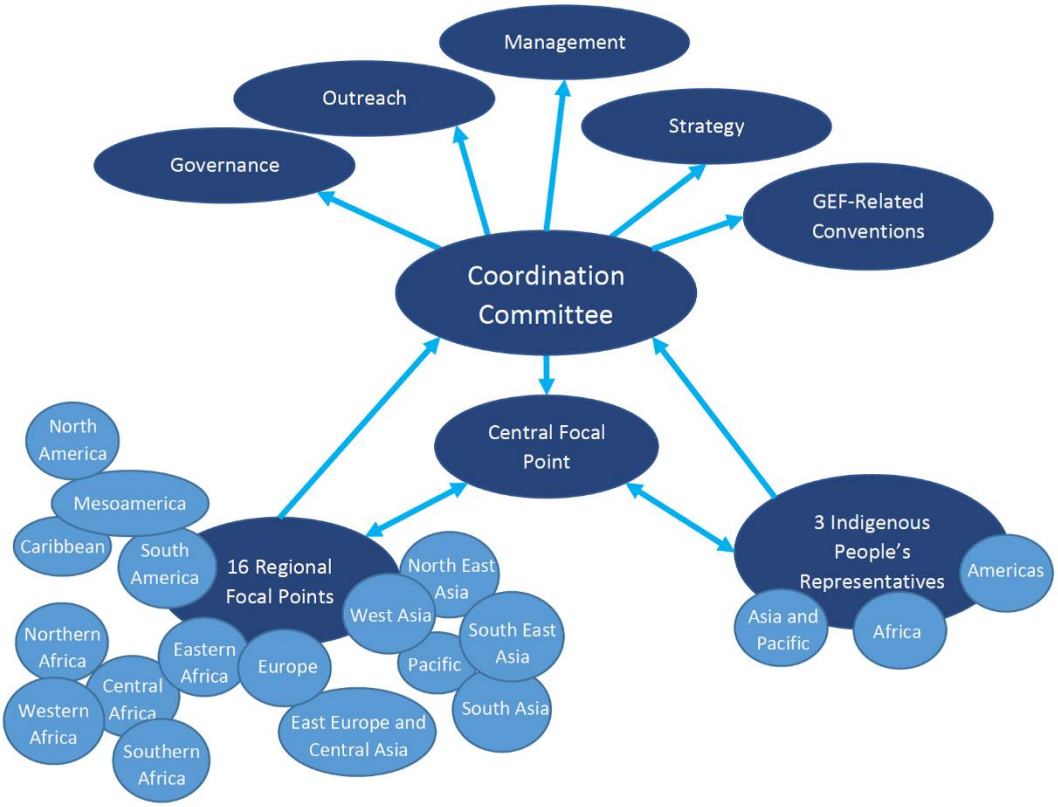
17. These organizations are called Regional Focal Points (RFPs) and are members of the "Coordination Committee" of the Network. The Coordination Committee is currently made of 16 RFPs, 1 each from different geographic regions. In addition, 3 Indigenous Peoples Focal Points representing Indigenous People's organizations (IPFP) are appointed by the Indigenous Peoples' groups from three main regions – Asia Pacific, Africa and the Americas.[37] Indigenous Peoples' representation was established as a result of an evaluation of the NGO Network in 2005, and IPFPs were formally introduced to the governance and structure through CSO Network Guidelines in April 2008 and the Network Strategic Plan in August 2008. The Coordination Committee acts as the final ruling body of the Network and makes decisions on its behalf.

[36] *Civil Society Self-Regulation.* http://coddeconduitaong.ro/wordpress/wp-content/uploads/2011/08/CSO_self_regulation.pdf

[37] The number has also fluctuated. AT one point two RFPs, representing donor constituencies were also on the Coordination Committee. Indigenous Focal Point representation was included in 2006.

18. The work of the Coordination Committee is facilitated by a Central Focal Point (CFP) for the Network. The CFP is elected by the Coordination Committee for a four (4) year term from members of the Coordination Committee[38]. Sub committees are established by the Coordination Committee to assist with its work or undertake work between meetings. The main sub-committees are: Management Sub-Committee; Governance Sub-Committee; Outreach Sub-Committee; Strategy Sub-Committee and GEF-related Conventions Sub-Committee. Figure 2 below shows the current structure of the Network.

Figure 2: Governance Structure of the GEF CSO Network



19. Elections for the Focal Point positions are carried out by an Election Task Force established by the Governance Sub-Committee and overseen by the Coordination Committee. The period of office of the Regional Focal Points and Indigenous People's Focal Points (IPFP) is also four years from the time of election. Neither CFPs, RFPs nor IPFPs may serve more than two consecutive terms.

20. Between 1995 and 2008, Network member organizations were accredited by the GEF. In November 2008, the Council at its 34th session considered the document *Enhancing Civil Society Engagement and Partnership with the GEF* (GEF/C.34/9) and thereby decided to replace the accreditation system for NGOs operated by the GEF Secretariat with a membership system

[38] GEF-CSO Network website. http://www.gefcso.org/index.cfm?&menuid=13&lang=EN Accessed 05/19/2015

operated by the Network. The membership/accreditation process and maintenance of the membership database thus became the responsibility of the Network. Organizations admitted as members are eligible to attend GEF CSO Consultations and Council/Assembly meetings in a similar manner to formerly accredited organizations.

21. In 2011, the Network split the sub-region of West and Central Africa into 2 sub-regions with an RFP for each constituency, thereby adding an additional RFP to the Coordination Committee of the Network and raising the number to 16 RFPs. In 2012, the Network amended its rules to include procedures for the Indigenous Peoples Focal Points (IPFPs). "In Dec 2013, the Network changed its name to GEF CSO Network (as reflected in the June 2014 version of Rules)."

22. At the June 2015 meeting of the Coordination Committee, the CSO network agreed on a revised governance structure that will replace the positon of the CFP with a separate Chair and Co-Chair and a Secretariat. The CSO Network also announced the completion of a new 7-year strategy.

D. Funding Arrangements

23. The *Technical Note on NGO Relations with the GEF* presented at the first council in July 1994 laid out three options for funding of NGO consultations and observers. The costs of NGO consultation have always been included in the administrative budget of the, item "GEF Administration". At its 3rd Council session in 1995, the GEF Council approved a $50,000 budget for each CSO Consultation[39]. The Council decision also states that the "Secretariat could seek voluntary contributions to supplement its budget where possible and appropriate"[40]. In 1996 a Voluntary NGO Trust Fund was established to support NGO consultations.[41]

24. The "Voluntary NGO Trust Fund" was dormant for several years and in October 2008, at its 34th session, the Council approved re-activating the Trust Fund and adjusted 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."[42]

25. At its November 2010 meeting, the Council reiterated the need to reactive the NGO Voluntary Trust Fund through a new multi-donor trust fund to be established in the World Bank

[39] Although discussed, Council rejected a Secretariat 1995 recommendation to fund regional consultation workshops for NGOs.

[40] *Criteria for Selection of NGOs to Attend/Observe Council Meetings and Information on NGO Consultations*, 1995 http://www.thegef.org/council-meeting-documents/criteria-selection-ngos-attendobserve-council-meetings-and-information-ngo

[41] *Enhancing Civil Society Engagement and Partnership with the GEF* (GEF/C.34/9) http://www.thegef.org/council-meeting-documents/enhancing-civil-society-engagement-and-partnership-gef

[42] *Enhancing Civil Society Engagement and Partnership with the GEF* (GEF/C.34/9) https://www.thegef.org/council-meeting-documents/enhancing-civil-society-engagement-and-partnership-gef

and seeded by the Secretariat with a 150,000 US dollars contribution. Funds remaining in the Voluntary NGO Trust Fund were transferred to the multi-donor trust fund. The trust fund is used to "support the work of the Network to achieve heightened engagement by CSOs in the GEF through results oriented activities with an emphasis on more effective engagements at the local and regional levels."[43] The trust fund has not received any additional funds since the initial contribution.

GEF Secretariat and Network Interaction

26. The GEF Secretariat plays a substantive role in supporting the Network for participation at Council and other GEF project activities. GEF CEOs over the years have provided varying levels of endorsement and promotion of the Network. The CEO at each Consultation hosts a question/answer period with CSO Network members, providing a forum for substantive discussions. A CSO coordinator acts as the Secretariat's point of contact with the CSO Network.

27. The Coordinator position was held by five staff members over the years on a part time basis until the recent hiring of the current full time Civil Society Relations and Capacity Development officer in 2012. Apart from organizing meetings and logistics for providing funding to the Network, the CSO Coordinator carries out communication and coordination activities with the CSO Network's CFP and other CSOs leading up to and during Council sessions and CSO consultations and responds to queries or comments from CSOs. Prior to 2008, when the CSO accreditation system was operated at the GEF Secretariat, the basic duties of the CSO Coordinator also included accrediting CSOs to attend GEF Council and Assembly meetings and maintaining the database of accredited organizations.

28. Following the 2005 evaluation, the GEF Secretariat presented to the Council at its 28th meeting in May 2006 an Action Plan to address the recommendations of the evaluation. The Action Plan focused on the three main recommendations of the evaluation and presented a set of short term measures that the GEF start implementing in order to strengthen the Network's management and increase its accountability[44]. The Action Plan was unfortunately not discussed by Council due to competing Agenda items and was never re-introduced.

Approach, Methodology and Limitations

29. The evaluation's key questions will be analyzed in the context of Network elements as indicated in Table 2 below.

[43] Ibid.

Table 3: CSO Network Evaluation Matrix

Key Evaluation Questions	Network Elements	Example Evaluation Questions	Information Sources	Possible Approaches
• Is the CSO Network meeting its intended goals and strategic objectives and adding value to the GEF partnership and its members? Network Objectives as set by the GEF Council: **i. Preparing for and reporting on the GEF Council meetings and NGO Consultations to the wider CSO community at the national, regional & international levels** Network Objectives as set by the CSO Network:[45] **i. To enhance the role of civil society in safeguarding the global environment** **ii. To strengthen global environmental policy development through enhanced partnership between Civil Society and the GEF** ***iii.* To Strengthen the GEF NGO Network Capacity**	Connectivity	• What GEF-relevant information (knowledge products, presentations, reports, etc.) is flowing through the Network to its membership and other stakeholders?	- Network Documents - Data / Results from Surveys, Interviews, and other primary sources (e.g. workshops)	- (Online) Self-Assessment - Interviews and Focus Groups/Focused meetings with key stakeholders - Cost / Level of Effort Overview Assessment - Social Network Analysis
	Credibility	• Are the Network's objectives still relevant? • To what extent has the Network aligned with GEF goals on gender mainstreaming and indigenous peoples' inclusion? • Has the CSO Network contributed to shaping the GEF agenda (getting new issues on the GEF agenda, policies incorporated by the Council)?	- Council and GEF SEC Documents - Network Documents - Non-GEF CSO Networks	- Document review - Interviews and Focus Groups/Focused meetings with key stakeholders - Surveys - (Online) Self-Assessment - Comparative analysis with other networks
	Capacity	• How are Network members adding value to one another's work, i.e. achieving more together than they could alone? • Are there clear signals of development of CSO/member capacity?	- Data / Results from Surveys, Interviews, and other primary sources	- Interviews and Focus Groups/Focused meetings with key stakeholders - Surveys - (Online) Self-Assessment
	Progress towards Results	• Are there clear signals of influence on GEF policy and program implementation? Can a case be made as to Network contribution? • Has the Network membership monitored the implementation of GEF portfolios and policies at the country level?	- Council and GEF SEC Documents - Network Documents	- Document review - Interviews and Focus Groups with key stakeholders - Surveys - (Online) Self-Assessment
• How are the CSO Network's features (governance, structure, membership, connectivity, etc.) contributing to its ability to meet its objectives	Connectivity	• How effective and efficient are the connections the network makes? • Are all members contributing, individually or through joint efforts, to network goals?	- Network Documents - Data / Results from Surveys, Interviews, and other primary sources (e.g. workshops)	- (Online) Self-Assessment - Interviews and Focus Groups/Focused meetings with key stakeholders - Cost / Level of Effort Overview Assessment - Social Network Analysis

[45] Rules and procedures for the GEF-CSO Network, June 26, 2010 – Revised June 2014 - http://www.gefcso.org/index.cfm?&menuid=154&lang=EN

Key Evaluation Questions	Network Elements	Example Evaluation Questions	Information Sources	Possible Approaches
	Membership	• Who participates in the Network and why? Are women's, indigenous peoples' and youth organizations represented? Has the Network assembled member organizations with the capacities needed to meet Network goals (experience, skills, and connections)? • Is the process for Network membership transparent, effective, and efficient? Has it changed over time? • What is the geographic distribution of membership in relation to GEF operations? • What have been the trends in membership?	- Council and GEF SEC Documents - Network Documents - Data / Results from Surveys, Interviews, Focused meetings with key stakeholders and other primary sources	- Document review - Social Network Analysis - Surveys - Meta-Evaluations - Comparison to other Networks - Visual Timeline (infographic Representation)
	Structure	• Has the Network and GEF Partnership adjusted to meet changing GEF needs and priorities? • What infrastructure is in place for Network coordination and communications? • Are these coordination and communication structures efficient and effective? • Are lessons from similar networks (Adaptation Fund, GCF, CIF, etc.) used to inform the workings of the GEF CSO Network?	- Membership Databases - Council and GEF SEC Documents - Network Documents	- (Online) Self-Assessment - Social Network Analysis - Visual Timeline (infographic Representation) - Document review
	Governance	• Are the Network's governance rules applied in a transparent manner? • Is there a transparent conflict resolution process? • Do Network members actively participate in Network elections? • Do decision-making processes encourage members to contribute and collaborate? • How dependent is the Network on a small number of individuals? (male/female disaggregated) • Do governance structures take into consideration gender mainstreaming?	- Council and GEF SEC Documents - Network Documents - Data / Results from Surveys, Interviews, and other primary sources	- Document review - Interviews and Focus Groups/Focused meetings with key stakeholders - Surveys - (Online) Self-Assessment - Meta-Evaluations - Comparative analysis with other networks
	Resources	• What is the level of financial and technical resources provided to the Network? • Has the Network secured needed material resources? • Is the Network adapting its business plan over time? • How has the GEF partnership [GEF SEC, Agencies, OFPs, IEO, etc…] supported the work of the CSO network?	- Network Documents - Data / Results from Surveys, Interviews, and other primary sources	- Document review - Interviews and Focus Groups with key stakeholders
	Capacity	• Does the Network have the needed capacities to advance members' skills & Network goals?	- Data / Results from Surveys, Interviews, and other primary sources - Network Documents	- Interviews and Focus Groups/Focused meetings with key stakeholders - Surveys - (Online) Self-Assessment

30. Based on initial desk review, the evaluation team will assess the level of information available and identify data gaps. Accordingly, the team will then selectively use an appropriate combination of tools. The final decisions on which tools and methodologies to use will take place after the initial phases of data gathering. It is proposed that the evaluation will use a mixed methods approach, relying on both primary and secondary sources for data collection Gender and Knowledge Management considerations will be mainstreamed in methodology and conclusions. Evaluation activities will be drawn from the following:

- ***Document review:*** Further review of documentation to include additional literature on: the subject of evaluating CSO Networks; GEF Council documents; Secretariat's policies and documents; and GEF CSO Network documents.

- ***Surveys:*** Surveys will be delivered in focus groups and online to capture the perspectives of a wide range of stakeholders, including the GEF Secretariat, GEF CSO Network members, GEF Council Members, GEF Agencies, STAP, GEF OFPs and other relevant government departments.

- ***Meta-Evaluation:*** Review of evaluative evidence from the 2005 evaluation of the Network as well as other evaluations by evaluation offices of GEF Agencies, or by other national or international evaluation departments, Agencies or organizations.

- ***Comparative Analysis with Other Network****s*: A number of models of CSO engagement with different International Governmental Organizations (IGOs) and International Financial Institutions (IFIs) have evolved over the years. Each institution has a different method of engagement. The evaluation will undertake a comparative analysis of networks with similar objectives to assess what structures and modes of engagement are possible and to what extent the GEF CSO network faces similar issues and levels of accomplishment.

- ***Online Self-Assessment:*** Could be used to assess how the Network's governing members identify strengths and weaknesses concerning the Network's activities, capacity, quality of collaboration and overall health. Such assessments can contribute to measure effectiveness, efficiency, gaps and strengths.

- ***Interviews, Focus Groups, Focused Meetings with key stakeholders:*** In-depth interviews and/or Focus Group or Focused Meeting sessions will be conducted with a selection of relevant stakeholders including GEF Secretariat staff, GEF Agencies, GEF CSO Network Central Focal point and Coordination Committee members CSO Network members and CSO organizations. Some stakeholder will be selected on their attendance

at relevant, ongoing activities of the GEF Secretariat, for example Extended Constituency Workshops (ECWs). The IEO may also convene international gatherings of CSOs or consider other relevant international meetings for gathering information depending on the attendance of relevant CSOs.

- ***Cost / Level of Effort Overview Assessment:*** An overview assessment of the cost, budget and level of effort going into the CSO Network may be conducted with an aim to illustrate the relationship between inputs, outputs and outcomes.

- ***Social Network Analysis:*** A "set of theories, tools, and processes for understanding the relationships and structures of a network"[46]. This evaluation may use network analysis to examine the structure of the CSO Network and its relationship with the GEF Partnership (GEF Secretariat, GEF Agencies, Governments, and other stakeholders). Network analysis can also be used to examine the relationship between the Network's members themselves and the Network's Coordination Committee

31. Networks are inherently complex and dynamic systems which makes them difficult to evaluate. A main limitation of this evaluation will be the size and scope of the CSO Network and the size of the GEF Partnership. GEF CSO Network is a voluntary network of over 460 members located in a 120 countries worldwide. The GEF Partnership includes the GEF Agencies, Governments, STAP, the GEF Secretariat, and other stakeholders.

32. A correlated limitation is the lack of a monitored results chain guiding the Network's activities. Without a system of aggregated metrics it will be challenging to infer the linkages between Network inputs and GEF results. To help ameliorate this challenge, the IEO has developed a GEF CSO Network logic chain based on Network and Council documents and presented as Table 4 with proposed indicators for various levels of results.

33. This evaluation will also be limited by a relatively short timeframe. The IEO will address these limitations through close collaborations with representatives from the partnership as described in the stakeholder involvement. Regular feedback through the Reference Group and Peer Reviewers will provide the benefit of early communications on directions of the evaluation.

Additional Stakeholder Involvement

34. Two groups are proposed to be formed in order to draw additional input from stakeholders to support the evaluation.

[46] Hoppe, Bruce, and Claire Reinelt. "Social network analysis and the valuation of leadership networks." The Leadership Quarterly 21.4 (2010): 600-619. http://www.sciencedirect.com/science/article/pii/S1048984310000901

- Reference Group: Representatives from the GEF Secretariat, GEF Agencies, the CSO Network, STAP, SGP and possibly country/Council representatives will be invited to become members of a Reference Group. The Reference Group will: 1) comment on the Approach Paper and drafts of the report; 2) comment on utility of the evaluation so as to provide lessons that are most useful for operations; 3) help to identify and establish contact with the appropriate individuals for interviews/focus groups; and 4) help to identify and facilitate access to information. The Reference Group is expected to be between 10-15 individuals.

- Peer Review Group: This group will consist of some relevant non-GEF stakeholder institutions such as those interested in network assessment to lend technical expertise to the subject of network evaluation as well as evaluation specialists from GEF Agency Evaluation Offices. This group is expected to be no more than 2-3 individuals who will be asked to work and comment on specific issues directly coordinated by the evaluation Task Manager.

Table 4: GEF CSO Network Results Chain

Network Objectives	Inputs	Activities	Outputs[47]	Outcomes	Network Vision
Network Objectives as set by the GEF Council: • Preparing for and reporting on the GEF Council meetings and NGO Consultations to the wider CSO community at the national, regional & international levels Network Objectives as set by the CSO Network: • <u>Objective 1:</u> To enhance the role of civil society in safeguarding the global environment • <u>Objective 2:</u> To strengthen global environmental policy development through enhanced partnership between Civil Society and the GEF • <u>Objective 3:</u> To Strengthen the GEF NGO Network Capacity	CSO Network members time and effort GEF Secretariat contribution – staff time and effort (including GEF CSO Coordinator) Resources and Funding	CSO Network Members participation in: • GEF ECW Meetings and preparatory CSO Consultation • GEF Council Meetings and preparatory CSO Consultation • GEF Assembly Meetings and preparatory CSO Consultation • National Meetings as called by National OFPs CSO Network participation in GEF working groups concerning GEF policies and operations CSO Network member contributions to: • Project design • Project Execution • Monitoring & Evaluation	**Knowledge and Information Exchange** **Awareness Raising and Skills Building on Global Environment Issues** **CSO Network Reporting to Membership** • Number of National consultations of CSO Network members with Country OFPs • Number of CSO Network (non) Members attending ECW, Council, and Assembly etc. meetings • Number of Network members / CSOs participating in network • Knowledge products available (presentations publications, videos, etc.) • Number of CSO Network reports • CSO Network Formal Intervention in GEF Council and Assembly Meetings on Council documents and GEF policies **CSOs as executors of GEF Projects** • Percent of Projects executed (fully or partially) by CSOs/from the GEF CSO Network	**CSOs are effectively engaged in shaping GEF policy and project operations** **CSO Network members capacity strengthened to participate in GEF-related activities** • County National portfolio is inclusive of CSO inputs • GEF policies developed with input from the CSO Network	A dynamic civil society plays a role in influencing policies and actions at all levels to safeguard the global environment and promote sustainable development

[47] Indicators will be dis-aggregated by gender when possible.

Knowledge Management and Communications

35. Key stakeholders of this evaluation will be identified and consulted with adequate time at the beginning, during and at the end of the evaluation process. This will ensure the appropriate level of engagement using relevant channels. The evaluation findings will be presented to the GEF Council and subsequently disseminated to the key stakeholders and broader audiences.

Management of the Evaluation

36. The evaluation will be task managed by Ms. Baljit Wadhwa, Senior Evaluation Officer with oversight from the Chief Evaluation Officer and Director of the IEO. The Manager will lead a team comprised of GEF IEO staff and consultants. The consultants will be hired to undertake specific elements such as analysis of data collected through surveys, data collected on membership through the CSO Network and Agencies or analysis of connectivity and network health, for example, though social network analysis.

- First Phase: Phase 1 includes pre-evaluation activities such as upstream consultations, establishment of the Reference Group and Peer Review Group and drafting the Approach Paper. The first phase is expected to be completed by end of June, 2015.

- Second Phase: The second phase is comprised of desk review activities to gather information and identify data gaps. It will start in July and will be completed by August 2015. Key deliverable: Final Approach Paper.

- Third Phase: The third phase will use an appropriate combination of methods to gather and analyze additional information. These could include data collected from surveys, self-assessments, network analysis, interviews, focus groups, meetings and other stakeholder meetings that may occur. To the extent possible, the IEO will use existing and planned Office activities as well as possibly international gatherings, to also obtain information, such as at ECWs ongoing evaluations, etc. Key Deliverable: Analysis of primary data.

- Fourth Phase: The fourth phase consists of triangulation, verification and gap analysis of data from all sources and preparation of the evaluation report. The synthesis of information from the various sources is expected to begin January 2016 with a draft ready for comments from the reference group and other stakeholders towards the middle of March. Key deliverable: Draft Evaluation Report.

- Fifth Phase: The CSO Network, the GEF Secretariat and other stakeholders will be given one month to provide comments. Feedback will be sought to the greatest extent possible through in-person meetings as well as written responses. All comments will incorporated into the final evaluation report that will be shared with the GEF Council in early May 2016 and presented at the June 2016 meeting. Key deliverable: Final Evaluation Report and knowledge products.

Time Frame

37. The Evaluation commenced with a pre-evaluation phase consisting primarily of a desk review of readily available documents and development of this approach paper. Following consultation with the CSO Network and the GEF Partnership, including GEF Agencies, GEF Secretariat, STAP, Governments, and other stakeholders, the evaluation will start its Phase 2 of data gathering and analysis, followed by inputs from the Reference Group and Peer Reviewers on appropriate methods and approaches to address data gaps in Phase 3. The final phase will be one of synthesizing and triangulating information and preparing the evaluation report. Evaluation learning products will be developed and published following the conclusion on the evaluation.

Table 5: Proposed Schedule for CSO Network Evaluation

Phase	Evaluation Phase	Time Frame
1	• Pre-evaluation desk review, upstream consultations & Approach Paper	End of June 2015
2	• Further desk review; identification of data gaps; further methods selection	July 2015
3	• Application of appropriate methods/tools for additional data gathering and analysis • Peer Review & Reference Group Consultation	August 2016 – January 2016 September 2015
4	• Triangulation, verification, gap analysis and preparation of Evaluation Report • Draft Evaluation shared and discussed with Reference Group/ and stakeholders and edits finalized	January - April 15, 2016
5	• Final Evaluation shared with GEF Council • Evaluation Conclusions & Recommendation presented at GEF Council meeting • Knowledge products and dissemination activities	May 2016 June 2016 May - September 2016

Annex B – Literature Review

1. This is a brief literature review on the topic of networks and of their evaluation. The review was instrumental in the design of GEF CSO Network Evaluation.

2. Networks are defined by Perkins and Court[48] as organizational structures or processes that bring actors who share common interests on a specific issue or a set of issues. They go on to state that networks can take multiple forms depending on the characteristics of their internal and external environments. Networks can act as: filters, amplifiers, conveners, facilitators, community builders and providers/investors and indeed can play more than one role. Usually several functions are carried out simultaneously. By 2000 it was calculated there were over 20,000 transnational civic networks active on the global stage.[49]

3. For Provan and Milward,[50] consistent with a multiple-stakeholder perspective, evaluation of network effectiveness can be viewed at three levels of analysis; the community the network serves, the network itself and the organizational participants. They suggest the simplest way of evaluating network-level effectiveness is the ebb and flow of agencies to and from the network. Networks obviously need to attract and retain members if they are to be viable forms of organization. A closely related form of assessing network-level effectiveness, they state, is by the range of actual services provided by the network rather than simply the number of agencies involved. A third way is to assess the strength of the relationships between and among network members, especially across the full network. One network concept that is particularly salient in this regard is "multiplexity", which refers to the strength of ties between network agencies. Finally, evaluation of the administrative structure of the network is critical to evaluating effectiveness, particularly the way in which the central administrative structure acquires and then distributes resources for and to the network.

4. Wilson-Grau and Nunez[51] state that conventional evaluation methods are not designed for such complex organizational forms or the diverse kinds of activity to which they are characteristically dedicated. This is due to the dynamic, complex and open environments in which networks operate; changing responsibility flows from and around autonomous members; and difficulty in establishing reliable links of cause and effect between a network's activities and the results that it aims to achieve. Nevertheless, Wilson-Grau and Nunez suggest that there are four qualities and three operational dimensions to take into account. The qualities are: democracy, diversity, dynamism and performance. These four quality criteria run through three

[48] Networks and Policy Processes in International Development: a literature review. Working Paper 252. August. 2005. http://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/160.pdf

[49] Edwards, Michael, and John Gaventa, eds. Global citizen action. Routledge, 2014

[50] *Do Networks Really Work? A Framework for Evaluating Public-Sector Organizational Networks.* Public Administration Review. July/August 2001. Vol. 61, No. 4. http://www.researchgate.net/profile/H_Milward/publication/228608066_Do_networks_really_work_A_framework_for_evaluating_public-sector_organizational_networks/links/0deec533acff910255000000.pdf

[51] *Evaluating International Social-Change Networks. Lessons from the Inter-American Democracy Network. 2006.* http://www.mande.co.uk/docs/Evaluating International Social Change Networks, Ricardo W.pdf

sets of operational dimensions: political purpose and strategies – i.e.. what social changes does the network aim to achieve; organization and management; and leadership and participation. They go on to share a matrix with evaluation criteria that does seek to be exhaustive to cover all aspects of a network that potentially should be considered in an evaluation.

5. Smith and Lynott in Evaluating Civil Society Networks[52] confirm that the while the existing literature is useful for isolated aspects of network function, it does not clearly or collectively comprise a comprehensive tool appropriate for all network evaluations. Obviously, each network has different evaluative needs and structures so no two evaluations or their frameworks should be the same. Different networks would also have different objectives for their evaluation. They suggest that to ascertain the real success of a network, evaluations need to measure the strength of the network's structure and processes and the impact on members and external environments. The evaluation framework discussed in their "lessons" document is based on these two core areas and draws also on Grau and Nunez's characteristics of a functioning network. In the example that Smith and Lynott discuss strength was embodied by the concepts of: governance, participation, interconnectivity and creditability, while impact was assessed through internal and external perspectives, including internal capacity and external change objectives.

6. Another framework for network evaluation was proposed by Network Impact and Center for Evaluation Innovation. In their "Framing Paper: The State of Network Evaluation"[53] and casebook "Evaluating Networks for Social Change"[54], in which they present a set of case studies for evaluating networks. Their framework is divided into 3 pillars: (1) Network connectivity: this includes Membership and Structure of the network; (2) Network Health: this includes Resources, Infrastructure, and Advantage or network capacity; and (3) Network Results: this includes Interim Outcomes and Goals or Intended Results. The organizations also present a Network Health scorecard[55] by which network members can assess: (1) Network Purpose: of the network – all members have common purpose / goals – identified strategic objectives – plans reflect these goals; (2) Network Performance [relationship and communication] & [value added]: communications between members – working jointly – communication with stakeholders – adding value to the network / network is also adding value to its constituencies; (3) Network Operations: decision making process (voting, coordination) network governance; and (4) Network Capacity (of members and member organizations) – materials and resources to advance the network goals.

7. Browne in Monitoring and evaluating civil society partnerships[56] shares approaches and methods used by international CSOs to monitor and evaluate the quality of their relationships

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[52] http://www.partners.net/images/partners/what_we_do/civil_society/evaluating%20cs%20networks_eng_pdf.pdf

[53] http://www.networkimpact.org/wp-content/uploads/2014/09/NetworkEvalGuidePt1_FramingPaper.pdf

[54] http://www.networkimpact.org/wp-content/uploads/2014/10/NetworkEvalGuidePt2_Casebook_Rev.pdf

[55] http://www.networkimpact.org/downloads/NH_Scorecard.pdf

[56] E. Browne. Monitoring and evaluating civil society partnerships. December 2013. GSDRC. Helpdesk Research Report. http://www.gsdrc.org/docs/open/HDQ1024.pdf

with partner (including southern) CSOs in networks. This paper focuses on six tools that can be used to monitor the partnership relationship itself, specifically power balances and imbalances, rather than the broader issues of partnership outcomes or impact. Among the specific tools described are: accountability surveys to assess how partners are rated on efficiency, relationship and communications, non-financial contribution, value-added and creditability; an online self-assessment tool which helps organizations identify their strengths and weaknesses; another self-assessment tool: "six lenses", which is a framework that examines consortia context, structure, representation, diversity, attitude and communications; a monitoring tool to measure progress in relationships; and a story-telling methodology, including presentation of a visual timeline to illustrate a network's growth.

8. Hoppe and Reinelt[57] discuss Social Network Analysis (SNA) as a method for understanding the relationships and structures of a network. Hoppe and Reinelt describe a network in terms of "nodes" (people, organizations, or events in a network) and "links" (relationship between the nodes). By collecting and analyzing network data, SNA practitioners are able to study and display the connections between network nodes. Using mathematical tools through SNA, evaluators are able to identify and understand different metrics in network evaluation. These metrics can include (1) Bonding and Bridging, (2) Clusters, (3) Density and Links per Node, and (4) Hubs among others.

9. Social Network Analysis' purpose in evaluations is also described by Davies[58] as a "representational technology", having three aspects: network diagrams, network matrices and mathematical measures describing the structure of networks and the place of actors within them. Because of the complexity of many networks, various software packages have been developed to analyze and visualize networks. These are useful, he says, but not essentially too many of the uses of SNA proposed in his paper. The most important point of difference between SNA and other forms of analysis of social phenomena is the attention paid to the structure of relationship between actors, in contrast to the analysis of the attributes of actors. This difference in approach is one of emphasis, they do not need to be mutually exclusive. In practice, SNA would pay attention to both.

[57] Hoppe, Bruce, and Claire Reinelt. "Social network analysis and the valuation of leadership networks." The Leadership Quarterly 21.4 (2010): 600-619. http://www.sciencedirect.com/science/article/pii/S1048984310000901

[58] *Davies, R. (2009). The Use of Social Network Analysis Tools in the Evaluation of Social Change Communications.* http://mande.co.uk/blog/wp-content/uploads/2009/10/The-Use-of-Social-Network-Analysis-Tools-in-the-Evaluation-of-Social-Change-Communications-C.pdf

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Annex C – Survey Results and Findings

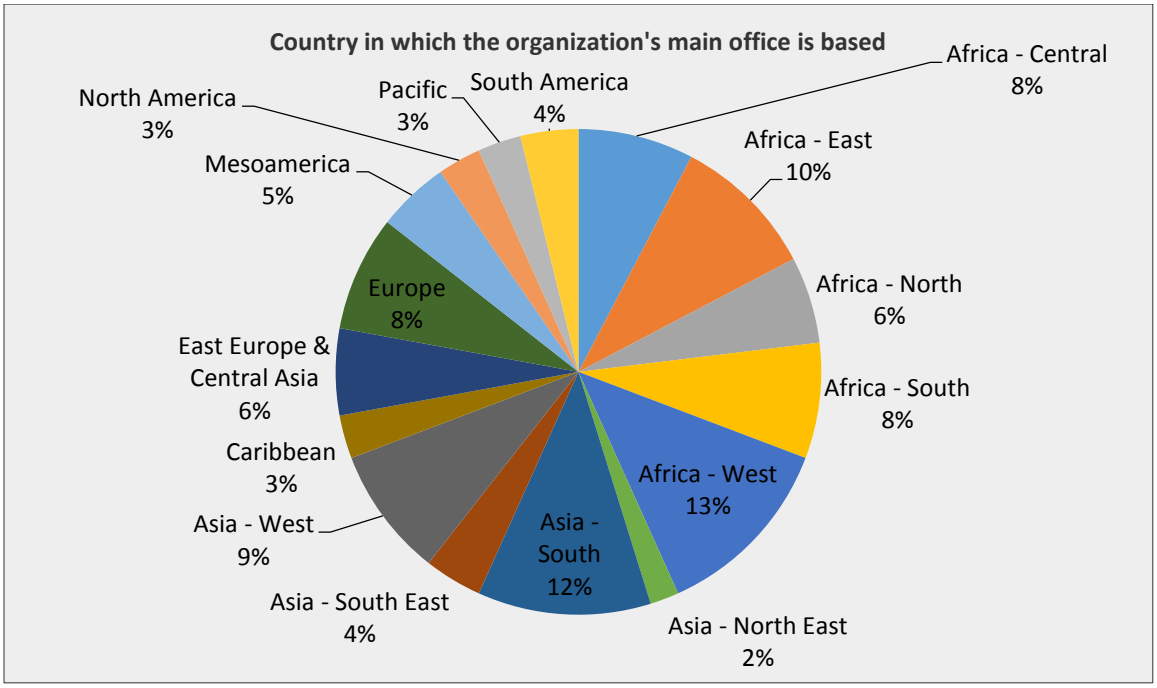
Member Survey Results and Analysis

1. **Question 1: Name of organization**

2. **Question 2: Country in which the organization's main office is based**

CSO Network Member survey received 104 responses from 58 countries in all regions.

Region	Number of responses	Region	Number of responses
Africa - Central	8	Asia - West	9
Africa - East	10	Caribbean	3
Africa - North	6	East Europe & Central Asia	6
Africa - South	8	Europe	8
Africa - West	13	Mesoamerica	5
Asia - North East	2	North America	3
Asia - South	12	Pacific	3
Asia - South East	4	South America	4



3. **Question 3: Year organization was founded**

Year Founded	Number of organization	Response Percent
1900-1979	7	7%
1980-1989	14	13%
1990-1994	23	22%

1995-1999	16	15%
2000-2004	17	16%
2005-2009	20	19%
2010-2014	7	7%
Total	**104**	**100%**

4. **Question 4: Executive Director's / President's Gender**

67.3% of Organization Directors/Presidents are Male

Executive Director's / President's Gender		
	Response Percent	**Response Count**
Female	32.7%	34
Male	67.3%	70
Total		**104**

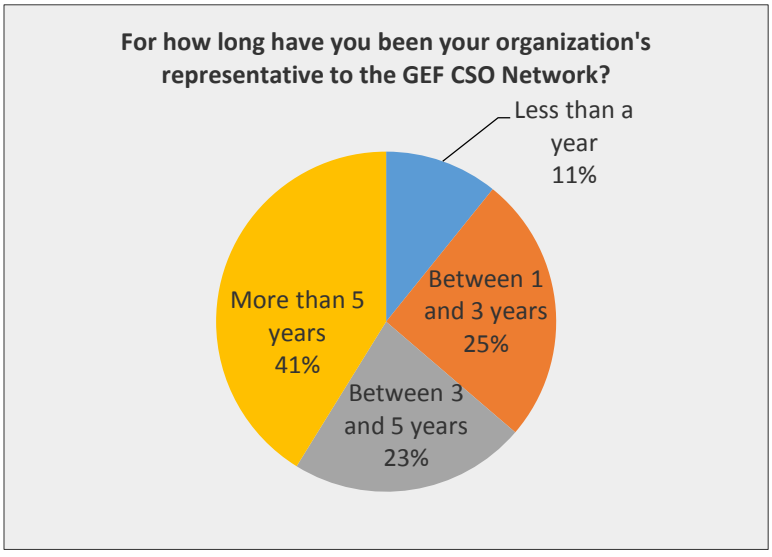
5. **Question 5: Are you the organization's representative to the GEF CSO Network?**

97% of Member respondents are the organization's representative to the GEF CSO Network

Are you the organization's representative to the GEF CSO Network?		
	Response Percent	Response Count
Yes	97.1%	101
No	2.9%	3
Total		**104**

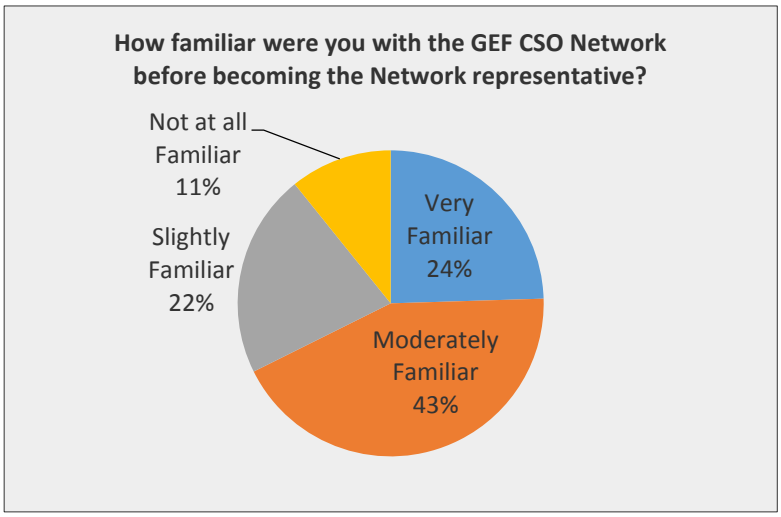
6. **Question 6: For how long have you been your organization's representative to the GEF CSO Network?**

97% of respondents to the Survey are their organization's representative to the GEF CSO Network 41.2% of which have been in their Organization's representative to the Network for over 5 years.



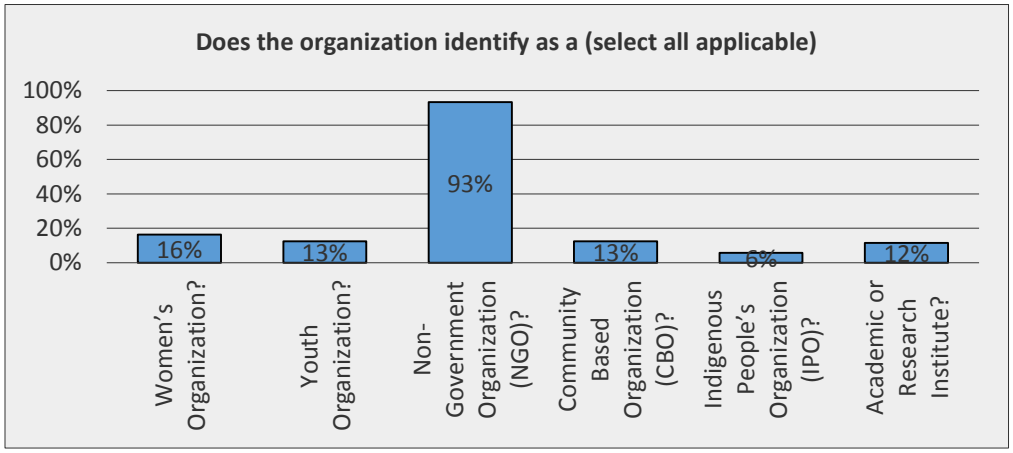
7. **Question 7: How familiar were you with the GEF CSO Network before becoming the Network representative?**

At the time of becoming Network representative, **43% were moderately and 21.6% were slightly familiar** with the GEF CSO Network, while **11.8% were unfamiliar** with the Network and **24.5% were very familiar**.



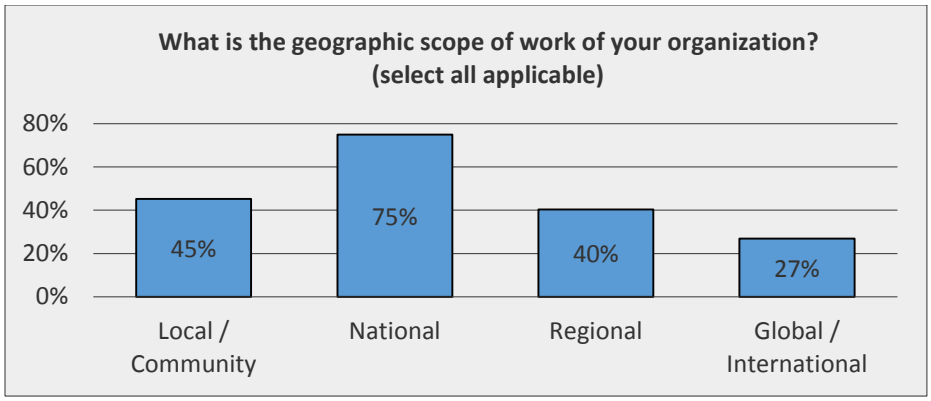
8. **Question 8: Does the organization identify as a (select all applicable)**

93.3% of CSO Network Members identify as NGOs.



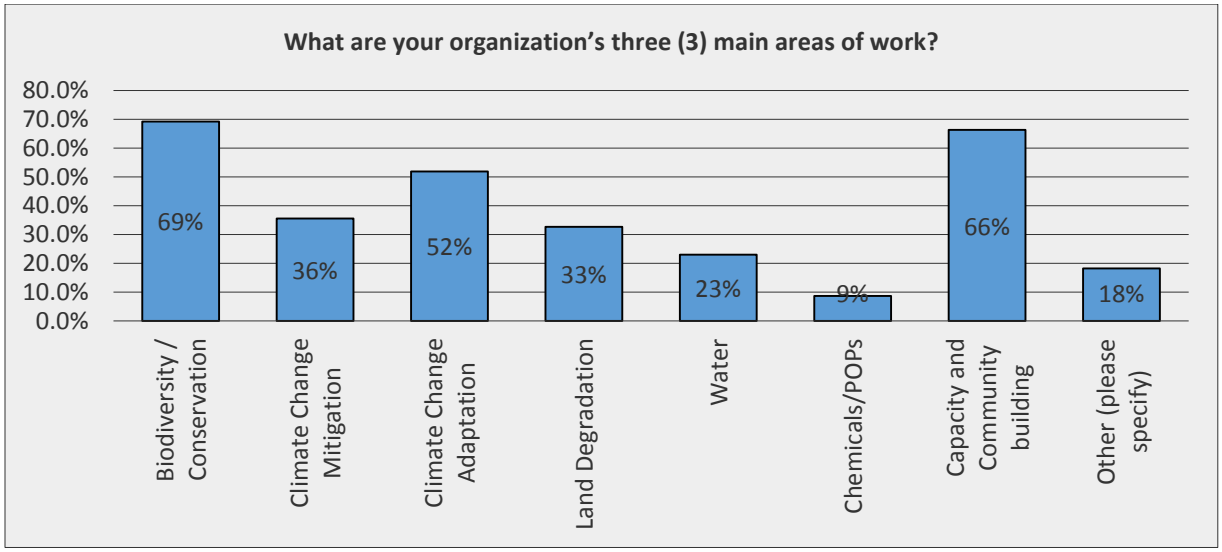
9. **Question 9: What is the geographic scope of work of your organization? (select all applicable)**

75% of CSOs operate on the National level



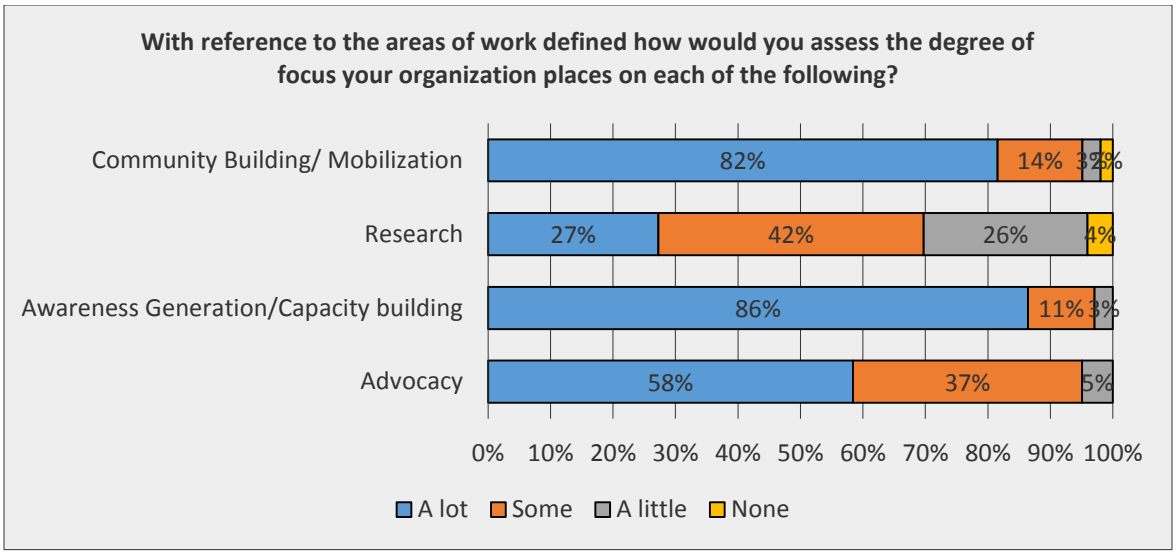
10. **Question 10: What are your organization's three (3) main areas of work?**

Most CSOs work primarily on Biodiversity, Climate change Adaptation, and capacity building (69.2%, 51.9%, and 66.3% respectively)



11. **Question 11: With reference to the areas of work defined under Q10 above, how would you assess the degree of focus your organization places on each of the following?**

CSOs focus more on Community Building/Mobilization and on Awareness Generation and Capacity than they do on Advocacy. CSOs seem to focus the least on Research



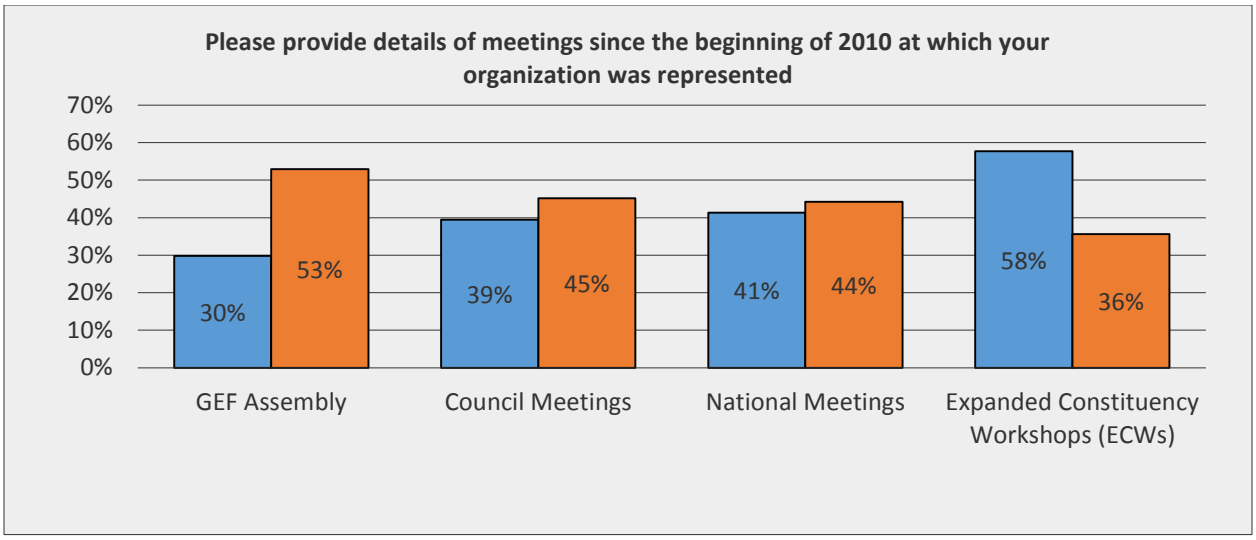
12. **Question 12: In which year did your organization join the Network?**

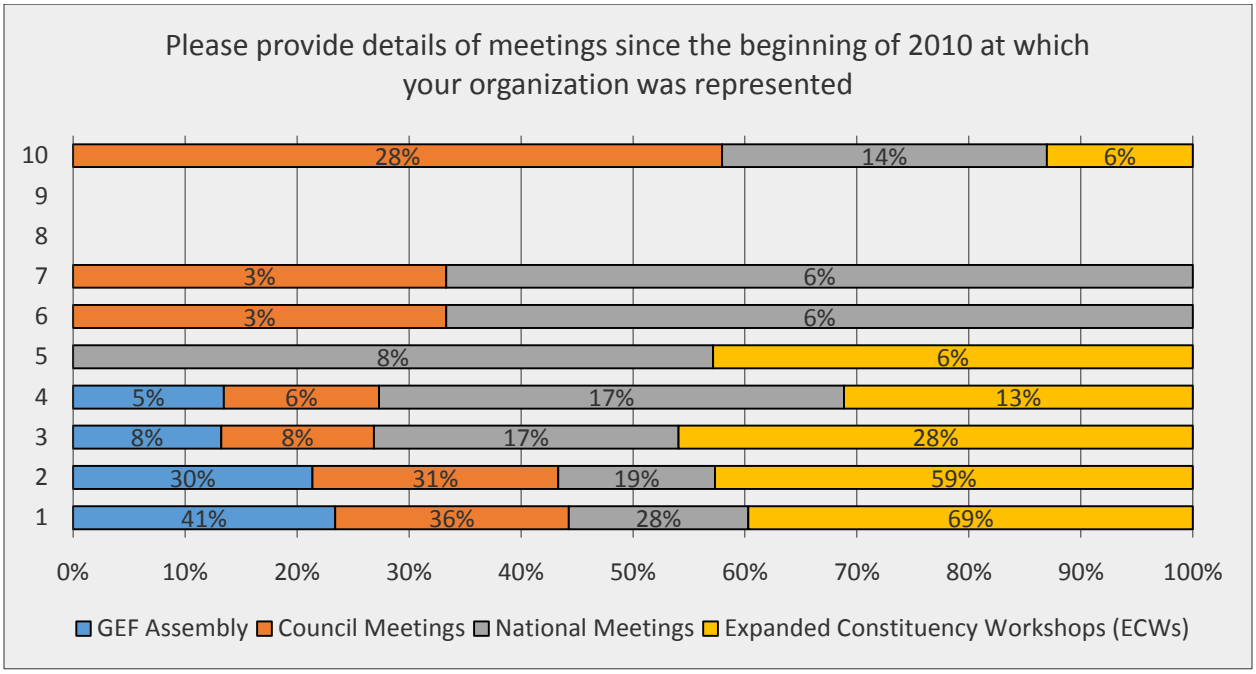
Roughly 77.9% of organizations joined the Network after 2005

Year	Response Percent	Response Count
1990 - 1994	1.9%	2
1995 - 1999	7.7%	8
2000 - 2004	12.5%	13
2005 - 2009	28.8%	30
2010 - 2014	40.4%	42
2015	8.7%	9
Total	**100.0%**	**104**

13. **Question 13: Please provide details of meetings since the beginning of 2010 at which your organization was represented**

Attendance (select as appropriate)			
Answer Options	**Yes**	**No**	**Total**
GEF Assembly	31	55	86
Council Meetings	41	47	88
National Meetings	43	46	89
Expanded Constituency Workshops (ECWs)	60	37	97



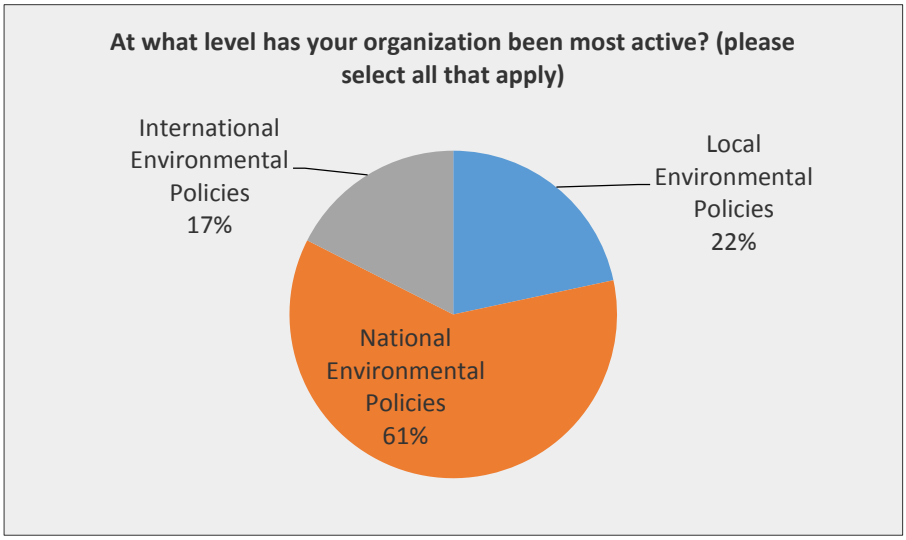


14. **Question 14: How much are your organization's activities focused on the development of environment policies?**

96% of organization have some or a lot of focus on development of environment policies.

15. **Question 15: At what level has your organization been most active? (please select all that apply)**

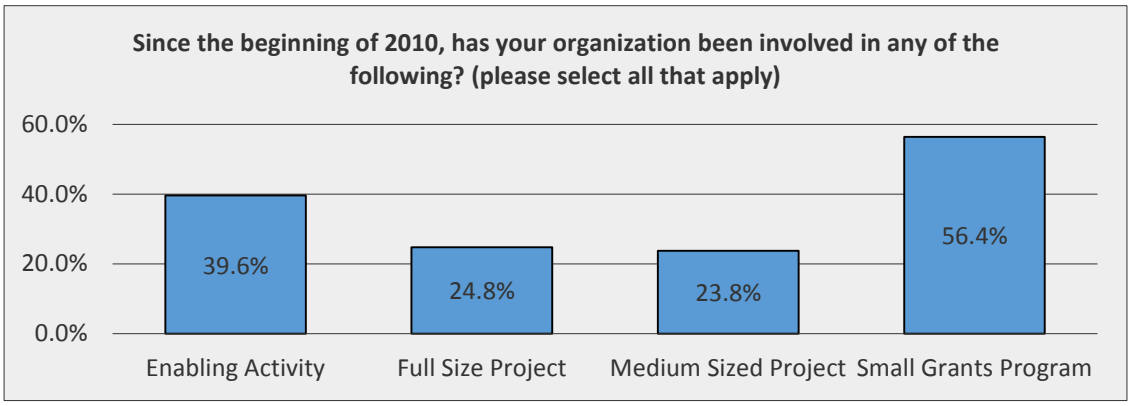
Of those, 60.8% focused on National Environmental policies, 21.6% on local Environmental Policies, and 17.5% on International Environmental Policies.



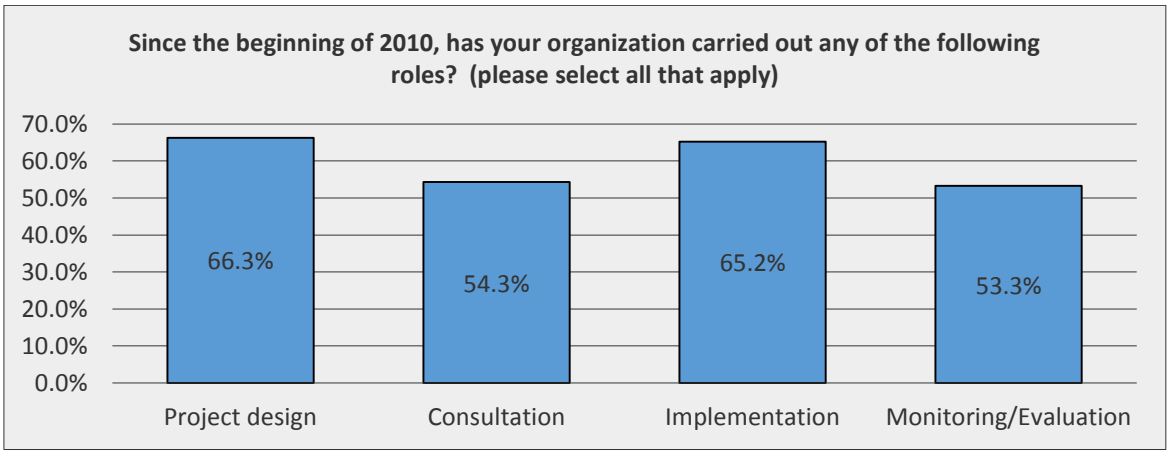
16. **Question 16: Has your organization submitted a proposal for GEF funding since the beginning of 2010?**

Has your organization submitted a proposal for GEF funding since the beginning of 2010?	
Answer Options	**Response Percent**
Yes	49.5%
No	50.5%

17. **Question 17: Since the beginning of 2010, has your organization been involved in any of the following? (please select all that apply)**



18. **Question 18: Since the beginning of 2010, has your organization carried out any of the following roles? (please select all that apply)**



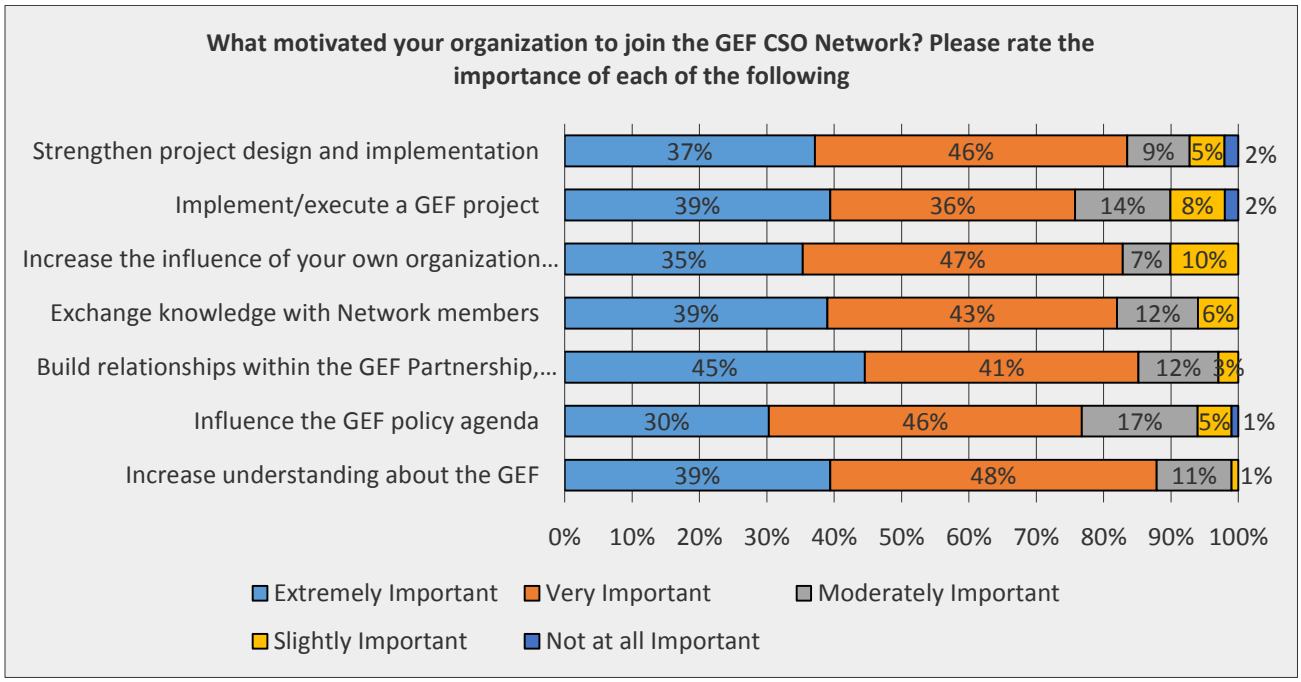
19. **Question 19: What motivated your organization to join the GEF CSO Network? Please rate the importance of each of the following**

Over 70%[59] of CSOs agreed that the following reasons were either **Extremely** or **Very** important factors for them to join the CSO Network

- Increase understanding about the GEF
- Influence the GEF policy agenda
- Build relationships within the GEF Partnership, including Network members
- Exchange knowledge with Network members
- Increase the influence of your own organization national, regionally or internationally
- Implement/execute a GEF project, & Strengthen project design and implementation

[59] Added the 2 columns (Extremely important and Very important)

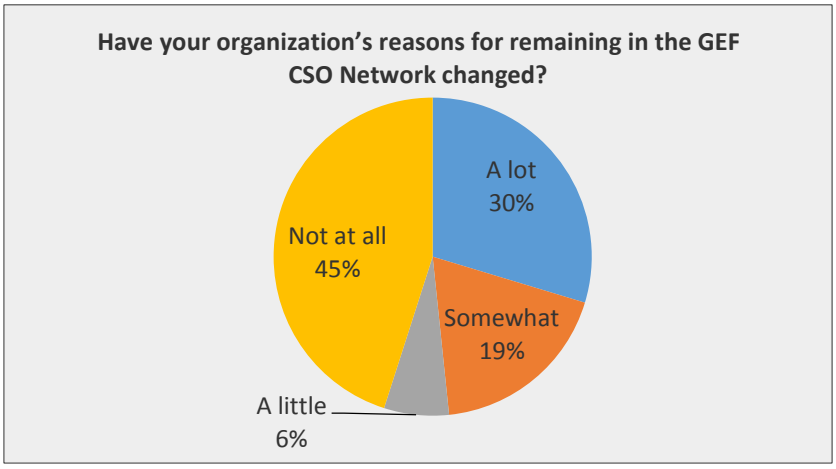
Answer Options	Extremely Important	Very Important	Moderately Important	Slightly Important	Not at all Important
Increase understanding about the GEF	39.4%	48.5%	11.1%	1.0%	0.0%
Influence the GEF policy agenda	30.3%	46.5%	17.2%	5.1%	1.0%
Build relationships within the GEF Partnership, including Network members	44.6%	40.6%	11.9%	3.0%	0.0%
Exchange knowledge with Network members	39.0%	43.0%	12.0%	6.0%	0.0%
Increase the influence of your own organization national, regionally or internationally	35.4%	47.5%	7.1%	10.1%	0.0%
Implement/execute a GEF project	39.4%	36.4%	14.1%	8.1%	2.0%
Strengthen project design and implementation	37.1%	46.4%	9.3%	5.2%	2.1%



20. **Question 20: Have your organization's reasons for remaining in the GEF CSO Network changed?**

The reasons for joining the Network has changed over time. **55% of respondents indicated that their reasons for joining the network has changed.** The degree of which varied between "A lot" (29.7%), "Somewhat" (18.7%) and "A little" (6.6%).

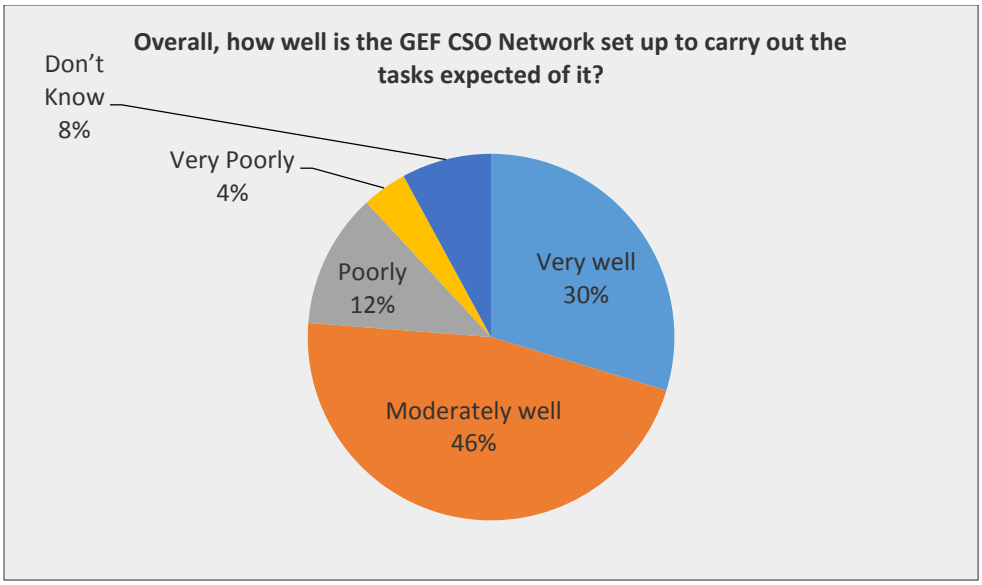
Have your organization's reasons for remaining in the GEF CSO Network changed?		
Answer Options	**Response Percent**	**Response Count**
A lot	29.7%	24
Somewhat	18.7%	17
A little	6.6%	8
Not at all	45.1%	49



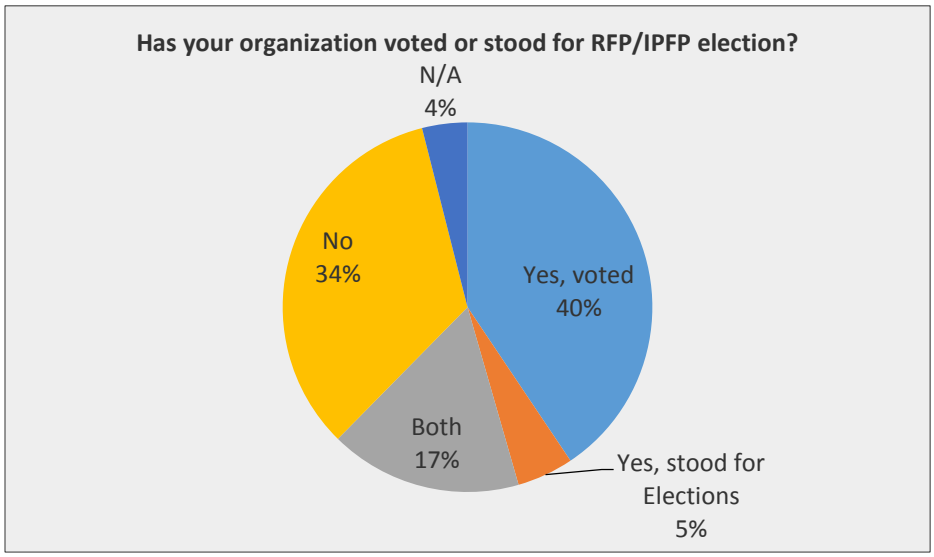
21. **Question 21: What level of influence does your organization seek to have over each of the following stakeholders through your participation in the GEF CSO Network?**

Answer Options	Direct	Indirect	None at all
Country government department	60%	33%	7%
Other Network Members	59%	31%	10%
GEF Secretariat	51%	38%	11%
GEF Agencies	46%	45%	8%
GEF Executing Partner / Project Staff	54%	37%	9%
Others outside the Network	28%	58%	14%

22. **Question 22: Overall, how well is the GEF CSO Network set up to carry out the tasks expected of it?**



23. **Question 23: Has your organization voted or stood for RFP/IPFP election?**



24. **Question 24: To what extent do you agree with the following statements?**

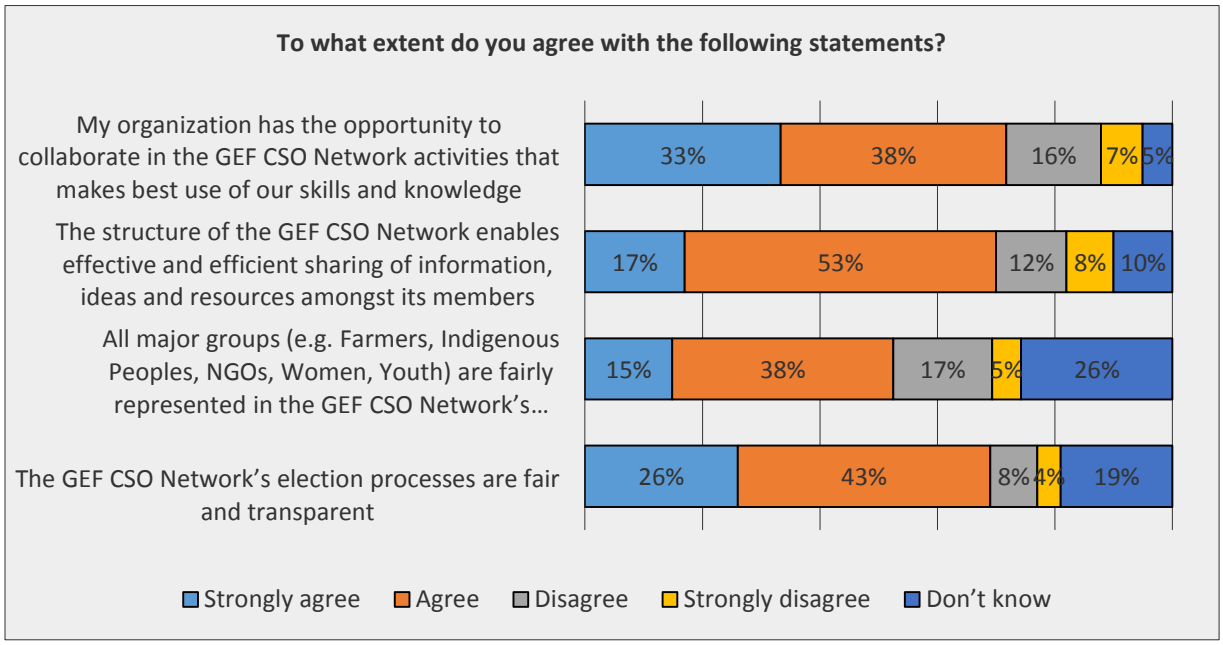
Members agree (38%) or strongly agree (15%) that all major groups fairly represented. At the same time, 25% disagree or strongly disagree (3%)

69% of respondents agree that "The GEF CSO Network's election processes are fair and transparent"

70% of MEMBERS agree that "The structure of the GEF CSO Network enables effective and efficient sharing of information, ideas and resources amongst its members"

53% agree and 17% strongly agree that the "structure of the GEF CSO Network enables effective and efficient sharing of information, ideas and resources amongst its members"

Answer Options	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
The GEF CSO Network's election processes are fair and transparent	26.0%	43.0%	8.0%	4.0%	19.0%
All major groups (e.g. Farmers, Indigenous Peoples, NGOs, Women, Youth) are fairly represented in the GEF CSO Network's Coordination Committee	14.9%	37.6%	16.8%	5.0%	25.7%
The structure of the GEF CSO Network enables effective and efficient sharing of information, ideas and resources amongst its members	17.0%	53.0%	12.0%	8.0%	10.0%
My organization has the opportunity to collaborate in the GEF CSO Network activities that makes best use of our skills and knowledge	33.3%	38.4%	16.2%	7.1%	5.1%



25. **Question 25: What recommendations might you have regarding the CSO Network's structure and/or governance?**

Open-ended answers

- **Disconnect between the GEF constituency and GEF CSO Network constituency** (raised this issue 2 years back and still remain unresolved); Central Africa to have a separate RFP and not merged with West Africa.
- **Strengthening Network at the regional and national level** – Expect better cooperation between GEF agencies, Operational Focal Point and Civil Society Organizations at the national level (4); members can meet at the national level through their own contributions (1); meetings at country level can remind us of the tasks we need to do at the national level

(1); establishment and reinforcement of national chapters/network (3); having country contact points (2); Network to engage more with OFPs and PFPs to improve transparency of decision on the use of GEF funds at the national level (3).

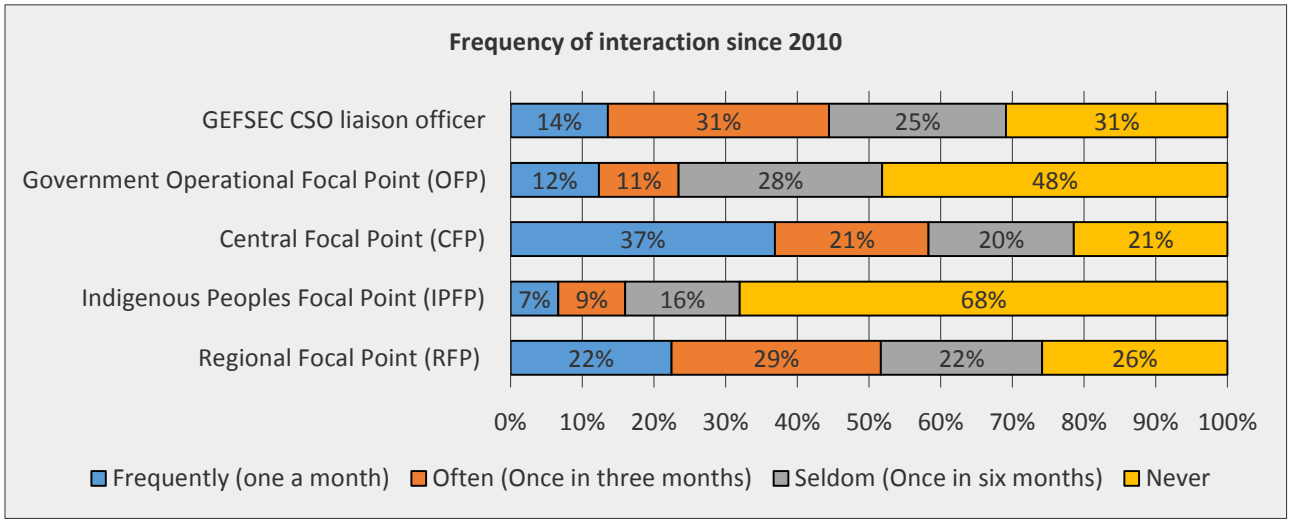
- **Governance, structure and communications** – Not aware of the current structure and functions (2); We should have co- chairs instead of current management; Need a separate communications person, Faizal is stretched to the limit in managing members and international relations (1); -GEF should provide equal opportunities to all to attend the meetings (1); website in French to enable participation of French speaking countries.
- **Lack of resources** – Financial support required for the Network to build capacity (3)
- **Membership** – For the network to be effective, expansion of network in some countries where there are few or currently no members in the network (1)

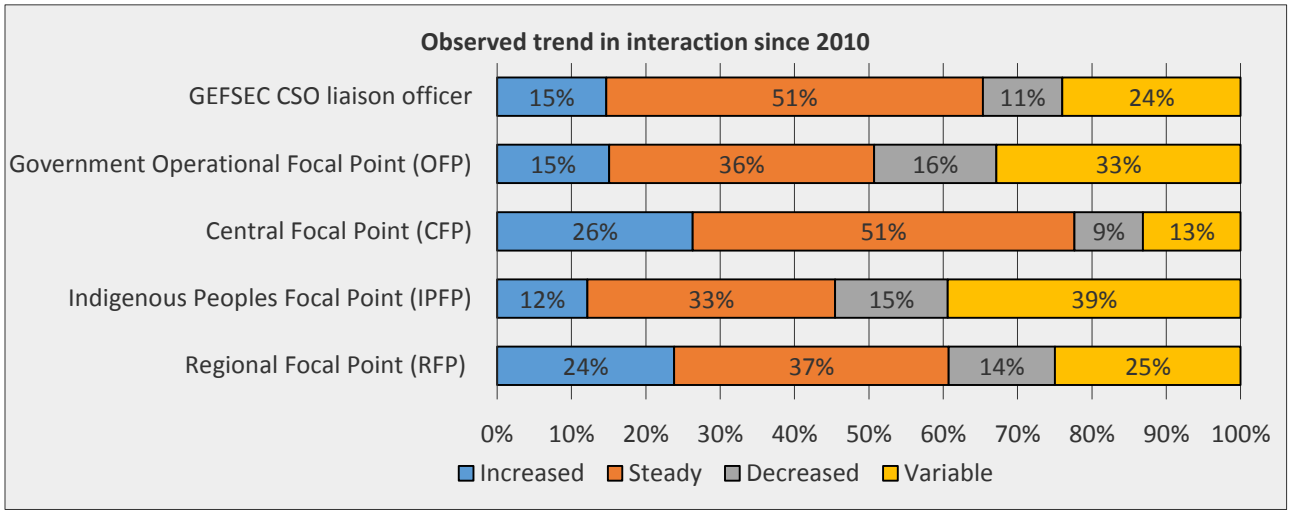
26. **Question 26: How would you describe your organization's current interaction with each of the following:**

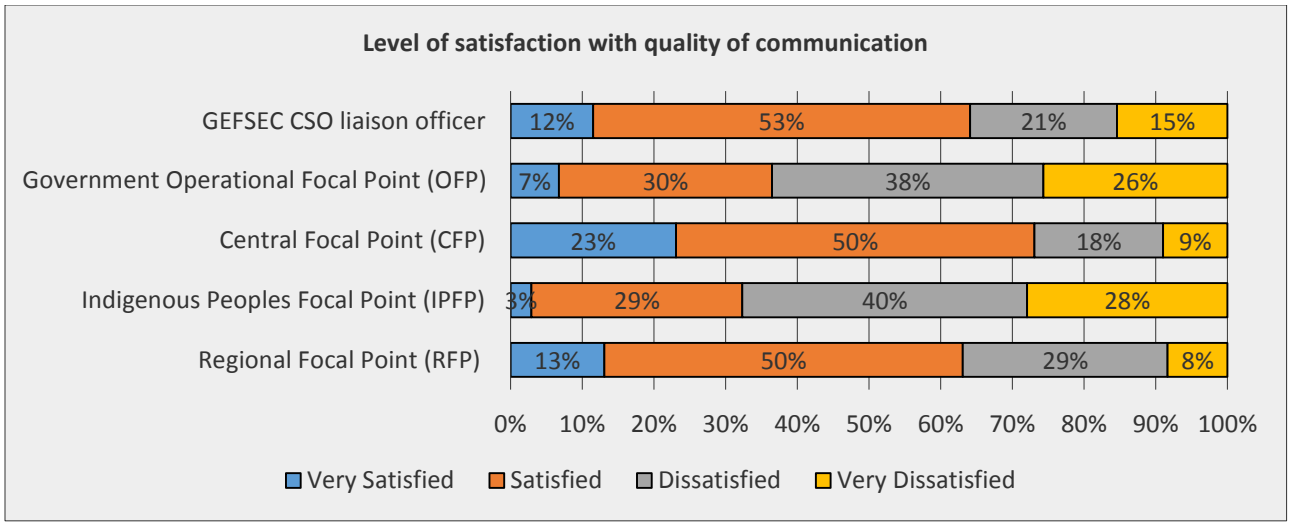
75.8% of respondents know the RFP in their region and the CFP, while only 28 % know the IPFPs. 54.7% of respondents know the OFP in their country and the 66.7% know the GEF SEC SCO liaison officer.

Frequency of interaction between CSOs and each official varies. CSOs interact more frequently with RFPs and the CFP than any other official. Respondents are relatively satisfied than not with the interaction which has remained steady since 2010 which some variability or increase in communication.

Knowledge of the following officials			
Answer Options	**Yes**	**No**	**Total**
Regional Focal Point (RFP) of your region/constituency	75.8%	24.2%	91
Indigenous Peoples Focal Point (IPFP) of your region/constituency	28.0%	72.0%	82
Central Focal Point (CFP)	81.6%	18.4%	87
Government Operational Focal Point (OFP)	54.7%	45.3%	86
GEFSEC CSO liaison officer	66.7%	33.3%	84



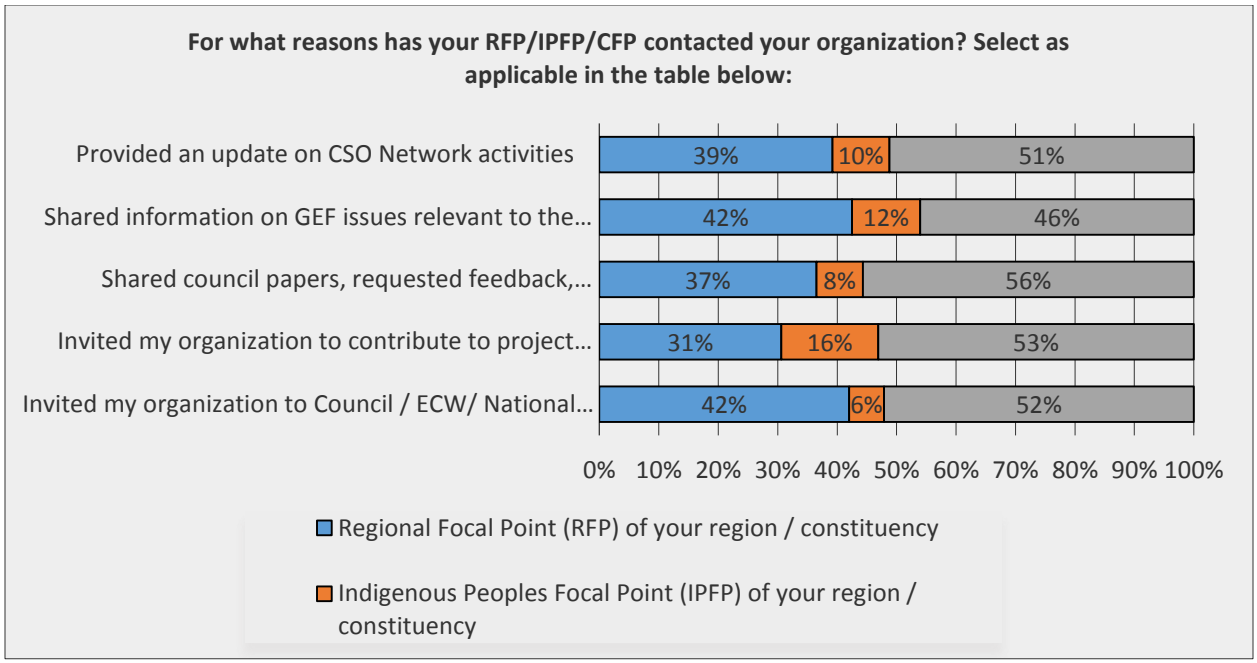




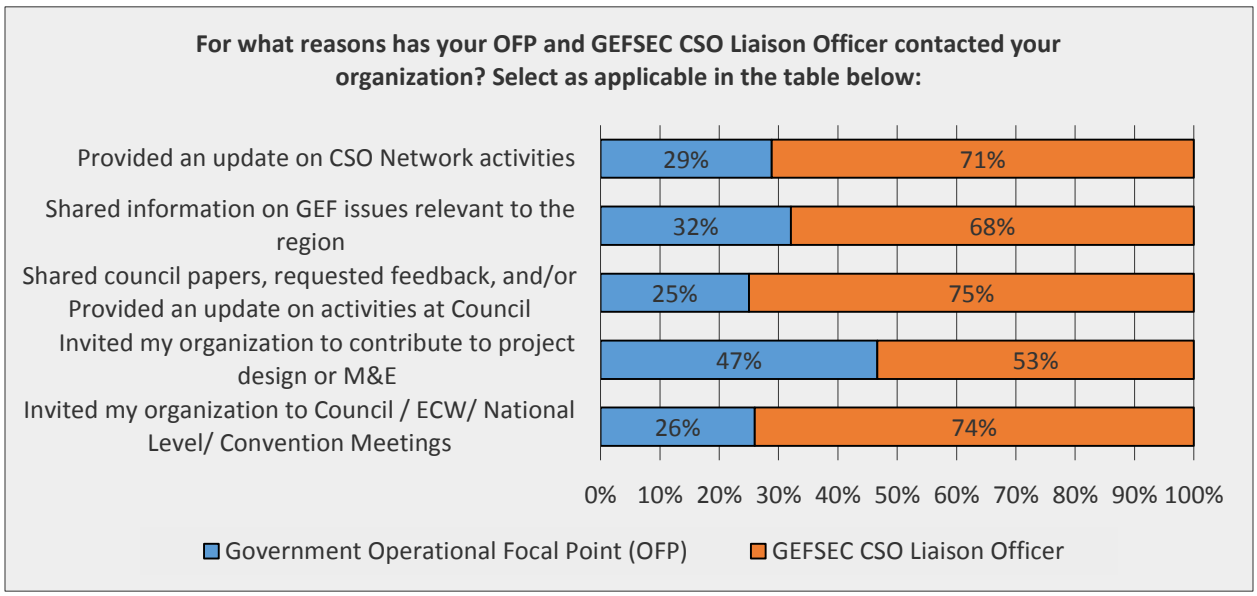
27. **Question 27: For what reasons has your RFP/IPFP/CFP contacted your organization? Select as applicable in the table below:**

CSOs are **equally** contacted by the **CFP and the RFPs** in order to:

- Invited my organization to Council / ECW/ National Level/ Convention Meetings
- Invited my organization to contribute to project design or M&E
- Shared council papers, requested feedback, and/or Provided an update on activities at Council
- Shared information on GEF issues relevant to the region
- Provided an update on CSO Network activities



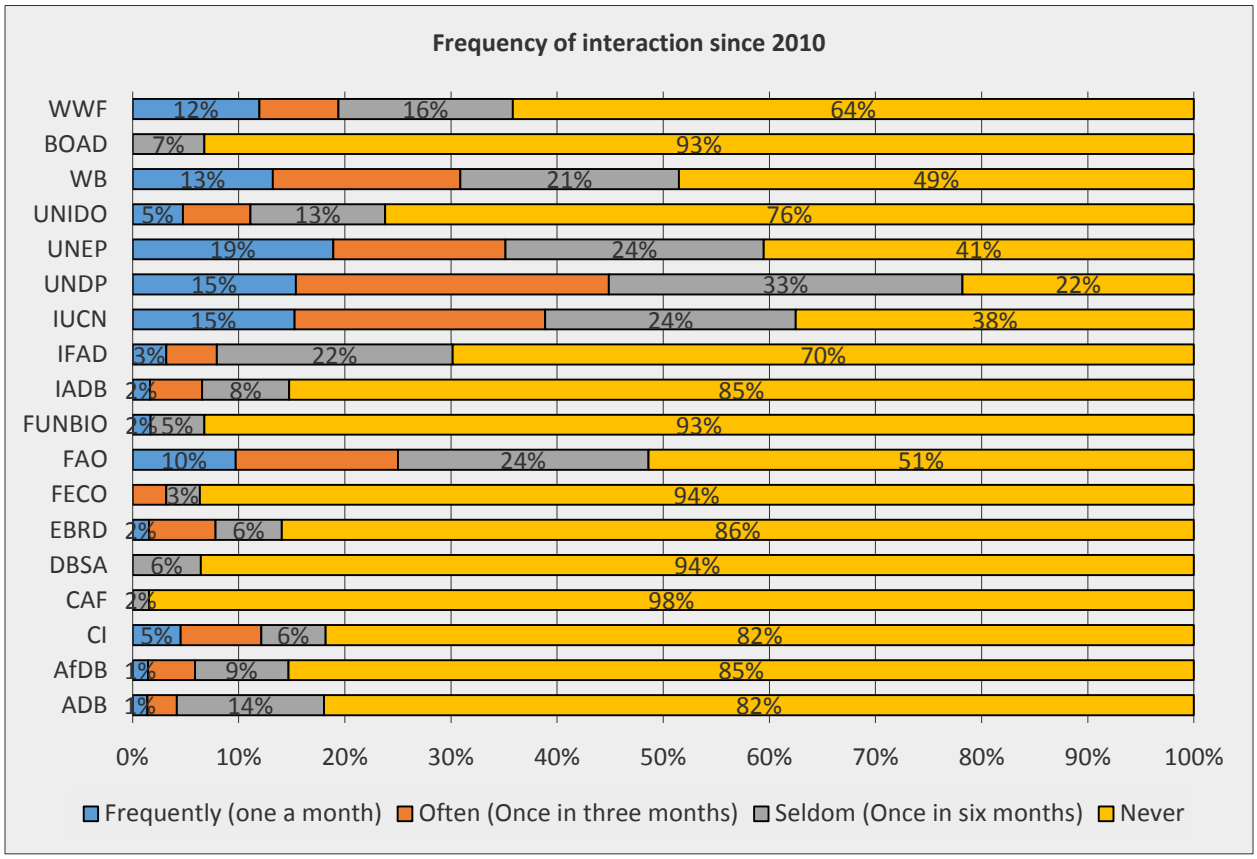
28. **Question 28: For what reasons has your OFP and GEFSEC CSO Liaison Officer contacted your organization? Select as applicable in the table below:**

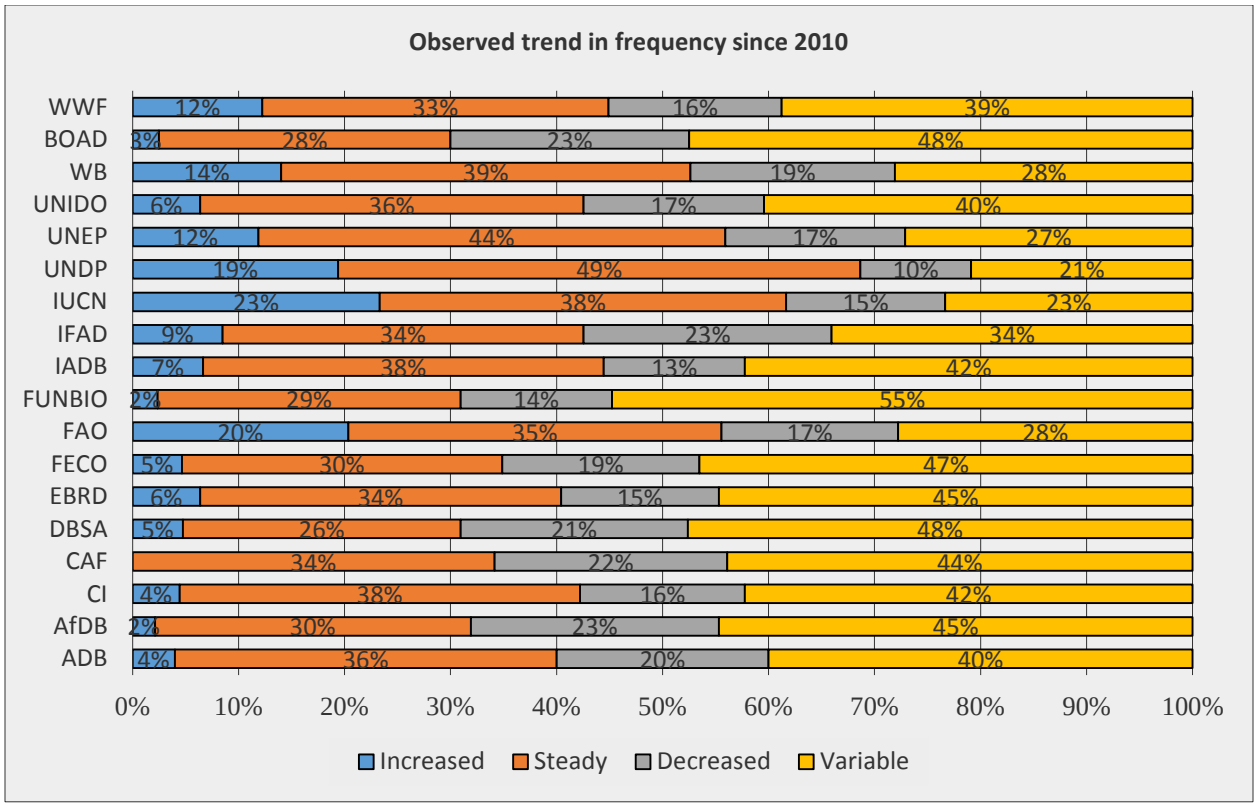


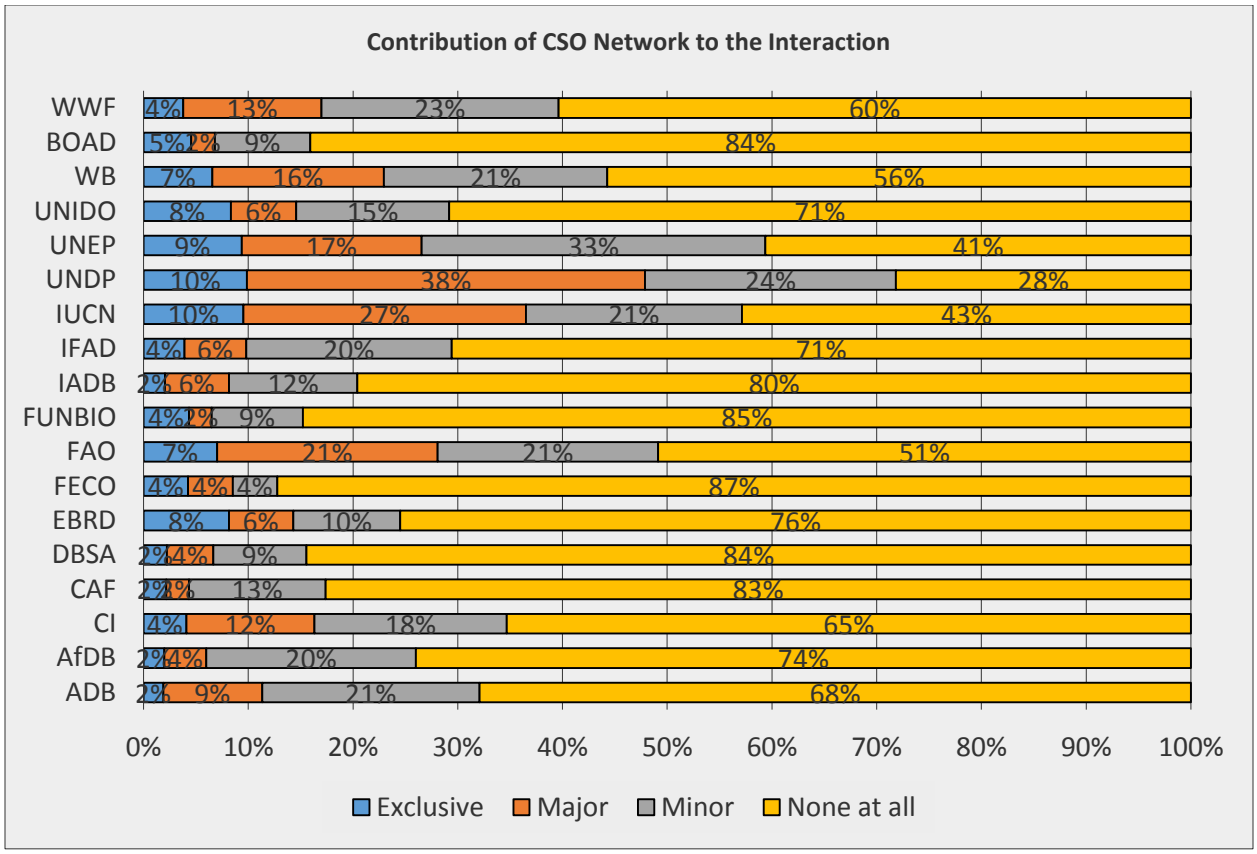
29. **Question 29: How would you describe your organization's current level of interaction with GEF Agencies?**

Agencies with the highest frequency of interaction with CSOS are FAO, IUCN, UNDP, UNEP, World Bank, and WWF. The frequency of interaction is **mostly steady** with **some increase and variability** over the

years. The trend in frequency can be attributed **majorly** to the GEF CSO Network in the case of IUCN and UNDP0 and to a lesser extend in the case of FAO, UNEP, World Bank and WWF.

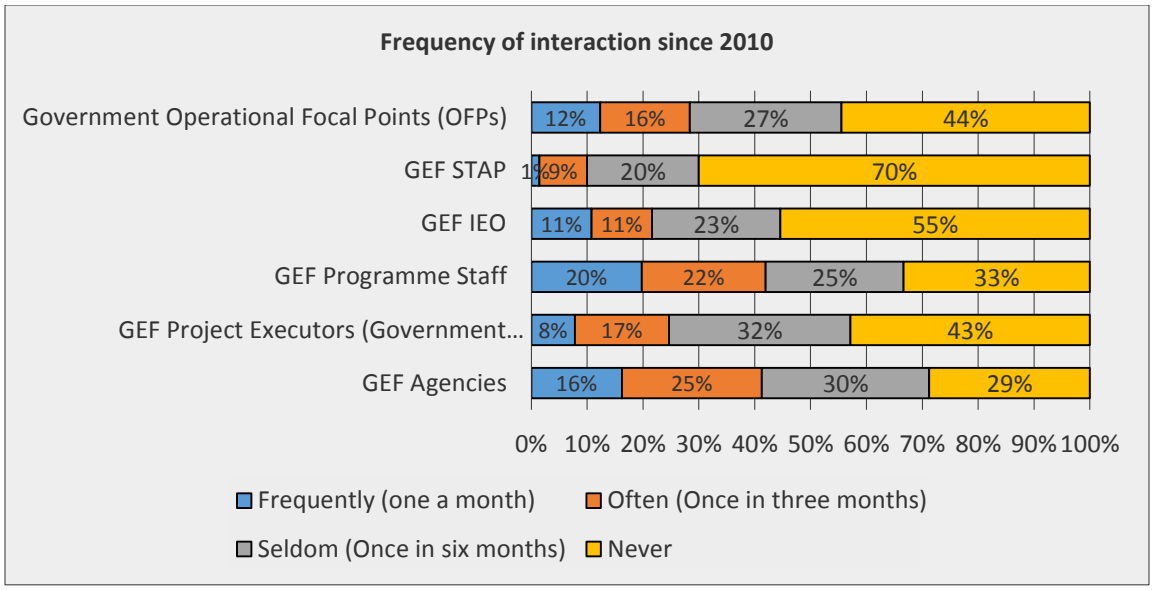


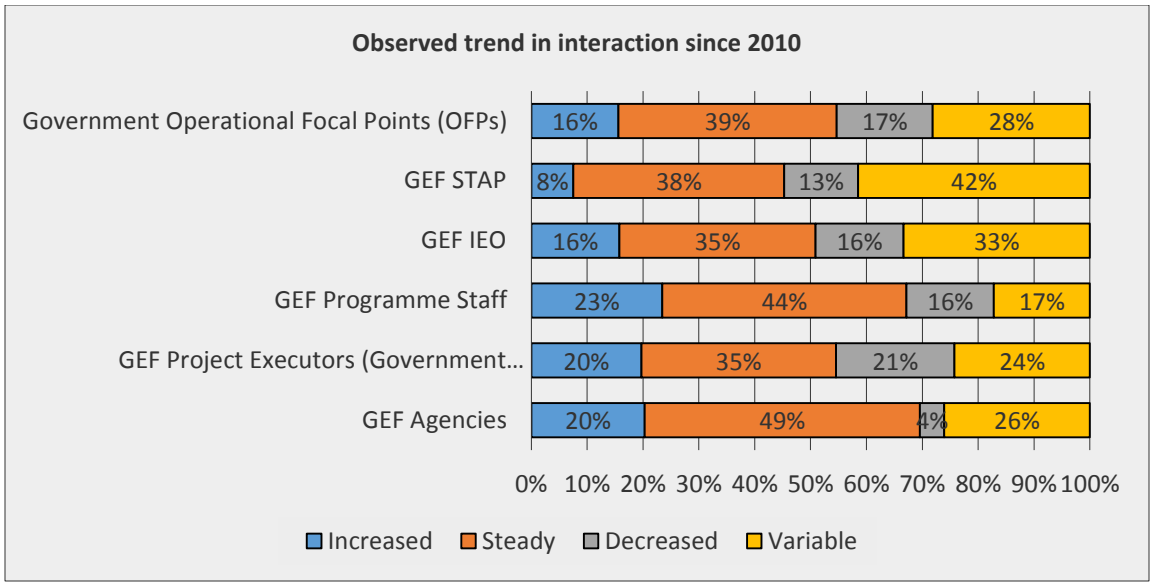

Observed trend in frequency since 2010
WWF 12% 33% 16% 39%
BOAD 3% 28% 23% 48%
WB 14% 39% 19% 28%
UNIDO 6% 36% 17% 40%
UNEP 12% 44% 17% 27%
UNDP 19% 49% 10% 21%
IUCN 23% 38% 15% 23%
IFAD 9% 34% 23% 34%
IADB 7% 38% 13% 42%
FUNBIO 2% 29% 14% 55%
FAO 20% 35% 17% 28%
FECO 5% 30% 19% 47%
EBRD 6% 34% 15% 45%
DBSA 5% 26% 21% 48%
CAF 34% 22% 44%
CI 4% 38% 16% 42%
AfDB 2% 30% 23% 45%
ADB 4% 36% 20% 40%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Increased Steady Decreased Variable

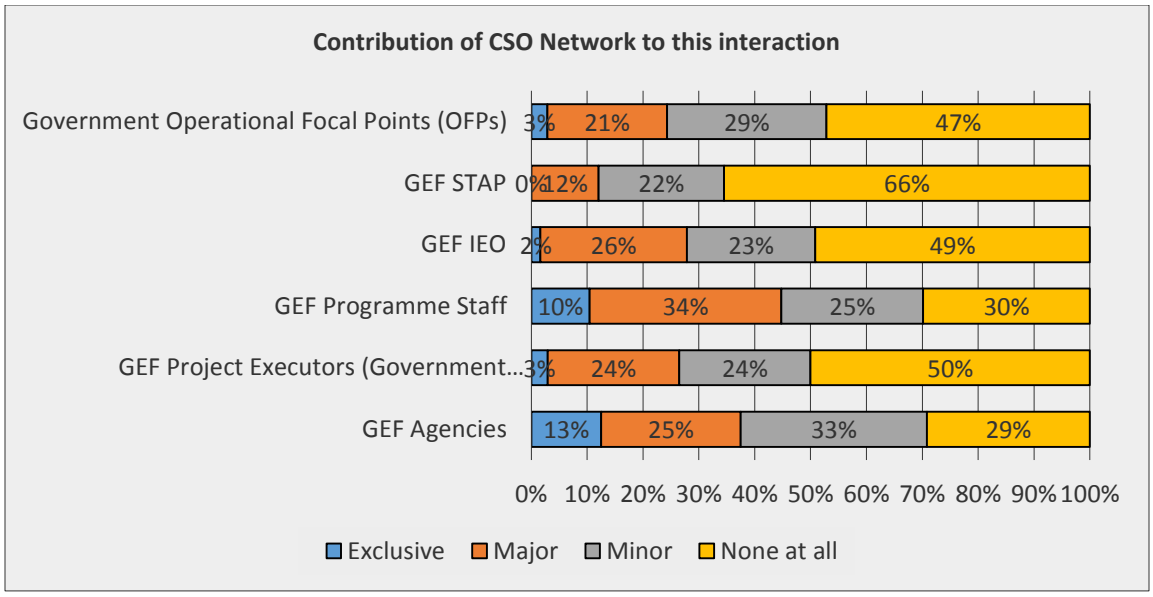


30. **Question 30: In your opinion, how actively do the GEF stakeholders listed below engage with your organization?**

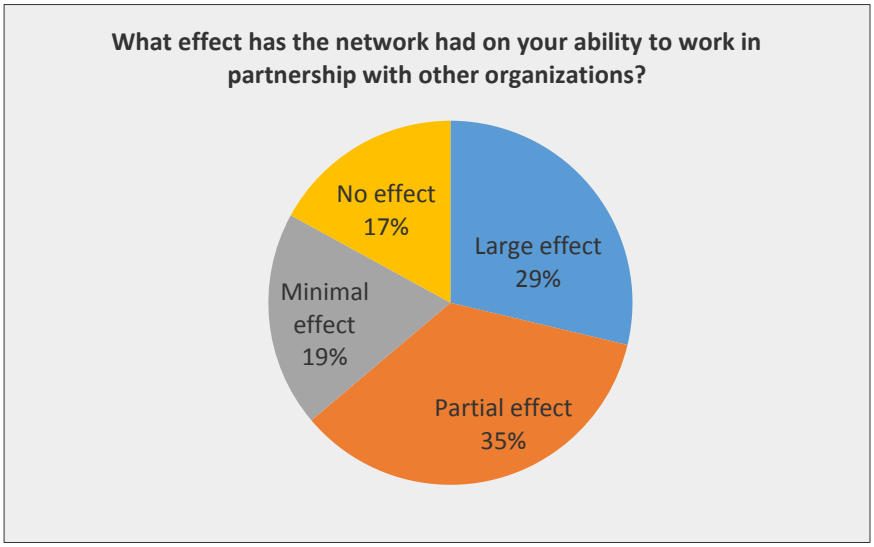
CSOs interact more with GEF Agencies, GEF Staff and project executors than they do with the STAP or the GEF IEO. The frequency on interaction varies between often and seldom. The frequency of interactions has been steady with some increase and variability over the years, however the contribution of the CSO Network to this trend has been Minor or non-existent.


Frequency of interaction since 2010
Government Operational Focal Points (OFPs)
GEF STAP
GEF IEO
GEF Programme Staff
GEF Project Executors (Government...
GEF Agencies
12%
16%
27%
44%
1%
9%
20%
70%
11%
11%
23%
55%
20%
22%
25%
33%
8%
17%
32%
43%
16%
25%
30%
29%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Frequently (one a month)
Often (Once in three months)
Seldom (Once in six months)
Never


Observed trend in interaction since 2010
Government Operational Focal Points (OFPs)
GEF STAP
GEF IEO
GEF Programme Staff
GEF Project Executors (Government...
GEF Agencies
16%
39%
17%
28%
8%
38%
13%
42%
16%
35%
16%
33%
23%
44%
16%
17%
20%
35%
21%
24%
20%
49%
4%
26%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Increased
Steady
Decreased
Variable



31. **Question 31: What effect has the network had on your ability to work in partnership with other organizations?**



Comments:

Large effect

- Enhancing international focus (1)
- Enhanced understanding of GEF and opportunities to work with GEF stakeholders (1)
- Partnered with like-minded organizations in executing the projects and activities (2);
- Network has enabled us to work with agencies and other international organizations (1)

Partial

- We have more respect at international level and that has enhanced our opportunities to work with other organizations (1)
- Not a very intensive engagement with the network and hence not significant difference; not many opportunities to meet the network members, still a lot needs to be done to make network effective
- Network provides avenues to share information with other organizations and also with the RFPS (3)
- We have partnership with other NGOs, but till now many NGOs need to build their capacities in environmental field in order to be able to work in effective partnership (1)
- CSO Network members have good contact with members of the WWF Network (many offices of which are separate legal entities from WWF International, and hence are considered by GEF as separate).

Minimal Effect

- Would be good if we were invited to attend events

No effect

- New to the network (2)

32. **Question 32: What recommendations do you have for improved connectivity between the CSO Network and the GEF partnership?**

Open-ended question

- **Strengthening network at the regional and national level** – Establish national meetings with government focal points, GEF agencies and the government functionaries; more engagement of RFPs with the network members, who are in regular communication with network members and gathering suggestions (6); Familiarization seminars during an annual or biannual meeting with CSOs or during board meetings; a list with addresses of the CSO network should be shared with stakeholders and the network at the regional level (1); GEF to play a more active role in the making Network effective at the national level through involving network members in the planning, implementation, monitoring and evaluation of projects funded by GEF (1); devise collaborative strategies at the national level (1)
- **Improved communication between members** – More communication amongst network members (2); Capacity building of the member organizations to improve connectivity 32); More opportunities for CSOs to attend ECWs, CSO network group on social media (Facebook, Twitter…Etc.) (1)
- **Governance related** – Having a Secretariat liaison who is in contact with CSOs and more involved in the affairs of the network
- **Improved connectivity –** To improve connectivity is necessary to define concrete and useful transcendent goals (for GEF and the countries of the alliance) and ensure adequate monitoring of outputs and outcomes that are generated and systematize them (1)

33. **Question 33: To what extent do you agree with the following statements?**

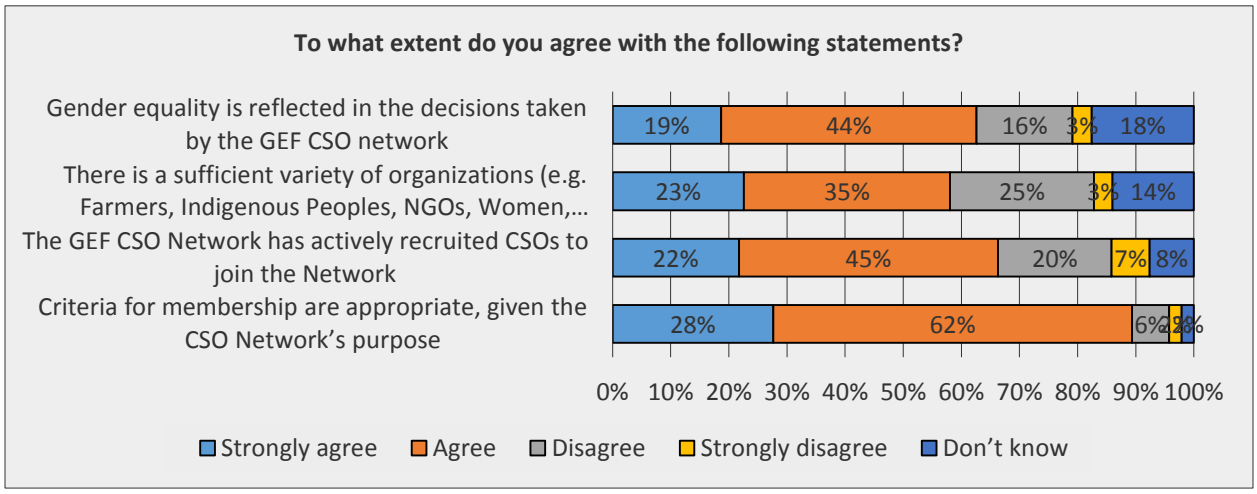
90 % agree that "Criteria for membership are appropriate, given the CSO Network's purpose".

67% agree that the "GEF CSO Network has actively recruited CSOs to join the Network"; 26% disagree

58% agree that "There is a sufficient variety of organizations (e.g. Farmers, Indigenous Peoples, NGOs, Women, Youth) that are active in the GEF CSO Network"; 28% disagree

63% agree that "Gender equality is reflected in the decisions taken by the GEF CSO network"; 20% disagree

Answer Options	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
Criteria for membership are appropriate, given the CSO Network's purpose	27.7%	61.7%	6.4%	2.1%	2.1%
The GEF CSO Network has actively recruited CSOs to join the Network	21.7%	44.6%	19.6%	6.5%	7.6%
There is a sufficient variety of organizations (e.g. Farmers, Indigenous Peoples, NGOs, Women, Youth) that are active in the GEF CSO Network	22.6%	35.5%	24.7%	3.2%	14.0%
Gender equality is reflected in the decisions taken by the GEF CSO network	18.7%	44.0%	16.5%	3.3%	17.6%



34. **Question 34: What recommendations might you have for improving the CSO Network's membership arrangements?**

Open-ended question

- **Strengthening network at the regional and national -** Country based meeting arrangements that can take care of CSO who are not eligible to join GEF CSO Network membership criteria; to have country and regional level meetings amongst network members, more collaboration with country level focal points and more coordination between RFPs and OFPs/PFPs (7); PFPs to have a database of Network members.
- **Communication strengthened and clear roles defined for members** – Communication needs to be strengthened through dissemination and familiarization seminars (3); duties delegated

among the members for effectiveness (1); translation of communication material in the language spoken in the country (3)

- **Easing the membership application process and improving membership in countries without any members** - The registration of CSOs membership should be on internet; pseudo-membership must be avoided; Membership must be accompanied by some responsibilities equally and impartially with credible importance to every participating entity; improve outreach in the countries without any members (how can interested CSOs take recommendations if there are no existing members from that country); easing the membership process (2).
- **Resources** - GEF SEC should make sure the supports the network to carry out its strategic plan and reflect it for its further improvements and for mobilizing network members (3);
- **Need to think of ways regions are defined**- membership in Australia not very active as Australia is merged with Asia.
- **Equal opportunities for members to attend Network related activities/meetings (2)**
- **Gender balance –** More work needs to be done to get more women members or women's organizations in the network.

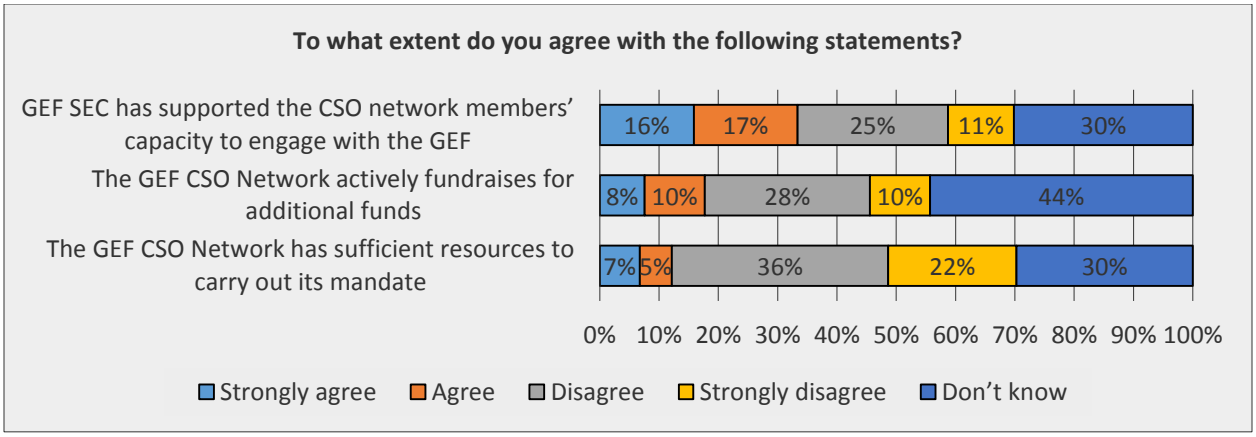
35. **Question 35: To what extent do you agree with the following statements?**

58% of members **Disagree** that "The GEF CSO Network has sufficient resources to carry out its mandate"; 30% don't know

44% of member survey respondents **don't know** if "the GEF CSO Network actively fundraises for additional funds"; **38% disagree**, and 17% agree

33% of members agree that "GEF SEC has supported the CSO network members' capacity to engage with the GEF"; **37% disagree**, and **30% don't know**

Answer Options	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
The GEF CSO Network has sufficient resources to carry out its mandate	6.8%	5.4%	36.5%	21.6%	29.7%
The GEF CSO Network actively fundraises for additional funds	7.6%	10.1%	27.8%	10.1%	44.3%
GEF SEC has supported the CSO network members' capacity to engage with the GEF	15.9%	17.5%	25.4%	11.1%	30.2%



36. **Question 36: What recommendations might you have regarding the availability of resources?**

Open-ended question

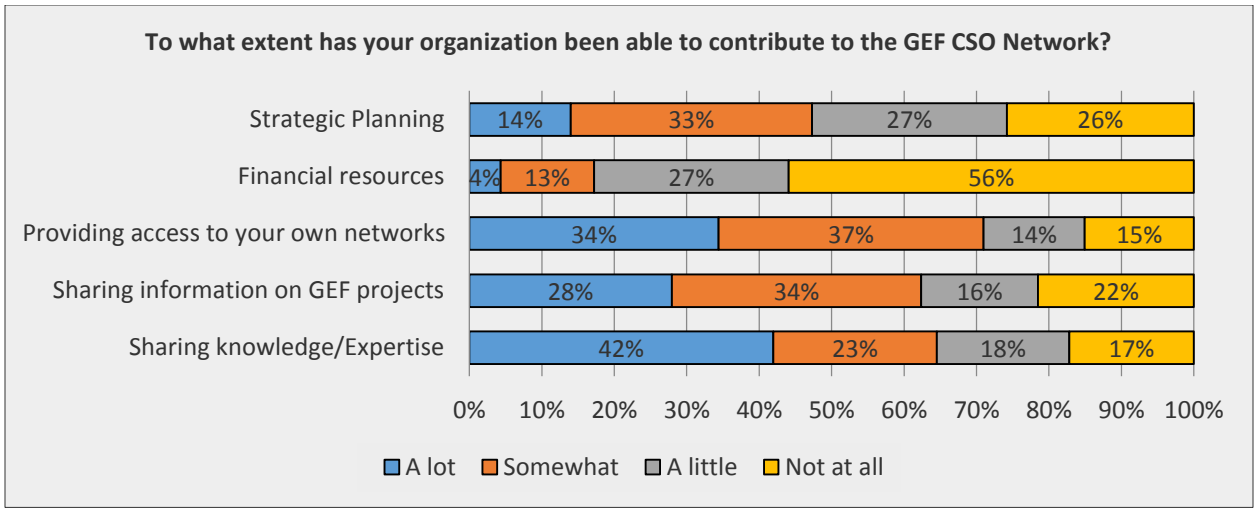
- transparency in the management of network funds (1); Network and Sec to devise a fundraising strategy – transparent and collaborative (2)
- Increased allocation of resources to enable more members to attend the network related meetings (4); Council/Sec to establish a budget line to support network activities and GEF donors to make contributions to voluntary funds (2); resources to be made available based on the performance of the Network
- Network should be allowed to raise funds from outside the GEF framework (1).
- More resources for members other than Developed countries (1).
- More funds required for capacity building of member organizations (1)

37. **Question 37: What recommendations might you have regarding the role of GEFSEC?**

Open-ended question

- **GEFSEC to monitor network activities** (1); greater recognition of what a strong network can do through establishing long term agreements as to how can network complement the work of GEF SEC in each replenishment cycle (1).
- **Provide funds and resources** to the Network to improve its communications as well as build capacity of network members to engage with the network and raise funds (4); support members to attend the council and other regional meetings.
- **Strengthen country level processes** through increased visibility in various countries and support national and regional level networks to facilitate communication with OFPS /PFPs and GEF Agencies (5); involvement of the network in monitoring of projects (2).
- **Funds for translation of communication** materials in French, Russian and Arabic.

38. **Question 38: To what extent has your organization been able to contribute to the GEF CSO Network? Please choose from the list below**



39. **Question 39: Please describe the contribution that makes you most proud**

Open-ended question

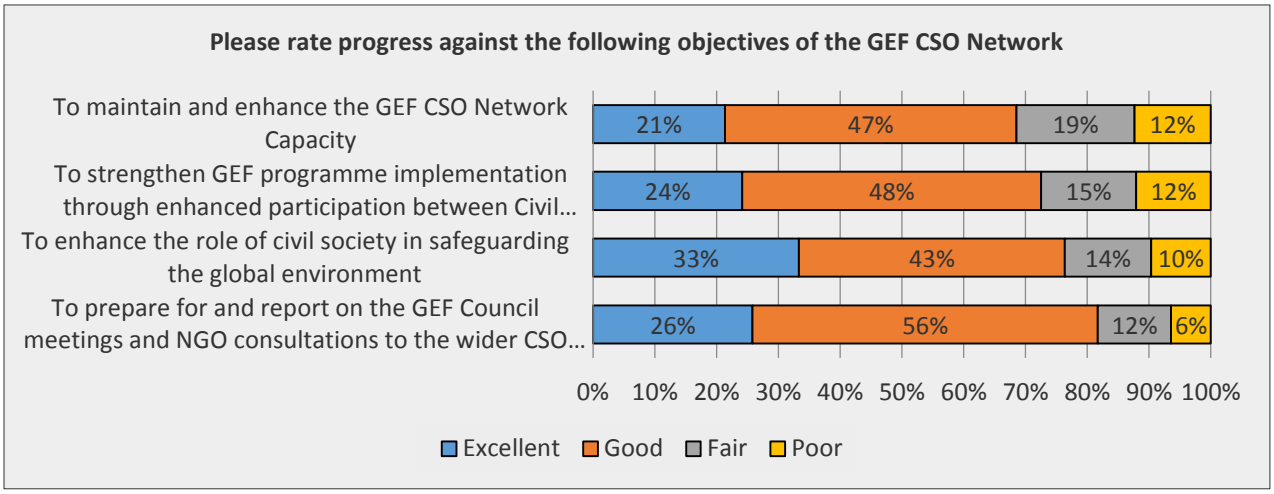
- **Networking and sharing knowledge, information, expertise on GEF related topics with others in the network through participation in meetings and our own networks (8)** – We have used our Radio and TV broadcasting stations to inform communities about the work of GEF and also the project supported by GEF.
- Development of the Network Strategic Plan (2)
- Disseminating information on the GEF CSO Network **which helped increase membership** in the Philippines. As member of the National Steering Committee, we also proactively participated in improving efficiency in the NPFE formulation, particularly in advocating for more transparency in the review process of IAs, which the country is slowly addressing but needs to be fast tracked through intercession in the Council.
- **Haven't been able to contribute much** but would like to do that in future (1). Haven't received much information from the network, so not sure how to contribute (1)
- Submitted paper and **made contributions to knowledge management consultations during Council;** participation in development and planning of projects funded by GEF in partnership with FAO and UNEP – Cameroon experience
- Participation as a **member of the National Steering Committee of the GEF –SGP** in Haiti.
- Support to the work of CFP through **allocation of significant funds and resources.**
- **Policy level contributions** - Through contributions in review of PIP; connecting communities with SGP and contributions during GEF 5 and 6 replenishment discussions (1).

40. **Question 40: Please rate progress against the following objectives of the GEF CSO Network**

On Average, 75% of respondents agreed that the GEF CSO Network is making Excellent or Good progress towards its objectives

Answer Options	Excellent	Good	Fair	Poor
To prepare for and report on the GEF Council meetings and NGO consultations to the wider CSO community at the national, regional and	25.8%	55.9%	11.8%	6.5%

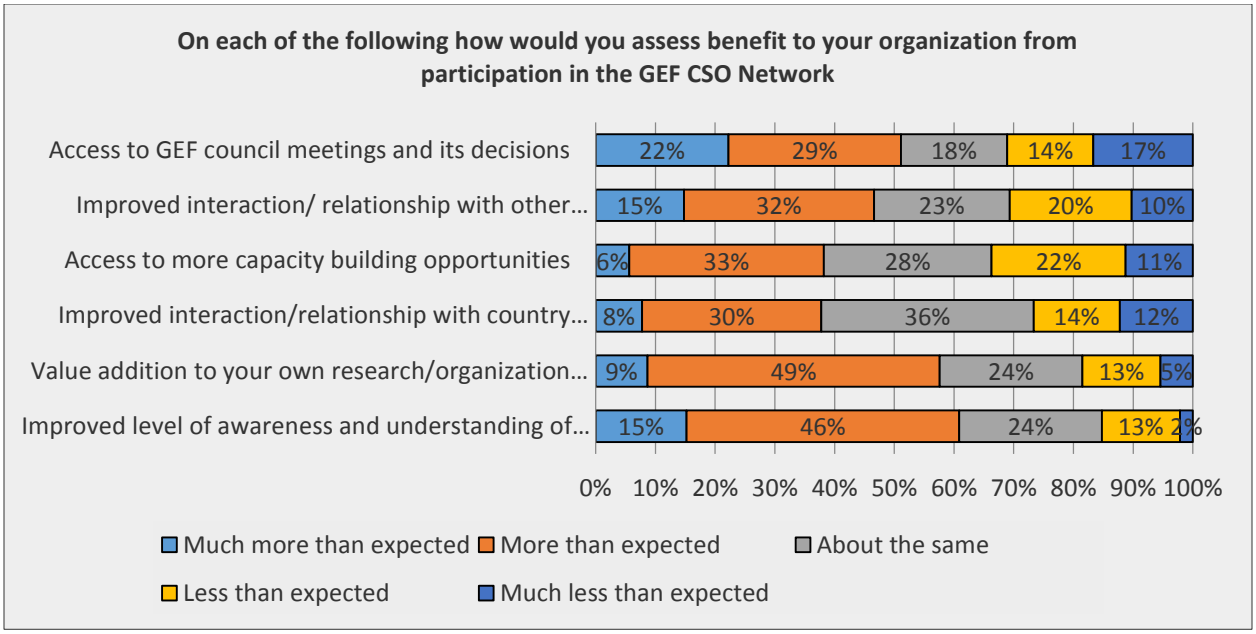
international levels				
To enhance the role of civil society in safeguarding the global environment	33.3%	43.0%	14.0%	9.7%
To strengthen GEF programme implementation through enhanced participation between Civil Society and the GEF	24.2%	48.4%	15.4%	12.1%
To maintain and enhance the GEF CSO Network Capacity	21.3%	47.2%	19.1%	12.4%



41. **Question 41: On each of the following how would you assess benefit to your organization from participation in the GEF CSO Network**

CSOs varied in their view of the benefit to their organization from the CSO Network. Respondents indicated that the CSO network **improved their level of awareness and understanding of the GEF (61%)** and **added value to their research and activities (57.6%) "More" than expected**.

Answer Options	**Much more than expected**	**More than expected**	**About the same**	**Less than expected**	**Much less than expected**
Improved level of awareness and understanding of the GEF	15.2%	45.7%	23.9%	13.0%	2.2%
Value addition to your own research/organization activities	8.7%	48.9%	23.9%	13.0%	5.4%
Improved interaction/relationship with country decision makers	7.8%	30.0%	35.6%	14.4%	12.2%
Access to more capacity building opportunities	5.6%	32.6%	28.1%	22.5%	11.2%
Improved interaction/ relationship with other network members	14.8%	31.8%	22.7%	20.5%	10.2%
Access to GEF council meetings and its decisions	22.2%	28.9%	17.8%	14.4%	16.7%



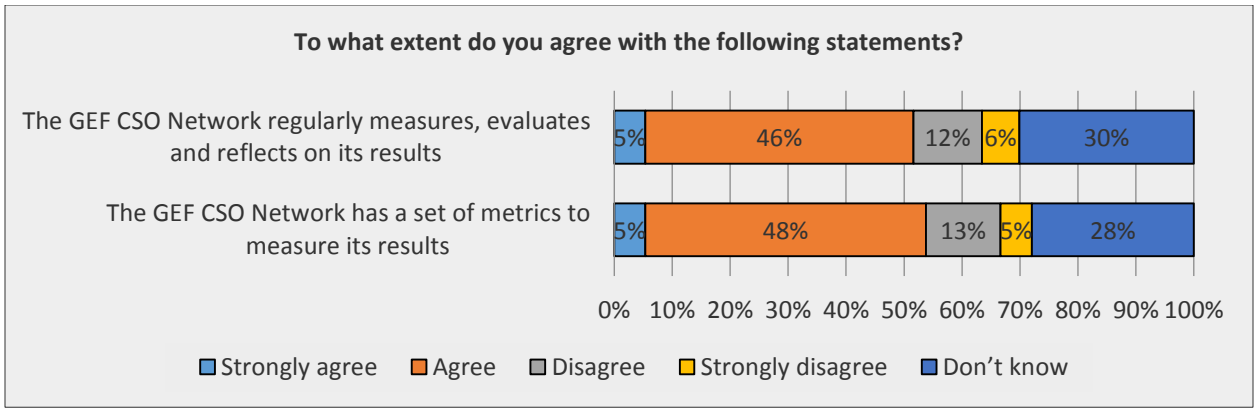
42. **Question 42: What is the Network's most valuable contribution to your organization?**

Open-ended question

- **Access to information (GEF related) and news/stories about the role being played by the other organizations/people from other countries in terms of environmental protection -** Enabling it to be more aware about the GEF Processes and opened many channels for knowing other actors of Environment and sustainable development not only from GEF family but globally; Knowledge of other network members what they do and we are ready to adopt some (15)
- **Forging partnerships** with peer organizations – (1)
- Never been involved; no contribution – (2)
- Enhanced linkages with OFP and other members – (1)
- Association with the Network allows us to think globally while being active at the grass root level.

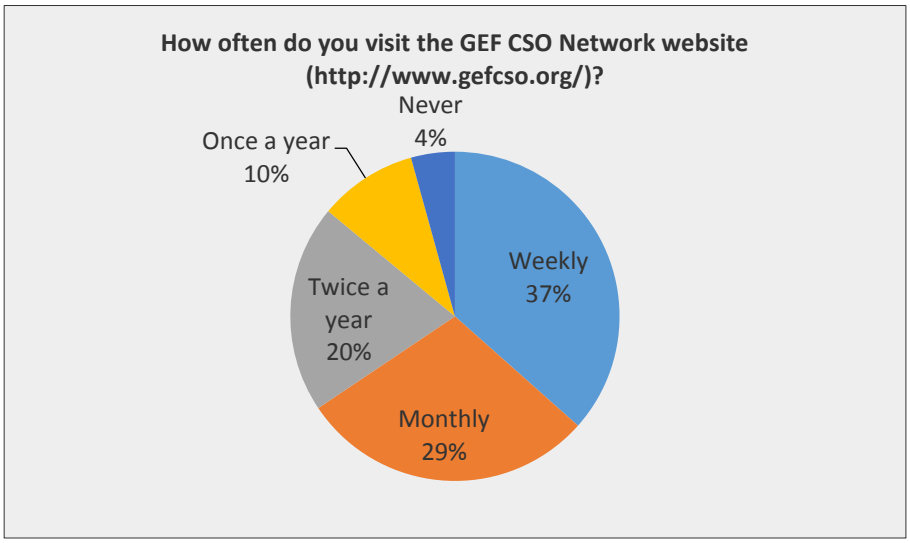
43. **Question 43: To what extent do you agree with the following statements?**

Answer Options	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
The GEF CSO Network has a set of metrics to measure its results	5.4%	48.4%	12.9%	5.4%	28.0%
The GEF CSO Network regularly measures, evaluates and reflects on its results	5.4%	46.2%	11.8%	6.5%	30.1%



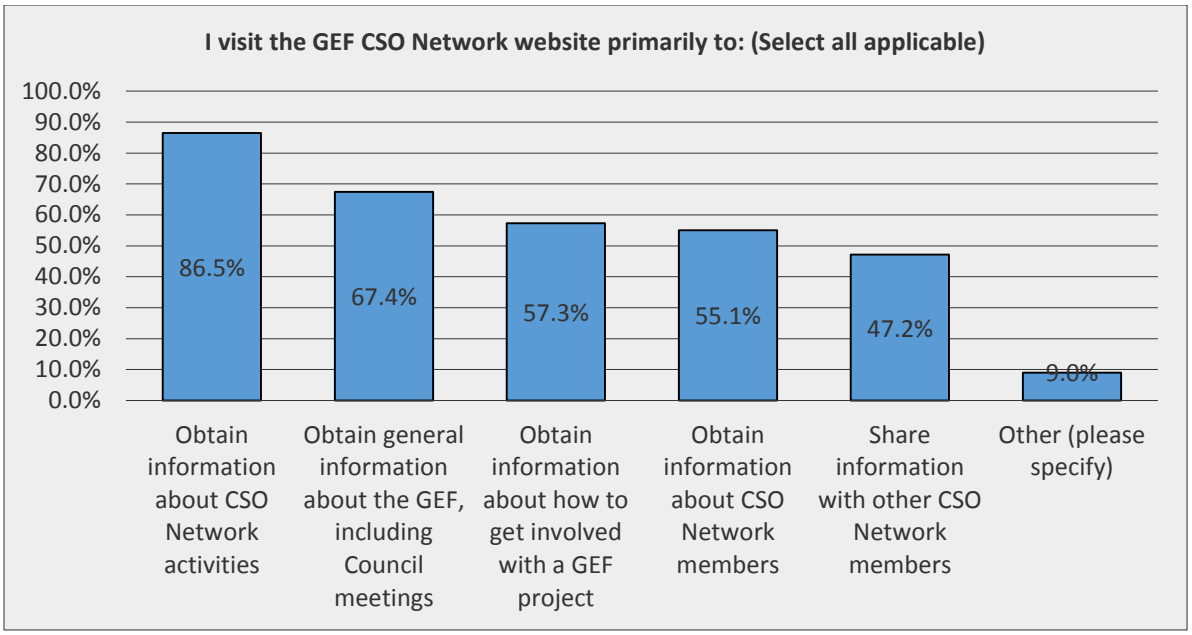
44. **Question 44: How often do you visit the GEF CSO Network website (http://www.gefcso.org/)?**

CSOs often visit the GEF CSO Network Website. Most CSOs visit the website on a weekly or monthly basis.



45. **Question 45: I visit the GEF CSO Network website primarily to: (Select all applicable)**

CSOs visit the GEF CSO Network website to obtain various types of information about the GEF, GEF CSO Network, Council, and projects. However they use the website less for sharing information or for getting information about other members.



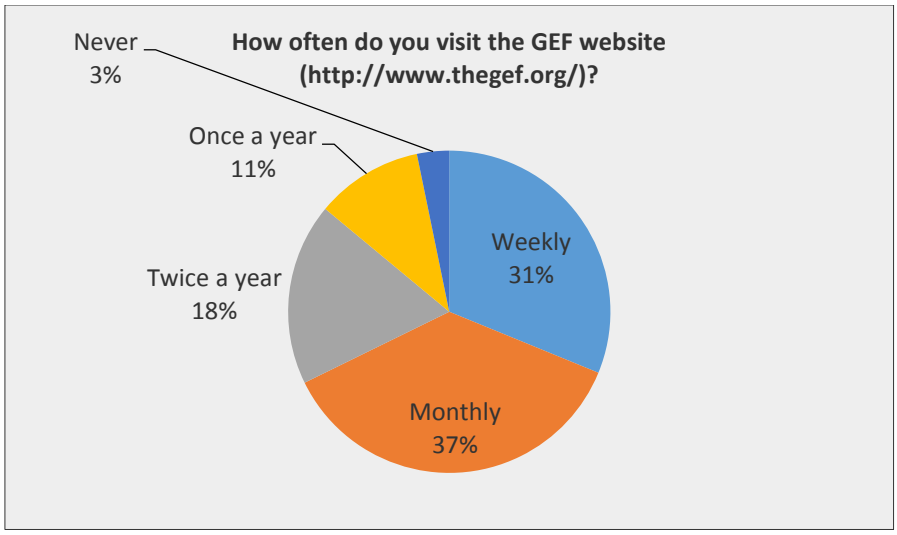
46. **Question 46: To what extent do you agree with the following statements?**

Over 90% of respondents agree that the CSO network website is easily accessible and provides them with valuable information.

Answer Options	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
The GEF CSO Network website contains information that is of value to my organization	30.7%	61.4%	4.5%	0.0%	3.4%
The GEF CSO Network website presents information in a format that is easily accessible	23.3%	67.4%	3.5%	1.2%	4.7%

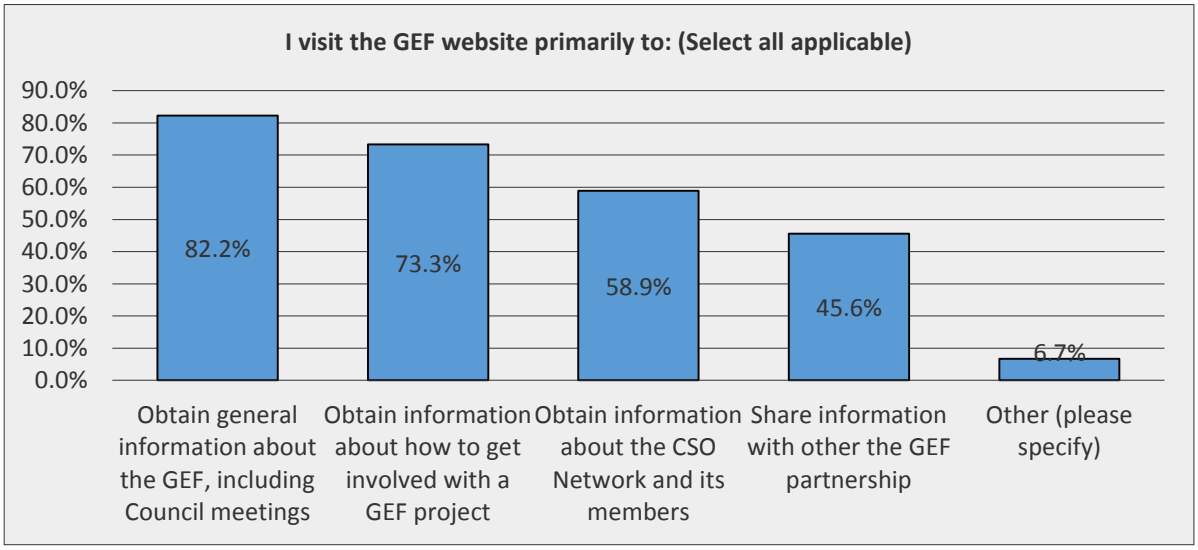
47. **Question 47: How often do you visit the GEF website (**http://www.thegef.org/**)?**

Most CSOs visit the GEF on a weekly or monthly basis



48. **Question 48: I visit the GEF website primarily to: (Select all applicable)**

CSOs visit the CSO Network website to obtain information about the GEF, GEF Council, and GEF projects, and less so to get information about the network or share information with GEF partnership.



49. **Question 49: What do you think the GEF Council needs to pay attention to over the next 3 years for the CSO Network's development?**

- Recognize NGOs in their own merit as delivery partners for GEF funding without the requirement to get Government endorsements (4) - Not all projects are government priorities but are important for the country.
- **Decentralize** – support the network at the regional or country level, increase country level membership and facilitate more opportunities for network meetings at the country level (8);

GEF SEC to use a bottom up approach in its relationship with the network. Put mechanism to impose National operation focal point to improve communication with NGOs on national level.

- **Translation of information on website** in French and Arabic
- **Financial support to build capacity of the Network members** - 4
- Improved **allocation of resources; establish a budget line for CSO members** (3) to support networks activities as well as encourage GEF Secretariat to use a bottom up approach in its relationship with the network.
- Allow **active participation of Network members (CFP) in Council meetings**
- Allow Network to play **active role in SGP at country level**
- Updating of the GEF public involvement policy (3)

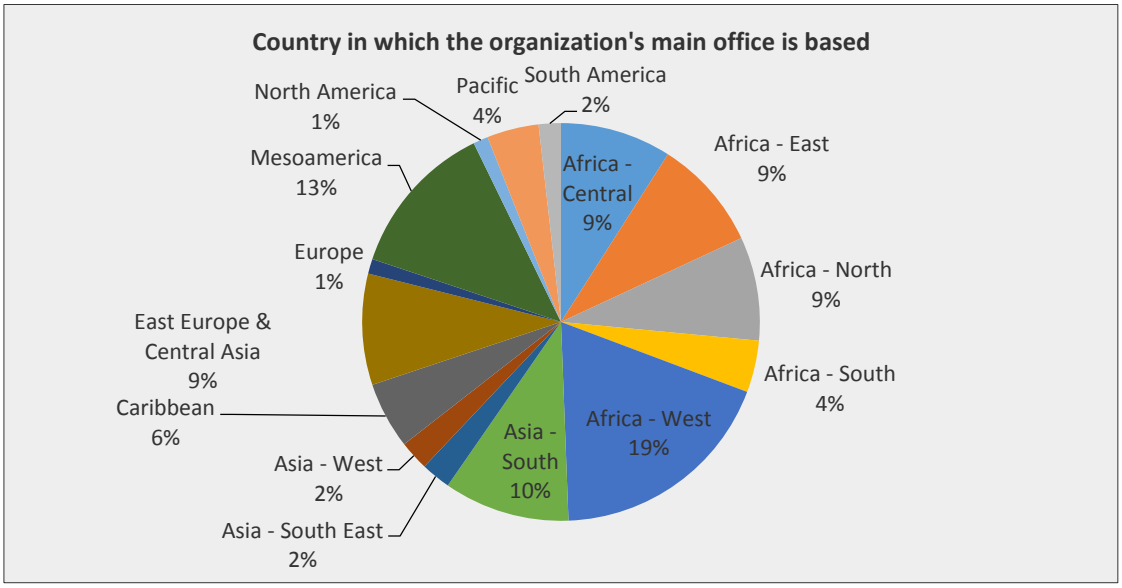
Non-Member Survey Results and Analysis

1. **Question 1: Name of organization**

2. **Question 2: Country in which the organization's main office is based**

CSO Network Member survey received 166 responses from 82 countries in all regions except North East Asia

Region	Number of responses	Region	Number of responses
Africa - Central	15	Asia - West	4
Africa - East	15	Caribbean	9
Africa - North	14	East Europe & Central Asia	15
Africa - South	7	Europe	2
Africa - West	31	Mesoamerica	21
Asia - North East	0	North America	2
Asia - South	17	Pacific	7
Asia - South East	4	South America	3



3. **Question 3: Year organization was founded**

Year Founded	Number of organization	Response Percent
1900-1979	4	2%
1980-1989	13	8%
1990-1994	20	12%
1995-1999	31	19%
2000-2004	36	22%
2005-2009	32	19%
2010-2014	30	18%
Total	**166**	**100%**

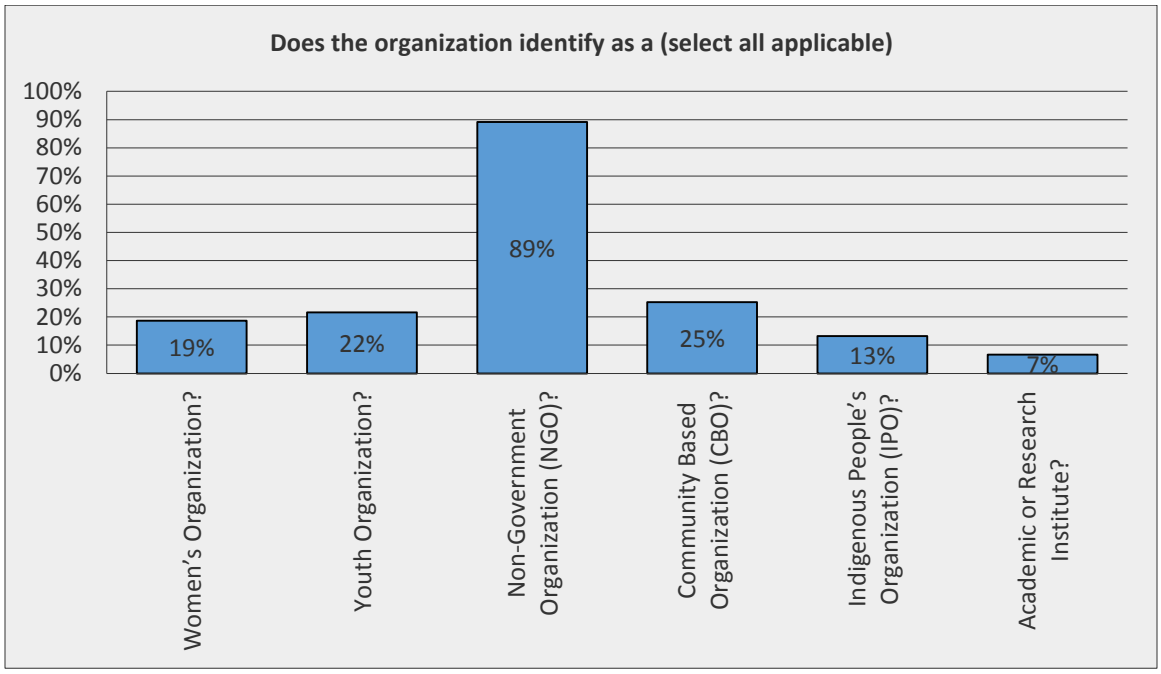
4. **Question 4: Executive Director's / President's Gender**

67.3% of Organization Directors/Presidents are Male

Executive Director's / President's Gender		
	Response Percent	**Response Count**
Female	31.3%	52
Male	68.7%	114
Total		**166**

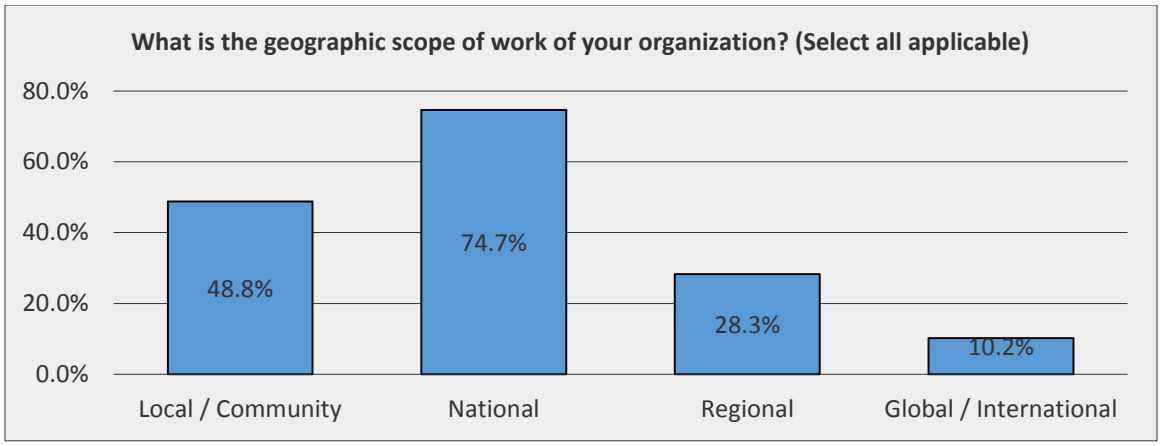
5. **Question 5: Does the organization identify as a (select all applicable)**

89.2% of CSO Network Members identify as NGOs.



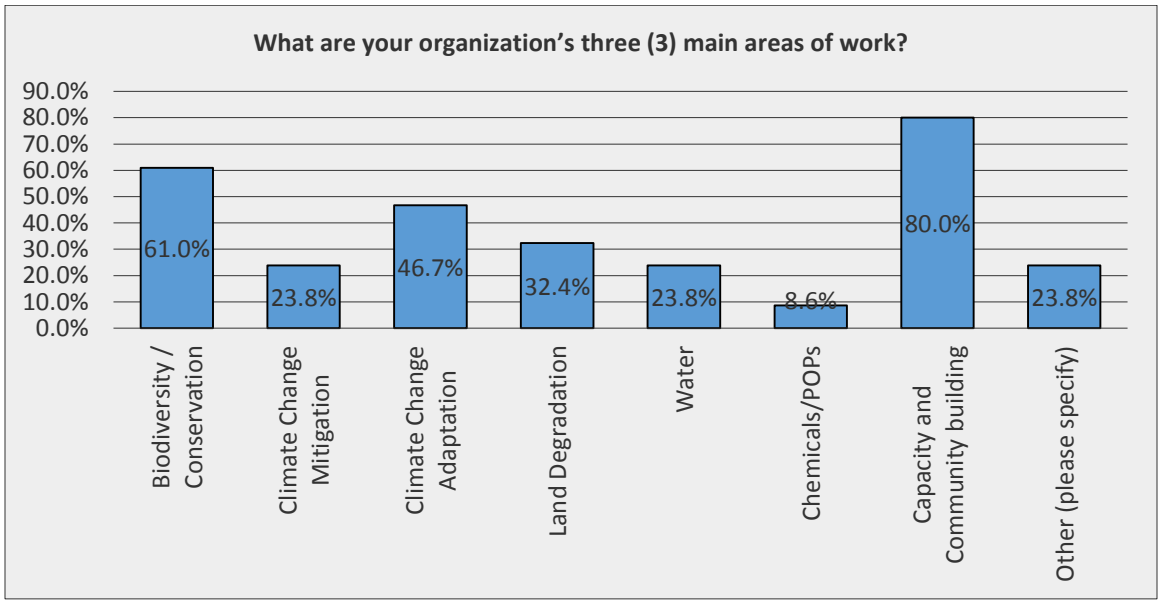
6. **Question 6: What is the geographic scope of work of your organization? (select all applicable)**

75% of CSOs operate on the National level



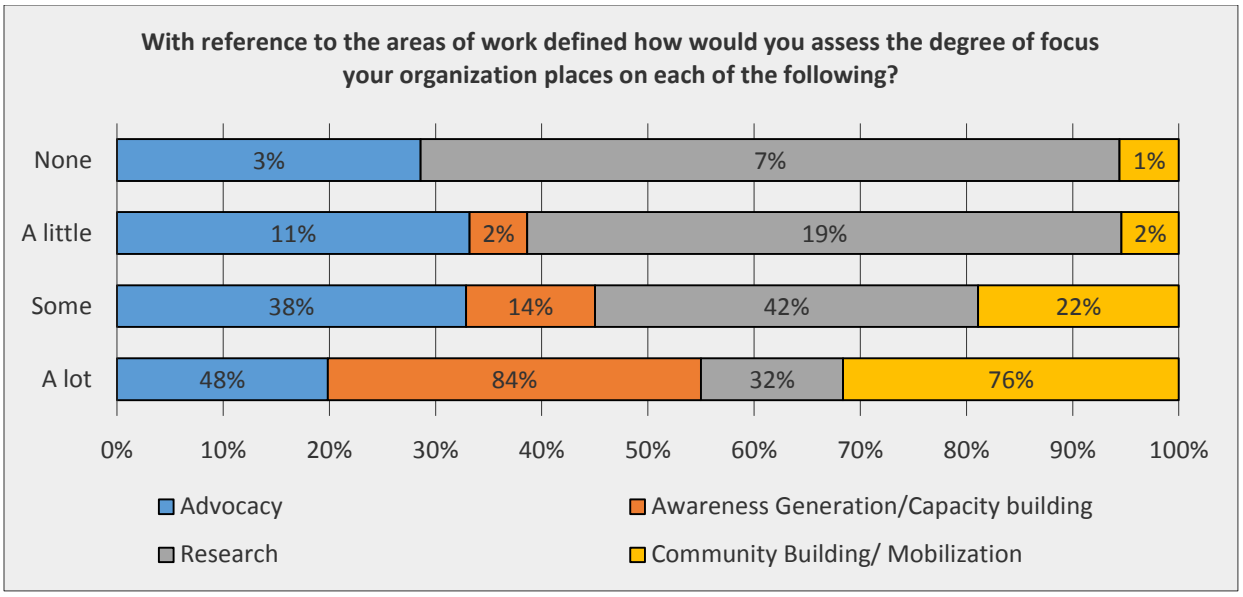
7. **Question 7: What are your organization's three (3) main areas of work?**

Most CSOs work primarily on Biodiversity, Climate change Adaptation, and capacity building (61%, 46.7%, and 80% respectively)



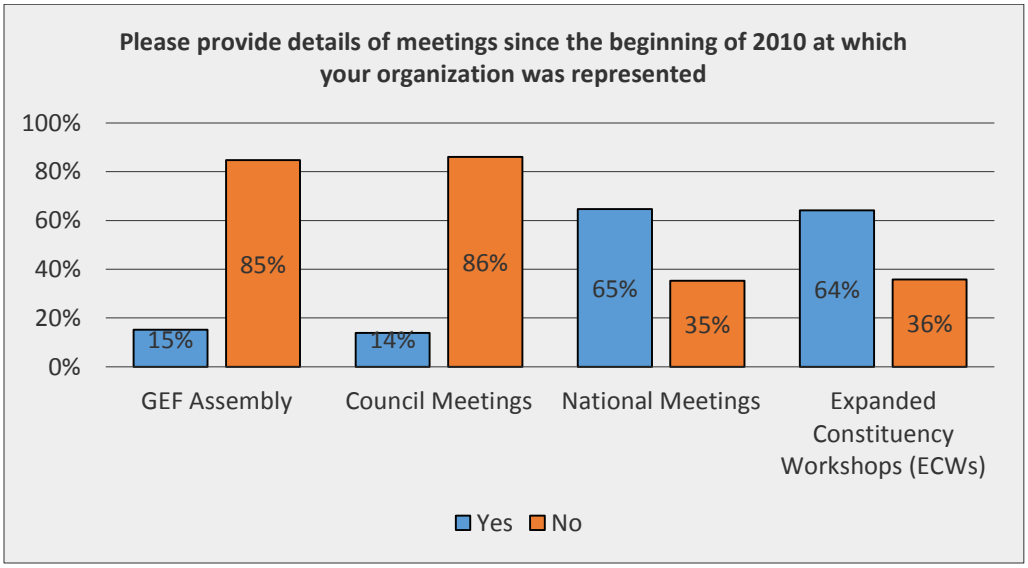
8. **Question 8: With reference to the areas of work defined under Q7 above, how would you assess the degree of focus your organization places on each of the following?**

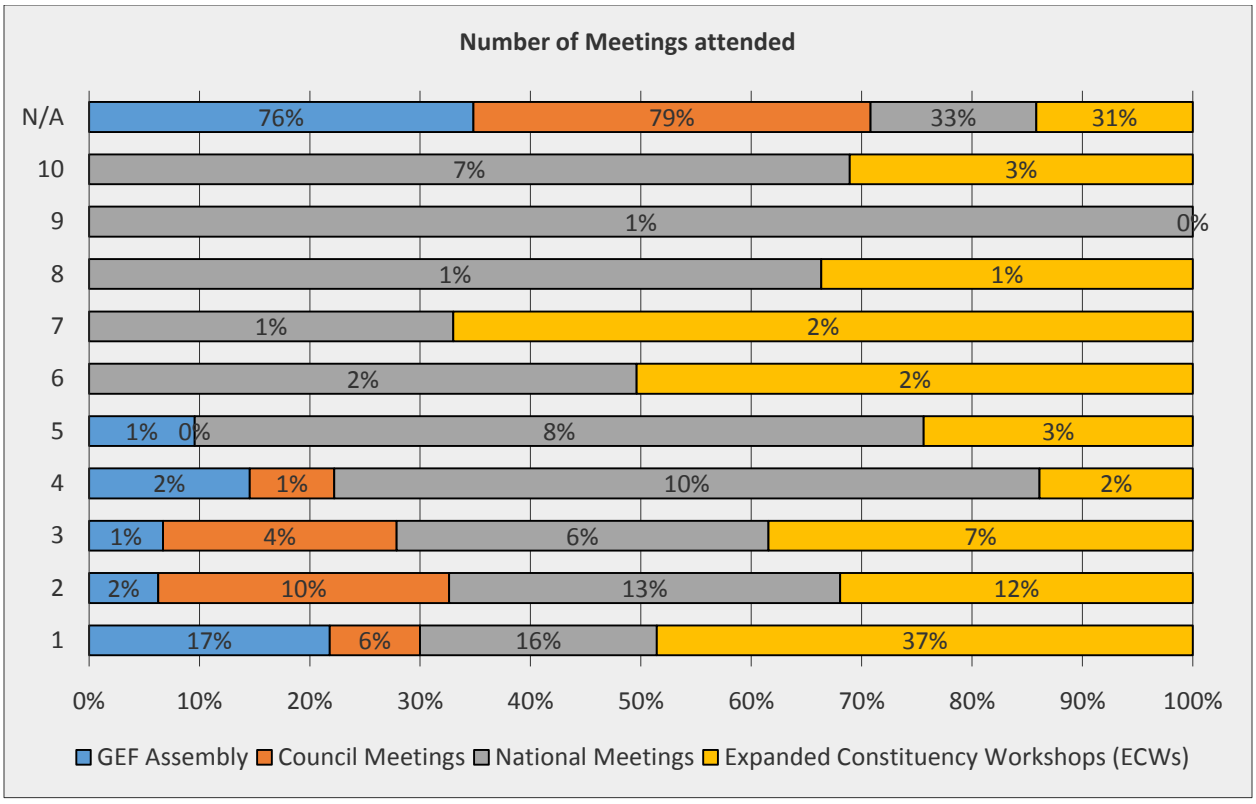
CSOs focus more on Community Building/Mobilization and on Awareness Generation and Capacity than they do on Advocacy. CSOs seem to focus the least on Research



9. **Question 9: Please provide details of meetings since the beginning of 2010 at which your organization was represented**

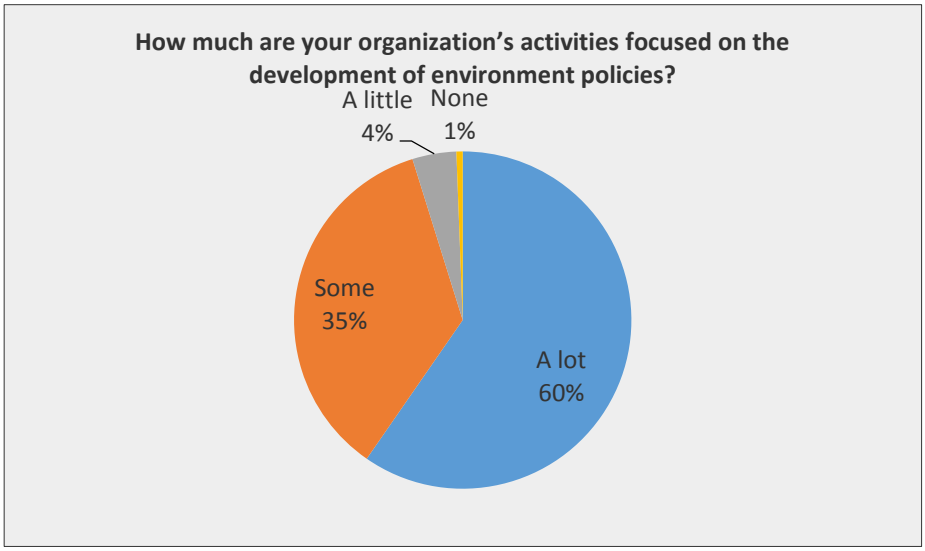
Attendance (select as appropriate)			
Answer Options	**Yes**	**No**	**Total**
GEF Assembly	19	106	125
Council Meetings	17	105	122
National Meetings	97	53	150
Expanded Constituency Workshops (ECWs)	95	53	148





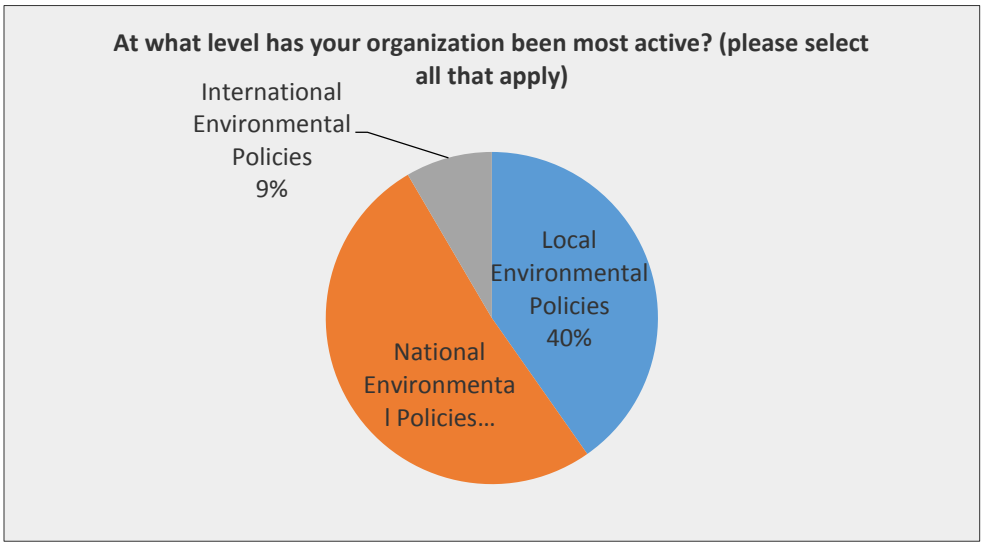
10. **Question 10: How much are your organization's activities focused on the development of environment policies?**

95.2% of organization have some or a lot of focus on development of environment policies.



11. **Question 11: At what level has your organization been most active? (please select all that apply)**

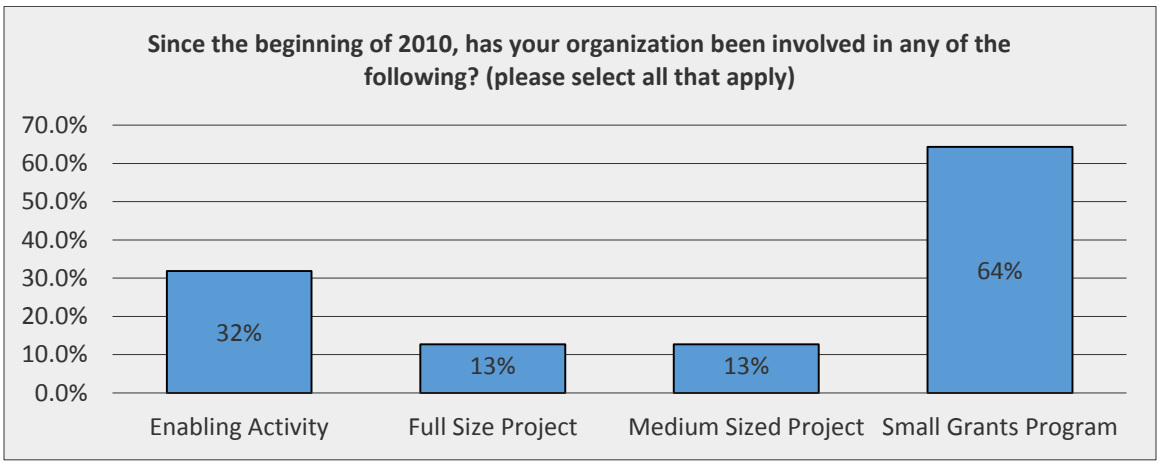
Of those, 51.3% focused on National Environmental policies, 40.3% on local Environmental Policies, and 8.4% on International Environmental Policies.



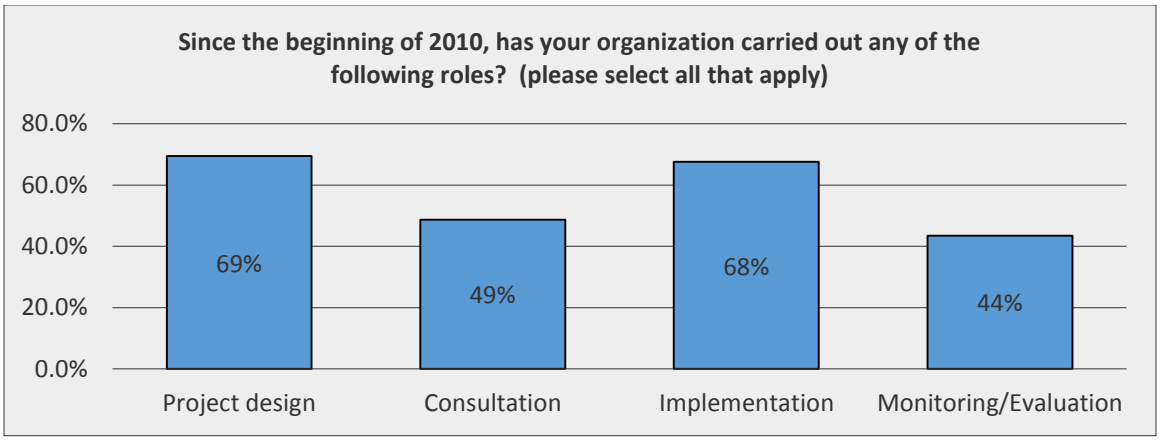
12. **Question 12: Has your organization submitted a proposal for GEF funding since the beginning of 2010?**

Answer Options	Response Percent
Yes	56.8%
No	43.2%

13. **Question 13: Since the beginning of 2010, has your organization been involved in any of the following? (please select all that apply)**



14. **Question 14: Since the beginning of 2010, has your organization carried out any of the following roles? (please select all that apply)**



15. **Question 15: Would you be interested in joining the GEF CSO Network?**

Roughly **95%** of organizations are interested in joining the GEF CSO.

Answer Options	Response Percent	Response Count
Yes	95.1%	154
No	0.0%	0
Unsure	4.9%	8

16. **Question 16: Are you familiar with the steps required to apply for CSO Network Membership?**

43.6% of which are familiar with the application process, and only **25.5%** of which have applied for membership. Overall, interest in the CSO Network does not translate into membership applications

Answer Options	Response Percent	Response Count
Yes	43.6%	65
No	58.4%	87

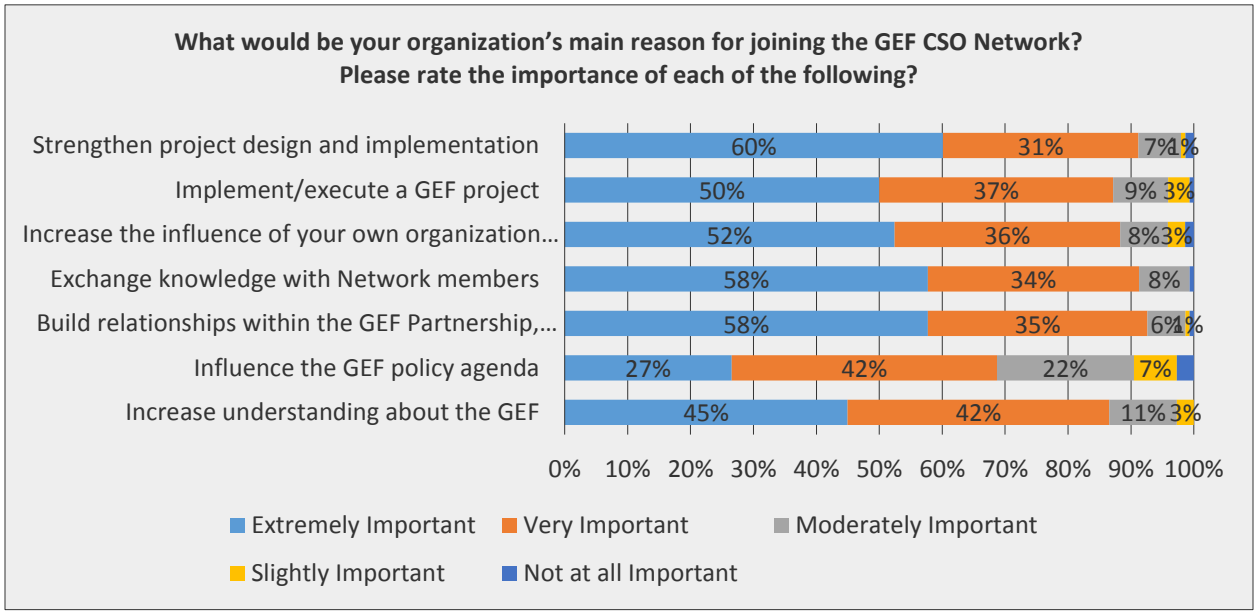
17. **Question 17: What would be your organization's main reason for joining the GEF CSO Network? Please rate the importance of each of the following?**

On average, over 85%[60] of CSOs agreed that the following reasons were either **Extremely** or **Very** important factors for them to join the CSO Network

- Increase understanding about the GEF
- Influence the GEF policy agenda
- Build relationships within the GEF Partnership, including Network members
- Exchange knowledge with Network members
- Increase the influence of your own organization national, regionally or internationally
- Implement/execute a GEF project, & Strengthen project design and implementation

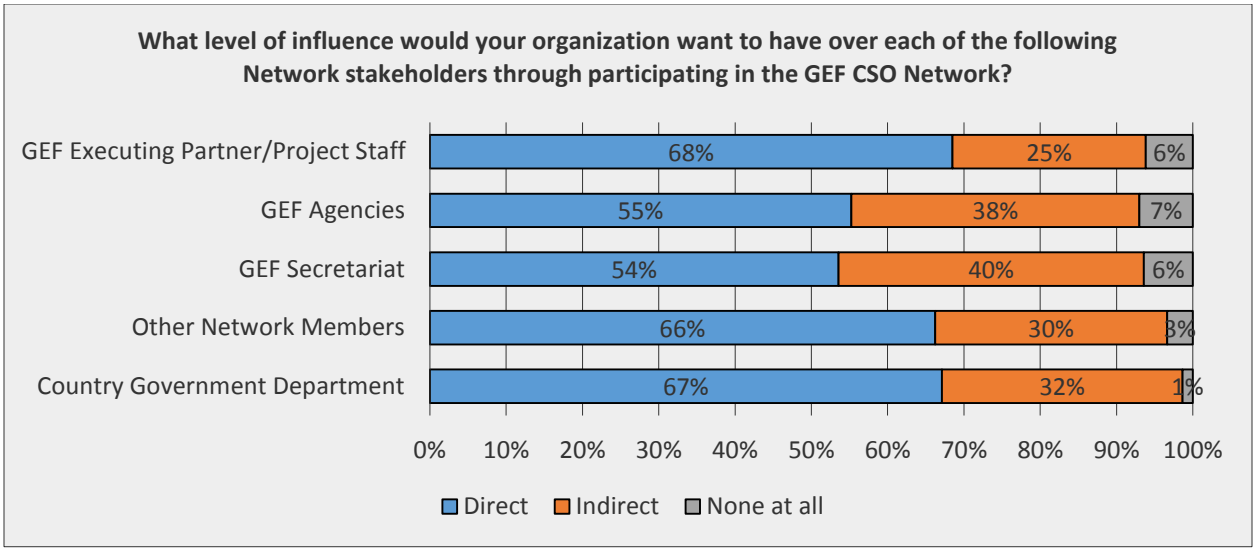
[60] Added the 2 columns (Extremely important and Very important)

Answer Options	Extremely Important	Very Important	Moderately Important	Slightly Important	Not at all Important
Increase understanding about the GEF	45.0%	41.6%	10.7%	2.7%	0.0%
Influence the GEF policy agenda	26.5%	42.2%	21.8%	6.8%	2.7%
Build relationships within the GEF Partnership, including Network members	57.7%	34.9%	6.0%	0.7%	0.7%
Exchange knowledge with Network members	57.7%	33.6%	8.1%	0.0%	0.7%
Increase the influence of your own organization national, regionally or internationally	52.4%	35.9%	7.6%	2.8%	1.4%
Implement/execute a GEF project	50.0%	37.2%	8.8%	3.4%	0.7%
Strengthen project design and implementation	60.1%	31.1%	6.8%	0.7%	1.4%



18. **Question 18: What level of influence would your organization want to have over each of the following Network stakeholders through participating in the GEF CSO Network?**

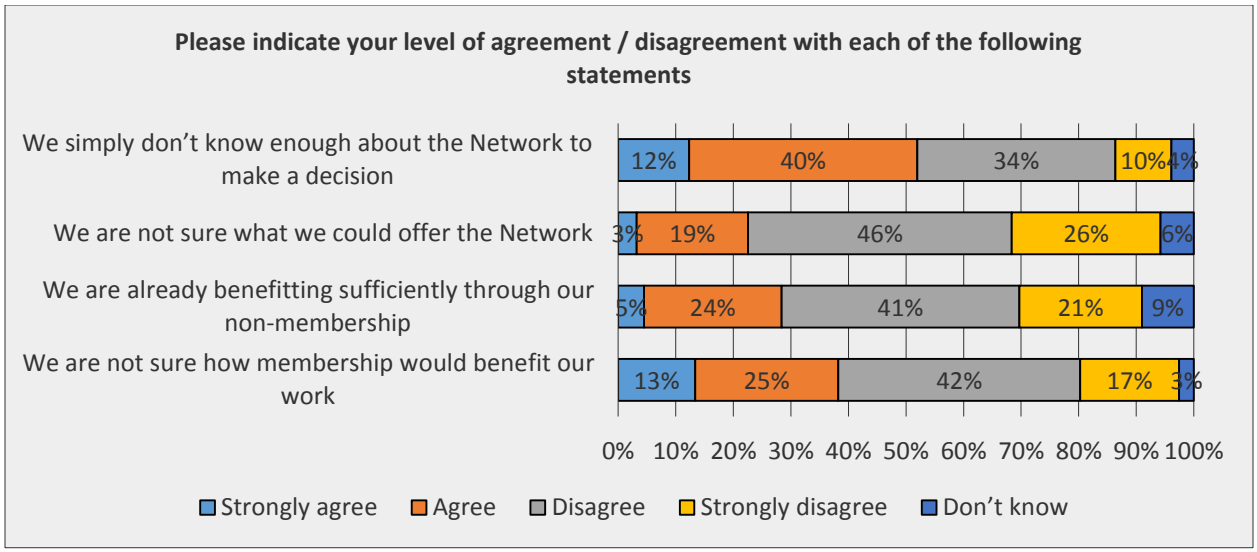
Answer Options	Direct	Indirect	None at all
Country Government Department	67%	32%	1%
Other Network Members	66%	30%	3%
GEF Secretariat	54%	40%	6%
GEF Agencies	55%	38%	7%
GEF Executing Partner/Project Staff	68%	25%	6%



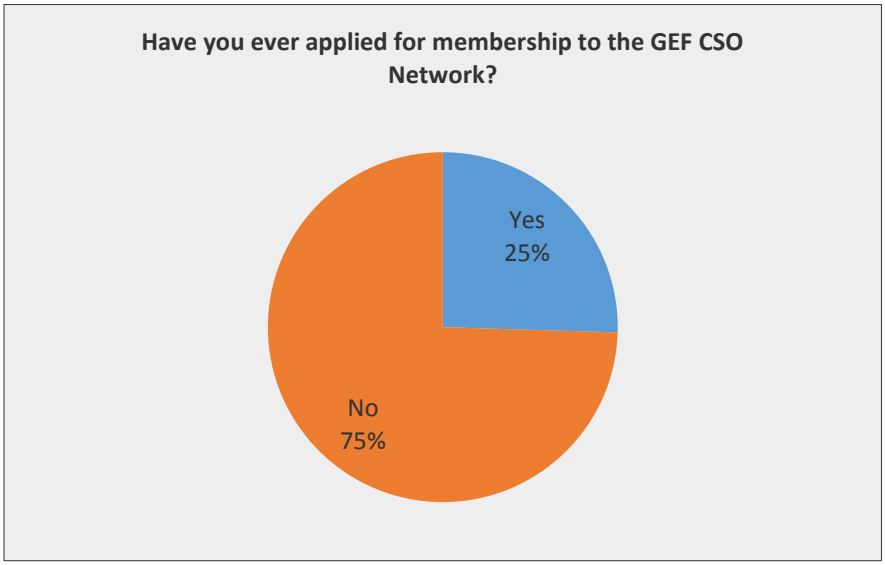
19. **Question 19: Please indicate your level of agreement / disagreement with each of the following statements**

Some CSOs indicated that they are unsure how they can benefit from the Network and what they could offer the network. However over 50% don't know enough about the Network to make an informed decision about joining.

Answer Options	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
We are not sure how membership would benefit our work	13.4%	24.8%	42.0%	17.2%	2.5%
We are already benefitting sufficiently through our non-membership	4.5%	23.9%	41.3%	21.3%	9.0%
We are not sure what we could offer the Network	3.2%	19.4%	45.8%	25.8%	5.8%
We simply don't know enough about the Network to make a decision	12.3%	39.6%	34.4%	9.7%	3.9%

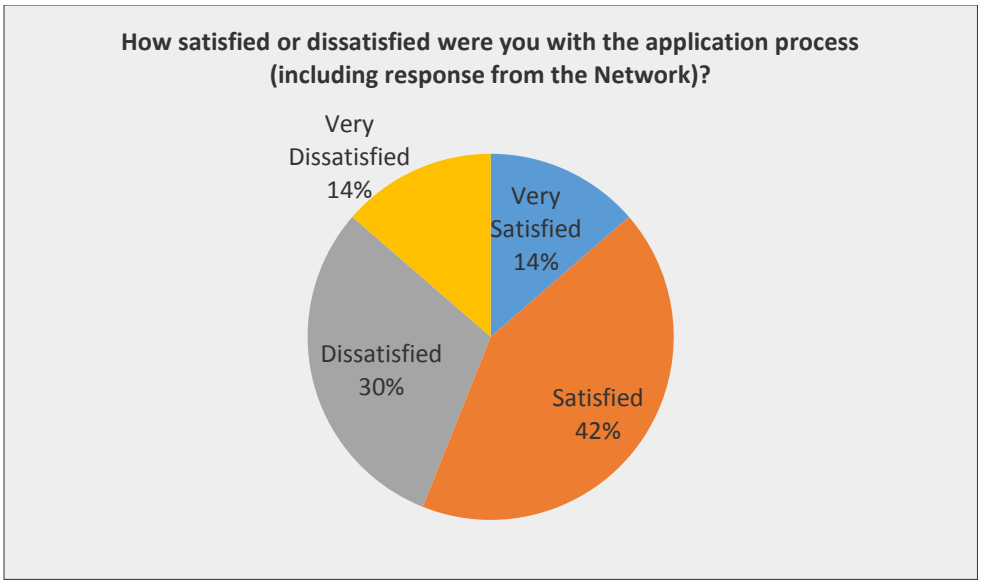


20. **Question 20: Have you ever applied for membership to the GEF CSO Network?**



21. **Question 21: How satisfied or dissatisfied were you with the application process (including response from the Network)?**

Of the CSOs that applied to membership, 56% were satisfied and 44% were dissatisfied with the application process

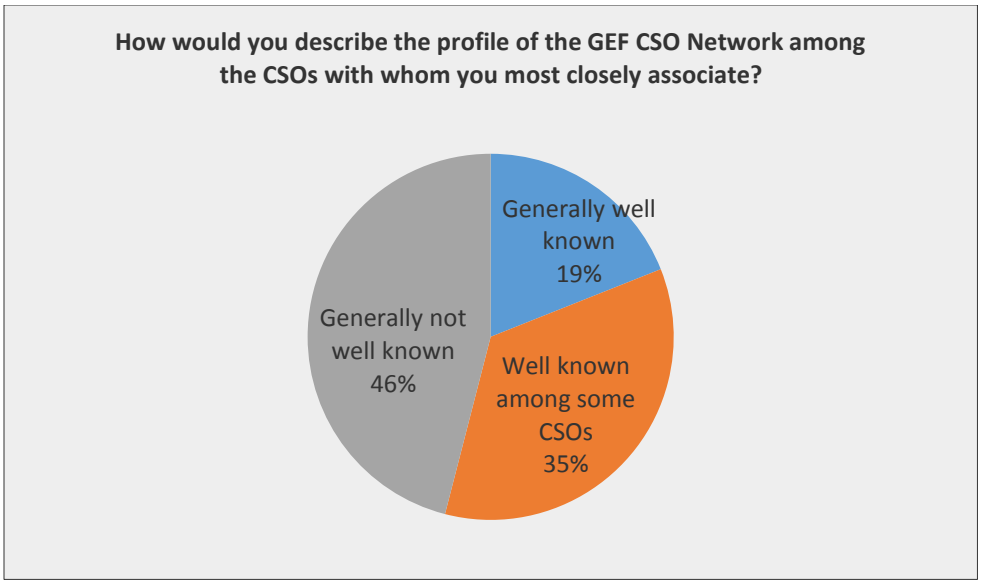


22. **Question 22: What recommendations might you have for improving the CSO Network's membership arrangements?**

- **Guidelines fine tuned to the profile of local/national CSOs** - Local and small organization find it difficult to meet all the requirements of application (1); GEF should take into account the profile of the NGO in the national context. It may not be possible for an NGO to have recommendation from a Regional/International Network (1); When deciding on admission to membership of the CSO Network should be considered the real achievements of the organization in claiming the domain of its activities on biodiversity conservation at the national and international level (1)
- **Delayed/no response** - Response time on the status of application should be less (3); Failed to get the response (3)
- **Need to disseminate awareness about the Network and strengthen Network at National level** - Disseminate awareness about the Network, its goals and activities in our region enhance membership (2); There should be national CSO network in each country, so that the regional CSO network is composed by national networks, which is not the case at present (1); Make Network more interactive with CSOs at the national level (2); Country level network needs to be conspicuous or needs to show its presence which has not been observed (1)
- **Establish linkages with Government and other established programmes (SGP) at national level to enhance membership**- If not in place, work closely with local Small Grants Coordinator (1);
- National Country governments can recommend CSOs to become members. They should have an updated database for thriving CSOs to select (1).

23. **Question 23: How would you describe the profile of the GEF CSO Network among the CSOs with whom you most closely associate?**

46% of non-member CSOs indicate that the profile of the GEF CSO Network among the CSOs with whom they most closely associate Network is generally not well known, however 35% and 19% indicate that it is well known among CSOs and generally well know respectively.

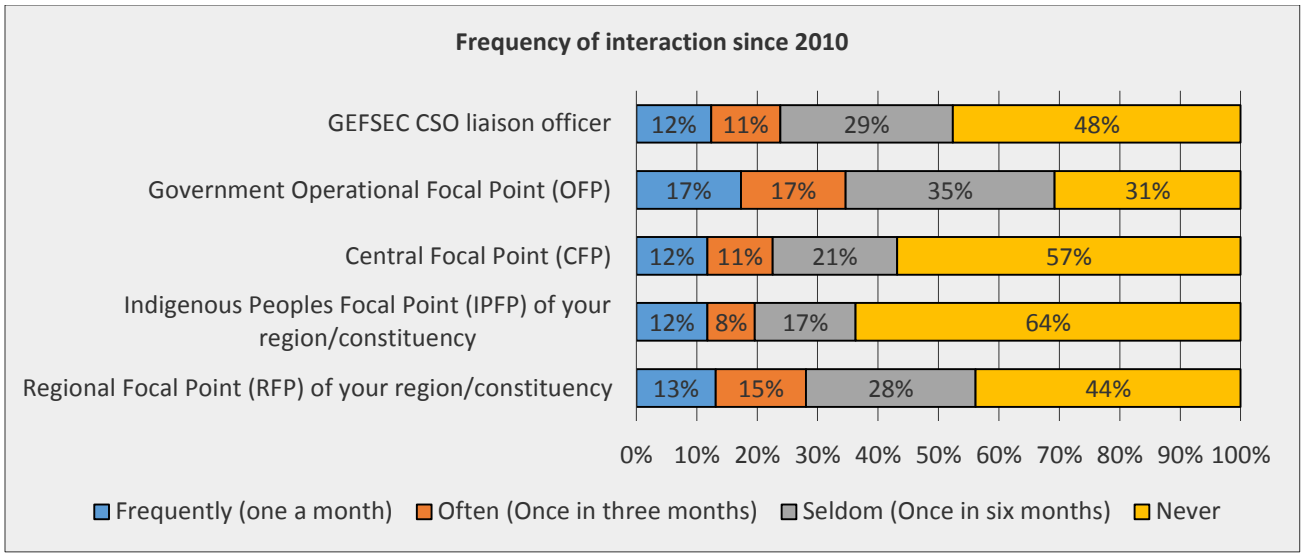


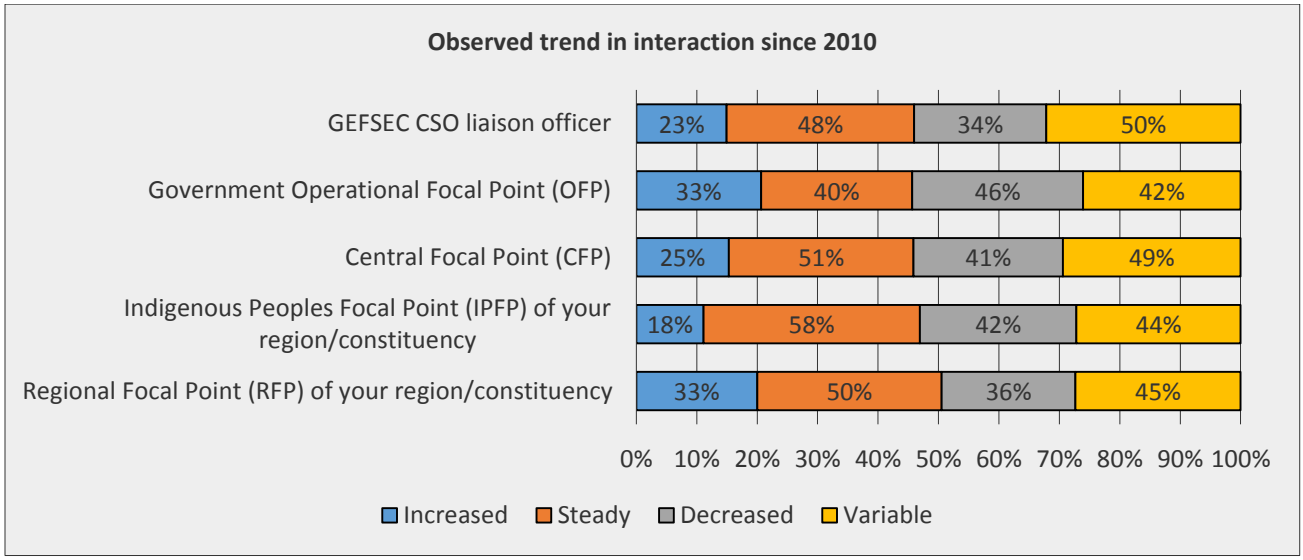
24. **Question 24: How would you describe your organization's current interaction with each of the following:**

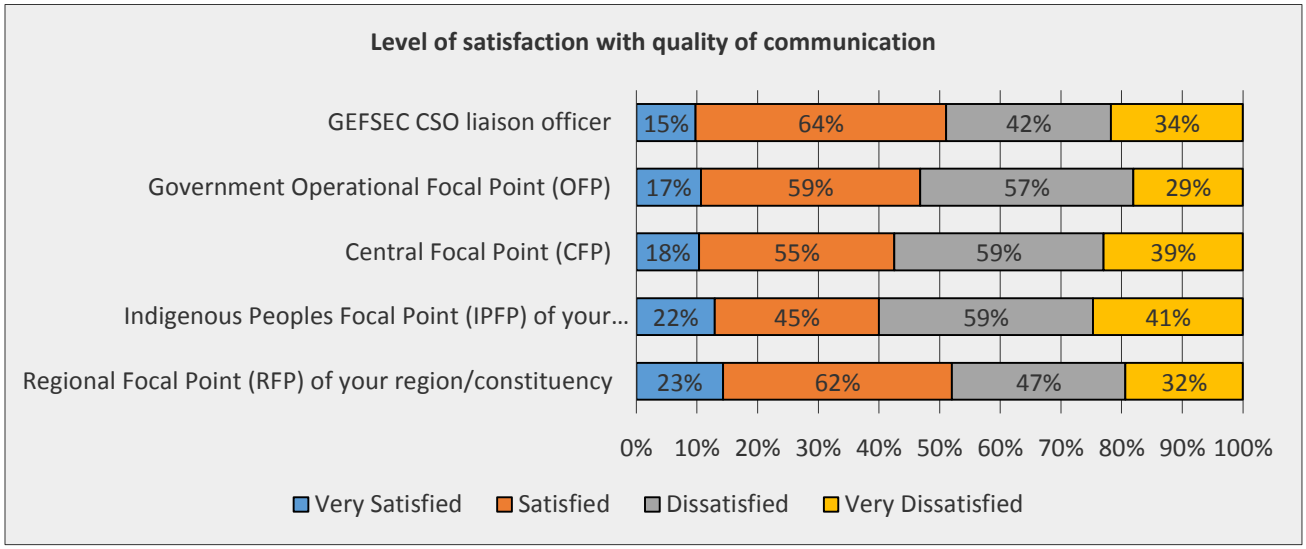
44.7% of respondents know the RFP in their region and 33.3% know the CFP, while only 24.8% know the IPFPs. 58.3% of respondents know the OFP in their country and 44.4% know the GEF SEC SCO liaison officer.

Frequency of interaction between CSOs and each official varies. CSOs interact more frequently with RFPs and the CFP than any other official. Respondents are relatively satisfied than not with the interaction which has remained steady since 2010 which some variability or increase in communication.

Knowledge of the following officials			
Answer Options	**Yes**	**No**	**Total**
Regional Focal Point (RFP) of your region/constituency	44.7%	55.3%	132
Indigenous Peoples Focal Point (IPFP) of your region/constituency	24.6%	75.4%	130
Central Focal Point (CFP)	33.3%	66.7%	129
Government Operational Focal Point (OFP)	58.3%	41.7%	127
GEFSEC CSO liaison officer	44.4%	55.6%	126


Frequency of interaction since 2010
GEFSEC CSO liaison officer
Government Operational Focal Point (OFP)
Central Focal Point (CFP)
Indigenous Peoples Focal Point (IPFP) of your region/constituency
Regional Focal Point (RFP) of your region/constituency
12% 11% 29% 48%
17% 17% 35% 31%
12% 11% 21% 57%
12% 8% 17% 64%
13% 15% 28% 44%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Frequently (one a month)
Often (Once in three months)
Seldom (Once in six months)
Never

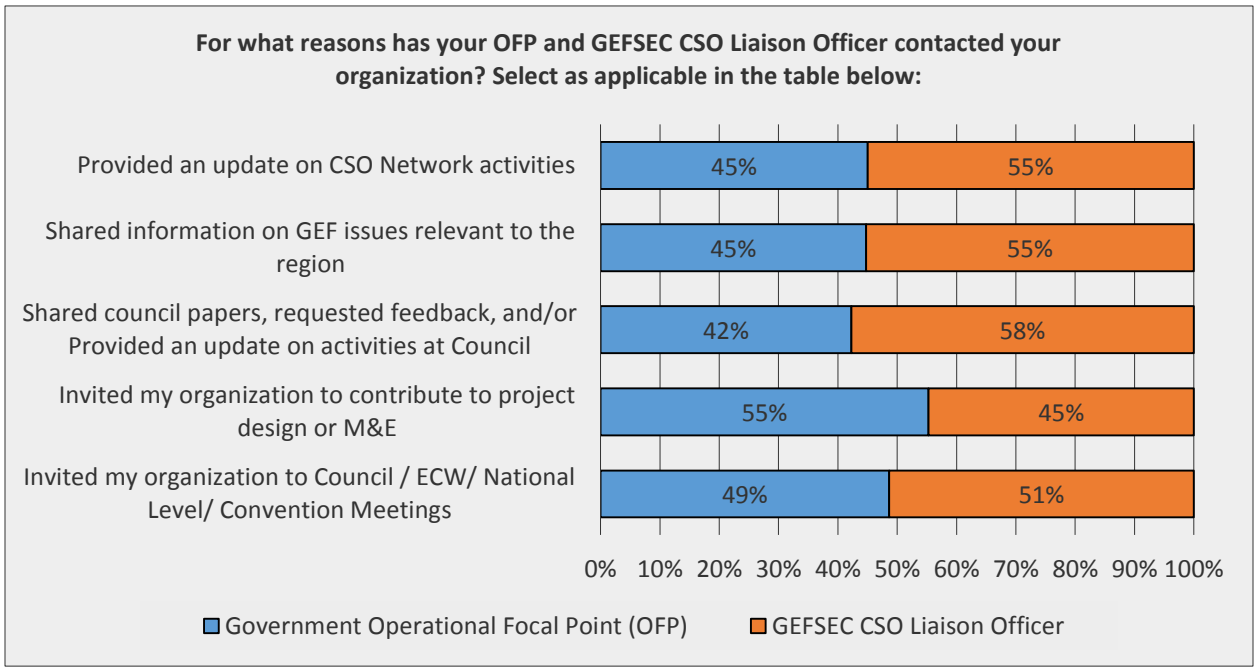

Observed trend in interaction since 2010
GEFSEC CSO liaison officer
Government Operational Focal Point (OFP)
Central Focal Point (CFP)
Indigenous Peoples Focal Point (IPFP) of your region/constituency
Regional Focal Point (RFP) of your region/constituency
23% 48% 34% 50%
33% 40% 46% 42%
25% 51% 41% 49%
18% 58% 42% 44%
33% 50% 36% 45%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Increased
Steady
Decreased
Variable


Level of satisfaction with quality of communication
GEFSEC CSO liaison officer
Government Operational Focal Point (OFP)
Central Focal Point (CFP)
Indigenous Peoples Focal Point (IPFP) of your...
Regional Focal Point (RFP) of your region/constituency
15% 64% 42% 34%
17% 59% 57% 29%
18% 55% 59% 39%
22% 45% 59% 41%
23% 62% 47% 32%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Very Satisfied
Satisfied
Dissatisfied
Very Dissatisfied

25. **Question 25: For what reasons has your OFP and GEFSEC CSO Liaison Officer contacted your organization? Select as applicable in the table below:**

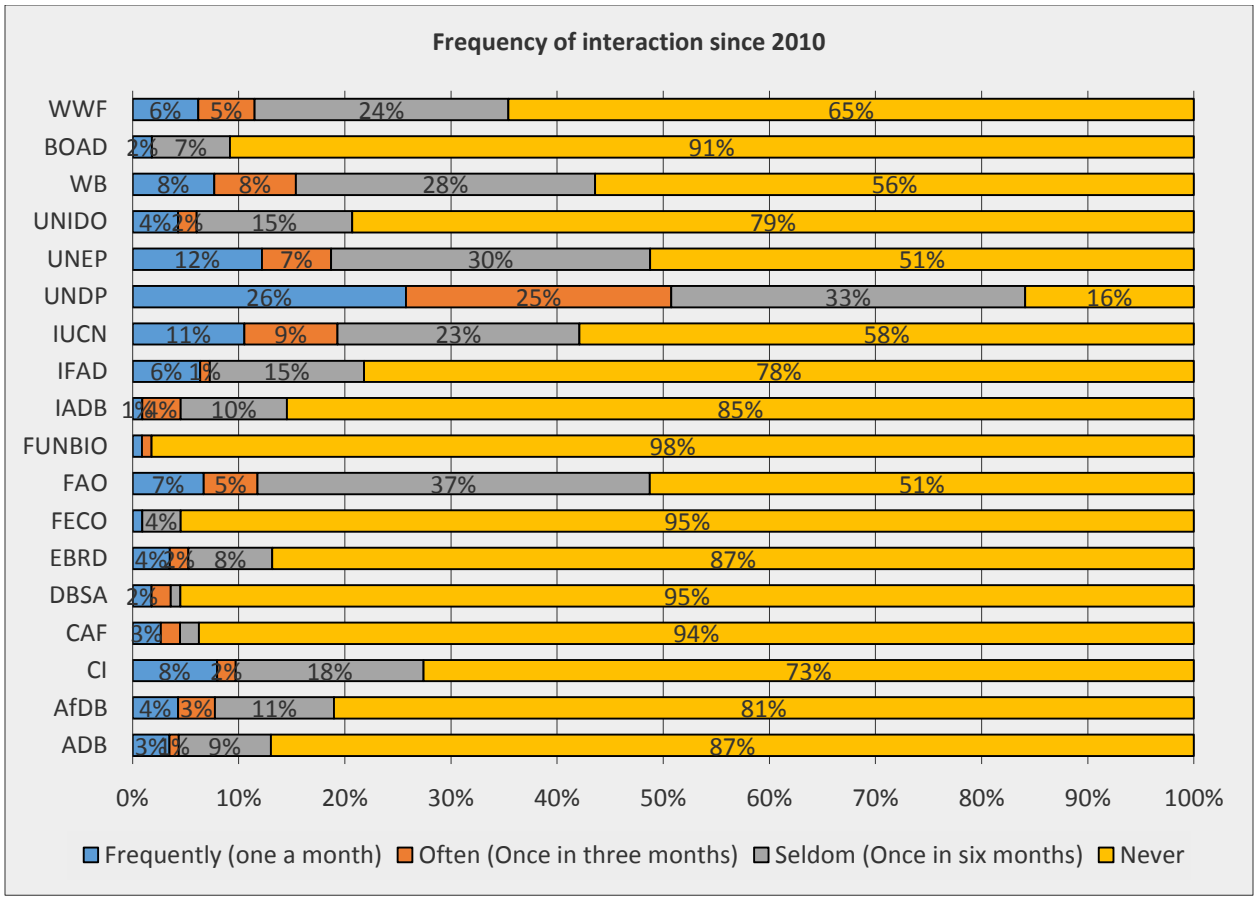
CSOs are contacted by the GEF SEC Liaison officer **more than** by the OFPs in order to:

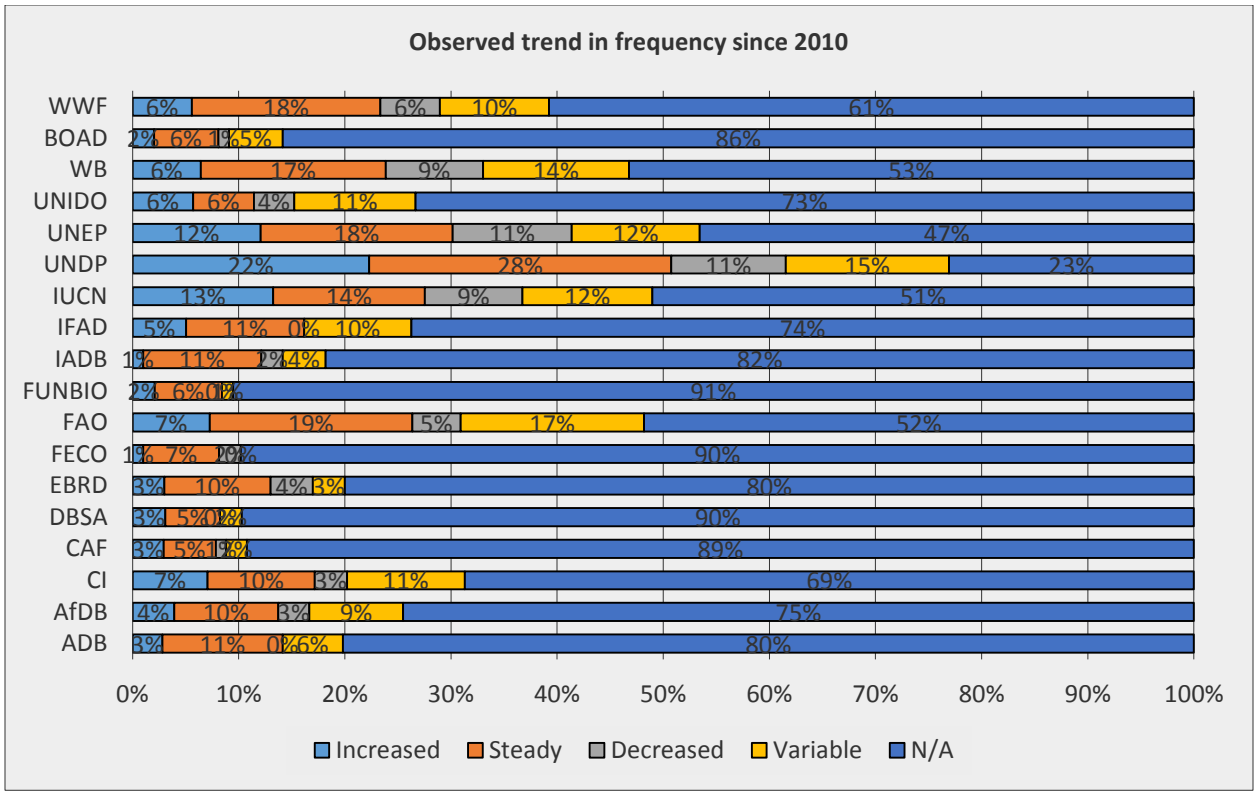
- Invited my organization to Council / ECW/ National Level/ Convention Meetings
- Invited my organization to contribute to project design or M&E
- Shared council papers, requested feedback, and/or Provided an update on activities at Council
- Shared information on GEF issues relevant to the region
- Provided an update on CSO Network activities



26. **Question 26: How would you describe your organization's current level of interaction with GEF Agencies?**

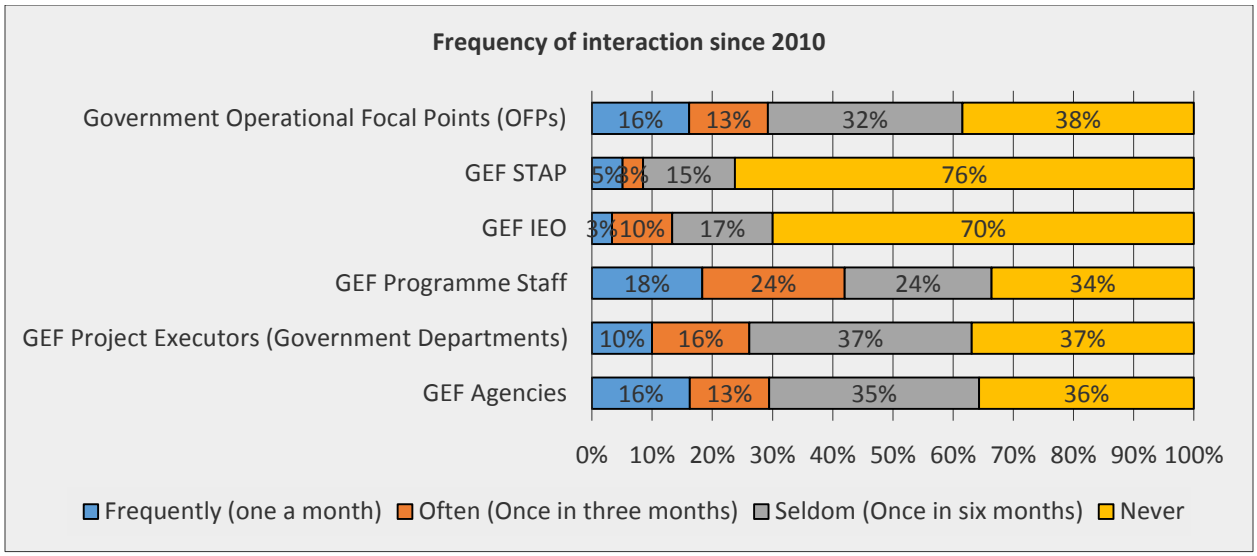
Agencies with the highest frequency of interaction with CSOS are FAO, IUCN, UNDP, UNEP, World Bank, and WWF. The frequency of interaction is **mostly steady** with **some increase and variability** over the years.

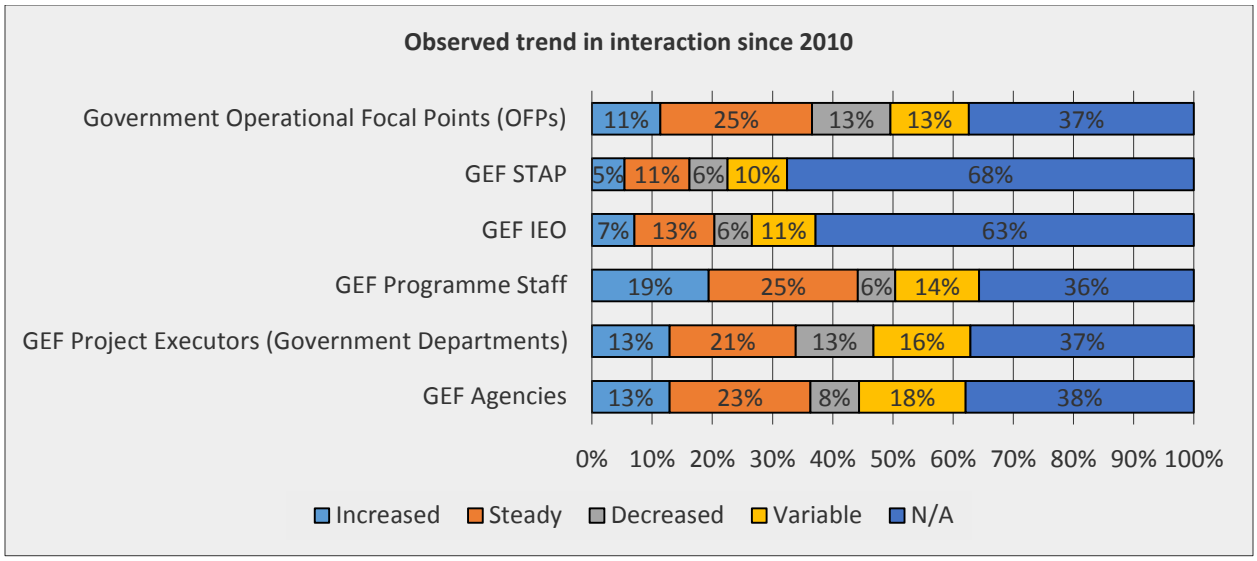

Frequency of interaction since 2010
WWF
BOAD
WB
UNIDO
UNEP
UNDP
IUCN
IFAD
IADB
FUNBIO
FAO
FECO
EBRD
DBSA
CAF
CI
AfDB
ADB
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%
Frequently (one a month)
Often (Once in three months)
Seldom (Once in six months)
Never



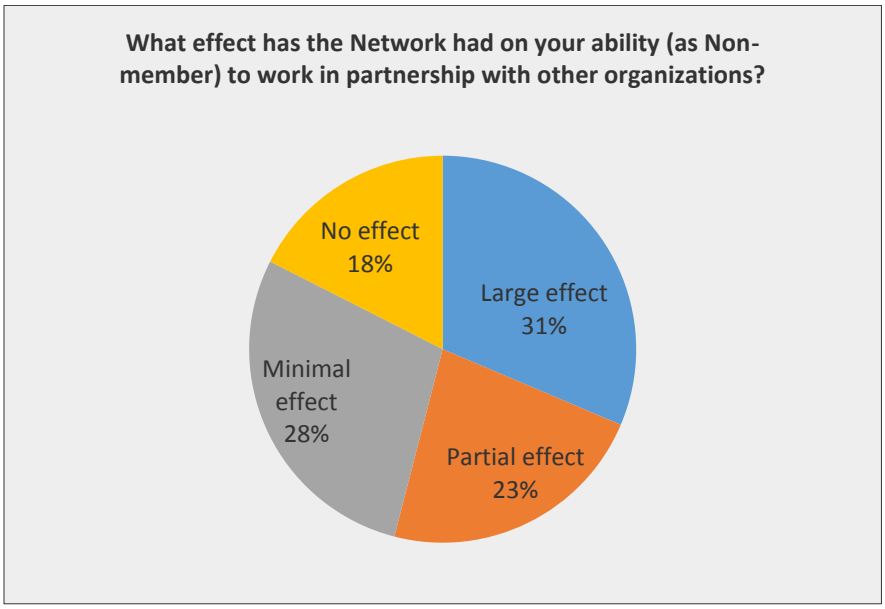
27. **Question 27: In your opinion, how actively do the GEF stakeholders listed below engage with your organization?**

CSOs interact more with GEF Agencies, GEF Staff and project executors than they do with the STAP or the GEF IEO. The frequency on interaction varies between often and seldom. The frequency of interactions has been steady with some increase and variability over the years.





28. **Question 28: What effect has the Network had on your ability (as Non-member) to work in partnership with other organizations?**



29. **Question 29: What recommendations do you have for improved connectivity between the CSO Network and the GEF partnership?**

- **Opportunities of interactions with the Network needs to be improved at regional and national level-** GEF partnership needs to be more visible; more opportunities for interactions, regional and national meetings to spread awareness about Network (11); opportunities of more interactions with the Regional Focal Point (1); Network has to conduct meeting and create a platform for partners who have implemented GEF project in the past. voice of the small partners seemed remains unheard (1)

- **Strengthen National level networks** - Countries be given the opportunity to create their own national CSO networks which can be connected to the larger CSO network and the larger CSO Network stay in constant communication with the GEF partnership through sharing reports on activities at both levels (1)
- **linkages with existing Networks** like Birdlife International and IUCN (1)
- **Thematic network** - CSO Network should operated by GEF Secretariat with participation from CSO members on GEF thematic issues. Presently it looks like one region is dominating the whole network.
- **Not a member, unable to comment** - Need to be the members first before making recommendations (7)

30. **Question 30: Has your organization made any financial or non-financial contributions to the GEF CSO Network?**

19 % of Non-Network members have made financial or non-financial contributions to the network

Answer Options	Response Percent	Response Count
Yes	19.0%	26
No	81.0%	111

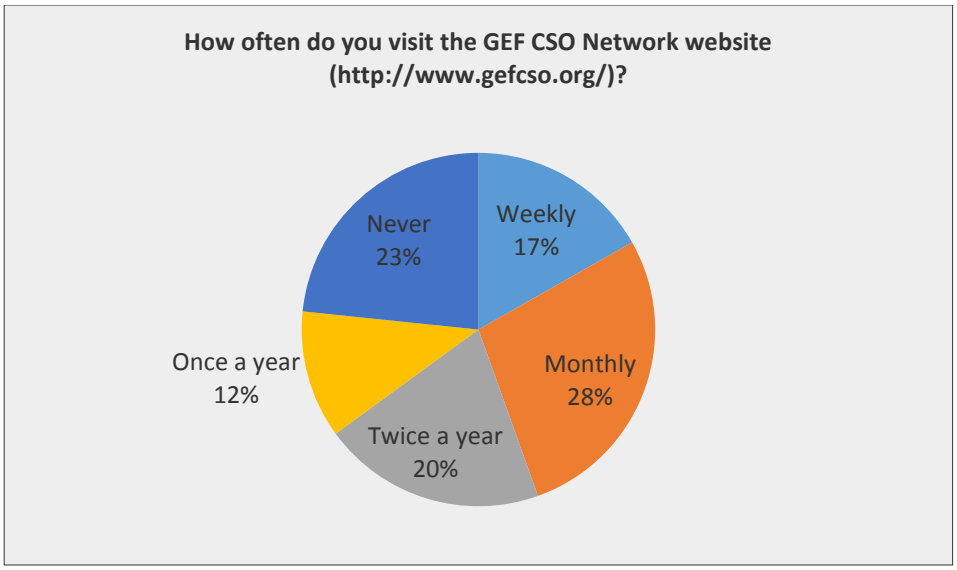
31. **Question31: To what extent has your organization been able to contribute to the GEF CSO Network? Please choose from the list below**

Of those 19% who contributed to the network, the majority have contributed through knowledge sharing and expertise and sharing information on GEF projects. In addition, 81% indicate that their contribution is by "Providing access to your own networks"

Answer Options	Considerably	Partially	Minimally	Not at all
Sharing knowledge/Expertise	62%	27%	12%	0%
Sharing information on GEF projects	77%	12%	12%	0%
Providing access to your own networks	50%	31%	8%	12%
Financial resources	23%	19%	23%	35%
Strategic Planning	38%	38%	8%	15%

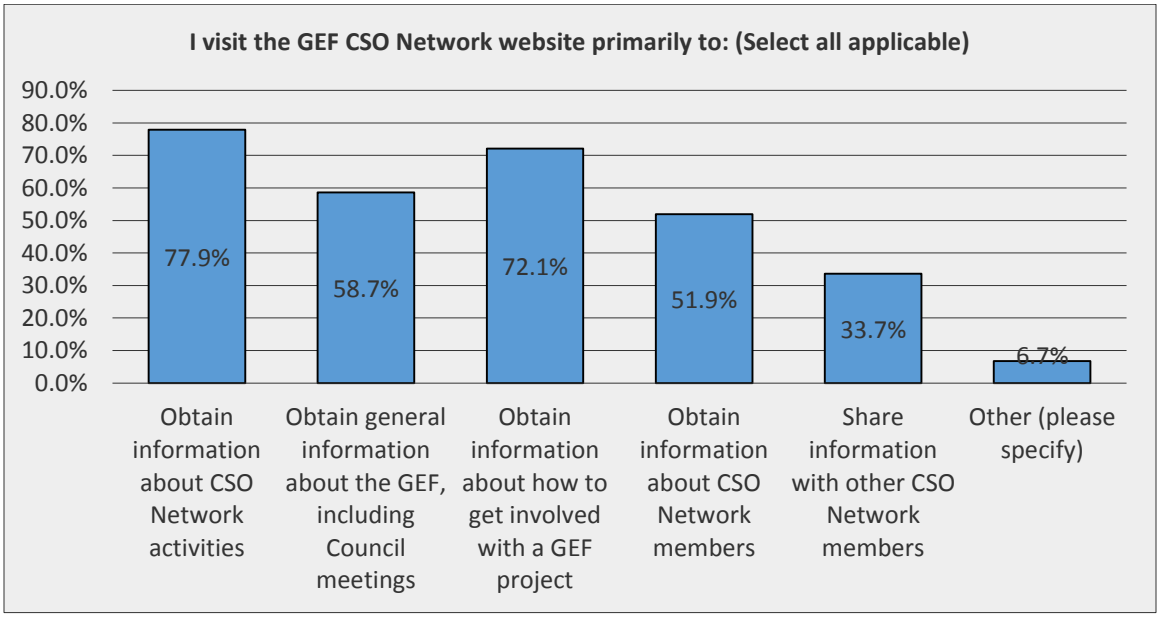
32. **Question 32: How often do you visit the GEF CSO Network website (http://www.gefcso.org/)?**

CSOs often visit the GEF CSO Network Website. Most CSOs visit the website on a weekly or monthly basis.



33. **Question 33: I visit the GEF CSO Network website primarily to: (Select all applicable)**

CSOs visit the GEF CSO Network website to obtain various types of information about the GEF, GEF CSO Network, Council, and projects. However they use the website less for sharing information or for getting information about other members.



34. **Question 34: To what extent do you agree with the following statements?**

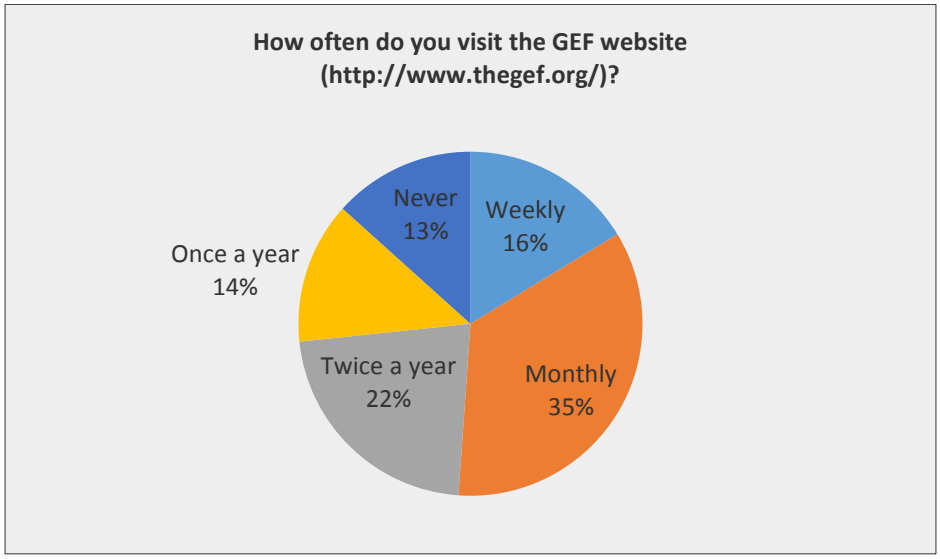
Over 84% of respondents agree that the CSO network website is easily accessible and provides them with valuable information.

Answer Options	Strongly	Agree	Disagree	Strongly	Don't

	agree			disagree	know
The GEF CSO Network website contains information that is of value to my organization	36.3%	56.9%	4.9%	2.0%	0.0%
The GEF CSO Network website presents information in a format that is easily accessible	22.5%	61.8%	9.8%	2.0%	3.9%

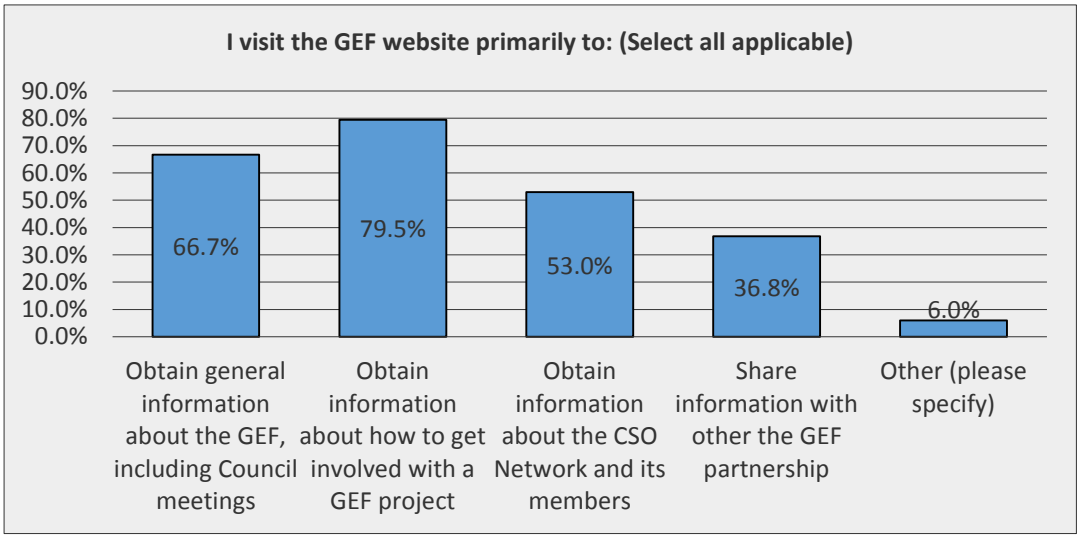
35. **Question 35: How often do you visit the GEF website (http://www.thegef.org/)?**

Most CSOs visit the GEF on a weekly or monthly basis



36. **Question 36: I visit the GEF website primarily to: (Select all applicable)**

CSOs visit the CSO Network website to obtain information about the GEF, GEF Council, and GEF projects, and less so to get information about the network or share information with GEF partnership.



37. **Question 37: What do you think the GEF Council needs to pay attention to over the next 3 years for the CSO Network's development?**

Open-ended

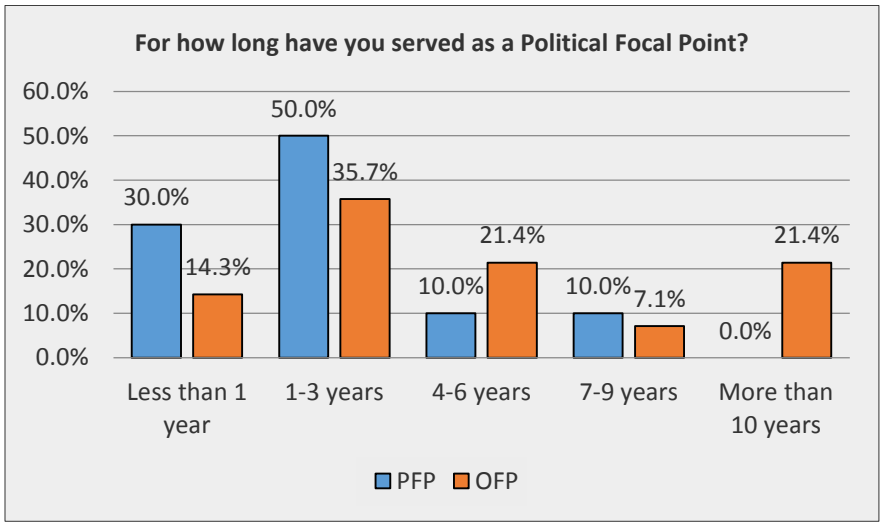
- **Identify additional relevant stakeholders to the network** - GEF council needs to map out CSOs who are interested to work with them in promoting their work (3); link up with SGP
- **Support for the GEF CSO network development** - Capacity building of small CSOs (7); Additional Financial support especially to small CSOs (4); Strengthen RFPs by making financial resources available for better communication amongst member CSOs at the national level (1).
- Focus on Networking with more partners / members (2);
- **Improve visibility of the Network** - Spread awareness about the network (3); Encourage CSO members to share more about their work and best practices (1)
- Involvement of the youth groups (2)
- Promotion of benefit package for being a member (2)
- Facilitating active involvement of former active OFP/PFP in all GEF activities (1)
- **Ensuring CSOs are treated equitably in the system-** Governments are often unwilling to share STAR resources with NGOs, but expect them to sit on committees etc for which there is no compensation. Many CSO could participate in project implementation, and M and E, and should be resourced fairly to do so (1).

Government (OFP/PFP) Survey Results and Analysis

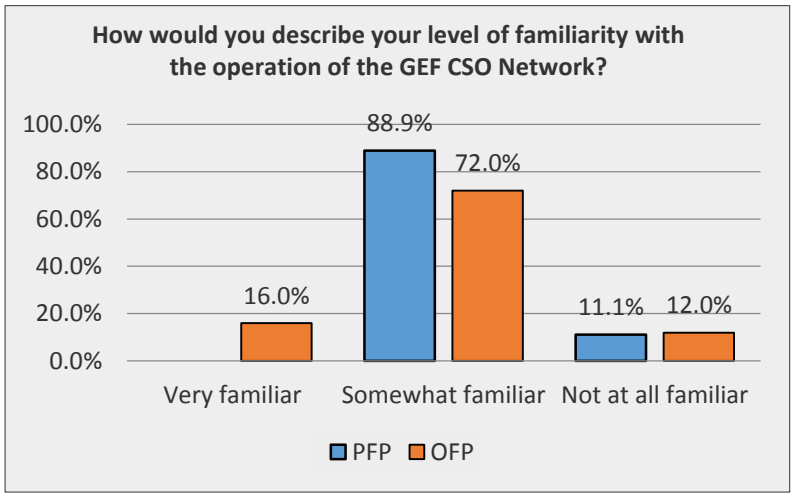
1. **Question 1: In which region are you located?**

Response	OFP	OFP %	PFP	PFP %
Caribbean	2	7%	0	0%
Central America	1	4%	1	10%
Central Asia	3	11%	0	0%
East Asia	1	4%	1	10%
Eastern Europe	2	7%	0	0%
Middle East	1	4%	0	0%
North Africa	0	0%	3	30%
Pacific Islands	3	11%	1	10%
South America	4	14%	2	20%
South Asia	1	4%	1	10%
Sub-Saharan Africa	10	36%	1	10%
Grand Total	**28**		**10**	

2. **Question 2: For how long have you served as a Operational/Political Focal Point?**



3. **Question 5: How would you describe your level of familiarity with the operation of the GEF CSO Network?**



4. **Question 4: How would you describe your Agency's current interaction with each of the following:**

Contact with the representative		
Answer Options	**Yes**	**No**
CSO Regional Focal Point (RFP) for your region/constituency	56%	44%
CSO Network Indigenous Peoples Focal Point (IPFP) of your region/constituency	31%	69%
CSO Network Central Focal Point (CFP)	40%	60%

Frequency of interaction in last year				
Answer Options	**Frequently (once a month)**	**Often (once in three months)**	**Seldom (once in six months)**	**Never**
CSO Regional Focal Point (RFP) for your region/constituency	3%	21%	41%	35%
CSO Network Indigenous Peoples Focal Point (IPFP) of your region/constituency	0%	9%	30%	61%
CSO Network Central Focal Point (CFP)	3%	12%	40%	45%

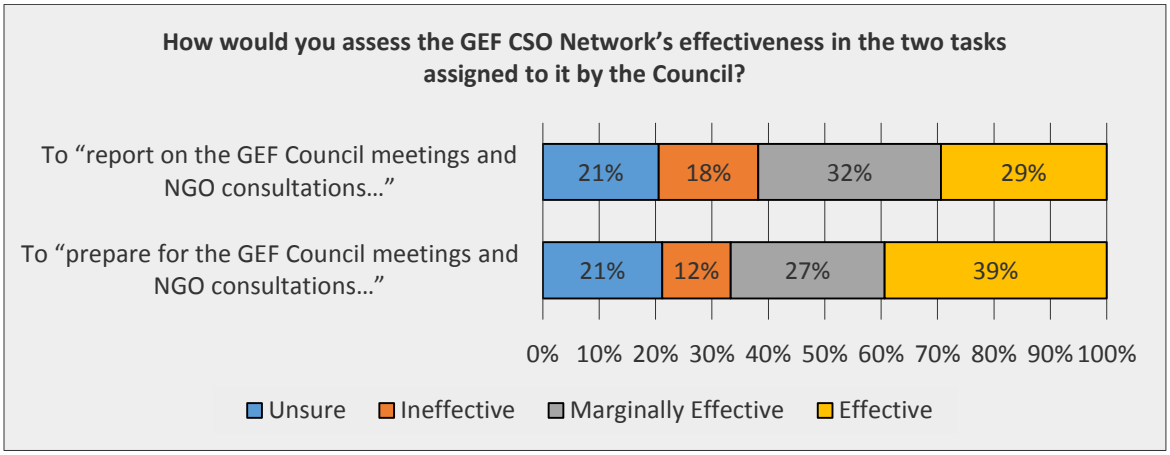
Observed trend in interaction since 2010				
Answer Options	**Increased**	**Steady**	**Decreased**	**Variable**
CSO Regional Focal Point (RFP) for your region/constituency	27%	35%	15%	23%
CSO Network Indigenous Peoples Focal Point (IPFP) of your region/constituency	4%	55%	15%	26%
CSO Network Central Focal Point (CFP)	8%	42%	15%	35%

Level of satisfaction with quality of communication today				
Answer Options	**Very satisfied**	**Satisfied**	**Dissatisfied**	**Very dissatisfied**
CSO Regional Focal Point (RFP) for your region/constituency	4%	56%	30%	11%
CSO Network Indigenous Peoples Focal Point (IPFP) of your region/constituency	0%	41%	41%	19%
CSO Network Central Focal Point (CFP)	4%	46%	38%	12%

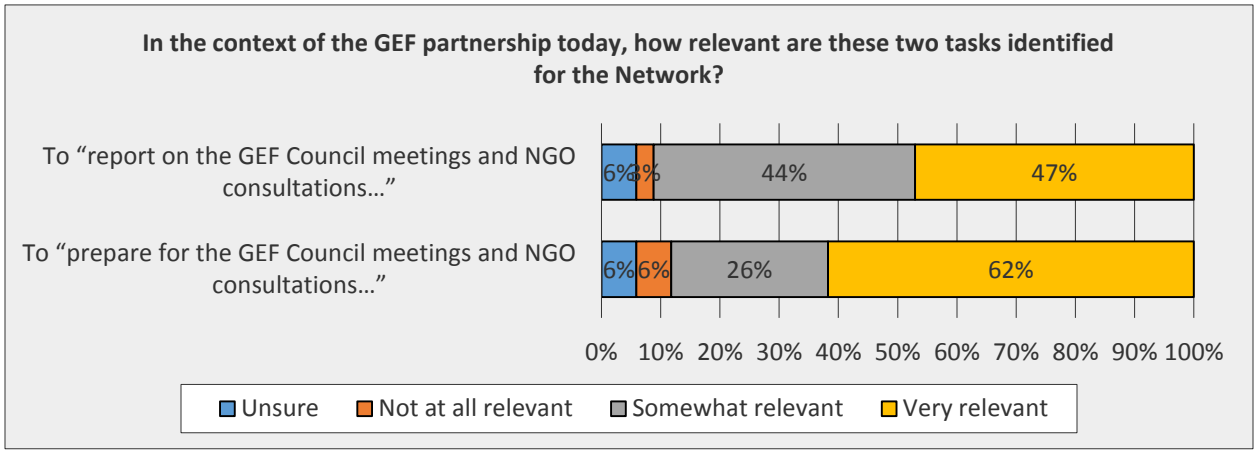
5. **Question 5: Over the past five years, please list up to five CSOs with whom your Agency has partnered or consulted for a GEF project**

Open-ended responses used in Social Network Analysis

6. **Question 6: How would you assess the CSO Network's effectiveness in the two tasks assigned to it by the Council?**



7. **Question 7: In the context of the present GEF partnership, how relevant are these two tasks identified for the Network?**



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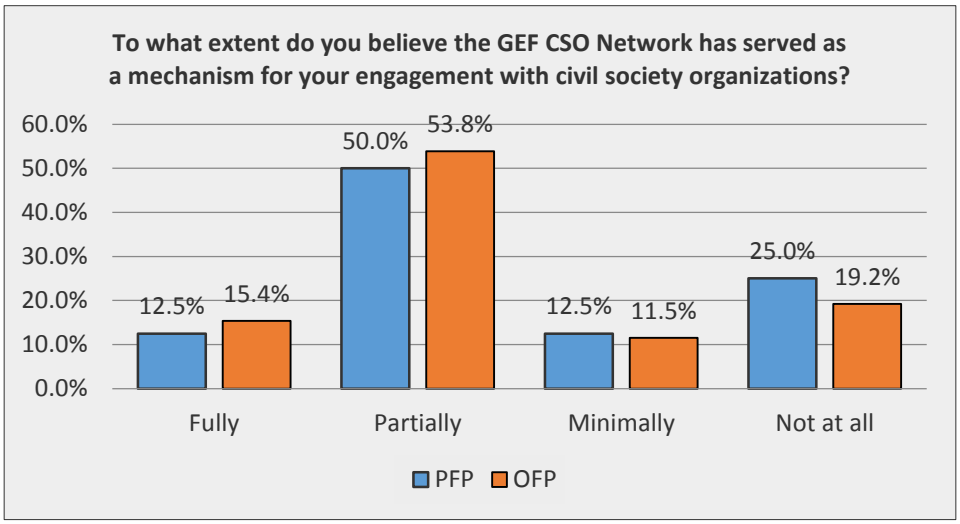

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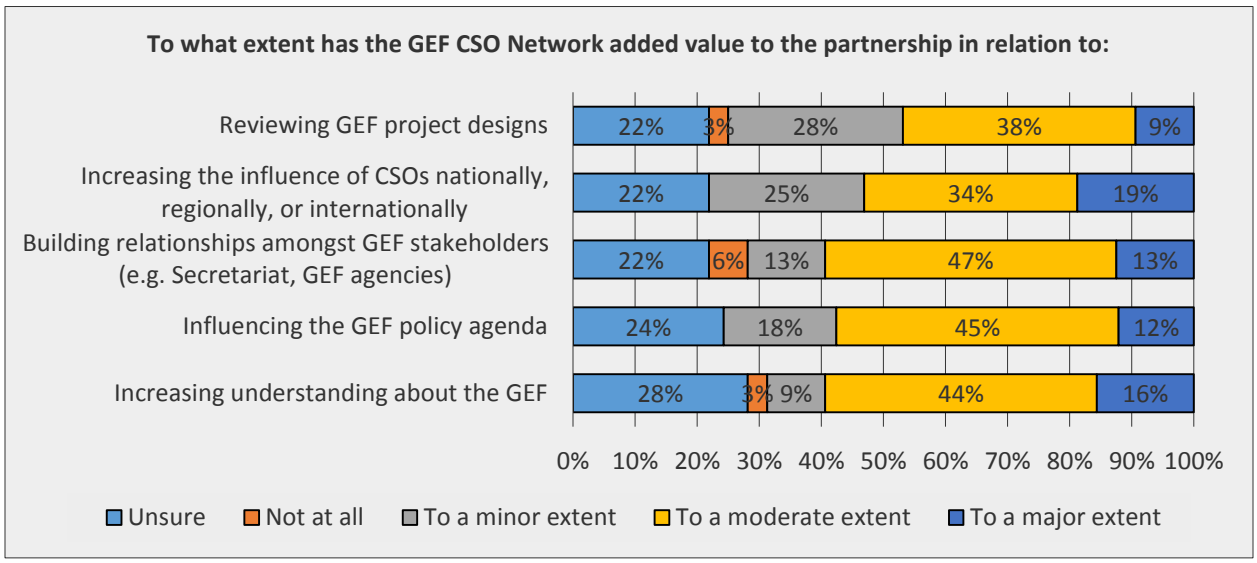
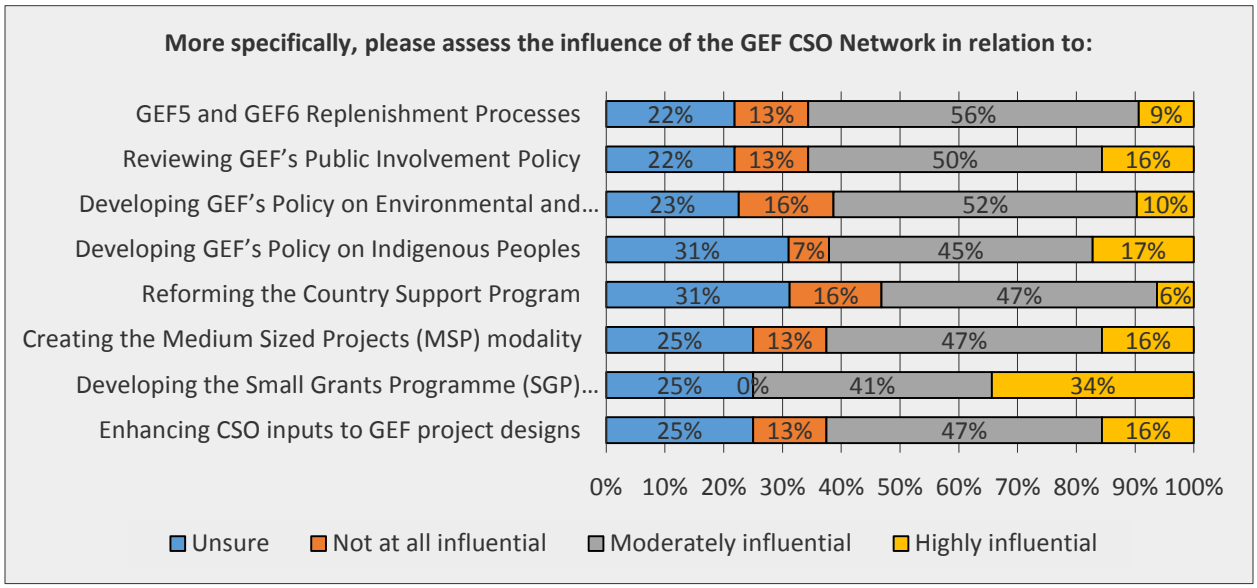
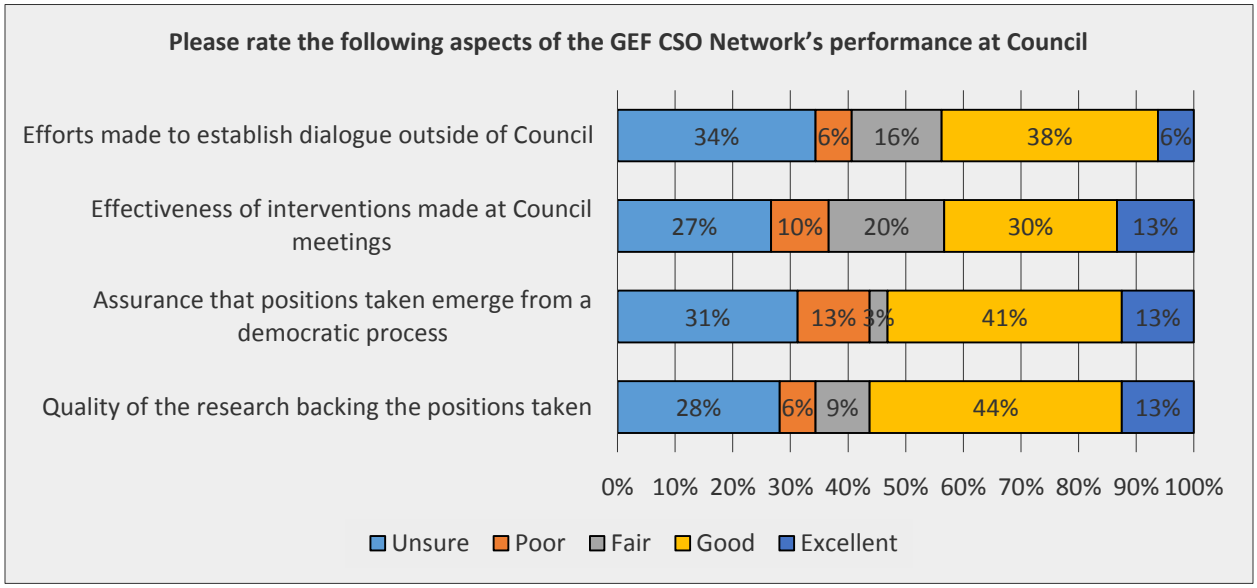


10. **Question 10: More specifically, please assess the influence of the GEF CSO Network in relation to:**



11. **Question 11: Please rate the following aspects of the GEF CSO Network's performance at Council**

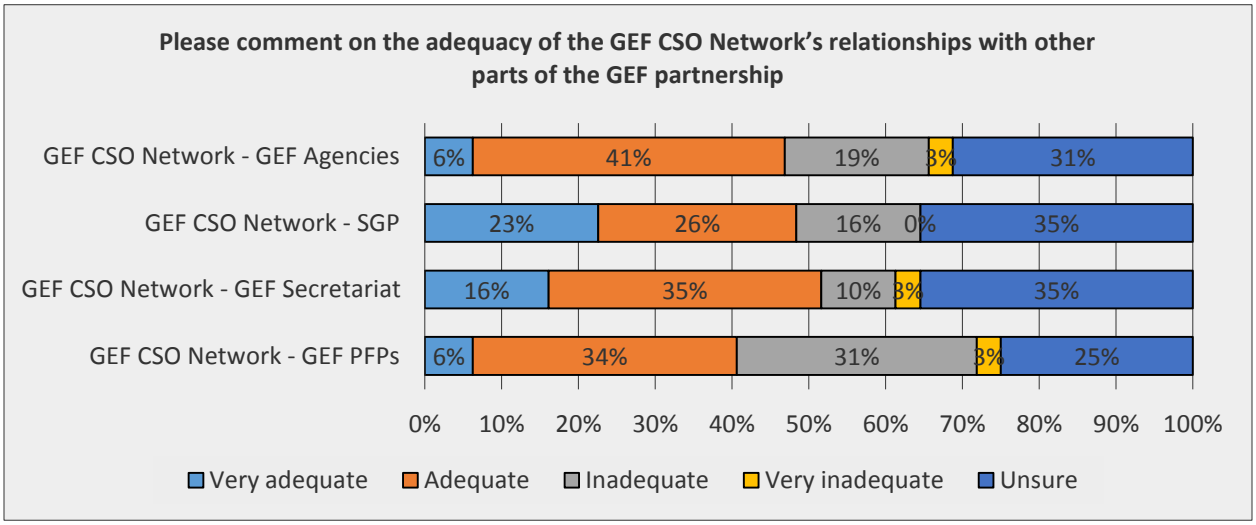


12. **Question 12: What aspects of the Network's performance at Council should be maintained or improved?**

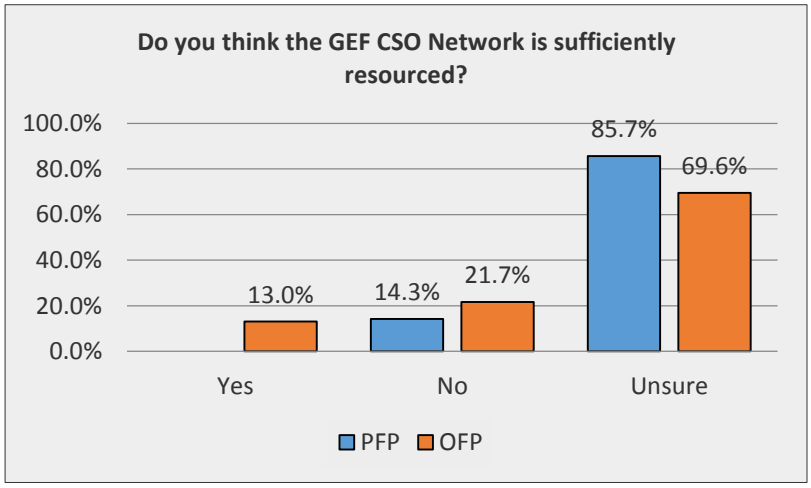
- **Dialogue outside of Council** - Efforts need to be made to establish dialogue outside of Council (2)
- Increasing the influence of CSOs nationally, regionally, or internationally should be maintained (1).
- **Dissemination role** - Interventions are good but dissemination should be improved (1).

- **Improved visibility and interaction at National level** - with all role players which include information sharing with government agencies, OFPs (1); CSO Network's role in developing the Small Grants Programme (SGP) modality and CSO Network's presence at Constituency Meetings (1)
- **Role at Council is important** - All aspect of the Network's role at Council level is important (1); their participation at Council meetings should be maintained (1)
- Improve rotation of the regional CSO representatives; improve also consultation within the regional CSO network (1)

13. **Question 13: Please comment on the adequacy of the GEF CSO Network's relationships with other parts of the GEF partnership**



14. **Question 14: Do you think the GEF CSO Network is sufficiently resourced?**

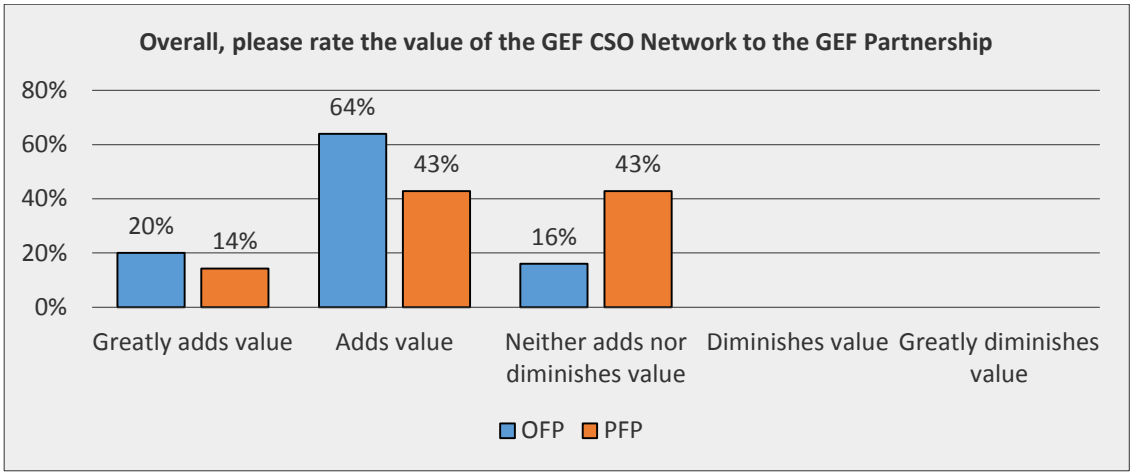


15. **Question 15: What should be the optimal funding arrangement for the GEF CSO Network?**

- CSO Network to have dedicated funds for mobilizing local CSOs to be part of the Network (1)

- **Funds to support the work plan endorsed by OFPs-** The release of resources based on the submission of a work plan which include actions that indicate plans to enhance interactions with the GEF Operational Focal Points. The document should also be endorsed by the OFPs for the relevant region (1).
- **Improvement of funds to CSO Network/ Improvement of NGO trust fund** - need to provide sufficient funds for the CSO Network to comply with its concrete objectives, ones that has results, are practical and whose effect is noticeable (1); there is need for ease of accessing resources and giving knowledge to the CSO on available opportunities (1); Increased funding for the network to be able to fund activities of its outlet body that depends on the parent body (1)
- **Network to be provided funds for building capacities -** CSO Network needs more funding support for building capacities, better coordination, information share (4)
- Not Sure, don't have enough information (1)
- Not sure what the Network is doing and about its mandate so cannot comment on resource allocation (1)
- Arrangements may extend over different phases of the projects/ Necessity of control (1)

16. **Question 16: Overall, please rate the value of the GEF CSO Network to the GEF Partnership**



17. **Question 17: What role should the GEF CSO Network play in GEF7? How would this best be achieved?**

- **GEF CSO Network should endeavor to engage more with the GEF Operational Focal Points** particularly through Expanded Constituency Workshops as sometimes groups that have not been very active are invited and the exposure does not lead to a deepening of involvement.
- **Strengthen their presence and interaction with GEF partnership at the National level** - Increase in the number of accredited national NGOs and from developing countries (3); Encourage CSO-public (government) interactions and partnerships; **GEF CSO Network should be the 'voice of local NGOs'** - GEF CSO Network is better placed to advice the parties for implementation of the GEF policies inside the national projects structure (1), work more at the ground level instead of participating in international debate and meetings (1); CSO Network to act as information conduit for other CSO about GEF; Strengthen rebut partnership between civil society, GEF and GEF Agencies (1).

- **Enhanced role in M&E** - They should improve on the existing assigned roles and should be more involve in the implementation of GEF 7 projects through advocacy and M&E (1).
- **More involvement in GEF project cycle** - Full involvement into the process and different stages of engagement with the GEF Secretariat from project identification stage to designing and implementation (1)
- more awareness regarding the CSO Network to the GEF Partnership (2) including OFPs and PFPs at the National level (1); more perseverance and engagement by the Network (1)
- Enhance the impact on local population and participate in designing project proposals

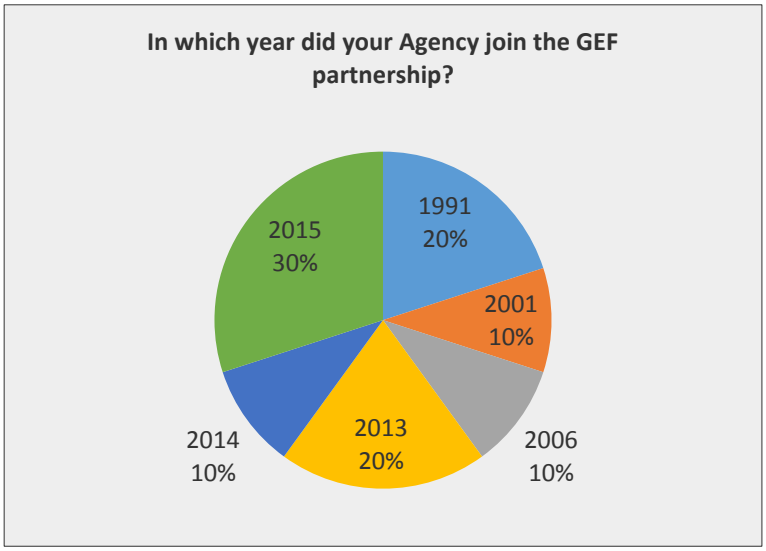
Agency Survey Results and Analysis

1. **Question 1: What is the name of your Agency?**

Answer Options	Response Count
Conservation International (CI)	1
Development Bank of Latin America (CAF)	1
Foreign Economic Cooperation Office, Ministry of Environmental Protection of China (FECO)	1
Fundo Brasilieiro para a Biodiversidade (FUNBIO)	1
International Fund for Agricultural Development (IFAD)	1
International Union for Conservation of Nature (IUCN)	1
The World Bank Group (WBG)	1
United Nations Environment Programme (UNEP)	1
United Nations Industrial Development Organization (UNIDO)	1
World Wildlife Fund (WWF)	1
Grand Total	**10**

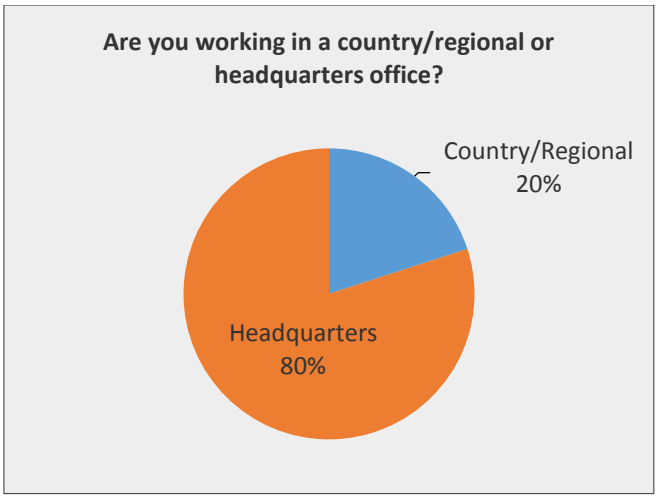
2. **Question 2: In which year did your Agency join the GEF partnership?**

60% of respondents to the Agency Survey are from newly accredited agencies

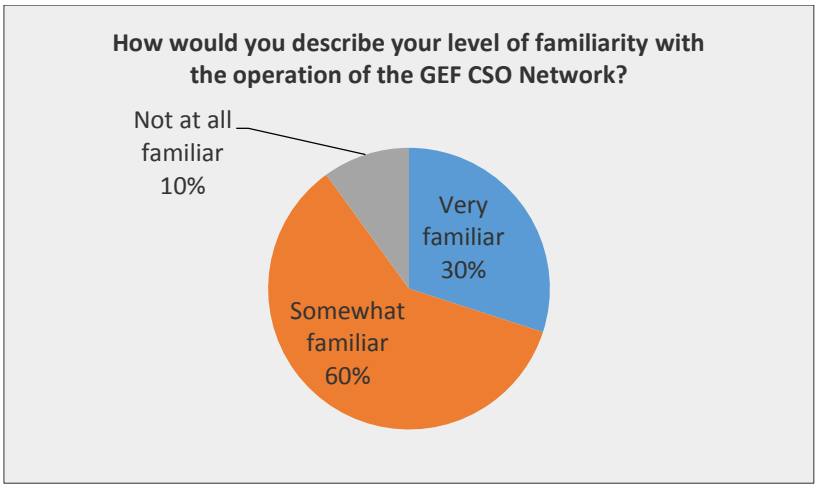


3. **Question 3: Are you working in a country/regional or headquarters office?**

The majority of respondents were from agency headquarters, where GEF unit is placed.



4. **Question 4: How would you describe your level of familiarity with the operation of the GEF CSO Network?**



5. **Question 5: How would you describe your Agency's current interaction with each of the following:**

Contact with any individual			
Answer Options	**Yes**	**No**	**Response Count**
CSO Regional Focal Point (RFP) for a region/constituency	70%	30%	**10**
CSO Network Indigenous Peoples Focal Point (IPFP) for a region/constituency	43%	57%	**7**
CSO Network Central Focal Point (CFP)	78%	22%	**9**

Frequency of interaction in the last year				
Answer Options	**Frequently (once a month)**	**Often (once in three months)**	**Seldom (once in six months)**	**Never**
CSO Regional Focal Point (RFP) for a region/constituency	10%	0%	70%	20%
CSO Network Indigenous Peoples Focal	13%	0%	50%	38%

Point (IPFP) for a region/constituency				
CSO Network Central Focal Point (CFP)	0%	33%	56%	11%

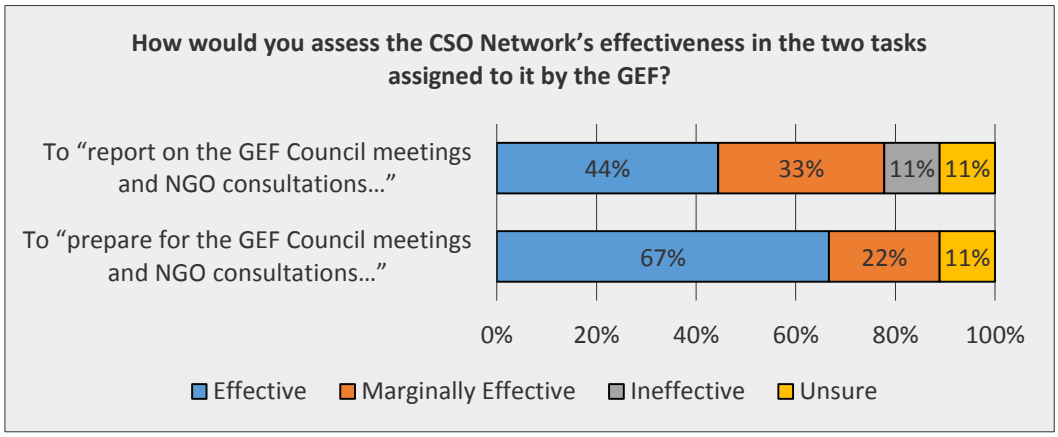
Observed trend in interaction since 2010				
Answer Options	**Increased**	**Steady**	**Decreased**	**Variable**
CSO Regional Focal Point (RFP) for a region/constituency	25%	50%	13%	13%
CSO Network Indigenous Peoples Focal Point (IPFP) for a region/constituency	20%	60%	20%	0%
CSO Network Central Focal Point (CFP)	14%	57%	14%	14%

Level of satisfaction with quality of communication today				
Answer Options	**Very satisfied**	**Satisfied**	**Dissatisfied**	**Very dissatisfied**
CSO Regional Focal Point (RFP) for a region/constituency	0%	57%	43%	0%
CSO Network Indigenous Peoples Focal Point (IPFP) for a region/constituency	0%	40%	60%	0%
CSO Network Central Focal Point (CFP)	14%	71%	14%	0%

6. **Question 6: Over the past five years, please list up to five CSOs with whom your Agency has partnered or consulted for a GEF project**

Open-ended responses used in Social Network Analysis

7. **Question 7: How would you assess the CSO Network's effectiveness in the two tasks assigned to it by the GEF?**



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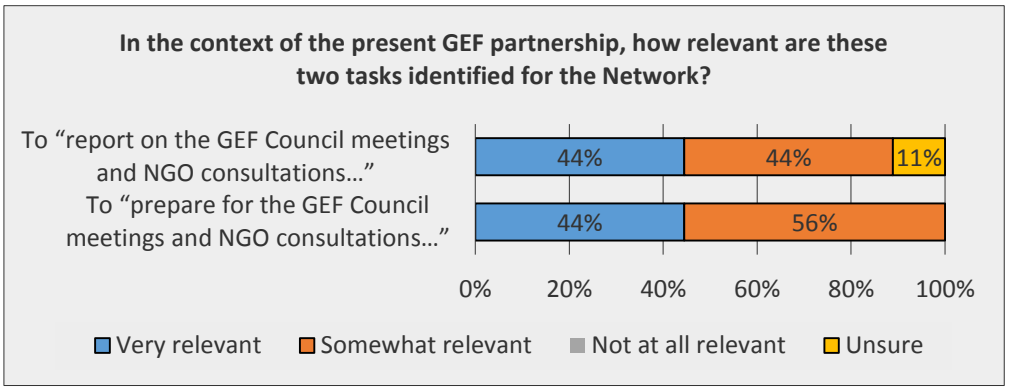

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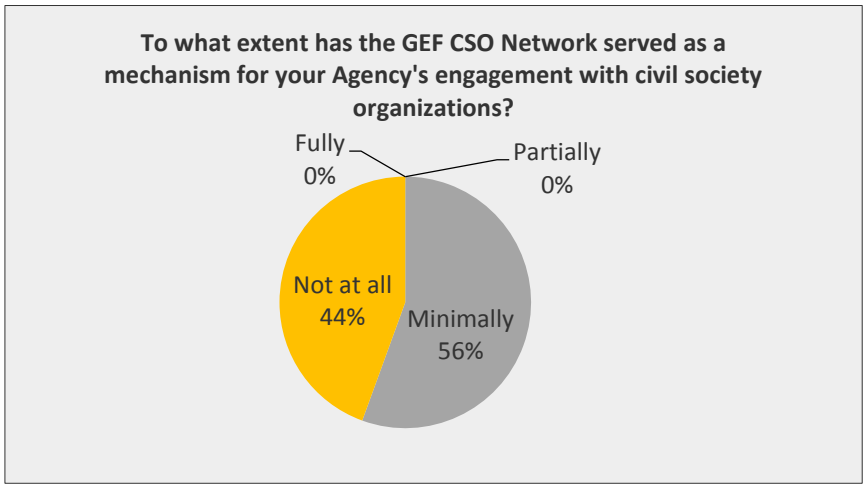

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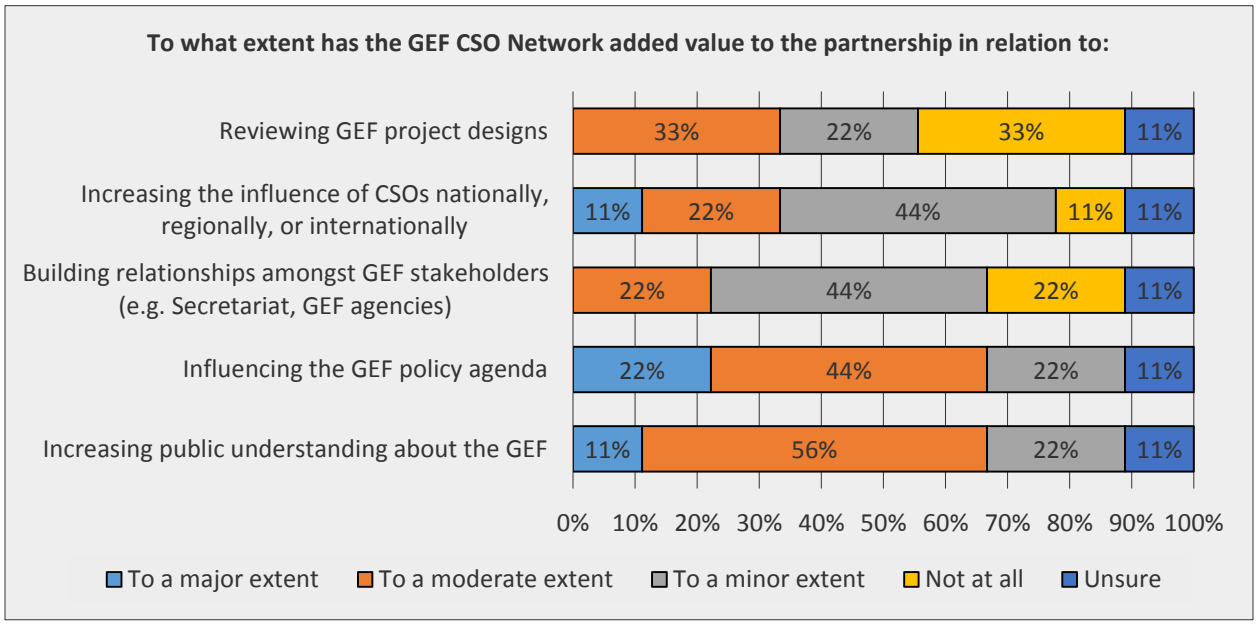

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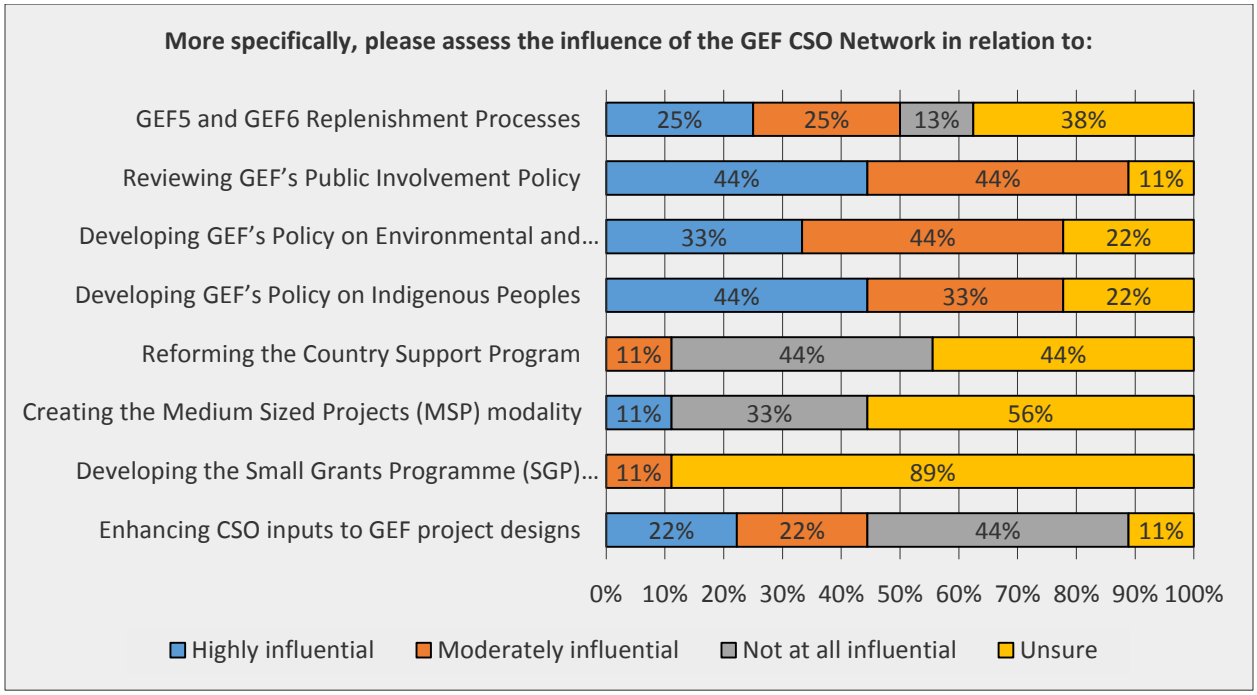

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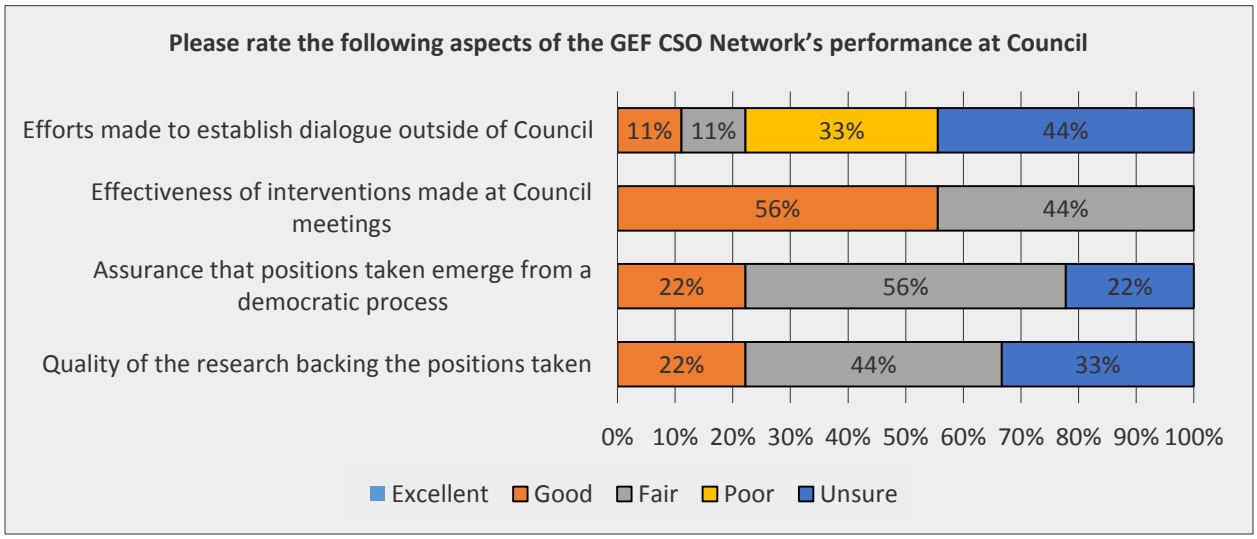
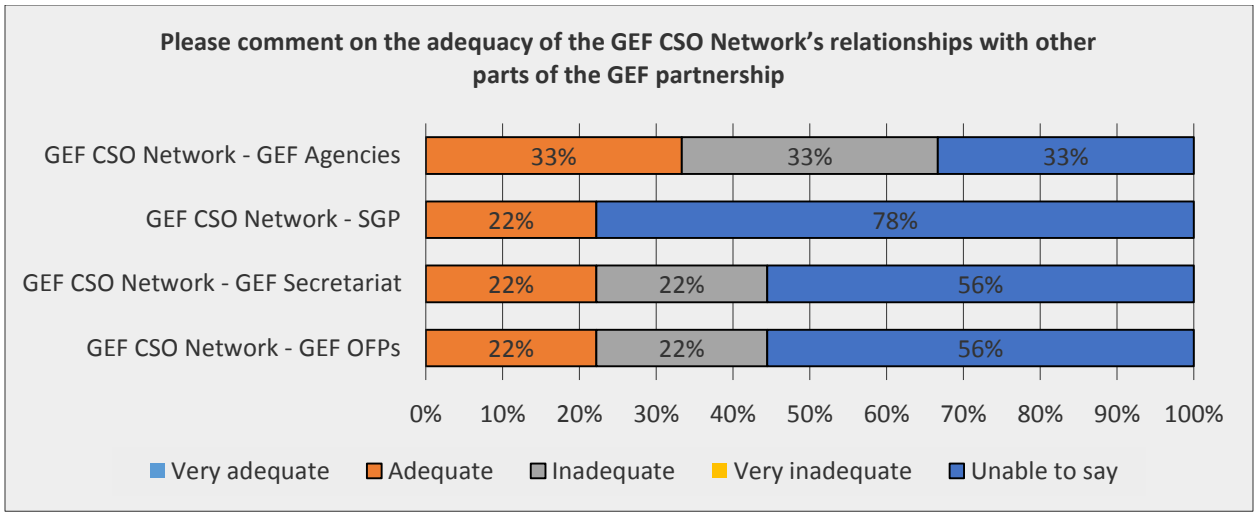


13. **Question 13: What aspects of the Network's performance at Council should be maintained or improved?**

- **Process behind preparation of statements not clear** - Quality inputs but not sure of the process that had gone behind in formulating those positions (1)
- **Unclear if the interventions are selective and strategic –** 'It seems that there is instead a push to speak on everything which then tends to water down the messages' (1).
- **Dialogue with Council** - CSO Network needs to improve efforts to establish dialogue outside of Council (1).
- **Results of Pre-consultation to be part of Council Meetings** - Reports/Results of pre-consultation a day before Council between CSOs Network and Agencies/GEF Council members should be a point of the GEF Council Agenda (1).

14. **Question 14: Please comment on the adequacy of the GEF CSO Network's relationships with other parts of the GEF partnership**



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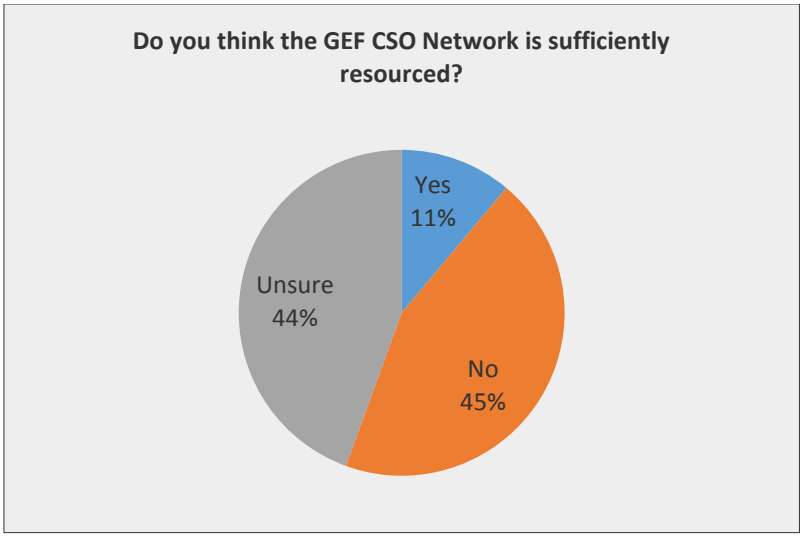


16. **Question 16: What should be the optimal funding arrangement for the GEF CSO Network?**

- **GEF SEC to support CSO Network -** Set aside some funding from corporate budget with stipulation that network must fundraise (1). As done by the European Commission to organize dialogue with the European NGOs, GEF should provide an administrative budget to CSOs Network for its operations in order to provide stability, transparency and accountability (1). Funding to the CSO network should allow 1)- implementation of the agreed Strategic Plan, and 2)- adequate management of the network (1). It should only be looked at in a comprehensive manner related to roles and needs. There is a need to consider whether some bodies like the Secretariat might be over-funded as well (1).
- **Resources to hold regional meetings, webinars/videoconferences and translation work** - CSO Network should have enough funds to hold at least one meeting per country/constituency each year and to organize webinars/videoconferences. Maybe translating some GEF documents to the native language (1).
- **GEF should have a dedicated percentage for CSOs executed projects** - as witnessed under GEF3 and GEF4 through MSP and as discussed under GEF5 replenishment but not conclusive (1).

17. **Question 17: Overall, please rate the value of the GEF CSO Network to the GEF Partnership**

Answer Options	Greatly adds value	Adds value	Neither adds nor diminishes value	Diminishes value	Greatly diminishes value	Unable to rate
Overall, please rate the value of the GEF CSO Network to the GEF Partnership	2	3	2	0	0	1

18. **Question 18: What role should the GEF CSO Network play in GEF7? How would this best be achieved?**

- **Inputs from GEF CSO Network in planning activities and targets in GEF7** - Inputs for the RFPs on the strategy that GEF7 will follow (1). Any CSO organization should be able to have a voice, and participate in planning activities of The GEF targets. Incorporating perspectives from CSOs that have received GEF funding through stakeholder consultations; solid feedback mechanisms and participation of CSOs (2)
- **They should be observers -** there should be a specific channel for their voice but it should not dominate over other partners (1)
- **GEF CSO Network to play active role in execution of projects, develop guidelines for and build capacity of local CSOs** - CSO Network should be playing a role in execution of projects and helping to build the capacity of local CSOs (1) CSO Network to provide more concrete guidance on including the CSOs in the project design (1)
- **GEF Secretariat should support GEF CSO Network** for it to be actively engaged with other CSOs networks and advocate for a high financial GEF7 replenishment. GEF Secretariat makes proposals to be included into GEF7 budget for supporting the CSOs network administrative management and operations (1). GEF Secretariat does not pay enough attention to its CSO Network. Hopefully the evaluation will recommend ways of changing this (1).

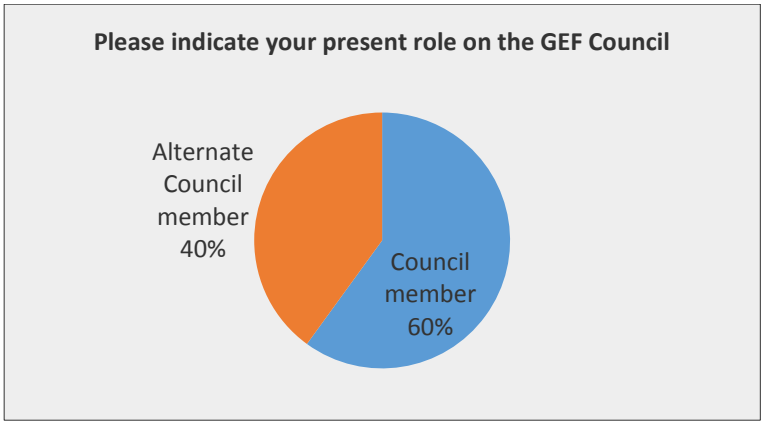
Council Survey Results and Analysis

1. **Question 1: In what region are you located?**

Answer Options	Response Percent	Response Count
East Asia	5.0%	1
Eastern Europe	5.0%	1
Middle East	5.0%	1
North Africa	10.0%	2
North America	20.0%	4
Pacific Islands	5.0%	1
South Asia	5.0%	1
Sub-Saharan Africa	10.0%	2
Western Europe	35.0%	7
Grand Total	**100.00%**	**20**

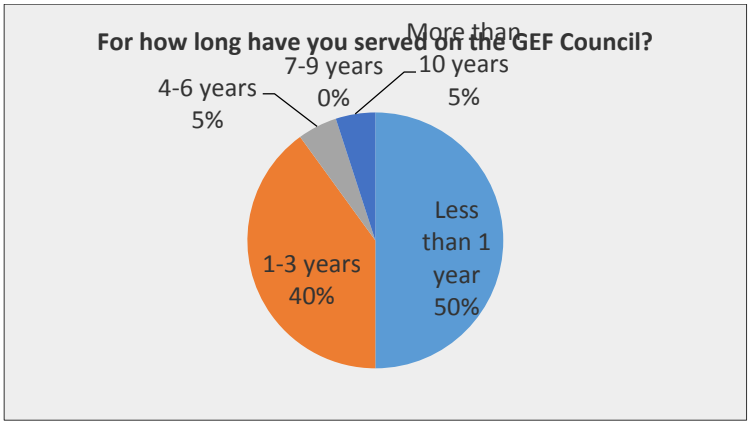
2. **Question 2: Please indicate your present role on the GEF Council**

60% of respondents are Council members and 40% are alternates



3. **Question 3: For how long have you served on the GEF Council?**

50% of Council respondents have served on the GEF Council for less than 1 year.



4. **Question 4: Have you ever served as an Operational Focal Point (OFP) or a Political Focal Point (PFP)?**

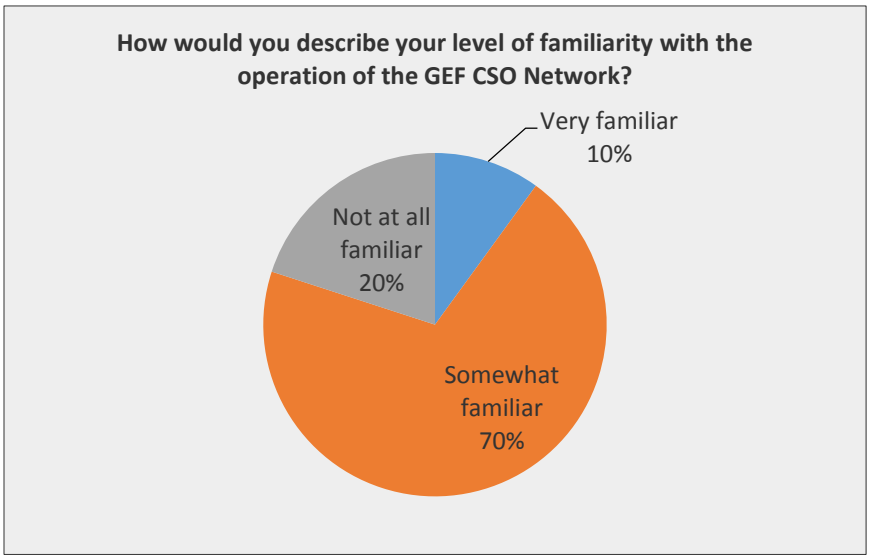
47% of respondents have also served are their countries' OFP/PFP

Answer Options	Response Percent
Yes	47.4%
No	52.6%

5. **Question 5: Please specify the start and the finish year**

Open-ended

6. **Question 6: How would you describe your level of familiarity with the operation of the GEF CSO Network?**



7. **Question 7: How would you describe your organization's current interaction with each of the following:**

Contact with any individual			
Answer Options	**Yes**	**No**	**Response Count**
CSO Regional Focal Point (RFP) for your region/constituency	50%	50%	**20**
CSO Network Indigenous Peoples Focal Point (IPFP) of your region/constituency	6%	94%	**18**
CSO Network Central Focal Point (CFP)	44%	56%	**18**

Frequency of Interaction in past year				
Answer Options	**Frequently (once a month)**	**Often (once in three months)**	**Seldom (once in six months)**	**Never**
CSO Regional Focal Point (RFP) for your region/constituency	0%	21%	50%	29%
CSO Network Indigenous Peoples Focal Point (IPFP) of your region/constituency	0%	0%	11%	89%

CSO Network Central Focal Point (CFP)	0%	17%	50%	33%

Observed trend in interaction since 2010				
Answer Options	**Increased**	**Steady**	**Decreased**	**Variable**
CSO Regional Focal Point (RFP) for your region/constituency	15%	69%	0%	15%
CSO Network Indigenous Peoples Focal Point (IPFP) of your region/constituency	0%	67%	17%	17%
CSO Network Central Focal Point (CFP)	18%	64%	0%	18%

Level of satisfaction with quality of communication today				
Answer Options	**Very satisfied**	**Satisfied**	**Dissatisfied**	**Very dissatisfied**
CSO Regional Focal Point (RFP) for your region/constituency	8%	75%	8%	8%
CSO Network Indigenous Peoples Focal Point (IPFP) of your region/constituency	20%	20%	20%	40%
CSO Network Central Focal Point (CFP)	20%	80%	0%	0%

8. **Question 8: Over the past five years, please list up to five environmental/sustainable development CSOs with whom you have partnered or consulted in your country/constituency.**

Open-ended responses used in Social Network Analysis

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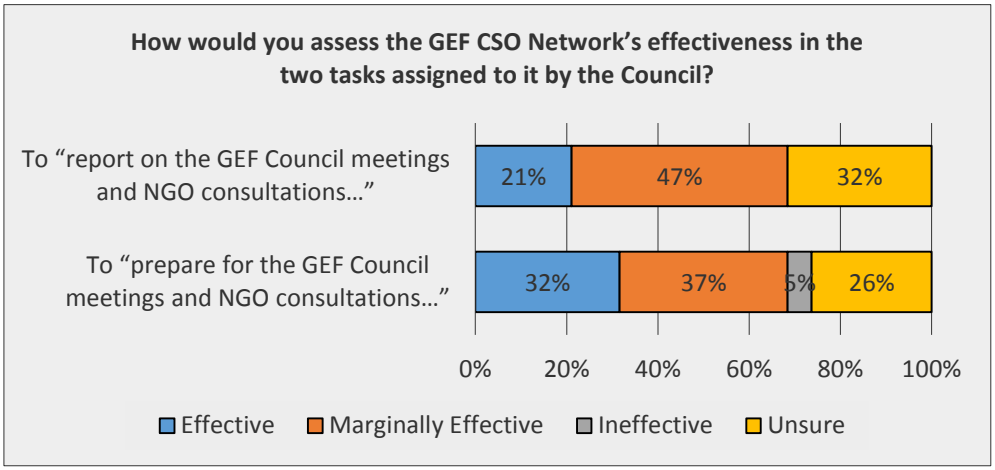

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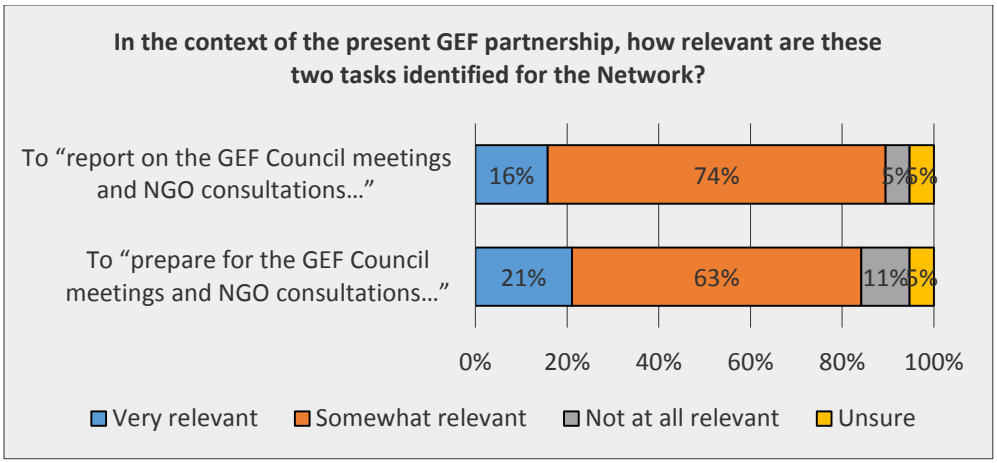

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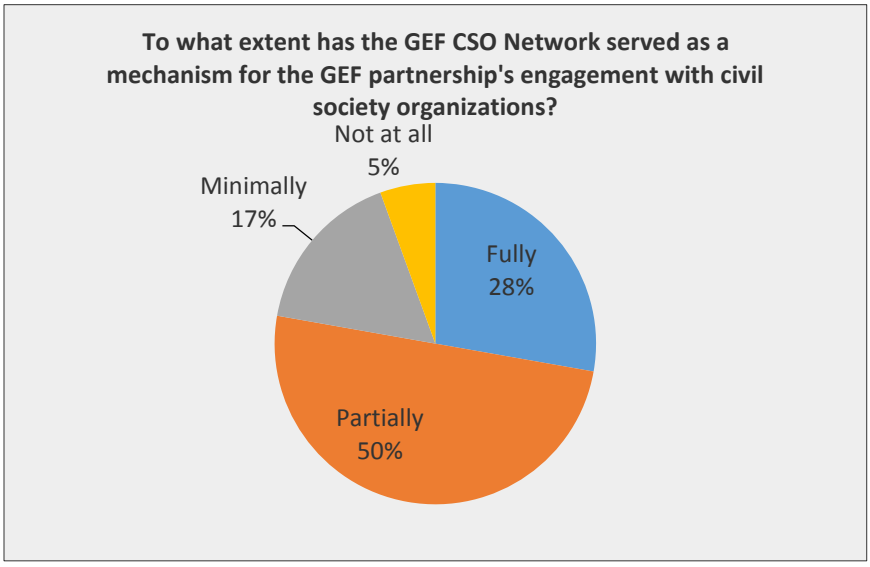

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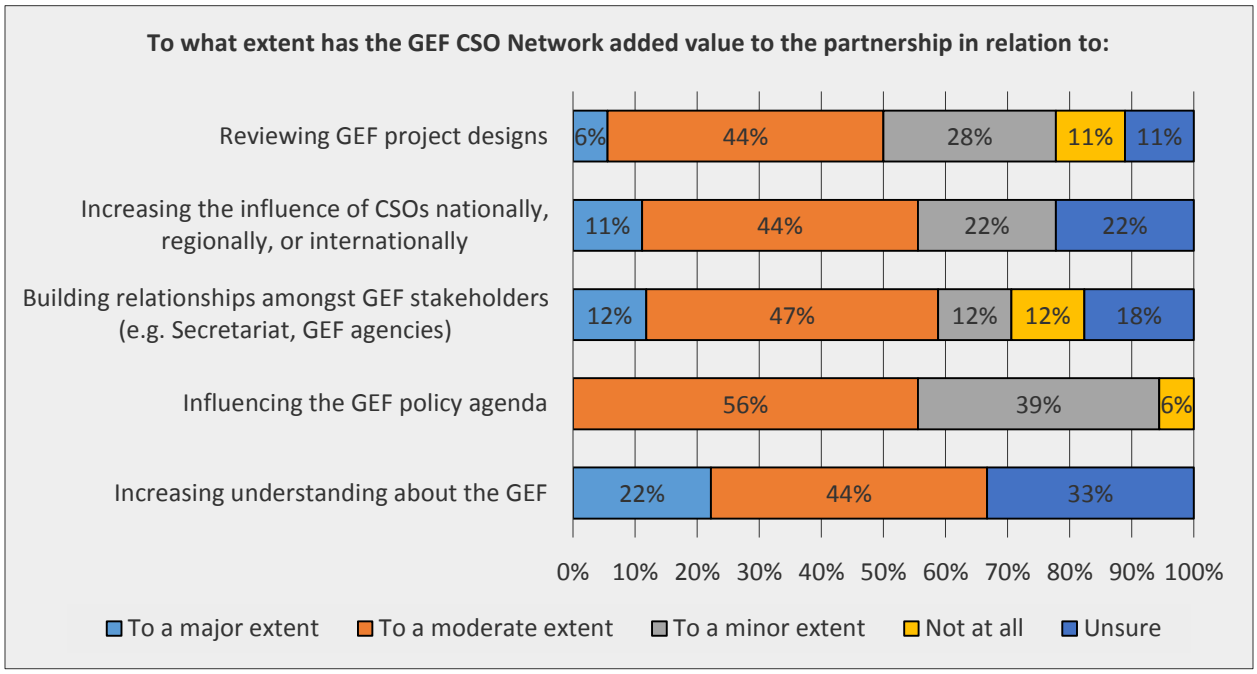

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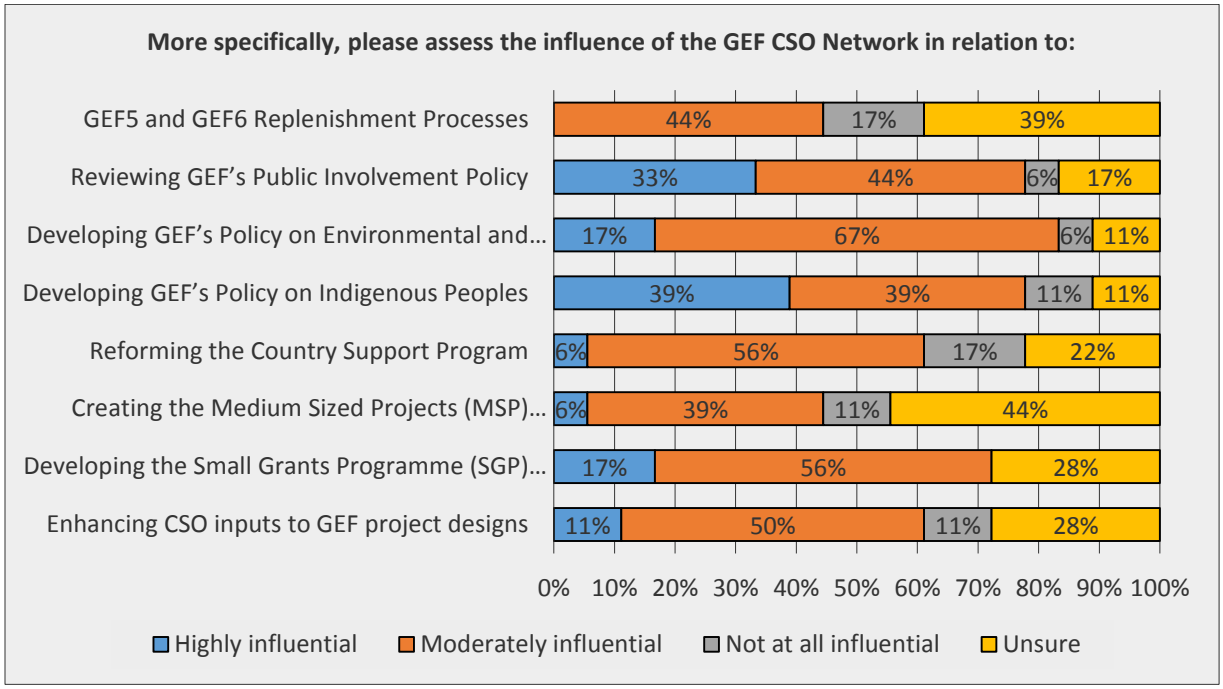

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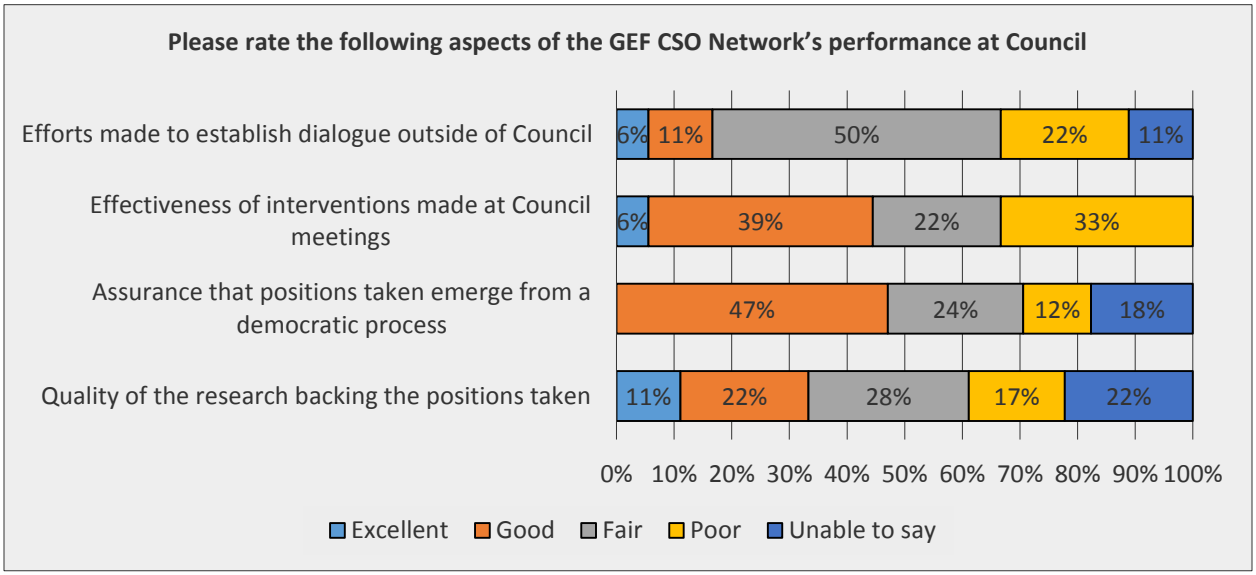
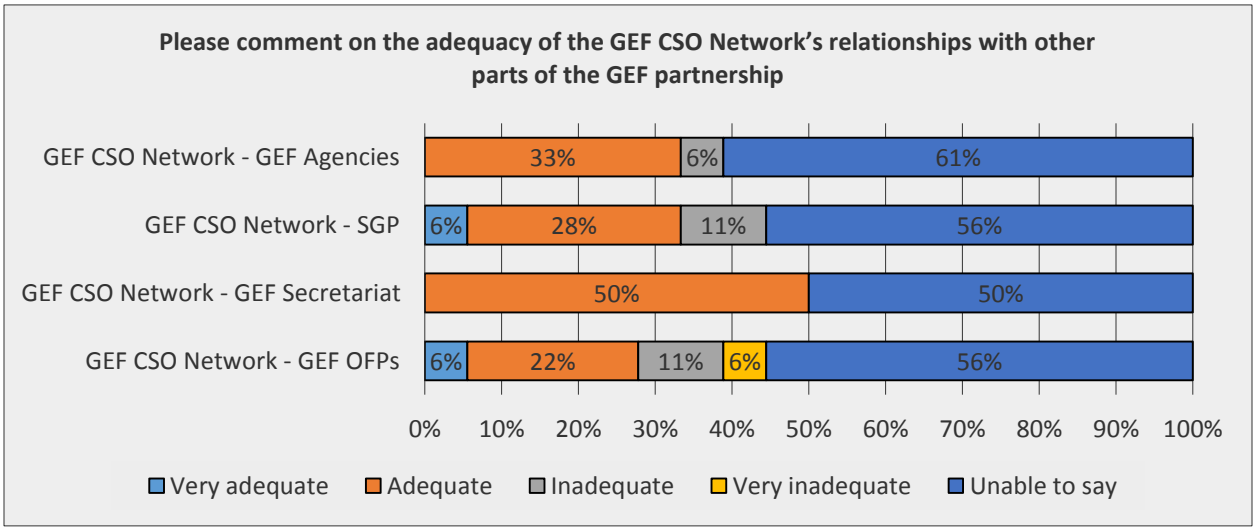


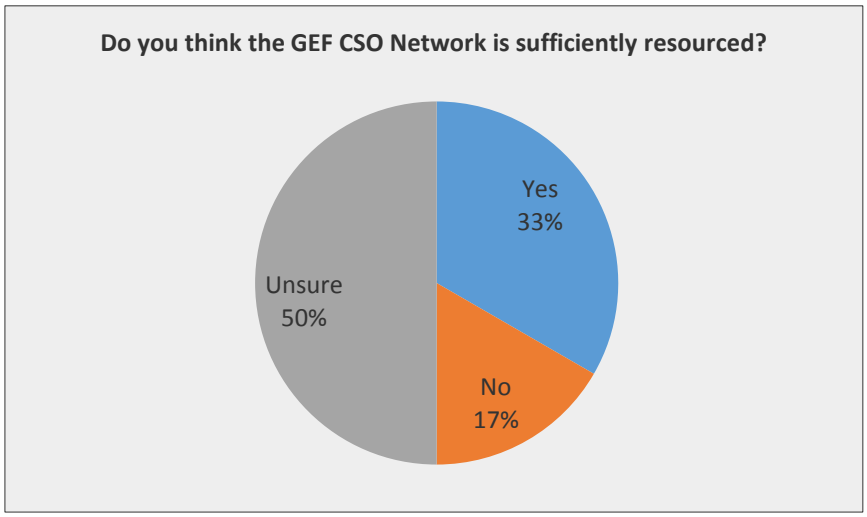
15. **Question 15: What aspects of the Network's performance at Council should be maintained or improved?**

- **Focused and precise interventions-** Need to improve effectiveness of interventions made at Council meetings (2); need to make more precise and focused interventions (2); bring in local expertise and technical expertise (1)
- **Active and interactive engagement** - The CSO Network interventions are too scripted (2); they should be more strategic (playing to the strengths of the CSO Network) and engaging; need to interact more with the Council (1)
- **M& E role** - Council Members what to know if project A has not adequately involved civil society, or if they involved the wrong groups, or if the project could significantly harm the livelihoods of local stakeholders (1)

16. **Question 16: Please comment on the adequacy of the GEF CSO Network's relationships with other parts of the GEF partnership**



17. **Question 17: Do you think the GEF CSO Network is sufficiently resourced?**



18. **Question 18: What should be the optimal funding arrangement for the GEF CSO Network?**

- Assessment should be made of the contribution / value which is brought by the network and then only the restructuring issue should be examined (1).
- Unsure (2)
- Programs such as the SGP (comparative bases approach, call for proposals) should be supported (1)
- **Support for their participation and contributions at Council** - Funding should probably at the level where they can participate at Council meetings and have the resources to conduct research so as to provide informed contributions at the meetings (1)
- Supportive of CSO involvement in general and in principle, but often their interventions are general in format and add-ons at the end of meetings, and only occasionally bring in fresh ideas (1).

19. **Question 19: Overall, please rate the value of the GEF CSO Network to the GEF Partnership**

Answer Options	Greatly adds value	Adds value	Neither adds nor diminishes value	Diminishes value	Greatly diminishes value
Overall, please rate the value of the GEF CSO Network to the GEF Partnership	2	10	6	0	0

20. **Question 20: What role should the GEF CSO Network play in GEF7? How would this best be achieved?**

- **Reporting to Country Focal Points -** There should be mechanism of periodic reporting by regional focal point of CSO network to country focal points. This will bring visibility to CSO network activities.
- **M&E role** - Be more engaged in informing Council specifically on the ground issues. Feed into IEO project evaluations to assess the impacts (positive or negative) on local stakeholders (1); Enhance outreach; strengthen bottom up inputs from the field (1); how to improve developing

countries CSOs involvement in 1/ the NPFE 2/ the review of projects submitted to Council; report practical experience from the national/local network in the field on implementation of projects (1)

- **Supporting local CSOs -** The CSO Network needs to continue to engage local organizations in recipient countries, while bolstering its engagement with the larger international NGOs. But helping local, on-the-ground community groups in recipient countries should be their priority (1)
- **Involvement in identifying local needs and interventions/design of projects**- Identifying needs and suggest direct activities. Recommend the best way of providing support and interventions (1); The CSO network should focus more on the design of the SGP (1)
- **Active role in Council** - They should be allowed to play a greater role and have a permanent seat on the Council and should sit at the same table as the council, after all they represent large numbers of people (1)
- More involvement with regional international policy arrangements.

Annex D - Regional Workshops for the GEF CSO Network Evaluation - Guidance Note

1. The objective of the regional evaluation workshops is to gather viewpoints and information from CSO Network members in for input into the GEF CSO Network evaluation.

2. The workshop takes a participatory approach combining elements of and critical systems analysis, appreciative enquiry, historical timeline analysis to arrive at findings and recommendations validated by participants. Elements of the workshop are described below.

Day 1 – Welcome & Introduction

3. The workshop begins with a welcome and thank you to the participants for attendance. GEFIEO/Consultant colleagues are introduced.

4. Following these introductions, participants will be asked to stand to participate in some socio-grams. Participants will organize themselves according to their a) location, b) years in the environmental movement? c) years in the GEF partnership? d) familiarity with the GEF CSO Network.

5. Participants will be seated afterwards to view a presentation on the objectives and agenda for the workshop and an overview of the CSO Network and the IEO evaluation.

CSOs Network and the GEF – Historical Timeline

6. Working in a large group, participants will be asked to identify (to the best of their ability) CSO Network & GEF milestones, including any specific to the CSO Network in their region.

7. The timeline is separated across three lines of inquiry:

- Major events in the global/ regional environmental movement
- GEF global events
- CSO Network developments

8. Participants are also invited to identify their point of entry into the GEF CSO Network story – by writing their name on a sticky note and summarizing the circumstances. They post their note at the appropriate place on the timeline. A good practice would be to develop the timeline in draft ahead of the workshop with a key contact (e.g. RFP/CFP) so that basis of a structure is in place.

CSOs Network and the GEF – Analysis

9. Participant are invited to answer the following lines of inquiry pertaining to various network elements:

Connectivity and Membership - What shall we say about the Network's role connecting CSOs within the Region? - Within each country? - What about the CSO Network's role linking Mesoamerica to the global network? - What can we say about membership? - Composition? Outreach? Application? **Credibility** - What shall we say about the Network's relevance, profile and reputation with the larger community of CSOs? - Governments? Agencies? Secretariat? **Capacity** Within in the Network regionally what can we say about use of: - Skill sets - Skills gaps - Organizational	**Demonstrable Results** What can we say about the Network achievements in the areas of: - Policy Influence? - Awareness of GEF programming? - Project design & implementation - CSO capacity building? **Resources** What shall we say about: - Comparison of Expectations and resources - Potential to generate funds at a country level **Structure and Governance:** - What shall we say about RFP structure? - Elections process – clear and transparent? - Sufficient to support country activity

CSO Network Analysis –Understanding Connections in the Network – "PRESENT STATE"

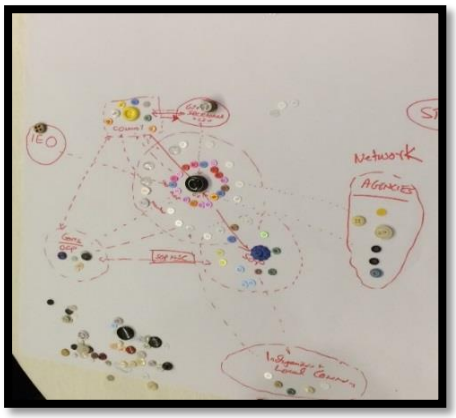
10. In table groups, participants are asked to describe the current status of relationships between Network stakeholders, within the GEF Partnership – e.g. CSOs with each other within and between countries; or, between network members and Country Focal Points or GEF Agencies

11. Each group is given a diverse collection of buttons, coloured pens and flip chart paper. The materials in different shapes, sizes and colours provide an opportunity to depict the character of stakeholders. Participants have a blank canvass with the paper and are asked to use the materials to convey character of stakeholders and relationships between them in the current state.

12. In a plenary there is a brainstorm of who are the stakeholders; post the question on the flip chart –"Describe in a picture the way GEF CSO Network exists within the GEF Partnership "; participants are given 20-30 minutes for groups to work. Facilitators should monitor and make sure they are not stuck.

CSO Network Analysis –Understanding Connections in the Network

13. Participants should be invited back to plenary for sharing of network analysis. Gather participants around a picture; invite the team to present – re-iterate the question; invite the audience to comment/question; insert boundary questions like: Where are relationships less than they could be? Where is there energy to change? How so? At the end of Day 1, evaluators have used sticky notes on an easel by the door for "end of day" thoughts.



Day 2 – Welcome & Introduction

14. Participants are welcomed back with another ice-breaker exercise or socio-gram undertaken (# of languages spoken or imaginary ball exercise). After these participants will be invited to take 10 minutes to journal their thoughts from Day 1. «What did our discussions yesterday cause you to think about». A summary of the discussions from Day 1 is shared with participants as part of the journaling exercise.

15. The summary is presented to the group to validate the major findings of 15-20 statements. Participants review each statement in the group and confirm and or make collective revisions to arrive at a set of findings from Day 1.

CSO Network Analysis – Understanding Connections in the Network – "FUTURE STATE"

16. In Part II of the critical systems analysis, participants examine the network arrangements they would like to see in place at an agreed point in the future. This time the instruction is: "Describe the way you would like to see the GEF CSO Network function within the GEF partnership at the beginning of GEF7". Table groups prepare "Present State" vs "FUTURE STATE" contrasts and then share/discuss in plenary.

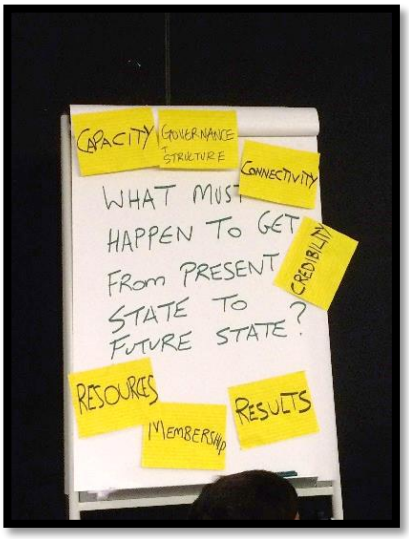
Consensus Discussion – The Path to the Future

17. In table groups, participants develop ideas for moving the network from its current state to the desired future state (individual, table and plenary consensus building). Steps are as follows:

(a) Re-form groups from the connectivity analysis

(b) Provide the group with a pad of sticky notes

(c) Using the network elements as a framework for recommendations, invite participants to first work individually to gather up all the actions they think are required to move the GEF CSO Network toward a preferred future.



(d) Once they have had a chance to jot down their own thoughts, invite participants to work with their table group and consider the elements critical to network functioning (capacity, connectivity, credibility, governance, structure, resources, results and membership) to develop a set of desired actions that address the question: "what must happen to move from present to future state?"

(e) The facilitator then invites the groups to present their ideas, one at a time. A delegate comes up and reads out the idea. The facilitator invites questions for clarification (not discussion). The notes are posted on the wall.

(f) Gradually the notes on the wall are clustered. There are several rounds: idea most excited about, most different, etc. As this proceeds, the process can be speeded up by asking groups to post those notes that relate to clusters already formed. (make sure all ideas are read out and understood)

(g) Once all notes are up, invite the group to finalize their cluster and give the cluster a title. Remind them that the title should, in part be an answer to the question driving the exercise and that we would ideally want to see an answer within each of the evaluation elements

(h) As a final step, give two coloured dots to each person and invite them to place them on the three ideas most important to them.

(i) Invite participants to stand back and debrief what they have come up with – does it all make sense? Is anything obvious missing?

Parting Advice to Evaluators – "Visual Explorer"

18. In this last session, facilitators gather closing reflections from participants and offer a formal closure.

19. A group of cards with random images (Visual Explorer cards) are spread on the floor. Invite participants to quietly wonder through them and pick ONE picture that best captures

how they are feeling about the future of the CSO Network. Arrange the chairs in a circle. Invite participants, when ready, to share their picture – what they see in the picture, what it reminds them of in relation to their experience, hopes, fears, etc. of the Network. End with a photo of the group.

Sample Agenda – GEF Independent Evaluation Office Consultation for Evaluation of the GEF CSO Network

Day 1

Time	Activity	Lead
9:00 – 09:45	**Introduction** • Welcome/Introductions • Objectives of Meeting/Agenda	**GEF IEO**
09:45 – 10:30	**CSOs Network and the GEF – Historical Timeline** Working in a large group, participants will be asked to identify (as best as possible) CSO Network milestones, particularly those of relevance to the CSO Network in Mesoamerica - Major events in the global/regional environmental movement - GEF global events - CSO Network developments with particular attention to Mesoamerica	**GEF IEO & CSO Network Representative**
10:30 – 10:45	**Coffee Break**	
10:45 – 12:30	**CSOs Network and the GEF –** Analysis of the timeline - Network Results - External shaping influences on the Network (+ and-) - Network Features and Governance aspects	**GEF IEO – Senior Evaluation Officer**
12:30:-14:00	**Lunch**	
14:00 – 15:45	**CSO Network Analysis –Understanding Connections in the Network – "PRESENT STATE"** In table groups, participants are asked to describe the current status of relationships between Network stakeholders – e.g. CSOs with each other within and between countries; or, between network members and Country Focal Points or Implementing Agencies;	**GEF IEO**
15:45 – 16:00	Coffee Break	
16:00 – 16:30	**CSO Network Analysis –Understanding Connections in the Network** Plenary sharing of analysis of connectivity	**GEF IEO & CSO Network Representative**
16:30 - 17:00	**End of Day Thoughts - Go-Around**	**GEF IEO**
19:00	**Cocktail Reception – Location TBD**	**Hosted by GEF IEO**

Day 2

9:00 – 09:30	**Introduction** • Welcome, Summary and Sharing of Day 1 Insights	**GEF IEO**
09:15 – 10:30	**CSO Network Analysis –Understanding Connections in the Network – "FUTURE STATE"** Participants examine the network arrangements they would like to see in place at an agreed point in the future. Table groups prepare "Present State" vs "FUTURE STATE" contrasts and then share/discuss in plenary	**GEF IEO**
10:30 – 10:45	**Coffee Break**	
10:45 – 12:00	**Consensus "Future's" Discussion** In table groups, participants develop ideas for moving the network from its current state to the desired future state (individual, table	**GEF IEO**

	and plenary consensus building)	
12:00:-12:30	**Parting Advice to Evaluators - "Visual Explorer"** Closing reflections – participants and facilitators; formal closure	**GEF IEO**
12:30	**Lunch**	**Hosted by GEF IEO**
PM	**One on One Interviews by Invitation arranged by IEO**	**GEF IEO**

Main Findings from CSO Network Evaluation Workshop– September 30 and October 1, 2015 – Kuala Lumpur, Malaysia

1. As part of the GEF Council initiative to evaluate the GEF CSO Secretariat, the IEO evaluation team carried out an evaluation workshop with CSO members from the Asia Region.

<u>Findings from Day 1</u>

Key points from the assessment of the CSO Network Timeline

2. Participants reviewed a history of the CSO Network that was compiled on sticky notes prior to the workshop and posted on the wall.

3. First, we added to the items, then examined them using the evaluation elements: connectivity, credibility, capacity, progress against results, membership, structure, governance, resources.

4. Key findings from the discussion are listed below.

Connectivity

(a) Connectivity across the region is OK and the ECWs have been a key contributing factor, but connectivity falls off within countries – among CSOs, with agencies, and government (OFPs)

(b) Making connections at a country level very much on the initiative of the RFP and on the receptivity of country governments

(c) In Myanmar, for example, more than 200 CSOs, but none are members; CSOs in Myanmar are not sure how to access SGP. Lack of infrastructure also a factor.

(d) In Maldives, CSOs well engaged in project design and implementation through SGP

(e) Language barriers are significant where English is not the working language - some modest translation work happening, but resources for this are scare. Without translation flow of info to and from Council is hampered

(f) At the moment the flow of information is predominantly from the CFP to the RFPs and, in some countries, beyond; what is lacking is information flowing in the other direction in the form of feedback on policy papers and on contributions to newsletters, etc.

(g) CSO Network website helps with connectivity, but much more emphasis should be placed on use of social media.

(h) Barrier is that Agencies don't have "GEFable" systems - this hampers information flow

(i) ("static") Information management is more the norm than ("dynamic") knowledge management.

Resources

(a) Mini-grants (from the $50k) have covered translation (Russian and Spanish), some participation in meetings - but overall, insufficient

(b) There are resources within the partnership (e.g. SGP), but the linkages are not there to access them; CSOs have not campaigned enough with Secretariat for allocations

(c) At the same time, Network needs to have in place solid case and mechanisms for transparency and accountability- it must demonstrate its "value added" for the resources called upon

(d) The current strategic plan is helpful but it needs to be costed

(e) Country fund development is possible

(f) Sri Lanka - negotiated $50k from SGP for a local CSO Forum (others also contributed) - it just takes some "campaigning" - SGP coordinators can be helpful in this regard - important to fix on areas of mutual advantage (e.g. planning for GEF-6)

Capacity

(a) Priorities here are: understanding the "what and how" of GEF, and gaining skills/tools to build more trusting relations with governments. Translation support is also crucial in some countries

Credibility

(a) The "GEF" brand helps give legitimacy to CSOs in some countries

(b) Though concern that "GEF" is subsumed to the extent that it is not publicly recognized in many parts

(c) With the SDGs coming on stream there is new impetus for accountability - CSOs offer a key means for info dissemination and management

(d) CSOs can offer technical insight in:

(e) project design and implementation

(f) monitoring and evaluation

(g) scale up

(h) CSOs can help make projects "GEFable"

(i) Encourage public participation

(j) At country level, Network needs to be set up to address country relevant issues - constituency formation an issue in some settings

(k) Maldives - many of the issues of their region are not relevant given small island status. For Maldives, SIDS networks more relevant

(l) IPFP views Network as importance influence on GEF Partnership vis a vis impact of projects on IPs.

Progress toward Results

(a) ECWs have been effective at bringing CSOs and government reps (OFPs) into dialogue in some countries

(b) Regional networking has given encouragement to CSOs in countries with more difficult operating environments and can be a source of encouragement/example to OFPs

(c) Network has lobbied for MFAs through Network

Membership

(a) Up until 2010 there was no knowledge of who was a member; this has improved since

(b) The list that was obtained in the hand over from GEFSEC has been structured and scrutinized

(c) non-active members have dropped out

(d) systematic approach to applications in place - with verifications

(e) few/no “ghost members”

(f) renewal process in place

(g) Questions about whether a membership fee is appropriate - pros and cons

(h) gesture of commitment

(i) but costly to administer

(j) Country contact points - promising new approach

(k) Aware of local conditions, local contacts

(l) Embassy staff in RFP country can also help make contacts through government channels

(m) Today, member representation is choppy from country to country - room for growth, but how many is too many?

(n) Core organization in every country

(o) Total membership around 1,000 to 1,500

(p) Apex bodies needed - connections to country networks - no duplication

(q) Barriers in the membership process…

(r) “legal entity” - evidence provided not being in English

Governance and Structure

(a) Elections to RFP roles take 2 months and usually 50% or less of members participate

(b) Voting should be compulsory - some say; even it this means marking ballot as “unsuitable”

(c) More e technology - e.g. sign, scan, stamp, send - might speed up the process and increase authenticity

(d) Coordinating Committee - an effective governance structure - guidelines building with experience

(e) Strategic Plan - is a roadmap, well anchored in GEF policy (GEF 2020)

(f) new one the best yet; purposely not too ambitious given uncertainty of resources – it’s more of a “strategic framework”

GEF CSO Network Asia and Globally – Future State (Circa beginning of GEF-7)

As interpreted from the presentation of future scenarios (drawings)

5. There is a line of sight from the country level activities of GEF and Global environmental benefits

6. Effective, mutually reinforcing country level linkages exist between Network and SGP, agencies, and OFPs; informed by STAP – in particular CSO – government dialogue

7. IEO plays a role promoting evidence based decision making either directly or through CSOs in monitoring role – the "eyes and ears" role

8. CSOs take the lead in awareness raising about GEF

9. Members have lots of opportunity to be involved in policy dialogue – a credible voice at the national, regional and global level that is difficult to ignore

10. All of the actors in the scene are held together by a common vision

11. Membership is around 1,000 in all countries all pulling in same direction, expressed in a strategic plan and actioned in more specific action plans

Ideas to move the CSO Network in from Present State to Future State

Strengthen the CSO Network

a. Campaign for increased representation – active, contributing members
b. Clarify value proposition of the Network
c. Create Permanent secretariat with staff and resources
d. Increase country level CSO coordination

Build capacity

Topics include:

- Partnership building
- Think tanks on issues
- Compelling engagement at Council
- Fund development
- Project cycle management
- Contributing to agencies, government and GEFSEC functions
- Develop a skills/knowledge exchange

Strategic Planning

(a) Identify targeted, time-based action/goals; share with all in the network

(b) Put in place systems to monitor and evaluate progress and provide follow up

Funding

(a) Seek a flow from Secretariat and Trust Fund

(b) Explore outside GEF resources

(c) CSR and others

(d) Tap from Country Funds

(e) Fundraise for thematic activities

(f) Establish Membership fees (?)

(g) Merchandising

Communications and Knowledge Management

(a) Explain the value proposition of the Network to prospective members, agencies, country reps

(b) Co-brand activities, publications, statements by members

(c) Collate CSO experience, synthesize and disseminate using knowledge products

(d) Adapt and translate materials into working languages

Connectivity

(a) Maintain/build Country Contact Points

(b) Develop member meetings and activities

(c) Seek partnerships with SGP

(d) Undertake joint initiatives

(e) Seek to participate in national steering committees

Governance

(a) Network should advocate for:

(b) permanent representation of CSOs at the Council

(c) participation in government committees and think tanks/technical working groups

Main Findings from CSO Network Evaluation Workshop – December 2nd and 3rd, 2015 – Lusaka, Zambia

1. As part of the GEF Council initiative to evaluate the GEF CSO Secretariat, the IEO evaluation team carried out an evaluation workshop with CSO members from the Southern Africa Region.

<u>Findings from Day 1</u>

Validated by participants at the beginning of Day 2:

2. The GEF “brand” helps CSO members present as credible, but the “badge" does not automatically open doors or translate to outcomes such as funds

3. GEF brand visibility is different than GEF awareness. Often, the brand is muted in favour of that of the implementing agencies.

4. Expectations and value-added of the CSO Network at regional level are presently unclear.

5. Liaisons with other members of the partnership are missing, i.e. Agencies, Government, Secretariat.

6. GEF is explicit about the involvement of CSOs both at the (global) policy and (national) project level - there is lots of room to (re)-interpret “eyes and ears” role of CSOs for the times

7. The CSO is in a position to increase GEF brand visibility and GEF awareness.

8. CSO Network’s value proposition to government, to agencies, to non-members must be spelled out and communicated for purposes of clarity

9. CSO Network is also in a position to mainstream the GEF Gender Mainstreaming Policy and the GEF Indigenous People’s policy.

10. Success hinges on shared vision of what the partnership and the Network can and want to do within the GEF partnership

11. CSO Network strength in the Region requires membership strength at a country level. This has direct relevance to Council objective of “preparing for” Council meetings.

12. Complementing and replicating existing CSO structures and network is better than duplicating them - precedents exist. The Network does not need to “re-create the wheel”

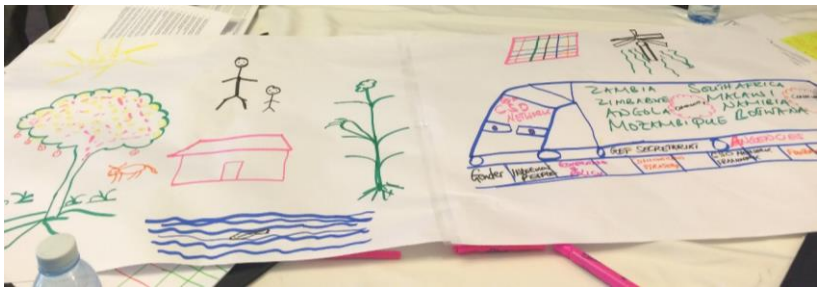
13. To make headway, the RFPs and IPFPs need credible/reputable country contact points who know how to navigate in their national contexts and build relationships

14. The NGO Trust Fund is a promising vehicle, but far away and under the control of the Secretariat

15. Network’s legal status, i.e. not an entity, limits ability for Region to generate funds - would need fiduciary agent. CENN is a model of a network with legal status.

16. A Medium Sized Project could be pursued as a vehicle to support capacity building of the network Globally in Southern Africa. Could be a pilot for CC Points to become operational.

17. Capacities are resident, i.e. they exist, but yet to be mapped - likely skill building areas are: research, policy advocacy, project development, monitoring and evaluation, project implementation, etc.



GEF CSO Network in Southern Africa - Future State (Circa beginning of GEF-7)

As interpreted from the presentation of future scenarios (drawings)

18. The GEF brand is more visible - not hidden behind those of the agencies and governments – making it easier to hold all parties accountable to GEF rules

19. There is a shared vision across stakeholders in the region - focused on protecting the environment

20. Objectives of the CSO network in the Region are clear and well communicated to other actors in the GEF partnership

21. In each country, there is operational alignment between the CSO Network and the GEF Sec, OFP, SGP, agencies - and all are working to strengthen the network because it adds value to their mandates within the partnership

22. The Network itself is adding value to CSOs - helping them with communications, monitoring, resources. It shares knowledge/best practices, with attention to the focal areas. It does its part to mainstream gender and integrate Indigenous People's

23. CSOs feed into policy discussions at GEF Council

24. The Networks membership process screens out fly by night operators

25. The network is more independent from GEF, financially

Ideas to move the CSO Network in Southern Africa from Present State to Future State

Resources - "establish a strong financial base"

a. Stipulate that only GEF CSOs should access SGP funds
b. Introduce individual subscriptions for memberships (mandatory)

Capacity

a. Focus on training and capacity building for members in the region- topics to include policy and advocacy

(a) Develop and implement an M and E plan for the region
(b) Create a CSO network resource centre with outreach capabilities in each country

Communication

(a) Set a clear communication strategy

Connectivity

(a) Establish in-country stakeholder dialogue platforms in each country (including public - private) in pursuit of partnering relationships
(b) CSO Network to organize regional fora on a regular basis in pursuit of regional objectives (not only GEF's)

Governance

(a) Establish thematic working groups around the focal areas at the regional level
(b) Advocate for a good governance policy at the GEF

Main Points from CSO Network Evaluation Workshop – January 28th and 29th, 2016 – Mexico City, Mexico

1. As part of the GEF Council initiative to evaluate the GEF CSO Secretariat, the IEO evaluation team carried out an evaluation workshop with CSO members from the Mesoamerica Region.

Findings from Day 1

2. Participants reviewed a history of the GEF CSO Network in the context of global environmental events and GEF milestones. This history was compiled on notes prior to the workshop and posted on the wall. Participants reviewed the timeline as it was being built and contributed with recollection of regional and Network events. Participants then added their own entry into the Network's historical timeline.

3. The timeline was next examined using the evaluation elements: connectivity, credibility, capacity, progress against results, membership, structure, governance and resources.

4. Key observations from the discussion are listed below.

Validated by participants at the beginning of Day 2:

5. Strong capacity exists within individual CSOs for both technical, advocacy and management, although it is varies across CSOs, particularly depending on scope of operations (local, regional, national, international). Network capacity in these areas (technical, project management and advocacy) exists but is not visible to the entire membership.

6. CSO Network could be a platform to share knowledge and build capacity using GEF experiences and awareness globally.

7. The “GEF” brand helps CSO members present as credible but only to those that know the GEF. The CSO Network is less well known and adds questionable value. SGP brand is the most well-known within the membership.

8. More communication is necessary from the Network regarding the IPFP selection/election processes. There is a need for consultation especially with IP groups on the selection process for IPFP representative.

9. Benefits and value-add of CSO Network membership need to be clearly stated and shared within the GEF partnership.

10. Some CSOs may hesitate to apply for membership because it could be perceived as detrimental for them due to country context.

11. GEF is explicit about the need and desire for involvement of CSOs both at the (global) policy and (national) project level.

12. Membership process is straightforward but there is a long response time between application and response. Gaining membership is perceived as giving easier access to GEF funds. It should be clear that membership is more about influencing policy and programs. Membership fees are not feasible.

13. IP groups are under-represented in the Network, especially in Latin America, given the number of IP groups in the region and their diversity. Network could be a platform to help synergize IP policies that exist across Agencies.

14. Women’s groups in the CSO Network are also under-represented.

15. Capacities of the CSO members need to be mapped so that it is clear the specializations that exist within the Network for more strategic engagement with the GEF partnership.

16. Success depends on a shared vision between GEF and the Network on what both GEF and the network can and wants to achieve within the GEF partnership.

17. The liaisons with other members of the partnership need to be strengthened, particularly Agencies, Government, Secretariat.

18. RFP has an important role in connecting members and non-members

19. RFP term should be reduced. Suggestion of 2 years, renewable once.

20. As CSOs are a heterogeneous group across the network, there are diverse positions, and this enriches CSO engagement and adds credibility.

21. Clarity is needed for the role of Big International NGOs (BINGOs) that are now also GEF Agencies. They are wearing a double hat and it is unclear to Network members the implications.

22. Being part of Network allows CSOs to influence GEF corporate policy, but policy influence is seen more at corporate level than at country level. Formal mechanisms are required to implement GEF policies at the country level.

23. Most results of the Network have been global in nature, very few if any local or regional results. One example of a country level (Mexico) result is the OFP Office's 2015 request for proposals (RFP) from CSOs.

24. The Network needs resources for regional operations, for example to meet face to face and plan. Network members look to other opportunities to get together, for example trying to "piggyback" on regional meetings, ex IUCN in their Mesoamerican meetings, or using ECWs as opportunities to meet.

25. The Network should advocate to restructure as an official entity more like IEO and STAP. In the same way as STAP is consulted on scientific and technical matters, CSO Network should be consulted on transparency and FPIC (free prior informed consultation) of civil society. For operations the Network could be housed in an entity eligible to receive funding from Council.

26. Fundraising for core funds, for the network outside of GEF could create conflict, getting funds from other sources would push the Network away from GEF. Network has to be a partnership with GEF. GEF should fund the operations of the network, as they do with IEO and STAP.

27. CSOs contribute much more to the GEF than the GEF contributes to CSOs, namely their experience and on the ground knowledge. The value of CSO's contributions should be quantified.

28. Local CSO Network members should be included by the OFPs in the design and implementation of GEF projects.

29. There is a need for recognition of the value that the Network brings to the GEF partnership at all levels. The ability of NGOs to execute GEF projects needs to be recognized.

GEF CSO Network in Mesoamerica - Future State (Circa beginning of GEF-7)

As interpreted from the presentation of future scenarios (drawings)

30. The foundation of the Partnership is made clear by the Council and countries that are part of the GEF.

31. Branches of the GEF have more equal weight in their value and contributions to the GEF.

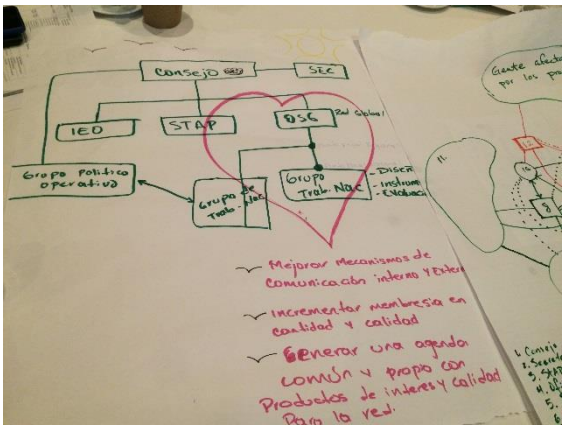
32. The Network is viewed as a source of advisors on civil society engagement, consultation and expertise.

33. Country contact points are a new element allowing a bridging between national network members and representing national programs and there is a line between the national governments and the national programs and the CSO network.

34. Future scenarios would have CSOs (Network and non-Network members) implementing more projects and the 'healthier fruits' of this implementation are shared across the Partnership.

35. National programs are representation of civil society's engagement with the government, but attached to the GEF.

36. Relationships are clearly understood and more direct, particularly between OFPs and Country Contact Points.



<u>Ideas to move the CSO Network in Mesoamerica from Present State to Future State</u>

Resources

(a) Allocate a percentage of the amount of the national portfolio that is to be implemented by civil society organizations, including but not exclusive to small grants programs.

(b) Establish a budget line in the corporate budget or dedicated separately for operation of the Network and communication mechanisms.

(c) The Network should structure itself in a similar way to STAP to be provide services of consultation and transparency of civil society engagement. The Network could receive funding from Council potentially through an accredited entity.

Capacity

(a) Create national working groups for projects, according to their location.

(b) Create mechanisms for financial and legal institutionalization for the role of civil society in the development of national and regional programs with national operational focal points.

(c) CSO network should be recognized as an advisory body for transparency and civil society participation.

Communication

(a) Improve both internal and external mechanisms of communication.

(b) Promote studies, such as diagnostics, which can inform the network's agenda.

Connectivity

(a) Increase the number of members in terms of quantity in countries where there are no members or few and also strengthening quality and representativeness, especially including indigenous groups.

Governance

(a) Create a common agenda in the membership, with products of interest and utility, aligned with Network's mission.

Annex E – Stakeholders Interviews and Workshop Participants

Stakeholder Interviews

Akhteruzzaman Sano	CSO Network Member – RFP – Save the Earth Cambodia
Alancay Morales Garro	CSO Network Member – IPFP – Foro Indigena de Abya Yala
Emannuel Mutamba	CSO Network Member – Green Living Movement
Essam Nada	CSO Network Member – RFP – Arab Network for Environment and Development (RAED)
Esther Camac	CSO Network Member – IPO – Asociacion Ixacavaa De Desarrollo E Informacion Indigena
Eugenio Barrios O.	CSO Network Member – WWF-Mexico
Faizal Parish	CSO Network Member – (Former) CFP – Global Environment Centre
Fiu Mataese Elisara	CSO Network Member – RFP – Ole Siosiomaga Society Incorporated (OLSSI)
Germán Rocha	CSO Network Member – Former RFP - Corporacion Pais Solidario (CPS SOL)
Gunter Mittlacher	CSO Network Member – Former RFP – WWF Germany
Harvey Koen	CSO Network Member – Africa Foundation for Sustainable Development
Ishim Yac	CSO Network Member – Asociacion de Mujeres Ixchel
James Kasongo	CSO Network Member – Heifer International - Zambia
Jesus Cisneros	CSO Network Member – Former RFP – IUCN Mesoamerica
Johnson Cerda	CSO Network Member – IPAG Member (Former), IPFP (Former)
Jorge Rickards	CSO Network Member – WWF-Mexico
Juan Luis Mérega	CSO Network Member – Fundación del Sur
Lalit Mohan	CSO Network Member – RFP – Society for Environment & Development (SED)
Liliana Hisas	CSO Network Member – Former RFP / Former CFP - Fundacion Ecologica Universal – FEU
Lisa Ann Elges	CSO Network Member – RFP – Transparency International
Maria Leichner	CSO Network Member – RFP – Fundacion ECOS
Maynard Nyirenda	CSO Network Member – Sustainable Rural Growth and Development Initiative - Malawi
Mohammad Abdel Rauof	CSO Network Member – RFP – Gulf Research Centre (GRC)
Morgan Katati and Hilary Waters	CSO Network Member – Zambian Institute for Environmental Management
Nana Janashia	CSO Network Member – RFP – Caucasus Environmental NGO Network (CENN)
Nyambe Nyambe	CSO Network Member – WWF-Zambia
Patricia Turpin	CSO Network Member – RFP – Environment Tobago
Rachel Kyte	World Bank – Former CFP
Ramon Cruz	CSO Network Member – RFP – Institute for Transportation and Development Policy (ITDP)
Rosa Maria Vidal Rodriguez	CSO Network Member – RFP – Pronatura Sur
Samson Mulonga	CSO Network Member – WWF-Namibia
Saro Legborsi Pyagbara	CSO Network Member – IPFP – The Movement For The Survival Of The Ogoni People (MOSOP)
Sydah Naigaya	CSO Network Member – RFP – Environmental Management for Livelihood Improvement Bwaise Facility (EMLI)
Tatiana Ramos, Mauricio Sanchez	CSO Network Member – Conservation International - Mexico

Thomas Jalong	CSO Network Member – IPFP – Asia Indigenous Peoples Pact (AIPP)
Victor Kawanga	CSO Network Member – RFP – Human Settlements of Zambia (HUZA)
Zacha Maria Guitierrez Montes	CSO Network Member – Movimiento Jóvenes Ambientalistas
Zhao Zhong	CSO Network Member – RFP – Green Camel Bell
Abel López	GEF Agency – World Bank - Mexico Country Office
Adriana Dinu, Stephen Gold & Nancy Bennett	GEF Agency – UNDP
Alexandra Ortiz	GEF Agency – World Bank - Mexico Country Office
Dominique Kayser	GEF Agency – World Bank
Guillermo Hérnández Gonzalez	GEF Agency – World Bank - Mexico Country Office
Jean-Yves Pirot	GEF Agency – IUCN
Juergen Hierold	GEF Agency – UNIDO
Lilian Spijkerman, Orissa Samaroo and Miguel Morales	GEF Agency – Conservation International
Michael Collins	GEF Agency – IADB
Mwansa Lukwesa	GEF Agency – World Bank - Zambia Country Office
Renan Pobeda	GEF Agency – World Bank - Mexico Country Office
Timothy Geer	GEF Agency – WWF
Caroline Leclerc	GEF Council Member – Canada
Josceline Wheatley	GEF Council Member – United Kingdom
Juha Pyykko	GEF Council Member – Finland
Stefan Schwager	GEF Council Member – Switzerland
Godwin Fishani Gondwe	GEF OFP – Zambia
Raul Delgado	GEF OFP, Ministry of Finance and Public Credit International Affairs Unit – Mexico
Ximena George-Nascimento & Miguel Stutzin	GEF OFP (Former) – Former Council Member – Chile
Alaa Sarhan	World Bank – Former GEF SEC staff - NGO Liaison Officer
Andrew Velhaus	GEF SEC – Former Staff
Monique Barbut	GEF SEC – Former CEO
Naoko Ishii	GEF SEC – CEO
Pilar Barrera	GEF SEC – Coordinator, Partnerships and Resource Utilization; Former RFP
Ramesh Ramakutty	GEF SEC – Former Staff
William Ehlers	GEF SEC
Yoko Wantanabe	GEF SEC – Former RFP
Delfin Ganapin	GEF SGP UNDP Coordinator
Raúl Murguia	GEF SGP Coordinator – Mexico
Winnie Musonda	GEF SGP UNDP Country Coordinator Zambia
Jorge Warman & Jonathan Ryan	Secretariat of Environment and Natural Resources – Mexico
Alpha Kaloga	Adaptation Fund NGO Network
Lisa Junghans	Adaptation Fund NGO Network

Brandon Wu	ActionAid USA; Northern CSO Observer – Green Climate Fund
Meena Raman	Third World Network, Southern CSO Observer – Green Climate Fund
Fatou Ndoye	UNEP – Deputy Director, Regional Office for North America
Fisseha Abissa	Climate Investment Funds
Marcia Levaggi	Adaptation Fund Board Secretariat
Mikko Ollikainen	Adaptation Fund Board Secretariat
Wael Hmaidan	Climate Action Network International – Director
Maria Dakolias	World Bank – Legal Counsel to the GEF
Praveen Desabatla	World Bank – GEF Trustee

Workshop Participants

Name	Affiliation	Network Status / Affiliation	Country	Workshop / Meeting
Adelaine Tan	Global Environment Centre	CFP Secretariat	Malaysia	Asia Regional Meeting
Akhteruzzaman Sano	Save the Earth Cambodia	Member CSO - RFP South East Asia	Cambodia	Asia Regional Meeting
Ali Rilwan	Bluepeace	Non-member CSO	Maldives	Asia Regional Meeting
Arjun Karki	Rural Reconstruction Nepal	Member CSO - Former RFP South Asia	Nepal	Asia Regional Meeting
Faizal Parish	Global Environment Centre	Member CSO - CFP/Former RFP South East Asia	Malaysia	Asia Regional Meeting
Jagdeesh Venkateswara Rao Puppala	Foundation for Ecological Security (FES)	Member CSO - Former RFP South Asia	India	Asia Regional Meeting
Khin Ohnmar Htwe	Lecturer and Board of Advisors	Non-member CSO	Myanmar	Asia Regional Meeting
Lalit Mohan	Society for Environment & Development (SED)	Member CSO - RFP South Asia	India	Asia Regional Meeting
Lydie, Sylvette Mateo	LIRE (Lao Institute for Renewable Energy)	Member CSO	Lao PDR	Asia Regional Meeting
Mohiuddin Ahmad	Community Development Library (CDL)	RFP	Bangladesh	Asia Regional Meeting
Nguyen Manh Ha	Centre for Natural Resources and Environmental Studies (CRES), Vietnam National University Hanoi	Non-member CSO	Vietnam	Asia Regional Meeting
Rentsenbayar Janchivlamdan	Green Initiatives	Non-member CSO	Mongolia	Asia Regional Meeting
S. S. Sujeewa Jasinghe	Centre for Eco-cultural Studies (CES)	Non-member CSO	Sri Lanka	Asia Regional Meeting
Thomas Jalong Apoi	Asia Indigenous Peoples Pact (AIPP)	Member CSO - IPFP Asia	Thailand	Asia Regional Meeting
Yao Lingling	Department of International Cooperation, All-China Environment Federation (ACEF)	Member CSO	China	Asia Regional Meeting
Emmanuel Mutamba	Green Living Movement	Member CSO	Zambia	Southern Africa Regional Meeting
Enos Mutambu Shumba	WWF-Zimbabwe	Member CSO	Zimbabwe	Southern Africa Regional Meeting

Hammarskjoeld Simwinga	Foundation For Wildlife And Habitat Conservation	Member CSO	Zambia	Southern Africa Regional Meeting
Harvey Keown	Africa Foundation For Sustainable Development	Member CSO	South Africa	Southern Africa Regional Meeting
Hillary Waters	Zambia Institute Of Environmental Management (ZIEM)	Member CSO	Zambia	Southern Africa Regional Meeting
Judith Kateule	Judith Chikonde Foundation (JCF)	Member CSO	Zambia	Southern Africa Regional Meeting
Kinnear Mlowoka	Phunzirani Development Organisation	Member CSO	Malawi	Southern Africa Regional Meeting
Kirsten Moeller Jensen	Development Aid From People To People	Member CSO	Namibia	Southern Africa Regional Meeting
Lucy Mulenkei	Indigenous Information Network	Member CSO - Indigenous Groups	Kenya	Southern Africa Regional Meeting
Malintle Kheleli	GEM	Member CSO	Lesotho	Southern Africa Regional Meeting
Morgan Katati	Zambia Institute Of Environmental Management (ZIEM)	Member CSO	Zambia	Southern Africa Regional Meeting
Nachimuka Cheepa	Heifer International Zambia	Member CSO	Zambia	Southern Africa Regional Meeting
Nyambe Nyambe	WWF Zambia	Member CSO	Zambia	Southern Africa Regional Meeting
Rafael Miguel Neto	Mayombe Evironmental Network	Non-member CSO	Angola	Southern Africa Regional Meeting
Samson Mulonga	WWF-Namibia	Member CSO	Namibia	Southern Africa Regional Meeting
Saro Legborsi Payagbara	The Movement For The Survival Of The Ogoni People (MOSOP)	Member CSO - IPFP Africa	Nigeria	Southern Africa Regional Meeting
Tafadzwa Chifamba	ZERO	Member CSO	Zimbabwe	Southern Africa Regional Meeting
Thelma Munhequete	Africa Foundation For Sustainable Development	Member CSO	Mozambique	Southern Africa Regional Meeting
Victor Kawanga	Human Settlements Of Zambia	Member CSO - RFP Southern Africa	Zambia	Southern Africa Regional Meeting
Alvaro Moises	SalvaNATURA	Member CSO	El Salvador	Mesoamerica Regional Meeting

Arturo Arreola	IDESMAC	CSO	Mexico	Mesoamerica Regional Meeting
Bartolomew Teul	Ya'axche Conservation Trust	Non-Member CSO	Belize	Mesoamerica Regional Meeting
Diego Diaz	VITALIS	Member CSO	Venezuela	Mesoamerica Regional Meeting
EDAS MUNOZ	Fundación Vida	Member CSO	Honduras	Mesoamerica Regional Meeting
Eduardo Ochoa	VITALIS	Member CSO	Venezuela	Mesoamerica Regional Meeting
Esther Camac	Asociacion Ixacavaa De Desarrollo E Informacion Indigena	Member CSO - Indigenous Groups	Costa Rica	Mesoamerica Regional Meeting
Germán Rocha	Corporacion Pais Solidario (CPS SOL)	Member CSO - Former RFP for S.America	Colombia	Mesoamerica Regional Meeting
HECTOR ANTONIO LIZARRAGA CUBEDO	Centro Ecologica Akumal	Non-Member CSO	Mexico	Mesoamerica Regional Meeting
Ishim Yac	Asociacion de Mujeres Ixchel	Non-Member CSO - Indigenous Groups	Guatemala	Mesoamerica Regional Meeting
Jesus Cisneros	IUCN - Mesoamerica	Member CSO	Costa Rica	Mesoamerica Regional Meeting
Lic. Zacha Mariel Gutiérrez Montes	Movimiento Jóvenes Ambientalistas	Non-Member CSO	Nicaragua	Mesoamerica Regional Meeting
Manuel Chavez Diaz	WWF Mexico	Member CSO	Mexico	Mesoamerica Regional Meeting
Mauricio Sanchez	Conservation International - Mexico	Member CSO	Mexico	Mesoamerica Regional Meeting
Onel Masardule	Fundacion para la Promocion del Conocimiento Indigena (FPCI)	Member CSO - Indigenous Groups	Panama	Mesoamerica Regional Meeting
PAUL NAVARRO	Organización Mexicana para la Conservación del Medio Ambiente, A.C.	Non-Member CSO	Mexico	Mesoamerica Regional Meeting
Ramon Cruz	Institute for Transportation and Development Policy (ITDP)	Member CSO - RFP for North America	Puerto Rico	Mesoamerica Regional Meeting
Rodolfo Torres Cajas	Agrogases de Centro América / Red Sur Occidental de Cambio Climá	Non-Member CSO - Indigenous Groups	Guatemala	Mesoamerica Regional Meeting
Rosa Maria Vidal Rodríguez	Pronatura Sur	Member CSO	Mexico	Mesoamerica Regional Meeting

Annex F – Number of Project and CSO Network Membership per GEF Country / Constituency

Region	Sub-Region	Country	Number of Projects	Number of CSO Network Members
Africa	Africa - Central	Burundi	19	3
Africa	Africa - Central	Cameroon	31	9
Africa	Africa - Central	Central African Republic	14	1
Africa	Africa - Central	Congo	18	0
Africa	Africa - Central	Congo, Dem. Rep. Of the	23	21
Africa	Africa - Central	Equatorial Guinea	5	1
Africa	Africa - Central	Gabon	15	2
Africa	Africa - Central	Sao Tome and Principe	14	0
Africa	Africa - East	Comoros	20	0
Africa	Africa - East	Djibouti	16	1
Africa	Africa - East	Eritrea	16	0
Africa	Africa - East	Ethiopia	29	4
Africa	Africa - East	Kenya	43	10
Africa	Africa - East	Madagascar	30	1
Africa	Africa - East	Mauritius	21	5
Africa	Africa - East	Rwanda	19	1
Africa	Africa - East	Seychelles	24	0
Africa	Africa - East	Somalia	5	0
Africa	Africa - East	Southern Sudan	5	0
Africa	Africa - East	Tanzania	39	5
Africa	Africa - East	Uganda	36	26
Africa	Africa - North	Algeria	17	1
Africa	Africa - North	Egypt	33	3
Africa	Africa - North	Libya	3	1
Africa	Africa - North	Mauritania*	27	2
Africa	Africa - North	Morocco	34	2
Africa	Africa - North	Sudan*	25	1
Africa	Africa - North	Tunisia	28	2
Africa	Africa - South	Angola	12	0
Africa	Africa - South	Botswana	21	1
Africa	Africa - South	Lesotho	19	1
Africa	Africa - South	Malawi	25	7
Africa	Africa - South	Mozambique	26	2
Africa	Africa - South	Namibia	28	1
Africa	Africa - South	South Africa	44	6
Africa	Africa - South	Swaziland	13	0

Region	Sub-Region	Country	Number of Projects	Number of CSO Network Members
Africa	Africa - South	Zambia	25	14
Africa	Africa - South	Zimbabwe	15	2
Africa	Africa - West	Benin	26	2
Africa	Africa - West	Burkina Faso	31	0
Africa	Africa - West	Cabo Verde	17	0
Africa	Africa - West	Chad	21	2
Africa	Africa - West	Cote d'Ivoire	21	1
Africa	Africa - West	Gambia	25	1
Africa	Africa - West	Ghana	29	25
Africa	Africa - West	Guinea	24	0
Africa	Africa - West	Guinea-Bissau	18	0
Africa	Africa - West	Liberia	20	0
Africa	Africa - West	Mali	29	0
Africa	Africa - West	Niger	27	1
Africa	Africa - West	Nigeria	32	21
Africa	Africa - West	Senegal	32	2
Africa	Africa - West	Sierra Leone	15	2
Africa	Africa - West	Togo	15	0
Americas	America - South	Bolivia	21	0
Americas	America - South	Peru	48	0
Americas	Caribbean	Antigua and Barbuda	14	0
Americas	Caribbean	Bahamas	13	2
Americas	Caribbean	Barbados	8	1
Americas	Caribbean	Belize	20	0
Americas	Caribbean	Cuba	25	0
Americas	Caribbean	Dominica	11	0
Americas	Caribbean	Dominican Republic	11	1
Americas	Caribbean	Grenada	8	0
Americas	Caribbean	Guyana	13	0
Americas	Caribbean	Haiti	16	2
Americas	Caribbean	Jamaica	16	0
Americas	Caribbean	St. Kitts And Nevis	7	0
Americas	Caribbean	St. Lucia	12	2
Americas	Caribbean	St. Vincent and Grenadines	7	0
Americas	Caribbean	Suriname	10	1
Americas	Caribbean	Trinidad and Tobago	13	3

Region	Sub-Region	Country	Number of Projects	Number of CSO Network Members
Americas	Caribbean	Virgin Islands	N/A[61]	1
Americas	Mesoamerica	Costa Rica	33	5
Americas	Mesoamerica	El Salvador	16	1
Americas	Mesoamerica	Guatemala	22	1
Americas	Mesoamerica	Honduras	25	1
Americas	Mesoamerica	Mexico	61	9
Americas	Mesoamerica	Nicaragua	22	0
Americas	Mesoamerica	Panama	22	1
Americas	Mesoamerica	Venezuela	16	3
Americas	North America	Canada	N/A	1
Americas	North America	USA	N/A	28
Americas	South America	Argentina	36	4
Americas	South America	Brazil	58	4
Americas	South America	Chile	32	1
Americas	South America	Colombia	47	4
Americas	South America	Ecuador	41	5
Americas	South America	Paraguay	15	5
Americas	South America	Uruguay	26	3
Asia and the Pacific	Asia - North East	China	150	18
Asia and the Pacific	Asia - North East	Japan	N/A	6
Asia and the Pacific	Asia - North East	Korea DPR	8	0
Asia and the Pacific	Asia - North East	Republic Of Korea	1	1
Asia and the Pacific	Asia - North East	Taiwan	N/A	1
Asia and the Pacific	Asia - South	Bangladesh	25	3
Asia and the Pacific	Asia - South	Bhutan	23	0
Asia and the Pacific	Asia - South	India	77	24
Asia and the Pacific	Asia - South	Maldives	12	1
Asia and the Pacific	Asia - South	Nepal	24	5
Asia and the Pacific	Asia - South	Pakistan*[62]	33	8
Asia and the Pacific	Asia - South	Sri Lanka	32	0
Asia and the Pacific	Asia - South East	Cambodia	32	2
Asia and the Pacific	Asia - South East	Indonesia*	53	1
Asia and the Pacific	Asia - South East	Lao PDR	27	1
Asia and the Pacific	Asia - South East	Malaysia	27	8
Asia and the Pacific	Asia - South East	Mongolia*	32	1

[61] N/A denotes no GEF projects in Country. Most countries with no projects are donor countries and are not eligible for GEF Funds

[62] *Countries with different regional classification / constituency under the GEF CSO Network

Region	Sub-Region	Country	Number of Projects	Number of CSO Network Members
Asia and the Pacific	Asia - South East	Myanmar	13	0
Asia and the Pacific	Asia - South East	Philippines*	50	7
Asia and the Pacific	Asia - South East	Thailand	32	1
Asia and the Pacific	Asia - South East	Vietnam	54	1
Asia and the Pacific	Asia - West	Afghanistan	13	0
Asia and the Pacific	Asia - West	Bahrain	2	0
Asia and the Pacific	Asia - West	Iran, Islamic Rep.of	19	3
Asia and the Pacific	Asia - West	Iraq	4	1
Asia and the Pacific	Asia - West	Jordan	33	6
Asia and the Pacific	Asia - West	Kuwait	1	0
Asia and the Pacific	Asia - West	Lebanon	20	2
Asia and the Pacific	Asia - West	Oman	5	0
Asia and the Pacific	Asia - West	Palestine, State of[63]	N/A	2
Asia and the Pacific	Asia - West	Saudi Arabia	2	1
Asia and the Pacific	Asia - West	Syria	10	0
Asia and the Pacific	Asia - West	Turkey	28	2
Asia and the Pacific	Asia - West	United Arab Emirates	N/A	1
Asia and the Pacific	Asia - West	Yemen	26	0
Asia and the Pacific	Pacific	Australia	N/A	1
Asia and the Pacific	Pacific	Cook Islands	9	1
Asia and the Pacific	Pacific	Fiji	15	1
Asia and the Pacific	Pacific	Kiribati	16	0
Asia and the Pacific	Pacific	Marshall Islands	7	0
Asia and the Pacific	Pacific	Micronesia	8	0
Asia and the Pacific	Pacific	Nauru	4	0
Asia and the Pacific	Pacific	New Zealand	N/A	1
Asia and the Pacific	Pacific	Niue	10	0
Asia and the Pacific	Pacific	Palau	9	1
Asia and the Pacific	Pacific	Papua New Guinea	15	0
Asia and the Pacific	Pacific	Samoa	16	1
Asia and the Pacific	Pacific	Solomon Islands	11	0
Asia and the Pacific	Pacific	Timor Leste	16	0
Asia and the Pacific	Pacific	Tonga	8	0
Asia and the Pacific	Pacific	Tuvalu	9	0
Asia and the Pacific	Pacific	Vanuatu	13	0
Asia and the Pacific	Pacific	Western Samoa	N/A	1

[63] The State of Palestine (West Bank and Gaza) is not party to the GEF however some regional projects have been implemented in collaboration with the government of the State of Palestine

Region	Sub-Region	Country	Number of Projects	Number of CSO Network Members
Europe	East Europe & Central Asia	Albania	21	0
Europe	East Europe & Central Asia	Armenia	31	3
Europe	East Europe & Central Asia	Azerbaijan	18	4
Europe	East Europe & Central Asia	Belarus	24	2
Europe	East Europe & Central Asia	Georgia	25	5
Europe	East Europe & Central Asia	Kazakhstan	36	5
Europe	East Europe & Central Asia	Kyrgyz Republic	11	4
Europe	East Europe & Central Asia	Kyrgzstan	12	1
Europe	East Europe & Central Asia	Latvia	10	0
Europe	East Europe & Central Asia	Lithuania	10	0
Europe	East Europe & Central Asia	Macedonia	19	0
Europe	East Europe & Central Asia	Moldova, Rep.of	24	3
Europe	East Europe & Central Asia	Montenegro	12	0
Europe	East Europe & Central Asia	Russian Federation	58	2
Europe	East Europe & Central Asia	Slovak Republic	13	0
Europe	East Europe & Central Asia	Slovenia	7	0
Europe	East Europe & Central Asia	Tadzhikistan	26	4
Europe	East Europe & Central Asia	Turkmenistan	17	1
Europe	East Europe & Central Asia	Ukraine	21	1
Europe	East Europe & Central Asia	Uzbekistan	21	1
Europe	Europe	Belgium	N/A	1
Europe	Europe	Bosnia-Herzegovina	17	1
Europe	Europe	Bulgaria	16	0
Europe	Europe	Croatia	16	1
Europe	Europe	Czech Republic	11	0
Europe	Europe	Denmark	N/A	3
Europe	Europe	Estonia	5	0
Europe	Europe	Germany	N/A	8
Europe	Europe	Greece	N/A	1
Europe	Europe	Hungary	12	0
Europe	Europe	Italy	N/A	4
Europe	Europe	Kosovo	1	0
Europe	Europe	Malta	2	0
Europe	Europe	Netherlands	N/A	1
Europe	Europe	Poland	17	0
Europe	Europe	Romania	18	2
Europe	Europe	Serbia	19	2
Europe	Europe	Spain	N/A	2
Europe	Europe	Sweden	N/A	1

Region	Sub-Region	Country	Number of Projects	Number of CSO Network Members
Europe	Europe	Switzerland	N/A	8
Europe	Europe	United Kingdom	N/A	7
		Global	**312**	N/A
		Regional	**488**	N/A
		Grand Total	**4348**	**474**

Annex G – CSO Network Country Contact Points

Region	Country	Country Contact Points	Name
Africa - South	Botswana	Birdlife International Botswana	Kabelo Senyatso
Africa - South	Lesotho	Geography and Environment Movement	Mamolapo Malintle Kheleli
Africa - South	Malawi	Phunzirani Development Organisation	Kinnear Mlowoka
Africa - South	Mozambique	Africa Foundation for Sustainable Development	Thelma Munhequette
Africa - South	Zimbabwe	ZERO Regional Environmental Organisation	Shepard Zvigadza
Africa - West	Nigeria	Neighbourhood Environment Watch (NEW) Foundation	Okezie Kelechukwu Jasper
America - South	Argentina	Fundacion Patagonia Natural	Ricardo Delfino Schenke
America - South	Bolivia	Nativa	Merieke Arts
America - South	Colombia	Fundación Natura Colombia	Elsa Escobar
America - South	Paraguay	Asociación Guyra Paraguay	Alberto Yanosky
Asia - North East	China	All China Environment Federation	Gao Xiaoyi
Asia - North East	Mongolia	Green Initiative	Choikhand Janchivlamdan
Eastern Europe and Central Asia	Armenia	NGO EcoTeam Energy and Environmental Consulting	Artashes Sargsyan
Eastern Europe and Central Asia	Azerbaijan	National Center for Environment Forecasting	Telman Zeynalov
Eastern Europe and Central Asia	Belarus	Public Association "Belarusian Movement 'Otechestvo'	Anastasiya Zhdanovich
Eastern Europe and Central Asia	Uzbekistan	Ecoforum of Uzbekistan	Artur Vakhitov
Mesoamerica	El Salvador	SALVANATURA	Walter E. Jokisch
Mesoamerica	Honduras	Fundacion Hondureña de Ambiente y Desarrollo (Fundacion Vida)	Edas Muñoz Galeano
Mesoamerica	Mexico	INSTITUTO PARA EL DESARROLLO SUSTENTABLE EN MESOAMERICA A.C.(Institute for Sustainable Development in Mesoamerica, A.C)	ARTURO V. ARREOLA MUÑOZ
Mesoamerica	Venezuela	Vitalis	Giancarlo Selvaggio Belmonte

Annex H – Comparison of GEF and CSO Network Constituencies

ECW Classification	Constituency	Sub-region	Country
Central Africa ECW	Constituency	Africa - Central	Burundi
		Africa - Central	Cameroon
		Africa - Central	Central African Republic
		Africa - Central	Congo
		Africa - Central	Congo DR
		Africa - Central	Equatorial Guinea
		Africa - Central	Gabon
		Africa - Central	Sao Tome and Principe
East Africa ECW	Constituency	Africa - East	Comoros
		Africa - East	Djibouti
		Africa - East	Eritrea
		Africa - East	Ethiopia
		Africa - East	Kenya
		Africa - East	Madagascar
		Africa - East	Mauritius
		Africa - East	Rwanda
		Africa - East	Seychelles
		Africa - East	Somalia
		Africa - East	Southern Sudan
		Africa - East	Sudan
		Africa - East	Tanzania
		Africa - East	Uganda
Southern Africa ECW	Constituency	Africa - South	Angola
		Africa - South	Botswana
		Africa - South	Lesotho
		Africa - South	Malawi
		Africa - South	Mozambique
		Africa - South	Namibia
		Africa - South	South Africa
		Africa - South	Swaziland
		Africa - South	Zambia
		Africa - South	Zimbabwe
West Africa ECW 1 (Constituency meeting requested)	Constituency	Africa - West	Benin
		Africa - West	Cote d'Ivoire
		Africa - West	Ghana
		Africa - West	Guinea

ECW Classification	Constituency	Sub-region	Country
		Africa - West	Liberia
		Africa - West	Nigeria
		Africa - West	Sierra Leone
		Africa - West	Togo
West Africa ECW 2 (Constituency meeting requested)	Constituency	Africa - West	Burkina Faso
		Africa - West	Cape Verde
		Africa - West	Chad
		Africa - West	Gambia
		Africa - West	Guinea-Bissau
		Africa - West	Mali
		Africa - West	Mauritania
		Africa - West	Niger
		Africa - West	Senegal
West Asia + North Africa + Iran + Turkey ECW	Constituency	Asia - West	Afghanistan
		Asia - West	Iraq
		Asia - West	Jordan
		Asia - West	Lebanon
		Asia - West	Pakistan
		Asia - West	Syria
		Asia - West	Yemen
	Constituency	Africa - North	Algeria
		Africa - North	Egypt
		Africa - North	Libya
		Africa - North	Morocco
		Africa - North	Tunisia
	Constituency	Asia - West	Iran
	Constituency	East Europe and Central Asia	Turkey
South Asia + East Asia + China ECW	Constituency	Asia - South East	Cambodia
		Asia - South East	Lao PDR
		Asia - South East	Malaysia
		Asia - South East	Mongolia
		Asia - South East	Myanmar
		Asia - South East	Thailand
		Asia - South East	Vietnam
	Constituency	Asia - South	Bangladesh
		Asia - South	Bhutan
		Asia - South	India
		Asia - South	Maldives
		Asia - South	Nepal

ECW Classification	Constituency	Sub-region	Country
		Asia - South	Sri Lanka
	Constituency	Asia - North East	China
Central Asia + Russian Federation, Belarus & Armenia ECW	Constituency	East Europe and Central Asia	Armenia
		East Europe and Central Asia	Russian Federation
		East Europe and Central Asia	Belarus
	Constituency	East Europe and Central Asia	Azerbaijan
		East Europe and Central Asia	Kazakhstan
		East Europe and Central Asia	Kyrgyz Republic
		East Europe and Central Asia	Tajikistan
		East Europe and Central Asia	Turkmenistan
		East Europe and Central Asia	Uzbekistan
		Europe	Switzerland
East Europe and Central Asia ECW	Constituency	East Europe and Central Asia	Albania
		East Europe and Central Asia	Georgia
		East Europe and Central Asia	Macedonia
		East Europe and Central Asia	Moldova
		East Europe and Central Asia	Montenegro
		East Europe and Central Asia	Ukraine
		Europe	Bosnia-Herzegovina
		Europe	Bulgaria
		Europe	Croacia,
		Europe	Poland
		Europe	Romania
		Europe	Serbia
Pacific ECW	Constituency	Pacific	Cook Islands
		Pacific	Fiji
		Pacific	Indonesia
		Pacific	Kiribati
		Pacific	Marshall Islands
		Pacific	Micronesia
		Pacific	Nauru
		Pacific	Niue
		Pacific	Palau
		Pacific	Papua New Guinea
		Pacific	Philippines
		Pacific	Samoa
		Pacific	Solomon Islands
		Pacific	Timor Leste
		Pacific	Tonga

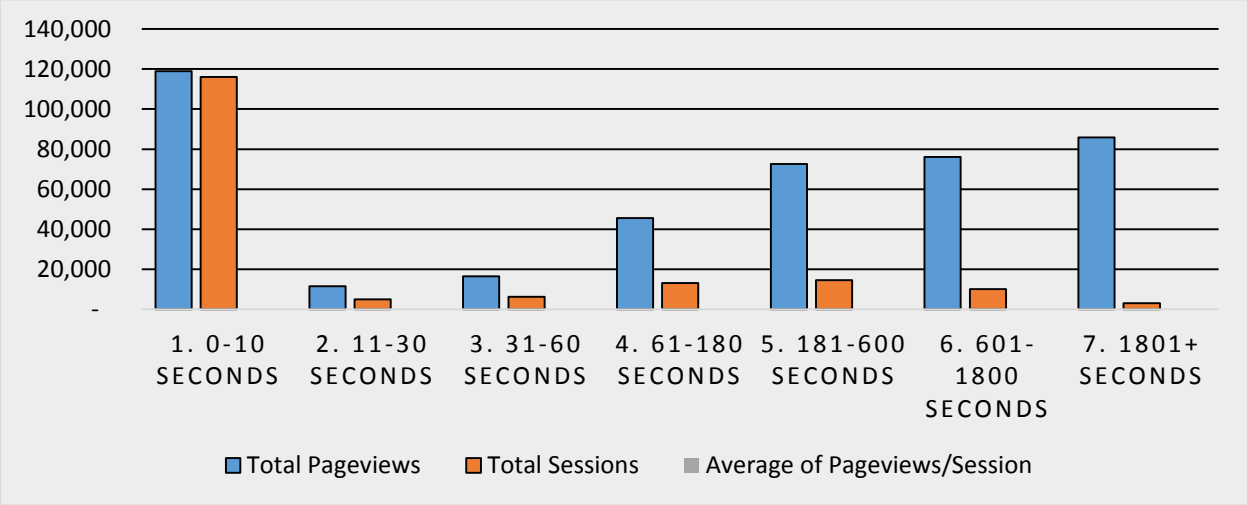
ECW Classification	Constituency	Sub-region	Country
		Pacific	Tuvalu
		Pacific	Vanuatu
Mesoamerica ECW	Constituency	Mesoamerica	Costa Rica
		Mesoamerica	El Salvador
		Mesoamerica	Guatemala
		Mesoamerica	Honduras
		Mesoamerica	Mexico
		Mesoamerica	Nicaragua
		Mesoamerica	Panama
		Mesoamerica	Venezuela
Caribbean ECW	Constituency	Caribbean	Antigua and Barbuda
		Caribbean	Bahama
		Caribbean	Barbados
		Caribbean	Belize
		Caribbean	Cuba
		Caribbean	Dominica
		Caribbean	Dominican Republic
		Caribbean	Grenada
		Caribbean	Guyana
		Caribbean	Haiti
		Caribbean	Jamaica
		Caribbean	St. Kitts And Nevis
		Caribbean	St. Lucia
		Caribbean	St. Vincent and Grenadines
		Caribbean	Suriname
		Caribbean	Trinidad and Tobago
Southern Cone + Brazil, Ecuador and Colombia ECW	Constituency	America - South	Argentina
		America - South	Bolivia
		America - South	Chile
		America - South	Paraguay
		America - South	Peru
		America - South	Uruguay
	Constituency	America - South	Brazil
		America - South	Colombia
		America - South	Ecuador

Annex I – Web Analytics of GEF CSO Network Website

1. This website analytics section used data from the website on number of visits, length or visit, and number of pages explored in each visit between 2009 and 2015.

2. Web analytics showed that the majority of sessions (69%) on the website last between 1-10 seconds. As the time spent on the website increases the pages viewed increase, however the number of sessions decrease as the time spent increases, implying that less visitors spend a longer time on the website, but when they do, they tend to go through the website more thoroughly.

Figure 3: Time spent per session and the average number of pages viewed by session



3. Of the total visitors to the CSO Network Website, only 21 percent visit the website a second time.

Figure 4: Total number of session's new and returning visitors (per year)

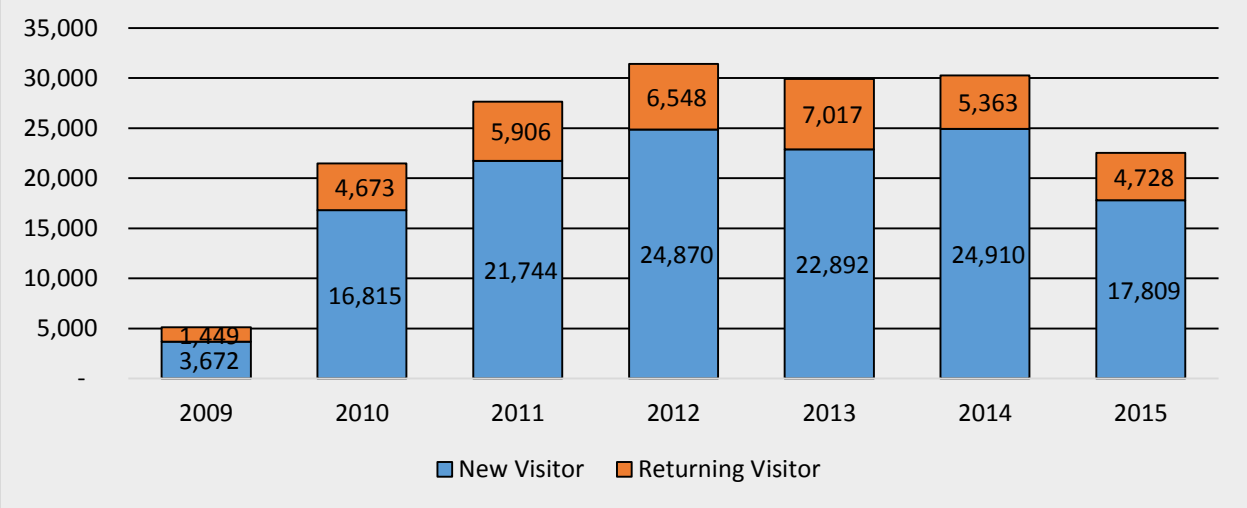
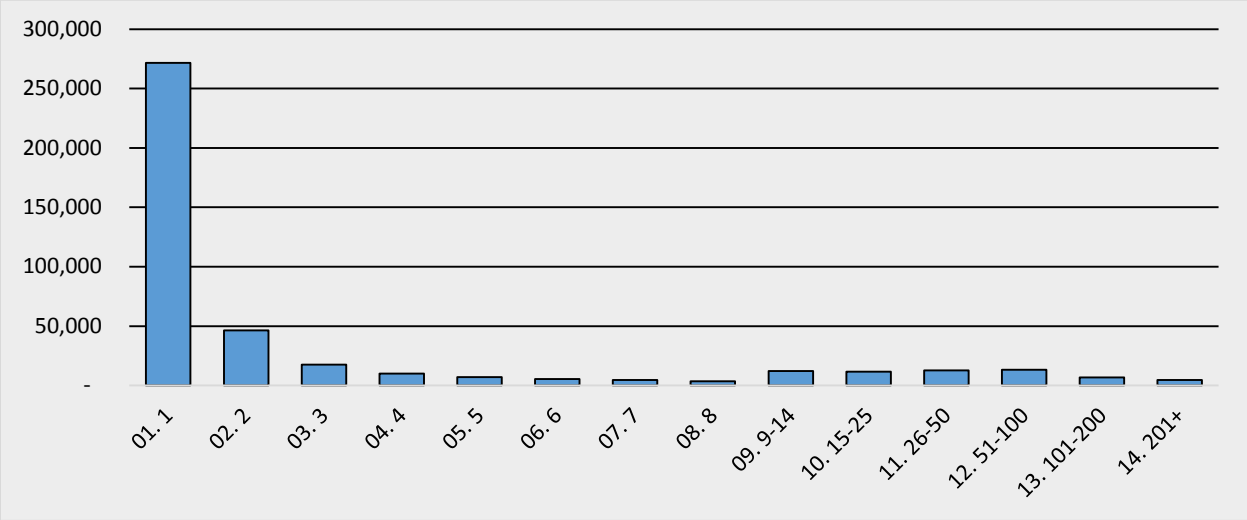


Figure 5: Number of page views per number of session(s)



Annex J – Network Complaints Procedure

1. The Network's complaints procedure is set out in Figure 6. It shows a four step process in effect between 2008 and the middle of 2015. Each step progresses to a different authority, as required - from RFP, to the Central Focal Point, to Chair of the Governance, Membership and Elections Sub-Committee (with automatic discussion at the Coordination Committee), and ultimately to an independent arbitrator, should the Coordination Committee deem this necessary. As part of the procedure, RFPs and the CFP are to report to the Coordination Committee on all complaints received and the actions taken to address them.

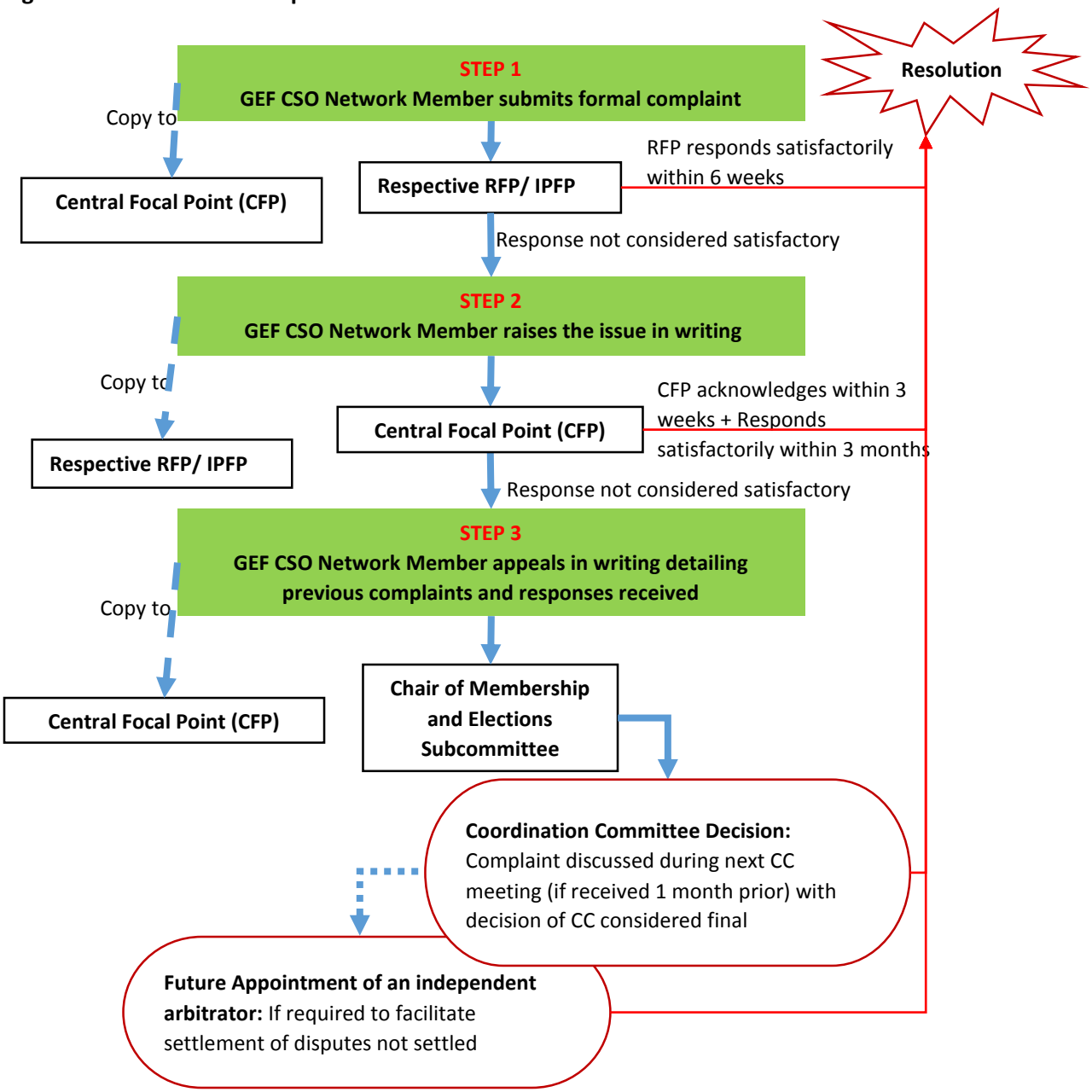



Figure 6: CSO Network Complaints Procedure