



REVISED GUIDELINES FOR THE OPERATION AND MANAGEMENT OF THE GEF-NGO NETWORK

Approved GEF-NGO Network Coordination Committee Meeting 22 April 2008

1. INTRODUCTION

1.1 Nature of the GEF-NGO Network

The Non-Governmental Organization (NGO) Network of the Global Environment Facility (GEF), now known as the GEF-NGO Network, was established in May, 1995. It was the result of a GEF Council decision to establish a formal dialogue and partnership between NGOs worldwide and the GEF Secretariat, the GEF Council, the GEF Assembly and various partner agencies. The GEF-NGO Network is made up of GEF-accredited organizations¹ whose work in environment and sustainable development is aligned with the GEF mandate.

The GEF-NGO Network is overseen by a Coordination Committee composed of focal points from different geographic regions and representatives of Indigenous People's Organizations (IPOs). The work of the Network is coordinated by an elected Central Focal Point (CFP).

These Guidelines for the Operation and Management of the GEF-NGO Network apply to all current member organizations of the network as well as all representatives, focal points, etc. They supersede all earlier such guidelines and are effective from the date of adoption by the GEF-NGO Coordination Committee on 22 April 2008

1.2 Vision, Mission and Objectives

The Vision, Mission and Objectives of the GEF NGO Network 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."

Objective 1: *To strengthen GEF implementation through enhanced partnership with civil society.*

Objective 2: *To enhance the role of civil society in safeguarding the global environment.*

¹ The February 1995 Council paper *Criteria for Selection of NGOs to Attend/Observe Council Meetings and Information on NGO Consultations* (GEF/C.3/5) states: "For the purposes of representation at the GEF Council meetings and participation in related GEF consultations, non-governmental organizations (NGOs) should be understood to mean non-profit organizations whose mandate, experience, expertise and capacity are relevant to the work of GEF including: local, national, regional and international organizations -- including NGO networks, Indigenous People's Organizations, CBOs and academic and research institutions".



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2. MEMBERSHIP AND STRUCTURE OF THE GEF-NGO NETWORK

2.1 Membership of the Network

The GEF-NGO Network is comprised of all accredited NGOs to the GEF. Currently, there are approximately 600 members. The accreditation process and maintenance of the membership database is the responsibility of the GEF Secretariat with the support of the GEF NGO Network.

By becoming members of the network, organizations will receive updates on the activities of the policy making and activities of the Global Environment Facility (GEF) as well as the GEF-NGO Network. They will be notified from time to time of funding and capacity building opportunities as well as upcoming GEF meetings and events. They will have the opportunity to contribute to the policy making of GEF and raise any concerns on GEF processes or implementation through their respective Regional Focal Points (RFPs). They will also be able to contact and exchange experiences with other members of the Network and participate in GEF NGO Consultation meetings and GEF Assembly Meetings.

2.2 Governance Structure

2.2.1 Network Coordination Committee

The GEF-NGO Network is overseen by a Coordination Committee made up of up to fifteen (15) Regional Focal Points (RFPs) with one (1) from each different geographic region. (The list of geographic regions and associated countries is enclosed as Annex 1). There are three (3) representatives from the Indigenous People's Organizations. The Coordination Committee acts as the final ruling body of the Network and makes decisions on its behalf. The Terms of Reference of the Coordination Committee are included in Annex 2. The work of the Coordination Committee is facilitated by a Central Focal Point (CFP), elected for a four (4)-year term by and from the ranks of the RFPs.

2.2.2 Sub-Committees and Task Forces

Sub-committees are established by the Coordination Committee to assist with its work or undertake work between meetings. The main sub-committees are as follows:

- 1. Coordination Sub-Committee**
- 2. Governance, Membership and Elections Sub-Committee**
- 3. Outreach and Communication Sub-Committee**
- 4. Strategy and Planning Sub-Committee**
- 5. Technical Sub-Committee**

The governance structure and the sub-committee and task forces are discussed further in Annex 2.



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2.2.3 Regional Focal Points

The members of the Network in each region elect a member NGO to act as a Focal Point, called a Regional Focal Point (RFP). The elected NGO designates a senior individual to represent it at meetings of the Coordination Committee and other functions. The RFP may also appoint an alternative representative in the event that the main representative is unable to attend a given meeting. The Terms of Reference and role of the RFP are outlined in Annex 3. The procedures for elections of the RFPs are described in Annex 5.

The RFPs represent their regions in the Coordination Committee and are considered the formal representative of the GEF-NGO Network in their respective regions.

2.2.4 Indigenous People's Representatives

The representatives of Indigenous People's Organizations are appointed by Indigenous People's groups from three main regions – Asia Pacific, Africa and the Americas.

2.2.5 Central Focal Point (CFP)

The Coordination Committee elects one of the Regional Focal Points to function as the Central Focal Point (CFP). The term and role for the CFP are attached as Annex 4. Election Procedures are provided in Annex 5.

2.2.6 Country Contact Points

In countries with a large number of GEF-accredited NGOs it may be appropriate to have a country contact point to facilitate links with the members in that particular country. Such contact points would have the role of disseminating information at the country level and maintain contact with the GEF NGO members. Country contact points may be designated by the RFP in their respective regions, with the endorsement of the Coordination Committee. Their proposed role is not as a formal representative of the Network but a contact point to facilitate communication between the RFP and the members in the countries concerned. Depending on experience, this role may be reviewed over time.

3. ELECTIONS

The Regional Focal Points are elected by the Network members in the respective regions. The Central Focal Point is elected by the members of the Coordination Committee. All elections are carried out in an open and transparent manner by the Election Committee organized by the Governance, Elections and Membership Sub-Committee and overseen by the Coordination Committee.

The term of office of the Regional Focal Points and Indigenous People's Representatives (IPR) is four years (48 months) from the time of election. Neither RFP nor IPRs may serve more than two consecutive terms. The period of office of RFPs/IPRs may be reviewed by the Coordination Committee from time to time and adjusted if necessary. Further details of Elections procedure are given in Annex 5.



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4. REPRESENTATION

If meetings with relevance to the GEF-NGO Network are organized within a region, and where the Network's presence is requested, representation on behalf of the Network should be carried out by the region's RFP. In cases where the elected RFP is unable to participate, that RFP may nominate a suitable replacement from one of the member organizations in his/her region.

Several RFPs from the Coordination Committee may participate in the same global conferences or meetings, working groups, etc. However, if the Coordination Committee is asked to be represented in an official capacity at such a meeting, this representation will be selected in consultation within the Coordination Committee. If time does not permit, the selection of such a representative or representatives should be made by the CFP. Representatives should be selected taking into account particular areas of expertise and region in relation to the purpose and focus of the conference or meeting the Network is invited to attend.

5. ACTIVITY LEVELS AND OBLIGATIONS OF MEMBERS

Members of the GEF-NGO Network/organizations accredited to GEF must maintain a level of activity and involvement in GEF-related activities in order to justify their continued accreditation/membership in the Network. A procedure for review and renewal of accreditation/membership is being put in place in conjunction with the GEF Secretariat.

6. PERFORMANCE AND CODE OF CONDUCT

Member organizations, Regional Focal Points, the Central Focal Point, members of the Coordination Committee, sub-committees and task forces and all other officers and representatives of the GEF-NGO Network, should adhere to the Network Code of Conduct (see Annex 6).

By becoming a GEF-accredited NGO or accepting a position as an elected RFP or CFP to be part of the GEF-NGO Coordination Committee, it is understood that the members accept, in principle, the ideas, operating principles, practices and ethics embedded in the foundation of the GEF as well as the GEF-NGO Network.

7. FINANCIAL MANAGEMENT AND PROCEDURES

Resources allocated specifically for the benefit, work and operations of the GEF-NGO Network must be managed in a completely transparent, ethically correct and appropriate manner at all times.

Decisions on management of financial resources will be taken by the Coordination Committee. At present, the Network does not have its own legal basis. Therefore, funds made available to the Network must be managed on behalf of the Network by one of the member organizations which,



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has sufficient proven experience in financial management and accountability. In practice, this responsibility is likely to be taken up by either the CFP or one or more of the RFPs.

Reports on the general allocation and use of financial resources of the Network should be prepared by the CFP every six months for reporting and review at the regular meetings of the Coordination Committee. These should include expenses allocated for the benefit of the Network (eg travel grants, contracts for work) even if the funds are not channelled through the CFP or RFPs. Detailed accounts of specific expenditure made on behalf of the Network should be prepared by the respective organizations responsible for managing the funds. This should be consolidated as appropriate on an annual basis. An audit of expenditure undertaken directly by the Network will also be conducted on an annual basis.

8. COMMUNICATION PROCEDURES

Official documents of the Network include: Guidelines, Governance Documents, Working Documents of the Coordination Committee, Sub-Committees or Task Forces, Project and Overall Accounts, Annual Reports and Minutes of Meetings.

These official documents should be clearly indicated as such and securely maintained by the CFP and members of sub-committees and task forces as appropriate. Final documents will be distributed to the members of the Network and made available as required on the website of the Network². Draft or working documents should clearly be designated as such and their distribution restricted to those working on or contributing to the drafts, until considered finalized and completed, ready for distribution. Where consultation with the member organizations is required draft documents will be circulated for feedback.

The Network will also generate other technical or outreach documents such as

- Technical publications
- Brochures, leaflets information materials

These should be widely distributed to the members of the Network.

9. CHANGING THE GUIDELINES

These Guidelines have been approved on behalf of the Network by the Coordination Committee. The Guidelines may be reviewed on a formal basis every two (2) years (involving appropriate consultation with the membership) and updated or revised as appropriate, when agreed, by the Coordination Committee.

Members of the Coordination Committee may from time to time consider a review or clarification of specific provisions of the Guidelines to enhance clarity or improve governance. Such proposals must be submitted by any Network member to the CFP in writing within a time frame of a minimum of six (6) weeks prior to a regular Coordination Committee meeting. The CFP will

² Any such website as designated from time to time by the Coordination Committee.



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ensure that the issue is included in the agenda of the next CC meeting for consideration. If fundamental changes are proposed consultation with members is required. Approval of changes to the guidelines will require a two-thirds majority for approval by the Coordination Committee.

After any approval of changes to the Guidelines by the Coordination Committee, all accredited GEF-NGO members of the Network must be informed (by emailing to their contact details as included in the membership database) and revised Guidelines posted on the GEF website as well as the GEF-NGO Network website.

10. COMPLAINTS, DISCIPLINARY ACTIONS AND TERMINATION OF OFFICERS AND MEMBERS

Disciplinary action may be taken against any member organization, representative, officer or associate of the Network who may abuse its/his/her position or role in or responsibilities to the Network contrary to the Code of Conduct. Further, any inappropriate and negative actions or conduct while publicly representing the GEF-NGO Network may be grounds for instituting disciplinary action.

A complaint against a member or officer in relation to a breach of the rules of conduct must be presented in writing for review by the Elections, Membership and Governance Sub-Committee, through an open and deliberative process and procedure. In the case of a complaint against a member or representative of the Network they will be given an adequate opportunity to clarify or respond in writing to the allegations. Actions taken on complaints may include written advisories and warnings, termination from posts and other disciplinary action. Actions recommended by the Governance Sub-Committee will need to be endorsed by the majority of the Coordination Committee before they are implemented.

Any member of the GEF-NGO Network with a complaint on any aspect of the working of the GEF-NGO Network should follow the Complaints Procedure described in Annex 7.

11. REPORTING AND EVALUATION

The CFP will be responsible for producing an Annual Report on the activities undertaken by the Network in the previous calendar year. This will be completed by 30th April of each calendar year and made available and presented at the time of the next GEF Council Meeting. A report on the annual Network accounts should also be prepared and made available by 30th April each year.

The CFP as well as each RFP and IPR and each of the sub-committees and task forces, will also provide reports on their activities and proposed plans for the future on an annual basis to, or when requested by, the CFP or Coordination Committee.

The Network will establish its own procedure for the monitoring and evaluation of its work.



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ANNEX 1: GEF-NGO NETWORK REGIONS

Africa	Countries*
1. Western Africa	Benin, Cameroon, Cape Verde, Chad, Cote d'Ivoire, Democratic Republic of Congo, Gabon, Ghana, Guinea, Guinea-Bissau, Mali, Burkina Faso, Niger, Nigeria, Senegal, Sierra Leone, The Gambia, Togo
2. Eastern Africa	Burundi, Comoros, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Mauritius, Rwanda, Seychelles, Somalia, Sudan, Tanzania, Uganda,
3. Southern Africa	Angola, Botswana, Lesotho, Malawi, Mozambique, Namibia, South Africa, Swaziland, Zambia, Zimbabwe.
4. Northern Africa	Algeria, Egypt, Libya, Mauritania, Morocco, Sudan, Tunisia

Asia Pacific	Countries
5. South Asia	Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, Sri Lanka
6. South East Asia	Brunei, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Timor Leste, Thailand, Vietnam
7. North East Asia	China, Republic of Korea, Korea DPR, Japan, Mongolia
8. West Asia	Iran, Jordan, Lebanon, Syria, Turkey, Yemen
9. Pacific	Australia, Cook Islands, Fiji, Samoa, Kiribati, Marshall Islands, Micronesia, Nauru, New Zealand, Niue, Palau, Papua New Guinea, Solomon Islands, Tonga, Tuvalu, Vanuatu

Europe	Countries
10. Europe	Albania, Armenia, Austria, Belgium, Bulgaria, Croatia, Czech Republic, Denmark, Estonia, Finland, France, FYR Macedonia, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Moldova, Norway, Poland, Portugal, Romania, Slovak Republic, Slovenia, Spain, Sweden, Switzerland, The Netherlands, United Kingdom, [Israel]
11. Russia and Central Asia	Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyz Republic, Russian Federation, Tajikistan, Turkmenistan, Ukraine, Uzbekistan

Americas	Countries
12. Mesoamerica	Belize, Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama,
13. South America	Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Paraguay, Peru, Uruguay, Venezuela
14. Caribbean	Antigua & Barbuda, Barbados, Bahamas, Cuba, Dominica, Dominican Republic, Haiti, Grenada, Guyana, Jamaica, St. Kitts & Nevis, St. Lucia, St. Vincent & the Grenadines, Suriname, Trinidad & Tobago, Virgin Islands
15. North America	Canada, United States

Representatives from the Indigenous People's Organizations

Representative Asia Pacific
Representative Africa
Representative Americas

* **NOTE:** The countries in the regions as well as the regions will be adjusted from time to time.



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ANNEX 2: ROLE AND TERMS OF REFERENCE (ToRs) OF THE COORDINATION COMMITTEE AND SUB-COMMITTEES

COORDINATION COMMITTEE

The Coordination Committee (CC) is the overall governing body of the GEF-NGO Network. Its purpose is to oversee the GEF-NGO Network and its activities. The RFPs from all regions and Indigenous People's representatives, together with the CFP, constitute the Coordination Committee.

The Coordination Committee meets twice a year in conjunction with the GEF Council meeting or when required; and conducts its meeting in an orderly manner according to accepted rules of procedure. The Central Focal Point (CFP) acts as the Coordinator of the Network and facilitates the meetings of the Coordination Committee.

Only the Coordination Committee may make decisions that can commit the whole GEF-NGO Network. Decisions taken by the Coordination Committee are binding on all members of the Coordination Committee, both present and absent.

Agendas for Coordination Committee meetings will be proposed by the CFP, at least three weeks in advance, by circulation. Final draft agendas and any relevant papers should be circulated two (2) weeks in advance of meetings. Additional agenda items may only be included in the formal agenda at the time of the meeting by consensus of the Coordination Committee.

A quorum is established when at least half of the Coordination Committee members are present.

In the event that the normal representative of the RFP is unable to attend, the designated alternate representative of the RFP may attend the meeting provided they notify in writing the CFP or Coordination Committee in advance.

Decision-making will be based on consensus during Coordination Committee meetings. On rare occasions when all attempts at consensus are unsuccessful, decisions can be made by the majority vote of the attending Coordination Committee members. With respect to decisions relating to governance of the Network, a two-thirds majority the Coordination Committee members in attendance is required. Dissenting votes may be recorded in the minutes if requested.

In-between Coordination Committee meetings, routine decisions may be made through a process of circulation of a proposed decision by the CFP to the Coordination Committee members with a specified deadline to respond (normally at least two [2] weeks). Non-reply by any Coordination Committee member within the timeframe means agreement to whatever decision is arrived at by those who sent replies. If more than two members raise significant concerns on the issue, it can be deferred to the next Coordination Committee meeting and automatically be part of the agenda. A summary of decisions made by circulation (together with the record of votes) will be provided to the next meeting of the Coordination Committee.



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SUB-COMMITTEES AND TASK FORCES

Sub-committees are established by the Coordination Committee to assist with its work or undertake work in-between meetings. The main sub-committees are as follows:

1. Governance, Membership and Elections Sub-Committee

Role:

- Oversee the development and administration of the membership of the Network
- Oversee and organize elections for RFPs and the CFP
- Maintain database for membership and expertise of the Network
- Monitor implementation of the Network guidelines and review proposals for modification
- Develop governance options to enhance links with other relevant NGO/civil society networks and groupings
- Periodically assess effectiveness and propose modifications to the governance of the network as required
- Review complaints, disputes, discipline issues raised by any CC member or by any Network member and recommend specific courses of action
- Develop and review financial procedures for the Network
- Other governance issues

Sub-committee Composition:

Up to seven (7) members drawn from the CC including at least one from each of the main regions – Asia Pacific/Africa-Europe/Americas and the Central Focal Point. Chaired by a CC member.

2. Outreach, Communication and Capacity Development Sub-Committee

Role:

- Develop and oversee implementation of awareness, communication and capacity building strategies and activities for the Network
- Oversee internal and external Network communication procedures and processes
- Coordinate and support implementation of work by the Network related to outreach and capacity building
- Develop and oversee maintenance of Network website and network information and communication materials and activities
- Support the building of relations with partners, donors and other supporters
- Assist in generating resources to implement outreach and capacity building strategies

Sub-Committee Composition:

Up to seven (7) members drawn from the CC and/or member organizations. Chaired by a CC member.



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3. Strategy and Planning Sub-Committee

Role:

- Coordinate the development of strategies and operation plans for the Network
- Coordinate preparation of annual workplans and budgets for the Network
- Oversee and support the implementation and updating of Network strategies and plans
- Undertake/facilitate monitoring and evaluation of activities of the Network
- Coordinate input to development of strategies and plans for engagement of civil society in GEF activities

Sub-Committee Composition:

Up to seven (7) members drawn from the CC and/or member organizations. Chaired by a CC member.

4. Technical Sub-Committee

Role:

- Coordinate the development of technical strategies for the Network
- Coordinate the review of GEF Council papers and input from the network to the GEF Council
- Review linkages between the Network and the GEF-related conventions (CBD, UNFCCC, UNCCD)
- Oversee the development of technical reports and products of the Network
- Coordinate the establishment and operation of necessary task forces to work on different technical issues

Sub-Committee Composition:

Up to seven (7) members drawn from the CC and/or member organizations. Chaired by a CC member.

5. Coordination Sub-Committee

Role:

- Oversee the Network activities in-between the formal Coordination Committee meetings
- Facilitate coordination between the work of the sub-committees and with the Coordination Committee
- Oversee preparations and follow-up of CC meetings
- Oversee preparations and input to GEF Council meetings
- Monitor and propose enhancement of relations with GEF Secretariat and Agencies
- Oversee fundraising, audit and financial management
- Support the work of the CFP



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Sub-Committee Composition:

CFP and chairs of the Governance, Membership and Elections Sub-Committee; Strategy and Planning Sub-Committee; Outreach, Communication and Capacity Building Sub-Committee and Technical Sub-Committee.

SECRETARIATS

The secretariats for the respective sub-committees will be provided by the organizations of the respective chairs.

MEETINGS

The sub-committees will meet quarterly – both back to back with the GEF Council and in the intersessional period. Intersessional meetings will normally be virtual. Regular activities will be undertaken through email and skype.

TASK FORCES

Task Forces (TFs) may be established from time to time to address key technical or operational issues. Task force members may be drawn from the RFPs, IPRs as well as other members of the Network or external experts. The task forces play a role developing specific activities to be undertaken by the Network and Network members, and generating strategic input to GEF programs and activities. Task forces will be monitored by the respective sub-committees. If required, Thematic Focal Points (TFPs) may be appointed for each of the GEF focal areas (biodiversity, climate change, international waters, land degradation and Persistent Organic Pollutants [POPs]). The TFPs will provide technical and professional guidance to the Coordination Committee on specific policy and programs of concern to the GEF, based on their area of expertise.

Members and Chairs of the Sub-Committees and Task Forces are appointed by the Coordination Committee for a specific term. The normal term for members of each sub-committee is two (2) years or (for members of the Coordination Committee) until the expiry of the term of the member on the Coordination Committee if it comes earlier. The term on the sub-committee may be renewed.

All activities of the sub-committees and task forces are coordinated by the CFP and the Coordination Sub-Committee.



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ANNEX 3: TERMS OF REFERENCE (ToRs) OF THE REGIONAL FOCAL POINTS (RFPS)

The Regional Focal Points (RFPs) are member organizations of the GEF-NGO Network which are elected by members in their respective region to coordinate and facilitate GEF-NGO Network activities in that region in consultation with the Central Focal Point (CFP). Each Regional Focal Point will appoint a senior representative to represent it at the GEF-NGO Network Coordination Committee.

Specific responsibilities of the RFP include:

1. Representing and promoting the GEF-NGO Network in their respective regions and working to implement the short-term plans and long-term strategies of the Network in their regions.
2. Providing within their region, in a timely fashion, information to accredited NGOs and other stakeholders concerned with the GEF, on all relevant and appropriate GEF-related activities, including GEF-NGO Consultations and GEF Council meetings.
3. Developing, collating and providing reports on regional activities and issues relevant to ongoing GEF processes and upcoming GEF activities, to the CFP, on an as needed basis, for archival purposes, for meetings, for preparation of Annual Reports by the CFP and for distribution to the Network and to the GEF Secretariat, where and when appropriate.
4. Communicating and coordinating regularly with membership in the respective regions, the Central Focal Point (CFP) and other Regional Focal Points (RFPs) to develop and produce relevant and timely input into GEF policy documents and processes, information dissemination concerning and affecting GEF-NGO objectives, operations, logistics and meetings.
5. Collecting, compiling and providing brief reports in consultation with accredited organizations in the relevant regions, as needed and requested by the CFP, on regional concerns relevant to the upcoming GEF meeting for distribution to Consultation participants.
6. If funds are available, coordinating the nomination and selection of additional regional participants in GEF activities and meetings, in coordination with the CFP.
7. Participating actively in the GEF-NGO Consultation Meetings prior to each Council Meeting as well as the Council Sessions.
8. Providing appropriate and timely input to reporting of these events.



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9. Reporting back to the members in the respective region on GEF Council Meetings through the distribution of the NGO report on the meetings.
10. Facilitating the participation of NGOs in the region in the processes of the GEF, through information and analysis and sharing of experiences and of lessons learned, encouraging and assisting NGOs in the process of accreditation to the GEF.
11. Supporting the NGOs in the region in planning and implementing regional and national outreach activities for awareness raising and promotion of GEF-related activities.
12. Developing, updating and maintaining a comprehensive list of, and appropriate information on, relevant individuals, organizations, NGOs, institutions and government entities, (including GEF-NGO Network members, government focal points and representatives from Implementing Agencies) within their region to coordinate and cooperate with for successful implementation of GEF activities and projects.

In executing their duties and responsibilities, the RFPs will ensure that they conduct themselves, in all respects, in their leadership positions according to the GEF-NGO Network Code of Conduct.

Term of Office and Replacement of RFP

The initial term of office for the RFP is four (4) years, and it may be re-elected for not more than one additional term. In cases where an RFP has been in position for two consecutive terms, the next RFP should preferably be from a different country in the region.

If an RFP fails to undertake a reasonable number of appropriate and relevant activities after being elected, or fails to perform according to standards of performance and conduct adhering to guidelines set by the Coordination Committee (i.e. attending necessary CC or GEF Council meetings, initiating and coordinating activities in its respective region, providing reports on activities, representing the GEF-NGO Network appropriately), the RFP will be asked to formally explain what steps it is taking to rectify the situation within a reasonable time frame. If it is unable to meet the necessary requirements as RFP, then the situation will be reviewed by the Coordination Committee who will make a decision on the need to call new elections in the region concerned.

If the designated individual representative of the RFP does not undertake their duties in an appropriate manner, the Coordination Committee may request the RFP to rectify the situation or appoint another representative within an appropriate time frame.

If an RFP is unable to complete its full term, the RFP must immediately inform the CFP who, with the cooperation of the Coordination Committee, will organize and facilitate the process of electing a new RFP in the region.



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In case the nominated representative of the RFP resigns from the organization, the RFP will propose another senior representative with equivalent experience and skills to undertake this role, only after informing and consulting with the CFP.

Transitional Arrangements

RFPs leaving their positions will prepare a set of documents to guide the new RFP. The RFP will work with and share their acquired knowledge and experiences with the new incoming RFP and do all they can to assist the smooth transition from one to the other. The RFP will normally serve from the time of their election for four years and their term will end once a new RFP is elected. If for some reason the election is delayed, the Coordination Committee will make a decision on the status of the RFP.



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ANNEX 4: TERMS OF REFERENCE (ToRs) OF THE CENTRAL FOCAL POINT (CFP)

The Central Focal Point will coordinate, facilitate and support activities of the GEF-NGO Network in accordance with the decisions of the Coordination Committee.

Specific responsibilities include:

1. Facilitating the work of the GEF-NGO Network and implementing the decisions of the Coordination Committee.
2. Liaising, communicating and coordinating with the GEF Secretariat on a regular basis on matters of concern to the Network and the Regional Focal Points (RFPs). The CFP will operate to ensure the smooth flow of information to all appropriate and interested parties on GEF processes, policies, programs and projects. Additionally, the CFP must ensure timely distribution of all relevant documents and information to all Coordination Committee members, sub-committees, RFPs, the GEF family and members of the Network to facilitate the decision-making responsibilities of the Coordination Committee, GEF-NGO consultations and other activities related to GEF operations.
3. Liaising and coordinating with RFPs on issues related to the smooth functioning of the Network, including the dissemination of information and analysis, the collection of input from regions.
4. Assisting, facilitating and focusing the collective thinking of the Coordination Committee towards developing input into GEF policy documents, and participation in meetings, logistics and agenda development of the GEF-NGO Consultation and other activities and meetings related to the GEF.
5. In consultation with the Coordination Committee, coordinating the development of the agendas for the NGO Preparatory and the Consultation meetings, and the NGO participation at the Council meeting including support for participation of additional member NGOs (in line with any criteria adopted by the Coordination Committee).
6. Coordinating, generating and producing, with RFPs, analyses of GEF policies, case studies of projects and programs, and other information tools to influence the GEF and to increase NGO and civil society participation in GEF operations.
7. Coordinating the reporting from all GEF NGO Network meetings (Consultation and Council), together with all participating RFPs, to ensure the reports are disseminated to the regions and the GEF Secretariat. This will also include the recording of the minutes of the Coordination Committee's meetings. All the mentioned reports should be circulated no later than one month after every Council meeting.



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8. Administering, in an accountable and transparent way, funds and other resources of the Network including the travel grant for participation in GEF meetings with funds provided by the GEF Secretariat for that purpose. This responsibility includes the coordination of logistics of travel, lodging and expense accounts for RFPs and other participants in meetings and functions related to GEF operations.
9. Seeking funds for the effective and efficient functioning of the Network from all sources; increasing the quality of participation of NGOs and civil society in the work of the GEF. These tasks should be carried out in close collaboration with the Coordination Committee.
10. Supporting RFPs in planning and implementing regional and national outreach activities for awareness raising and involvement of NGOs and National GEF Focal Points as appropriate.
11. Providing a six-monthly financial and activity report to all RFPs and the GEF Secretariat. All RFPs are expected to assist as and when requested by the CFP.
12. Preparing and distributing by 30th April of each year the Annual Report detailing all activities of the GEF-NGO Network for the previous year. All RFPs are expected to assist in this exercise as and when requested by the CFP.

In executing these responsibilities, the CFP will ensure that at all times activities are conducted in line with the GEF-NGO Network Code of Conduct.

In no circumstances should the CFP directly use its position to raise funds for itself or any other organization other than the GEF-NGO Network. Doing so would violate the GEF-NGO Network Code of Conduct.

The term of office for the CFP is four (4) years from the time of election, and it may be re-elected once. The CFP should appoint an individual representative who will be responsible for providing the services of the CFP who may be assisted as appropriate by other staff of the organization. The Coordination Committee encourages a system of rotation of the CFP position to all regions covered by the Network to ensure equity and participation.

In case of sudden resignation or removal of the CFP, temporary arrangements will be made to undertake the tasks of the CFP, while the necessary arrangements are made for the election of the next CFP.



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ANNEX 5: ELECTION PROCEDURES

The procedures for the election of the Regional Focal Points (RFPs) and the Central Focal Point (CFP) are as follows:

Regional Focal Point (RFP) Elections

Among all accredited NGOs in a region, one is elected as Regional Focal Point (RFP). The NGO nominates a senior individual to take the day-to-day responsibility of carrying out the duties assumed as RFP described in Annex 3. Only a GEF-accredited organization may nominate itself and participate in the election within each region.

The process of elections is conducted by an elections task force established by the GEF-NGO Network Governance, Membership and Elections Sub-Committee and overseen by the GEF-NGO Network Coordination Committee.

A notice of the election and request for nominations should be sent to all accredited NGOs in the region at least two months before an election takes place. The deadline for submissions of nominations to the CFP/GEF-NGO Network Governance, Membership and Elections Sub-Committee is set at least three (3) weeks prior to the election.

To be nominated as an RFP, the accredited NGO should have the institutional capacity and commitment to accept and execute the duties and responsibilities of this position. A candidate organization should submit a formal document describing the experience of their organization and experience related to GEF, including a detailed work plan on how the candidate organization intends to meet the responsibilities of an RFP, given the regional situation and priorities. Additionally, the document should include both the name and qualifications of the designated person proposed to represent the RFP at the Coordination Committee and oversee the implementation of the RFP's responsibilities. This person should be fluent in written and spoken English and be familiar with the GEF-related matters. The organization should also submit a commitment by the organization to provide the necessary support and resources to carry out all duties of the RFP.

The documentation and work plan will be verified by the Governance, Membership and Elections Sub-Committee and those candidates meeting the basic requirements will be eligible for election. The documentation will be distributed to accredited NGOs in the respective region and to the Coordination Committee no less than fourteen (14) days prior to the regional election.

The election period will last for twenty-one (21) days. Only one vote per accredited NGO will be considered. When casting a vote, the GEF-accredited NGO should specify who is voting within the organization, and for whom the NGO is voting. Votes will be sent electronically to the members of the Governance, Membership and Elections Sub-Committee as specified in the standard notice of election. The candidate NGO is also allowed to vote.



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A reminder shall be sent by the Elections, Membership and Governance Sub-Committee to all accredited NGOs in the region 10 days prior to the deadline for nominations and final voting.

The Governance, Membership and Elections Sub-Committee will receive and count all votes received from the accredited NGOs in the region. The organization that has received most votes after the 21-day period is declared elected to serve as RFP for a four-year period (48 months) starting from the date of election. The Governance, Membership and Elections Sub-Committee will notify the results to the candidate organization, as well as to the accredited NGOs in the region as well as the members of the Coordination Committee. Elected RFPs are eligible for one re-election, provided that they have satisfactorily met their basic obligations during their first election period.

In the case of an election dispute, or complaints from an accredited member in that region where the election has taken place or a Coordination Committee member, the Governance, Membership and Elections Sub-Committee will review and adjudicate the dispute. Complaints or requests for a review of the election will be considered by the Governance, Membership and Elections Sub-Committee only if such complaints or requests for review are received within fourteen (14) days of circulating the notification with the results of the election. The Governance, Membership and Elections Sub-Committee will make a decision on any complaints within fourteen (14) days of receiving this complaint. If the dispute or complaint remains unresolved after this decision, the case will be referred to the GEF-NGO Network Coordination Committee. The Coordination Committee's decision will be final. This decision should be issued in accordance with the TORs and procedures of the Coordination Committee.

Should the designated representative of the RFP leave the RFP organization that nominated him/her, the RFP will notify the Coordination Committee through the CFP.

In cases where the elected RFP organization designates a new person to assume the responsibilities of an RFP within that organization, the name, Curriculum Vitae and contact information should be sent by the head of the RFP organization to the Governance, Membership and Elections Sub-Committee through the CFP. The Governance, Membership and Elections Sub-Committee will confirm that the new representative meets the necessary requirements to undertake the work and request, through the CFP, the RFP to circulate this information to the accredited NGOs in that region.

If the elected organization unable to continue performing its responsibilities as RFP, it should notify the Coordination Committee through the CFP. The Coordination Committee will declare the position vacant and organize elections for the region.

Notwithstanding the option for re-election of RFPs, the rotation of the role of RFPs among eligible organizations in the respective region is encouraged. If the RFP is elected from the same country for two terms the next RFP should preferably be selected from another country in the region.



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If prior to these guidelines, an organization was invited/nominated as an RFP and has served for a full four-year term they are only eligible to stand for one subsequent election after the period served by appointment. Existing organizations who have been elected as RFPs once prior to these guidelines are eligible to stand for re-election. Those organizations who have been appointed for one term as RFP and have been elected for a second term are not eligible for re-election.

Elections for the Central Focal Point (CFP)

The CFP is elected from among the organizations serving as RFPs or other members of the Coordination Committee every four years. An elected CFP is eligible for one re-election, provided that the CFP has satisfactorily met its basic obligations during its first election period.

The process of elections is conducted by the GEF-NGO Governance, Membership and Elections Sub-Committee (same rules as for the RFP election) and overseen by the GEF-NGO Network Coordination Committee.

At least three months prior to the completion of the term of office of the CFP, a formal notification for the election of CFP should be distributed to all RFPs and other members of the Coordination Committee to invite them to consider nominating their organizations as candidates for this position.

The RFP organization may present, in a formal document, its interest to act as CFP to GEF-NGO Governance, Membership and Elections Sub-Committee and submit a document describing the capability of the organization to undertake the work. This should include the ability for smooth and effective coordination and communication, as well as administration of resources as required, together with the name and qualifications of the designated person proposed as a candidate to lead the role of the CFP position. The organization should make a commitment to provide the necessary support and resources to carry out all duties of the CFP.

The GEF-NGO Governance, Membership and Elections Sub-Committee will assess the nominations for the position of CFP and confirm that they meet the requirements. The documentation of the eligible candidates will then be circulated to the members of the Coordination Committee at least two (2) weeks before the election.

The election of the CFP will take place during the Coordination Committee's regular meeting or by electronic communication, if the term of the CFP is ending prior to this meeting to avoid any gaps. If by circulation, the election process is set to last twenty-one (21) days. If the voting takes place during the Coordination Committee meeting -- those members who are unable to attend may appoint proxies to vote on their behalf. The election will be based on the votes by the members of the Coordination Committee. One vote per Coordination Committee member will be considered. When casting a vote, the Coordination Committee member should specify who is voting within the organization and for whom the Coordination Committee member is voting. The candidate that receives the majority of votes from the members of the Coordination Committee provided that this comprises more than fifty percent (50%) of the votes cast will be selected and



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confirmed to act as CFP for a four-year (48 months) period from the time of election. In the case that none of the candidates received more than fifty percent (50%) of the votes cast, a second round will be organized which will include RFPs with the most votes.

In the case of an election dispute, the Coordination Committee will review and adjudicate the dispute, reaching a final decision based on the majority view of all RFPs.

The elected CFP will continue to maintain its responsibility as an RFP until the end of their elected period for its region. Once this period is reached, elections for a new RFP position will be called for that region.

If the CFP is unable to continue with its role, it should provide notice of three (3) months to the Coordination Committee. Elections for a new CFP will be held during this notice period.

If a CFP fails to undertake the appropriate and relevant activities after being elected, or fails to perform according to standards of performance, Terms of Reference and Code of Conduct set in these Guidelines, the CFP may be asked to improve the situation within a maximum of three months. If the CFP does not comply, the CFP may be asked to step down or may be removed from this position by a majority decision of the CC. Elections for a new CFP will be instituted.

If the nominated lead representative of the CFP leaves the organization or is unable to continue with their work, the CFP may propose an alternative candidate with similar capability, subject to agreement by a majority of the members of the CC. In case such agreement is not obtained, elections for a new CFP will be initiated.



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ANNEX 6: CODE OF CONDUCT OF GEF-NGO NETWORK AND KEY TASKS OF MEMBERS

1.0 CODE OF CONDUCT

This Code of Conduct ('Code') of the GEF-NGO Network applies to:-

- (a) Central Focal Point (CFP) or its representatives**
- (b) Regional Focal Points (RFPs) or their representatives**
- (c) Other members of the Coordination Committee**
- (d) Other representatives or officials of the Network**

All the above groups shall comply with the spirit and letter of this Code of Conduct. The Coordination Committee of the GEF-NGO Network shall oversee compliance of the Code of Conduct.

The RFPs, CFPs, other members of the Coordination Committee and other representatives or officials of the Network shall:

- 1.1 Work in line with the Vision and Strategy of the GEF NGO Network to ensure compliance with the common objectives of the GEF and the GEF-NGO Network constituency.
- 1.2 Maintain the integrity of the GEF-NGO Network by ensuring that there is neither conflict of interest nor personal gain.
- 1.3 Participate in the election of the Central Focal Point through the processes outlined in the GEF NGO Guidelines.
- 1.4 The members of the Coordination Committee of the GEF-NGO Network shall:
 - (i) Demonstrate leadership, integrity and good judgments based on fairness, accountability, responsibility and transparency.
 - (ii) Perform their duties prudently and participate in the Coordination Committee deliberations with relevant facts, in good faith and in the best interest of the Network.
 - (iii) Establish relationships with fellow RFPs and the CFP within the framework of solidarity, mutual respect and trust.
 - (iv) Perform their network functions with sensitivity and tact and keep strictly confidential all information designated as confidential.
 - (v) Strive to have and maintain professional and respectful relations with other RFPs and the CFP, GEF Secretariat and Council members.
 - (vi) Not use his or her position and/or the Network's resources for either personal or political gain.
 - (vii) Maintain the highest standards of transparency and accountability.



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- 1.5 When issuing reports or public statements or when giving interviews to the media, take all reasonable steps to ensure that the information is accurate.
- 1.6 Avoid engaging in any activities which will lead to a conflict between the Network and its (in the case of an organization) or his or her (in the case of an individual) interests.
- 1.7 Refrain from accepting an inappropriate financial interest in any Network transaction, whether by way of compensation, commission, gifts or otherwise.
- 1.8 Desist from abusing their position or role in the Network or act in an inappropriate manner or in a way which may bring the organization into disrepute.
- 1.9. Abstain from making any claim for expenses or payment that is not supported by documented costs or work undertaken.

2.0 KEY TASKS FOR GEF-NGO NETWORK MEMBERS

Member organizations of the GEF-NGO Network are:

- 2.1 Entitled to participate in determining the strategic direction and work program of the GEF-NGO Network. Develop, participate in and support appropriate activities in the best interests of the GEF-NGO Network.
- 2.2 Encouraged to communicate on a regular basis with registered members of the Network to share intellectual and technical information and updates on the business of the GEF and the GEF-NGO Network.
- 2.3 Encouraged to share, where appropriate, their experiences in involvement with GEF-related activities and promote the Network with other members of the Network.
- 2.4 Eligible to vote for Regional Focal Points (RFPs) to represent them in the GEF-NGO Network Coordination Committee and function as the coordinator for regional activities.
- 2.5 Entitled to raise any issues or concerns related to the Network to their respective RFP or the CFP.
- 2.6 Not able to make any claims to represent the Network unless specifically authorized to do so by the Coordination Committee or the CFP.



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3.0 NON-COMPLIANCE

If any organization or individual violates the GEF-NGO Network Code of Conduct, it/he/she shall be liable for disciplinary action by the Coordination Committee of the GEF-NGO Network. Actions may include warnings, disciplinary actions and termination. The decisions of the Coordination Committee shall be final and binding.



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ANNEX 7: GEF-NGO NETWORK COMPLAINTS PROCEDURE

Any member of the GEF-NGO Network that has a complaint about any aspect of the working of the GEF-NGO Network should send that complaint in writing (stating clearly that it is a formal complaint) in the first instance to the respective Regional Focal Point with a copy to the Central Focal Point (CFP). The complaint must be responded to by the RFP within six weeks. Any member who has not received a satisfactory response after six weeks may raise the issue in writing to the Central Focal Point with a copy to the respective RFP.

Complaints received by the CFP will, if appropriate, be addressed directly by the CFP and/or RFP. Any serious complaint may be referred by the CFP to the Governance, Membership and Elections Sub-Committee for review and action.

Any complaint received by the CFP will be acknowledged in writing within three (3) weeks of receipt by the CFP with information as to who will be addressing the issue raised. The complaint will be addressed in writing within a maximum of three (3) months.

Any complainant who feels that the CFP has not adequately responded to its complaint may appeal directly to the Coordination Committee by sending a written complaint to the Chair of the Governance, Membership and Elections Sub-Committee (detailing the previous complaints made and responses received) with a copy to the Central Focal Point. This matter will be placed on the agenda of the next Coordination Committee meeting provided that the complaint is received one month prior to the meeting. Decisions of the Coordination Committee will be final.

At the regular meetings of the Coordination Committee, the CFP and RFPs will report on all complaints received (if any) and the actions taken to address them.

If required, the Network may in future consider the appointment of an independent arbitrator to facilitate settlement of disputes which cannot be settled internally.

The Network will inform the GEF Secretariat and Agencies of this procedure. It proposes that if any GEF-related agency receive a communication from any member of the Network expressing a desire to complain about the Network functioning – that they forward the matter to the Central Focal Point or write to that person/organization with a copy to the Network CFP and respective RFP informing the member of the Network on the above procedure.