

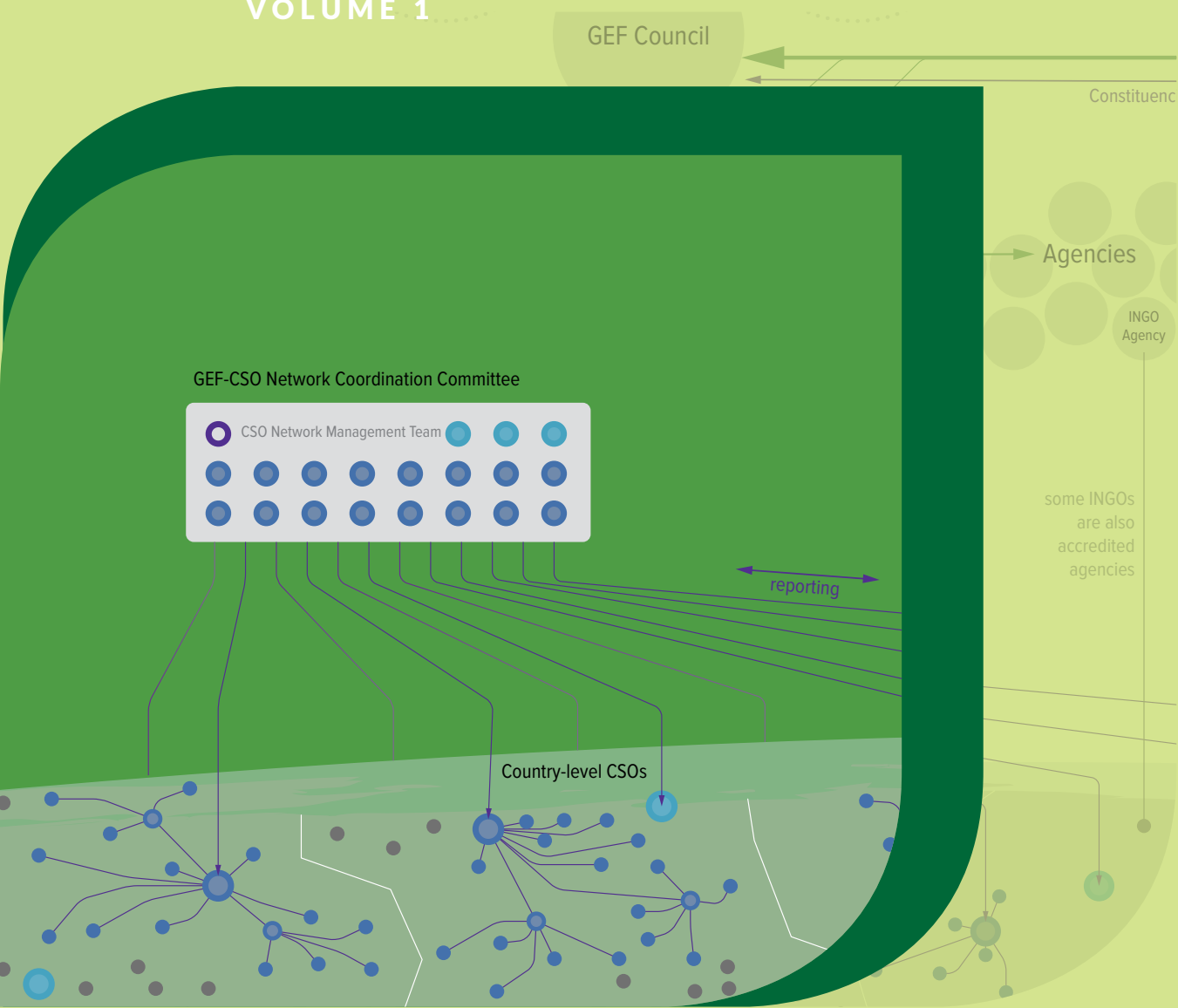


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Foreword

The Global Environment Facility (GEF)–Civil Society Organization (CSO) Network was established in 1995 as a formal network for dialogue and partnership between CSOs worldwide and the GEF. This is the second evaluation of the Network, which was first reviewed in 2005. This study follows up on recommendations and actions stemming from the first review and explores some new elements, given that, in the intervening period, both the GEF partnership and the GEF-CSO Network have grown in size and complexity.

The GEF Council at its 47th meeting in October 2014 requested the GEF Independent Evaluation Office to undertake this evaluation as an important input to the Sixth Comprehensive Evaluation of the GEF (OPS6). The purpose of the evaluation was to assess the extent to which the GEF-CSO Network is meeting its intended goals and objectives and adding value to the GEF partnership and its membership as well as seeking to understand how the Network’s specific features are contributing to its ability to meet its objectives. The evaluation also considered lessons and learning for the development of the Network for the next phase of its evolution.

The evaluation was conducted between August 2015 and May 2016. It adopted a mixed methods approach, encompassing qualitative

and quantitative data gathering approaches and analysis. Evaluation workshops with CSOs were conducted in Asia, Southern Africa, and Mesoamerica. Global online surveys were administered to gather responses from 112 countries and across CSOs, GEF Agencies, government representatives, and GEF Council members. Focus groups were also carried out at five Extended Constituency Workshops, in addition to over 75 stakeholder interviews. Other tools used included a focused document review, a social network analysis, and comparative analysis with analogous networks.

A group of peer reviewers from the international evaluation community provided important feedback on methods and final products. A Reference Group made up of relevant stakeholders was also consulted through the evaluation, including for the draft evaluation report. A management response from the GEF Secretariat and a management response from the GEF-CSO Network were provided in May 2016 and are included as annexes K and L of this report, respectively. The report and management responses were discussed at the GEF Council meeting in June 2016.



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Director, GEF Independent Evaluation Office

Acknowledgments

The task manager for this evaluation was Baljit Wadhwa, Senior Evaluation Officer of the Global Environment Facility Independent Evaluation Office (GEF IEO), with oversight from the current and former IEO Chief Evaluation Officers, Geeta Batra and Aaron Zazueta, respectively.

Core evaluation team members were Philip Cox, Senior Evaluation Consultant; Sara el Choufi, Evaluation Analyst; and Ritu Kanotra, Evaluation Consultant. Collectively, the team was responsible for elements such as regional evaluation workshop facilitation, analysis of data collected through surveys and membership data collected through the GEF-CSO Network, and analysis of connectivity and network health—e.g., through social network analysis.

The Peer Review Committee included Beverly Parsons, independent evaluation consultant and past President, American Evaluation Association;

and Marie Gaarder, Manager, World Bank Independent Evaluation Group. Members of the Reference Group included representatives from the GEF Secretariat, the GEF-CSO Network, and GEF Agencies.

The following persons also contributed to the evaluation in roles such as research analysis, regional workshop support, presentation, graphics, and methods guidance: Evelyn Chihuguyu, Jeneen Garcia, Francisco Grahmer, Malac Kabir, Matt Knapic, Susana Rojas, Kseniya Temnenko, and Molly Watts. Nita Congress edited and designed the publication.

The GEF IEO is grateful to these individuals for their contributions to the evaluation, but takes full responsibility for its contents.

Executive Summary

This Global Environment Facility (GEF) Independent Evaluation Office evaluation of the GEF–Civil Society Organization (CSO) Network responds to a request from the GEF Council at its 47th meeting in October 2014.

The evaluation addressed the two key evaluation questions included in the approach paper:

- To what extent is the GEF-CSO Network meeting its intended goals and strategic objectives and adding value to the GEF partnership and its membership?
- How are Network features contributing to the effective and efficient functioning of the Network?

The evaluation covers the period from the Network's last evaluation in 2005 to the present.

Background

The GEF-CSO Network began in 1995 as a group of nongovernmental organizations (NGOs) accredited by the GEF as eligible to attend Council meetings.¹ In these early days, any accredited NGO was automatically a member of a GEF-NGO Network. Over time, the Network has become a voluntary, self-organized collection of almost 500 environmental and sustainable

development-oriented CSOs spread across 122 countries. Over two decades, the Network's program has responded to the GEF Council's 1995 mandate that NGOs attending Council meetings "prepare for and report back on those meetings to the wider CSO community in their countries and regions."

The Network is organized according to different geographic regions. The structure consists of 16 elected CSOs, or regional focal points (RFPs), each of which represent a region encompassing more than one country, to make a constituency. The representation of indigenous peoples is formally established in the governance and structure of the CSO Network through three focal points. Together, these organizations make up the Coordination Committee. Up until October 2015, Network leadership was provided by a central focal point (CFP) elected from among the RFPs. Currently, a chair, vice chair, and Network secretariat share the duties formerly carried out by the CFP. The Coordination Committee meets twice a year, prior to the Council meetings, to discuss Network business.

In addition to its Council-derived mandate, the Network has set objectives for itself. These pertain to enhancing the role of civil society in safeguarding the global environment, strengthening GEF program implementation through partnership with civil society, and building the capacity of the GEF-CSO Network.

¹ The Network was formerly known as the GEF NGO Network and changed its name to the GEF-CSO Network prior to the fifth GEF Assembly.

Consistent with its mandate, the Network is most active just prior to and after Council meetings. A report is submitted to the Council itemizing Network activities each year, and a report is prepared following each Council meeting for distribution to the Network. A quarterly Network newsletter also goes out to members. Since 2011, the Network has organized a meeting of regional CSOs on the day prior to Expanded Constituency Workshops (ECWs) to promote the Network, exchange project-based knowledge, and prepare CSO positions for presentation to the regional constituency during the workshop. These meetings are supported logistically and financially by the GEF Secretariat.

EVALUATION METHODS

The evaluation adopted a mixed methods approach encompassing qualitative and quantitative data gathering approaches and analysis. Evaluation workshops with CSOs were conducted in three regions to analyze the Network's relationships with other actors in the partnership; the majority of the workshop participants were active CSO members, nonmember organizations with GEF experience were selected in countries without members. An effort was also made to include past RFPs in the workshops. A global online survey was administered to gather responses from 112 countries and across CSOs, GEF Agencies, government representatives, and Council members. Focus groups were conducted at five ECWs in addition to over 75 stakeholder interviews. Other tools used for data gathering and analysis included a focused document review, a social network analysis, and comparative analysis with analogous networks.

Based on a review of the literature describing relevant frameworks and methods for network evaluation, the evaluation team identified eight elements to serve in the analysis of the evaluation's key questions: **results**, **credibility**, **capacity**, **connectivity**, **membership**, **structure**, **governance**, and **resources**. Each of these includes

characteristics that are understood to be vital to successful network functioning.

Major Findings

The evaluation's key findings are summarized below, organized according to the aforementioned network elements. The findings were used to arrive at the evaluation's conclusions and recommendations.

RESULTS

From the majority of CSO members participating in the evaluation, the GEF-CSO Network receives good to excellent marks regarding its progress against its objectives. Progress ratings are best for the Council-mandated objective, particularly as it relates to knowledge dissemination about the GEF.

Others in the partnership—the GEF Council, the GEF Agencies, and country governments—assess the Network's value addition to the partnership as generally moderate, with its lowest rating for reviewing project designs and its highest for influencing the policy agenda and increasing CSOs' understanding about the GEF.

At the policy table, the Network's influence is acknowledged most in terms of review of the GEF Policy on Public Involvement in GEF Projects, the GEF Policy on Minimum Standards on Environmental and Social Safeguards, and support to indigenous peoples. The Network's efforts before and at replenishment meetings were also noted as an important contribution of the Network to ensure robust replenishments with strategic orientation. The GEF-CSO Network has infrequently commented on the GEF work program presented at every Council meeting.

CREDIBILITY

The GEF-CSO Network has expanded beyond the original informational mandate that it was given at its inception. Nevertheless, that core instructive function remains valued by CSO members today. Almost to the same degree, other functions of the

Network that are associated with its own objectives—e.g., building relationships and exchanging knowledge, and strengthening project design and implementation within the Network—remain valued by CSO members.

For the CSOs, the GEF “brand” gives Network members credibility, especially in those countries where the GEF identity is recognized. At the same time, affiliation does not automatically open doors or translate to the desired country-level engagement, dampening somewhat the value that could accrue.

All parts of the GEF partnership maintain that the best way to earn the credibility to inform policy discussions and provide informed viewpoints is through direct experience with GEF operations. That said, the space for CSO project execution has shrunk in the period under evaluation due, in large part, to the revised resource allocation system with its increased emphasis on execution by government agencies. However, other potential auxiliary roles—e.g., as secondary executing agencies and project collaborators—are becoming available.

CSO Network members, which accounted for about 15 percent of survey respondents, registered displeasure with the Network primarily over a lack of transparency and communication regarding Network governance and the remoteness of the global policy information flowing to them. Dissatisfied organizations tend to be detached from Network activities—i.e., not engaged with information flow or not interacting with fellow members on Network business, and perhaps disenchanted with the way the Network operates.

Although the face of the Network is clear to the GEF Council, the depth of the Network’s reach at the country level is not visible; credibility hinges on this. GEF projects are operationalized at the country level. Country-informed perspectives, and in particular those gained by CSO experiences with GEF operations, are necessary to the strength and value of Network deliberations.

CAPACITY

The Network’s capacity development has largely been dedicated to information sharing about the GEF. To date, the Network has been unable to muster the resources to advance a skills-building agenda for its members. In addition, the reach of the Network’s capacity-building initiatives across the membership has only been partial. Those CSOs that feel as if they are contributing to Network business, are engaged at Council meetings and in ECWs, and/or enjoy a close working relationship with RFPs are more likely to see capacity gains than those that are not.

Internally, the Network does not have an assessment of the knowledge, skills, and experience resident within its membership. As such, it has not been able to leverage the resources that it may have for strategic entry into roles concerning focal area objectives or related to the GEF project cycle.

There is observable impetus for enhancing Network capacity: (1) reinforcing RFP outreach capacity with the addition of country contact points, (2) pursuing the medium-size project modality as a vehicle for piloting capacity-building initiatives, and (3) working with the Small Grants Programme in the implementation of the Communities Connect initiative and a CSO-Government Dialogue Platform.

CONNECTIVITY

Social network analysis indicates that opportunities for information exchange and interaction are highest among core members (focal points) as compared to the rest of the Network. There is variation in the extent to which different RFPs are connected to the rest of the Network. Most of the member CSOs (including RFPs, CFP and indigenous peoples focal points) report collaborating more with organizations outside the Network (i.e., nonmembers) than those inside, and some of the member CSOs are simultaneously part of other

networks, in effect widening the reach of the CSO Network beyond its membership.

International CSOs, such as the International Union for Conservation of Nature (IUCN) and the World Wildlife Federation (WWF) show relatively more ties and centrality within the Network due to their multiple field locations across various countries. The prominence of these international organizations in the Network suggests a potential role in facilitating connections and building capacities of the other Network members.

The RFP role is instrumental to the CSO outreach task, but it is a big “ask” for a volunteer role. To varying degrees, across countries, it remains for the Network to define and communicate its value proposition.

The GEF-CSO Network website is sufficient for important information exchange, but does not engage member CSOs more deeply than that—e.g., by inviting CSOs to post their stories/experiences or providing them a platform for networking with the option of contributing to GEF policy discussions. Web analytics indicate that the majority of website sessions last a short time and that only about 20 percent of visitors return.

Overall, the readiness of the Network at GEF Council meetings is appreciated. Over time, the Network has become progressively better prepared. Position statements on almost every agenda item are perceived across the partnership as appropriate and thoughtful, though scripted. GEF-CSO Network interventions at Council meetings are necessary but not sufficient in themselves to optimize the CSO connection to the GEF Council. The message from several Council members is that there is scope and license to be more influential at the policy table by engaging earlier, in less formal ways, and with country perspectives.

The GEF-CSO Network–GEF Agency connection remains largely unexplored in both directions to date. The exception are linkages with CSOs now also operating as GEF Agencies. Overall, Agency representatives in the partnership described having

their own institutional arrangements and/or CSO networks already in place and note that their contacts are often not members of the GEF-CSO Network.

Despite Council approval in 2010 of proposals to build bridges between the GEF-CSO Network and national governments, the connection between the Network and official government focal points is relatively weak in the array of relationships within the GEF partnership at the country level.

Generally, the GEF-CSO Network’s activities continue to focus more at the regional and global levels and not enough at the country level.

MEMBERSHIP

The GEF-CSO Network’s membership system has become more coherent over the period under evaluation. It has developed application requirements and verification protocols that have prevented the inclusion of ineligible CSOs and kept it possible for serious applicants to enter. At the same time, the process is criticized by some as complex, slow, and unresponsive.

Expressed interest by nonmembers is not fully converting into membership. The process is reported to be time-consuming. Member identification with the GEF-CSO Network and the GEF brand appears variable, at least as portrayed on their websites.

Most of the Network’s members are NGOs. The profile suggests underrepresentation across the other CSO types, namely indigenous peoples, community-based organizations, and academic and research institutes. The Network does not categorize organizations as being for women or youth.

At a systemic level, membership distribution remains uneven across countries. Contributing factors include the willingness of the country government to accommodate CSO activity in general, the extent of GEF-funded activities, and the presence of CSO leadership acting as a champion for membership. Some leaders in the Network would prefer to pace growth so it does not exacerbate structural

vulnerabilities, while others seek acceleration. There is no targeted membership development strategy per se.

STRUCTURE AND GOVERNANCE

The essential regional/central focal point structure of the GEF-CSO Network has remained unchanged for most of the period under evaluation. The Network undertook a restructuring in October 2015, replacing the role of CFP with a chair, vice chair, and Network secretariat.

The Network's Coordination Committee has paid attention to several areas of organizational development including building a membership system, setting in place a strategic planning orientation, and refining its function with revisions to its guidelines. It has also added indigenous constituencies into its structure and—most recently—has attempted to reduce the burden on the RFP to undertake outreach activities at the country level by institutionalizing a country contact role and by encouraging greater connectivity at the country level with the GEF Small Grants Programme. The membership overall is satisfied with the structure of the Network.

Network leadership has been strong, focused, and steadfast, by most accounts. Some members have perceived it as domineering. Major contributions and relationships have been consolidated through a few people, leaving the Network subject to the risk of personality differences. Process disagreements and personality conflicts have arisen within and across the Network, though to a lesser degree than in the past.

The Network's complaint procedure does not delineate the trigger point for external intermediaries to act in the best interests of the Network, should internal systems prove insufficient or compromised. Where Network disputes have arisen, they have, by many accounts, distracted from day-to-day business and posed risks to the Network's reputation.

One of the greatest external factors bearing on the Network's structure has to do with vision. Across the partnership—by Agencies, government focal points, Council members, and CSOs—the evaluation team was told that the GEF partnership is without a shared, contemporary understanding for the GEF-CSO Network in the new architecture.

Another external factor related to structure is the relationship between the Network and its members that are now GEF CSO Agencies. The latter hold the potential to support linkages that could help shift the Network's locus of activity closer to the country level. The dual identity of these members has raised questions within both systems, including how best to leverage shared values and interests while avoiding conflicts of interest associated with a CSO entity simultaneously serving as a GEF Agency and having a field office as a Network member. At this stage, there are no guidelines to manage this risk.

The terms of office for the indigenous peoples' focal points and RFPs have, in some instances, emerged as a constraint to member participation in the Network. While there are pros and cons to having a once-renewable four-year term of office, the balance of opinion from all parts of the partnership is that this period is too long and is detrimental to voter participation and network building.

RESOURCES

The GEF's funding commitment underwrites Network member participation in Council, Assembly, and, recently, ECW meetings. There are inadequate resources in place to sustain outreach at the country level as per the Council's objective.

Over the past five years, the average cost of bringing CSOs to Council meetings has been about \$140,000 a year. Costs associated with CSO participation in ECWs are about \$330,000 per year, of which \$90,000 annually is for Network members. Collectively, the costs for GEF-CSO Network activities are on the order of approximately one enabling activity per year.

Between 2009 and 2014, the GEF Secretariat allocated \$50,000 per year from its Country Support Program budget to the Network to be used for administrative functions and some regional outreach. The use of the annual grants were reported on in the Network's reports to the GEF Council and are backed by audited reports for each year.

Among those in elected positions as focal points in the Network, performance expectations are high and the outlay of volunteer resources considerable. It is implausible to expect much more activity from the Network without guided financing.

What has intensified in the period under evaluation is a public management focus on results accountability; this puts the onus on the Network to be focused on results in its program/service offerings.

Conclusions

Drawing on the major findings, the evaluation conclusions are organized according to the two key evaluation questions. Concerning key question 1, to what extent is the GEF-CSO Network meeting its intended goals and strategic objectives and adding value to the GEF partnership and its membership, the evaluation reached the following conclusions:

1. The GEF-CSO Network continues to be relevant and is delivering results to the GEF partnership.
2. The GEF-CSO Network's activities are distant from the country level where GEF projects make their mark and from where the majority of Network CSOs operate. As such, the Network is compromised in its ability to inform the GEF Council with country perspectives.

Concerning key question 2, how are Network features contributing to the effective and efficient functioning of the Network, the evaluation reached the following conclusions:

3. The GEF-CSO Network today is operating in an expanding GEF partnership without a shared contemporary vision of the role the Network can play within the changing architecture and the resources it would need to be effective.
4. Within the context of an increasingly complex operating environment, the GEF-CSO Network has strengthened organizationally over the period under evaluation, but governance challenges remain.

Recommendations

Based on the above conclusions, the evaluation formulated the following four recommendations:

1. A contemporary vision for the GEF-CSO Network should be created within the new GEF architecture. The vision should, among other things, (1) clarify the Network's role, (2) set out a shared understanding among all elements of the partnership of the Network's contribution in guarding the global commons and (3) identify a modality to finance Network activities.
2. The GEF Secretariat and the GEF-CSO Network should develop clear rules of engagement to guide cooperation and communication, to be adjusted as needed.
3. The GEF-CSO Network should continue to build itself as a mechanism for strengthening civil society participation in the GEF at the global, regional, and national levels, paying particular attention to membership development, capacity building, and value-added working relationships across the partnership.
4. The GEF-CSO Network should strengthen its governance, with particular attention to annual work plans, cooperation with the Indigenous Peoples Advisory Group, terms for the Network's RFPs, and the complaints process.

Abbreviations

CEO	Chief Executive Officer	NGO	nongovernmental organization
CFP	central focal point	OFP	operational focal point
COP	Conference of the Parties	OPS	overall performance study
CSO	civil society organization	PFP	political focal point
ECW	Expanded Constituency Workshop	RAF	Resource Allocation Framework
FAO	Food and Agriculture Organization of the United Nations	RFP	regional focal point
GEF	Global Environment Facility	SGP	Small Grants Programme
IEO	Independent Evaluation Office	STAP	Scientific and Technical Advisory Panel
IP	indigenous peoples	STAR	System for Transparent Allocation of Resources
IPFP	indigenous peoples focal point	UNDP	United Nations Development Programme
IUCN	International Union for Conservation of Nature	UNEP	United Nations Environment Programme
M&E	monitoring and evaluation	WWF	World Wildlife Fund
MSP	medium-size project		

All dollar amounts are U.S. dollars unless otherwise indicated.

1. Introduction

This evaluation responds to a request from the Global Environment Facility (GEF) Council at its 47th meeting in October 2014 for an evaluation of the GEF–Civil Society Organization (CSO) Network. It also responds to a recommendation in the 2005 review of the NGO Network, which requested the then–Office of Monitoring and Evaluation in the GEF to include an evaluation of the Network in GEF overall performance studies (OPS; now called comprehensive evaluations). This evaluation is a key input to the future Sixth Comprehensive Evaluation and covers the period from the last review of the Network to the present.¹ The evaluation addresses the following key performance questions:

- To what extent is the GEF-CSO Network meeting its intended goals and strategic objectives and adding value to the GEF partnership and its membership?
- How are features of the GEF-CSO Network contributing to its ability to meet its objectives?

A third general question concerning lessons and learning for the development of the Network ran across all the elements examined in the

evaluation and forms the basis for the conclusions and recommendations to the GEF Council:

- What are the implications for the next phase of the development and evolution of the CSO Network?

The GEF has a long-standing history of engaging with CSOs. Since the pilot phase in 1991, CSOs have held consultations in sessions prior to the GEF semiannual Council meetings, at which time they exchange their views about GEF activities and have a dialogue with the partnership about GEF projects and policies.

As part of the restructured GEF, the Secretariat presented to the Council, at its first meeting in July 1994, the “Technical Note on NGO [nongovernmental organization] Relations with the GEF” which stated that “with the restructuring of the GEF, it is timely to consider a more systematic relationship between the GEF and NGOs” (GEF 1994). It recommended that the Council or the Secretariat approve a list of “accredited NGOs” whose purposes and activities are related to the GEF.² In February 1995, at its third meeting, the Council was presented with criteria for the selection of NGOs that were to be a part of its semiannual deliberations. The NGOs would be chosen from the GEF’s “network” of accredited NGOs; representatives

¹The 2005 review was requested by the then–Central Focal Point and managed by the GEF Secretariat, which contracted a consultant for the review (GEF 2005). Elements of the Network were also reviewed in OPS2, OPS3, and OPS4; OPS5 conducted a technical study on engagement (GEF IEO 2013).

²To be accredited, NGOs submitted a request to the GEF Secretariat, stating their interest and identifying their relevance to the GEF.

roles and responsibilities “to communicate with the wider NGO community, including responsibility for preparing for and reporting on, the Council meeting and NGO consultations, should be determined by the NGOs” (GEF 1995, para. 6). In 2001, CSOs began to formalize the structure and responsibilities of the Network; in 2003, the Network’s Coordination Committee 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 of and process of election for the central focal point (CFP) and regional focal points (RFPs) and to render more effective performance by the Network.

Figure 1.1 presents a historical timeline of key milestones in the evolution of the CSO Network and the GEF.³ The timeline shows the introduction of a number of recommended organizational reforms related to membership, governance guidelines, strategic planning, and funding in the years following the 2005 review.

This evaluation’s execution structure, consistent with GEF Independent Evaluation Office (IEO) guidelines, included a Peer Review Committee; a Reference Group; and an evaluation team made up of independent evaluators, consultants, and research assistants. [Annex A](#) presents the evaluation’s approach paper. The evaluation was conducted in five phases: pre-evaluation literature review, data gaps identification and methods selection, data collection and consultation, triangulation and verification, and report writing and consultation.

A complete description of the evaluation methods is provided in Technical Note 1 in volume 2 of this report. This was a mixed methods evaluation which included the following:

- A literature review ([annex B](#))
- A review of all Council documents

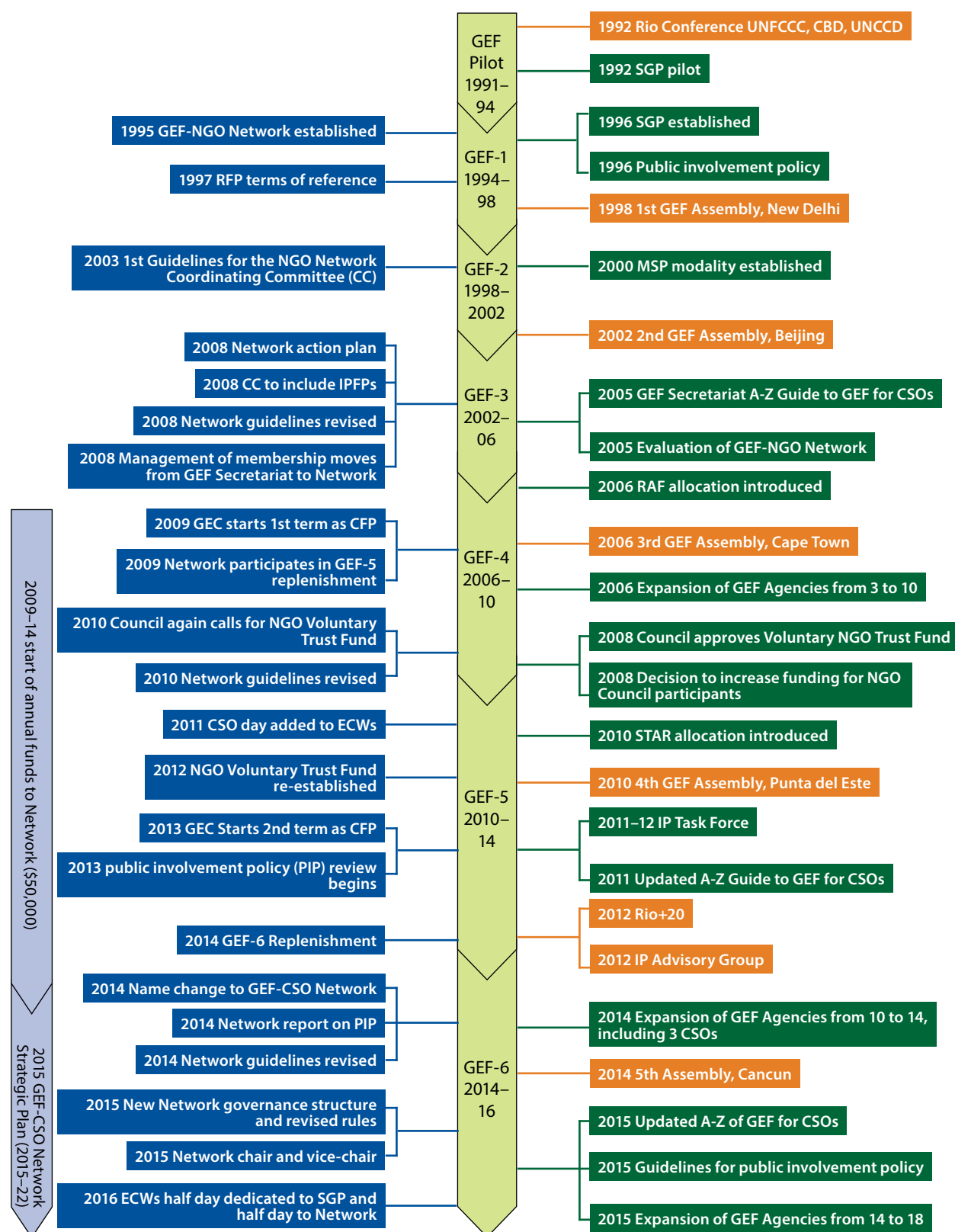
³The historical timeline was built and validated at the regional evaluation workshops.

- A review of CSO presentations at Expanded Constituency Workshops (ECWs)
- An online survey ([annex C](#)) sent to
 - 466 CSO Network members (response rate: 22 percent)⁴
 - 1,036 CSO non-Network members participating in GEF Council, GEF Assembly, or ECW meetings (response rate: 16 percent)
 - GEF Agencies (response rate: 56 percent)
 - RFPs and indigenous peoples focal points (IPFPs) (response rate: 79 percent)
 - government operational focal points (OFPs) and political focal points (PFPs) (response rate: 14 percent)
 - Council and alternate members (response rate: 32 percent)
- A follow-up survey sent to CSO Network members (response rate: 19 percent)⁵
- A critical systems analysis ([annex D](#)) conducted at three regional CSO evaluation workshops—in the Asia (Kuala Lumpur), Southern Africa (Lusaka), and Mesoamerica (Mexico City) Regions—attended by a total of 55 CSOs
- Focus group discussions with 112 CSOs attending ECWs in Central and Eastern Europe (Georgia), East Africa (Uganda), Central Asia (Belarus), and Pacific (Cook Islands)
- Social network analysis using UCINET visualization software
- Comparative network analysis (provided in Technical Note 2 in volume 2 of this report)

⁴At the time the survey was disseminated in October 2015, 466 CSOs were registered as members.

⁵Thirty-eight CSOs responded to both the first and second surveys sent to Network members.

FIGURE 1.1 Historical Timeline of GEF-CSO Network Key Milestones



- Key informant interviews with:
 - All current Network focal points (central, indigenous, and regional), in addition to former focal points and current and former Network members (35)
 - CSO Network members (25)
 - GEF Agency staff (11 interviews with 13 Agency staff)
 - GEF Secretariat (8)—current staff (6), previous Chief Executive Officer (CEO), and previous CSO Liaison Officer
 - Council Members and OFPs (8)
 - World Bank Trustee and legal counsel (2)
 - Small Grants Programme (SGP) headquarters and regional staff (3)

The large amount of information collected through all these means provides a rich picture of the CSO Network and its operations. Some limitations were encountered, however, notably the following:

- The CSO Network, over time, has had numerous players enter and exit the Network, many more than could be reached by the evaluation.
- There was a 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.

Throughout, the evaluation team encountered considerable goodwill and willingness to participate. A complete list of all stakeholders interviewed is presented in [annex E](#).

This report is divided into five chapters:

- **Chapter 1** presents an introduction to the GEF-CSO Network and its place in the GEF partnership; it also includes a summary of the key evaluation questions and the methods employed
- **Chapter 2** profiles the Network in more detail, describing its objectives, membership, structure and governance, and communications.
- **Chapter 3** tackles the first of the two key evaluation questions; it provides findings related to GEF-CSO Network results to date
- **Chapter 4** looks at the second of the two evaluation questions; it provides findings on Network features that have helped or hindered performance in the GEF partnership
- **Chapter 5** draws conclusions on the basis of the findings and provides recommendations

Several annexes supplement and complement the data and information presented in the main text. A separate volume 2 contains the report's two technical notes.

2. GEF-CSO Network Profile

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.

2.1 Objectives

The GEF Council–mandated objective for the Network has remained in place throughout the period under evaluation: “to prepare for and report on the GEF Council meetings and NGO consultations to the wider CSO community at the national, regional and international levels.”

The Network has presented to the GEF two strategic plans in which it lays out its vision, mission, objectives, and strategies for achieving them. The first strategic plan was finalized in August 2008 for the period 2008–18 and the second in June 2015 for the seven-year period 2015–22 (GEF-CSO Network 2008, 2015).

In assessing the degree to which the Network has met its strategic objectives, the evaluation referenced the objectives (below) as they were defined in the August 2008 strategic plan. The Network updated its objectives in the revised rules and procedures document in July 2014 (GEF 2014) and again in the June 2015 strategic plan.¹

¹ The 2015 revised objectives are (1) to enhance the role of civil society in safeguarding the global environment, (2) to promote effective engagement of civil society in GEF operations, and (3) to strengthen the capacity

The vision and mission of the Network, as defined in 2008, are as follows:

- **Vision:** A dynamic civil society influencing policies and actions at all levels to safeguard the global environment and promote sustainable development
- **Mission:** To strengthen civil society partnership with GEF by enhancing participation, contributing to policy and stimulating action

The objectives of the Network are as follows:

- **Objective 1:** To enhance the role of civil society in safeguarding the global environment
- **Objective 2:** To strengthen global environmental policy development through enhanced partnership between civil society and the GEF.
- **Objective 3:** To strengthen the GEF-NGO Network capacity

2.2 Membership

The Network is comprised of organizations formerly accredited by the GEF and/or organizations whose membership, since March 2010, was approved through the Network’s governance structure. All NGOs accredited by the GEF prior to handover were automatically members of the

of the Network and CSO members to participate in GEF-related activities.

Network. At that time, accreditation hinged on whether an NGO aligned with the focal areas of the GEF. Early in 2010, the GEF-CSO Network received a list of 399 names from the GEF Secretariat. The membership, as of November 1, 2015, is comprised of 474 member organizations distributed across 122 countries (annex F).

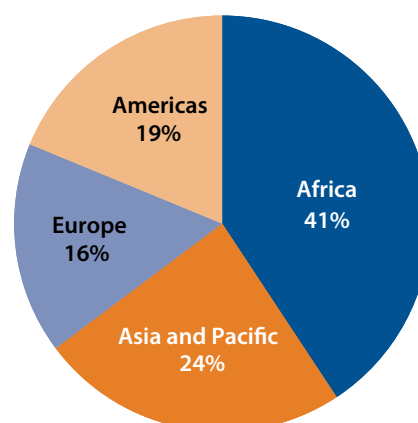
As shown in table 2.1 and figure 2.1, of these, 193 CSOs are in the Africa Region, representing 38 countries; 114 are in Asia and the Pacific, representing 32 countries; 78 are in Europe, representing 28 countries; and 89 are in the Americas, representing 24 countries.

TABLE 2.1 Distribution of GEF-CSO Network Membership

Region/subregion	Number of CSOs in region	Number of countries represented
Africa	193	38
Africa–Central	37	6
Africa–East	53	8
Africa–North	12	7
Africa–South	34	8
Africa–West	57	9
Asia and Pacific	114	32
Asia–North East	27	5
Asia–South	41	5
Asia–South East	21	7
Asia–West	18	8
Pacific	7	7
Europe	78	28
East Europe and Central Asia	36	13
Europe	42	15
Americas	89	24
North America	29	2
Mesoamerica	21	7
South America	26	7
Caribbean	13	8
Total	474	122

SOURCE: GEF-CSO Network membership database.

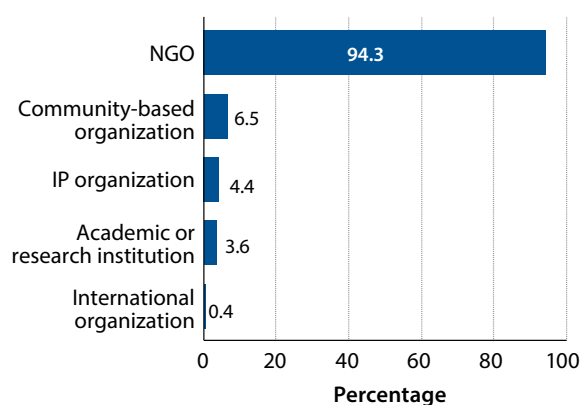
FIGURE 2.1 GEF-CSO Network Membership by Region



SOURCE: GEF-CSO Network membership database.

Members of the CSO Network vary by type, area, and scope of work. According to the Network's organization of groups, 94 percent of the member CSOs are identified as NGOs; while a minority of CSOs are identified as community-based organizations, indigenous peoples (IP) organizations, and academic and research institutions (6.5 percent, 4.4 percent, and 3.6 percent, respectively). Figure 2.2 shows the Network's membership distribution by type of organization.

FIGURE 2.2 GEF-CSO Network Membership by Organization Type



SOURCE: GEF-CSO Network membership database.

2.3 Structure and Governance

The structure of the Network has gone through successive cycles of self-regulating initiatives at the national, regional, and international levels to develop practice norms and standards. The structure consists of elected CSOs, each of which represents a region encompassing more than one country, or CSO constituency.

These organizations are called regional focal points and are members of the Coordination Committee of the Network. The Coordination Committee is currently made of 16 RFPs, one from each of the geographic subregions.² In addition, three indigenous peoples focal points representing IP organizations are elected or appointed by the IP groups from three regions—Africa, Asia and Pacific, and the Americas.³ The Coordination Committee acts as the final ruling body of the Network and makes decisions on its behalf.

The CSO Network revised its governance structure in October 2015. Until then, the work of the Coordination Committee was facilitated by a central focal point for the Network. The CFP was elected by the Coordination Committee for a four-year term, and eligible for reelection to a second term, by members of the Coordination Committee (GEF 2014). Since its inception, the Network has had eight CFPs. Two served during the period under evaluation, one for the period 2006–08, the other for the period 2009–15. The CFP role is now undertaken through a chair and vice chair of the Coordination Committee.

Subcommittees are established by the Coordination Committee to assist with its work or undertake work between meetings. The new governance structure streamlined the composition of the

Network's subcommittees, as indicated in figure 2.3. As of this writing, the chair, the vice chair, and the heads of the four subcommittees make up the management team of the Network.

The Coordination Committee created a CSO Network Secretariat to manage and facilitate the work of the Network, both for Coordination Committee and GEF Council meetings as well as to undertake a set of administrative and house-keeping tasks between these meetings. The work of the Secretariat is overseen by the management team. Figure 2.3 shows the current structure of the Network.

Over the last few years, the Network has been working to improve connectivity at the country level by identifying country contact points—i.e., CSOs to assist with the Network's national presence. Thus far, 20 such contact points have been assigned ([annex G](#)).

2.4 Working Relationship with the GEF Secretariat

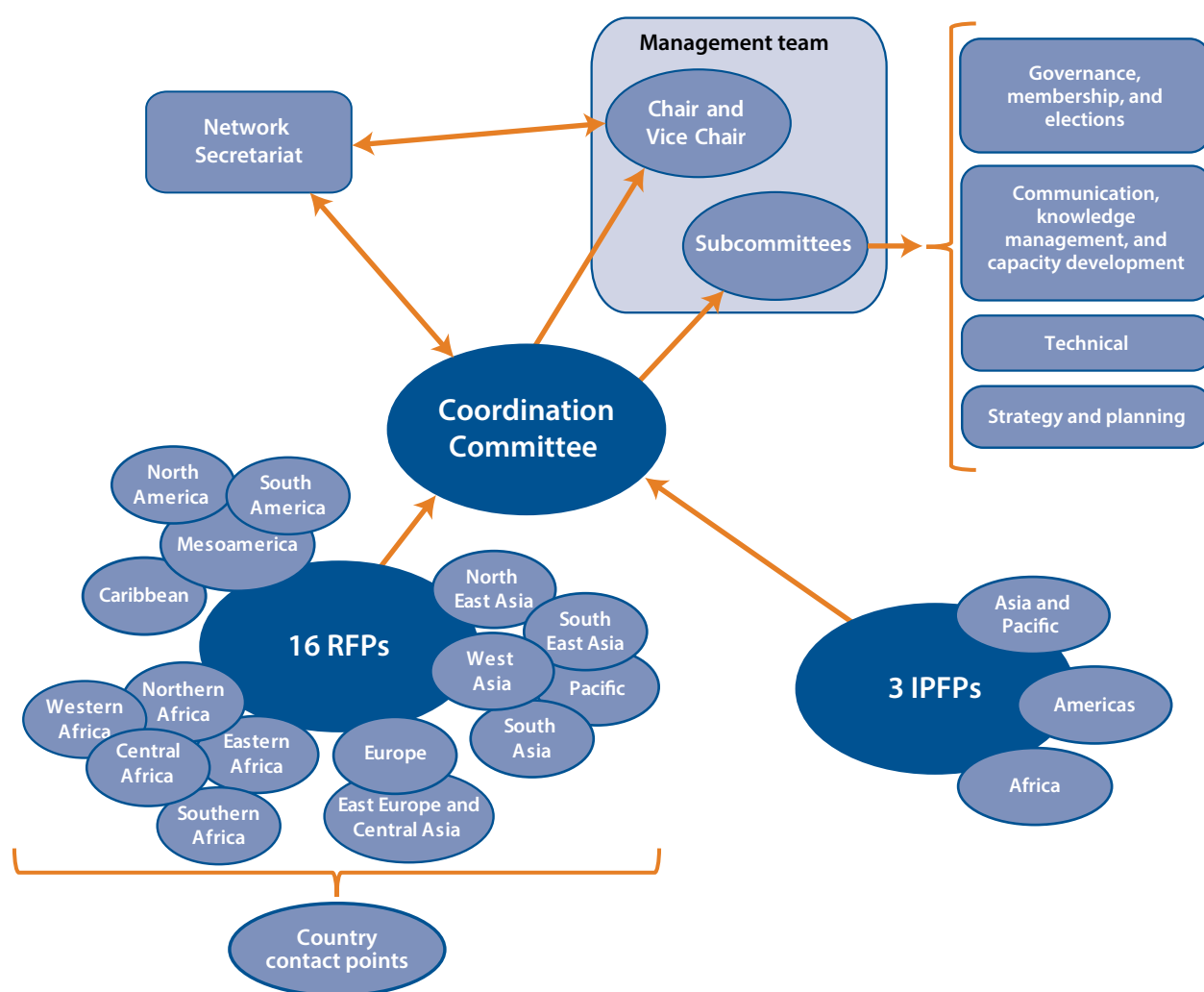
The GEF Secretariat plays multiple support roles with regard to the GEF partners, including the CSO Network. It operates among regional constituencies and at the global level. As such, the GEF Secretariat is positioned to be an interlocutor. Its annual corporate budget (approved by the GEF Council) includes provision for CSOs to attend Council and CSO consultation sessions. Through the offices of the GEF Partnership Coordinator (formerly the CSO Liaison Officer) and the Country Support Program team, the GEF Secretariat handles travel and accommodations for 30–40 CSO Network members to attend the twice-yearly Council meetings and 15–20 CSOs to attend each year's ECWs.

In 2008, the GEF Secretariat and the Network collaborated on an action plan to respond to the three main recommendations of the 2005 review of the Network. These were short-term measures for the GEF to begin implementing in

² The Central Africa Region is currently being represented on an interim basis by the RFP from West Africa.

³ IPFPs were formally introduced to the governance structure under the 2008 CSO Network guidelines and strategic plan.

FIGURE 2.3 Governance Structure of the GEF-CSO Network



SOURCE: GEF-CSO Network 2015.

order to strengthen the Network's management and increase its accountability.⁴ As it turned out, the management response and action plan were

⁴The review recommended the GEF and the Network focus on (1) increasing the Network's accountability and effectiveness by strengthening its management, increasing accountability in the application of the its guidelines, refocusing the accreditation process, and strengthening outreach to NGOs; (2) establishing an active partnership between the Network and the GEF Secretariat and the GEF Council; and (3) providing support, financial and otherwise, to build the Network's capacity (GEF 2005).

never discussed formally by the Council because of competing agenda items, but both the GEF Secretariat and the Network have since that time engaged in productive activities to address the recommendations.

The GEF Secretariat makes room for both member and nonmember CSOs at the ECWs it organizes. The Secretariat has the final say as to which CSOs are selected to attend ECWs on the basis of several considerations, including country and gender considerations and the need for rotation. The final list of selected CSOs is presented

to the Network for any objections. Regarding GEF Council meetings, the Network selects the CSOs to attend and presents the list to the GEF Secretariat for any comments on the final selection. Beyond the ECW and the Council gatherings, the GEF Secretariat also engages with specific CSO Network members through the programs unit.

As part of its outreach and consultation with the partnership, the GEF Secretariat organizes working groups and task forces. The Secretariat includes the CSO Network in this engagement. Network representatives contribute CSO views to the working groups currently established on public involvement, knowledge management, and gender equality.

2.5 Website

The GEF-CSO Network relies on electronic communications as one of the major ways through which it makes connections. The Network website (<http://www.gefngo.org/>) was established in 2008,

on the heels of the 2005 review, which had several comments on needed changes for the then-GEF-maintained website. The website offers information about the vision, mission, and strategic objectives of the Network; existing governance and structure of the Network; procedure and eligibility criteria for membership application; profile of existing members, with regional distribution; and reports on the main activities/events in which the Network participates at the global and regional levels. The website is also used to disseminate information on upcoming Council and ECW meetings (including registration details for Network members), as well as to post its quarterly newsletter. The GEF-CSO Network website also accommodates privileged access to certain pages, as procedures such as elections require secure and confidential access.

3. GEF-CSO Network Role, Relevance, and Results

A strategic review of the literature describing relevant network evaluation frameworks and methods is summarized in [annex B](#). From this review, the evaluation team identified eight GEF-CSO Network elements as a basis on which to analyze the evaluation's key questions. The elements are **credibility**, **connectivity**, **capacity**, **results**, **structure**, **membership**, **governance**, and **resources**. Characteristics under each of these are understood to be vital to successful network functioning.¹

3.1 Role and Relevance

The focus of the Network has evolved from its early days. Its initial activities were centered on raising awareness within the NGO community about the often complex processes of the GEF and less on strengthening CSO influence on policies and activities in the regions and countries, as is the case today (GEF 2005). At its formal inception, the GEF Council mandated the Network to assume the information exchange role of preparing for and reporting on GEF Council meetings and NGO consultations to the wider CSO community at the

national, regional, and international levels. Over time, the Network has developed an independent orientation that accommodates the original mandate within a larger policy advocacy frame.

The Coordination Committee, the governing body of the Network, meets twice a year prior to Council meetings to discuss Network business. A report is submitted to the GEF Council itemizing Network activities each year, and a report is sent after each Council meeting to the Network. Since 2011, a Network newsletter is also sent to members; it contains information related to the following:

- Key environmental issues/concerns in some of the regions
- Updates on SGP, full-, and medium-size projects being implemented by Network members
- Brief reports on main issues that Network members worked on in during Council and other international meetings, such as Convention on Biological Diversity Conference of the Parties (COP) meetings
- Information on upcoming ECWs
- Updates on Council meetings

Since 2011, the Network has organized a meeting of regional CSOs on the day prior to ECWs to promote the CSO Network, exchange project-based knowledge, and prepare CSO positions for

¹ Networks are defined by Perkin and Court (2005) as “organizational structures or processes that bring actors who share common interests on a specific issue or a set of issues.” There is no universal picture of network health, however. Increased activity in network building is yielding new and practical knowledge about what “healthy” and “unhealthy” networks look like.

presentation to the regional constituency during the workshop.

MOTIVATION TO JOIN

In a survey, the evaluation asked members what motivated them to join the GEF-CSO Network (multiple responses were possible). Eighty-eight percent of the respondents said that increasing understanding of the GEF was very or extremely important, while 85 percent attached this level of importance to building relationships within the GEF partnership, including with Network members. At the same time, 93 percent of nonmember CSOs indicated that building relationships was very or extremely important, with 92 percent assigning the same level of importance to both exchanging knowledge with Network members and strengthening project design and implementation. These results show that, while there have been shifts in the Network's intent, the original education mandate remains valued today.²

In their open-ended responses, the largest cluster of members indicated appreciation for the awareness gained about GEF processes and climate issues and for the opportunity to advocate at a global level, saying this “opened many channels for knowing other actors in environment and sustainable development, not only from the GEF family but globally.”

ASSESSMENT OF BENEFITS

When asked to assess the benefit to a member from participation in the Network, CSO views varied, with 61 percent of respondents indicating that the Network had improved their level of awareness and understanding of the GEF, and 58 percent indicating that the Network had added value to the organization's own research and activities more than expected.

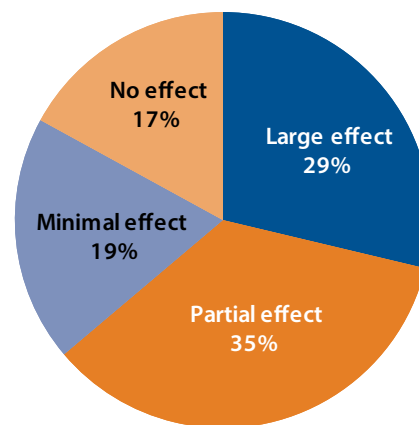
²Of the member respondents, 49 percent of organizations had been part of the Network for less than six years.

At the national level, through focus groups and regional workshops, CSOs observed several benefits associated with the GEF-CSO Network. For the partnership, the Network's existence legitimizes GEF credibility by providing a platform for engagement with CSOs on projects and policy. For the CSOs, the GEF “brand” gives Network members credibility, especially in those countries where the GEF identity is recognized. CSOs acknowledged, though, that affiliation does not automatically open doors or translate to the desired project-level engagement.

Most member respondents also felt that the Network had a role in their ability to work in partnership with other organizations. As shown in figure 3.1, 64 percent said that this effect was partial or large. For the most part, these respondents identified the benefit as an enhanced understanding of international forums and opportunities through the GEF to engage with a variety of stakeholders.

Some Network members, representing about 15 percent of respondents, registered displeasure with the Network. Their comments clustered around the following: a lack of transparency in the way members are selected to attend Network meetings; a lack of communication and interaction between members; a lack of transparency

FIGURE 3.1 Network Effect on Ability to Partner with Other Organizations



in Network governance; and the general, global nature of the information flowing to them.

Most RFPs indicated little to moderate interest by member CSOs to engage in sending comments to the Council's Agenda, the GEF work program, or the Network's own business items.

ASSESSMENT OF NETWORK ROLE AT GEF COUNCIL

Preparation for Council meetings is one of the main roles undertaken by the Network, and this responsibility falls to the CFP (former) and RFPs, who attempt to gather feedback from constituents on the Council's policy and project-related agenda items. They bring their feedback together in preparatory discussions on the day prior to the scheduled CSO consultation with the Council. CSO member commentary on Council documents varies greatly across regions.

During interviews, RFPs and IPFPs described constraints they face in carrying out this work: frustration with nonresponsive CSO constituencies and insufficient resources to bring CSOs and RFPs together for consultation on Council documents as well as other important processes, e.g., strategic planning. At the same time, CSO members stated that the short period for comment on documents was unrealistic and a deterrent. Furthermore, those CSOs working at the local level found that the global nature of Council-related documentation reduces its relevance. Some RFPs expressed a need to increase capacity to engage the membership to better explain linkages.

Another critical factor reported to be hampering contact and the flow of information between members is language barriers and the limited availability of resources to translate GEF documents for consumption in non-English-speaking countries. This is a particularly acute problem for engagement with indigenous peoples.

ASSESSMENT OF PLACE IN GEF FOR NETWORK PARTICIPATION

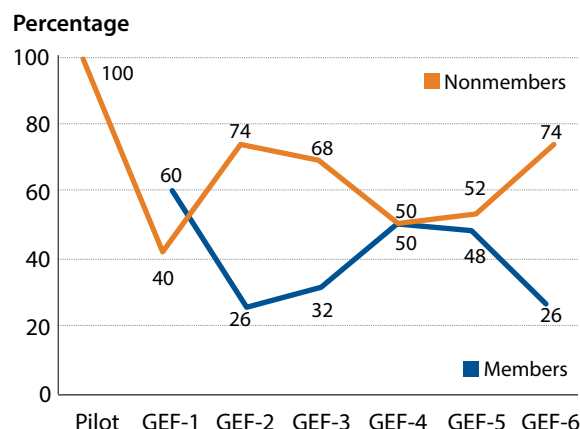
All components of the GEF partnership maintain that the best way for the Network to earn the credibility to inform policy discussions is to channel viewpoints informed through members' direct experience with any modality of GEF operations, including design, implementation, secondary collaboration, and/or monitoring and evaluation (M&E).

As indicated in the CSO technical study conducted under OPS5 (GEF IEO 2013), the GEF is currently best able to track CSO execution of projects through the GEF Project Management Information System. Information through this source provides a partial picture of CSO engagement, but it obscures CSO efforts (Network members or otherwise) as secondary executing agencies, project collaborators (in design, M&E), cofinancers, and beneficiaries.

In relation to this, the evaluation offers the following observations:

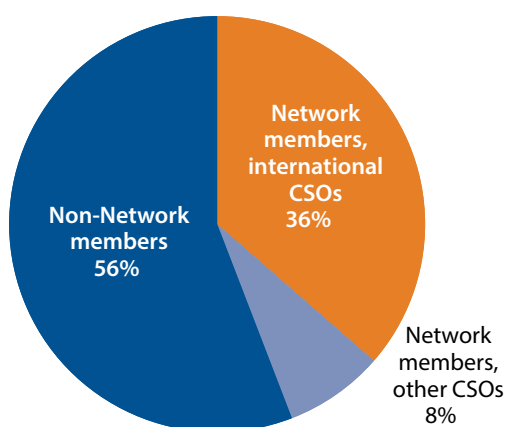
- Of the total number of CSO-executed GEF projects (425 projects), 44 percent (163 projects) have been or are executed by CSO Network members (including 85 projects delivered by RFP organizations). Examining only the portfolio of CSO-executed projects under implementation (198 projects), 47 percent are by Network members (including 50 projects executed by RFP organizations).
- In GEF-1 (1995–98), CSO Network member execution of GEF projects represented 60 percent of all CSO-executed projects. In GEF-2 (1999–2002), the percentage dropped to 26 percent of CSO-executed projects; this share increased steadily to reach 50 percent and 48 percent in GEF-4 (2006–10) and GEF-5 (2010–14), respectively (figure 3.2). On average, 44 percent of all CSO-executed projects at the GEF are executed by CSO Network members (figure 3.3).

FIGURE 3.2 Network and Non-Network CSO Executors of GEF Projects, by GEF Phase



SOURCE: GEF Project Management Information System.

FIGURE 3.3 Type of CSO Project Executors by Share of GEF Grant Amount



SOURCE: GEF Project Management Information System.

- Regarding performance, the OPS5 technical study on GEF engagement with CSOs concluded that CSO-executed projects appear to be comparable to non-CSO executed.³ The only

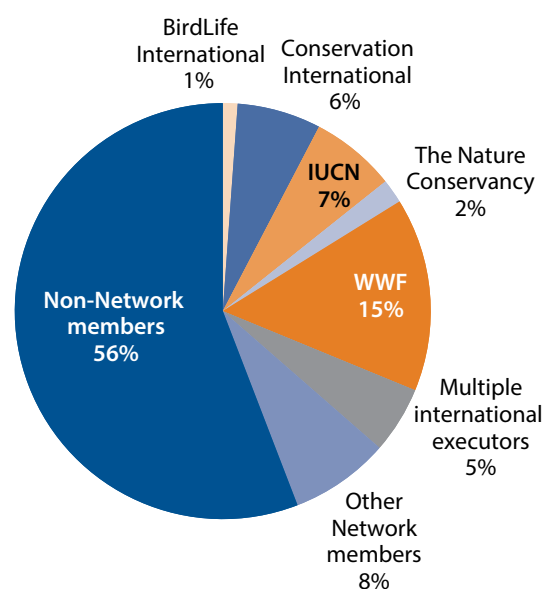
³The OPS5 technical study reviewed the portfolio of completed CSO-executed projects (111) in comparison to non-CSO-executed projects using terminal evaluations reviews (GEF IEO 2013).

perceivable difference lies in the scale of CSO efforts. CSO-managed medium-size projects (MSPs) appear to be slightly stronger performers than the larger non-CSO portfolio (89 percent versus 83 percent).

Looking at CSO Network member-executed projects more closely, 82 percent of all member-executed projects have been or are being executed by international CSOs such as BirdLife International, The Nature Conservancy, and the three newly accredited GEF Partner Agencies—Conservation International, the International Union for Conservation of Nature (IUCN), and the World Wildlife Fund (WWF) (figure 3.4). Relatively few execution roles have been played by national CSOs.

The data show that approximately half of CSO-executed projects in the portfolio are delivered by non-Network members. In other words, the Network is not benefiting from the implementation-informed contributions of about half of the GEF's CSO partners.

FIGURE 3.4 Major CSO Project Executors by Share of GEF Grant Amount



SOURCE: GEF Project Management Information System.

At the same time, the opportunities for CSO execution roles are more constrained (as described in box 3.1) and tighten the space for both Network and non-Network members to gain capacity with GEF operations. Several studies have discussed the various impacts of the GEF resource allocation system. The IEO's Midterm Review of the System for Transparent Allocation of Resources (STAR) observed that the shift to national allocations under the Resource Allocation Framework (RAF) and the STAR may be contributing to a decline in the participation of CSOs as lead executing agencies (GEF IEO 2014).⁴ CSOs do participate in GEF

projects in significant ways aside from lead executing agencies. More information from the review of the RAF and STAR systems is included in box 3.1.

One important modality through which CSOs work with the GEF is the Small Grants Programme. The GEF SGP has over 20,000 projects in 128 countries worldwide. SGP projects are executed predominantly by NGOs (64 percent) and community-based organizations (33 percent), while 3 percent are executed by other types of organizations.

⁴ A review of the GEF's Project Management Information System indicates the number of GEF projects

executed by civil society has declined from 17 percent (100 projects) of the total share of GEF projects—or 13 percent of the GEF's resource allocation—in GEF-2 to 8 percent (94 projects) in GEF-5.

BOX 3.1 Impact of RAF and STAR Allocation Systems on CSO Engagement

The Resource Allocation Framework (RAF) and System for Transparent Allocation of Resources (STAR) came about as an effort “to promote country-driven approaches, bring about greater transparency in the allocation of scarce resources, and provide greater predictability for recipient countries and other stakeholders within the GEF partnership” (GEF IEO 2014). Starting in 2001 and during the negotiations of the Third Replenishment of the GEF, replenishment parties agreed to establish a country and performance-based system for allocation.

The RAF was thereby approved by the GEF Council in 2005, and implementation started with GEF-4 in 2006. The RAF was applied to the climate change and biodiversity focal areas, which historically comprise the largest shares of GEF funding. The RAF was later reviewed, and the STAR was introduced in 2010 for GEF-5. In addition to the climate change and biodiversity focal areas, the STAR included allocations for land degradation.

The RAF locked country allocations for the largest GEF focal areas (biodiversity and climate change). By doing so, it changed the use of the MSP modality, which was initially created as a funding modality to scale up small grant pilots and demonstration initiatives—including with CSOs—and with it, the methods of CSO and other stakeholder engagement (Wells, Ganapin, and Uitto 2001).⁴ The implementation of the RAF and STAR programs raised concerns among the GEF stakeholders, and CSOs observed that the shift toward national allocations reduced their scope for participation.

The GEF-CSO Network presented to the Council in May 2009 “Impact of the GEF's Resource Allocation Framework on Civil Society Organizations,” outlining that the RAF had caused the overall share of CSO-executed projects to significantly decline in GEF-4, especially for MSPs (Universal Ecological Fund and WWF 2009). An analysis of the GEF portfolio indicated that the share of CSO executors for MSP projects decreased from 50 percent and 38 percent in GEF-2 and GEF-3 to 17 percent in GEF-4 and 15 percent in GEF-5.

In October 2013, the GEF IEO presented a midterm evaluation of the STAR (GEF IEO 2014). The evaluation indicated that, while CSO participation as lead executing agency had declined under the RAF and the STAR, the percentage of CSOs as project collaborators in other capacities had increased since RAF/STAR implementation.

Of the 20,114 SGP projects implemented since the inception of the program, 316 projects—only 2 percent of total grant amount—have been executed by CSOs that are also GEF-CSO Network members (table 3.2). This proportion has been consistent across all operational phases of the SGP. These 316 CSO Network—executed projects have been executed by 143 organizations from the Network, or roughly 30 percent of the Network membership.

Among Network members responding to the survey, 56 percent indicated that they have been involved with the GEF through the SGP. Another 53 percent indicated involvement through GEF enabling activities.

3.2 Network Capacity

Since 2008, building organizational capacity has been prominent in the GEF-CSO Network’s statement of objectives. Over this time, several dimensions of capacity have been identified:

- At a **network level**, the Network has sought to strengthen nominations and elections procedures, a Network code of conduct and complaints procedures, RFP-level planning and performance measurement, stronger representation from the national level, and fuller communication between RFPs and IPFPs and their constituencies on focal area topics as well as (operational and financial) governance aspects of the Network.
- At a **partnership level**, the Network has sought to develop network connections with the SGP,

GEF Agencies, country governments, and the GEF Secretariat, while at the same time strengthening its basis to access GEF activities and contribute from the skills and experience resident in the Network.

- In deliberations leading to the newly launched strategic plan, the Network has given additional emphasis to the CSO **member level**—seeking to strengthen organizational capacities to engage in GEF activities, including enhancing member roles as monitors/evaluators of GEF programs and projects.

The CSO Network has been cited for the challenges it has faced in building organizational capacity. In the 2005 review, for example, RFPs and other NGO key informants day linked their difficulty in mobilizing memberships to a lack of capacity to “energize and motivate the NGOs in their respective regions” and to “learn to better conduct regional elections” (GEF 2005).

The 2005 review broadly recommended “providing support, financial and otherwise, to build the Network’s capacity.” The GEF Secretariat presented its management response to the Council at its 28th meeting in May 2006 to address the recommendations of the evaluation (box 3.2).

In the period covered by this evaluation, many of the initiatives listed in the 2008 action plan have been taken up:

- The Network has made two as yet unsuccessful attempts to develop an MSP, one in 2006 in collaboration with the United Nations Environment Programme (UNEP) and the other

TABLE 3.1 GEF-CSO Network Execution of SGP Projects by SGP Operational Phase (%)

Executor	Pilot	OP1	OP2	OP3	OP4	OP5	OP6	Total
Non-Network member	97.20	97.80	97.80	97.70	98.10	98.40	99.00	98.10
Network Member	2.80	2.20	2.20	2.30	1.90	1.60	1.00	1.90
Total grant amount (\$)	12,385,922	15,193,673	96,098,649	78,265,525	128,151,947	201,883,769	2,428,845	534,408,331

SOURCE: United Nations Development Programme SGP database.

BOX 3.2 Initiatives Identified in the GEF Secretariat Management Response for Network Support

Initiatives identified by the GEF Secretariat to support Network member capacity include the following (GEF Secretariat 2006):

- An initiative by the Network to use the MSP mechanism to build organizational capacities
- Appointment of a GEF NGO Coordinator at the Secretariat to, among other things, implement a new strategy to strengthen the GEF's engagement with civil society (including the Network)
- GEF-NGO knowledge-sharing/learning and outreach/communication initiatives:
 - An NGO knowledge-sharing day at the GEF Council
 - An NGO subsite to include e-learning modules and other e-knowledge products
 - Communications and outreach and a communications strategy
- A support program for the NGO Network Coordination Committee, including the following:
 - Linkages with the GEF Country Support Program
 - Resources and tools for communicating more effectively with national and regional NGOs

in 2011 with the United Nations Development Programme UNDP (2011); a third campaign is under way in GEF-6 with UNDP.⁵

⁵The 2011 project information form (PIF) design concentrated on building collaboration between CSOs and government agencies in support of convention implementation and knowledge sharing on CSO experiences to address global environmental issues. After submitting the PIF, several factors eventually lead the Network to halt progress—most notably, a GEF Secretariat requirement of 1:1 cofinancing, and a concern that the PIF, as drafted, was not closely enough aligned with the objective of the cross-cutting capacity development strategy under GEF-5. The GEF Secretariat encouraged the Network to proceed under the more flexible criteria of the GEF-6 cross-cutting capacity development strategy. As of this writing, the Network

- The GEF Secretariat has continued a staff liaison role with CSOs (including the Network) featuring funding; logistics in support of Network engagement at Council and Assembly meetings and at workshops; and facilitated Network participation in working groups and task forces (e.g., public involvement policy, management, gender equality action plan)
- Learning platforms have been established—notably, the creation of the GEF-CSO Network's own web platform to support information exchange and the Network's own governance procedures—and venues to promote knowledge sharing, including consultations with the Council and at the CSO meeting the day prior to ECWs.
- Recently, the Network has established a formal partnership with the SGP to collaborate on the Communities Connect knowledge-sharing platform and the CSO-Government Dialogue Platform.

MEMBER ASSESSMENT OF PROGRESS

In the CSO member survey carried out for this evaluation, about two-thirds of respondents indicated that the Network has made excellent or good progress on the objective of maintaining or enhancing CSO Network capacity, while about a third indicated that progress has been fair or poor. About 50 percent of CSO member respondents noted that their association with the CSO Network has improved their interaction with other CSOs.

In 80 open-ended remarks, the top three capacity-building contributions mentioned by member respondents related to the following, in order of frequency:

and UNDP are reformulating the PIF for submission under GEF-6 understanding that 1:1 cofinancing can include some in-kind contributions.

- Information/knowledge sharing
- Connections to other members and other partners
- Access to Council decision making

Relevant to these, a correlation analysis of CSO member responses to the survey shows a strong association between being able to contribute as members (e.g., providing feedback on Council documents, or participating in a project design or an M&E activity) and a positive assessment of Network capacity building (and vice-versa).

When commenting on CSO participation at Council meetings, Agency and Council members remarked on the wider cast of representatives now speaking for the GEF-CSO Network. This is consistent with an intent described by the CFP to expose CSO leaders to the policy development/advocacy process.

Along with Council meetings, ECWs were cited by many for forging connections between Network representatives and OFPs. Overall, the evaluation heard consistently from CSOs that attendance at these venues contributes to knowledge about the GEF and how GEF projects are formulated. At the ECWs, the GEF Secretariat makes space for both Network and non-Network members in order to ensure broad outreach to CSOs.

On this point, the evaluation notes the following:

- Between 2011 and 2015, 563 organizations have been represented at ECWs. Of those, 27 percent are CSO Network members.
- To date, approximately 32 percent of the CSO Network members have been represented at ECWs, with many organizations being represented at one or more ECWs.

The evaluation does observe a line of distinction between those CSOs that have been exposed to CSO Network activities outside of their home country and those that have not. This suggests

that participation in the Network is enhanced with engagement at the GEF Council and/or at the ECWs. When asked to rate the extent to which the GEF-CSO Network has maintained or enhanced Network capacity, 54 percent of those who have never participated beyond their own borders indicated that progress has been good or excellent. By contrast, 73 percent of those who have attended one or more venues outside their home country indicated that progress has been good or excellent.

The evaluation also found a difference between those CSOs that have more frequent interaction with their RFPs and those that have less. In the member survey, respondents who reported interaction with their RFP to be frequent (once a month) or often (once in three months) were more likely than those reporting their interaction to be seldom (once in every six months) or never to assess progress in Network capacity building as excellent or good: 75 percent versus 60 percent (box 3.3).

Where championship of an RFP is missing, the capacity of the Network to attend to its mandate within any particular constituency appears diminished. When and where there is capacity—networking skill, active championship on behalf of the Network—RFPs and CSO representatives acknowledge positive results. Documented examples include the organization by the East Africa RFP of a national meeting drawing together GEF Agencies, the OFP, and GEF-CSO Network members; appointments of RFPs (in the Caribbean and North East Asia) onto national environment steering committees and dissemination by the RFP for Eastern Europe and Central Asia of GEF news in the Caucasus Environmental NGO Network (CENN) *Monthly Bulletin*, which has a circulation of 23,000.⁶

In the regional workshops, CSO participants talked about the power of small investments to build capacity—most notably, resources for country

⁶<http://bulletin.cenn.org>, accessed September 2016.

BOX 3.3 Factor Analysis

The evaluation team performed a principal component analysis to assess which variables in the survey responses can account for as much of the variability in the data as possible. Five factors emerged as a result of this analysis. The analysis indicates that organizations giving high ratings to these factors also gave positive responses to the survey as a whole. The factors are as follows:

- Improved level of awareness and understanding of the GEF
- Value addition to your own research/organization activities
- Strengthened GEF program implementation through enhanced participation between civil society and the GEF
- Enhanced the role of civil society in safeguarding the global environment
- Prepared for and reported on GEF Council meetings and NGO consultations to the wider CSO community at the national, regional, and international levels

CSO meetings and the translation of GEF-related materials. The Russian Federation and China were cited as two locations where the introduction of home-language materials has spurred a growth in membership. Coordination Committee minutes describe similar occurrences in North Africa.

SKILLS/EXPERIENCE INVENTORY

To date, the Network has not systematically mapped the skill sets of its members. In the regional evaluation workshops, participants suggested that were this to be done, it would reveal a diverse pool of talent. When CSO members were asked whether their organization had been involved in various kinds of project activities, 66 percent of respondents indicated project design, 65 percent implementation, 54 percent consultation, and 53 percent suggested skills and experience in M&E.

The talent pool is demonstrated in the collection of contributions listed in box 3.4 from recent ECWs and GEF Council meetings.

Workshop participants noted that with a systematic understanding of the capacities that do reside within the Network, both in relation to the GEF focal areas and on matters related to project management, the Network would be better positioned to build its own strength through peer learning, as well as to contribute to the work of others in the partnership.

SKILLS DEVELOPMENT

Regarding skills development, the Network has not taken up a regular training agenda, citing the lack of resources to implement such. At the same time, Network leaders acknowledge that CSO members do ask for training support. The most frequently mentioned themes for capacity-building attention were grant writing/proposal development, research, M&E, and engagement/negotiation skills for use with Agencies and governments. For 2016, the GEF Secretariat has partnered with the United Nations Office for Project Services to provide management-related training for all participants, including CSOs (most of which are historically nonmembers), at the ECW regional venues.

In discussing training methods, evaluation workshop participants stressed the importance of learning-by-doing experiences, either through CSO execution of projects or components of projects or by pairing CSOs in mentoring arrangements to complement any standard training. As noted above, execution opportunities for CSOs in the GEF project cycle have diminished; however, other secondary and tertiary opportunities may have widened.

Some CSO Network members—most notably international CSOs now operating as GEF Agencies—have discussed their ability and desire to advance the Network’s capacity-building goals, including offering up their experience in member strategy development. Signals from the CSOs

BOX 3.4 Glimpse of Network Capacities

GEF-CSO Network members have used the Council meetings and ECWs as a platform to share knowledge and learning from implementation of GEF projects, reflecting some of the key areas of existing capacities in the Network, as these examples indicate:

- A CSO member from South Asia working to conserve bird and biodiversity in Nepal shared its experiences on a project establishing a vulture safe zone in Nepal, highlighting methods used for developing baselines for monitoring vulture populations and the techniques used in disseminating awareness about vulture conservation in Nepal.
- A CSO member from Eastern Europe and Central Asia, a leader in the area of environmental protection, sustainable agriculture, and community development, has been involved in GEF projects since 2004. It has partnered with GEF Agencies including the World Bank and the International Fund for Agricultural Development to implement projects related to climate resilience, agricultural pollution control, and a needs assessment of existing capacities for the implementation of the three Rio Conventions, to name a few.
- A CSO member based in South Asia shared its experiences from the implementation of an SGP project on agricultural biodiversity and conservation, presenting some of the main interventions used (e.g., soil management, tracking depleting crop species, and regeneration of depleted crop species), as well as the project's impact on soil productivity.
- A CSO member from Central Africa shared some of the techniques used and the results of a GEF SGP project promoting low-cost technology for freshwater prawn farming by local communities, particularly by women, in the Cameroon coastal area of Kribi-Campo.
- A CSO member from South East Asia shared its experiences and achievements on an SGP project entitled Building Climate and Disaster Resilient Communities through Micro Insurance.
- A CSO from South Asia, working on issues of food security and sustainable livelihoods, shared its experience from a natural farming project, commenting on various techniques used for preparing natural compost and pesticides for natural farming.

present at the evaluation workshops suggest that this initiative would be welcome.

Two initiatives have come into play within the past two years that are showing promise as a means to reduce reliance on the RFP role, while at the same time increasing Network reach within each country. One is formalization of the country contact point role—a process wherein the RFP nominates a CSO to assist with Network development.⁷ The other is formalization of the linkage between representatives of the Network and

national SGP entities. Coordination Committee minutes describe movement in this direction at both the regional and country levels within more than 20 countries.⁸ The newly developed Communities Connect and the CSO-Government Dialogue Platform are expected to feature prominently in this strengthening relationship (box 3.5).

As noted above, the Network has looked to the MSP mechanism as a means of accessing resources

⁷ Country contact points were approved for countries in Eastern Europe and Central Asia, and Southern Africa in May 2015 (Coordination Committee minutes for May 29–30, 2015, annex 7). Approvals were made for countries in Mesoamerica, West Africa, North East Asia and South America in October 2015; in addition, 10 new

nominations were proposed (Coordination Committee Minutes for October 17, 2015, annex 8)

⁸ References to reported openings of relationships between the Network and the SGP can be found in Coordination Committee minutes as follows: China, May 24, 2014; Georgia, June 15, 2013; Ethiopia, Kenya, and Uganda, October 2014.

BOX 3.5 SGP and GEF-CSO Network Collaborations

Under GEF-6, the **CSO-Government Dialogue Platform** is funded to cover 50 countries with one to three supported interventions each over the next three years. CSO training in engagement practices is envisaged as part of the package.

Communities Connect (CC+), launched in 2014/2015, is a curated global knowledge-sharing repository that invites CSOs to upload content relevant to the GEF focal areas. The database is searchable by region, focal area, theme, priority group, cross-cutting theme, or information format. <http://www.communitiesconnect.net/portakb/?ccnet>

for overall network capacity building. The current MSP proposal being developed with UNDP is at the project identification form (PIF) stage and will be submitted under the cross-cutting capacity development funding strategy of the GEF. This set-aside does not impinge on country STAR allocations. The evaluation team is also aware of an attempt by a CSO Network RFP to develop an MSP under this set-aside for country-level CSO capacity building.⁹ This application is in process.

GEF SECRETARIAT AND NETWORK CAPACITY BUILDING

On the question of the GEF Secretariat's role with regard to Network capacity building, 55 percent of CSO member survey respondents agreed or strongly agreed that the GEF Secretariat has supported GEF-CSO Network member capacity to engage with the GEF; the remainder were evenly split between disagreeing and not knowing.

On the role of the GEF Secretariat vis-à-vis the Network, more than half the responses clustered around funding support. Other suggestions also surfaced: building membership at the national

level, strengthening information flow to the GEF-CSO Network, building skills in areas such as project development and fundraising, and encouraging other partners (Agencies and OFPs) to engage with CSOs. About 10 percent of responses centered on the theme of accountability, i.e., audit and supervision of Network activities and results.

As knowledge management initiatives in the GEF have gained momentum, the CSO Network and the GEF Secretariat have discussed mutually reinforcing exchanges through the GEF Knowledge Management Working Group, of which the Network is a member.

CONNECTIONS WITHIN THE NETWORK

The evaluation used social network analysis and UCINET visualization software to undertake a mapping and quantitative analysis of the level of interactions between various actors within the network.¹⁰ Data for this analysis were collected through the global online surveys sent to GEF-CSO Network members and other parts of the partnership during the evaluation. The surveys provided the data to make a visual representation of the relationships, and follow-up interviews provided greater contextual information in order to understand the social network analysis findings.

Figures 3.5, 3.6, and 3.7 depict the degree of collaboration and information exchange among different actors within the GEF-CSO Network. Using this methodology, CSOs with more ties to other Network members acquire a higher measure of centrality, illustrated by their relative size in the figures.

CONNECTIVITY BETWEEN RFPs AND CSO MEMBERS

As illustrated in figure 3.5, RFPs, the CFP, and two of the three IPFPs have the highest degrees of

⁹ Improved Convention Coordination for Sustainable Growth in Uruguay (ECCOSUR) (GEF ID 5470).

¹⁰ UCINET, by Analytic Technologies; <http://www.analytictech.com/>, accessed September 2016.

FIGURE 3.5 RFP-CSO Collaborations within the GEF-CSO Network

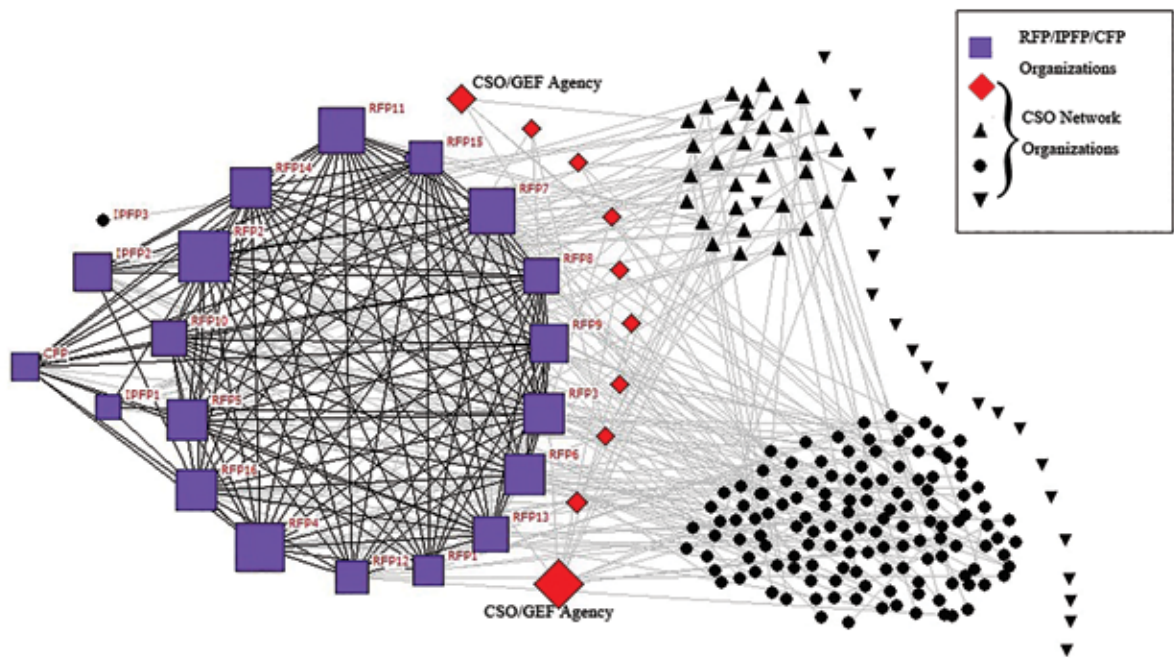


FIGURE 3.6 CSO Collaborations within the GEF-CSO Network

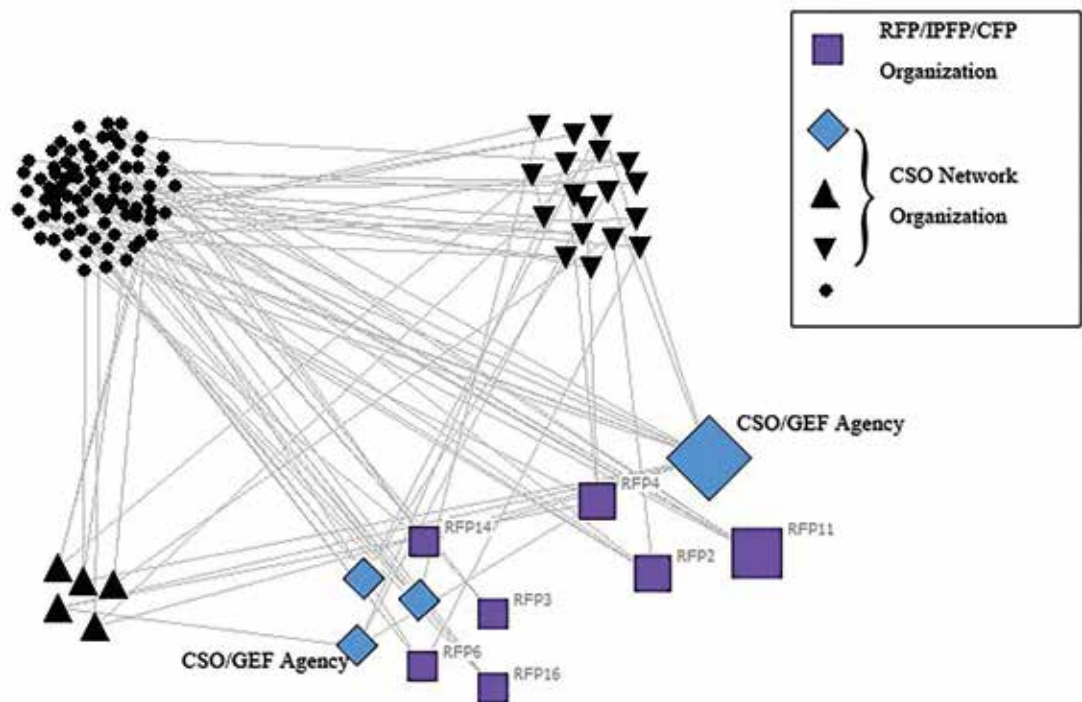
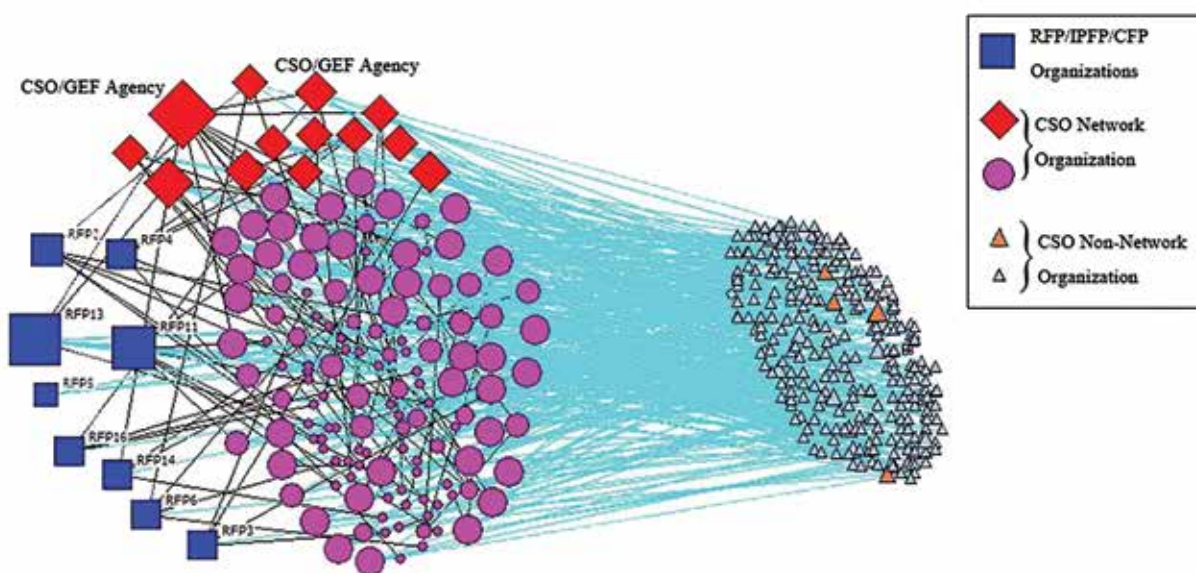


FIGURE 3.7 Connectivity between CSOs Members within and outside the Network



centrality acquired, due to opportunities for interactions among themselves. Relatively speaking, ties among RFPs, the CFP, and IPFPs are denser as compared to the ties between and among the CSOs of the rest of the Network. There is variation in the extent to which different RFPs are connected to the rest of the Network, as shown by their degree of centrality or by the relative size of their nodes.

From the member survey, 76 percent of respondents know their RFP, 82 percent know the CFP, and 28 percent know the IPFP. The evaluation found that the frequency of interactions between members and their RFP is evenly distributed between frequently, often, seldom, and never.

When asked about the main reasons RFPs and IPFPs contacted other CSOs in their constituency,¹¹ responses were distributed equally among the following:

- Invitation to meetings (Council, ECW, national level, convention meetings)

- Invitation to contribute to project design or M&E
- Shared Council papers, requested feedback, and/or provided updates on GEF Council activities
- Shared information on GEF issues relevant to the region
- Provided updates on CSO Network activities

Figure 3.6 depicts connections among CSO Network members only. In this view, collaborations between all Coordination Committee members are removed, and so many of these RFPs no longer feature or acquire a lower degree of centrality compared to figure 3.5, due to the lower number of interactions they have with other members. The RFPs emerging with prominent interactions in figure 3.6 are distinct from the ones in figure 3.5 due to differentials in interactions with one another and with member CSOs. This illustration speaks to the variation in roles that different RFPs play as contact points and sources of information within the Network and the challenge the Network

¹¹ It should be noted that the role of the IPFPs is primarily to provide liaison with IP organizations and networks and not primarily with the general membership.

continues to experience concerning country-level engagement.

The perspective of most of the RFPs consulted during the evaluation is that country-level engagement with other Network members and with IPs is perceived as crucial for galvanizing positions to the Council. While not ruling out connecting with each other through electronic media, RFPs expressed a need to meet face to face and build relationships with the CSOs in their constituency. The country contact points did not figure prominently in any of the social network analysis visualizations. This finding is not surprising, as they are still in their infancy. It is too early to assess the effect of country contact points on building connectivity at the country level.

CONNECTIVITY AMONG MEMBERS

Figure 3.7 illustrates the collaborations between CSOs inside and outside the Network. The pattern shows a lower degree of centrality and density of ties among members. This pattern is consistent with the finding through other sources that confirm variable though limited interactions among most of the CSOs within the Network.

When Network members were asked to list CSOs with which they collaborated or partnered in the last five years, most reported more collaborations with CSOs outside the Network than inside. Among the GEF-CSO Network membership at large, a few CSOs that are international in their operations (such as IUCN and WWF, which have multiple field offices across various countries) reported better connectivity across the membership. On average, the ratio of outside to inside collaboration for CSO Network members that responded to the survey is 3:1.

As in figures 3.5 and 3.6, the CSO GEF Agencies emerge as central CSOs in figure 3.7. These international organizations are larger and with better resources, and so have a high degree of regional

outreach—likely a contributing factor in these reported collaborations.

While the universe of potential collaborations with non-Network members will always be higher, these collaborations speak to their capacity and willingness to network/collaborate with other CSOs in their region. In indicating their motivations for joining the GEF-CSO Network, respondents rated as extremely or very important building relationships with the GEF partnership, including Network members.

In summary, the social network analysis indicates the following:

- In general, opportunities for information exchange and interactions are highest among core members (RFPs, the CFP, and IPFPs) as compared to the rest of the Network.
- There is variation in the extent to which different RFPs are connected to the rest of the Network.
- Most member CSOs (including RFPs, the CFP, and IPFPs) collaborate more with organizations outside (nonmembers) the Network than inside.
- Some members are part of other networks, in effect widening the reach of the GEF-CSO Network beyond its membership.
- International CSOs, such as IUCN and WWF, show relatively more ties and centrality within the Network due to their multiple field locations across various countries.
- These international organizations in the Network offer the potential to facilitate connections and build capacities among their fellow Network members.

3.3 Results

The CSO Network serves the GEF as a consultative body as well as an information channel to national civil society groups on policies and programs. Its

Council-mandated objective is “to prepare for and report on the GEF Council meetings and NGO consultations to the wider CSO community at the national, regional and international levels.”

The GEF-CSO Network’s self-declared mission, as per its 2008–15 strategic plan, is to “strengthen civil society partnership with GEF by enhancing participation, contributing to policy and stimulating action.” Its objectives, again as per the 2008–15 strategic plan are as follows:

- To strengthen GEF implementation through enhanced partnership with civil society
- To enhance the role of civil society in safeguarding the global environment

RATINGS OF PROGRESS

In rating progress against the full suite of objectives, the majority of respondents to the member survey agreed that the Network is making good or excellent progress. There is no statistical difference in responses across the objectives, as shown in figure 3.8.

In the open-ended question concerning the Network’s most valuable contribution to its members, the majority of member responses clustered around the benefits of an improved level

of awareness and understanding of the GEF and its processes, and knowledge of other global actors in environmental and sustainable development matters. A few CSOs responded by pointing to partnerships forged with peer organizations. A few RFPs pointed to enhanced linkages with OFPs and other government offices as benefits. And a few respondents indicated that the Network made no discernible contribution to their organization.

On the same question, approximately 26 percent of Council members rated the Network as effective, 42 percent said it was marginally so, and the remaining 30 percent said they were unsure (see [annex C](#) for survey results). Select Council members interpreted this range of opinions as a result of many Council members not having enough information on the Network’s contributions to make a judgment or not having sufficient assurance that the Network is engaging with its constituents at a country level.

Combined, Council members, Agencies, and government focal points judge the Network’s contribution to the partnership as outlined in figure 3.9.¹² In all areas, the largest grouping of

¹² The evaluation conducted an analysis of variance in response to determine whether there are significant differences between the various groups

FIGURE 3.8 Member Ratings of Progress against Network Objectives

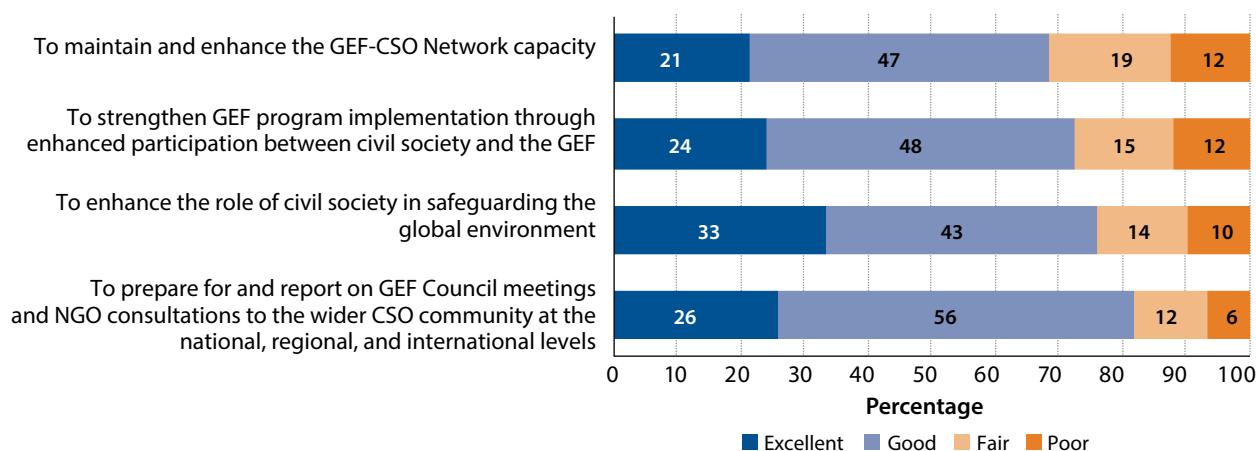
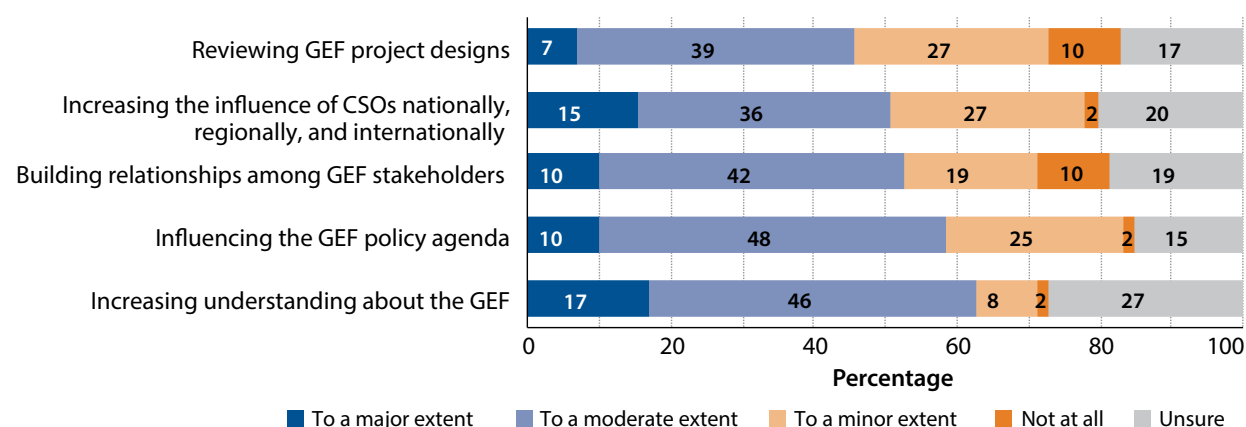


FIGURE 3.9 Stakeholder Rating of Extent of Value Added of the GEF-CSO Network to the Partnership



respondents assessed the value added as moderate, although the distribution of ratings is wide across the spectrum. Consistent with the member assessment of progress, the item with the highest contribution rating relates to knowledge dissemination about the GEF.

Interviews with Council members, program staff at GEF Agencies, the GEF Secretariat, and CSOs at ECWs in the latter half of 2015 revealed that the Network has been a consistent advocate at the policy table. In separate surveys, government, Agency, and Council members rated the effectiveness of Network interventions made at the GEF Council. As shown in figure 3.10, approximately 40–55 percent rated interventions as excellent or good.

POLICY CONTRIBUTIONS

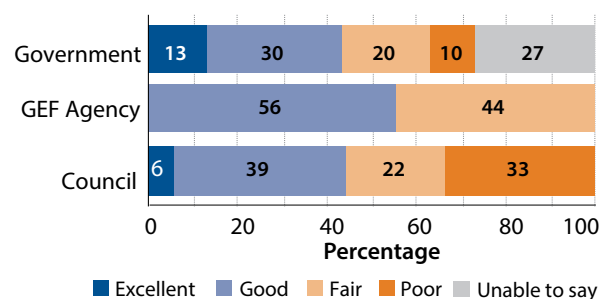
The following were cited as the most important policy contributions of the Network, over time:

Support to the Small Grants Modality

Prior to the restructuring of the GEF and subsequent creation of the formal GEF-NGO Network, CSOs were actively contributing to discussions by

responding to the same questions. Based on the results, there were no significant differences between the Agency, Council, or Government respondents to the survey.

FIGURE 3.10 Stakeholder Rating of Network's Interventions at the GEF Council



participants for the creation of a GEF small grants program. The pilot phase of the SGP began in 1992 and the first operational phase in 1996. Since that time, through its participation at GEF Council meetings in presenting statements/viewpoints, the CSO Network has strongly supported the continuation and expansion of the program.

Specifically, during GEF-5 and GEF-6 (2014–18) replenishment discussions, the Network was noted for its advocacy for growth in the SGP budget, including to small island developing states and least developed countries, and for preventing limits to country allocation of STAR funds.¹³

¹³ GEF-CSO Network Statement Agenda Item 10: GEF Small Grants 46th GEF Council Meeting, Cancun, Mexico.

The Network also provided suggestions to modify the graduation policy of the SGP, insisting that an appropriate mechanism be put in place to avoid any disruption of ongoing programs and loss of the capacity and knowledge of SGP country operations.¹⁴ The Network's request for a mechanism that could provide for a smoother transition from core funds in the upgraded countries was supported by GEF Council members (GEF 2009). The CSO Network is represented today on the SGP Global Steering Committee. Some Network members have started an informal initiative to have Network representation on SGP national steering committees. This, however, raises issues such as conflicts of interest that will prevent those members from submitting proposals for grants. Furthermore, as an important part of the country-driven nature of the SGP, nongovernmental members of the national steering committees are selected through a consultative process with the country CSOs rather than by virtue of organizational affiliation.

From surveys, 72 percent of Council and 75 percent of government representatives believe the Network has been moderately or highly influential in developing the SGP modality.

Creation of a Medium-Size Modality

The Network had an important leadership role in the creation of the MSP modality (GEF 1996a). Network members were part of a working group established for promoting strategic partnerships between the GEF and the NGO community. At the second GEF Council meeting of 1996, the GEF Secretariat presented to the Council the proposal for MSPs (GEF 1996b). MSPs were initially introduced at the GEF as a funding modality to scale up demonstrations and pilot projects delivered by

NGOs and other community-based organizations into the broader GEF portfolio. By addressing the gap between the two funding mechanisms at the time—full-size projects and SGP projects—the MSP provided an expedited mechanism allowing a broader and more balanced representation of stakeholders to directly access GEF funds, including government agencies, international NGOs, national NGOs, academic and research institutions, and private sector companies, among others.

From surveys, 44 percent of Council and 63 percent of government representatives believe the Network has been moderately or highly influential in developing the MSP modality.

Support to Indigenous Peoples

The role of IP in the Network has come about in an iterative way. The GEF has met regularly with indigenous groups while attending Convention on Biological Diversity COPs and has encouraged a dialogue between the Network and IP on the terms by which IP representatives would join the Network. In the same way that the GEF can point to the Network to avoid criticism from the donor community and others concerning CSO engagement, the IP presence in the Network assuages criticism concerning engagement of these distinct and separate peoples. Over time, IP and the Network agreed to include designated representatives in governance; in 2008, three IPFPs were included in the Coordination Committee of the Network.

IPFPs, with the Network, subsequently reiterated the importance of having a GEF IP policy to protect the rights of indigenous groups. In 2011, these efforts were rewarded, and with funding provided by the Swiss government, the GEF Secretariat created the IP Task Force and began a consultation process. Here, the CSO Network played an important convening role, contracting an external consultant and taking care of logistics and the facilitation of regional workshops with IP. The resulting GEF Principles and Guidelines for the Engagement with Indigenous Peoples, were

¹⁴ GEF-NGO Network Position Papers 38th GEF Council in response to GEF Council paper GEF/C.38/Inf.5: Update on Upgraded SGP Country programs Provided to GEF Council 1 July 2010.

adopted in September 2012 to further enhance GEF IP engagement (box 3.6).

From surveys, 78 percent of Council, 62 percent of government representatives, and 78 percent of Agencies believe the Network has been moderately or highly influential in developing the GEF's IP policy.

GEF Policy on Agency Minimum Standards on Environmental and Social Safeguards

Linked with Council approval to pilot a broadening of the GEF partnership (GEF 2011a), the GEF introduced a safeguards policy and a gender mainstreaming policy, applicable to both new and incoming GEF Agencies. The safeguards policy sets out the minimum standards on environmental and social safeguard systems that all GEF Agencies are expected to meet in order to implement GEF-financed projects.

The Provisional Policy on Environmental and Social Safeguard Standards was approved by the Council at its 40th Meeting in May 2011. In so doing, "the Council requested that the policy be kept under review and that the Secretariat submit a revised policy at the November 2011 Council meeting, taking into account comments, including those from civil society" (GEF 2011c, para. 31). The revised policy submitted at the 41st meeting of the GEF Council (1) ensured a system for monitoring

the practices of executing entities to assess whether they are compliant with environmental and social safeguard policies to their projects; and (2) strengthened provisions to prevent adverse impacts to IP, including a commitment to

undertake free, prior and informed consultations with affected Indigenous Peoples to ascertain their broad community support for projects affecting them and to solicit their full and effective participation in designing, implementing, and monitoring measures. (GEF 2011b)

The CSO Network is acknowledged for its role in advocating for these changes.

From survey results, 83 percent of Council respondents, 61 percent of government representatives, and 78 percent of Agencies believe the Network has been moderately or highly influential in developing the GEF's policy on environmental and social safeguards.

Policy on Gender Mainstreaming

The impetus for the development of this policy (GEF 2012a) came primarily from the GEF Council. The CSO Network's support, adding its voice to that of government positions, is reported to have been an important and valuable addition in securing GEF commitment to enhancing the degree to which the goals of gender equality are promoted in GEF operations.

CSOs as Accredited GEF Agencies

At the 45th meeting of the GEF Council in November 2013, Conservation International and WWF were welcomed to the GEF partnership as new GEF Agencies. At the 47th meeting in October 2014, IUCN joined the partnership. Representatives from these organizations reported that the CSO Network was supportive of the applications of these Network members for accreditation as new GEF Agencies.

BOX 3.6 GEF Principles and Guidelines for the Engagement with Indigenous Peoples

The operationalization of the Principles and Guidelines paper is guided by the IP Advisory Group, a group consisting of IP, experts, and representatives of GEF Agencies and the GEF Secretariat. IP Advisory Group members are selected for a two-year term, renewable once, for a maximum of four years. One IP Advisory Group member is also the IPFP representative to the GEF-CSO Network. The Network is currently the sole mechanism for an official IP voice at the GEF Council.

Review of GEF Public Involvement Policy

The public involvement policy was approved by the GEF Council in 1996 and remains in effect today (GEF 2012b). At various Council meetings between 2009 and 2011, the CSO Network began to raise concerns on policy implementation and pushed for a review of the state of CSO engagement in GEF operations. In 2013, supported by a grant from the GEF NGO Voluntary Fund, the Network began a process to review the policy for input and recommendations to the Secretariat.

In CSO interviews, focus groups, and workshops, the review of the GEF public involvement policy was well received, for the most part. It was cited frequently among CSOs as a major recent Network contribution. A few sources did say that the study itself came up short in making the case on the need for a new policy. The findings of the review were presented at the Civil Society Forum at the Fifth GEF Assembly in May 2014 and captured in a final report.

In examining the review, the evaluation noted a substantial attempt by the Network to capture data from multiple sources—CSOs, Agencies, OFPs, and the GEF Secretariat—using mixed methods. At the same time, key research questions that would give structure and focus to the study appeared to be missing. The evaluation team also noted that, while qualitative and quantitative data were plentiful in the report, the rationale for the revisions was difficult to tie to the data.

When asked about the Network's influence on a range of policy interventions, OFPs, Council members, and Agencies assigned the highest percentages to the Network review of the public involvement policy. In October 2014, the GEF Secretariat presented new guidelines to the Council for implementing the public involvement policy, including an action plan for implementation and monitoring of the policy (GEF 2015). A Working Group was also established by the GEF Secretariat on the public involvement policy in June 2015

to achieve more effective implementation of the policy and improve its clarity.¹⁵

From surveys, 78 percent of Council, 66 percent of government representative, and 89 percent of Agencies believe the Network has been moderately or highly influential in reviewing the GEF's public involvement policy.

GEF Replenishments

The CSO Network has been a participant at the GEF-5 and GEF-6 replenishment meetings. While opinions vary concerning the degree of influence, Council members and CSOs made mention of lobbying efforts before and at the replenishment meetings as an important contribution of the Network to ensure robust replenishments, with strategic orientation—although it was also noted that the initial amounts advocated were “not realistic” and “bereft of new supportive arguments.” Network members, particularly those with offices in the United States and Europe, were recognized for their efforts with governments in urging for meaningful donor amounts.

From surveys, 44 percent of Council, 66 percent of government representatives, and 50 percent of Agencies believe the Network has been moderately or highly influential in the GEF-5 and GEF-6 replenishment processes.

GEF Work Program Review

The CSO Network has infrequently commented on the GEF work program presented at every Council meeting. The projects in the work program are at the conceptual stage, and information contained in the project information form is discussed.

¹⁵ The group is comprised of GEF Council members, OFPs, representatives of the GEF-CSO Network, a representative of the GEF IP Advisory Group, GEF Partner Agencies, the GEF IEO, and key GEF Secretariat staff. The Working Group will present a draft report with recommendations concerning M&E of the public involvement policy in October 2016. The CSO Network is also represented on the GEF's Knowledge Management and Gender Working Groups.

Comments from the Network most often concern creation of space for CSO participation at the project level and have identified for the GEF when and whether national and local CSOs and community-based organizations are listed for engagement at various stages of project planning implementation and monitoring.¹⁶ Less commentary is provided by

¹⁶ GEF NGO Network Statement on the Joint Work Program for the Least Developed Countries Fund and the Special Climate Change Fund, 43rd Council, November 15th, 2012.

the Network on the technical and scientific aspects of a project.

The Network has also participated in focal area strategy review and provided inputs to technical advisory groups for the GEF-6 focal area strategy development. More substantial input, either in support of or by offering a contrasting view on, an initiative's technical merits for achieving its intended outcomes and contributing to global environmental benefits was reported to be desirable yet missing from the contributions put forth most often by the Network.

4. Factors Affecting GEF-CSO Network Function

Chapter 3 assessed the relevance, role, and results of the GEF-CSO Network. This chapter continues with an examination of the Network's functions with an emphasis on membership, structure, governance, and resources.

4.1 GEF-CSO Network Membership

In early 2010, the GEF shared information on 399 organizations it had accredited with the GEF-NGO Network, as it was formerly known. As of November 1, 2015, 474 organizations were GEF-CSO Network members.

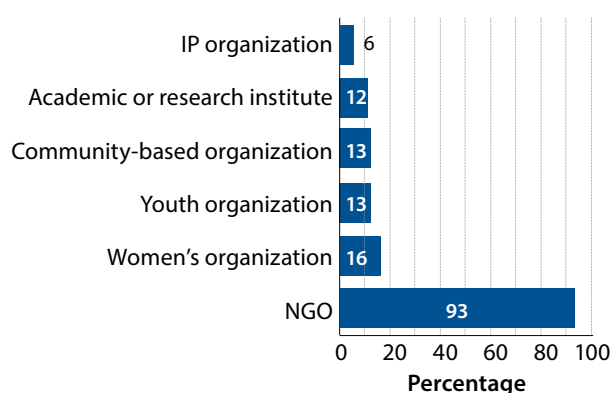
SNAPSHOT OF MEMBER SURVEY RESPONDENTS

By far, the majority of the 104 respondents to the GEF-CSO Network member survey identified themselves as NGOs. The profile of the responding organizations is shown in figure 4.1.

Sixteen percent of respondents self-identified as women's organizations. It is difficult to say if this number is representative of women's organizations in the Network, as this category is not maintained by the Network. Respondents indicated that 67 percent of organization directors/presidents are male.

When asked about the variety of organizations in the Network, 58 percent agreed that there is a sufficient variety (e.g., farmers, IP, NGOs, women, and youth). Further, 63 percent agreed that gender equality is reflected in decisions made by the

FIGURE 4.1 CSO Network Members Self-Identification

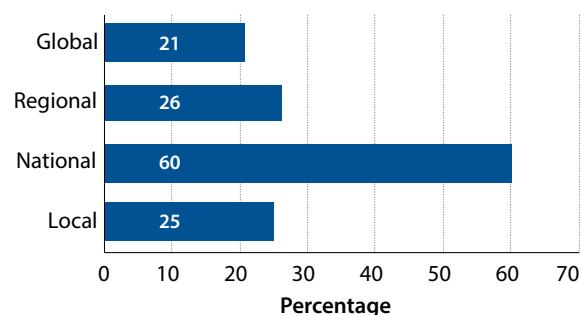


GEF-CSO Network. As of this writing, the gender composition of the Coordination Committee is 50-50.

By the way their organizations are formalized, IP organizations may not easily meet the Network's membership eligibility requirements. Of member respondents, 6 percent self-identified as IP. IP organization members make up just over 4 percent of the membership. IP networks have traditionally informed the GEF through associated meetings of the UN environmental conventions, so it has followed that individuals and organizations have been nominated from these existing networks for both GEF-CSO Network and GEF Secretariat focal area IP engagements.

The majority of member organizations work primarily at the national level. Figure 4.2 shows a breakdown by respondent scope of work.

FIGURE 4.2 GEF-CSO Network Membership Scope of Work



SOURCE: CSO Network membership database, November 1, 2015.

Figure 4.3 shows that major member areas of work are climate change (85 percent), biodiversity (85 percent), and land degradation (58 percent). Network members also work on issue pertaining to international waters and persistent organic pollutants (33 percent and 31 percent, respectively).¹

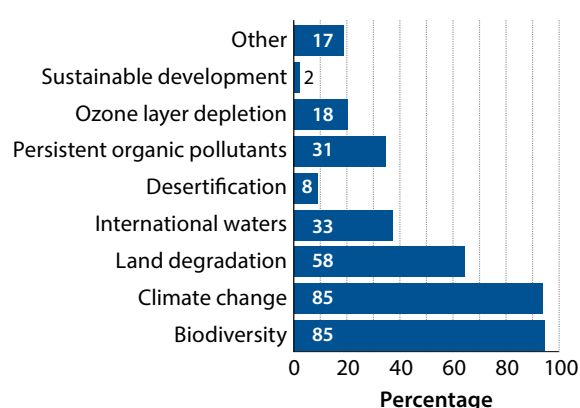
Approximately 60 percent of survey respondents indicated that their organizations focused “a lot” on the development of environmental policies. Member respondents also indicated a focus on community building/mobilization and on environmental awareness generation. Almost 80 percent of Network member respondents joined the Network after 2005 and nearly half since 2010—around the time the Network officially took over the accreditation role from the GEF Secretariat.

MEMBERSHIP APPLICATION PROCESS

Having the ability to self-manage membership is strategically vital to Network success; consequently, the Coordination Committee established a membership process with additional checks. These checks included a stipulation that organizations signed on as members prior to 2007 update their credentials. The Network also clarified membership rules for international NGOs with multiple

¹ CSOs can have multiple scopes and areas of work.

FIGURE 4.3 GEF-CSO Network Membership Areas of Work



SOURCE: CSO Network membership database, November 1, 2015.

country offices. These rules were put in place before some international NGOs became GEF Agencies.

In addition, the membership process became more rigorous, requiring for the first time that applicants provide

- a cover letter signed by the organization’s CEO/ authorized senior officer confirming interest in being a member and willingness to comply with rules, procedures, etc.;
- a copy of the most recent annual report (or a report on activities);
- a financial statement for the most recent fiscal year;
- a registration certificate or evidence of nonprofit status; and
- a letter of support/reference from an existing member of the Network or GEF Agency.

Today, the Network estimates an application turnaround process of two to three months on average, although interviewees suggest a much longer process. Members are also asked to refresh their membership information every five years.

The most common complaint about the membership system is that it takes too long for the application process to conclude. Several times, the evaluation team heard of instances where organizations were awaiting word sometimes up to one year on the status of the application. If denied, CSOs also expressed frustration that the reason for refusal was not part of the Network correspondence. Applications are batched for vetting by the relevant RFP before being reviewed again and approved at Coordination Committee meetings—in this process, time can easily accumulate.

MEMBERSHIP TRENDS

A historic overview of GEF-CSO Network membership is provided in box 4.1. It shows an initial drop in membership following the transfer of the accreditation process from the GEF Secretariat to the Network. It then shows a recovery, with a monthly recruitment rate that is greater on average than was the case prior to 2010. This trend is notable, given that the Network's screening process is causing it to eliminate about 70 percent of its applicants (this varies by country).

BOX 4.1 Trends in GEF-CSO Network Membership

At the beginning of 2010, the GEF-CSO Network received a list of 399 names of accredited organizations from the GEF Secretariat. The Network has increased its membership by an average of 3.7 percent every six months since it took over the membership database. However, in October 2012, the membership decreased by over 20 percent; this decline was due to over 100 organizations electing not to renew their membership in the Network, or the contact information provided by the GEF Secretariat in the transfer process being inaccurate or out of date.

FIGURE A Number of Network Members, 2010–15

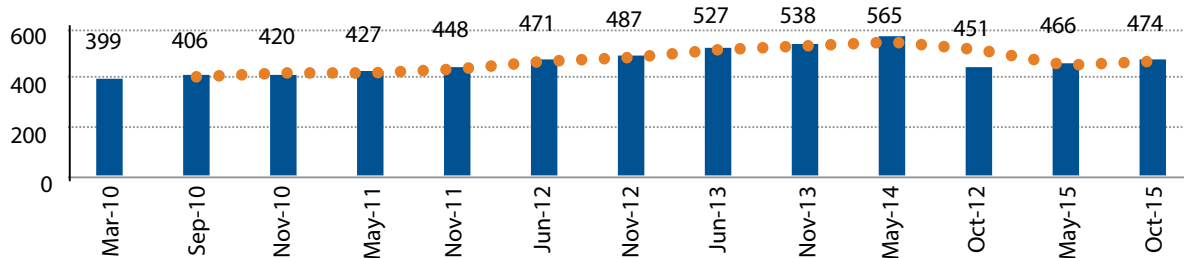
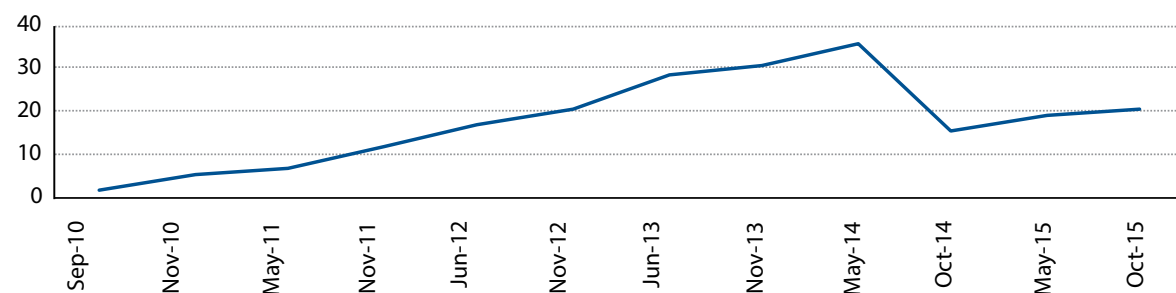


FIGURE B Percentage Variation in Membership, 2010–15



SOURCE: GEF-CSO Network membership reports.

Most CSO members with a historical understanding of the Network express satisfaction with current efforts to develop the membership system. They agree that processes have stemmed from incidents of so-called “briefcase” organizations becoming members. In the member survey, 90 percent of member respondents felt the criteria for membership are appropriate (box 4.2).

MEMBERSHIP DISTRIBUTION

There is less agreement (60 percent) among member respondents over whether the Network has yet drawn into the membership a sufficient variety of organizations. In interviews and during the regional workshops, CSOs, OFPs, and Agency representatives questioned the degree of coverage

BOX 4.2 Membership Accreditation: Comparisons

Accreditation systems vary across comparative networks. For example, UNEP’s engagement with nongovernment stakeholders involves a process whereby UNEP grants accreditation is structured according to the nine UN major groups, via a budgeted unit in Nairobi, to all organizations participating in the United Nations Environmental Assembly and its subsidiary body meetings. The Climate Investment Funds (CIF) uses two firms to facilitate the process for accreditation/selection of observer status, one for CSO observers and another for private sector representatives. In total, the four Climate Investment Funds select 16 observers and one community-based organization seat. The Adaptation Fund NGO Network, which is composed of 10 financially supported NGOs in developing countries and coordinated by a German NGO, currently receives core funding through the German government. NGOs are active in national adaptation discussions around the Adaptation Fund projects and beyond. The network is also present at each Adaptation Fund Board meeting. Besides the financially supported partners, the Adaptation Fund NGO Network has more than 165 associated members.

across the focal areas and the organizational types—particularly women’s and IP organizations. The Network’s profile as presented in figure 4.1 suggests underrepresentation across all organization types, although it may be the case that the clustering of NGO members obscures actual diversity in the Network—e.g., the presence of IP, community-based organizations, and academic organizations and institutes. The profile does not include categorizations for women’s and youth organizations.

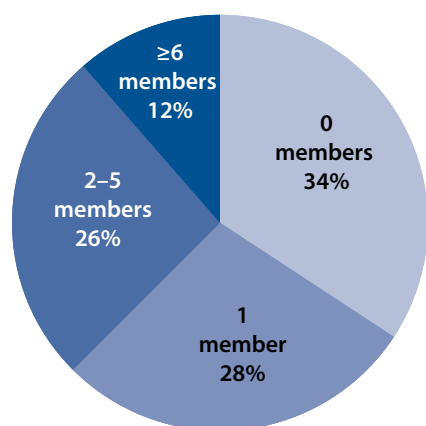
A review of the membership profile reveals that there are 129 recipient countries and 18 donor countries currently with two or fewer members: 63 countries have no Network members, 52 countries have one Network member; 48 countries have two to five members, and 21 countries have six or more Network members (figures 4.4 and 4.5).

At a systemic level, membership distribution remains uneven from country to country (see [annex G](#)). Contributing factors include the willingness of the country government to accommodate CSO activity in general, the extent of GEF-funded activities, and the presence of CSO leadership acting as a champion for membership. Agency representatives noted that CSOs they know and work with are not necessarily members of the CSO Network and that GEF-CSO Network members mentioned to them are not always known.

The membership landscape is also complicated by the presence of national networks’ standing as members. Though formally registered as networks, these entities can easily appear undifferentiated alongside other member organizations, masking the actual country coverage of the Network.

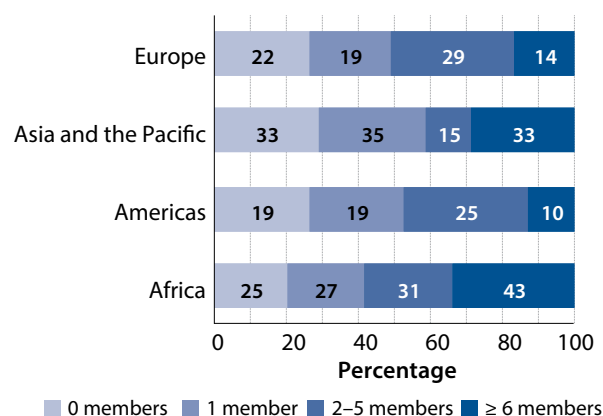
The leadership of the Network is aware of the unevenness of its membership from country to country. Maintaining and strengthening the membership base has featured as a strategy for the Network since at least 2008 (GEF-CSO Network 2008, 2015). The evaluation team encountered RFPs expressing the need to build, while others

FIGURE 4.4 Number of Network Members in Countries



SOURCE: CSO Network membership database, November 1, 2015.

FIGURE 4.5 Number of Network Members in Countries by Region



SOURCE: CSO Network membership database, November 1, 2015.

suggested that the membership structure globally has a carrying capacity—an as yet undefined threshold beyond which current Network functions (governance, communications, and systems of representation) will be overstretched. They say the GEF-CSO Network should find ways to complement existing networks to the extent that these exist from country to country. Beyond this, there does not appear to be a strategic orientation to membership development, at least for now. One leadership perspective on this is that such an

orientation is hampered by the lack of resources and that with a budgeted programming focus, it would be easier for the Network to identify priorities from among such variables as location, organization type, and technical competency.

MEMBER IDENTIFICATION WITH THE GEF-CSO NETWORK

As one gauge of the level of member identification with the GEF-CSO Network and the GEF, the evaluation randomly selected 100 network members, representing 21 percent of the total registered membership, and visited their websites, looking for a mention of GEF and/or GEF-CSO Network affiliation. The evaluation found the following:

- 35 percent of the websites are inactive, changed, or nonexistent
- Of the 65 percent with active websites, 28 percent made mention of the GEF or the GEF SGP; 3 percent mentioned the GEF-CSO Network

The evaluation also visited the websites of the RFPs and found that 7 of 19 organizations made mention of the GEF or the GEF SGP, while 2 of 19 made mention of the organization's role as an RFP with a logo and links to the GEF-CSO Network website. Arriving at the link to the GEF-CSO Network website involved clicking more than twice. Three RFP organizations no longer have active websites.

MEMBERSHIP PROPOSITION

RFPs and country contact points (where they exist) are consistent in how they promote GEF-CSO Network membership within their own regions. Proposed benefits include knowledge of how the GEF system works, a chance to network with other CSOs, the prospect of greater access to Agencies and government officials, and the possibility of being able to help influence policy at a global level. As one RFP put it, "the Network can help CSOs navigate and approach the GEF multilateral

agencies. Nonmembers have no idea about [the] GEF.”

Outreach to a prospective and existing membership is a cornerstone of Network success and is carried out with varying degrees of success across the Network. As reported earlier, about half of the CSO-executed GEF portfolio is delivered by non-Network members, and the Network does not benefit from potential implementation-informed contributions to Network capacity and credibility from these CSOs. By most accounts, to varying degrees country to country, it remains for the Network to communicate its value proposition. Several RFPs noted that knowing funds were not readily available for CSO execution of projects, and given the lack of forums to systematically address country and regionally relevant issues, means “making the pitch” for membership is not an easy thing to do.

Part of the explanation relates to the extent to which, across the globe, the champions of the Network have an opportunity to make their case. Interview respondents cautioned that the Network tends to rely heavily on volunteer inputs and, as such, may lack the capacities to engage new members in the Network.

In Europe and North America, CSOs described the same challenging task of engaging CSOs—many of which are international NGOs—as advocates of the Network’s goals. That said, the Network’s European and North American membership is recognized among Council members and the Network’s Coordination Committee for their advocacy work with a broad spectrum of CSOs and donors in recent replenishment exercises.

In a survey of nonmembers carried out for this evaluation, 95 percent of respondents (all of whom had had some level of exposure to GEF activities in the past) said that they were interested in joining the CSO Network; 43 percent also said that they were familiar with the application process, but only 26 percent said they had applied for membership. Nearly half of the nonmember CSOs polled

said that among their peer CSOs, the Network is generally not well known. Fifty percent of these respondents noted that they themselves “simply didn’t know enough about the Network to make a decision about joining.” And a third of respondents noted that they are already benefiting sufficiently as nonmembers. This benefit could be through attendance at regional meetings such as ECWs, at which 73 percent of the CSOs attending are not members of the Network.

4.2 The GEF-CSO Network in a Changing Structure

Across the partnership, key informants described the changing space in the expanded GEF partnership. The GEF Council has also taken numerous measures to significantly increase country ownership within the GEF; notably the introduction of the resource allocation system and the expansion of GEF Agencies have firmly rooted program and project activity at a regional and country level with national governments.

Several informants also pointed to changes in the larger realm of climate finance, wherein global official development assistance is stretched thin on many pressing agendas and where, at the same time, new financing actors and mechanisms are coming into play. The first change is challenging CSOs, including the Network, to find their contemporary niche in the GEF partnership in support of environmental benefits; while the second change is challenging CSOs, including the Network, to be savvy regarding the changing global finance architecture, to partner across traditional lines, and to be innovative.

The evaluation identified several relationships that bear on the development of the CSO Network’s structure. These are set out below.

NETWORK AND COUNCIL

Through key informant interviews and an online survey, GEF Council members weighed in with

their assessment of the GEF-CSO Network. Overall, the readiness of the Network for the GEF Council is appreciated. Over time, the Network has become progressively better prepared. Position statements on almost every agenda item are perceived as appropriate and thoughtful, though scripted.

For some Council respondents, a full picture of the GEF-CSO Network's role in the partnership was obscured because they are relatively new to the Council, lack information, or are crowded out by busy agendas and limited time, or some combination of these factors.² In the survey, more than half said they were unable to provide an assessment; in interviews, they explained that the Network is most visible to them at the global level.

The GEF-CSO Network making the final statement, as a result of Council tradition, has led to a style of intervention remarked on by several interviewees as “a bit static and stiff” when delivered as prepared written statements read at the end of what is often a dynamic dialogue among the members of Council. The evaluation team was told that this tendency to read scripted statements disengages the audience. Some Council members also commented that they are “expecting the Network to be more vocal” within Council rules.

For Network members, the inability to participate in the Council discussion is frustrating. Yet, there is general acknowledgment that the observer role at the decision-making table comes with restrictions. These restrictions are revealed in a review of comparative networks (see Technical Note 2 in volume 2 of this report). Consistent with the GEF-CSO Network, most of the cases examined engage accredited CSOs as observers. With this status, CSOs are permitted to submit and speak at the invitation of the chair of deliberations. Informal engagement—i.e., outside of board deliberations—is also usually allowed. There are

exceptions, however. The Climate Investment Funds and the Adaptation Fund stand out for offering greater latitude for engagement with CSOs at the highest levels of decision making. In the case of the Climate Investment Funds, observers may request the floor to speak during committee discussions, request that committee co-chairs add items to the provisional agenda, and recommend external experts to speak on a specific agenda item (CIF 2009). And Adaptation Fund Board meetings have, since 2011, included a regular agenda item of approximately 90 minutes dedicated to CSO dialogue, wherein the Adaptation Fund NGO Network presents various topical themes to the board. From the perspective of the Adaptation Fund NGO Network, the regular dialogue of civil society with board members is usually one of the highlights of the meeting.

As reported to the evaluation team, CSO positions are prepared by the GEF-CSO Network in the days just preceding the GEF Council. According to Council members, this is too late to influence Council positions. Indeed, they suggested that the intercessional time between Councils is actually more important for GEF-CSO Network influence. Presentations at the Council meetings, while important in themselves, are perceived as only marginally influential.

Council members were asked about the relevance of the Council-mandated task to prepare for and report on GEF Council meetings and NGO consultations. The majority of responses were “somewhat,” suggesting that there are other additional roles to be filled. Council members remarked on the role they thought the CSO Network should play in GEF-7. Their ideas included the following:

- Providing ground-level insights to the Council regarding project impacts on local stakeholders
- Informing Council positions through participation at regional constituency meetings; this would create a means of involving Network

² Fifty percent of the respondents to the Council survey had served as members for less than one year.

perspectives in Council discussions in advance of Council meetings

- Acting as partners with government in the design and execution of projects
- Engaging with larger CSOs while strengthening the voice of local-level CSOs

NETWORK AND GOVERNMENTS

For the purposes of Council representation (seats), countries have self-organized into constituencies. Some countries are sole constituents (donor and recipient), while the GEF-CSO Network organizes its members according to subregional classifications. [Annex H](#) lists countries by Council constituency and ECW meetings and GEF-CSO Network subregional classifications.

In this arrangement, many countries (e.g., Indonesia, Mauritania, Mongolia, Pakistan, the Philippines, and Sudan) have regional classifications in the Network that do not align with the ECW constituencies determined by the GEF countries. Additionally, four regional ECWs combine two or more constituencies: South Asia, East Asia, and China; Southern Cone, Brazil, Ecuador, and Colombia; Central Asia, Russia, Belarus, and Armenia; West Asia, North Africa, Iran, and Turkey (which is part of a European Union donor constituency).

Representatives of small island developing states mentioned a difficulty they have faced in the GEF-CSO Network in being grouped with other countries that are not themselves small island developing states. The uniqueness of small island ecosystems can put them at odds with members within their constituencies, reducing the appeal of membership.

The above-mentioned alignment issues create a wrinkle in the desired connections sought to be created by and within the GEF partnership. For CSOs, the missed opportunity for necessary

government dialogue is described most often as an “unfortunate consequence” of the misalignment.

Throughout the period under evaluation, the GEF-CSO Network consistently sought an enhanced role at the country level. Network members have raised the topic at various Council meetings since 2006.³ In 2010, the Council considered the document “Enhancing the Engagement of Civil Society Organizations in Operations of the GEF” (GEF 2010) and welcomed the proposals contained therein, including “that Operational Focal Points program at least one yearly meeting with the members of GEF NGO Network in their country to enhance cooperation.”

On their interactions with OFPs, 48 percent of member respondents to the survey indicated that they had never interacted; another 20 percent reported interactions at least once in six months. Conversely, in response to a survey question concerning the level of familiarity with the operation of the GEF-CSO Network, 16 percent of OFP respondents indicated that they were very familiar, 72 percent indicated they were somewhat familiar, and 12 percent stated they were not at all familiar.

Government focal points were also asked in a survey to list up to five environmental organizations with which they have partnered or consulted in their country/constituency in the past five years. Approximately 20 percent of the organizations named were Network members, with WWF, Conservation International, IUCN, and BirdLife International emerging as the most popular organizations from among the membership.

In interviews and through responses to a survey, OFPs provided a full range of opinions about the adequacy of GEF-CSO Network–OFP relationships reflecting. This range perhaps reflects the uniqueness of each country setting—i.e., the in-country presence of the Network, the disposition of

³ GEF NGO Consultations, 31st Council, July 2007; GEF CSO Consultations, 36th Council, November 2009; GEF CSO Consultation, 38th Council, November 2010.

government and CSOs to engage with each other, the presence of GEF Agencies, and the level of GEF project activity. Half of the OFPs (13 respondents) described the relationship as very adequate or adequate, while about 30 percent (8 respondents) described it as inadequate or very inadequate. Five OFPs (20 percent) stated that they were unsure.

Greater unanimity was reflected in OFP remarks on the role they see for the GEF-CSO Network in GEF-7. Most of the 19 statements pointed to a stronger Network at the country level, with one or more of the following: an increase in accredited members, engagement in project development and in M&E, more public involvement, and strengthened organizational capacities—both institutional and technical. Connectivity between OFPs and the Network is reported to be improving. The organization of the ECWs is named as a key contributing factor.

Through dialogue with CSO participants at the regional evaluation workshops, the evaluation identified the following determinants of a healthy Network presence at the country level:

- Active portfolio of GEF projects
- Amenable sociopolitical government conditions
- Network communications customized for country stakeholders
- An active local or regional contact
- Relations with the SGP
- A critical mass of Network members

When asked about the presence of those determinants, none of the 12 CSOs in 10 countries were able to show that all were in place. In explaining their specific country conditions, CSOs shared the challenges with the evaluation team; these included limited support for participation of civil society, lack of transparency concerning local GEF projects, and limited access to Agency and government officials.

For their part, lack of financial resources were cited by RFPs as the major constraint to meeting with government officials within their constituencies and encouraging country-level engagement. A 2015 budget need to remove an albeit underutilized item in the Country Support Program for national stakeholder consultations exacerbated the difficulty of finding resources for country and regional engagements.

The evaluation did uncover a few instances of CSOs making connections at the country level, mostly within their own countries. For example, RFPs have been invited by OFPs to participate in national steering committees for M&E of GEF projects, in national steering committees of the SGP, and in developing GEF project concepts and dialogue platforms.

NETWORK AND GEF AGENCIES

The number of GEF Agencies in the partnership increased during the period under evaluation. From 3 Agencies at the time of the Network's creation, there are now 18. At the global level, the GEF-CSO Network has created opportunities for discussion with GEF Agencies and has a history of robust engagement through and with the new GEF CSO Agencies. Examples of collaborations include Agency participation in thematic panels during the CSO Council consultation day and exchange of perspectives on the Network's recent review of the public involvement policy.

More CSO respondents reported their interactions with Agencies to be seldom (once in three months) or never than reported them as often or frequently. Members report higher frequencies of interaction with the following Agencies: the Food and Agriculture Organization of the United Nations (FAO), IUCN, UNDP, UNEP, the World Bank, and WWF, with a marginal increase or variability in interactions since 2010.

A similar response came from the Agencies. When Agency informants were asked about the extent to which the Network served as a

mechanism for their engagement with CSOs, none of the respondents indicated fully or partially; all of the responses were either minimally or not at all. And 50 percent were unable to comment at all on the adequacy of the CSO Network's relationship with Agencies or any of the other actors in the GEF partnership at the country level.

In interviews, Agency contacts (representing about half of the 18 GEF Agencies) echoed the impression that Network strength has, up to now, resided more at the regional and global levels and less within countries. Most often, they described there being little or no connection between themselves and the Network at the country level. Agency representatives in the partnership described having their own institutional arrangements and/or CSO networks already in place. Noting that their contacts are often not members of the GEF-CSO Network, they, as one representative put it, “don’t particularly use the Network for country-level analysis.” Partnerships or collaborations that were reported with Network members tend to occur with the larger international organizations such as IUCN, The Nature Conservancy, World Resources Institute, and WWF.

Some Agency representatives were of the view that the Network had not approached them in any systematic way to “pitch their value added to Agencies” or discuss synergies to develop concrete actions for regional or country-level cooperation. Agencies perceived the GEF-CSO Network’s focus on GEF policy issues to be important and improved. Some suggested it could be bolstered further and be of higher value to them were CSOs to be enriched by engagement on substantive topics related to focal areas. In this vein, Agency respondents observed that often interventions are presented but “without much response from Council.” According to them, greater emphasis placed by the Network on focal area content would be more pragmatic, less political, and—by extension—more credible.

Most of the Agency contacts consulted during the evaluation welcomed the idea of strategic dialogue establishing closer association, or at least future exploration in that direction. Several representatives cited the access the Network could provide to a wider pool of CSOs in those countries where it does have membership depth as a source of additional value. Overall, Agencies expressed openness to be approached by the Network.

GEF CSO AGENCIES AS NETWORK MEMBERS

As indicated by the social network analysis and recounted in workshops and interviews, the GEF-CSO Network has relatively stronger linkages with the CSO GEF Agencies. These Agencies and the Network have played an important mutual advocacy role over the years. Coordination Committee minutes dating back to 2009 discuss options for enhancing the role of international CSOs in the Network. CSOs now in Agency roles are readily seeking synergies and encouraging dialogue between themselves and their CSO local partners on the one hand, and members of the CSO Network on the other. Their interest, as described to the evaluation team, is in building credible CSO platforms that can add to country-level analysis, share best practices on matters such as public involvement, and exert constructive influence on national governments vis-à-vis GEF projects.

In interviews, the representatives of the Agencies involved described “firewall” practices to ward against conflict of interest situations. Within the respective organization, staff roles are delineated, information and budget flows are made discrete, and decision making is compartmentalized in order to preserve the integrity of execution and advocacy functions. In the aftermath of their accreditation, some Agency representatives and Network leaders observed a distancing of CSO Agencies from the Network. Indeed, many of these Agencies used to play leading roles in the Network.

The dual identity of these CSOs as Network members at the country/regional level and as implementers at the global level has raised concerns within both systems over how best to leverage shared values and interests while avoiding potential conflict of interest situations associated with the CSO entity being a GEF Agency and Network member, with field offices that are also members.⁴ At this stage, there are no guidelines to manage this risk.

One complicating factor is that the NGOs now acting in GEF Agency roles operate as separate legal entities at the country level; in each case, it is only the headquarters entity that is accredited as a GEF Agency. Network rules allow country offices of Agency NGOs to participate freely in Network activities, including acting as fiduciary agents where members wish to fundraise within their own borders. What makes this complicated, as the World Bank's legal adviser to the GEF notes, is that there are optics and reputation to contend with, not just legal substance.

NETWORK AND THE SMALL GRANTS PROGRAMME

At the country level, away from the GEF-CSO Network's global-regional center of gravity, the SGP has engaged the Network in two initiatives: normalizing CSO-government dialogue and knowledge sharing (box 3.5). Across the partnership, including CSO members, the evaluation team heard that these are two very important growth areas for the Network. Both are reflected in the Network's new strategic plan.

The Network has traditionally been limited in what it can do at a country level to engage CSOs and other stakeholders across the partnership. With financial and technical resources in hand, the

⁴Potential for conflict of interest could arise from an entity being both a GEF Agency implementer and Network member with influence on review of a GEF initiative.

SGP has been able to seed these innovations in the GEF. Moving beyond to implementation, the SGP is looking to the Network, with the infrastructure that it has in place, to be the main driver of both programs. For its part, the Network recognizes its complementary role with regard to the SGP, as evidenced in the minutes of the Coordination Committee and the new strategic planning document.

All three initiatives mentioned above are born from a shared desire to, as one SGP official put it, "bring civil society into the fabric of the GEF partnership at the country level." The SGP, it is argued, expands its service coverage to civil society beyond grants with strong GEF-CSO Network participation.

NETWORK WEBSITE CONNECTIONS

The GEF-CSO Network relies heavily on communication to maintain connections with its members. Survey results indicate that most member respondents visit the GEF-CSO Network website at least on a monthly basis, with 37 percent indicating visits on a weekly basis. Respondents visited the website primarily for information about the Network and its activities, including GEF Council meetings; to learn how to get involved with a GEF project; and for information about Network members. Over 90 percent of the member respondents agree that the website is easily accessible and provides them with valuable information. Visitor ease of access to the website can also be attributed to the option of viewing the webpage in over 100 different native languages.

Concerning the length of time spent on the website, web analytics show that the majority of website sessions (69 percent) last between 1 and 10 seconds. As the time spent on the website increases, the number of 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. Of the total visitors to the GEF-CSO Network website, 21 percent visit a second time. For more information on web analytics, see [annex I](#).

The evaluation observes that the messaging on the GEF-CSO Network website does not articulate the Network's mission and objectives up front, as well as its value proposition and associated call for action. Comparative network websites have more clearly presented opportunities and results from member contributions.

While the website is sufficient for important information exchange, it fails to engage the member CSOs; e.g., inviting them to post their stories/learning experiences or providing them a platform for networking with the option of providing input into GEF policy discussions at the global level. This lack was confirmed through surveys and interviews with different stakeholders. Some CSOs expressed interest in the use of social media for more focused and regional group connectivity and called for a more centralized approach to coordinating a social media strategy. A CSO in Mesoamerica introduced a Twitter hashtag as a first attempt to continue dialogue among participants.

4.3 Issues Arising from a Changing Structure

The GEF partnership is a complex structure involving autonomous organizations, each with its own mission, governance bodies, and sets of stakeholders. Faced with this, the GEF-CSO Network is challenged to interact in diverse ways and align at many levels of organization. Current issues for the Network include the following.

SHARED VISION FOR THE NETWORK IN THE GEF PARTNERSHIP

Across the partnership, the evaluation team heard the view that the GEF partnership is without a shared, contemporary vision for the GEF-CSO

Network. The 2005 review of the Network concluded the same. Respondents identified positively with the metaphor advanced by the first CEO of the GEF at the inception of the Network, that CSOs are to be “the eyes and ears of the GEF on the ground,” but they wondered how that should be interpreted given today's dynamic global environment policy and programming context. Motives observed in the partnership today for including CSOs (including the Network) in GEF activities range from a pragmatic desire to satisfy donor requirements to an authentic desire to engage in the program/project cycle, as the metaphor suggests.

NETWORK AND GEF SECRETARIAT WORKING RELATIONS

The GEF-CSO Network views itself as an autonomous entity operating within the GEF partnership; the GEF Secretariat acknowledges the Network's level of autonomy. The Secretariat has provided funding to the Network in addition to funds related to participation in formal meetings; the Network has used that funding, as intended, in its role as policy advocate.

The Secretariat is clearly familiar with the Network's numerous appeals for funding. It has launched initiatives to address this chronic problem, including the following:

- Launch of the Voluntary NGO Trust Fund
- Creation of a CSO meeting day prior to the ECWs

The 2005 review pointed to “a lack of strategy for engaging the Network” (GEF 2005). As noted earlier, in 2008, the GEF Secretariat and the Network collaborated on an action plan to respond to the review and identified long-range strategies including dedicating a full-time staff position at the Secretariat to develop the working relationship between the partnership and CSOs.

Although the GEF Secretariat and the Network have since that time engaged in productive activities to address the recommendations, key informants in different parts of the partnership today point to a working relationship that has sometimes been affected by the absence of a formal agreement on areas of cooperation, roles, accountability, and communication protocols.

CLARITY OF NETWORK'S VALUE PROPOSITION

From across the partnership, including from Network members themselves, the evaluation team heard the view that the Network has not sharpened its “value proposition” message to internal and external audiences—most notably, the Council, the GEF Secretariat, prospective CSO members, OFPs and PFPs, and GEF Agencies. Clarifying this is an essential step in the process of forging new relationships within the Network and the larger partnership. Value propositions are strengthened when there is evidence to back the claims made—a call of sorts for greater results accountability from the Network.

Regarding evaluation practices, OPS4 and OPS5 have reported on the importance of stakeholder consultations (GEF IEO 2010b, 2013). To that end, the GEF-CSO Network has not explored how it could be more engaged in supporting evaluations of GEF projects and programs. Similarly, the Network and the GEF Scientific and Technical Advisory Panel (STAP) have had limited engagement. In the member survey, 90 percent of respondents indicated they never or seldom interact with the GEF STAP, while almost 80 percent indicated the same for the GEF IEO. All parties seem open to dialogue and collaboration in support of GEF policies or implementation.⁵

⁵Network comments to Report of the Chairperson of Scientific and Technical Advisory Panel (STAP) to the Council. GEF.C.41.Inf.15.

The evaluation interviewed representatives from several comparative networks. Key informants had varying degrees of awareness of the GEF-CSO Network but mostly agreed on the merits of doing a more intensive mapping of overlapping issues, sector expertise, and programming interests, etc., to see where productive lines of interaction may lie. A preliminary cross-referencing of information is presented in Technical Note 2 in volume 2 of this report.

PIVOTAL ROLE OF RFPS/IPFPS IN THE NETWORK

The regional and central focal point structure of the Network remained essentially unchanged during the period under evaluation. In the GEF-CSO Network, the RFP and IPFP act as the conduit between the global policy domain and country-level networking activities. Increased membership at the country level puts some additional pressures on the roles.

The survey results and social network analysis indicated a mixed record of achievement on the part of the RFPs and IPFPs in servicing their CSO constituencies. The RFP-CSO interaction apparently has been a long-standing problem, highlighted in the 2005 review as well as in OPS2 (GEF 2005; Christoffersen et al. 2002). In some constituencies, the presence of the RFP is not felt and members feel disconnected. The most frequently received and somewhat critical remarks focused on the perceived “fall-off” of Network engagement at the country level. Some expressed their concerns about the lack of engagement at the country level, less as a criticism of the Network and more as an acknowledgment of a resource constraint.

Within this structure, IP organizations shared concerns with the evaluation team about the process by which IPFPs are appointed in the three main regions (Asia Pacific, Africa, and the Americas). A concern is that the IPFPs may not have the “moral authority” to represent IP, as they were not selected by the membership. In interviews and at

the regional workshops, IP and IPFPs shared concerns about the enormous geographic scale of the IPFP representational role, especially given current patterns of resourcing.

Regarding the role of country contact points in supporting the RFP, there is an assumption that CSOs in this role can exercise their knowledge of the country landscape to review and make a tailored membership “pitch” among CSOs, establish relationships with government OFPs and Agency representatives and identify opportunities to build a country presence. Early indications from the regional evaluation workshops suggest potential for success.

The Coordination Committee has exercised some control on the expansion of the country contact point role. Assignment of the role to a CSO member is based solely on the recommendation of an RFP, not an election. The selection process requires that RFPs justify the introduction of a country contact point in any given country and provide substantive information on the candidate organization and proposed representative. At the moment, the term for the country contact point is one year renewable, with role, results, and reporting expectations.⁶ As one Network leader noted, “We have to be realistic; country contacts must have a certain blend of capacity, experience, and incentive to play this role.” In a more general sense, the Network’s leadership described to the evaluation a danger it sees in growing too fast—and, in turn, undermining the structure’s capacity to deliver on its membership promises.

4.4 GEF-CSO Network Governance

Good practice research suggests that formal networks are well governed when they are characterized by collaborative leadership, democratic governance, and coordination of management

⁶Coordination Committee Minutes—2/2014, 24th and 25th October 2014, Annex 5, Page 32.

through communication and decision-making systems. Such systems should include fundraising and financial management strategies that draw on a network’s human and financial resources and reflect collaborative relationships with donors (Wilson-Grau and Nuñez 2007).

GUIDELINES DEVELOPMENT

In May 2003, the Network adopted the first iteration of the “Guidelines for the Coordination Committee of the GEF-NGO Network.” These guidelines described the function of the Coordination Committee, the election procedure for RFPs, and the roles and responsibilities of RFPs and the CFP. The 2005 review identified questionable accountability in these Network guidelines, including the following:

- Allegations of electoral violations lodged by members and members of the Committee
- Underperformance of some RFPs as per their terms of reference
- Policy revisions made without member consultation

The 2005 evaluation recommended that the Coordination Committee “put in place a structure of accountability, for a designated period of time.” This structure was to include an ombudsman, a regimen of work plans with oversight provided by the Secretariat, and measurement and reporting of work achievement. This recommendation was not specifically acted upon. However, the urgency of the message in favor of increased accountability was reportedly instrumental in what followed.

In 2009, the incoming CFP assumed the ongoing task of refining the guidelines. Subcommittees of the Coordination Committee were set up, including one dedicated to addressing governance issues. The Network’s current revised rules and procedures have grown markedly from the 2003 set of guidelines—specifically, from 10 to 37 pages, including annexes. Beyond more specific election

procedures, the October 2015 edition of the revised rules and procedures document contains items that were not explicit in the 2003 guidelines:

- Election task force and associated revisions to procedures for managing elections (added in 2008)
- Description of membership benefits and obligations (added in 2008; refined in 2014)
- Provisions for sub-committees and task forces (added in 2008, refined in 2014 and 2015)
- Provisions for the inclusion of IPFPs (added in 2008)
- Country contact points (added in 2008; refined in 2015)
- Membership criteria (added in 2014)
- Complaints procedure (added in 2008; refined in 2014 and 2015)

ELECTIONS MANAGEMENT

When asked about the efficacy of the new election procedures, the outgoing CFP noted that there had been no complaints lodged over the previous three to four years. This assessment corresponds with member perceptions of the GEF-CSO Network's election procedures. The majority of member survey respondents (69 percent) strongly agreed or agreed that the Network's election processes are fair and transparent, while 12 percent disagreed, and 19 percent said they did not know. Regarding voter participation in the CSO Network, poor turnout was mentioned by many RFPs and other CSOs as a chronic challenge. A few CSOs suggested that the Network should institute a mandatory voting requirement. In the survey, just 58 percent of respondents had participated in elections (note that all in this nonvoting group of respondents had been members for four or more years).

TERMS OF OFFICE

The term of office for the IPFP/RFP was mentioned as a constraint to member participation in the Network. While there are pros and cons to having a renewable four-year term of office, the balance of opinion is that it is too long a period and is detrimental to voter participation and network building. Reasons most frequently given include the following:

- The arrangement does not allow for leadership rotation around the constituency
- There may be communication bottlenecks and stifled Network development when RFPs underperform in their roles

The evaluation team also heard arguments favoring the four-year term—the most prominent being that good leadership curtailed by a term of less than four years would weaken the Network. When terms of office for RFPs/IPFPs were discussed at the Network Coordination Committee in May 2011, it was this continuity argument that prevailed.

NETWORK LEADERSHIP

Leadership of the Network has been strong, focused, and steadfast, by most accounts. A minority has described it as domineering. Major contributions and relationships have been consolidated through a few people subject to risk in personality differences.

The concerted leadership has been very much focused on giving the Network structure that it did not have previously. The Coordination Committee has paid attention to several areas of organizational development including opening membership to a wider group of nonstate actors and building a membership system, setting in place a strategic planning orientation, and refining governance functions with revisions to its guidelines. It has added indigenous constituencies into its structure,

and put more emphasis on interacting with the GEF partnership at the constituency level.

Regarding administrative aspects, the evaluation team had access to the full suite of Coordination Committee minutes with annexes dating back to 2008. Documents are well organized and comprehensive. The same is true of reports on grants received; the narratives are thorough and matched to grant objectives.

In line with internal Coordination Committee decisions on governance, in October 2015 a decision was made to establish a chair and vice chair and to abolish the CFP role; the Global Environment Centre would act as an interim secretariat, pending elections, until early 2017 to ensure effective transition to a new secretariat.

The evaluation team notes that calling the administrative unit of the Network a “secretariat” leads to its confusion with the GEF Secretariat.

COMPLAINTS PROCEDURES

Partnerships between organizations and networks experience disputes and so often have in place dispute mechanisms. Such is the case among the comparator organizations examined in this evaluation.

The GEF-CSO Network’s governance structures are periodically challenged. In the period under evaluation, process disagreements, misunderstandings, and personality conflicts have arisen between and among CSOs, the CFP, and the RFPs—though to a lesser degree than has been the case in the past. Several RFPs reported in interviews that when these occur, the preoccupation on conflict resolution distracts Network energies away from operational tasks. As of this writing, the Network is in the midst of addressing such a conflict.

The Network’s complaints procedure is set out in [annex J](#). 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 CFP, to the chair of the Governance, Membership, and Elections Subcommittee

(with automatic discussion at the Coordination Committee). The procedure is open to members and do not accommodate prospective Network members that may wish to raise a complaint to the Network over the application process. The procedure has provisions for a future independent arbitrator, should the Coordination Committee deem this necessary. As part of the procedure, RFPs and the chair and vice chair are to report to the Coordination Committee on all complaints received and the actions taken to address them.

As part of the 2015 organizational restructuring, the Network has made a few adjustments to the complaints procedure. Most notably, at the second stage, complaints are submitted directly to the Network Secretariat; the secretariat then refers it onward to any of the following: the chair; the RFP/IPFP; or the Governance, Membership, and Elections Subcommittee.

Coordination Committee minutes back to 2008 show the record of complaints lodged within the Network.⁷ On a couple of occasions in 2011 and 2014, complainants made their cases outside the Network’s complaints procedure. In both instances, the complainants appealed either directly or concurrently to the GEF Secretariat. In the more recent case, the process has continued for over two years without a durable resolution, as of this writing. The evaluation team notes a layering of concerns over time, without a mutually satisfactory way of establishing the veracity of the claims made. Furthermore, the complaints procedure, in its current form, does not delineate the trigger point for calling upon external intermediaries when internal systems prove insufficient or compromised.

⁷ Between 2009 and 2014, the evaluation counts five complaints ranging from concerns regarding the selection of CSOs for the GEF Council and technical difficulties in an e-voting process to breaches of the RFP code of conduct.

The Network has provisions for expulsion along similar lines as comparative networks. However, because the membership and funding process vary across networks, authority for review of breaches of by-laws and/or codes of conduct varies between internal network control and an administrative unit's intervention.

STRATEGIC PLANNING

In the period under evaluation and in response to 2005 review recommendations, the GEF-CSO Network introduced a formal process of strategic planning. Survey responses suggest that strategic planning is not an activity in which a great many members participated, with 38 percent indicating a considerable contribution, but 23 percent citing a contribution of minimally or not at all.

The first strategy document, for the period 2008–18, maps a conceptual link between the work of the Network, the GEF Framework, and global environmental benefits. Interestingly, this link is missing in the current strategy document. Organized by Network objective, the 2008–18 strategic plan set out multiple strategies with accompanying key activities. It also set priorities for the Network's own capacity building in the form of a list of key activities under governance and Network communication.

At the request of the GEF Secretariat, a two-year operational plan was developed and presented to the GEF Council in 2008. The two-year plan was intended to be a basis for raising and allocating resources for the Network and coincided with Council's November 2008 decision to establish the NGO Voluntary Trust Fund to support plan implementation. However, several years passed before the trust fund mechanism was established. The 2008–10 operation plan period ended with no resources for implementation. As described to the evaluation team, the Network was "discouraged" and did not continue the practice.

The new strategic plan for the period 2015–22 is more specific and results focused than its

predecessor. It summarizes the Network's operating context in 2015, lists strategies and major activities under the Network's three objectives, and includes an action plan for the remainder of GEF-6. RFPs are expected to extract from, and link to, the strategic plan in their regional annual work plans. As of this writing, the Coordination Committee is still developing a work program with metrics to accompany the strategic plan.

The evaluation team observes that seven years is a long time for a strategic planning cycle. Changes internally and in surrounding landscapes dictate shorter planning horizons,⁸ as each GEF cycle comes with specific conditions and parameters that bear on what the entire partnership can accomplish. The Network acknowledges the importance of the GEF cycle, with a commitment to update the latest strategic plan in 2018 at the transition from GEF-6 to GEF-7.

4.5 Resources for the GEF-CSO Network

Whether framed as necessary for network health or network capacity, the literature on networks is consistent in the view that availability of resources is an essential element to network function. The 2005 review of the GEF-CSO Network concluded that a lack of resources has been a "major obstacle to the Network's achievements." The review identified expanded funding as a focus for concentration in its recommendations (GEF 2005).

In the 2015 evaluation survey of member CSOs, 58 percent of respondents disagreed that the Network has sufficient resources to carry out its mandate; a sizable percentage (approximately 30 percent) said they did not know. The pattern of response is similar across Agency, country

⁸See, e.g., the Free Management Library, a web resource referencing many sources on strategic planning methodology for profit and nonprofit organizations; <http://managementhelp.org/strategicplanning/index.htm#anchor3323>, accessed September 2016.

focal point, and Council respondents. Across each stakeholder group, less than 50 percent of respondents agreed that resources were sufficient. In most instances, the largest number of respondents indicated that they were unsure. In open-ended questions, the majority of member and Agency respondents called for more resources to achieve strategic objectives, to build capacities of CSOs to engage in GEF activities, or to be better coordinated.

Respondents were divided between wanting those resources to be provided through the GEF Council or raised by the Network itself, including at the constituency and country levels. This spread of opinion was also evident in the regional evaluation workshop discussions. Some argued that if funding commitments to the Network are to be made by the GEF, then it should be through a political process at the Council, rather than an administrative process at the GEF Secretariat. Several respondents stressed that existing funds be distributed more widely and pushed more directly toward country-level activities with greater emphasis on virtual meetings at the global level.

ASSESSMENT OF RESOURCE AVAILABILITY

Between 1996 and 2008, the GEF Secretariat spent approximately \$140,000 per year for CSOs to participate in Council meetings. In a Council decision in 2008, this was revised upward to a maximum of \$200,000 per year to allow additional participation of CSOs.

In 2008, through a Council decision, the Voluntary NGO Trust Fund was also re-established. In 2010, the Council's 2008 decision was reiterated, and in 2012, the GEF Secretariat reopened the account and added \$100,000 to be used in grants to the Network.

In May, 2013, the GEF Secretariat disbursed \$65,000 to the Network to undertake study and stakeholder consultation in relation to the GEF's public involvement policy. The remaining \$35,000 was disbursed for 2015/2016 activities. As of this

writing, the fund is nearly depleted, and it remains to be promoted. The Network and the GEF Secretariat have not agreed on the means by which to do this.

ASSESSMENT OF RESOURCE USE

Between 2009 and 2014, the GEF Secretariat allocated \$50,000 per year from its external affairs and communications budget to the Network to be used for the Network's administrative functions. This funding included grants of up to \$1,500 to RFPs/IPFPs to defray such costs as those associated with information dissemination, language translation, and input solicitation. Five grants have been issued. After withholding funding to consider a Network dispute in 2014, the GEF Secretariat restarted funding in late 2015.

Grants have been used by the Network to undertake the following kinds of activities:

- Creation and maintenance of a membership management system upon taking over the CSO accreditation role (2009–10)
- Facilitated interaction between the GEF, the GEF-CSO Network, and CSOs connected to the United Nations Framework Convention on Climate Change (2009–10)
- Network (CSO and IP) participation in GEF-related conventions (Convention on Biological Diversity COP 11, 2011 and 2012)
- Civil society input to GEF-5 and GEF-6 strategies and replenishment (2009–10, 2012–13, 2013–14)
- Support to GEF Council–CSO consultations and GEF Council meetings (2012–13, 2013–14, 2015–16)
- Promotion of IP participation and membership in the GEF-CSO Network (2015–16)

- Creation of a country coordination mechanism in priority countries and collaborations with the SGP (2015–16)

Beginning in 2011, the GEF Secretariat extended support at a rate of one per country (two or more sometimes in the case of the ECW host) to Network CSOs to participate in ECWs.

Costs associated with CSO participation at the GEF Council are comparable to current limits. Over the past five years, the average cost of bringing CSO members to Washington, D.C., has been about \$140,000 per year. This covers airfare, visas, food, and accommodations as well as costs associated with venues. Costs associated with CSO participation in ECWs are about \$330,000 per year, of which \$90,000 annually is for Network members. Collectively, the costs for GEF-CSO Network activities are on the order of approximately one enabling activity per year.

The use of the annual grants as well as the grants associated with the IP principles and guidelines and the public involvement policy review, were reported on in the Network's reports to the GEF Council, which are backed by audited reports for each year.

NETWORK IN-KIND CONTRIBUTIONS

In an effort to capture RFP offerings to the Network, the evaluation asked RFPs to estimate their in-kind contributions in terms of time and obvious expenses. About 60 percent of the RFPs reported that they spend between 25 and 40 hours a week in the two weeks leading up to GEF Council meetings; a further 20 percent spend more than 40 hours per week. About 50 percent of the RFPs have people in their organization who also contribute time in excess of 25 hours per week in that same time period.

The in-kind investment of time remains intense for the week following the meetings in Washington, D.C., before it drops off. About

50 percent of RFPs reported that they spend more than 25 hours a week on follow-up activities. Between Council meetings, nearly 30 percent of RFPs reported spending more than 40 hours per week on their duties; another 50 percent reported spending less than 15 hours.

While it may not be possible to quantify the implicit value of RFP contributions, the average in-kind cost contribution to GEF-CSO Network activities, per RFP, was reported at approximately \$9,000.

ONUS OF FUNDING RESPONSIBILITY

As noted earlier, there is a range of opinion on the extent to which the GEF-CSO Network should source its own funds. Some argue that if the partnership wants a GEF-CSO Network, it should be prepared to invest in it. As one Agency representative noted, "The fact that CSO engagement is a 'must have' for the GEF is an acceptable basis to fund it." At the same time, there is considerable opinion supporting the idea that an independent Network should source its own support.

This range of opinion bears out in the actual practices of international organizations and their associated NGO/CSO networks. For example, networks associated with the multilateral environmental conventions—the United Nations Framework Convention on Climate Change (the Climate Action Network), the Convention on Biological Diversity (the Convention on Biological Diversity Alliance and International Indigenous Forum on Biodiversity), and the Stockholm Convention on Persistent Organic Pollutants (the International POPs Elimination Network) are each responsible for seeking their own funding. So must each CSO engaging with the Green Climate Fund and the Adaptation Fund. By contrast, the Climate Investment Funds and UNEP present similar scenarios to the GEF, where financing is available to cover CSO

participation in meetings (see Technical Note 2 in volume 2 of this report).

Sources of funding for the GEF-CSO Network have included the following:

- Continued core support through the GEF Secretariat to cover CSO representation
- Support through the Voluntary NGO Trust Fund managed by the GEF Secretariat

Other funding modalities suggested during the evaluation include the following:

- Network-initiated (global, constituency, and national level) proposals including an MSP
- An NGO Trust Fund managed by an accredited group outside of the GEF Secretariat
- A set-aside for the GEF-CSO Network negotiated as part of the replenishment for GEF-7

5. Conclusions and Recommendations

5.1 Conclusions

CONCLUSION 1: The GEF-CSO Network continues to be relevant and is delivering results to the GEF partnership.

The GEF-CSO Network is a credible and legitimate member of the GEF partnership. It provides benefit to members and the GEF Council on projects and policy. Consistent with the objectives set by the Council, the Network's main activities focus on disseminating information to members about the GEF, relevant policy discussions on the focal areas, preparing positions for Council meetings, and consultations with Council the day before and participating in the Council meeting itself. This core educational function continues to be valued by CSO members, though engaging the membership in positions and preparatory work remains a challenge. Uptake is lessened by the perceived irrelevance of the Council's global content to local realities. In many places, language barriers impede; in some places, these have been addressed with small investments, and to good effect.

At the policy table, the Network's influence is acknowledged most in terms of the review of the Policy on Public Involvement in GEF Projects, the GEF Policy on Minimum Standards on Environmental and Social Safeguards, and overall support to indigenous peoples. CSO Network interventions continue to be relevant but not sufficient, in themselves, to optimize the Network's

Council-mandated role. The Network could be more influential at the policy table by engaging earlier, in less formal ways, and with country-rooted perspectives.

The Network has ventured beyond the original informational mandate that it was given at its inception. Almost to the same degree, the functions of the Network associated with its own objectives—i.e., building relationships and exchanging knowledge, and strengthening project design and implementation within the Network—remain relevant and valued for CSO members today. Progress in these areas has mostly been confined to information sharing about the GEF. At the same time, skills relevant to members and the broader GEF partnership are evident but have not been categorized, and systematic skill building has mostly been beyond the Network's capability thus far.

On all objectives, those members that are contributing—i.e., are well connected to well-performing RFPs, are attending ECWs and Council meetings—are the ones most likely to be experiencing gains. To date, the Network has been hampered in its efforts to engage members. Mobilizing country activities has been beyond the reach of all but the most enterprising RFPs. Most members report few collaborations within the Network; often, these are associated with large international CSO members with field offices.

In the broader landscape at the country level, being a carrier of the GEF brand opens doors for

CSOs, at least where the GEF is a known quantity. At the same time, however, most CSO members identify weakly with the Network, even RFPs in some instances.

CONCLUSION 2: The GEF-CSO Network's activities are distant from the country level where GEF projects make their mark and from where the majority of Network CSOs operate. As such, the Network is compromised in its ability to inform the GEF Council with country perspectives.

GEF projects are operationalized at the country level, be they national, regional, or global in nature. As such, country-informed perspectives add strength and value to Network deliberations, in particular those perspectives gained through CSO experiences with GEF operations. Over its history, the CSO Network has grown not from the ground upward, but from the global policy table outward.

At the country level, there is a wide cast of actors in the GEF partnership with low frequencies of interaction with the CSO Network and a significant universe of relevant CSOs with which to weave relationships that currently do not exist. Overall, the membership shows only low to moderate interest and is, overall, nonresponsive to requests from the Network leadership for input on policy questions. The OFP-Network connection is among one of the weaker in that array of relationships, despite Council approval of proposals to build bridges between the GEF-CSO Network and national governments.

The Network's own structural arrangements directly affect the pace of its growth positively and negatively. Where ineffective regional leadership is in place for long periods of time, there is loss of member enthusiasm and potential stagnation at the country level.

The form Network membership takes, its presence and composition country by country, is a large strategic question that the Network has not yet been able to tackle in a substantive way. The Network is missing in some countries; in others, it is underrepresented across several sector and

demographic categories. All the while, the space for CSO execution of projects has shrunk in the period under evaluation in large part due to the revised resource allocation systems within the GEF. There are openings, however. These are in roles that are supportive of project implementation.

IP participation at the GEF is complicated as of this writing. Substantive discussions are taking place within the IP Advisory Group, while access to the GEF Council can only be gained through the Network.

The Network is paying attention to the need to shift the locus of activity by reinforcing the RFP outreach capacity with (1) more fully defined performance expectations, (2) the addition of country contact points, (3) an MSP to be used to pilot capacity-building initiatives, and (4) collaboration with the SGP in the implementation of the Communities Connect and CSO-Government Dialogue initiatives.

The CSO Network-Agency connection also remains largely unexplored in both directions. Opportunities and benefits are recognized for both parties. For Agencies, this includes access to an organized, widening pool of CSO inputs (e.g., country analysis and supports regarding public involvement), and an additional source for constructive engagement with national governments on GEF projects. For the Network, these relations would strengthen an ability to influence design, implementation, and monitoring, where relevant.

With regard to CSO GEF Agencies and their field offices that are also Network members, there is simultaneously an appetite for collaboration and a wariness concerning competitions and potential confusion. CSO Network members have expressed interest in collaborating with the field offices of the GEF CSO Agencies, which also have their own CSO networks at the country level.

CONCLUSION 3: The GEF-CSO Network today is operating in an expanding GEF partnership without a shared contemporary vision of the role the Network can play within the changing architecture and the resources it would need to be effective.

More than 20 years since its establishment, the GEF partnership remains with the same vision for a functioning CSO Network. In the intervening period, much has changed in the global environmental commons, and the partnership has grown in size and complexity.

The Network's roles and responsibilities have moved away from exchanging information garnered from delivery of GEF projects toward advocating in global and regional settings for a greater role for CSOs in project design, delivery, and policy consultations. The project execution "squeeze" for CSOs suggests a need for dialogue between the Network and the partnership to clarify where the Network can add value to the work of the GEF. Clear indications are needed from the Council as to the future role and functions of the Network.

About half of CSO execution of GEF projects is carried out by CSOs that are not members of the GEF-CSO Network. And, among the Network membership, implementation roles are primarily played by large international CSOs, including the new GEF CSO Agencies. With their execution/implementation experience, CSO GEF Agencies stand to leverage their learning for the Network. At the moment, however, the opportunity to take advantage of this insight is compromised by virtue of the dual identity of these CSOs as Agencies and as Network members. Hesitancy predominates in the absence of guidelines to manage potential conflicts of interest.

Although significant CSO engagement also takes place through the GEF programs unit and the Network has made contributions to focal area strategy development, the evaluation does not have a clear picture of the extent to which the GEF-CSO Network features in GEF Secretariat thinking about focal area programming.

In large part because of the lack of a contemporary partnership vision for the CSO Network, links between the Network and other GEF actors are either underexplored or overstressed. The CSO Network could, and should, play a more strategic role, one that is better articulated within the GEF partnership within the context of a supply-demand dynamic to engender investment.

Beyond the funding commitment to underwrite Network member participation in Council meetings, Assemblies, and—recently—ECWs, there are inadequate resources in place to sustain outreach at the country level as per the Council's objective. Among those in elected positions as focal points in the Network, performance expectations are high, and they are volunteering significant amounts of time and contributing considerable in-kind support. It is implausible to expect much more activity from the Network without guided financing.

What has intensified in the period under evaluation is a public management focus on results accountability. This places an onus on the Network—indeed across the partnership—to adopt a results-managed approach to all transactions and investments.

CONCLUSION 4: Within the context of an increasingly complex operating environment, the GEF-CSO Network has strengthened organizationally over the period under evaluation, but governance challenges remain.

Attention paid by the Network to its own organizational development—i.e., work done on membership, strategy, reporting/communications, representation, and governance—has improved structural integrity. Quality control is up and, despite the fact that the Network is currently preoccupied with a process, complaints are minimal. Reforms have been well received for the most part.

Regarding membership, the Network has developed checks and balances that have curbed against the inclusion of ineligible CSOs and kept it possible for serious applicants to enter. The process

can be complex and slow and, as such, a disincentive to applicants. That said, with the application requirements and verification protocols in place, the data show that the Network is reinforcing its membership base.

It is difficult to judge the merits of the latest version of the complaints process. The amount of testing with real cases has been minimal to date. In these instances, the evaluation team found nothing to suggest that procedures went awry. The evaluation notes that it appears prospective members have no recourse should they have a grievance; also, with no clear way to judge the veracity of complaints, the costs in time, mental energy, and reputation can quickly mount.

Regarding election procedures, there are clearly pros and cons to having a renewable four-year term of office for the RFP, but the balance of opinion is that it is too long and detrimental to voter participation and network building.

The Network has developed a strategic planning orientation. In its second strategic plan, priorities are sharper and tied to tasks with expected results. On communications and reporting, the Coordination Committee has maintained a comprehensive body of minutes and reports. The GEF-CSO Network website is used by its membership as a central notice board for Network members, and as a means of maintaining secure transactions with Network leadership but without knowledge exchange features.

5.2 Recommendations

For the Network to develop as an effective CSO instrument within the GEF partnership, three enabling conditions are required. The first is a guiding vision (Recommendation 1) for the role of the Network. The second is clarity in the working relationship between the Network and the GEF Secretariat (Recommendation 2). And the third is a stronger Network with increased capacity and strengthened governance (Recommendations 3 and

4). These conditions are each required to give the Network the footing it needs to progress programmatically and organizationally.

RECOMMENDATION 1: A contemporary vision for the GEF-CSO Network should be created within the new GEF architecture. The vision should, among other things, (1) clarify the Network's role, (2) set out a shared understanding among all elements of the partnership of the Network's contribution in guarding the global commons and (3) identify a modality to finance Network activities.

A shared intent for the Network within the GEF's current and emergent realities in the global environmental commons is central to the Network's long-term development. There are several roles the Network could play under broad headings such as policy advocate, platform builder, knowledge convener, and monitor. Some ideas from Council members are listed in [section 4.2](#). At the same time, there are ways in which the GEF partnership could enable the Network which include, but are not limited to, funding.

Commensurate with the vision, the GEF-CSO Network should fall under a coherent global programmatic framework to optimize the Network's value proposition. The framework should look anew at existing engagement protocols with all parts of the Network to assess utility, introduce innovation, increase participation, and provide guidance to the type and level of support from the CSO Network. Particular attention should be focused in two areas: (1) engagement with country governments through the GEF focal points, and (2) creation of guidelines for member CSOs (and their field offices) that are also GEF Agencies.

In the future, the CSO Network–GEF partnership relationship should be influenced by a shared understanding of needs and offerings across the partnership so that investments in the Network more clearly contribute to excellence within the GEF. The partnership should encourage activities to be pushed more directly toward regional and

country-level activities without compromising global-level encounters.

RECOMMENDATION 2: The GEF Secretariat and the GEF-CSO Network should develop clear rules of engagement to guide cooperation and communication, to be adjusted as needed.

The GEF Secretariat and the GEF-CSO Network should clarify areas of mutual interest and cooperation.¹ Rules of engagement should guide cooperation with the means to evaluate against expectations on an annual basis. Possible areas to be addressed include communications guiding country-level engagements, alignment of geographic regions, and procedures for complaint resolution.

RECOMMENDATION 3: The GEF-CSO Network should continue to build itself as a mechanism for strengthening civil society participation in the GEF at the global, regional, and national levels, paying particular attention to membership development, capacity building, and value-added working relationships across the partnership.

The GEF-CSO Network has continued to be relevant and to deliver results; however, there is a clear need to continue upgrading and building on acquired capacity.

The criteria for selection of membership should be informed by a membership strategy, by region and country, with particular attention to countries with no membership, underrepresentation of important CSO constituencies that are active in the GEF, and connectivity with existing relevant regional and national networks. With the Network's shift to a call for renewal of membership every five years, more active scrutiny for changes or disappearances in member organizational presence is needed.

¹ The evaluation is aware of a 2009 draft Memorandum of Understanding developed by the Network to guide cooperation with the GEF Secretariat and suggests that it could inform more contemporary agreements.

The Network should also develop a skills-building strategy informed by an inventory that maps organizational abilities such as policy advocacy, M&E, knowledge management, focal area expertise, and project management, among others. Development of country contact points for the Network should continue, with attention to transparency in selection and communication when a country contact point is selected.

The Network should continue its collaboration with the SGP. On at least two fronts, this relationship shows great potential to accelerate country-level engagement of CSOs with each other (the Communities Connect Platform) and with other GEF partners (the CSO-Government Dialogue Platform).

And on communication, healthy networks create pathways for members to interact. Web-based technologies provide opportunities for doing this in low-cost ways. The Network should explore new applications to complement the website's notice board function. The evaluation acknowledges efforts already under way with the new Communities Connect platform.

In the changing environmental finance architecture, the Network should explore partnerships across traditional lines for innovation and efficiencies. Strategic engagements should be developed with analogous networks of other international environmental negotiating and finance bodies.

RECOMMENDATION 4: The GEF-CSO Network should strengthen its governance, with particular attention to annual work plans, cooperation with the IP Advisory Group, terms for the Network's RFPs, and the complaints process.

The Network's strategic plan is a good foundation for results-based management. To guide the Coordination Committee, further progress needs to be made on annual work plans and methods and tools for gathering and using performance data.

Regarding the terms of office for elected Network representatives, reducing the length of time a member can hold office in the Network will lessen

the potential for slow or no growth at the regional/country level and (for RFPs) should enable a faster leadership rotation within each region. The evaluation suggests that the current terms of office be reviewed.

With the emergence of the IP Advisory Group, the IPFPs should endeavor to work more closely with this group so that both parties can mutually reinforce prominent issues; the Network through its observer role at the Council and the IP Advisory Group collectively can bring in more participation of important regional IP organizations. The geographic coverage of the IPFP role is unrealistic in its reach and should be buttressed by this greater cooperation with IP Advisory Group to fulfill the

role of gathering the needed feedback to and from the Network's IP constituencies.

With regard to handling of complaints, many of which have centered around elections or terms of office for RFPs, the Network's procedures should clarify the provisions under which a third-party intervention would be invited to establish the veracity of a complaint and arbitrate accordingly. Reference to an independent party is not to be taken lightly, however; the best interests of the Network may require activating such a resource, from time to time when internal procedures fail to produce resolution. The evaluation would also suggest a clarification on the provisions available to applicants that harbor a grievance about Network membership application procedures.

Annex A: Approach Paper

This annex presents the August 2015 approach paper for the Evaluation of the GEF-CSO Network. Minor editorial corrections have been made.

A.1 Introduction

The GEF Council at its 47th meeting in October 2014 requested the GEF Independent Evaluation Office to undertake an evaluation of the GEF Civil Society Organizations Network, with a focus on the role of the Network in the context of the GEF partnership.¹ This evaluation will be the second evaluation of the Network and will follow up on recommendations and actions stemming from

¹The OPS5 study on civil society engagement in the GEF revealed that there is no consistent definition today between the GEF and the GEF Agencies in describing civil society (GEF IEO 2013). In 1992, the United Nations Conference on Environment and Development (UNCED) determined that nine major groups made up what was then referred to as civil society: NGOs, farmers, women, academic/research entities, youth and children, indigenous peoples, business and industry, workers and trade unions, and local authorities. The OPS5 review of the GEF and 10 GEF Agencies disclosed that at least 19 different terms—not all entirely discrete—have been used by the GEF and its Agencies in official definitions of civil society. Beyond the nine included by UNCED, they include nonprofit organizations, community-based organizations, foundations, charitable organizations, faith-based organizations, professional organizations, social movements, policy/advocacy groups, volunteer organizations, and political parties.

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; and methods and limitations for review of the Network's performance, relevance, effectiveness, and results in promoting knowledge exchange and public involvement.

A.2 Background

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; hence, there is now a growing body of literature on network formation, development, capacity building, and evaluation. Evaluators have begun to develop frameworks for understanding networks using a mix of methods and tools (Ashman 2005; Network Impact and Center for Evaluation Innovation 2014a, 2014b; Wilson-Grau and Nuñez 2007). Some of these are specifically designed for network evaluation, while some are borrowed from other forms of assessment (Davies 2009; Dershem et al. 2011; Hoppe and Reinelt 2010).

Based on a strategic review of the literature describing relevant network evaluation frameworks and methods—some of which is summarized in

annex B—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: credibility, connectivity, structure, membership, governance, resources, capacity, and progress to results (Network Impact and Center for Evaluation Innovation 2014a).

The first evaluation of the Network, which was presented to the GEF Council at its 27th session in October 2005 (GEF 2005), reviewed many of these same elements and concluded overall that the then-model of NGO engagement at both the regional and country levels 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” (GEF 2005, para 128). The evaluation recommended the GEF and the Network focus on the following:

- Increasing the Network’s accountability and effectiveness by strengthening its management, increasing accountability in the application of the Network’s guidelines, refocusing the accreditation process, and strengthening outreach to NGOs
- Establishing an active partnership between the NGO Network and the GEF Secretariat and Council
- Providing support, financial and otherwise, to build the Network’s capacity

A.3 Evaluation Objectives

The present evaluation will follow up on these recommendations and will be framed according to the

guiding principles of relevance, effectiveness, and results to answer the following key questions:²

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

The 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:

- Strengthening the role of civil society in safeguarding the global environment
- Strengthening GEF Program implementation through enhanced partnership with civil society
- Strengthening the GEF-CSO Network capacity (GEF 2014)

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.

2. 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

²*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; *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 GEF IEO 2010a).

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 describe the context within which the Network has formed, developed, and evolved.

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.

A.4 The GEF-CSO Network³

FORMATION OF THE NETWORK

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 semiannual 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.

As part of the restructured GEF, the Secretariat presented to the GEF Council, at its first meeting in July 1994, the "Technical Note on NGO Relations with the GEF." (GEF 1994). It laid out various options 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.⁴ Finally, it also laid out options for funding of

NGO consultations and observers. The technical note concluded that the pilot phase had few formal rules on NGO participation, and that 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" (GEF 1994). The Council subsequently approved the first NGO consultation to take place prior to its February 1995 session.

Accordingly, in February 1995, at its third meeting, the GEF Council was presented with a document that proposed that the Council should "invite the GEF Secretariat to convene semi-annual NGO consultations in conjunction with the regular meetings of the Council" (GEF 1995). A main objective of the document was to put forth 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.⁵ 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 the national level.

³ The Network was formerly known as the GEF NGO Network and changed its name to the GEF-CSO Network prior to the fifth GEF Assembly. The term "NGO" is here used interchangeably with "CSO."

⁴ 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.

⁵ 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.

GEF-CSO NETWORK PURPOSE

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.”⁶

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 CFP and RFPs and to render more effective performance by 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.

In 2014, revised rules and procedures were adopted by the Network, which formalized the RFP elections and the regions they represent and replaced the latest guidelines and updated the Network objectives as listed below (GEF 2014). The Network’s vision and mission remain unchanged:⁷

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.

⁶Source: “History of the GEF-CSO Network,” GEF-CSO Network website, <http://www.gefcso.org/index.cfm?&menuid=75>; accessed September 2016.

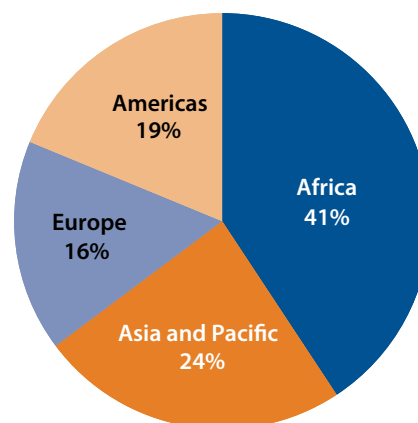
⁷The Network’s new strategic plan may have an updated vision and mission.

STRUCTURE AND GOVERNANCE

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.

The Network membership is currently comprised of 466 member organizations.⁸ 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 A.1 and table A.1).

FIGURE A.1 GEF-CSO Network Members



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 (Warren and Lloyd 2009). The structure consists of elected NGOs, each of which represents a region encompassing more than one country or NGO constituency.

⁸Membership list received from GEF-CSO Network, May 20, 2015. The membership has fluctuated over time. A 2008 GEF Council document cites the number at 660 organizations which had been accredited to the GEF (GEF 2008).

TABLE A.1 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 and 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

These organizations are called RFPs and are members of the Coordination Committee of the Network. The Coordination Committee is currently made up of 16 RFPs, 1 each from the different geographic regions. In addition, three IPFPs representing IP organizations are appointed by the IP groups from three main regions: Asia Pacific, Africa, and the Americas.⁹ IP representation was established as a result of an evaluation of the NGO Network in 2005, and IPFPs were formally

⁹ This number has also fluctuated. At one point, two RFPs representing donor constituencies were also on the Coordination Committee. IPFP representation was included in 2006.

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.

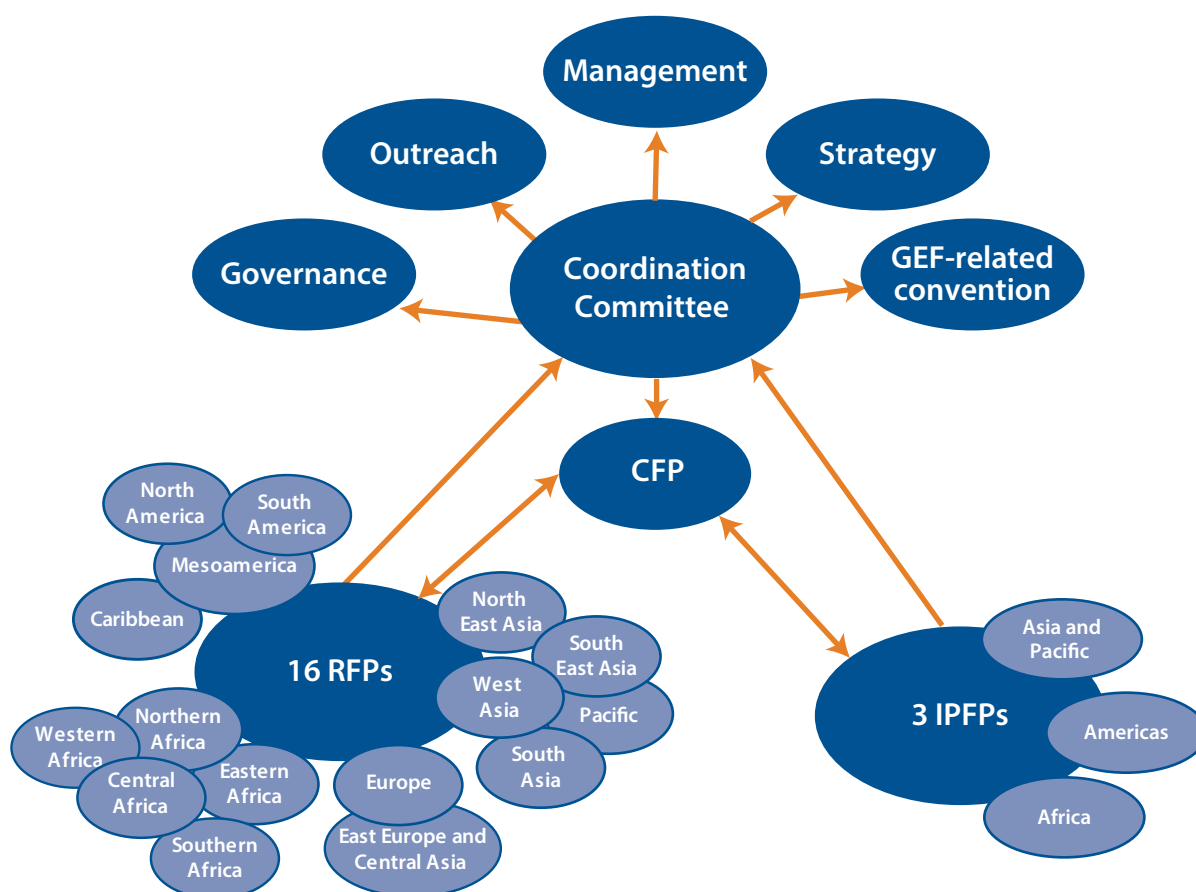
The work of the Coordination Committee is facilitated by a CFP for the Network. The CFP is elected by the Coordination Committee for a four-year term by members of the Coordination Committee.¹⁰ Subcommittees are established by the Coordination Committee to assist with its work or undertake work between meetings. The main subcommittees are the Management Subcommittee, the Governance Subcommittee, the Outreach Subcommittee, the Strategy Subcommittee, and the GEF-related Conventions Subcommittee. Figure A.2 shows the current structure of the Network.

Elections for the focal point positions are carried out by an Election Task Force established by the Governance Subcommittee and overseen by the Coordination Committee. The period of office of the RFPs and IPFPs is also four years from the time of election. Neither the CFP, RFPs, nor IPFPs may serve more than two consecutive terms.

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 2008), and thereby decided to replace the accreditation system for NGOs operated by the GEF Secretariat with a membership system 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

¹⁰ Source: “Governance Structure,” GEF-CSO Network website; <http://www.gefcso.org/index.cfm?&menuid=13&lang=EN> Accessed 05/19/2015, accessed September 2016.

FIGURE A.2 Governance Structure of the GEF-CSO Network



GEF CSO consultations and Council/Assembly meetings in a similar manner to formerly accredited organizations.

In 2011, the Network split the subregion of West and Central Africa into two subregions 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 IPFPs. In December 2013, the Network changed its name to the GEF-CSO Network.

At the June 2015 meeting of the Coordination Committee, the CSO Network agreed on a revised governance structure that will replace the position of the CFP with a separate chair and co-chair and a secretariat. The Network also announced the completion of a new seven-year strategy.

FUNDING ARRANGEMENTS

The “Technical Note on NGO Relations with the GEF,” presented at the first Council meeting in July 1994, laid out three options for funding NGO consultations and observers. The costs of NGO consultation have always been included in the administrative budget of the item GEF Administration. At its third Council session in 1995, the GEF Council approved a \$50,000 budget for each CSO consultation.¹¹ The Council decision also states that the “Secretariat could seek voluntary contributions to supplement its budget where possible and appropriate” (GEF 1995). In 1996, a Voluntary

¹¹ Although discussed, the Council rejected a 1995 Secretariat recommendation to fund regional consultation workshops for NGOs.

NGO Trust Fund was established to support NGO consultations (GEF 2008).

This trust fund was dormant for several years, and in October 2008, at its 34th session, the Council approved reactivating it and adjusted the support provided for the participation of eligible Network representatives at Council meetings from the \$50,000 set in 1995 to \$70,445, to “account for cost increase of services, travel and inflation” (GEF 2008).

At its November 2010 meeting, the Council reiterated the need to reactive the NGO Voluntary Trust Fund through a new multidonor trust fund to be established in the World Bank and seeded by the Secretariat with a \$150,000 contribution. Funds remaining in the Voluntary NGO Trust Fund were transferred to the multidonor 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” (GEF 2008). The trust fund has not received any additional funds since the initial contribution.

A.5 GEF Secretariat and Network Interaction

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 and 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.

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.

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 for the GEF to start implementing in order to strengthen the Network’s management and increase its accountability (GEF 2008). The action plan was unfortunately not discussed by the Council due to competing agenda items and was never reintroduced.

A.6 Approach, Methodology, and Limitations

The evaluation’s key questions will be analyzed in the context of Network elements as indicated in table A.2.

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 the

TABLE A.2 CSO Network Evaluation Matrix

Key evaluation questions	Network elements	Example evaluation questions	Information sources	Possible approaches
<p>Is the CSO Network meeting its intended goals and strategic objectives and adding value to the GEF partnership and its members?</p> <p>Network objectives as set by the GEF Council:</p> <ul style="list-style-type: none"> Preparing for and reporting on the GEF Council meetings and NGO consultations to the wider CSO community at the national, regional, and international levels <p>Network objectives as set by the CSO Network:^a</p> <ul style="list-style-type: none"> To enhance the role of civil society in safeguarding the global environment To strengthen global environmental policy development through enhanced partnership between civil society and the GEF To strengthen the GEF NGO Network capacity 	Connectivity	<p>What GEF-relevant information (knowledge products, presentations, reports, etc.) is flowing through the Network to its membership and other stakeholders?</p>	<ul style="list-style-type: none"> Network documents Data/results from surveys, interviews, and other primary sources (e.g., workshops) 	<ul style="list-style-type: none"> (Online) self-assessment Interviews and focus groups/focused meetings with key stakeholders Cost/level of effort overview assessment Social network analysis
	Credibility	<ul style="list-style-type: none"> Are the Network's objectives still relevant? To what extent has the Network aligned with GEF goals on gender mainstreaming and IP inclusion? Has the CSO Network contributed to shaping the GEF agenda (getting new issues on the GEF agenda, policies incorporated by the Council)? 	<ul style="list-style-type: none"> Council and GEF Secretariat documents Network documents Non-GEF CSO networks 	<ul style="list-style-type: none"> Document review Interviews and focus groups/focused meetings with key stakeholders Surveys (Online) self-assessment Comparative analysis with other networks
	Capacity	<ul style="list-style-type: none"> 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? 	<ul style="list-style-type: none"> Data/results from surveys, interviews, and other primary sources 	<ul style="list-style-type: none"> Interviews and focus groups/focused meetings with key stakeholders Surveys (Online) self-assessment
	Progress toward Results	<ul style="list-style-type: none"> 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? 	<ul style="list-style-type: none"> Council and GEF Secretariat documents Network documents 	<ul style="list-style-type: none"> Document review Interviews and focus groups with key stakeholders Surveys (Online) self-assessment
<p>How are the CSO Network's features (governance, structure, membership, connectivity, etc.) contributing to its ability to meet its objectives?</p>	Connectivity	<ul style="list-style-type: none"> How effective and efficient are the connections the Network makes? Are all members contributing, individually or through joint efforts, to Network goals? 	<ul style="list-style-type: none"> Network documents Data/results from surveys, interviews, and other primary sources (e.g., workshops) 	<ul style="list-style-type: none"> (Online) self-assessment Interviews and focus groups/focused meetings with key stakeholders Cost/level of effort overview assessment Social network analysis
	Membership	<ul style="list-style-type: none"> Who participates in the Network and why? Are women's, IP, 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? 	<ul style="list-style-type: none"> Council and GEF Secretariat documents Network documents Data/results from surveys, interviews, focused meetings with key stakeholders and other primary sources 	<ul style="list-style-type: none"> Document review Social network analysis Surveys Meta-evaluations Comparison to other networks Visual timeline (infographic representation)

TABLE A.2 CSO Network Evaluation Matrix (continued)

Key evaluation questions	Network elements	Example evaluation questions	Information sources	Possible approaches
How are the CSO Network's features (governance, structure, membership, connectivity, etc.) contributing to its ability to meet its objectives?	Structure	<ul style="list-style-type: none"> • 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, Green Climate Fund, Climate Investment Funds, etc.) used to inform the workings of the GEF-CSO Network? 	<ul style="list-style-type: none"> • Membership databases • Council and GEF Secretariat documents • Network documents 	<ul style="list-style-type: none"> • (Online) self-assessment • Social network analysis • Visual timeline (info-graphic representation) • Document review
	Governance	<ul style="list-style-type: none"> • 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? 	<ul style="list-style-type: none"> • Council and GEF Secretariat documents • Network documents • Data/results from surveys, interviews, and other primary sources 	<ul style="list-style-type: none"> • Document review • Interviews and focus groups/focused meetings with key stakeholders • Surveys • (Online) self-assessment • Meta-evaluations • Comparative analysis with other networks
	Resources	<ul style="list-style-type: none"> • 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 Secretariat, Agencies, OFPs, IEO, etc.) supported the work of the Network? 	<ul style="list-style-type: none"> • Network documents • Data/results from surveys, interviews, and other primary sources 	<ul style="list-style-type: none"> • Document review • Interviews and focus groups with key stakeholders
	Capacity	<ul style="list-style-type: none"> • Does the Network have the needed capacities to advance member skills and Network goals? 	<ul style="list-style-type: none"> • Data/results from surveys, interviews, and other primary sources • Network documents 	<ul style="list-style-type: none"> • Interviews and focus groups/focused meetings with key stakeholders • Surveys • (Online) self-assessment

a. GEF 2014.

methodology and conclusions. Evaluation activities will be drawn from the following.

- **Document review.** This entails further review of documentation to include additional literature on the subject of evaluating CSO networks, GEF Council documents, Secretariat 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, the GEF STAP, GEF OFPs, and other relevant government departments.
- **Meta-evaluation.** This will encompass 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 networks.** A number of models of CSO engagement with different international governmental organizations and international financial institutions 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.** This 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 CFP and Coordination Committee members, CSO Network members, and CSOs. Some stakeholders will be selected on their attendance at relevant, ongoing activities of the GEF Secretariat, e.g., 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 of illustrating the relationship between inputs, outputs, and outcomes.
- **Social network analysis.** Social network analysis is a "set of theories, tools, and processes for understanding the relationships and structures of a network" (Hoppe and Reinelt 2010). 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.

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. The GEF-CSO Network is a voluntary network of over 460 members located in 120 countries worldwide. The GEF partnership

includes the GEF Agencies, governments, the GEF STAP, the GEF Secretariat, and other stakeholders.

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; this is presented in table A.3 with proposed indicators for various levels of results.

This evaluation will also be limited by a relatively short time frame. The IEO will address these limitations through close collaboration with representatives from the partnership as described in the stakeholder involvement. Regular feedback through the Reference Group and peer reviewers

TABLE A.3 GEF-CSO Network Results Chain

Network objectives	Inputs	Activities	Outputs ^a	Outcomes	Network vision
<p>Network objectives as set by the GEF Council:</p> <ul style="list-style-type: none"> Preparing for and reporting on GEF Council meetings and NGO consultations to the wider CSO community at the national, regional, and international levels <p>Network objectives as set by the CSO Network:</p> <ul style="list-style-type: none"> Objective 1: To enhance the role of civil society in safeguarding the global environment Objective 2: To strengthen global environmental policy development through enhanced partnership between civil society and the GEF Objective 3: To strengthen the GEF NGO Network capacity 	<ul style="list-style-type: none"> CSO Network members time and effort GEF Secretariat contribution—staff time and effort (including GEF CSO Coordinator) Resources and funding 	<p>CSO Network members participation in:</p> <ul style="list-style-type: none"> 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 <p>CSO Network participation in GEF working groups concerning GEF policies and operations</p> <p>CSO Network member contributions to:</p> <ul style="list-style-type: none"> Project design Project execution M&E 	<ul style="list-style-type: none"> 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 the 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 Percentage of projects executed (fully or partially) by CSOs/from the GEF-CSO Network 	<ul style="list-style-type: none"> CSOs are effectively engaged in shaping GEF policy and project operations CSO Network members' capacity strengthened to participate in GEF-related activities Country national portfolio is inclusive of CSO inputs GEF policies developed with input from the CSO Network 	<p>A dynamic civil society plays a role in influencing policies and actions at all levels to safeguard the global environment and promote sustainable development</p>

a. Indicators will be disaggregated by gender when possible.

will provide the benefit of early communications on the direction of the evaluation.

A.7 Additional Stakeholder Involvement

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

- **Reference Group.** Representatives from the GEF Secretariat, GEF Agencies, the CSO Network, the STAP, the 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 the utility of the evaluation so as to provide lessons that are most useful for operations, (3) help identify and establish contact with the appropriate individuals for interviews/focus groups, and (4) help identify and facilitate access to information. The Reference Group is expected to be made up of between 10 and 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 two to three individuals who will be asked to work and comment on specific issues directly coordinated by the evaluation Task Manager.

A.8 Knowledge Management and Communications

Key stakeholders of this evaluation will be identified and consulted with adequate time at the beginning, during, and 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

The evaluation will be task managed by Baljit Wadhwa, Senior Evaluation Officer, with oversight from the Chief Evaluation Officer and the 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, and analysis of connectivity and network health, e.g., through 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 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 toward 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 be incorporated into the final evaluation report, which 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.

A.9 Time Frame

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 of the evaluation (table A.4).

TABLE A.4 Proposed Schedule for CSO Network Evaluation

Phase	Evaluation phase	Time frame
1	Pre-evaluation desk review, upstream consultations, and approach paper	End 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 and Reference Group consultation	August–January 2016 September 2015
4	Triangulation, verification, gap analysis, and preparation of evaluation report Draft evaluation shared and discussed with Reference Group/stakeholders and edits finalized	January–April 15, 2016
5	Final evaluation shared with GEF Council Evaluation conclusions and recommendations presented at GEF Council meeting Knowledge products and dissemination activities	May 2016 June 2016 May–September 2016

Annex B: Literature Review

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

Networks are defined by Perkin and Court (2005) 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 (Edwards and Gaventa [2001] 2013).

For Provan and Milward (2001), 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.

Wilson-Grau and Nuñez (2007) 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 Nuñez 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 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 seeks

to cover all aspects of a network that potentially should be considered in an evaluation.

Smith and Lynott (2006) confirm that 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 Wilson-Grau and Nuñez's characteristics of a functioning network. In the example 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.

Another framework for network evaluation was proposed by the Network Impact and Center for Evaluation Innovation (2014a), along with a set of case studies for evaluating networks (2014b). Their framework is divided into three pillars: (1) network connectivity, which includes membership and structure of the network; (2) network health, which includes resources, infrastructure, and advantage or network capacity; and (3) network results, which includes interim outcomes and goals or intended results. The organizations also present a Network Health scorecard,¹ by which network members can assess (1) network purpose (all members have common purpose/goals, identified strategic objectives, plans reflect these goals);

¹http://www.networkimpact.org/downloads/NH_Scorecard.pdf, accessed September 2016.

(2) network performance (communications between members, working jointly, communication with stakeholders, adding value to the network/network adding value to its constituencies); (3) network operations (decision-making process, network governance), and (4) network capacity (materials and resources to advance network goals).

Browne (2013) shares approaches and methods used by international CSOs to monitor and evaluate the quality of their relationships 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, nonfinancial contribution, value added and creditability; an online self-assessment tool that helps organizations identify their strengths and weaknesses; the “six lenses” self-assessment tool, 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.

Hoppe and Reinelt (2010) discuss social network analysis as a method for understanding the relationships and structures of a network. They describe a network in terms of “nodes” (people, organizations, or events in a network) and “links” (relationships between the nodes). By collecting and analyzing network data, analysts are able to study and display the connections between network nodes. Using mathematical tools through social network analysis, evaluators are able to identify and understand different metrics in network evaluation. These metrics can include bonding and bridging, clusters, density and links per node, and hubs, among others.

The purpose of social network analysis in evaluations is also described by Davies (2009) as a “representational technology,” having three aspects: network diagrams, network matrixes, 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 essential to many of the uses of social

network analysis proposed in his paper. The most important point of difference between social network analysis 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, social network analysis would pay attention to both.

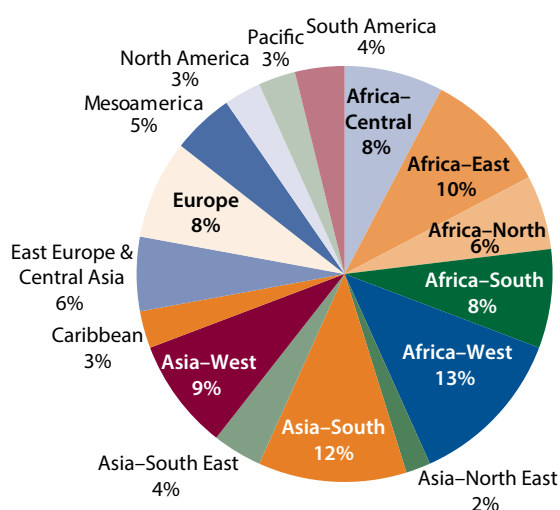
Annex C: Survey Results and Findings

C.1 Member Survey Results and Analysis

Q.1 Name of organization

Q.2 Country in which the organization's main office is based

Region/subregion	Number of responses
Africa–Central	8
Africa–East	10
Africa–North	6
Africa–South	8
Africa–West	13
Asia–North East	2
Asia–South	12
Asia–South East	4
Asia–West	9
Caribbean	3
East Europe and Central Asia	6
Europe	8
Mesoamerica	5
North America	3
Pacific	3
South America	4
Total	104



Q.3 Year organization was founded

Year founded	Percent	Number
1900–79	7	7
1980–89	13	14
1990–94	22	23
1995–99	15	16
2000–04	16	17
2005–09	19	20
2010–14	7	7
Total	100	104

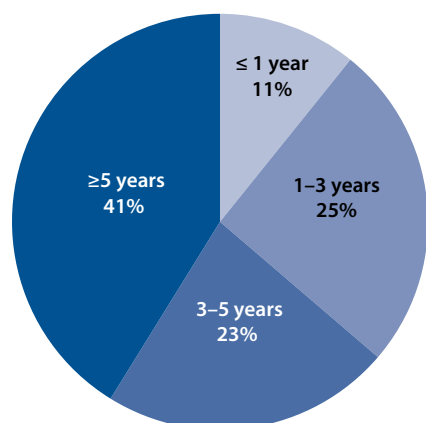
Q.4 Executive director's/president's gender

Gender	Percent	Number
Female	33	34
Male	67	70
Total	100	104

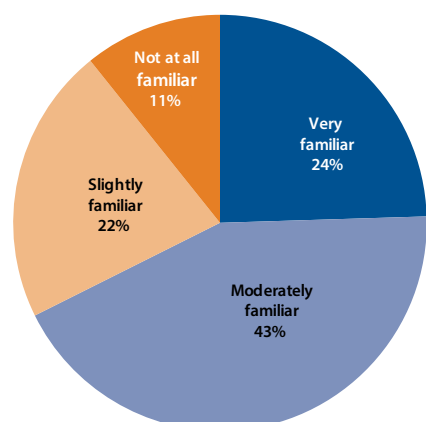
Q.5 Are you the organization's representative to the GEF-CSO Network?

Response	Percent	Number
Yes	97	101
No	3	3
Total	100	104

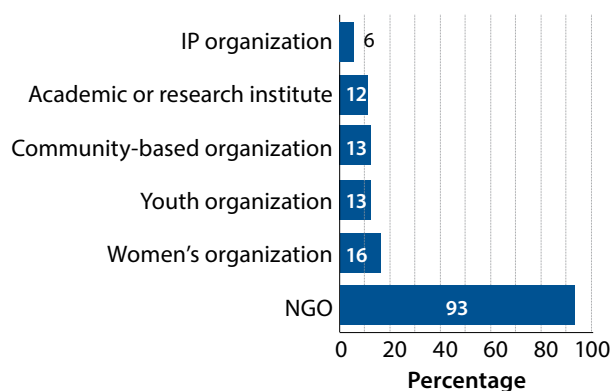
Q.6 For how long have you been your organization's representative to the GEF-CSO Network?



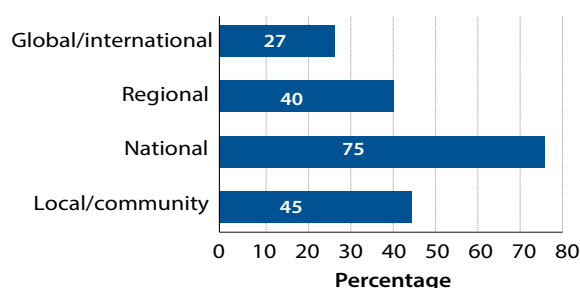
Q.7 How familiar were you with the GEF-CSO Network before becoming the Network representative?



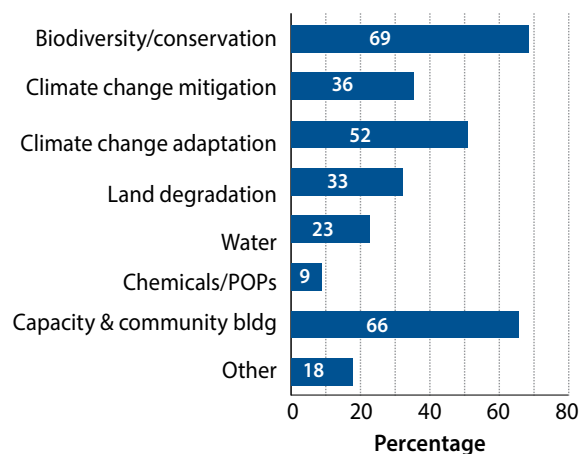
Q.8 Does the organization identify as a (select all applicable)



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

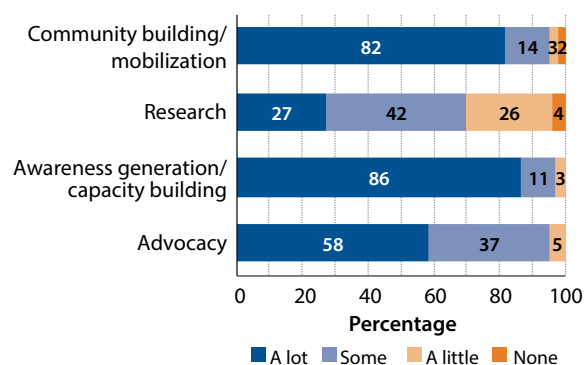


Q.10 What are your organization's three main areas of work?



NOTE: POPs = persistent organic pollutants.

Q.11 With reference to the areas of work defined, how would you assess the degree of focus your organization places on each of the following?

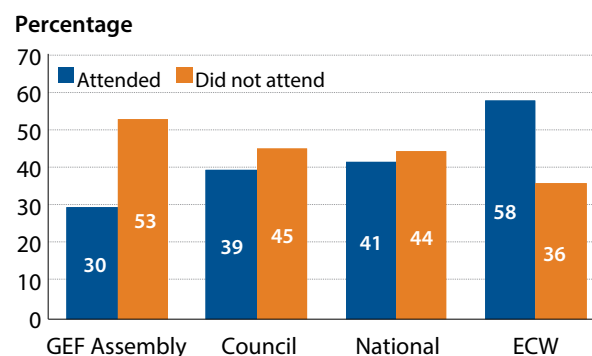


Q.12 In what year did your organization join the GEF-CSO Network?

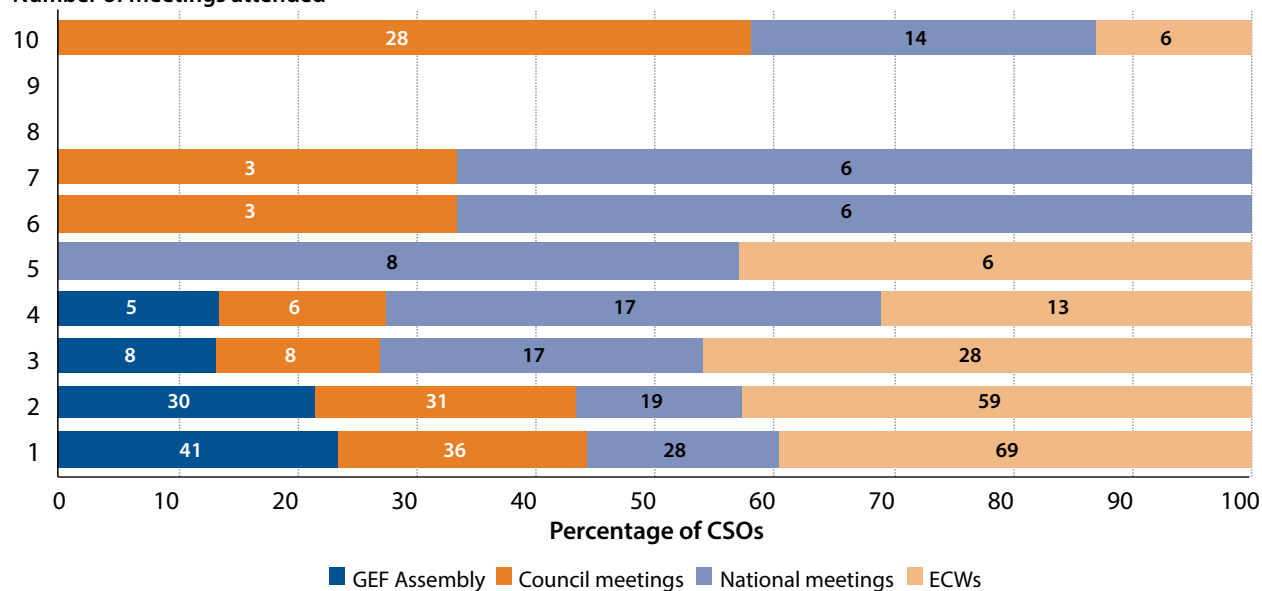
Year	Percent	Number
1990–94	2	2
1995–99	8	8
2000–04	13	13
2005–09	29	30
2010–14	40	42
2015	9	9
Total	100	104

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

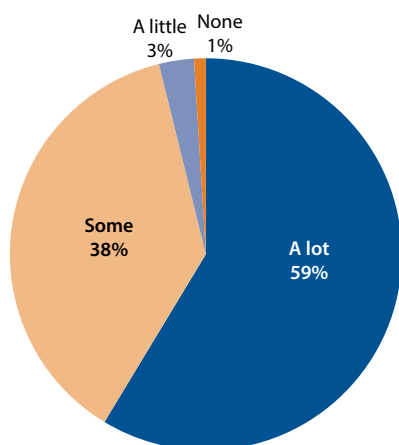
Meeting	Attended	Did not attend	No. of responses
GEF Assembly	31	55	86
Council	41	47	88
National	43	46	89
ECW	60	37	97



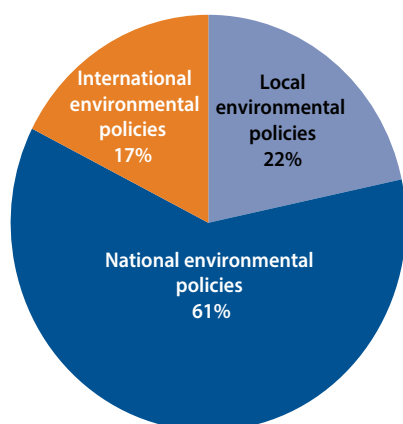
Number of meetings attended



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



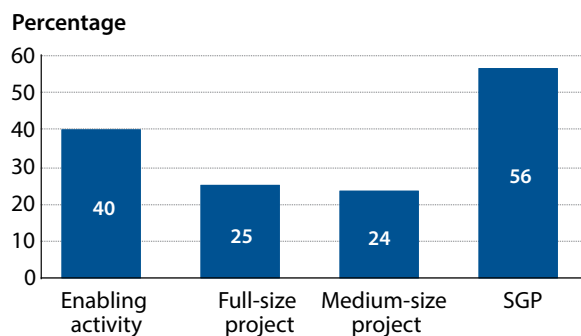
Q.15 At what level has your organization been most active? (please select all that apply)



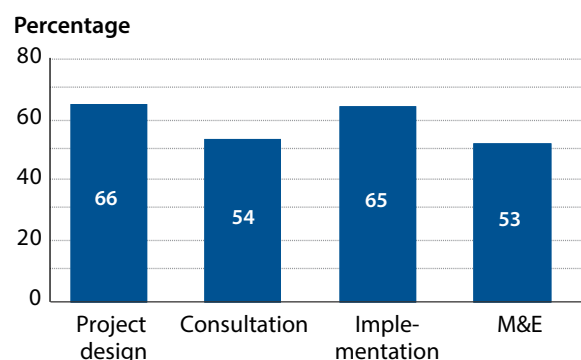
Q.16 Has your organization submitted a proposal for GEF funding since the beginning of 2010?

Response	Percent
Yes	50
No	50

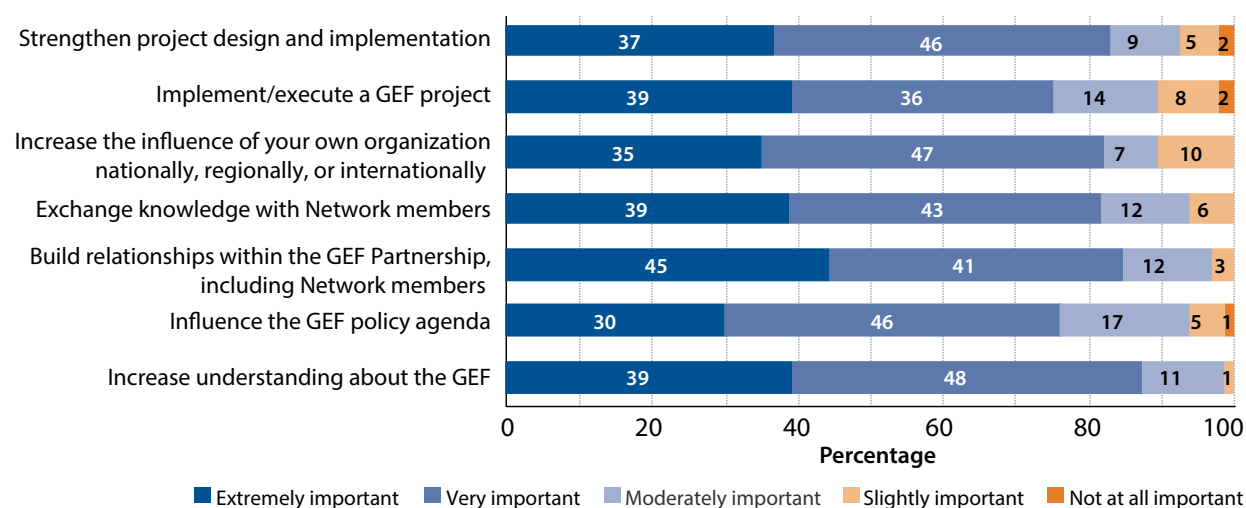
Q.17 Since the beginning of 2010, has your organization been involved in any of the following? (please select all that apply)



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

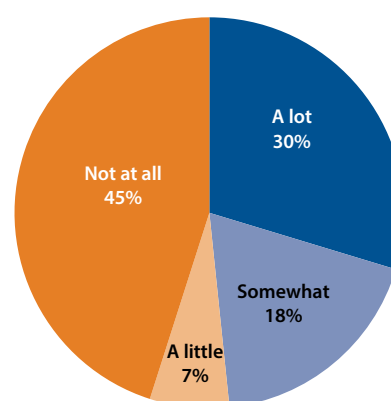


Q.19 What motivated your organization to join the GEF-CSO Network? Please rate the importance of each of the following:

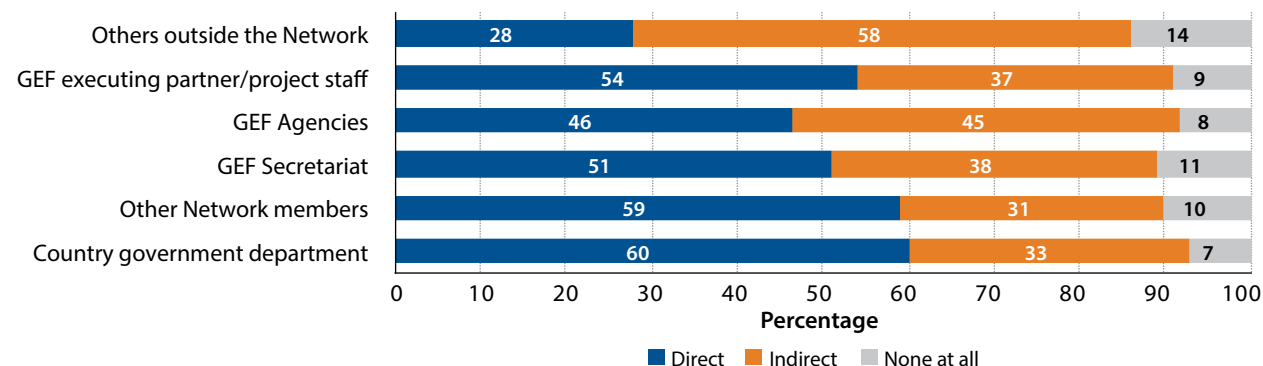


Q.20 Have your organization's reasons for remaining in the GEF-CSO Network changed?

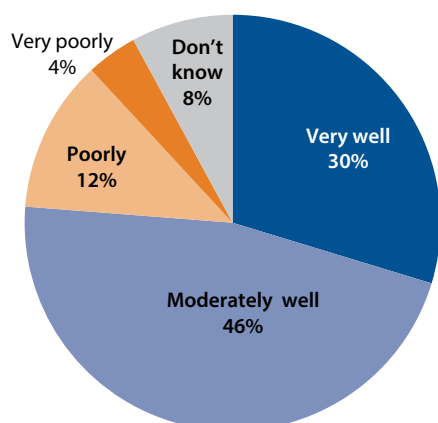
Degree of change	Percent	Number
A lot	30	24
Somewhat	18	17
A little	7	8
Not at all	45	9



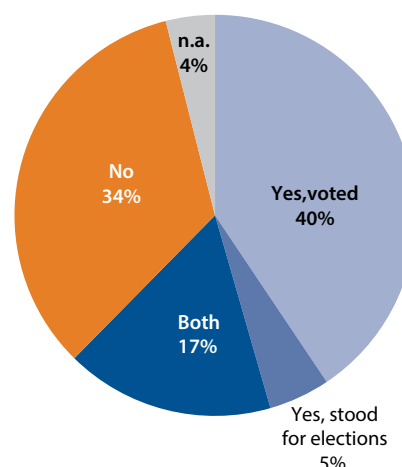
Q.21 What level of influence does your organization seek to have over each of the following stakeholders through your participation in the GEF-CSO Network?



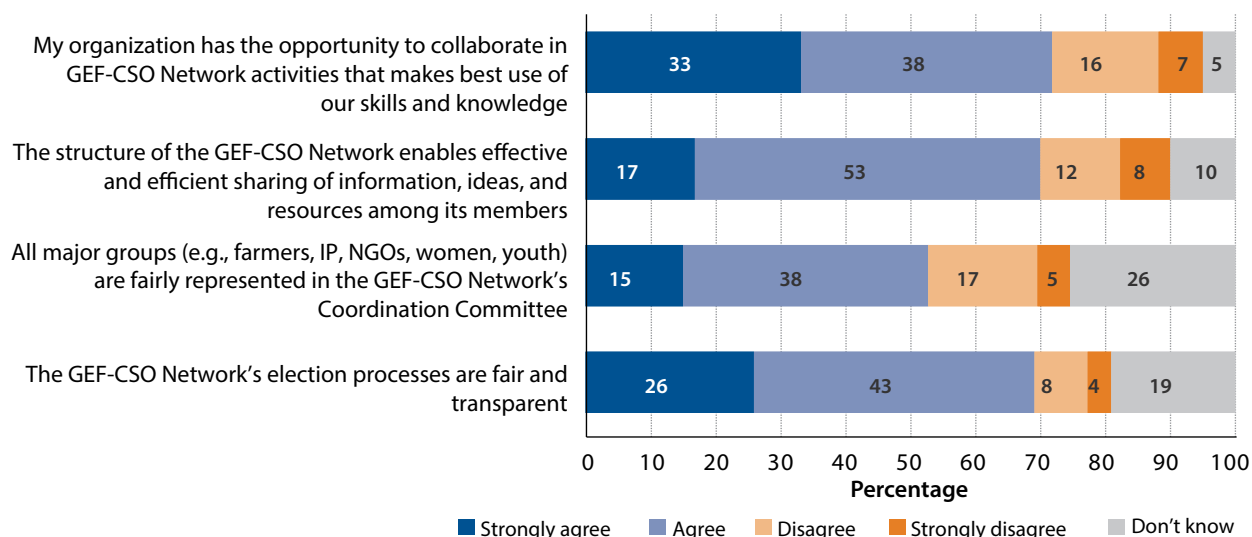
Q.22 Overall, how well is the GEF-CSO Network set up to carry out the tasks expected of it?



Q.23 Has your organization voted or stood for RFP/IPFP election?



Q.24 To what extent do you agree with the following statements?



Q.25 What recommendations might you have regarding the GEF-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 remains unresolved); Central Africa to have a separate RFP and not merged with West Africa.
- **Strengthening Network at the regional and national levels.** Expect better cooperation between GEF Agencies, OFPs, and CSOs 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 making on the use of GEF funds at the national level (3).

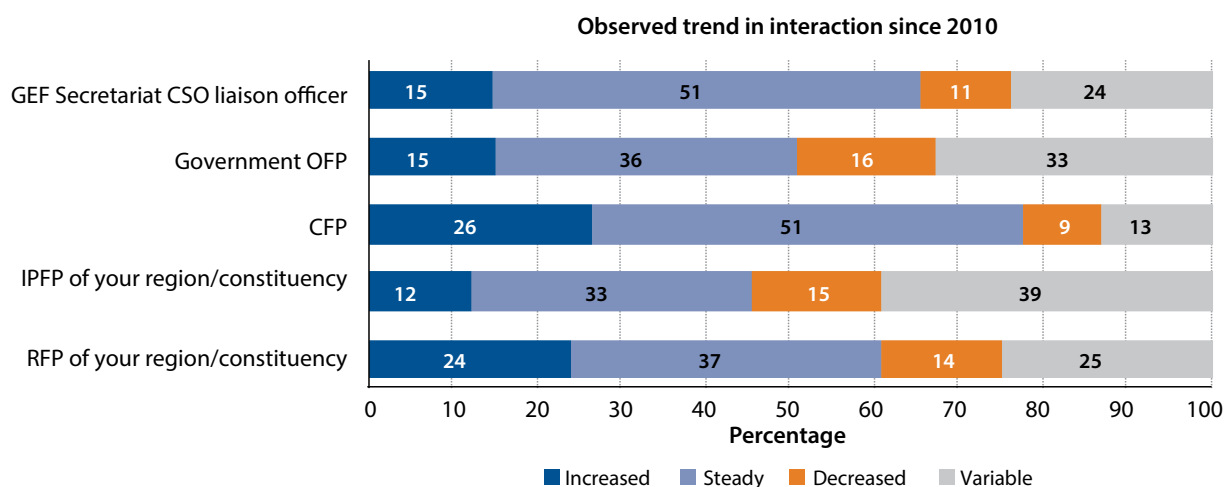
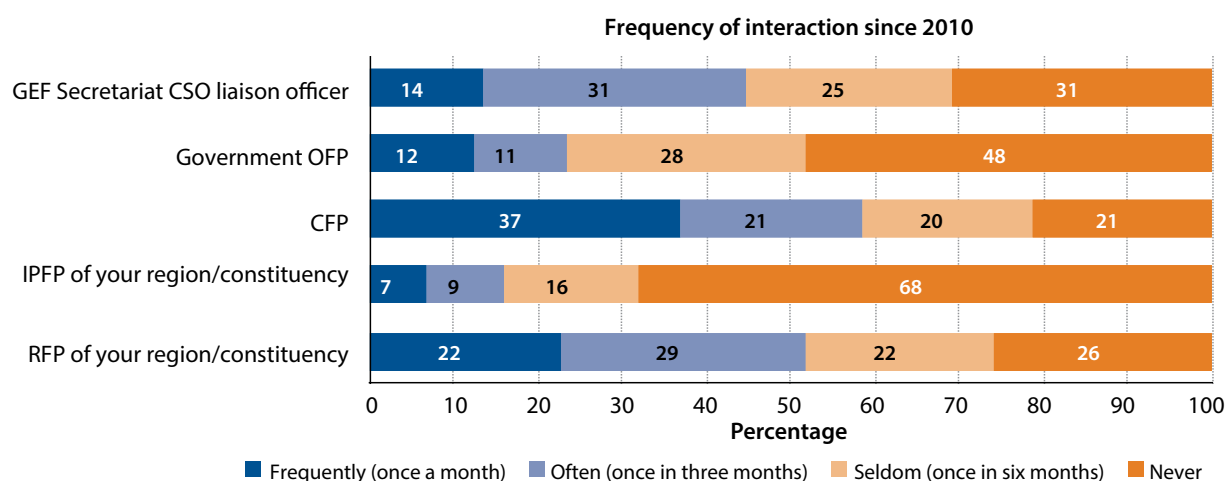
- **Governance, structure, and communications.** Not aware of current structure and functions (2); we should have co-chairs instead of current management; need a separate communications person, Faizal is stretched to the limit in managing

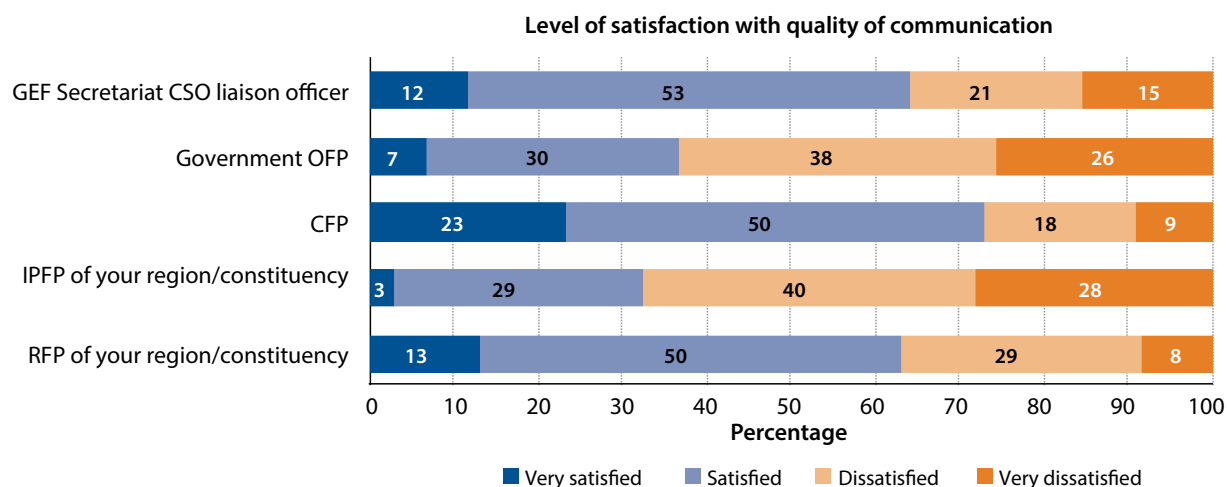
members and international relations (1); the GEF should provide equal opportunities to all to attend the meetings (1); website in French to enable participation of French-speaking countries.

- **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 (1).

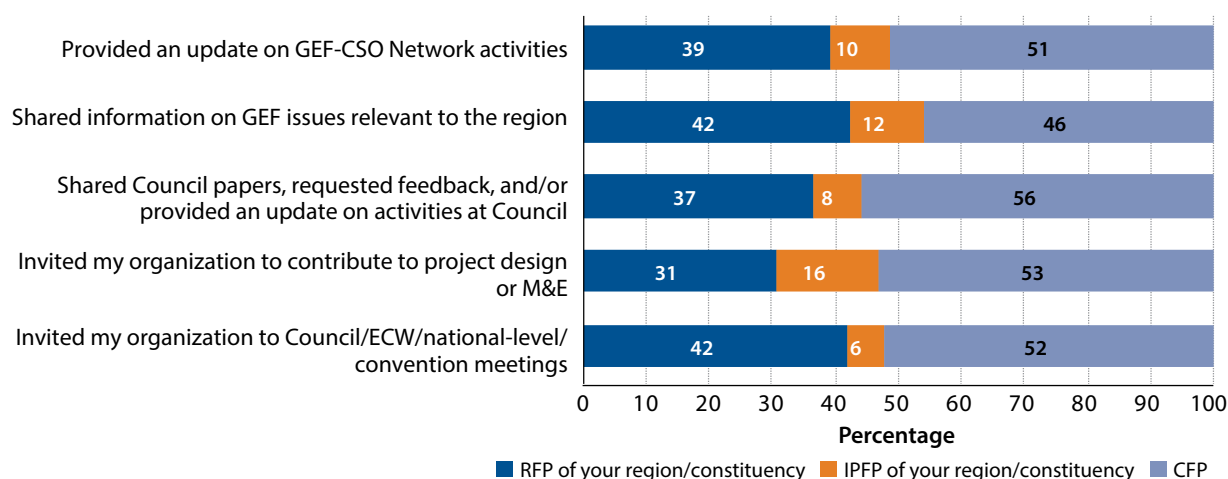
Q.26 How would you describe your organization's current interaction with each of the following:

Official	Know (%)	Don't know (%)	No. of responses
GEF Secretariat CSO liaison officer	67	33	84
Government OFP	55	45	86
CFP	82	18	87
IPFP of your region/constituency	28	72	82
RFP of your region/constituency	76	24	91

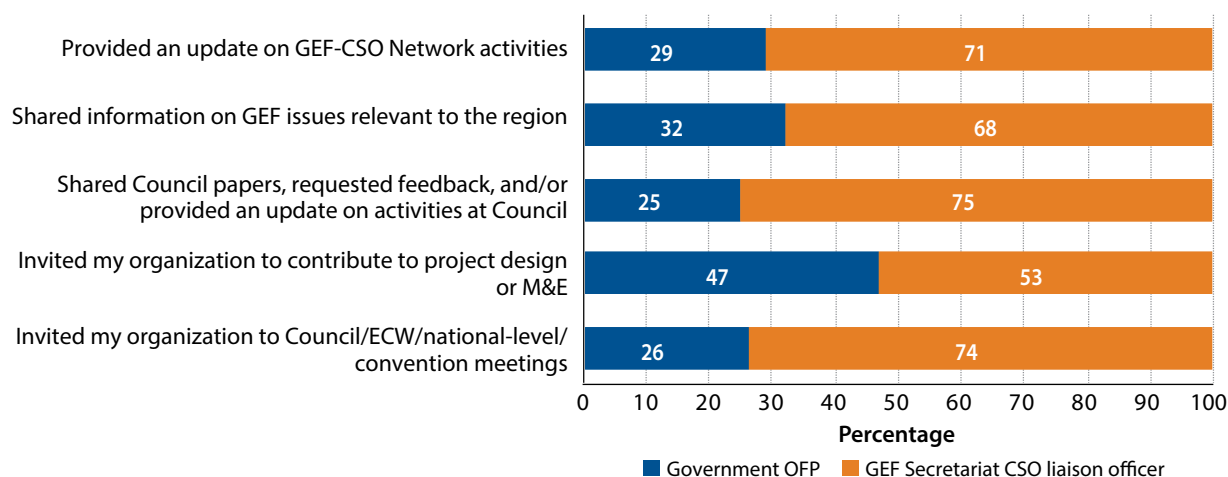




Q.27 For what reasons has your RFP/IPFP/CFP contacted your organization? Select as applicable in the table below:

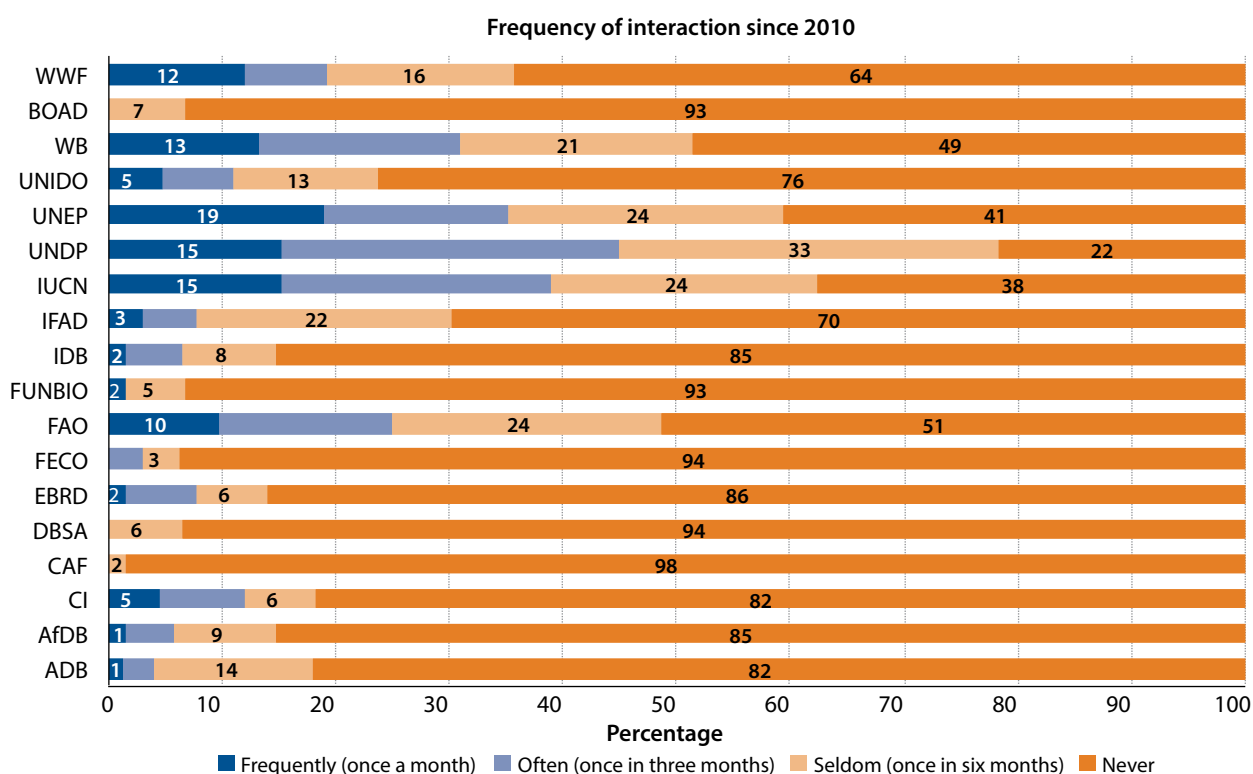


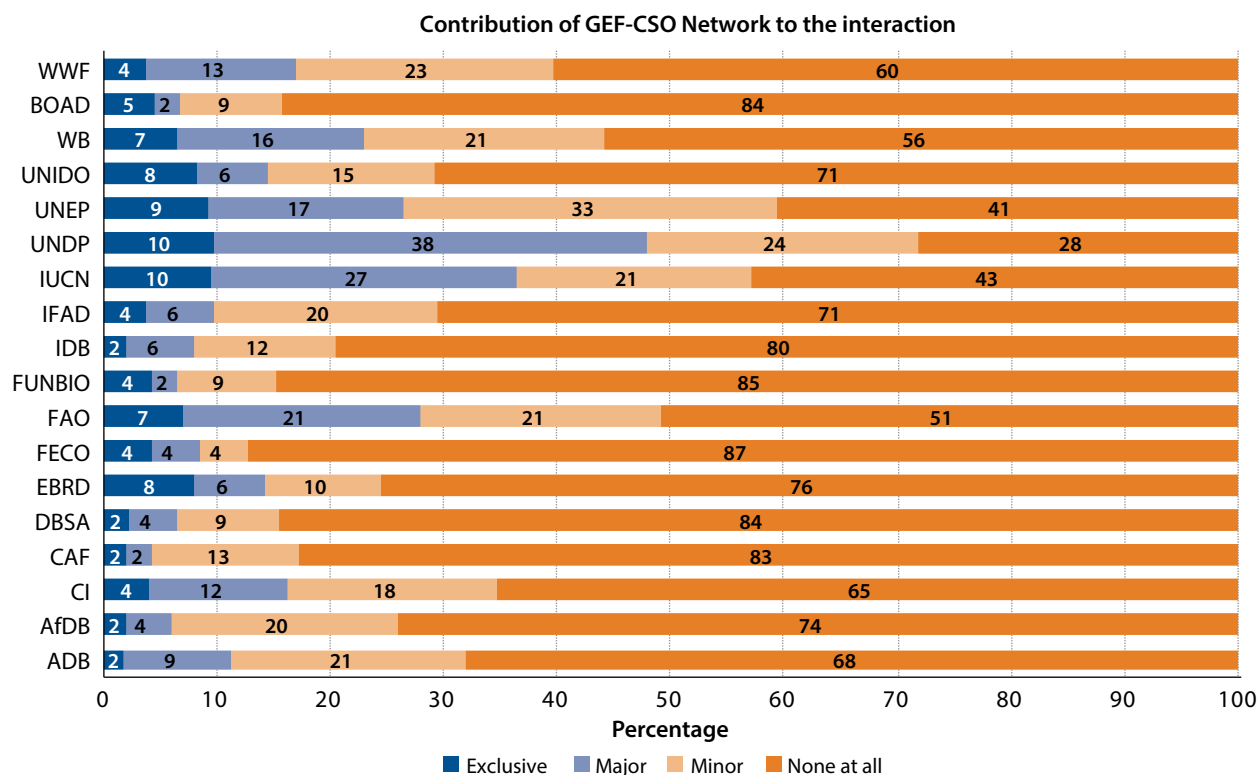
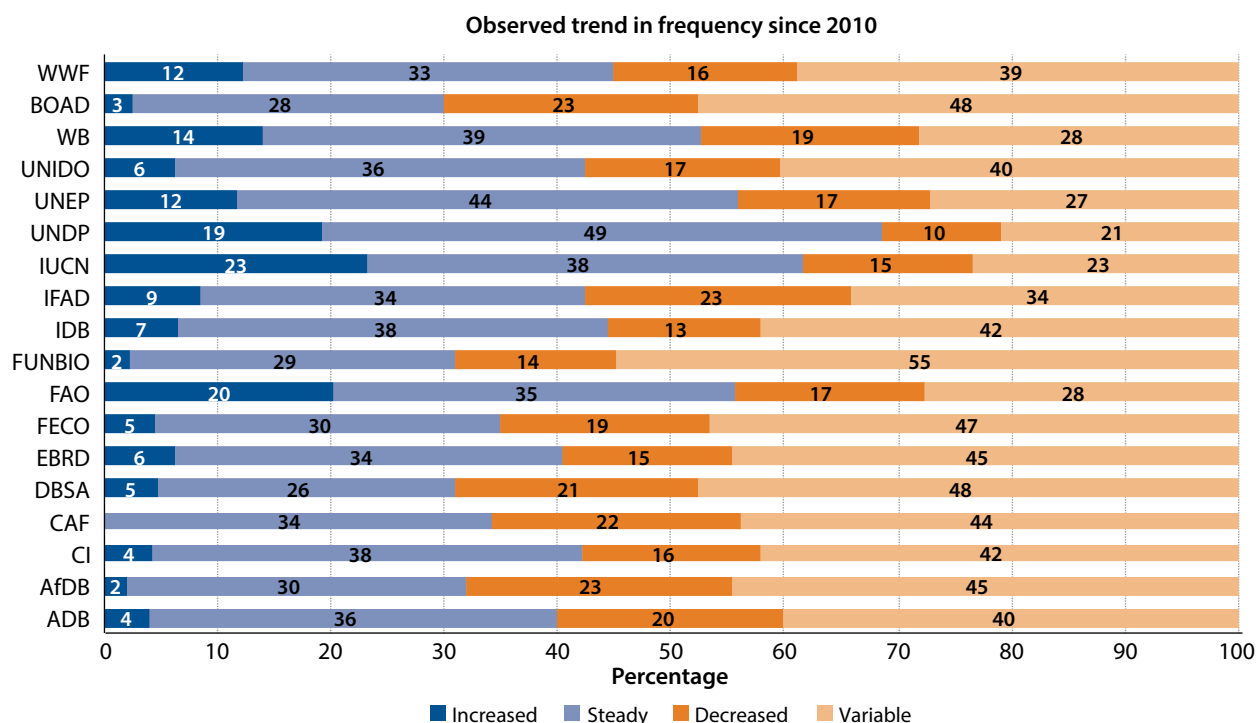
Q.28 For what reasons has your OFP and GEF Secretariat CSO Liaison Officer contacted your organization? Select as applicable in the table below:



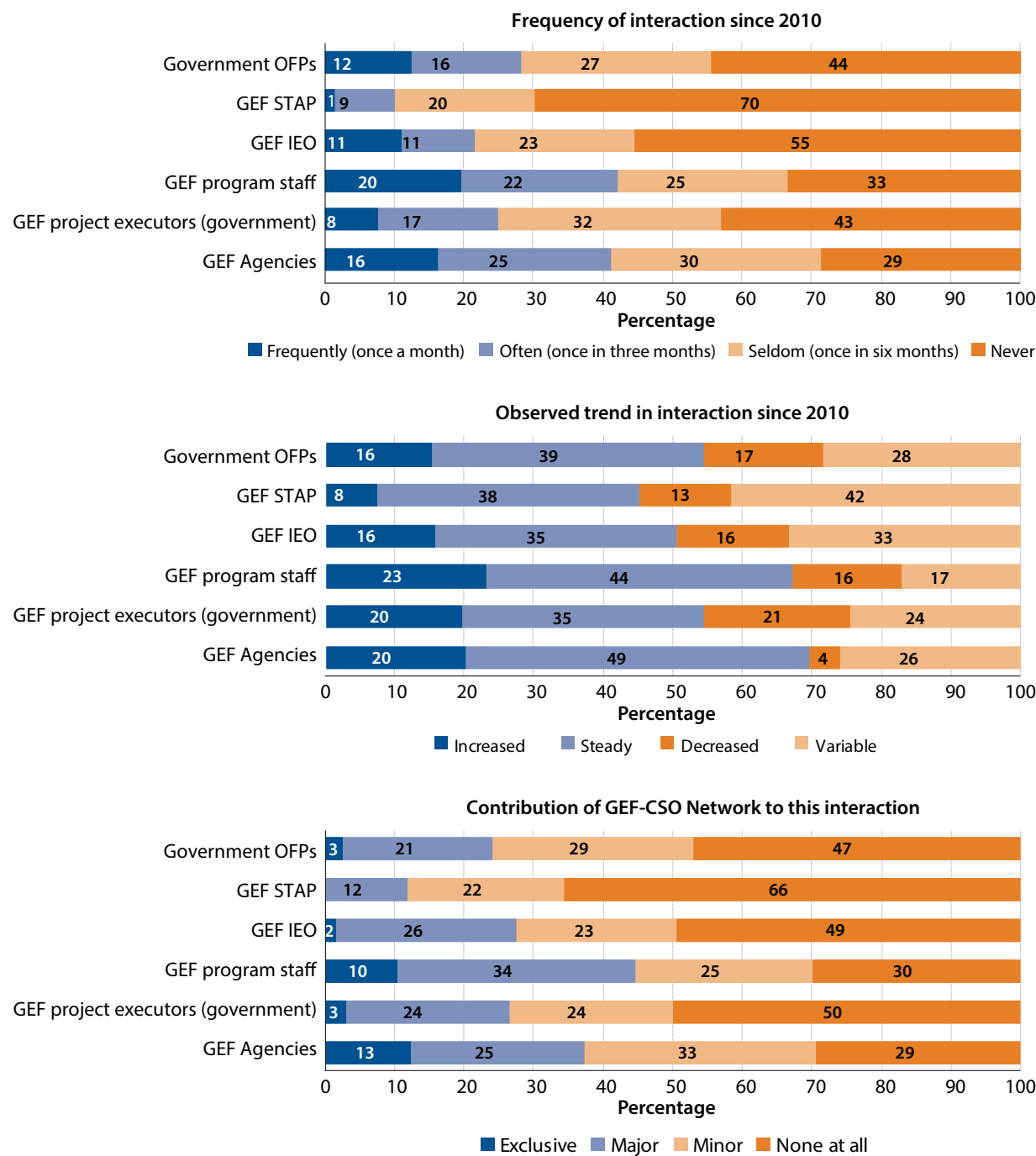
Q.29 How would you describe your organization's current level of interaction with GEF Agencies?

ADB = Asian Development Bank; AfDB = African Development Bank; BOAD = West African Development Bank; CAF = Development Bank of Latin America; CI = Conservation International; DBSA = Development Bank of Southern Africa; EBRD = European Bank for Reconstruction and Development; FAO = Food and Agriculture Organization of the United Nations; FECO = Foreign Economic Cooperation Office, Ministry of Environmental Protection of China; FUNBIO = Fundo Brasileiro para a Biodiversidade; IDB = Inter-American Development Bank; IFAD = International Fund for Agricultural Development; IUCN = International Union for Conservation of Nature; UNDP = United Nations Development Programme; UNEP = United Nations Environment Programme; UNIDO = United Nations Industrial Development Organization; WB = World Bank; WWF = World Wildlife Fund.

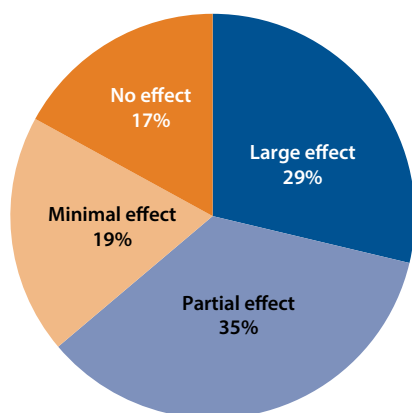




Q.30 In your opinion, how actively do the GEF stakeholders listed below engage with your organization?



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



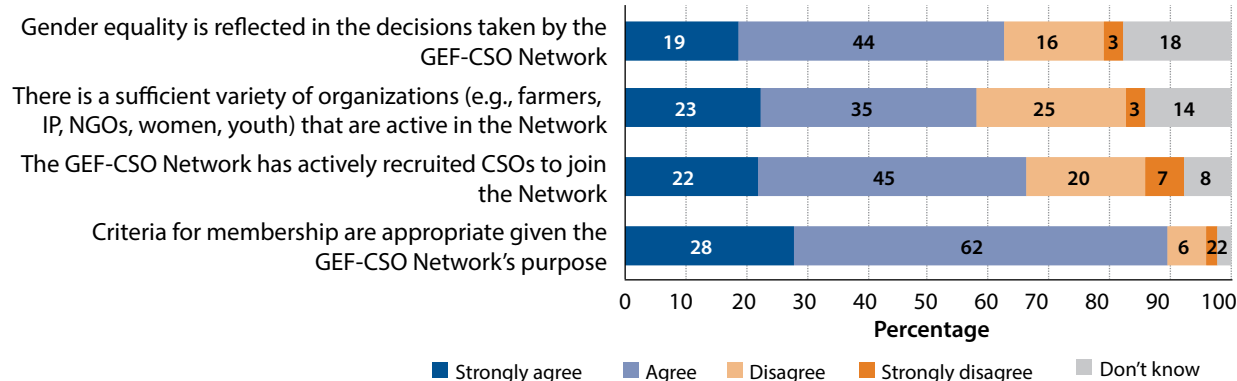
- **Large effect.** Enhancing international focus (1); enhanced understanding of the GEF and opportunities to work with GEF stakeholders (1); partnered with like-minded organizations in executing the projects and activities (2); Network has enabled us to work with Agencies and other international organizations (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); GEF-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 the GEF as separate)
- **Minimal effect.** Would be good if we were invited to attend events
- **No effect.** New to the Network (2)

Q.32 What recommendations do you have for improved connectivity between the GEF-CSO Network and the GEF partnership?

Open-ended question

- **Strengthening network at the regional and national levels.** Establish national meetings with government focal points, GEF Agencies, and government functionaries; more engagement of RFPs with 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 making the Network effective at the national level through involving Network members in the planning, implementation, and M&E of projects funded by the GEF (1); devise collaborative strategies at the national level (1)
- **Improved communication between members.** More communication among Network members (2); capacity building of member organizations to improve connectivity (3); more opportunities for CSOs to attend ECWs, 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 it is necessary to define concrete and useful transcendent goals (for the GEF and the countries of the alliance) and ensure adequate monitoring of outputs and outcomes that are generated and systematize them (1)

Q.33 To what extent do you agree with the following statements?



Q.34 What recommendations might you have for improving the GEF-CSO Network's membership arrangements?

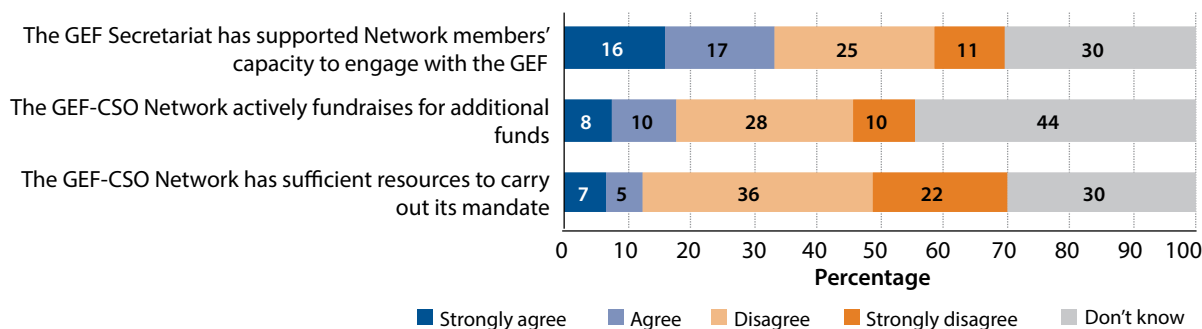
Open-ended question

- **Strengthening Network at the regional and national levels.** Country-based meeting arrangements that can take care of CSOs that are not eligible to join GEF-CSO Network membership criteria; have country- and regional-level meetings among 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 materials in the language spoken in the country (3)
- **Easing the membership application process and improving membership in countries without any**

members. Registration of CSO membership should be on the 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.** The GEF Secretariat should make sure it 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 is 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

Q.35 To what extent do you agree with the following statements?



Q.36 What recommendations might you have regarding the availability of resources?

Open-ended question

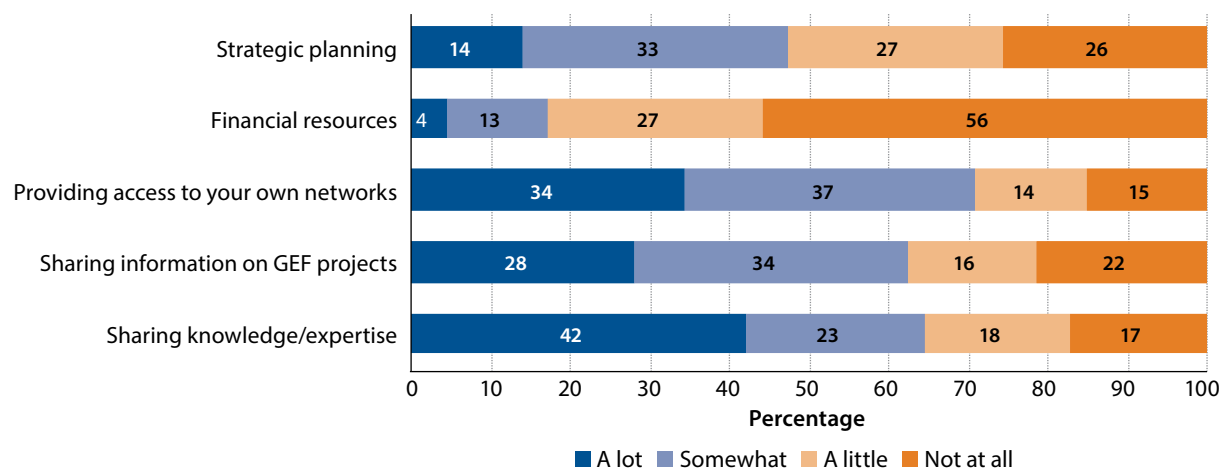
- Transparency in the management of Network funds (1); Network and Secretariat devise a fundraising strategy—transparent and collaborative (2)
- Increased allocation of resources to enable more members to attend the Network-related meetings (4); Council/Secretariat to establish a budget line to support 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)

Q.37 What recommendations might you have regarding the role of the GEF Secretariat?

Open-ended question

- GEF Secretariat to monitor Network activities (1); greater recognition of what a strong network can do through establishing long-term agreement as to how the Network can complement the work of the GEF Secretariat in each replenishment cycle (1)
- Provide funds and resources to the Network to improve its communications as well as build the capacity of Network members to engage with the Network and raise funds (4); support members to attend 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

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



Q.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 the GEF and also the project supported by the GEF
- Development of the Network strategic plan (2)
- **Disseminating information on the GEF-CSO Network, which helped increase membership in the Philippines.** As a member of the National Steering Committee, we also proactively participated in improving efficiency in the National Portfolio Formulation Exercise, particularly in advocating for more transparency in the review process of Implementing Agencies, which the country is slowly addressing but needs to be fast tracked through

intercession in the Council

- Have not been able to contribute much, but would like to do that in future (1); Have not 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 the 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 public involvement policy; connecting communities with the SGP and contributions during GEF-5 and GEF-6 replenishment discussions (1)

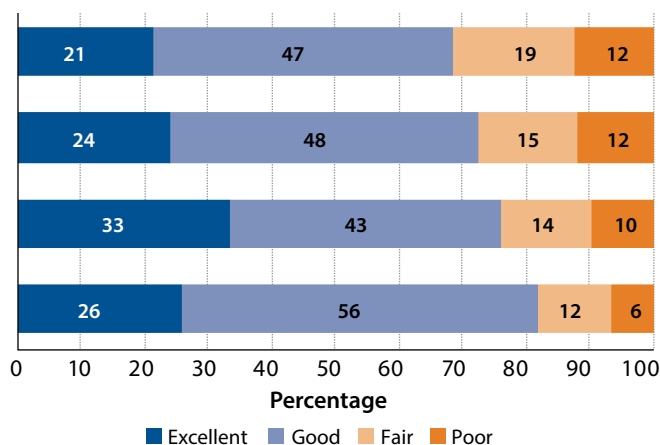
Q.40 Please rate progress against the following objectives of the GEF-CSO Network

To maintain and enhance the GEF-CSO Network capacity

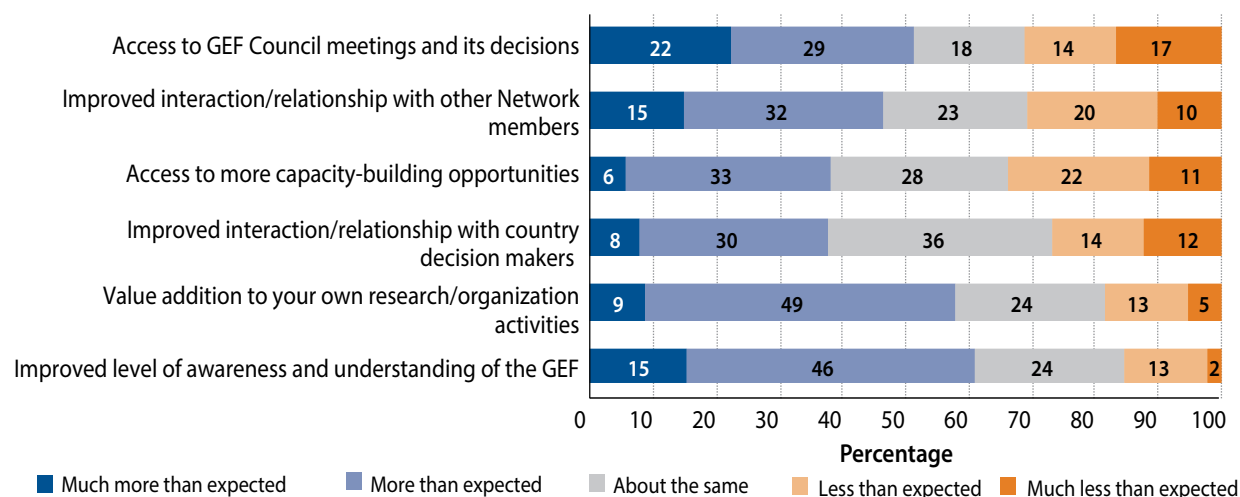
To strengthen GEF program implementation through enhanced participation between civil society and the GEF

To enhance the role of civil society in safeguarding the global environment

To prepare for and report on GEF Council meetings and NGO consultations to the wider CSO community at the national, regional, and international levels



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



Q.42 What is the Network's most valuable contribution to your organization?

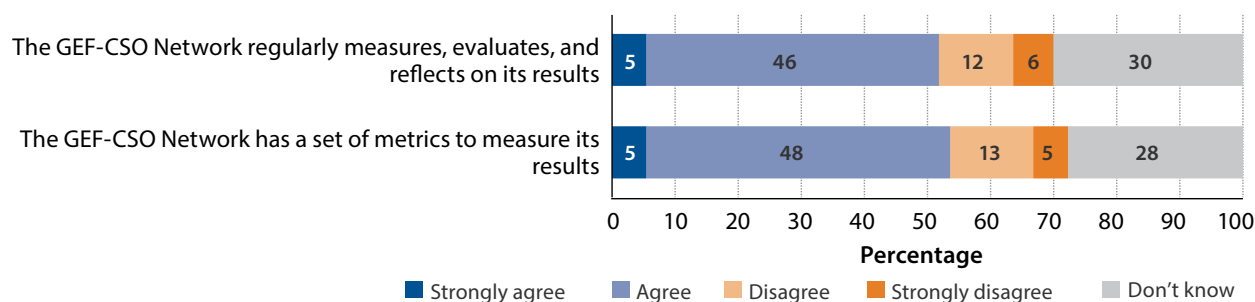
Open-ended question

- ♦ **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 of GEF processes and opened many channels for knowing other actors of environment and sustainable development not only from the GEF

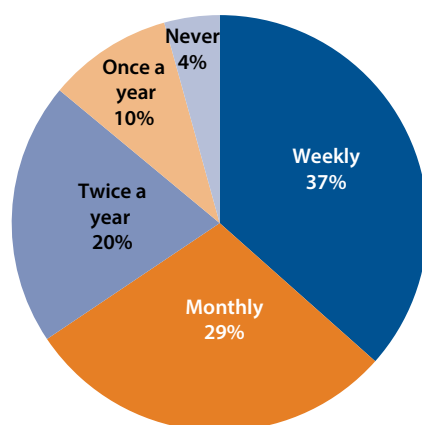
family but globally; knowledge of other Network members, what they do and we are ready to adopt some (15)

- ♦ 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 grassroots level

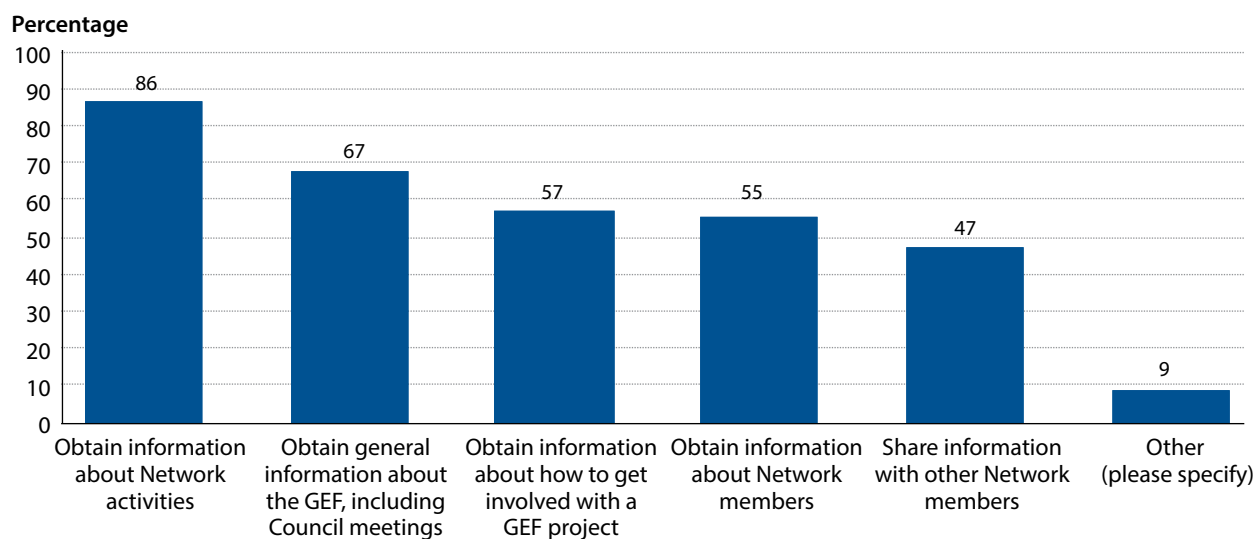
Q.43 To what extent do you agree with the following statements?



Q.44 How often do you visit the GEF-CSO Network website?



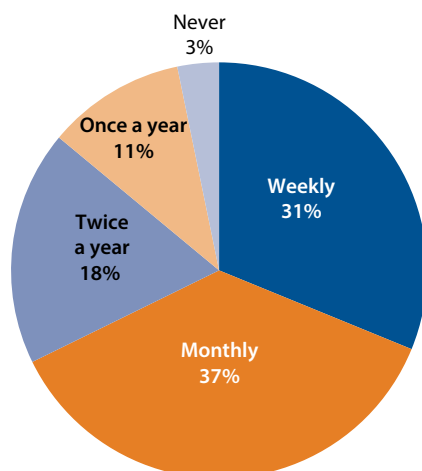
Q.45 I visit the GEF-CSO Network website primarily to: (select all applicable)



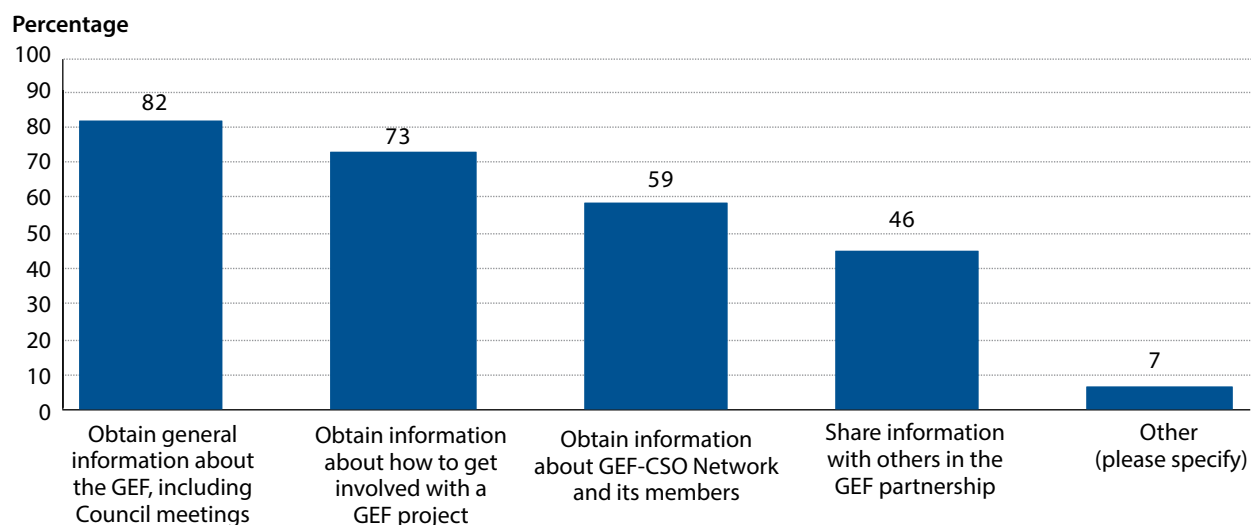
Q.46 To what extent do you agree with the following statements?

Statement	Strongly agree (%)	Agree (%)	Disagree (%)	Strongly disagree (%)	Don't know (%)
The GEF-CSO Network website contains information that is of value to my organization	31	61	5	0	3
The GEF-CSO Network website presents information in a format that is easily accessible	23	67	4	1	5

Q.47 How often do you visit the GEF website?



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



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

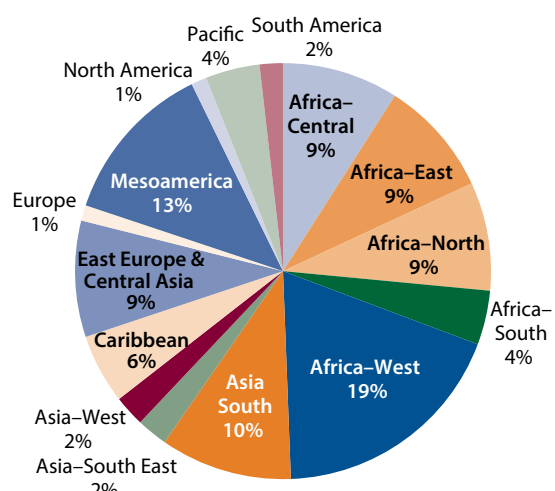
- Recognize NGOs on their own merit as delivery partners for GEF funding without requirement to get government endorsements (4); not all projects are government priorities but are important for country
- **Decentralize.** Support the Network at the regional or country level, increase country-level membership and facilitate more opportunities for Network meetings at the country level (8); GEF Secretariat to use a bottom-up approach in its relationship with the network; put mechanism to impose national OFP to improve communication with NGOs on national level
- Translation of information on website into 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 Network 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
- Update the GEF public involvement policy (3)

C.2 Nonmember Survey Results and Analysis

Q.1 Name of organization

Q.2 Country in which the organization's main office is based

Region/subregion	Number of responses
Africa–Central	15
Africa–East	15
Africa–North	14
Africa–South	7
Africa–West	31
Asia–North East	0
Asia–South	17
Asia–South East	4
Asia–West	4
Caribbean	9
East Europe and Central Asia	15
Europe	2
Mesoamerica	21
North America	2
Pacific	7
South America	3
Total	166



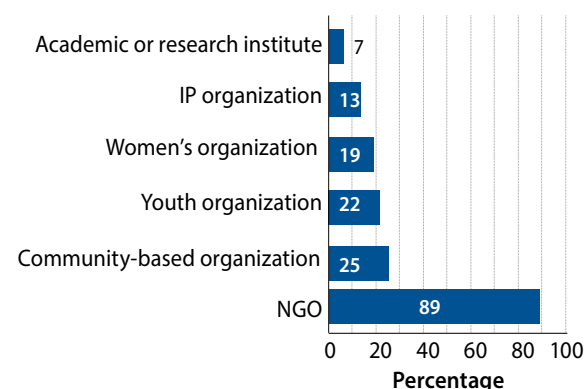
Q.3 Year organization was founded

Year	Percent	Number
1900–79	2	4
1980–89	8	13
1990–94	12	20
1995–99	19	31
2000–04	22	36
2005–09	19	32
2010–14	18	30
Total	100	166

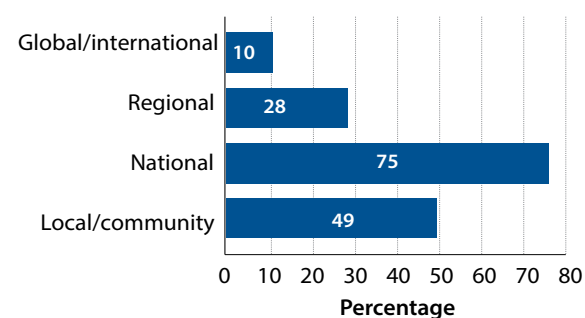
Q.4 Executive director's/president's gender

	Percent	Number
Female	31.3	52
Male	68.7	114
Total		166

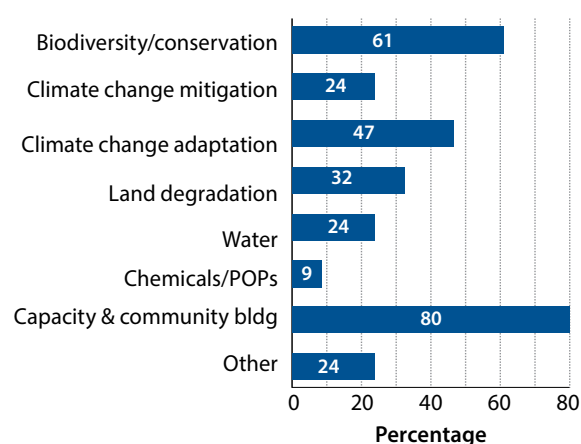
Q.5 Does the organization identify as a (select all applicable)



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

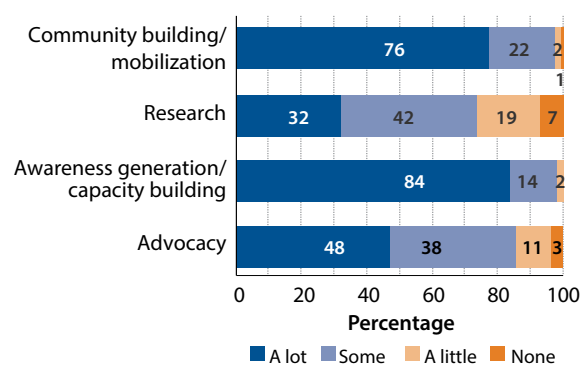


Q.7 What are your organization's three main areas of work?



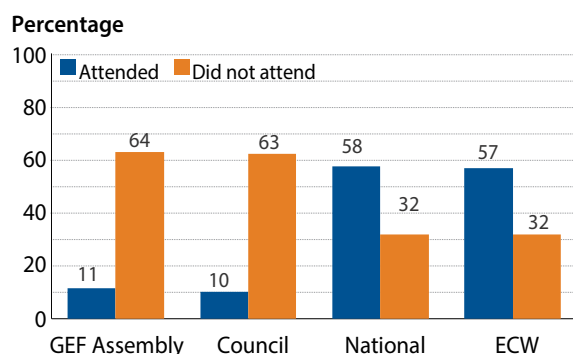
NOTE: POPs = persistent organic pollutants.

Q.8 With reference to the areas of work defined under Q.7, how would you assess the degree of focus your organization places on each of the following?

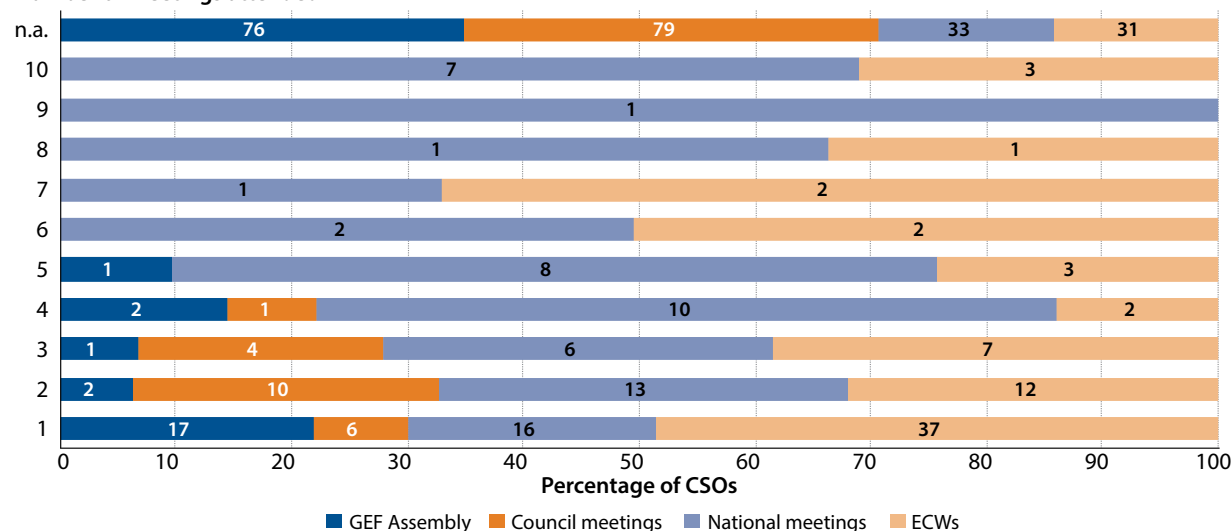


Q.9 Please provide details of meetings since the beginning of 2010 at which your organization was represented.

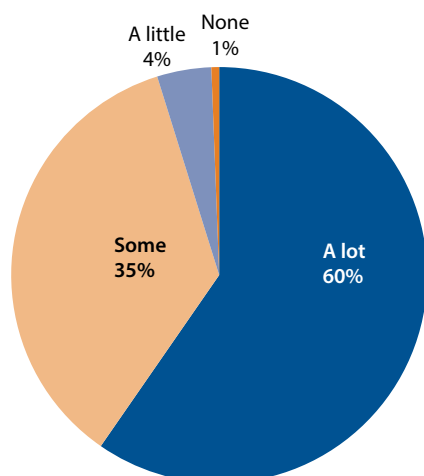
Meeting	Attended	Did not attend	No. of responses
GEF Assembly	19	106	125
Council	17	105	122
National	97	53	150
ECW	95	53	148



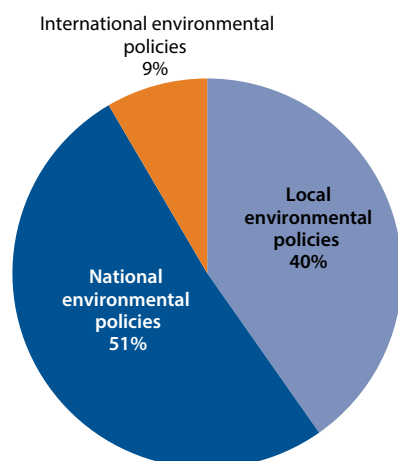
Number of meetings attended



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



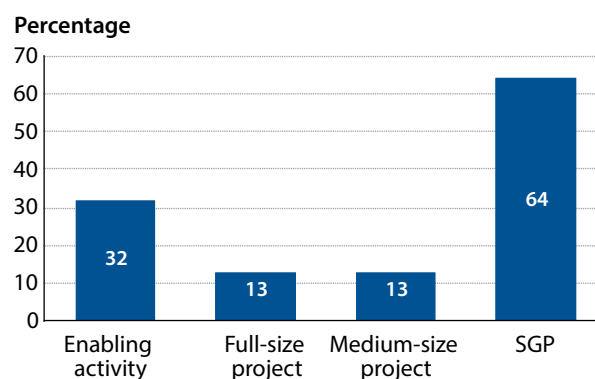
Q.11 At what level has your organization been most active? (please select all that apply)



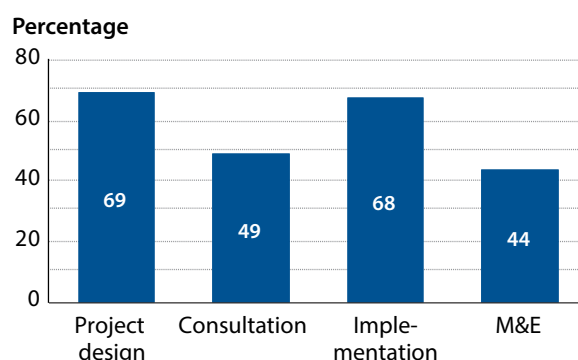
Q.12 Has your organization submitted a proposal for GEF funding since the beginning of 2010?

Response	Percent
Yes	57
No	43

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



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



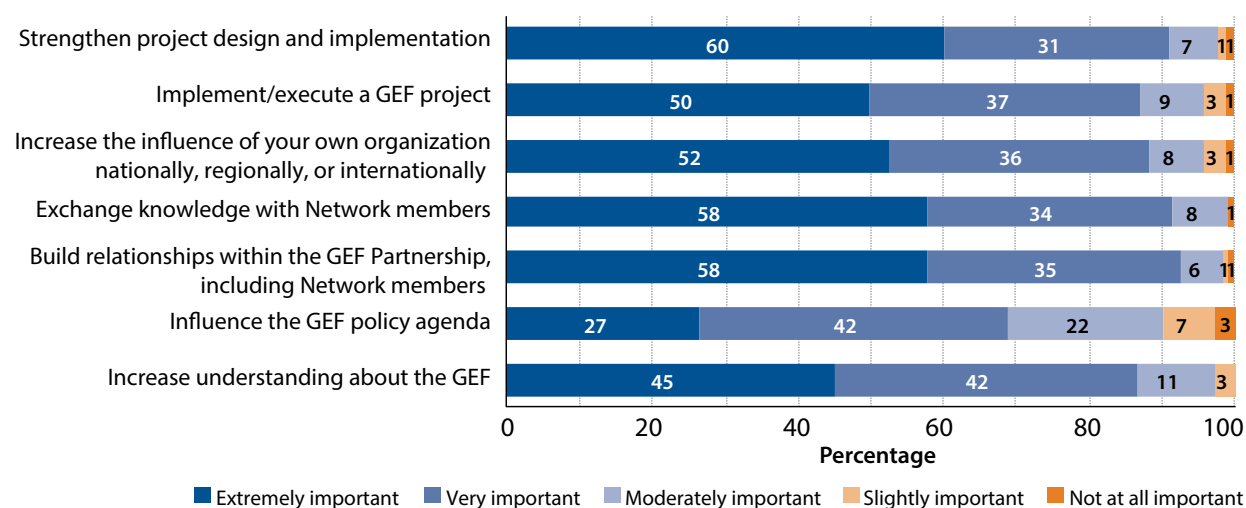
Q.15 Would you be interested in joining the GEF-CSO Network?

Response	Percent	Number
Yes	91	154
No	0	0
Unsure	5	8

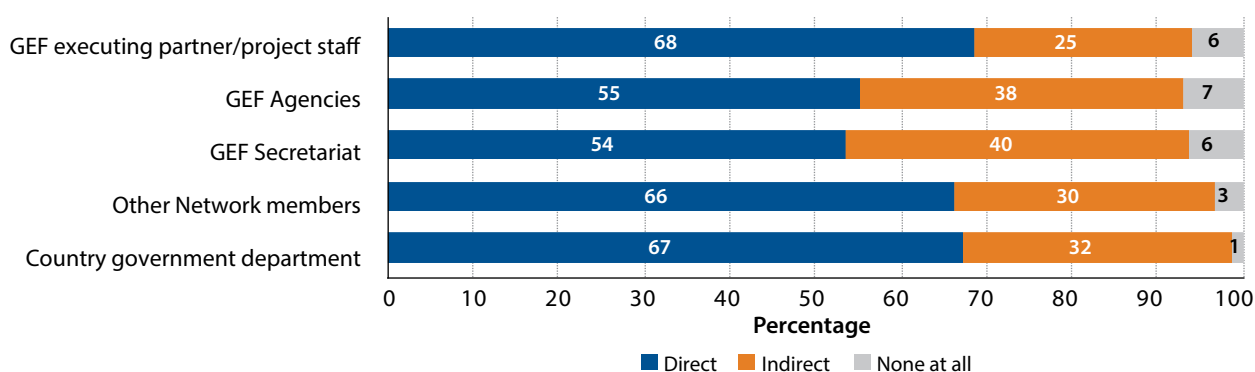
Q.16 Are you familiar with the steps required to apply for GEF-CSO Network membership?

Response	Percent	Number
Yes	44	65
No	58	87

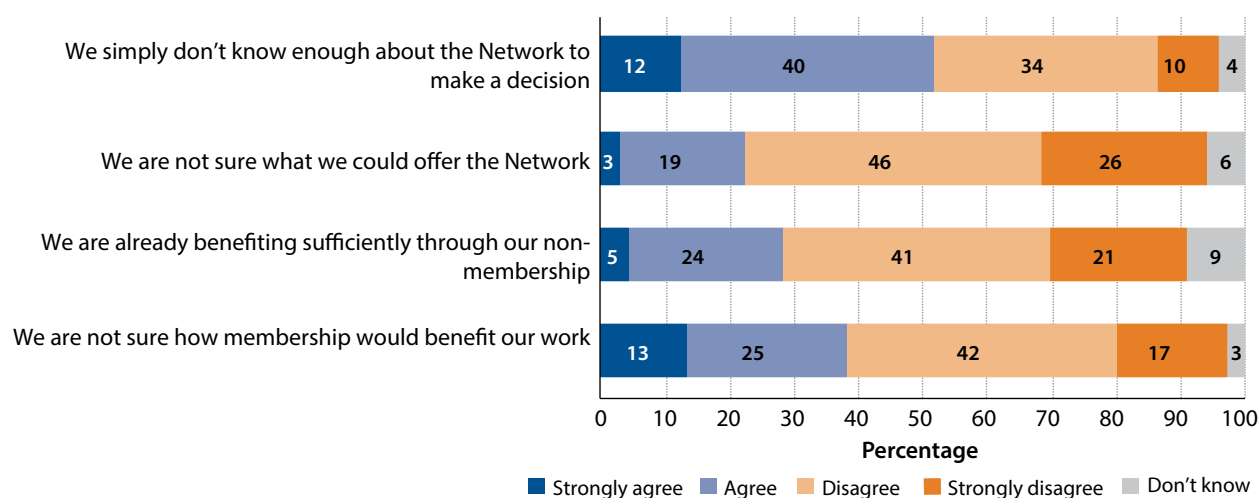
Q.17 What would be your organization's main reason for joining the GEF-CSO Network? Please rate the importance of each of the following.



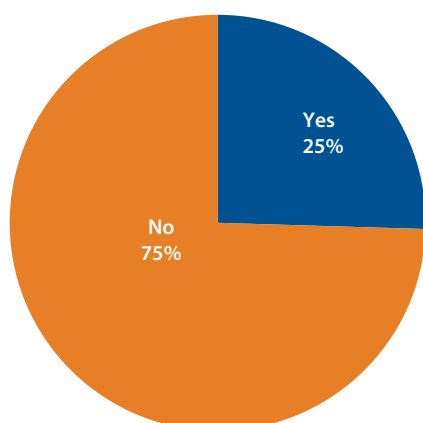
Q.18 What level of influence would your organization want to have over each of the following Network stakeholders through participating in the GEF-CSO Network?



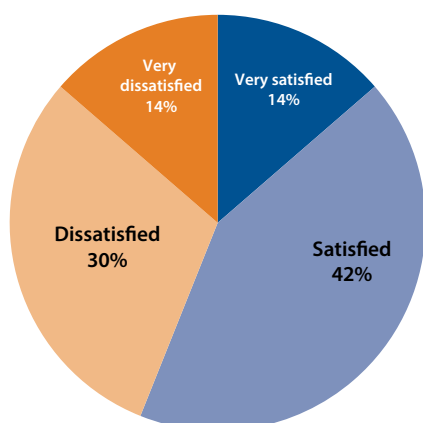
Q.19 Please indicate your level of agreement/disagreement with each of the following statements



Q.20 Have you ever applied for membership to the GEF-CSO Network?



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

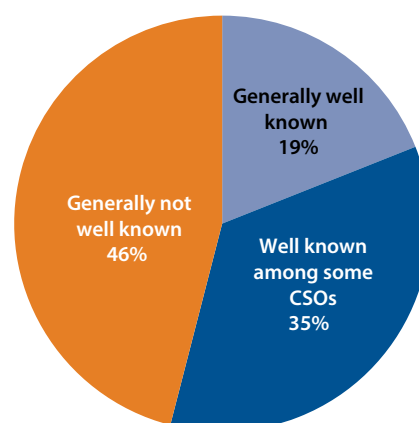


Q.22 What recommendations might you have for improving the GEF-CSO Network's membership arrangements?

- **Guidelines fine-tuned to the profile of local/national CSOs.** Local and small organizations 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 a recommendation from a regional/international network (1); when deciding on admission to membership, the CSO Network should consider the real achievements of the organization in claiming the domain of its activities on biodiversity conservation at the national and international levels (1)
- **Delayed/no response.** Response time on the status of application should be less (3); failed to get the response (3)

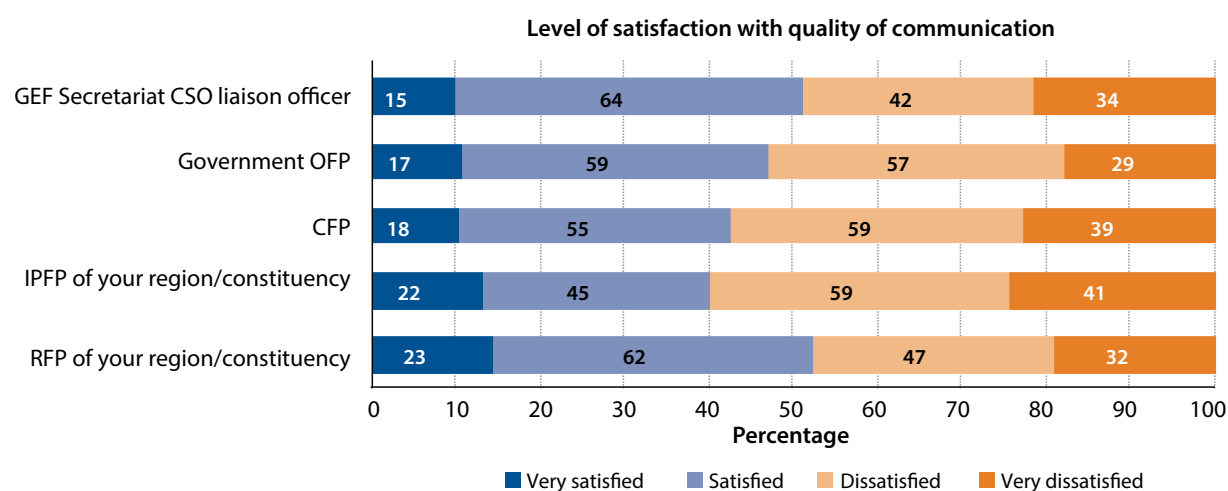
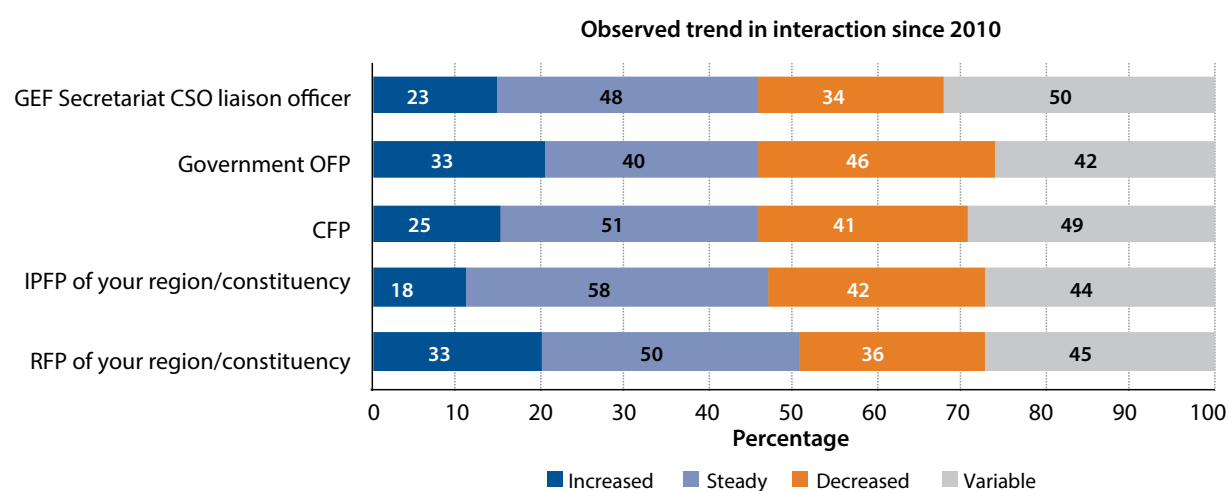
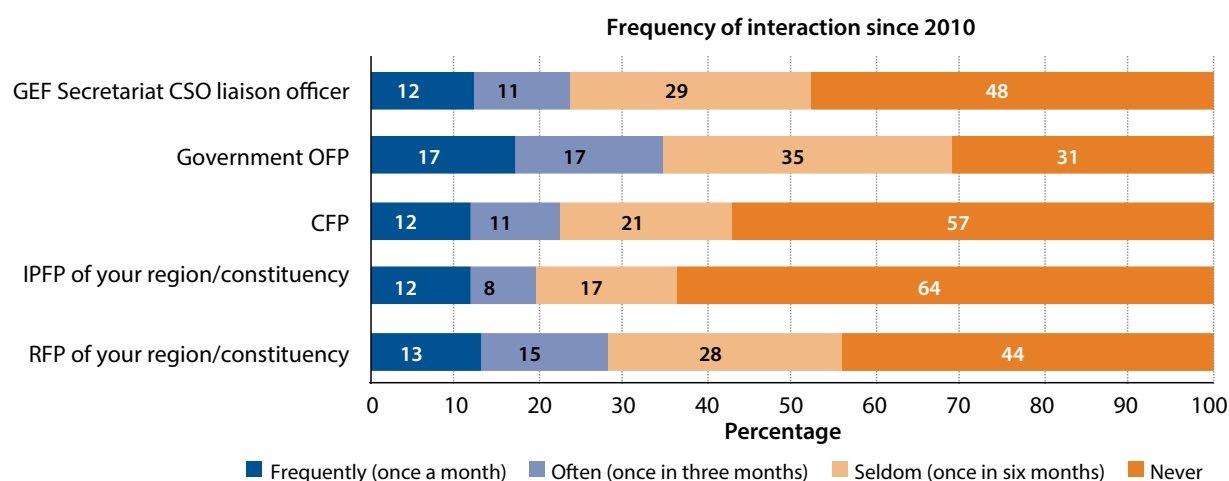
- **Need to disseminate awareness about the Network and strengthen Network at national level.** Disseminate awareness about the Network, its goals and activities in our region to enhance membership (2); there should be a national CSO network in each country, so that the regional CSO network is composed of 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 programs (SGP) at the national level to enhance membership.** If not in place, work closely with the 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)

Q.23 How would you describe the profile of the GEF-CSO Network among the CSOs with which you most closely associate?

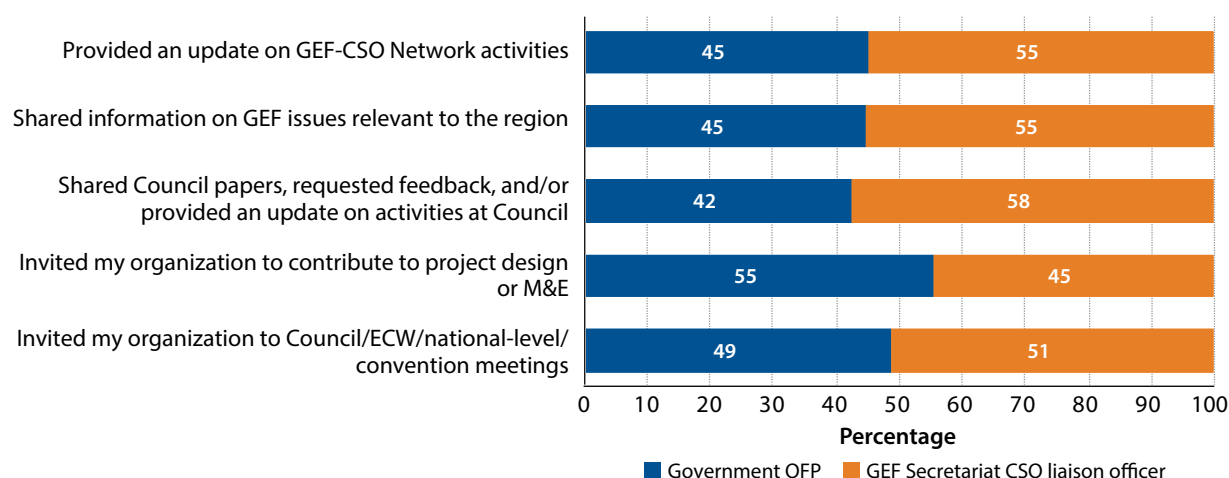


Q.24 How would you describe your organization's current interaction with each of the following:

Official	Know (%)	Don't know (%)	No. of responses
GEF Secretariat CSO liaison officer	44	56	126
Government OFP	58	42	127
CFP	33	67	129
IPFP of your region/constituency	25	75	130
RFP of your region/constituency	45	55	132

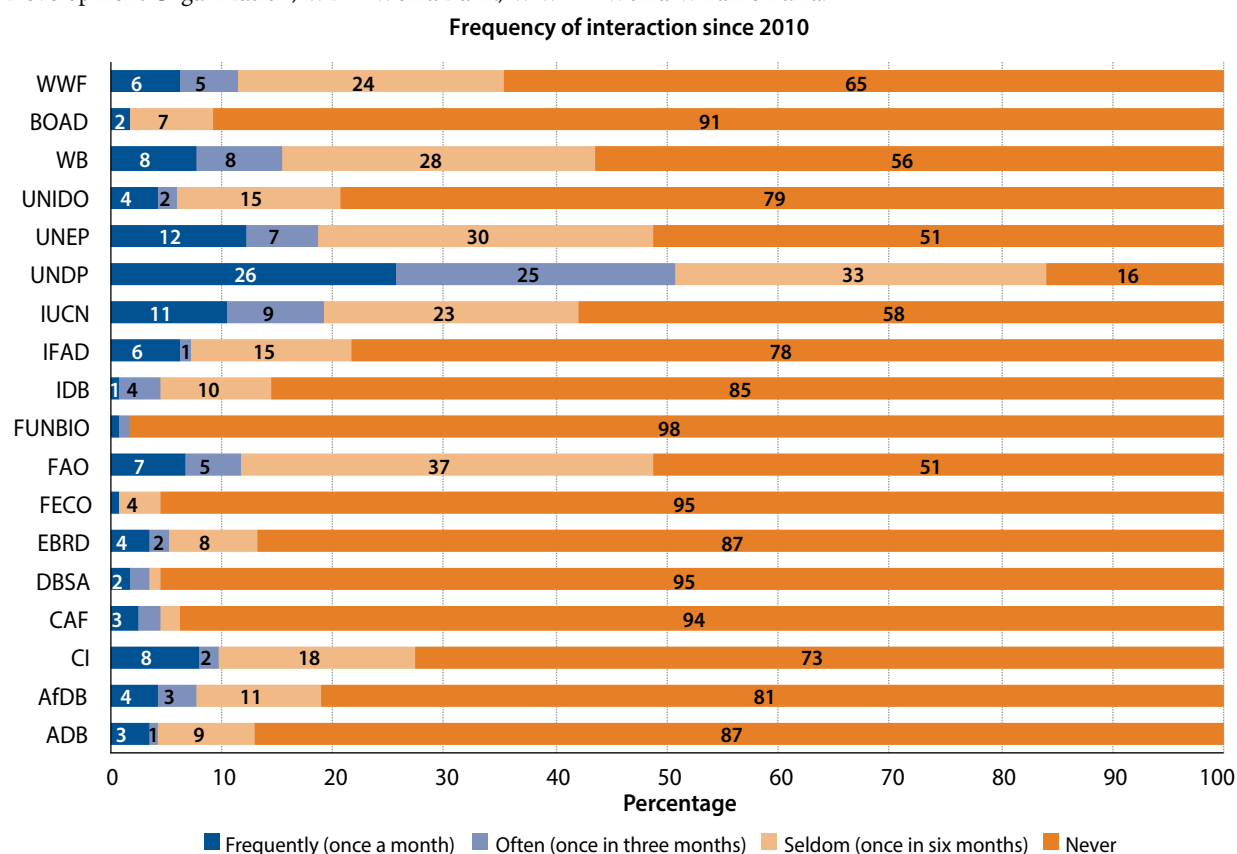


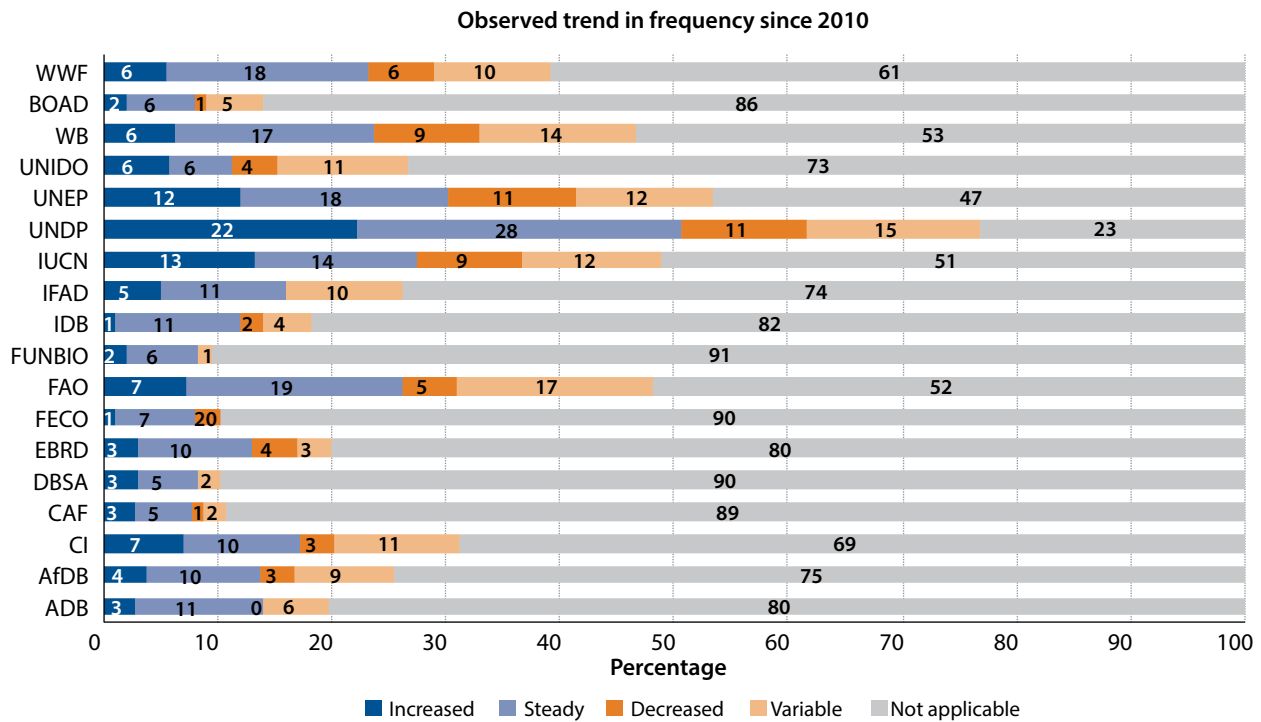
**Q.25 For what reasons has your OFP and GEF Secretariat CSO Liaison Officer contacted your organization?
Select as applicable in the table below:**



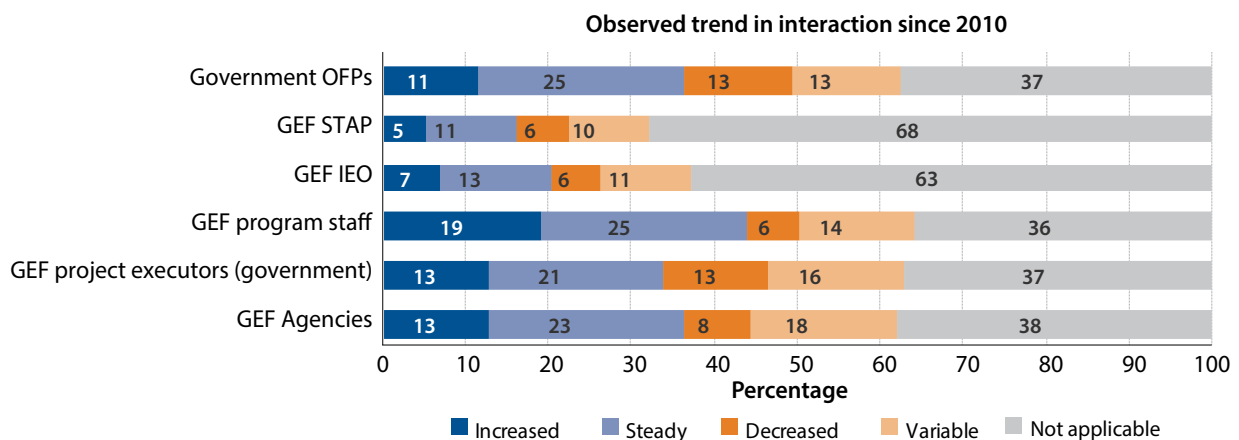
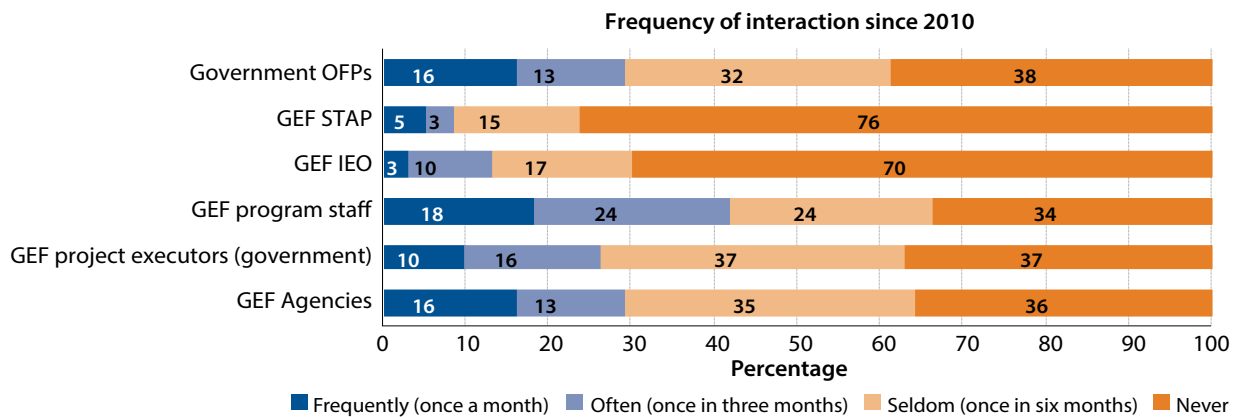
Q.26 How would you describe your organization's current level of interaction with GEF Agencies?

ADB = Asian Development Bank; AfDB = African Development Bank; BOAD = West African Development Bank; CAF = Development Bank of Latin America; CI = Conservation International; DBSA = Development Bank of Southern Africa; EBRD = European Bank for Reconstruction and Development; FAO = Food and Agriculture Organization of the United Nations; FECO = Foreign Economic Cooperation Office, Ministry of Environmental Protection of China; FUNBIO = Fundo Brasileiro para a Biodiversidade; IDB = Inter-American Development Bank; IFAD = International Fund for Agricultural Development; IUCN = International Union for Conservation of Nature; UNDP = United Nations Development Programme; UNEP = United Nations Environment Programme; UNIDO = United Nations Industrial Development Organization; WB = World Bank; WWF = World Wildlife Fund.

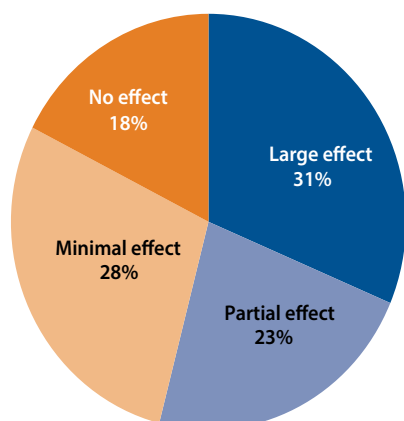




Q.27 In your opinion, how actively do the GEF stakeholders listed below engage with your organization?



Q.28 What effect has the Network had on your ability (as nonmember) to work in partnership with other organizations?



Q.29 What recommendations do you have for improved connectivity between the GEF-CSO Network and the GEF partnership?

- **Opportunities of interactions with the Network needs to be improved at regional and national levels.** The GEF partnership needs to be more visible; more opportunities for interaction, regional and national meetings to spread awareness about the Network (11); opportunities for more interactions with the RFP (1); Network has to conduct meetings and create a platform for partners that have implemented GEF projects in the past; voice of small partners seems to remain unheard (1)
- **Strengthen national-level networks.** Countries should 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 should stay in constant communication with the GEF partnership by sharing reports on activities at both levels (1)
- **Linkages with existing Networks like BirdLife International and IUCN** (1)
- **Thematic network.** The CSO Network should be operated by the 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 members first before making recommendations (7)

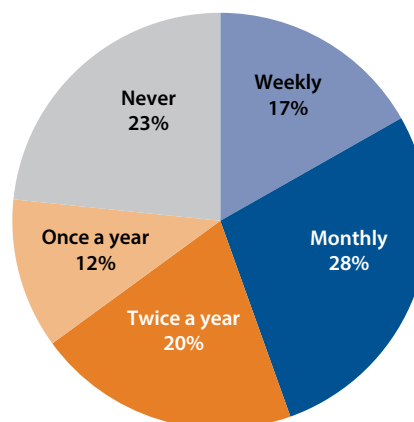
Q.30 Has your organization made any financial or nonfinancial contributions to the GEF-CSO Network?

Response	Percent	Number
Yes	19	26
No	81	111

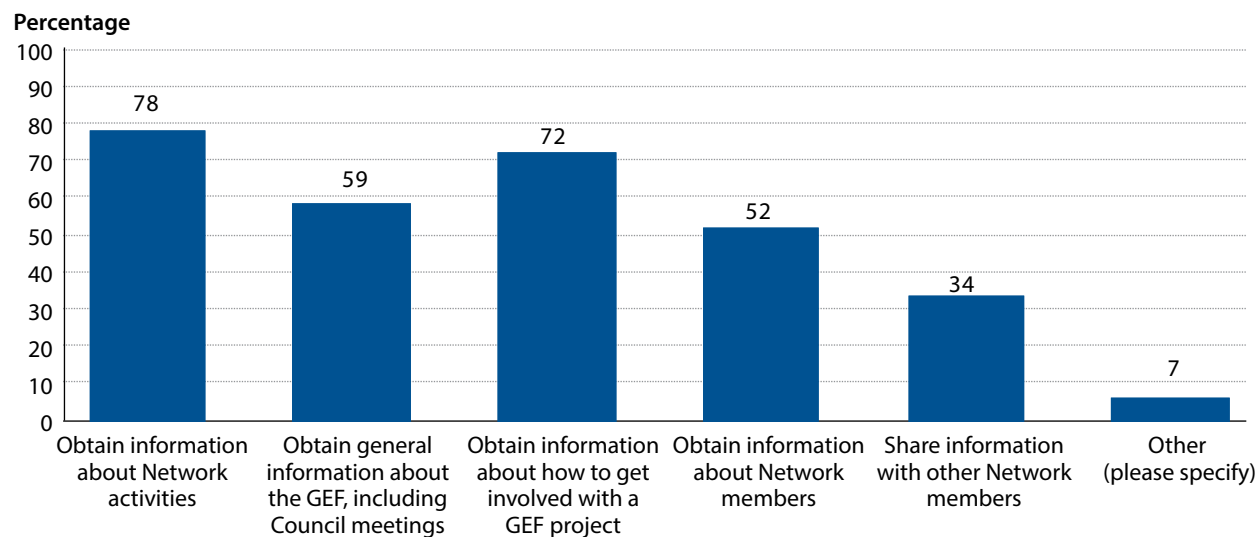
Q.31 To what extent has your organization been able to contribute to the GEF-CSO Network? Please choose from the list below.

Contribution	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

Q.32 How often do you visit the GEF-CSO Network website?



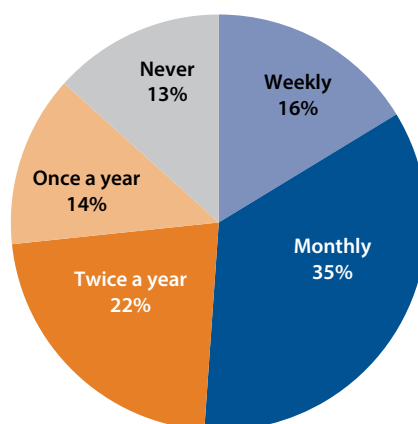
Q.33 I visit the GEF-CSO Network website primarily to: (select all applicable)



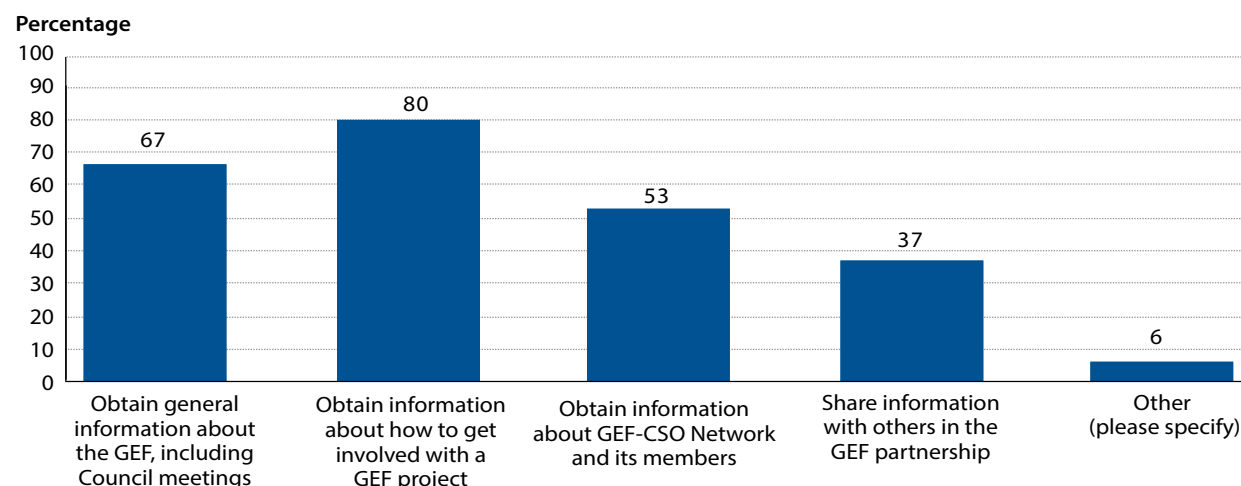
Q.34 To what extent do you agree with the following statements?

Statement	Strongly agree (%)	Agree (%)	Disagree (%)	Strongly disagree (%)	Don't know (%)
The GEF-CSO Network website contains information that is of value to my organization	36	57	5	2	0
The GEF-CSO Network website presents information in a format that is easily accessible	23	62	10	2	4

Q.35 How often do you visit the GEF website?



Q.36 I visit the GEF website primarily to: (select all applicable)



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

Open-ended

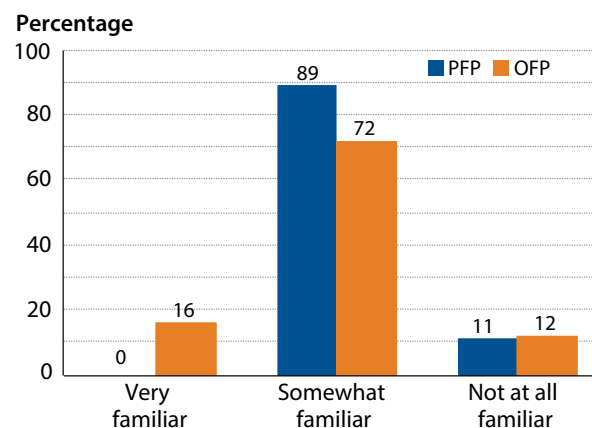
- **Identify additional relevant stakeholders to the Network.** The GEF Council needs to map out CSOs that are interested to work with them in promoting their work (3); link up with the SGP
- **Support for the GEF-CSO Network development.** Capacity building of small CSOs (7); additional financial support, especially to small CSOs (4); strengthen RFPs by making financial resources available for better communication among 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 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)
- **Ensure 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 CSOs could participate in project implementation and M&E and should be resourced fairly to do so (1)

C.3 Government (OFP/PFP) Survey Results and Analysis

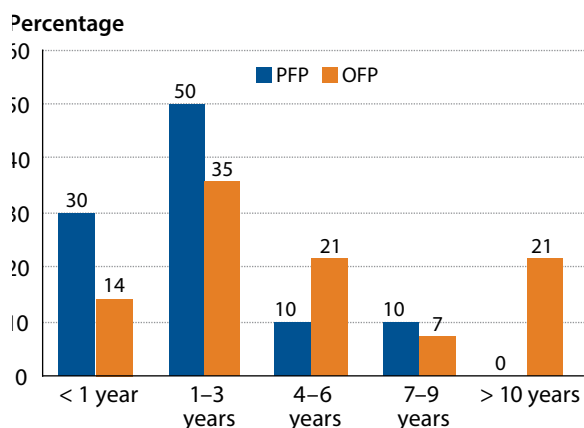
Q.1 In which region are you located?

Region	OFP		PFP	
	No.	%	No.	%
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
Total	28	100	10	100

Q.3 How would you describe your level of familiarity with the operation of the GEF-CSO Network?



Q.2 For how long have you served as an OFP/PFP?



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

Representative	Contact with representative	
	Yes (%)	No (%)
RFP for your region/constituency	56	44
IPFP for your region/constituency	31	69
CFP	40	60

Representative	Frequency of interaction in past year (%)			
	Frequently (once a month)	Often (once in three months)	Seldom (once in six months)	Never
RFP for your region/constituency	3	21	41	35
IPFP for your region/constituency	0	9	30	61
CFP	3	12	40	45

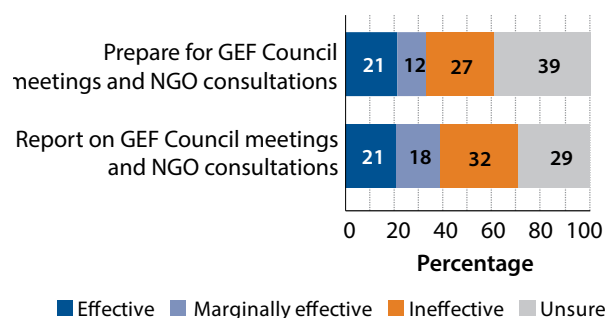
Representative	Observed trend in interaction since 2010 (%)			
	Increased	Steady	Decreased	Variable
RFP for your region/constituency	27	35	15	23
IPFP for your region/constituency	4	55	15	26
CFP	8	42	15	35

Representative	Level of satisfaction with quality of communication today (%)			
	Very satisfied	Satisfied	Dissatisfied	Very dissatisfied
RFP for your region/constituency	4	56	30	11
IPFP for your region/constituency	0	41	41	19
CFP	4	46	38	12

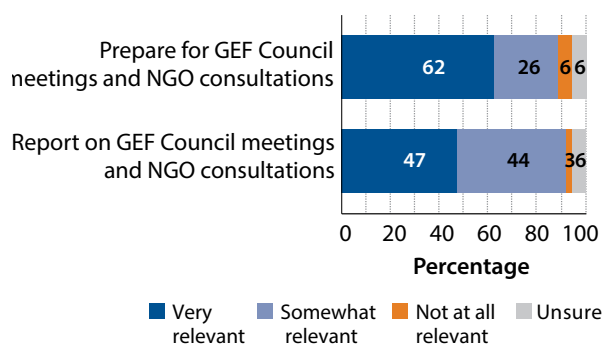
Q.5 Over the past five years, please list up to five CSOs with whom your Agency has partnered or consulted for a GEF project.

Open-ended responses used in social network analysis.

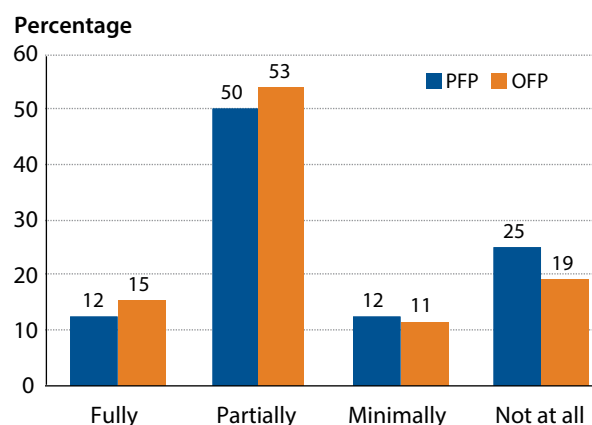
Q.6 How would you assess the GEF-CSO Network's effectiveness in the two tasks assigned to it by the Council?



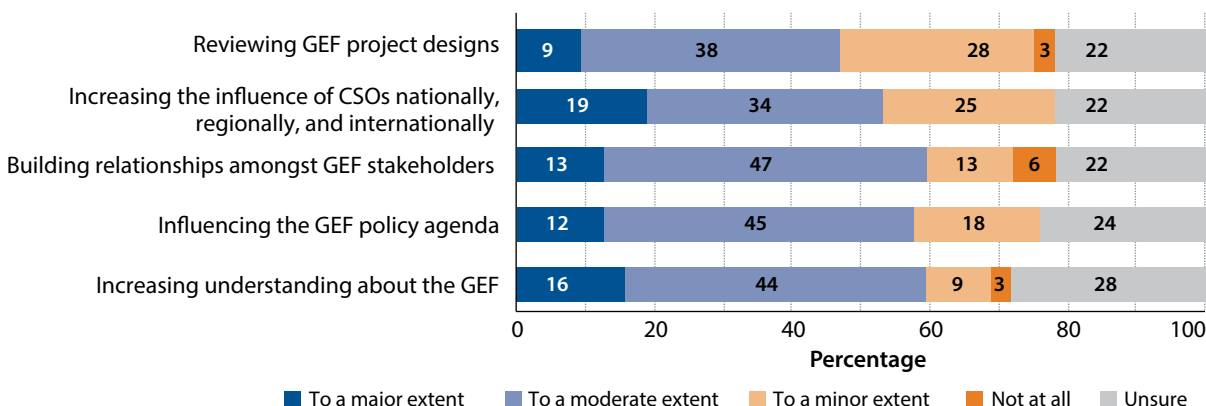
Q.7 In the context of the present GEF partnership, how relevant are these two tasks identified for the Network?



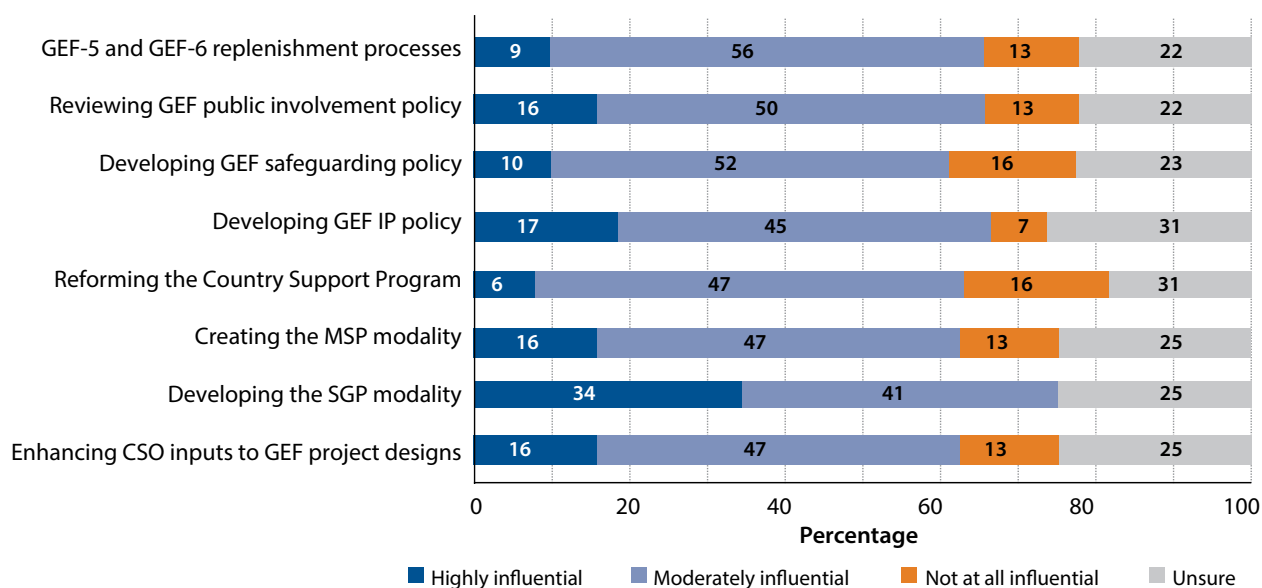
Q.8 To what extent has the GEF-CSO Network served as a mechanism for your Agency's engagement with CSOs?



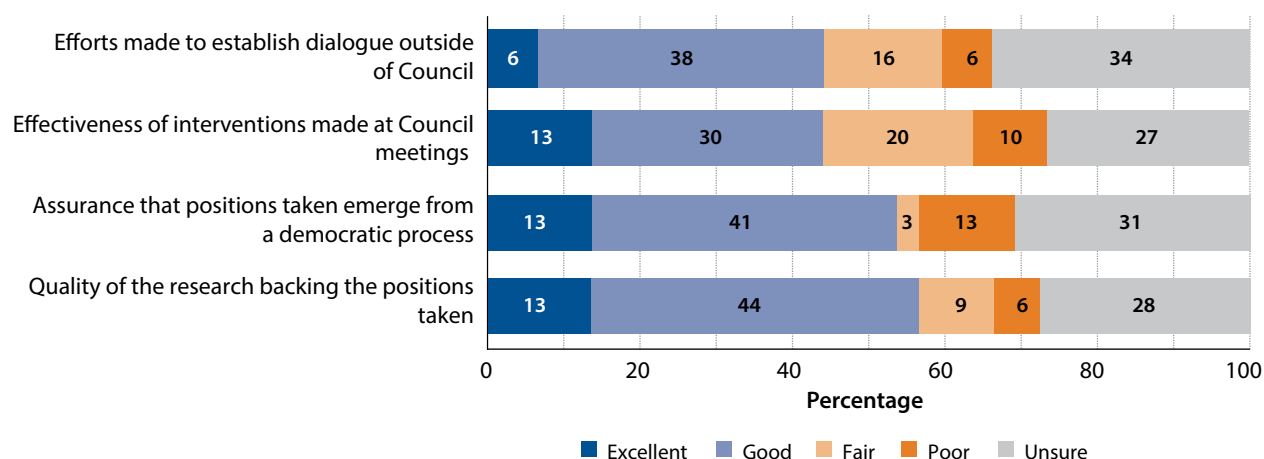
Q.9 To what extent has the GEF-CSO Network added value to the partnership in relation to:



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



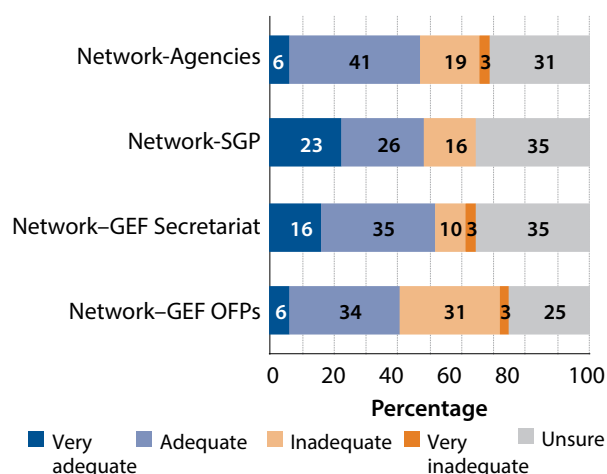
Q.11 Please rate the following aspects of the GEF-CSO Network's performance at Council



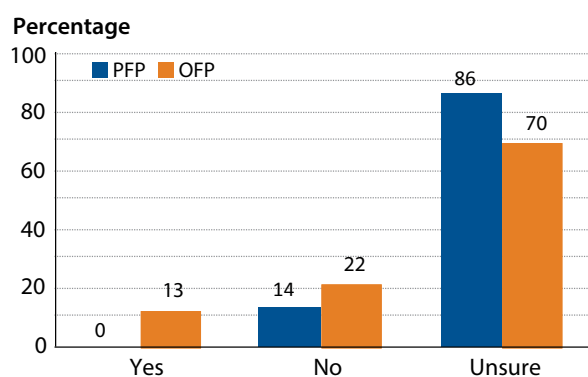
Q.12 What aspects of the GEF-CSO Network's performance at Council should be maintained or improved?

- **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); Network's role in developing the SGP modality and Network's presence at constituency meetings (1).
- **Role at Council is important.** All aspects 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; also improve consultation within the regional CSO network (1).

Q.13 Please comment on the adequacy of the GEF-CSO Network's relationships with other parts of the GEF partnership



Q.14 Do you think the GEF-CSO Network is sufficiently resourced?



Q.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 includes actions that indicate plans to enhance interactions with the GEF OFPs. The document should also be endorsed by the OFPs for the relevant region (1).

Improvement of funds to GEF-CSO Network/ improvement of NGO trust fund. Need to provide sufficient funds for the Network to comply with its concrete objectives, one that has results, are practical,

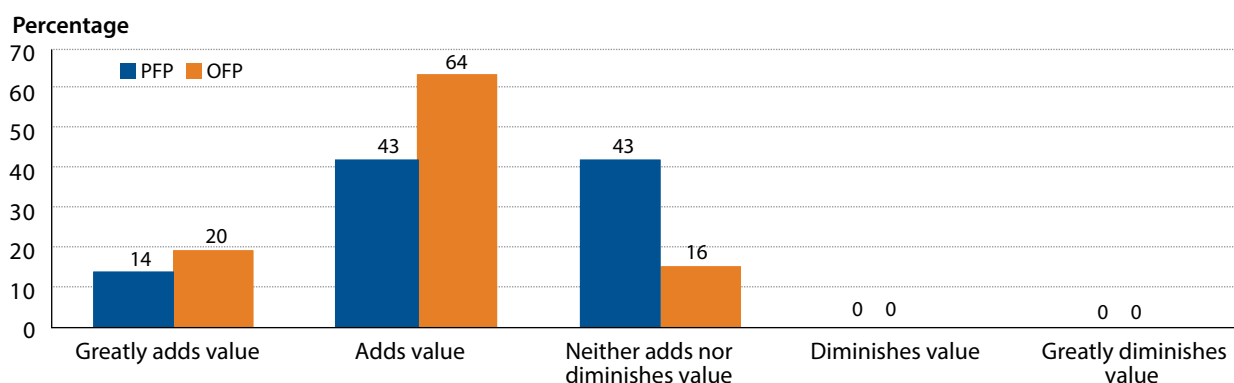
and whose effect is noticeable (1); there is need for ease of accessing resources and giving knowledge to CSOs on available opportunities (1); increased funding for the Network to be able to fund activities of its outlet body that depends on the parent body (1).

Network to be provided funds for building capacities. Network needs more funding support for building capacities, better coordination, information sharing (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).

Q.16 Overall, please rate the value of the GEF-CSO Network to the GEF partnership.



Q.17 What role should the GEF-CSO Network play in GEF-7? How would this best be achieved?

- **GEF-CSO Network should endeavor to engage more with the GEF OFPs.** Particularly through ECWs, 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 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.** Network is better placed to advise the parties for implementation of GEF policies inside the national project structure (1); work more at the ground level instead of participating in international debates and meetings (1); Network to act as information conduit for other CSOs about the GEF;

strengthen rebut partnership between civil society, the GEF, and GEF Agencies (1).

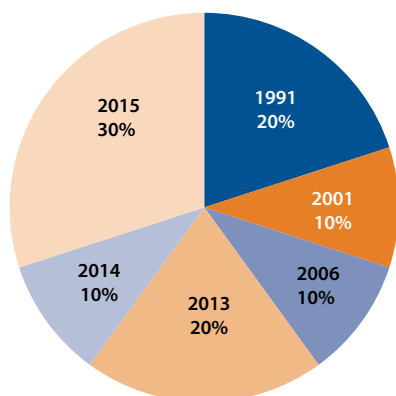
- **Enhanced role in M&E.** They should improve on the existing assigned roles and should be more involved in implementation of GEF 7 projects through advocacy and M&E (1).
- **More involvement in GEF project cycle.** Full involvement in the process and different stages of engagement with the GEF Secretariat from the project identification stage to design and implementation (1).
- More awareness regarding the GEF-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.

C.4 Agency Survey Results and Analysis

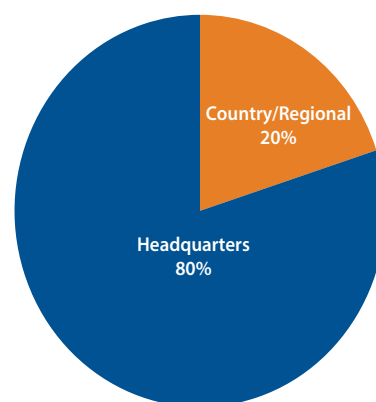
Q.1 What is the name of your Agency?

Agency	No.
Conservation International	1
Development Bank of Latin America (CAF)	1
Foreign Economic Cooperation Office, Ministry of Environmental Protection of China (FECO)	1
Fundo Brasileiro para a Biodiversidade (FUNBIO)	1
International Fund for Agricultural Development (IFAD)	1
International Union for Conservation of Nature (IUCN)	1
World Bank Group	1
United Nations Environment Programme (UNEP)	1
United Nations Industrial Development Organization (UNIDO)	1
World Wildlife Fund (WWF)	1
Total	10

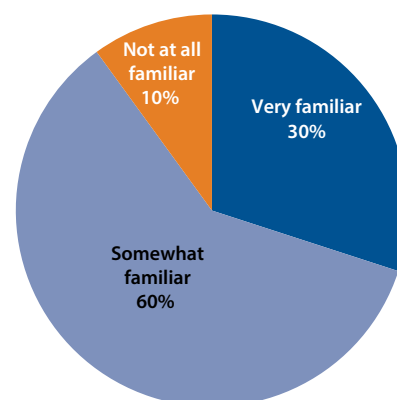
Q.2 In what year did your Agency join the GEF partnership?



Q.3 Are you working in a country/regional or headquarters office?



Q.4 How would you describe your level of familiarity with the operation of the GEF-CSO Network?



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

Representative	Contact with representative		
	Yes (%)	No (%)	No. of responses
RFP for your region/constituency	70	30	10
IPFP for your region/constituency	43	57	7
CFP	78	22	9

Representative	Frequency of interaction in past year (%)			
	Frequently (once a month)	Often (once in three months)	Seldom (once in six months)	Never
RFP for your region/constituency	10	0	70	20
IPFP for your region/constituency	13	0	50	38
CFP	0	33	56	11

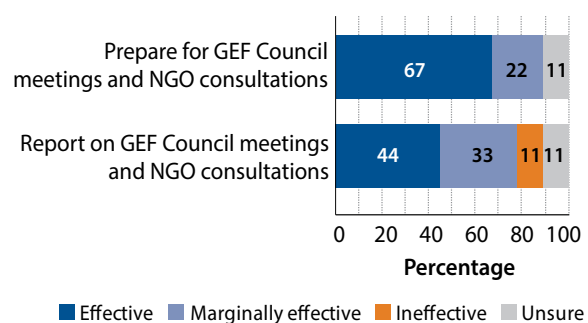
Representative	Observed trend in interaction since 2010 (%)			
	Increased	Steady	Decreased	Variable
RFP for your region/constituency	25	50	13	13
IPFP for your region/constituency	20	60	20	0
CFP	14	57	14	14

Representative	Level of satisfaction with quality of communication today (%)			
	Very satisfied	Satisfied	Dissatisfied	Very dissatisfied
RFP for your region/constituency	0	57	43	0
IPFP for your region/constituency	0	40	60	0
CFP	14	71	14	0

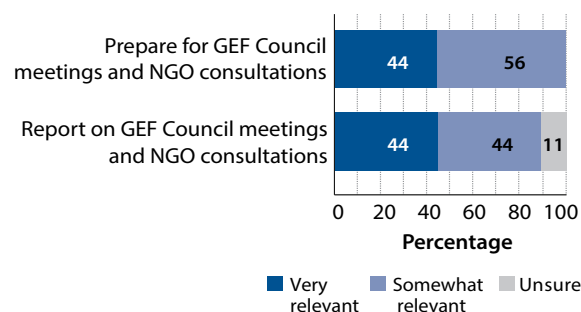
Q.6 Over the past five years, please list up to five CSOs with which your Agency has partnered or consulted for a GEF project.

Open-ended responses used in social network analysis.

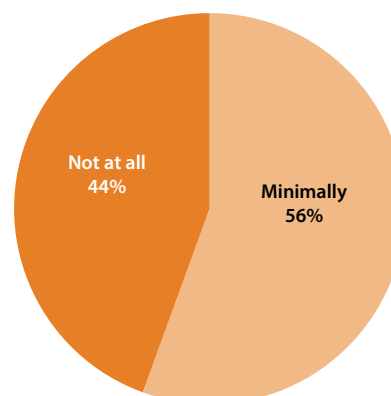
Q.7 How would you assess the CSO Network's effectiveness in the two tasks assigned to it by the GEF?



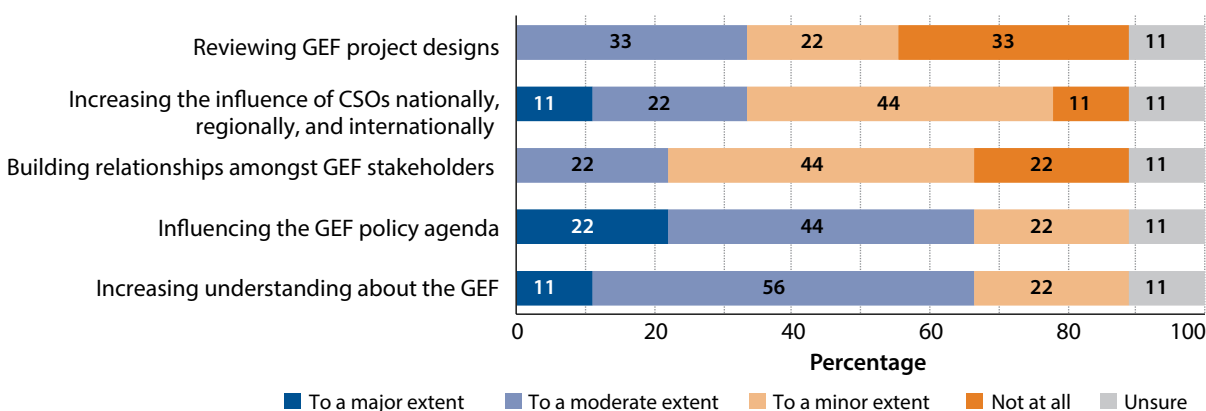
Q.8 In the context of the present GEF partnership, how relevant are these two tasks identified for the Network?



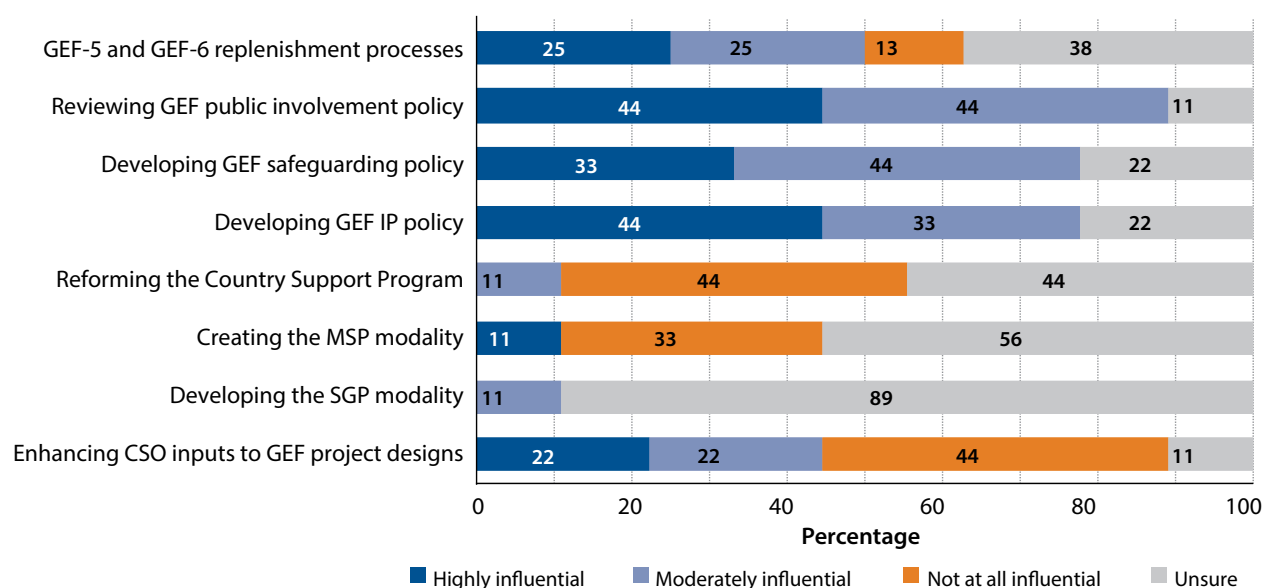
Q.9 To what extent has the GEF-CSO Network served as a mechanism for your Agency's engagement with CSOs?



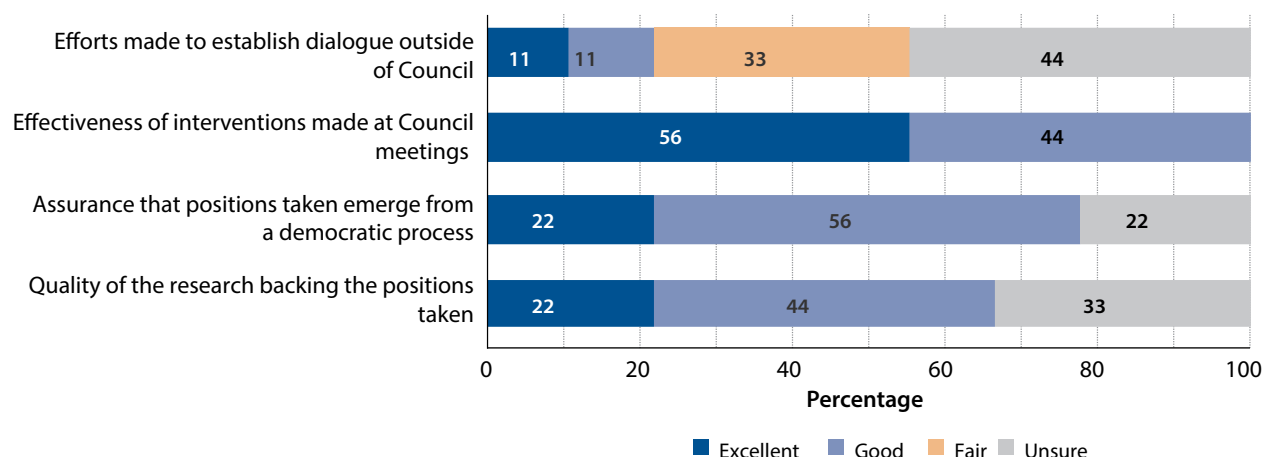
Q.10 To what extent has the GEF-CSO Network added value to the partnership in relation to:



Q.11 More specifically, please assess the influence of the GEF-CSO Network in relation to:



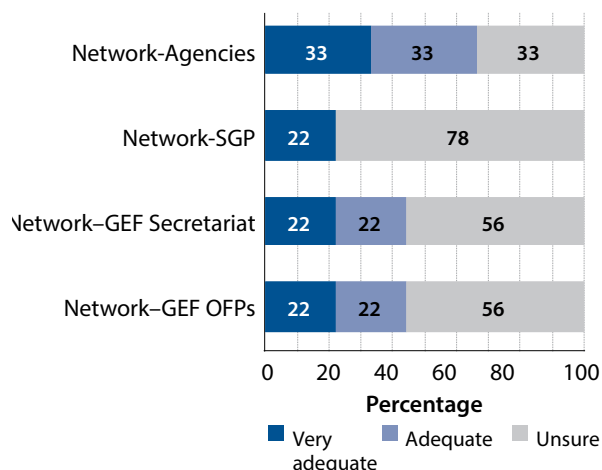
Q.12 Please rate the following aspects of the GEF-CSO Network's performance at Council



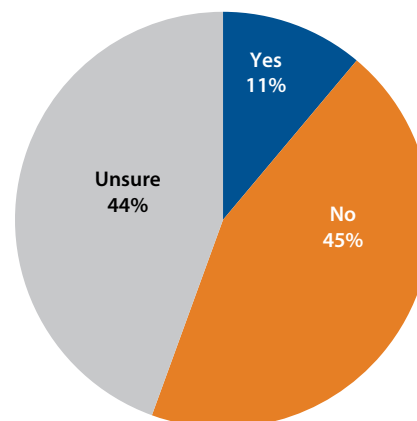
Q.13 What aspects of the Network's performance at Council should be maintained or improved?

- **Process behind preparation of statements not clear.** Quality inputs, but not sure of the process that had gone behind 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.** GEF-CSO Network needs to improve efforts to establish dialogue outside of Council (1).
- **Results of preconsultation to be part of Council meetings.** Reports/results of preconsultation a day before Council between GEF-CSO Network and Agencies/GEF Council members should be a point of the GEF Council Agenda (1).

Q.14 Please comment on the adequacy of the GEF-CSO Network's relationships with other parts of the GEF partnership.



Q.15 Do you think the GEF-CSO Network is sufficiently resourced?



Q.16 What should be the optimal funding arrangement for the GEF-CSO Network?

- **GEF Secretariat to support GEF-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, the GEF should provide an administrative budget to the Network for its operations in order to provide stability, transparency, and accountability (1). Funding to the GEF-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 overfunded as well (1).
- **Resources to hold regional meetings, webinars/ videoconferences, and translation work.** 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).
- **The GEF should have a dedicated percentage for CSO-executed projects.** As witnessed under GEF-3 and GEF-4 through MSP and as discussed under GEF-5 replenishment but not conclusive (1).

Q.17 Overall, please rate the value of the GEF-CSO Network to the GEF partnership.

Greatly adds value	Adds value	Neither adds nor diminishes value	Diminishes value	Greatly diminishes value	Unable to rate
2	3	2	0	0	1

Q.18 What role should the GEF-CSO Network play in GEF-7? How would this best be achieved?

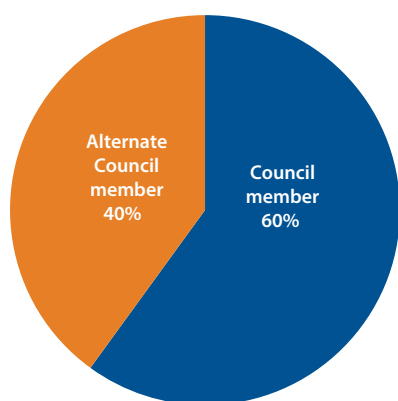
- **Inputs from GEF-CSO Network in planning activities and targets in GEF-7.** Inputs for the RFPs on the strategy that GEF-7 will follow (1). Any CSO should be able to have a voice and participate in planning activities of the GEF targets. Incorporating perspectives from CSOs that have received GEF 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.** Network should be playing a role in execution of projects and helping to build the capacity of local CSOs (1). Network to provide more concrete guidance on including CSOs in the project design (1).
- **GEF Secretariat should support GEF-CSO Network for it to be actively engaged with other CSO networks and advocate for a high financial GEF-7 replenishment.** GEF Secretariat makes proposals to be included into GEF-7 budget for supporting the 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).

C.5 Council Survey Results and Analysis

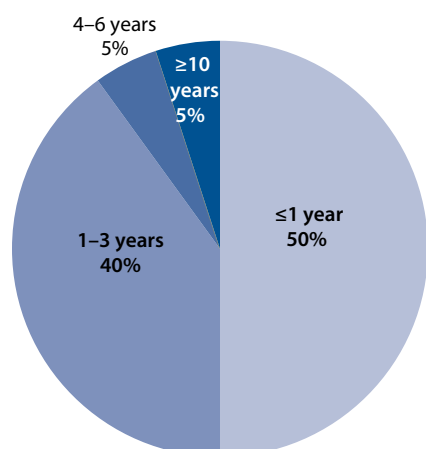
Q.1 In what region are you located?

Region	No.	%
East Asia	1	5.0
Eastern Europe	1	5.0
Middle East	1	5.0
North Africa	2	10.0
North America	4	20.0
Pacific Islands	1	5.0
South Asia	1	5.0
Sub-Saharan Africa	2	10.0
Western Europe	7	35.0
Grand Total	20	100.0

Q.2 Please indicate your present role on the GEF Council



Q.3 For how long have you served on the GEF Council?

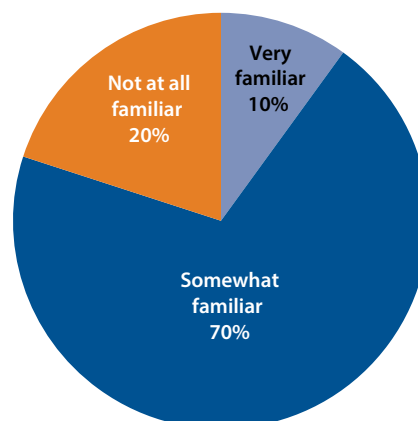


Q.4 Have you ever served as an OFP or a PFP?

Response	%
Yes	47.4
No	52.6

Q.5 Please specify the start and the finish year.

Q.6 How would you describe your level of familiarity with the operation of the GEF-CSO Network?



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

Representative	Contact with representative		
	Yes (%)	No (%)	No. of responses
RFP for your region/constituency	50	50	20
IPFP for your region/constituency	6	94	18
CFP	44	56	18

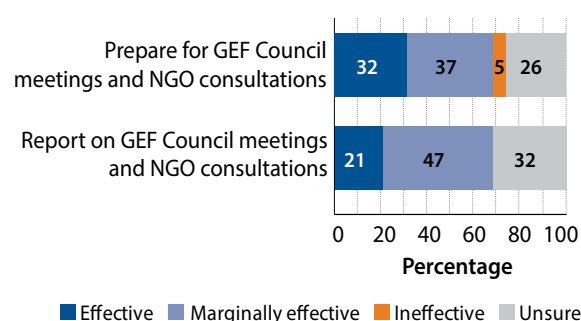
Representative	Frequency of interaction in past year (%)			
	Frequently (once a month)	Often (once in three months)	Seldom (once in six months)	Never
RFP for your region/constituency	0	21	50	29
IPFP for your region/constituency	0	0	11	89
CFP	0	17	50	33

Representative	Observed trend in interaction since 2010 (%)			
	Increased	Steady	Decreased	Variable
RFP for your region/constituency	15	69	0	15
IPFP for your region/constituency	0	67	17	17
CFP	18	64	0	18

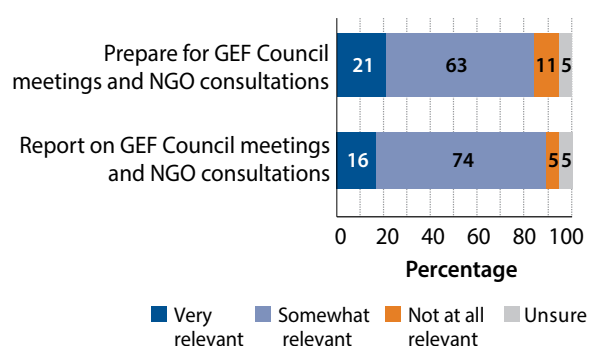
Representative	Level of satisfaction with quality of communication today (%)			
	Very satisfied	Satisfied	Dissatisfied	Very dissatisfied
RFP for your region/constituency	8	75	8	8
IPFP for your region/constituency	20	20	20	40
CFP	20	80	0	0

Q.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.

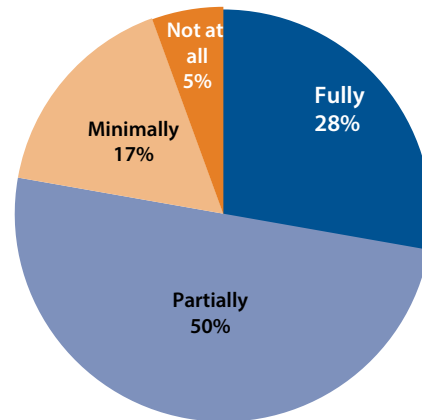
Q.9 How would you assess the GEF-CSO Network's effectiveness in the two tasks assigned to it by the Council?



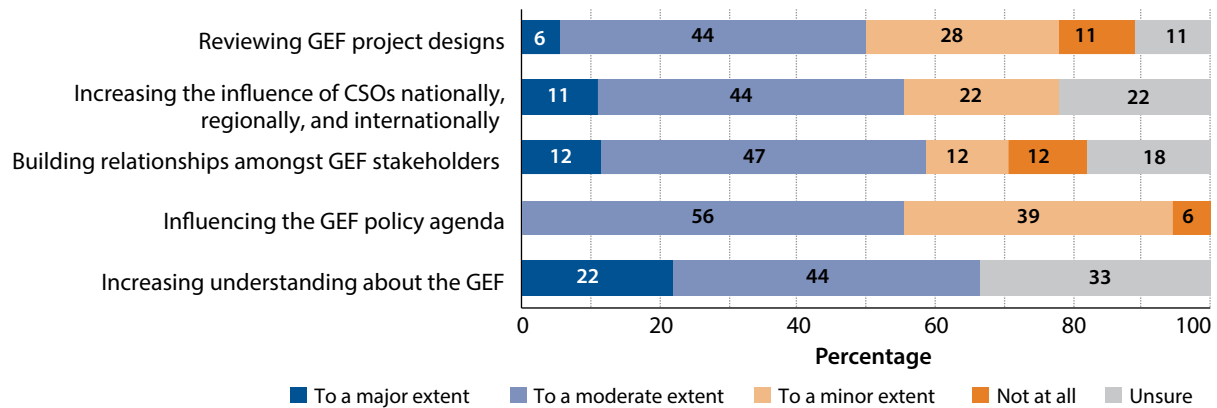
Q.10 In the context of the present GEF partnership, how relevant are these two tasks identified for the Network?



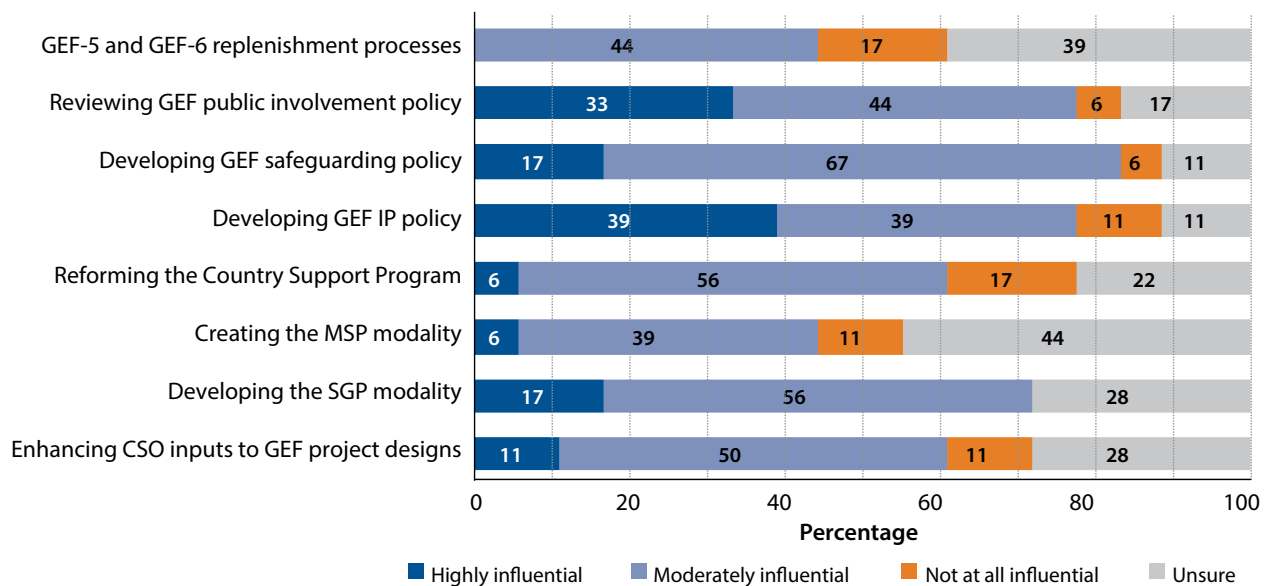
Q.11 To what extent has the GEF-CSO Network served as a mechanism for your Agency's engagement with CSOs?



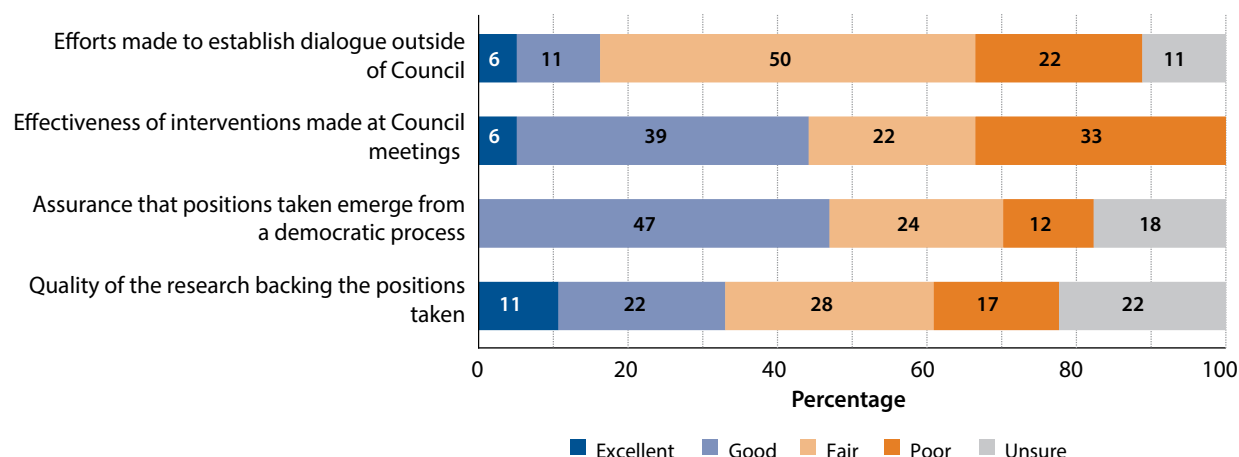
Q.12 To what extent has the GEF-CSO Network added value to the partnership in relation to:



Q.13 More specifically, please assess the influence of the GEF-CSO Network in relation to



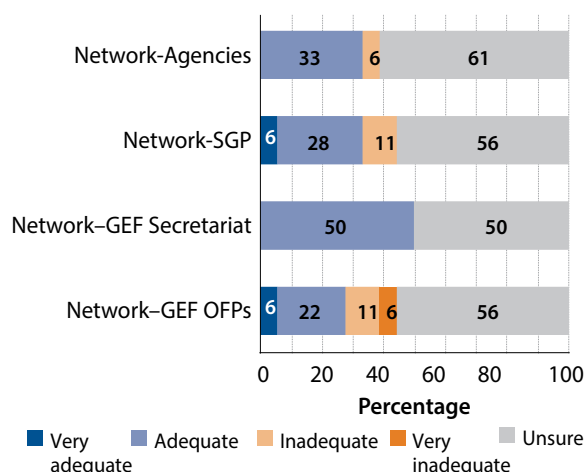
Q.14 Please rate the following aspects of the GEF-CSO Network's performance at Council:



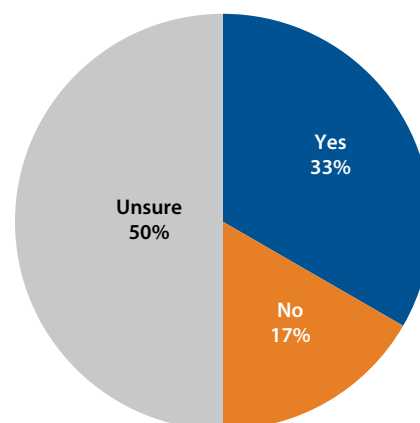
Q.15 What aspects of the Network's performance at Council should be maintained or improved?

- **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 Network interventions are too scripted (2); they should be more strategic (playing to the strengths of the Network) and engaging; need to interact more with the Council (1)
- **M&E role.** Council members want 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)

Q.16 Please comment on the adequacy of the GEF-CSO Network's relationships with other parts of the GEF partnership.



Q.17 Do you think the GEF-CSO Network is sufficiently resourced?



Q.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 be 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)

Q.19 Overall, please rate the value of the GEF-CSO Network to the GEF partnership.

Greatly adds value	Adds value	Neither adds nor diminishes value	Diminishes value	Greatly diminishes value
2	10	6	0	0

Q.20 What role should the GEF-CSO Network play in GEF-7? How would this best be achieved?

- **Reporting to country focal points.** There should be a mechanism of periodic reporting by RFP of GEF-CSO Network to country focal points. This will bring visibility to 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 country CSO involvement in (1) the National Portfolio Formulation Exercise, (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 GEF-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 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:

Guidance Note for Regional Workshops and Key Findings

The objective of the regional evaluation workshops was to gather viewpoints and information from CSO Network members for input into the GEF-CSO Network evaluation. The workshops took a participatory approach, combining elements of critical systems analysis, appreciative inquiry, and historical timeline analysis to arrive at findings and recommendations validated by the participants.

This annex presents the note that guided workshop conduct and key findings from the workshops held in the Asia, Southern Africa, and Mesoamerica regions.

D.1 Workshop Elements

DAY 1

Welcome and Introduction

The workshop begins with a welcome and thank you to the participants for their attendance. GEF IEO/consultant colleagues are introduced.

Following these introductions, participants will be asked to stand to participate in some sociograms. Participants will organize themselves according to their (1) location, (2) years in the environmental movement, (3) years in the GEF partnership, and (4) familiarity with the GEF-CSO Network.

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.

CSO Network and the GEF: Historical Timeline

Working in a large group, participants will be asked to identify (to the best of their ability) CSO Network and GEF milestones, including any specific to the CSO Network in their region. The timeline is separated across three lines of inquiry:

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

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 the basis of a structure is in place.

CSO Network and the GEF: Analysis

Participants are invited to answer the lines of inquiry presented in table D.1 pertaining to various network elements.

CSO Network Analysis: Understanding Connections in the Network—Present State

In table groups, participants are asked to describe the current status of relationships between

TABLE D.1 Workshop Lines of Inquiry

<p>Connectivity and Membership</p> <ul style="list-style-type: none"> • 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 the region to the global network? • What can we say about membership? Composition? Outreach? Application? <p>Credibility</p> <ul style="list-style-type: none"> • What shall we say about the Network’s relevance, profile, and reputation within the larger community of CSOs? • Governments? Agencies? Secretariat? <p>Capacity</p> <p>Within in the Network regionally, what can we say about use of:</p> <ul style="list-style-type: none"> • Skill sets? • Skills gaps? • Organization? 	<p>Demonstrable Results</p> <p>What can we say about Network achievements in the areas of:</p> <ul style="list-style-type: none"> • Policy influence? • Awareness of GEF programming? • Project design and implementation? • CSO capacity building? <p>Resources</p> <p>What shall we say about:</p> <ul style="list-style-type: none"> • Comparison of expectations and resources? • Potential to generate funds at the country level? <p>Structure and Governance</p> <ul style="list-style-type: none"> • What shall we say about the RFP structure? • Elections process—clear and transparent? • Sufficient to support country activity?
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Network stakeholders within the GEF partnership—e.g., CSOs with each other within and between countries or between Network members and CFPs or GEF Agencies.

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

In a plenary, there is brainstorming on who are the stakeholders; post the question on the flip chart: “Describe in a picture the way the 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

Participants should be invited back to plenary for sharing of network analysis. Gather participants around a picture; invite the team to present, and reiterate the question. Invite the audience to comment/question, inserting boundary questions such as: Where are relationships less than they could be? Where is there energy to change? How so? At the end of Day 1, evaluators use sticky notes on an easel by the door for end-of-day thoughts.

DAY 2

Welcome and Introduction

Participants are welcomed back with another ice-breaker exercise or sociogram undertaken (number of languages spoken or imaginary ball exercise). After this, 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.

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

In the second part 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 GEF-7.” Table groups prepare present state versus future state contrasts and then share/discuss in plenary.

Consensus Discussion: The Path to the Future

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:

- Reform groups from the connectivity analysis.
- Provide the group with a pad of sticky notes.
- 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.
- 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?”
- 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.
- 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.
- 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 ideally there should be an answer within each of the evaluation elements.
- As a final step, give two colored dots to each person and invite the participants to place the dots on the three ideas most important to them.
- 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

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

A group of cards with random images (“visual explorer” cards) are spread out on the floor. Invite participants to quietly wander through them and pick one picture that best captures how they feel 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 it; what it reminds them of in relation to their Network experiences, hopes, fears, etc. End with a photo of the group.

Table D.2 presents a sample workshop agenda.

TABLE D.2 Sample Workshop Agenda

Time	Activity	Lead
Day 1		
9:00–09:45	Introduction <ul style="list-style-type: none"> • Welcome/introductions • Objectives of meeting/agenda 	GEF IEO
09:45–10:30	CSO 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 the region <ul style="list-style-type: none"> • Major events in the global/regional environmental movement • GEF global events • CSO Network developments with particular attention to region 	GEF IEO and CSO Network Representative
10:30–10:45	Coffee Break	
10:45–12:30	CSO Network and the GEF: Analysis of the Timeline <ul style="list-style-type: none"> • Network results • External shaping influences on the Network (positive and negative) • 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 CFPs or GEF 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 and 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 versus future state contrasts and then share/discuss in plenary	GEF IEO
10:30–10:45	Coffee Break	
10:45–12:00	Consensus “Future” Discussion 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)	GEF IEO
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

D.2 Main Findings from Kuala Lumpur Workshop

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 September 30 and October 1, 2015, in Kuala Lumpur, Malaysia.

CURRENT NETWORK STATE

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

First, participants added to the items, then examined them using the following evaluation elements: connectivity, credibility, capacity, progress against results, membership, structure, governance, and resources. Key findings from the discussion follow.

Connectivity

- 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)
- Making connections at a country level is very much at the initiative of the RFP and depends on the receptivity of country governments
- In Myanmar, for example, there are more than 200 CSOs, but none are members; CSOs in Myanmar are not sure how to access the SGP; lack of infrastructure is also a factor
- In Maldives, CSOs are well engaged in project design and implementation through the SGP
- Language barriers are significant where English is not the working language—some modest translation work is happening, but resources for this are scarce; without translation, the flow of information to and from the Council is hampered
- 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, contributions to newsletters, etc.
- CSO Network website helps with connectivity, but much more emphasis should be placed on use of social media
- Barrier is that Agencies do not have “GEF-able” systems—this hampers information flow
- Information management (static) is more the norm than knowledge management (dynamic)

Resources

- Minigrants (from \$50,000) have covered translation (into Russian and Spanish) and some participation in meetings—but resources overall are insufficient
- There are resources within the partnership (e.g., the SGP), but the linkages are not there to access them; CSOs have not campaigned enough with the Secretariat for allocations
- At the same time, the Network needs to have in place a solid case and mechanisms for transparency and accountability; it must demonstrate its value added for the resources called upon
- The current strategic plan is helpful but needs to be costed
- Country fund development is possible
- Sri Lanka negotiated \$50,000 from the SGP for a local CSO forum (others also contributed); it just takes some “campaigning”—SGP coordinators can be helpful in this regard; it is important to fix on areas of mutual advantage (e.g., planning for GEF-6)

Capacity

- Priorities here are understanding the what and how of the GEF, and gaining skills/tools to build more trusting relations with governments; translation support is also crucial in some countries

Credibility

- The GEF “brand” helps give legitimacy to CSOs in some countries, though there is a concern that the GEF is subsumed to the extent that it is not publicly recognized in many parts
- With the Sustainable Development Goals coming on stream, there is new impetus for accountability—CSOs offer a key means for information dissemination and management
- CSOs can offer technical insight in project design and implementation, M&E, and scale-up
- CSOs can help make projects “GEF-able” and encourage public participation
- At the country level, the Network needs to be set up to address country-relevant issues—constituency formation is an issue in some settings
- Maldives—many of the issues of the region are not relevant given its small island status; for Maldives, small island developing state networks are more relevant
- IPFP views Network as importance influence on GEF partnership vis-à-vis impact of projects on IPs

Progress toward Results

- ECWs have been effective at bringing CSOs and government representatives (OFPs) into dialogue in some countries
- Regional networking has given encouragement to CSOs in countries with more difficult operating environments and can be a source of encouragement/example to OFPs

- Network has lobbied for multiple focal area projects to be delivered through the Network

Membership

- Up until 2010, there was no knowledge of who was a member; this has improved since
- The list that was obtained in the hand-over from the GEF Secretariat has been structured and scrutinized
- Inactive members have dropped out
- Systematic approach to applications in place, with verifications
- Few/no “ghost members”
- Renewal process in place
- Questions about whether a membership fee is appropriate—pros and cons
- Gesture of commitment
- But costly to administer
- Country contact points—promising new approach
- Aware of local conditions, local contacts
- Embassy staff in RFP country can also help make contacts through government channels
- Today, member representation is choppy from country to country—room for growth, but how many is too many?
- Core organization in every country
- Total membership around 1,000 to 1,500
- Apex bodies needed—connections to country networks—no duplication
- Barriers in the membership process
- “Legal entity”—evidence provided not in English

Governance and Structure

- Elections to RFP roles take two months and usually 50 percent or less of members participate
- Voting should be compulsory, some say; even it this means marking ballot as unsuitable
- More e-technology—e.g., sign, scan, stamp, send—might speed up the process and increase authenticity
- Coordinating committee—an effective governance structure; guidelines building with experience
- Strategic plan is a roadmap, well anchored in GEF policy (GEF 2020)
- New one is the best yet; purposely not too ambitious given uncertainty of resources; it is more of a “strategic framework”

FUTURE STATE

As interpreted from the presentation of future scenarios (drawings):

- There is a line of sight from the country-level activities of the GEF and global environmental benefits
- Effective, mutually reinforcing country-level linkages exist between the Network and the SGP, Agencies, and OFPs; informed by the STAP—in particular, CSO-government dialogue
- IEO plays a role promoting evidence-based decision making either directly or through CSOs in monitoring role—“eyes and ears” role
- CSOs take the lead in awareness raising about the GEF
- Members have lots of opportunity to be involved in policy dialogue—a credible voice at the national, regional, and global levels that is difficult to ignore

- All of the actors are held together by a common vision
- Membership is around 1,000 in all countries, all pulling in the same direction, expressed in a strategic plan and actioned in more specific action plans

MOVING FROM PRESENT TO FUTURE STATE

Strengthen the CSO Network

- Campaign for increased representation—active, contributing members
- Clarify value proposition of the Network
- Create permanent secretariat with staff and resources
- Increase country-level CSO coordination

Build Capacity

Topics include:

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

Strategic Planning

- Identify targeted, time-based action/goals; share with all in the Network
- Put in place systems to monitor and evaluate progress and provide follow-up

Funding

- Seek a flow from the Secretariat and the Trust Fund
- Explore outside GEF resources
- Corporate social responsibility and others
- Tap from country funds
- Fundraising for thematic activities
- Establish membership fees (?)
- Merchandising

Communications and Knowledge Management

- Explain the value proposition of the Network to prospective members, agencies, country representatives
- Co-brand activities, publications, statements by members
- Collate CSO experience, synthesize and disseminate using knowledge products
- Adapt and translate materials into working languages

Connectivity

- Maintain/build country contact points
- Develop member meetings and activities
- Seek partnerships with the SGP
- Undertake joint initiatives
- Seek to participate in national steering committees

Governance

Network should advocate for:

- Permanent representation of CSOs at the GEF Council
- Participation in government committees and think tanks/technical working groups

D.3 Main Findings from Lusaka Workshop

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 December 2 and 3, 2015, in Lusaka, Zambia.

CURRENT NETWORK STATE

- The GEF “brand” helps CSO members present as credible, but the “badge” does not automatically open doors or translate to outcomes such as funds
- GEF brand visibility is different from GEF awareness; often, the brand is muted in favor of that of the GEF Agencies
- Expectations and value added of the CSO Network at the regional level are presently unclear.
- Liaisons with other members of the partnership are missing—e.g., Agencies, government, Secretariat
- The GEF is explicit about 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
- The CSO is in a position to increase GEF brand visibility and GEF awareness
- The CSO Network’s value proposition to government, agencies, and nonmembers must be spelled out and communicated for purposes of clarity
- The CSO Network is in a position to mainstream the GEF Gender Mainstreaming Policy and the GEF Indigenous People’s Policy
- Success hinges on shared vision of what the partnership and the Network can and want to do within the GEF partnership

- CSO Network strength in the region requires membership strength at the country level; this has direct relevance for the Council objective of “preparing for” Council meetings
- Complementing and replicating existing CSO structures and networks is better than duplicating them—precedents exist; the Network does not need to “recreate the wheel”
- 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
- The NGO Trust Fund is a promising vehicle, but far away and under the control of the Secretariat
- The Network’s legal status, i.e., not an entity, limits the region’s ability to generate funds—would need a fiduciary agent; the Caucasus Environmental NGO Network (CENN) is a model of a network with legal status
- An MSP could be pursued as a vehicle to support capacity building of the network globally in Southern Africa; could be a pilot for country contact points to become operational.
- Capacities are resident—i.e., they exist, but are yet to be mapped; likely skill-building areas are research, policy advocacy, project development, M&E, project implementation, etc.

FUTURE STATE

As interpreted from the presentation of future scenarios (drawings):

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

- Objectives of the CSO Network in the region are clear and well communicated to other actors in the GEF partnership
- In each country, there is operational alignment between the CSO Network and the GEF Secretariat, OFP, SGP, Agencies—and all are working to strengthen the Network because it adds value to their mandates within the partnership
- The Network itself is adding value to CSOs, helping them with communications, monitoring, and resources; it shares knowledge/best practices, with attention to the focal areas and does its part to mainstream gender and integrate IPs
- CSOs feed into policy discussions at the GEF Council
- The Network membership process screens out “fly-by-night” operators
- The Network is more independent from the GEF financially

MOVING FROM PRESENT TO FUTURE STATE

Resources

- Establish a strong financial base
- Stipulate that only GEF CSOs should access SGP funds
- Introduce individual subscriptions for memberships (mandatory)

Capacity

- Focus on training and capacity building for members in the region; topics to include policy and advocacy
- Develop and implement an M&E plan for the region

- Create a CSO Network resource center with outreach capabilities in each country

Communication

- Set a clear communication strategy

Connectivity

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

Governance

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

D.4 Main Findings from Mexico City Workshop

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 January 28 and 29, 2016, in Mexico City, Mexico.

CURRENT NETWORK STATE

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 recollections of regional and Network events. Participants then added their own entries to the Network's historical timeline.

The timeline was then examined using the evaluation elements of connectivity, credibility, capacity, progress against results, membership,

structure, governance, and resources. Key observations from the discussion follow.

- Strong capacity exists within individual CSOs for both technical advocacy and management, although it 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
- The CSO Network could be a platform to share knowledge and build capacity using GEF experiences and awareness globally
- The GEF brand helps CSO members present as credible, but only to those who know the GEF; the CSO Network is less well known and adds questionable value; the SGP brand is the most well-known within the membership
- 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 representatives
- Benefits and value added of CSO Network membership need to be clearly stated and shared within the GEF partnership
- Some CSOs may hesitate to apply for membership because it could be perceived as detrimental for them due to the country context
- The GEF is explicit about the need and desire for involvement of CSOs both at the (global) policy and (national) project levels
- The membership process is straightforward, but there is a long response time between application and response; gaining membership is perceived as providing easier access to GEF funds; it should be clear that membership is more about influencing policy and programs; membership fees are not feasible

- IP groups are underrepresented in the Network, especially in Latin America, given the number of IP groups in the region and their diversity; the Network could be a platform to help synergize IP policies that exist across Agencies
- Women's groups in the CSO Network are also underrepresented
- Capacities of CSO members need to be mapped so the specializations that exist within the Network are clear for more strategic engagement with the GEF partnership
- Success depends on a shared vision between the GEF and the Network on what both can and want to achieve within the GEF partnership
- Liaisons with other members of the partnership need to be strengthened, particularly with Agencies, government, and the Secretariat
- The RFP has an important role in connecting members and nonmembers
- The RFP term should be reduced; a suggestion is for two years, renewable once
- As CSOs are a heterogeneous group across the Network, there are diverse positions, and this enriches CSO engagement and adds credibility
- Clarity is needed for the role of Big International NGOs (BINGOs) that are now also GEF Agencies; they are wearing two hats, and the implications of this are unclear to Network members
- Being part of the Network allows CSOs to influence GEF corporate policy, but policy influence is seen more at a corporate than country level; formal mechanisms are required to implement GEF policies at the country level
- Most results of the Network have been global in nature, with very few if any local or regional results; one example of a country-level (in Mexico) result is the OFP Office's 2015 request for proposals from CSOs
- The Network needs resources for regional operations, e.g., to meet face to face and plan; Network members look to other opportunities to get together, e.g., trying to "piggyback" on regional meetings (IUCN in its Mesoamerican meetings) or using ECWs as opportunities to meet
- The Network should advocate to restructure as an official entity more like the IEO and STAP; in the same way as the STAP is consulted on scientific and technical matters, the CSO Network should be consulted on transparency and free prior informed consultation of civil society; for operations, the Network could be housed in an entity eligible to receive funding from the Council
- Fundraising for core funds for the Network outside of the GEF could create conflict, and obtaining funds from other sources would push the Network away from the GEF; the Network has to be a partnership with the GEF, and the GEF should fund the operations of the Network, as it does the IEO and the STAP
- 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 contributions should be quantified
- Local CSO Network members should be included by the OFPs in the design and implementation of GEF projects
- 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

FUTURE STATE

As interpreted from the presentation of future scenarios (drawings):

- The foundation of the partnership is made clear by the Council and countries that are part of the GEF
- Branches of the GEF have more equal weight in their value and contributions to the GEF
- The Network is viewed as a source of advisers on civil society engagement, consultation, and expertise
- Country contact points are a new element allowing a bridge between national Network members and representing national programs; there is a line between the national governments and the national programs and the CSO Network
- Future scenarios would have CSOs (Network and non-Network members) implementing more projects and the healthier fruits of this implementation shared across the partnership
- National programs are a representation of civil society's engagement with the government, but attached to the GEF
- Relationships are clearly understood and more direct, particularly between OFPs and country contact points

MOVING FROM PRESENT TO FUTURE STATE

Resources

- Allocate a percentage of the amount of the national portfolio that is to be implemented by CSOs, including but not exclusive to small grants programs
- Establish a budget line in the corporate budget or dedicate separately for operation of the Network and communication mechanisms
- The Network should structure itself in a similar way to the STAP to provide consultation services and transparency for civil society

engagement; the Network could receive funding from the Council potentially through an accredited entity

Capacity

- Create national working groups for projects, according to their location
- Create mechanisms for financial and legal institutionalization for the role of civil society in the development of national and regional programs with national OFPs
- The CSO Network should be recognized as an advisory body for transparency and civil society participation

Communication

- Improve both internal and external communication mechanisms
- Promote studies, such as diagnostics, which can inform the Network's agenda

Connectivity

- Increase the number of members in countries where there are no or few members and strengthen member quality and representativeness, especially including indigenous groups

Governance

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

Annex E: Stakeholders Interviewed and Workshop Participants

E.1 Stakeholders Interviewed

Name	Affiliation
Akhteruzzaman Sano	CSO Network Member, RFP, Save the Earth Cambodia
Alancay Morales Garro	CSO Network Member, IPFP, Foro Indigena de Abya Yala
Emmanuel 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, IP organization, 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, former IPAG Member, former IPFP
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 and 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 Lechner	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, 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	Former CFP, World Bank

Name	Affiliation
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 Hernández Gonzalez	GEF Agency, World Bank—Mexico Country Office
Jean-Yves Pirot	GEF Agency, IUCN
Juergen Hierold	GEF Agency, United Nations Industrial Development Organization
Lilian Spijkerman, Orissa Samaroo, Miguel Morales	GEF Agency, Conservation International
Michael Collins	GEF Agency, Inter-American Development Bank
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	Former GEF OFP, former Council Member, Chile
Alaa Sarhan	Former GEF Secretariat staff, World Bank, NGO Liaison Officer
Andrew Velhaus	GEF Secretariat, former Staff
Monique Barbut	GEF Secretariat, former CEO
Naoko Ishii	GEF Secretariat, CEO
Pilar Barrera	GEF Secretariat, Coordinator, Partnerships and Resource Utilization; Former RFP
Ramesh Ramakutty	GEF Secretariat, former Staff
William Ehlers	GEF Secretariat
Yoko Wantanabe	GEF Secretariat, Former RFP
Delfin Ganapin	GEF SGP UNDP Coordinator
Raúl Murguía	GEF SGP Coordinator, Mexico

Name	Affiliation
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 Ndoeye	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

E.2 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	Nonmember 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/Formal 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	Nonmember CSO	Myanmar	Asia Regional Meeting
Lalit Mohan	Society for Environment and 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	Nonmember CSO	Vietnam	Asia Regional Meeting
Rentsenbayar Janchivlamdan	Green Initiatives	Nonmember CSO	Mongolia	Asia Regional Meeting
S. S. Sujeewa Jasinghe	Centre for Eco-cultural Studies (CES)	Nonmember CSO	Sri Lanka	Asia Regional Meeting

Name	Affiliation	Network status/affiliation	Country	Workshop/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
Hammarskjöld Simwina	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 Mullenkei	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 Environmental Network	Nonmember 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	Nonmember CSO	Belize	Mesoamerica Regional Meeting

Name	Affiliation	Network status/affiliation	Country	Workshop/meeting
Diego Diaz	VITALIS	Member CSO	Venezuela	Mesoamerica Regional Meeting
Edas Muñoz Galeano	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	Nonmember CSO	Mexico	Mesoamerica Regional Meeting
Ishim Yac	Asociacion de Mujeres Ixchel	Nonmember 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	Nonmember 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.	Nonmember 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	Nonmember CSO—Indigenous Groups	Guatemala	Mesoamerica Regional Meeting
Rosa Maria Vidal Rodríguez	Pronatura Sur	Member CSO	Mexico	Mesoamerica Regional Meeting

Annex F:

Number of Projects and GEF-CSO Network Members by Region and Country

Region	Subregion	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, Dem. Rep.	23	21
Africa	Africa–Central	Congo, Rep.	18	0
Africa	Africa–Central	Equatorial Guinea	5	1
Africa	Africa–Central	Gabon	15	2
Africa	Africa–Central	São Tomé and Príncipe	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

Region	Subregion	Country	Number of projects	Number of CSO Network members
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
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	Côte d'Ivoire	21	1
Africa	Africa–West	Gambia, The	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

Region	Subregion	Country	Number of projects	Number of CSO Network members
Americas	Caribbean	St. Vincent and Grenadines	7	0
Americas	Caribbean	Suriname	10	1
Americas	Caribbean	Trinidad and Tobago	13	3
Americas	Caribbean	Virgin Islands	n.a.	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	United States	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, Dem. People’s Rep.	8	0
Asia and the Pacific	Asia–North East	Korea, Rep.	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*	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
Asia and the Pacific	Asia–South East	Myanmar	13	0
Asia and the Pacific	Asia–South East	Philippines*	50	7

Region	Subregion	Country	Number of projects	Number of CSO Network members
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.	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	West Bank and Gaza ^a	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
Europe	East Europe and Central Asia	Albania	21	0
Europe	East Europe and Central Asia	Armenia	31	3
Europe	East Europe and Central Asia	Azerbaijan	18	4
Europe	East Europe and Central Asia	Belarus	24	2
Europe	East Europe and Central Asia	Georgia	25	5
Europe	East Europe and Central Asia	Kazakhstan	36	5

Region	Subregion	Country	Number of projects	Number of CSO Network members
Europe	East Europe and Central Asia	Kyrgyz Republic	11	4
Europe	East Europe and Central Asia	Kyrgyzstan	12	1
Europe	East Europe and Central Asia	Latvia	10	0
Europe	East Europe and Central Asia	Lithuania	10	0
Europe	East Europe and Central Asia	Macedonia	19	0
Europe	East Europe and Central Asia	Moldova, Rep. of	24	3
Europe	East Europe and Central Asia	Montenegro	12	0
Europe	East Europe and Central Asia	Russian Federation	58	2
Europe	East Europe and Central Asia	Slovak Republic	13	0
Europe	East Europe and Central Asia	Slovenia	7	0
Europe	East Europe and Central Asia	Tadzhikistan	26	4
Europe	East Europe and Central Asia	Turkmenistan	17	1
Europe	East Europe and Central Asia	Ukraine	21	1
Europe	East Europe and 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
Europe	Europe	Switzerland	n.a.	8
Europe	Europe	United Kingdom	n.a.	7
		Global	312	n.a.
		Regional	488	n.a.
		Grand total	4,348	474

NOTE: n.a. = not applicable; no GEF projects in country. Most countries with no projects are donor countries and are not eligible for GEF Funds. * = countries with different regional classification/constituency under the GEF-CSO Network.

a. The West Bank and Gaza is not party to the GEF; however, some regional projects have been implemented there.

Annex G: GEF-CSO Network Country Contact Points

Region/subregion	Country	Organization	Name
Africa–South	Botswana	BirdLife International Botswana	Kabelo Senyatso
	Lesotho	Geography and Environment Movement	Mamolapo Malintle Kheleli
	Malawi	Phunzirani Development Organisation	Kinnear Mlowoka
	Mozambique	Africa Foundation for Sustainable Development	Thelma Munhequette
	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
	Bolivia	Nativa	Merieke Arts
	Colombia	Fundación Natura Colombia	Elsa Escobar
	Paraguay	Asociación Guyra Paraguay	Alberto Yanosky
Asia–North East	China	All China Environment Federation	Gao Xiaoyi
	Mongolia	Green Initiative	Choikhand Janchivlamdan
Eastern Europe and Central Asia	Armenia	NGO EcoTeam Energy and Environmental Consulting	Artashes Sargsyan
	Azerbaijan	National Center for Environment Forecasting	Telman Zeynalov
	Belarus	Public Association Belarusian Movement Otechestvo	Anastasiya Zhdanovich
	Uzbekistan	Ecoforum of Uzbekistan	Artur Vakhitov
Mesoamerica	El Salvador	SALVANATURA	Walter E. Jokisch
	Honduras	Fundacion Hondureña de Ambiente y Desarrollo (Fundacion Vida)	Edas Muñoz Galeano
	Mexico	Institute for Sustainable Development in Meso-america, A.C.	Arturo V. Arreola Muñoz
	Venezuela	Vitalis	Giancarlo Selvaggio Belmonte

Annex H:

Comparison of GEF and GEF-CSO Network Constituencies

GEF country/constituency	ECW classification	CSO subregion
Burundi	Central Africa ECW	Africa–Central
Cameroon		
Central African Republic		
Congo, Dem. Rep.		
Congo, Rep.		
Equatorial Guinea		
Gabon		
São Tomé and Príncipe		
Comoros	East Africa ECW	Africa–East
Djibouti		
Eritrea		
Ethiopia		
Kenya		
Madagascar		
Mauritius		
Rwanda		
Seychelles		
Somalia		
Southern Sudan		
Sudan		
Tanzania		
Uganda		
Angola	Southern Africa ECW	Africa–South
Botswana		
Lesotho		
Malawi		
Mozambique		
Namibia		
South Africa		
Swaziland		
Zambia		
Zimbabwe		

GEF country/constituency	ECW classification	CSO subregion
Benin	West Africa ECW 1 (Constituency meeting requested)	Africa–West
Côte d'Ivoire		
Ghana		
Guinea		
Liberia		
Nigeria		
Sierra Leone		
Togo		
Burkina Faso		
Cape Verde		
Chad	West Africa ECW 2 (Constituency meeting requested)	Africa–West
Gambia, The		
Guinea-Bissau		
Mali		
Mauritania		
Niger		
Senegal		
Afghanistan		
Iraq		
Jordan		
Lebanon	West Asia + North Africa + Iran + Turkey ECW	Asia–West
Pakistan		Africa–North
Syria		
Yemen		
Algeria		
Egypt		Asia–West
Libya		
Morocco		East Europe and Central Asia
Tunisia		
Iran		Asia–South East
Turkey		
Cambodia		
Lao PDR		
Malaysia		
Mongolia		
Myanmar		
Thailand		
Vietnam		
Bangladesh	South Asia + East Asia + China ECW	Asia–South
Bhutan		
India		
Maldives		
Nepal		Asia–North East
Sri Lanka		
China		

GEF country/constituency	ECW classification	CSO subregion		
Armenia	Central Asia + Russian Federation, Belarus and Armenia ECW	East Europe and Central Asia		
Russian Federation				
Belarus				
Azerbaijan				
Kazakhstan				
Kyrgyz Republic				
Tajikistan				
Turkmenistan				
Uzbekistan				
Switzerland				
Albania	East Europe and Central Asia ECW	Europe		
Georgia		East Europe and Central Asia		
Macedonia				
Moldova				
Montenegro				
Ukraine				
Bosnia-Herzegovina				
Bulgaria			Europe	
Croatia				
Poland				
Romania				
Serbia				
Cook Islands		Pacific ECW		Pacific
Fiji				
Indonesia				
Kiribati				
Marshall Islands				
Micronesia				
Nauru				
Niue				
Palau				
Papua New Guinea				
Philippines, the				
Samoa				
Solomon Islands				
Timor-Leste				
Tonga				
Tuvalu				
Vanuatu				
Costa Rica	Mesoamerica ECW		Mesoamerica	
El Salvador				
Guatemala				
Honduras				
Mexico				
Nicaragua				
Panama				
Venezuela				

GEF country/constituency	ECW classification	CSO subregion
Antigua and Barbuda	Caribbean ECW	Caribbean
Bahama		
Barbados		
Belize		
Cuba		
Dominica		
Dominican Republic		
Grenada		
Guyana		
Haiti		
Jamaica		
St. Kitts and Nevis		
St. Lucia		
St. Vincent and Grenadines		
Suriname		
Trinidad and Tobago		
Argentina	Southern Cone + Brazil, Ecuador and Colombia ECW	America-South
Bolivia		
Chile		
Paraguay		
Peru		
Uruguay		
Brazil		
Colombia		
Ecuador		

Annex I: Web Analytics of GEF- CSO Network Website

This annex presents analytics on the CSO Network website based on number of visits, length of visit, and number of pages explored in each visit between 2009 and 2015.

Web analytics showed that the majority of sessions (69 percent) on the website last between 1 and 10 seconds. As the time spent on the website increases, the number of pages viewed increase;

however, the number of sessions decrease as the time spent increases. This implies that fewer visitors spend a longer time on the website, but when they do, they tend to go through the website more thoroughly (figures I.1 and I.2).

Of the total visitors to the CSO Network website, only 21 percent visit a second time (figure I.3).

FIGURE I.1 Time Spent and Number of Pages Viewed per Session

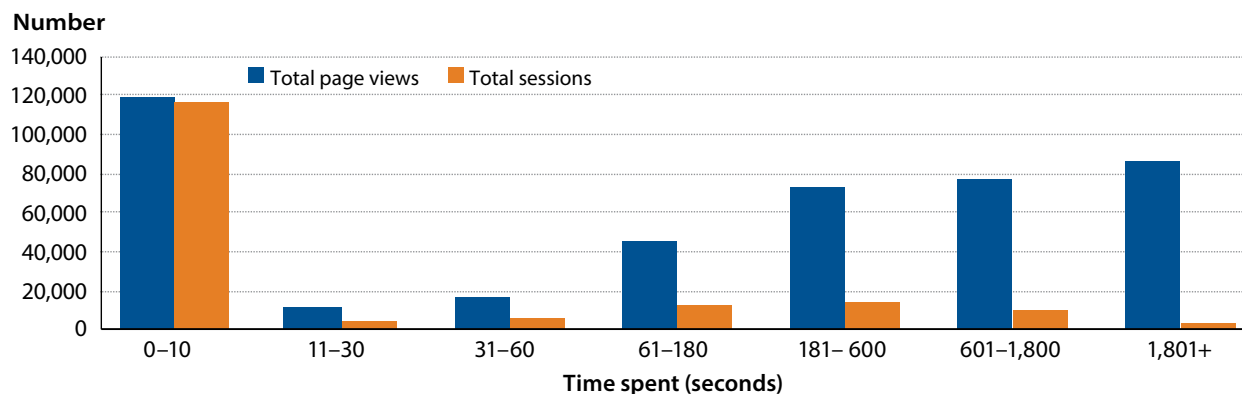


FIGURE I.2 Number of Page Views per Number of Session

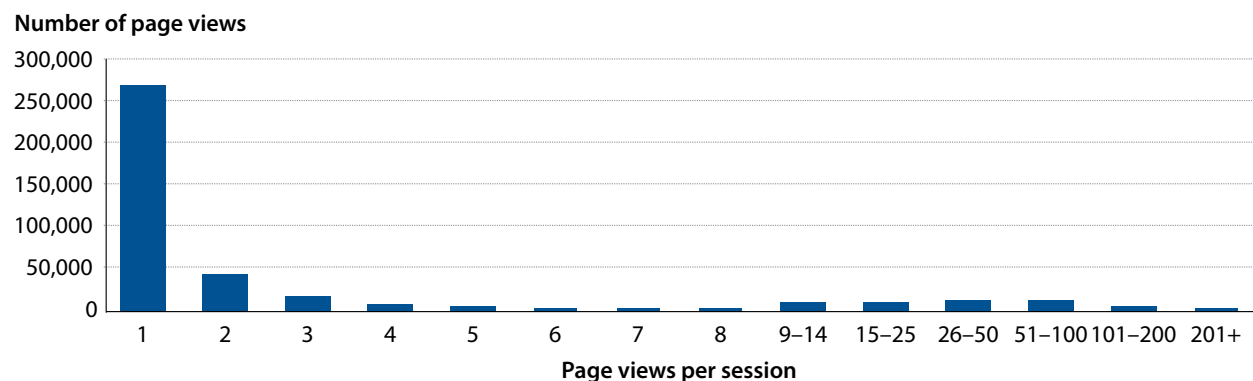
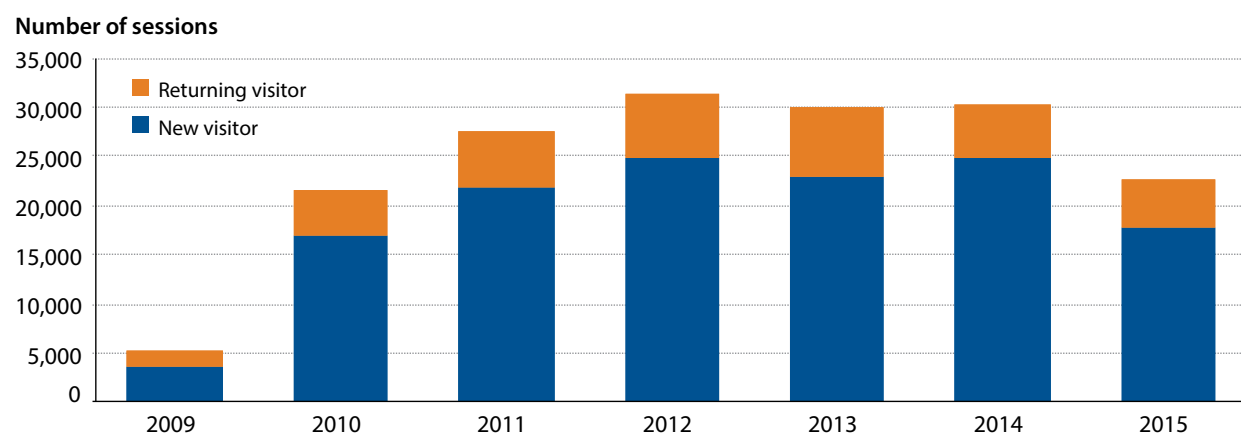


FIGURE I.3 Total Number of Sessions by New and Returning Visitors by Year



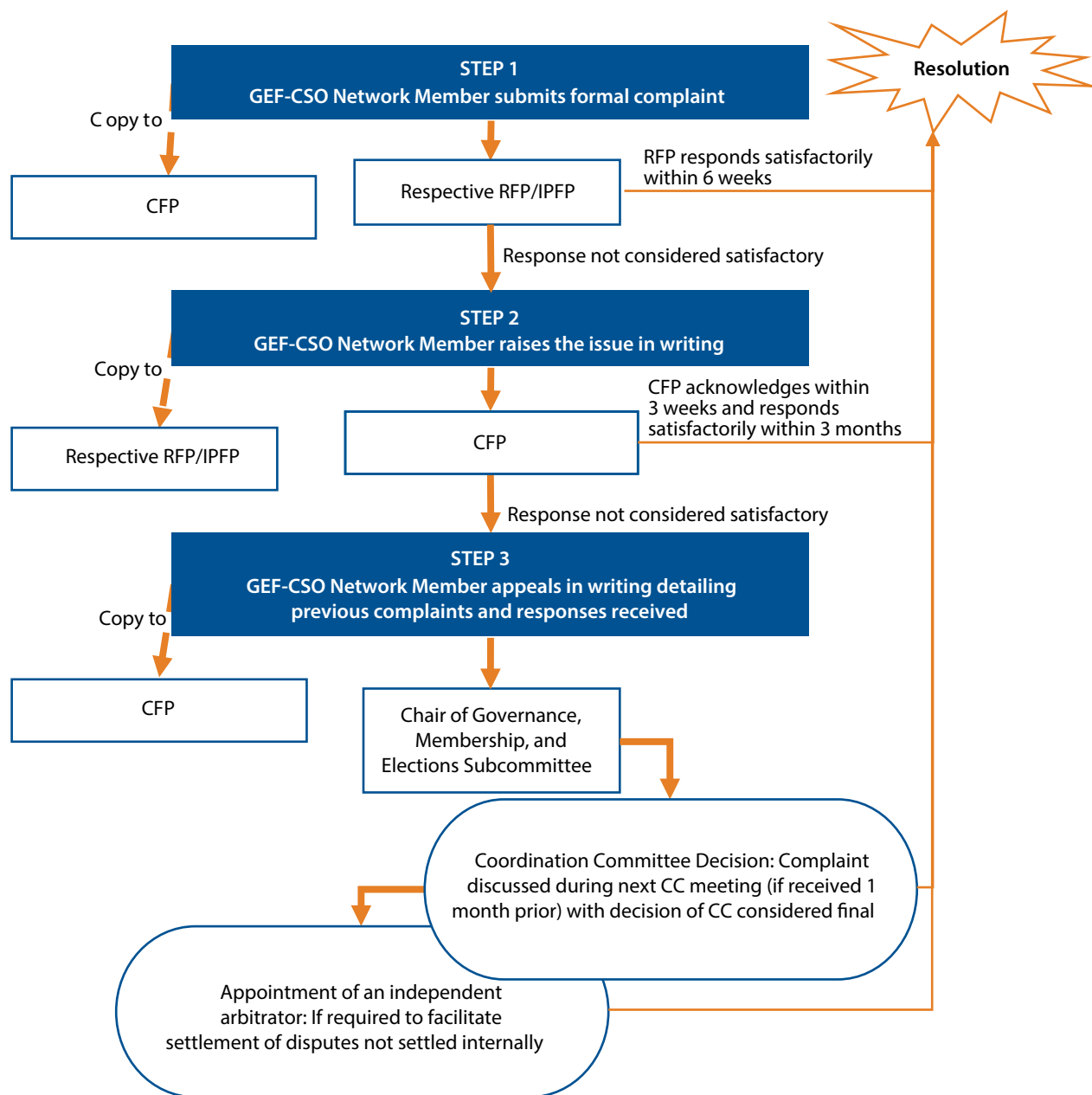
Annex J:

GEF-CSO Network Complaints Procedure

The CSO Network's complaints procedure is set out in figure J.1. 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 CFP, to the Chair of the Governance, Membership, and Elections Subcommittee (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 J.1 GEF-CSO Network Complaints Procedure



Annex K: Management Response

This annex presents the management response from the GEF Secretariat to the working document version of this report. Minor editorial corrections have been made, and quotations refer to the present version of the report.

The GEF Secretariat welcomes the report on the Evaluation of the GEF-CSO Network and agrees with the conclusions, which are related to the (1) value added of the CSO Network to the GEF partnership, particularly as it relates to the fulfillment of its set objectives; (2) fact that the CSO Network's activities at the country level are limited; (3) evolution of the GEF partnership not having been accompanied by a shared vision on the role of the CSO Network; and (4) CSO Network's efforts to strengthen itself during the period under evaluation.

The Secretariat encourages the Network to continue strengthening its governance system and complaints procedures as recommended in the evaluation report.

In addition, the Secretariat encourages the Network to continue its efforts to establish and strengthen its country focal points.

The Secretariat agrees with the recommendation that a new vision should be developed for the GEF-CSO Network within the GEF partnership. The Secretariat looks forward to collaborating with the CSO Network and other partners to develop that vision.

Regarding the recommendation to the Secretariat and the CSO Network to develop clear rules of engagement that guide cooperation and communications, the Secretariat is pleased to report that cooperation with the new management of the Network has been strengthened through more frequent formal communication and participation of the CSO Network representatives in various task forces and working groups, including the one on public involvement. The Secretariat will assess jointly with the CSO Network regarding whether additional mechanisms are needed to further enhance cooperation.

Annex L:

GEF-CSO Network Response

This annex presents the response from the GEF-CSO Network to the working document version of this report. Minor editorial corrections have been made, and quotations refer to the present version of the report.

The GEF-CSO Network welcomes the report of the independent review of the GEF-CSO Network by the GEF Independent Evaluation Office, which was prepared over the last 12 months. We appreciate the thorough and participatory approach to the evaluation and the comprehensive scope looking at results, credibility, capacity, connectivity, membership, structure and governance, and resources of the Network.

We are happy that the review has recorded positive progress in each category and has made an overall conclusion that the GEF-CSO Network continues to be relevant and is delivering results to, and is a credible and legitimate member of, the GEF partnership which provides benefit to members and the Council on projects and policy.

We agree with the review that the focus and strength of the Network in the past has primarily been on global policy and regional coordination and information exchange. While our members are active in more than 120 countries in providing input to convention and GEF implementation, we agree that at the country level we have faced significant challenges and lack of resources for specific Network activities at the country level and

also barriers to effective partnership with governments in some countries. This is one of our priority areas to address as articulated in our Strategic Plan 2015–2022 adopted last year.

We also agree with the importance of developing a common vision and collaboration with all members of the GEF partnership including the Secretariat and Council, the newly expanded range of GEF project Agencies, the STAP, and the OFPs at the country level. We agree that the current limited allocation of resources from the GEF family to support the work of the Network has been a significant barrier to achieving targets, especially at the country and regional levels.

We are happy that the review has recognized the significant enhancements of Network structure and governance since the last evaluation in 2005 as well as the strategic and action plans for Network activities.

We support the four recommendations of the review, in particular the first recommendation that “A contemporary vision for the GEF-CSO Network should be created within the new GEF architecture. The vision should, among other things, (1) clarify the Network’s role, (2) set out a shared understanding among all elements of the partnership of the Network’s contribution in guarding the global commons and (3) identify a modality to finance Network activities.” We believe that such a common understanding can help enhance the ability of the Network to engage effectively with all members of the GEF family.

We also are extremely supportive of the recommendation to identify a modality to finance the Network activities. Lack of dependable and dedicated finance has been a major barrier for the Network to undertake its work. We strongly urge members of the GEF family, including the GEF Council and donor countries as well as GEF Agencies and others, to contribute resources to the GEF NGO Voluntary Fund established at the request of the GEF Council in 2010, which has yet to receive contributions other than from the GEF Secretariat. Alternatively, or in addition, we hope that the GEF Council can consider establishing a special budget line to support the Network as is provided to the other members of the GEF family, including the IEO, the STAP, and the Secretariat. Only with independent and dependable funding can we effectively undertake our work.

We look forward to working with the GEF Secretariat to implement Recommendation 2 and develop clear rules of engagement with the Secretariat to guide cooperation and communication. We are happy to see the positive response to this in the Management Response to the review by the GEF Secretariat ([annex K](#)).

We agree with the third recommendation that the GEF-CSO Network should continue to build itself as a mechanism for strengthening civil society participation in the GEF at the global, regional, and national levels, paying particular attention to membership development, capacity building, and value-added working relationships across the partnership. These are key elements identified within

our own strategic plan; and we hope that, with enhanced partnership, adequate resources, and a common vision with the GEF family, we will make positive progress.

The final recommendation, that the Network should continue to strengthen its governance, is also in line with our plans. We intend to consider a number of issues raised in the review process at our forthcoming meeting(s) of the Coordination Committee, including, but not limited to, adoption of annual work plans (with the first being for the 2016–17 year), further harmonization of Network and GEF regions, enhancing the work of the IPFPs and the IP Advisory Group, and fine-tuning some aspects of the new rules and procedures of the Network.

The GEF-CSO Network was established 20 years ago and was first evaluated by the GEF 10 years ago. We are very happy that this new evaluation has recognized the major strides and achievements of the Network over the past 10 years, and we look forward to making further enhancements over the next 10 years with the other members of the GEF family to achieve our common vision to safeguard the global environment.

This is the Network's immediate response to the review. Based on further feedback from members and deliberations in the coming weeks, we aim to give a more comprehensive response at the time of the next GEF Council meeting in June.

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