
Revised Rules and Procedures for the Operation and Management of the GEF-NGO Network

(Adopted 26th June 2010, version 1.1)

Table of Contents

<u>Section</u>	<u>Page Number</u>
Table of Contents	ii
1. Introduction	1
1.1 <i>Nature of the GEF-NGO Network</i>	1
1.2 <i>Vision, Mission, and Objectives</i> :.....	1
2. Membership and Structure of the GEF-NGO Network	2
2.1 <i>Membership of the Network</i>	2
2.2 <i>Governance Structure</i>	2
3. Elections	4
4. Representation	4
5. Performance and Code of Conduct	5
6. Financial Management and Procedures	5
7. Communication Procedures	5
8. Changing the Rules	6
9. Complaints, Disciplinary Actions and Termination of Officers and Members	6
10. Reporting and Evaluation	7
ANNEX 1: GEF-NGO Network Regions	8
ANNEX 2 : Role and Terms of Reference (ToR) of the Coordination Committee, Sub-committees, and Task Forces	9
<i>Coordination Committee</i>	9
<i>Sub-Committees</i>	10
<i>Task Forces</i>	12
ANNEX 3: Terms of Reference (ToR) of the Regional Focal Points (RFPs) ...	13
<i>Specific responsibilities of the RFP include:</i>	13
<i>Term of office and replacement of RFP</i>	14
<i>Transitional Arrangements</i>	14
ANNEX 4: Terms of Reference (ToR) of the Central Focal Point (CFP)	16
<i>Specific responsibilities include:</i>	16
ANNEX 5: Election Procedures	18
<i>Regional Focal Point (RFP) Elections</i>	18
ANNEX 6 : Code of Conduct of GEF-NGO Network and Key Tasks of Members	24
1.0 <i>Code of Conduct</i>	24
2.0 <i>Key Tasks for GEF-NGO Network members</i>	25
3.0 <i>Non-Compliance</i>	25

ANNEX 7: GEF-NGO Network Complaints Procedure	26
ANNEX 8: Fund Management Procedures.....	27
ANNEX 9: Membership Criteria and Procedure	31
1. <i>Criteria for Membership Selection.....</i>	<i>31</i>
2. <i>Benefits of membership.....</i>	<i>31</i>
3. <i>Obligations of membership.....</i>	<i>32</i>
4. <i>Procedure for application.....</i>	<i>32</i>
5. <i>Procedure for screening and acceptance of membership</i>	<i>32</i>
6. <i>Management of membership Information.....</i>	<i>33</i>
7. <i>Updating of Contact Details.....</i>	<i>33</i>
8. <i>Membership term and Renewal or withdrawal of membership.....</i>	<i>33</i>
9. <i>Modification of membership procedures.....</i>	<i>34</i>

1. Introduction

1.1 Nature of the GEF-NGO Network

The Non-Governmental Organization (NGO) Network of the Global Environment Facility (GEF), known as the GEF-NGO Network, was established in May 1995. It was the result of a GEF Council decision to strengthen 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 member organizations comprising organizations accredited by GEF between 1995-March 2010 and which have updated their information with the GEF Secretariat as at March 2010 as well as new members admitted directly by the Network after March 2010 whose work in the 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. The work of the Network is coordinated by an elected Central Focal Point (CFP).

These Rules and Procedures for Operation and Management of the GEF-NGO Network (hereinafter referred to as the Rules) apply to all current and future 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 26th June 2010. This version (1.1) incorporates minor clarifications approved by the Coordination Committee to the version (1.0) adopted on 19th May 2010.

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

Objective 2: To strengthen GEF Program implementation through an enhanced partnership with civil society.

Objective 3: To maintain and enhance the capacity of the GEF-NGO Network

2. Membership and Structure of the GEF-NGO Network

2.1 Membership of the Network

In line with the decision of the GEF Council in November 2008, the accreditation system for Civil Society organizations operated by the GEF Secretariat is replaced by a membership system operated by the Network. The membership admission/accreditation process and maintenance of the membership database is thus the responsibility of the Network. Organisations which are admitted as members of the Network will be eligible to attend GEF Consultations and Assembly meetings in a similar manner to formerly accredited organizations.

Detailed criteria and procedures for membership of the Network are described in Annex 9.

The main criteria for membership selection include:

- The organization must be a non-profit organization;
- The organization shall be registered or recognised in its country of origin,
- The organization must have a proven track record of addressing environmental management issues relevant to one or more focal areas of the GEF for three or more years.
- Willingness and ability to contribute to the work of the 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;
- Be notified from time-to-time of funding and capacity building opportunities as well as upcoming GEF meetings and events;
- Have the opportunity to contribute to the policy making of GEF and raise any concerns on GEF processes or implementation
- Be able to participate in GEF NGO Consultation meetings and GEF Assembly Meetings
- Be eligible for consideration to attend GEF Council meetings as observers.

Members of the GEF-NGO Network must meet certain obligations including:

- Contribute to the development and implementation of GEF policies and programmes
- Share their expertise and experience with other members of the Network and the GEF family.
- Participate as appropriate in activities organized by the Network
- Maintain their non-profit status and a level of activity and involvement in activities related to the GEF focal areas.

2.2 Governance Structure

2.2.1 Network Coordination Committee (CC)

The GEF-NGO Network is overseen by a Coordination Committee made up of up to fifteen (15) Regional Focal Points (RFP) 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 (Focal points) from the Indigenous Peoples 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 is 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. Management Sub-Committee**
- 2. Governance Sub-Committee**
- 3. Outreach Sub-Committee**
- 4. Strategy Sub-Committee**
- 5. Technical Sub Committee**

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

2.2.3 Regional Focal Points

The members of the Network in each region elect a member NGO to act as a representative, 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 another alternative representative in case the main representative is unable to attend a given meeting. The terms of reference and role of the RFP are given 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 Peoples Focal Points

Three Focal Points (IPFP) representing indigenous people's organizations are appointed or elected¹ by Indigenous peoples' 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 members in the Network, the CC may designate 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 nominated by the RFP in their respective regions, and designated by the Coordinating Committee. Their proposed role is not as a formal representative of the Network but a contact point to facilitate communication between the RFP/IPFP and the members in the countries concerned. Depending on experience this role may be reviewed over time.

¹Detailed procedures for appointment/election of Indigenous Peoples Focal Points will be adopted by the Network before the end of 2010.

3. Elections

The Regional Focal Points are elected by the Network members in the respective regions whilst the election/appointment of Indigenous Peoples Focal Points are by indigenous peoples organizations in the respective regions. The Central Focal Point is elected by the members of the Coordination Committee. Elections are all carried out in an open and transparent manner by an Election Task Force established by the Governance Sub-Committee and overseen by the Coordination Committee.

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

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 a case 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 Network may participate in the same global conferences or meetings, working groups, etc. However, if the Network is asked to be represented in an official capacity at such a meeting, this representation will be confirmed by the CFP through consultation as appropriate with the Coordination Committee. Representatives should be selected with a view to the relevance of their particular areas of knowledge and region in relation to the purpose and focus of the conference or meeting the network is invited to attend.

5. Performance and Code of Conduct

Member organizations, Regional Focal Points, Indigenous Peoples' Focal Points, the Central Focal Point, members of the Coordination Committee, Sub-committees and task forces and any 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 member of the Network or accepting the position as an elected RFP, IPFP 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.

6. 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. Procedures for Financial management are described in **Annex 8**.

Decisions on procedures for management of financial resources as well as overall budget setting will be taken by the Coordinating 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 either the organization elected as the Central Focal point or any one of the elected Regional Focal Points provided that they have sufficient proven experience in financial management and accountability.

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. Consolidated reports of specific expenditure made on behalf of the Network should be prepared by the CFP in coordination with any other Network organizations responsible to manage 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. Responsibilities for the detailed accounting of grants received by the Network will depend on the respective agreements.

7. 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 web site of the Network (www.gefngo.org). 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, ready for distribution or consultation. Where consultation with the member organizations is required, draft documents may 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.

8. Changing the Rules

The Rules may be reviewed on a formal basis every 2 years (involving appropriate consultation with the membership) or updated or revised as appropriate, when agreed by the Coordination Committee.

The Coordination Committee may from time to time consider a review or clarification of specific provisions of the Rules to enhance clarity or improve governance. Any requests for clarification of the Rules may 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 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 Coordinating Committee.

After any approval of changes to the Guidelines by the Coordination Committee, all 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 web site.

9. 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 actions.

A complaint against a member or officer in relation to a breach of the rules of conduct must be presented in writing for review through an open and deliberative process and procedure by the Governance Sub-Committee,. In 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 being implemented.

Any member of the GEF-NGO Network that has a complaint about any aspect of the working of the GEF-NGO Network should follow the Complaints procedure described in Annex 7.

10. Reporting and Evaluation

The CFP will be responsible to produce an Annual Report on the activities undertaken by the Network in the previous calendar year. This should be completed within 4 months after the end of the reporting year and made available and presented at the time of the next GEF Council meeting. A report on the Network accounts should also be prepared and made available by four months after the end of the previous Fiscal year.

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

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

ANNEX 1: GEF-NGO Network Regions

Africa	Countries*
1. Western and Central 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, Viet Nam,
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. Eastern Europe 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.

ANNEX 2: Role and Terms of Reference (ToR) of the Coordination Committee, Sub-committees, and Task Forces

Coordination Committee

The Coordination Committee (CC) is the overall governing body of the GEF-NGO Network. The purpose of this body is to oversee the GEF-NGO Network and its activities. The RFPs from all regions and Indigenous People's Focal Point, 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 Coordinating 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 case 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.

The method for decision making will be based on consensus during Coordination Committee meetings. On rare occasions when all attempts at consensus have not been successful – decisions can be made by majority voting of the attending Coordination Committee members. In case of decisions relating to governance of the Network – a two thirds majority of attending Coordination Committee members 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 Coordinating Committee members with a specified deadline to respond (normally at least two (2) weeks). A positive support by a majority of CC members is needed for approval by circulation. Non-reply by any Coordination Committee member within the timeframe means agreement to whatever decision is arrived at by those that have sent replies. If more than two members raise significant concerns on the issue, it may 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 Coordinating Committee.

ANNEX 2 : Role and ToR of the Coordination Committee and Sub-committees

Sub-Committees

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. Governance 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 preferably 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 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 web site 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.

3. Strategy Sub Committee**Role:**

- Coordinate the development of strategies and operation plans for the Network.

ANNEX 2 : Role and ToR of the Coordination Committee and Sub-committees

- 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. Management Sub-Committee**Role:**

- Oversee the Network activities 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.

Sub-committee Composition:

CFP and chairs of the Governance Sub-committee; Strategy Sub-committee; Outreach Sub-committee and Technical Sub-committee.

Secretariats

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

ANNEX 2 : Role and ToR of the Coordination Committee and Sub-committees

Meetings

The Sub- committees will preferably 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 (TF) may be established from time to time to address key technical or operational issues. Task Force members may be drawn from the RFPs, IPFPs 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.

Members and Chairs of the Sub-Committees and Task Forces are appointed by the Coordination Committee for a specific term. The normal term of 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 with the CFP and the Management Sub-committee. The Sub-committees and Task Forces report to the Coordination Committee.

ANNEX 3: Terms of Reference (ToR) 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 Coordinating 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 member 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.
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 one additional time. In the case of a RFP having been in its position for two consecutive terms, encouragement is to be given to member organizations from other countries in the region to stand in the elections. However the decision of the election of the next RFP will be left to the member organizations in the relevant 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) or breaches the code of conduct, 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 declare the position vacant and 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, failing which election for a new RFP can be initiated.

If a 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.

In case the nominated representative of the RFP resigns from the organization or is unable to continue with their work, the RFP will notify the Coordination Committee through the CFP and may propose another senior representative with equivalent experience and skills to undertake this role, subject to agreement by the CFP and a majority of the members of the CC. In case such agreement is not obtained, elections for a new RFP will be initiated.

If the elected organization is not able 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 this the region.

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 could not be completed in the allotted period and has been postponed or reorganized, the CC will make a decision on the status of the RFP.

ANNEX 4: Terms of Reference (ToR) 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 a 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 the 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.
8. Administering, in an accountable and transparent way, funds and other resources of the Network including any 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 coordination 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 an 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, an interim CFP may be appointed to undertake the tasks of the CFP, while the necessary arrangements are made for the election of the next CFP.

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 member organizations in a region, one is elected as Regional Focal Point (RFP). The NGO nominates a senior representative to take on the regular responsibility of carrying out the duties assumed as RFP described in Annex 3. Only an active member organization may nominate itself and participate in the election within each region. To be nominated as an RFP, the member NGO should have the institutional capacity and commitment to accept and execute the duties and responsibilities of this position.

The process of elections is conducted by an Elections Task Force established by the GEF-NGO Network Governance Sub-Committee and overseen by the GEF-NGO Network Coordination Committee.

Timing of call for elections

The election will take place in the time period of approximately six months between successive GEF council meetings so as to enable the newly-elected RFP to attend the next Council meeting. The elections process will start immediately after the last council meeting that is attended by the outgoing RFP or other such date as may be determined by the Coordination Committee. Three months before the elections, the Network should start to contact members in the respective region to update the contact information of the member organizations,

Call for Elections

- a.) The call for Elections will be undertaken by the Central Focal Point (CFP) who would send out an email to the designated contact points of the member organisations in the region concerned, announcing the elections for the Regional Focal Point, This notice should include information on the composition and the role the Election Task Force that would facilitate the elections process. This announcement should be placed on the website of the Network.

The Elections Task Force

- a.) The Elections Task Force would be appointed by decision of the Coordination Committee based on a recommendation of the Governance Sub-committee prior to the start of the election process.
- b.) The Elections Task Force would comprise of 3-5 members who have no active involvement in the region(s) concerned.
- c.) The Elections Task Force would comprise a majority drawn from the members of the Governance sub-committee and a minority of those from outside of the Sub-committee, but are familiar with the election procedures.
- d.) The Task Force would not include the Central Focal Point.
- e.) The composition of the Task Force should not be changed during the election period except due to the incapacity or non availability of one of the members.

Nomination of candidates

- a.) The Chair of the Task Force shall send out a 'Call for Nominations' no more than 2 weeks after the Call for Elections. The package would include a request for nominations, a Nomination Form, a copy of the Election procedures and the Terms of Reference for the Regional Focal Point of the GEF NGO Network. This announcement should be placed on the website of the Network
- b.) A period of up to one month may be provided for nominations. In case of low response the nomination period may be extended in consultation with the Governance Subcommittee.
- c.) A reminder to submit nominations should be sent out by the Elections Task Force to all the member organizations at least one week before the deadline to submit nominations.
- d.) Organizations wishing to nominate themselves as RFP should submit the following documents:
 - (i) Completed Nomination Form and confirmation of agreement to follow election rules and guidance/decisions of the election Task Force, Governance Subcommittee and Coordinating Committee.
 - (ii) A letter signed by the Chairman/President or member of the Board of Governors (or equivalent) of the organization confirming the organisation's commitment to undertake the tasks the RFP if elected.
 - (iii) A document describing the experience of the organization and its experience related to GEF and the focal areas of GEF.
 - (iv) A work plan on how the candidate organization intends to meet the responsibilities of an RFP
 - (v) The name and qualifications of the designated person proposed to represent the RFP at the Coordinating Committee and oversee the implementation of the RFP's responsibilities.
 - (vi) Certification of non-profit status, annual report and accounts for the most recent year
 - (vii) A list of members of the board/management committee and name and contact details of the Chair of board and most senior staff member.

The RFP is a very important position in the Network with significant responsibilities and so the eligibility for an organization to be a candidate shall be verified where possible, in consultation with the national GEF focal point or other agency, on the basis of the following :

Requirements:

Organisation

- Submission of required documents
- Non-profit status
- Period of operations of at least 3 years
- Executive staff and experience in program/project implementation,
- Sound financial and accounting systems.
- Proven track record on environment management issues

Representative

- Senior person with experience of management and policy issues
- Fluent in written and spoken English (considering the requirements of GEF).
- Familiar with the GEF-related matters

ANNEX 5: Election Procedures

The Task Force shall remind the contesting candidate only once to submit any incomplete or incorrect information. If the candidate organisation fails to submit the required information they would be considered ineligible,

The Election Task Force on receiving all the documents listed above shall include them in the package of materials to be circulated to the eligible voters in the region to help them select the appropriate candidate.

Eligibility of existing RFPs to stand for election

- (i) Elected RFPs are eligible for one re-election, provided that they have satisfactorily met their basic obligations during their first election period.
- (ii) Organisations which have served two consecutive terms as RFP will not be eligible for re-election.
- (iii) Notwithstanding the option for re-election of RFPs, the rotation of the position of RFPs among eligible organizations in the respective region is encouraged.
- (iv) If prior to April 2008 (date of adoption of initial guidelines) an organization was invited/nominated as an RFP and has served for a full four year term it is 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 which have been appointed for one term as RFP and have been elected for a second term are not eligible for reelection.

e) Screening of candidates

The Elections Task Force should review and verify the documents. A period of up to two weeks is provided for the Elections Task Force to screen candidates based on the documents provided and to confirm that candidates meet eligibility criteria. Consultation may be made as necessary with appropriate sources to verify the credentials of the candidate organizations. Any organizations found to have submitted false or misleading information may be barred from the election and subject to disciplinary action. The Elections Task Force will confirm the list of eligible candidates. In the case of only one eligible candidate for the election, they may be declared the winner without a voting session.

1. Elections

- a) The Elections Task Force shall send out a 'Call for Voting' including the documentation of the eligible candidates and the Voting forms/slips to the accredited organizations of the region at least 21 days before the end of the election period
- b) The election period would last for 21 days, during which the voting organizations would submit their votes electronically to the designated email(s) on the specified Voting forms/slips sent to them. If for some reason the designated email becomes inoperable during the voting period the Elections Task Force shall immediately inform eligible voters of an alternate email address.
- c) The Elections Task Force shall send a reminder to all the accredited organizations in the region at least 10 days prior to the deadline for voting. Any vote received by the Task Force after the deadline (date and time) will automatically be invalid.
- d) All votes will be acknowledged electronically (automatically) or by the designated member of the Elections Task Force to the official contact of the voting organization within 48 hours of receipt.

2. Voting eligibility

- a) Only active organizations (as defined in the membership procedures) are eligible to vote.

ANNEX 5: Election Procedures

- b) Only members of the GEF NGO Network as of the last day of May or November (whichever is later) preceding the election period will be considered eligible for voting.
- c) A list of such (as qualified in para 6.a and 6. b above) will be posted on the Network web site prior to the election period
- d) The candidate NGOs are also allowed to vote

Validity of Votes

- a) Only the votes received on the formal voting slip and from the designated representative of the organization and sent to the designated email would be considered valid.
- b) The votes should be sent to the email(s) designated by the Elections Task Force in their 'Call for Voting' notice.
- c) The votes received from the emails other than the ones registered would be considered only after proper verification.

8. Counting of votes and declaration of the results

- a.) The Elections Task Force will receive and count all votes received from the accredited NGOs in the region. The Elections Task Force would review the voting results and prepare a report on results within 3 days of the voting deadline. The report would be submitted to the Governance Sub-Committee for endorsement. The endorsed result together with information on the voting procedure will then be submitted to the CFP for announcing the result to the members in the region and the CC. The announcement of the results would be made by the CFP within 10 days of the completion of the voting period.
- b.) In case a candidate withdraws from the election after the initiation of the voting process the voting process should be restarted with the reduced number of candidates. In case of election with only two candidates, the other candidate can be declared the winner.
- c.) In order to be declared a winner, an organization must receive the most number of votes of the votes cast.
- d.) In the case of an election where the votes are tied between the two or more candidates after the designated voting period an extension of the election period of up to one week can be granted by the Governance Sub-Committee.
- e.) In case the results of the election are still not clear the matter should be referred to the Coordination Committee for a decision on the way forward.

9. Complaints and procedures for lodging complaints

- a) Any candidate who is not satisfied with the result of the election must lodge a written complaint to the Chair of the Network Governance sub-Committee with a copy to the CFP within 14 days of the date of the announcement of the elections results. Any election-related complaint would be acknowledged in writing within one week indicating the process to address the complaint.
- b) The Governance sub-Committee will consider the complaint and prepare a report within 14 days of the expiry of the deadline for submission of complaints. The Governance Sub-Committee will then transmit its response to the complainant. The complainant may within seven days of the date of transmission of the response indicate in writing to the CFP any aspects of their complaint on which they are not satisfied by the explanation of the Governance Sub-committee, This further complaint will be submitted

ANNEX 5: Election Procedures

by the CFP to be reviewed by the Coordination Committee at its next ordinary meeting or (if considered urgent) by circulation. The Coordination Committee may if appropriate, set up a separate Task Force to review the complaints received. The ruling of the Coordination Committee will be considered final.

- c) If the complaint is received in the middle of the election process, the Elections Task Force shall seek guidance from the Governance Sub-Committee on whether to wait until the elections are over to address and or investigate the complaint. No anonymous complaint will be considered, nor can the source of the complaint be maintained confidential in all cases, as the affected candidate will have to be given an opportunity to present his/her response to the allegations.

10. Compliance with the elections procedures

- a) Each member of the Election Task Force shall abide by the procedures laid down such as verification of the membership, nominations, voting information, voting mail address, tally of votes to ensure the holding of fair elections.
- b) The details of the votes received each different candidate would not be revealed in any circumstances to either the candidates or the voting organizations in the regions concerned.
- c) No member of the Coordination Committee other than the members of Elections Task Force shall have access to the vote information on votes cast during the election process. In case of a complaint needing the C.C. intervention the information will be shared with the C.C. on a need-to-know basis.
- d) Any member of the Task Force who violates these rules may be subject to disciplinary procedure
- e) An incumbent or outgoing RFP should not use their position to inappropriately influence the Elections Task Force, Coordination Committee or otherwise influence the conduct of the elections.
- f) Any Candidate who violates the rules or acts in an inappropriate manner to secure votes may be subject to disciplinary action or disqualification.

Elections for the Central Focal Point (CFP)

The CFP is elected from among the organizations serving as RFPs, IPFPs and 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 Sub- Committee 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 to be candidates for this position.

The RFP/IPFP organization may present, in a formal document, its interest to act as CFP to GEF-NGO Governance 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

ANNEX 5: Election Procedures

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 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 weeks (2) 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 or till all members have voted or one candidate has received votes from more than 50% of the CC members, if earlier. 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 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 the two candidates 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 members.

The elected CFP will continue to maintain its responsibility as an RFP/IPFP until the end of their elected period for its region. Once this period is reached, elections for a new RFP/IPFP 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 Coordinating 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 rules, 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.

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) Indigenous Peoples Focal Points
- (d) Other members of the Coordination Committee.
- (e) 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, Indigenous Peoples' Focal Points, 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 Rules.
- 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 focal points on the CC 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 focal points 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.
- 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.

ANNEX 6: Code of Conduct of GEF-NGO Network & Key Tasks of Members

- 1.6 Avoid engaging in any activities which will lead to a conflict between the Network and it's (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 interest 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 IPFP, 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.

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.

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/IPFP.

Complaints received by the CFP will if appropriate be addressed directly by the CFP and/or RFP/IPFP. 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 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/IPFP 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/IPFP informing the member of the Network on the above procedure.

ANNEX 8: Fund Management Procedures

General Framework and principles

1. The Funds of the GEF NGO Network shall be managed on a day to day basis by the Central Focal Point (CFP) organization on behalf of the Network
2. The Coordination Committee of the GEF NGO Network shall oversee and monitor the management and use of the funds.
3. Prior to approval for the CFP to administer funds on behalf of the Network, the Network should verify that the organization has the necessary capability and experience to administer funds.
4. Funds of the Network shall be held in a separate bank account established on behalf of the Network through a resolution of the Governing Body of the CFP.
5. Any organization managing funds for the Network must have a dedicated officer or accounting contractor with appropriate qualifications responsible for the management of the funds and preparation of the accounts
6. Funds of the network should be managed in a transparent manner.
7. Accounts should be prepared according to acceptable international accounting practices and in compliance with the law of the host country of the CFP. Reports on income and expenditure of the Network including sources of income and a balance sheet should be prepared periodically by the CFP.
8. Audits of Network accounts should be undertaken by a certified auditor registered in the host country of the CFP.
9. Budgets for Network expenditure should be prepared on a regular basis (annual or six monthly) as well as for projects and approved by the Coordination Committee or any designated sub-committee.
10. Guidelines should be prepared and approved by the Coordination Committee for standards of expenditure for items such as travel, per diem, hotel costs etc
11. Safeguards should be put in place to avoid any conflict of interest in the management of Network finances.
12. Separate rules and procedures need to be developed to govern management of project funds on behalf of the network by RFPs/IPFP or Member organizations.

These key principles are elaborated in more detail below:

1. **Management and control of Network Funds by the CFP**
The Central Focal Point organization will act as the legal guardian of the Funds of the Network and shall manage the funds on behalf of the Network in accordance with any rules and procedures adopted by the Network. The CFP will therefore be responsible for maintenance and operation of bank accounts, payments and issuance of receipts, disbursement and accounting for funds, preparation of financial reports and accounts.
2. **Coordination Committee of the GEF NGO Network shall oversee and monitor the management and use of the funds.**
The Coordination Committee (CC) of the Network is responsible to oversee the management of funds by the CFP including approval of policies and procedures for finance management, periodic review of accounts, appointment of external auditors, approval of budgets, appointment of any officer or sub-committees to monitor finance management etc, approval of any payment for financial management or other services provided by the CFP.
3. **Eligibility criteria**

Prior to approval for the CFP to administer funds on behalf of the Network, the Network should verify that the organization has the necessary capability and experience to administer funds.

The CFP shall be registered as a legal entity in its country of its origin giving it

- Non Profit recognition such as a Society, Trust, Foundation, etc.
- An eligibility to receive foreign funds under the resident country's rules
- Eligible for Tax exemption (of the funds received) by the Country's laws.
- Ability to transfer funds out of the country.
- At least three years of producing audited accounts of its activities
- Proven track record of project and programme accounting.

4. **Separate Bank Account for Network Funds**

Funds of the Network shall be held in a separate bank account established on behalf of the Network through a resolution of the Governing Body of the CFP. The CFP shall in its Board/Trustees meeting pass a decision/Resolution accepting the responsibilities to manage the funds transparently, effectively and that it would be held accountable to all actions and transactions from the account. The Board shall also pass a Resolution that the Bank Account would be managed solely for disbursing Network funds and that the funds from the Network Account shall not be used for any other activity.

This account should be operated in a way to ensure the secure, transparent and effective management of funds. The account should be operated by two or more signatories drawn from the senior staff or board of the CFP. All payments from the account must be authorized by an appropriate voucher signed by the dedicated account/finance personnel of the organization and one of the authorized signatories of the account.

The CFP shall endeavour to generate income on the funds received by maintaining where appropriate funds in interest bearing accounts. Any income arising from the management of the fund shall be reported and reflected in the financial report of the RFP.

5. **Finance or accounting officer**

Any organization managing funds for the Network must have a dedicated officer or contractor with appropriate qualifications responsible for the management of the funds and preparation of the accounts. The CV of this officer should be provided to the Coordination Committee.

6. **Accounts**

- Funds of the Network should be managed in a transparent manner according to acceptable international accounting practices and in compliance with the law of the Host country of the CFP.
- Accounts of the income and expenditure of the Network will be maintained according to an appropriate international standard, but also in compliance with the accounting regulations of the home country of the CFP.
- Accounting records should be maintained in an internationally recognized accounting software to include at minimum General ledger, income and expenditure and balance sheet functions.

-
- An Annual report on income and expenditure of the Network including Sources of income and a balance sheet should be prepared by the CFP
 - Six monthly account statements should be prepared by the CFP for the information of the Coordination Committee.
 - A standard set of accounting vouchers should be prepared including payment authorization and claim vouchers as well as journal vouchers
 - The CFP shall maintain all supporting vouchers for a period of seven years after the expenditure

7. **Audit**

Annual accounts should be audited by a certified auditor registered in the host country of the CFP. The Network shall appoint a firm of Certified Accountants or auditors as its External Auditor. The Auditor of CFP shall audit the books of Accounts pertaining to the NGO Network account held by the CFP. After the end of the Financial Year the summary accounts and audit report shall be posted on the Network website.

The Coordination Committee shall reserve its right to conduct or cause to be conducted a special audit of CFP Books of Accounts in respect of general accounts or specific projects if in its opinion the same is necessary. In the event, that funds granted by the funding agency/Coordination Committee, are being misused or improperly used or not used for the purpose of the grant, the latter shall be entitled to stop further disbursement and in case of willful breach of contract, can demand the repayment of the grant.

8. **Budgets**

Budgets for Network expenditure should be prepared on a regular basis (annual or six monthly) as well as for projects and approved by the Coordination Committee or any designated sub committee.

The CEO or the Representative of CFP shall work out the detailed Budget for the Network for each calendar Year. The plan shall be submitted to GEF NGO Network Coordination Committee for its approval.

The CEO of the CFP Organization shall have the power for re-allocation of the funds and also shall have the power to approve of the deviations up to a certain limit. This may further be clarified as per:

- a.) Reallocation of the amount within the overall approved outlay for various activities: CEO of the RFP would be the authority.
- b.) Deviation up to or equal to 10%: CEO of the RFP can approve.
- c.) Deviation more than 10%: Decision should be made in consultation with the Coordination Committee members

9. Guidelines should be prepared and approved by the Coordination Committee for standards of expenditure for items such as travel, per diem, hotel costs etc

10. **Conflict of Interest**

Safeguards should be put in place to avoid any conflict of interest in the management of network finances. This includes the following:

- Decisions on budgets or fund allocation should not be taken by those who would personally gain from such decisions

- No payment of fees or salaries to the members of the Network Coordination Committee, as such CC members would only be eligible to receive travel and subsistence/out of pocket expenses.
 - No payment can be authorized by a person to another organization in which he/she has a personal interest.
11. Rules for Fund management for RFPs or members
Separate rules and procedures need to be developed to govern management of project funds on behalf of the network by RFPs or Member organizations.

ANNEX 9: Membership criteria and procedure

In line with the decision of the GEF Council In November 2008, the accreditation system for Civil Society organizations operated by the GEF Secretariat is to be replaced by a membership system operated by the Network. Organisations which are admitted as members of the Network will be eligible to attend GEF Consultations and Assembly meetings in a similar manner to formerly accredited organizations.

The procedures below have been designed so as to be compatible with and building upon the procedures used for accreditation by the GEF Secretariat, but introducing measures to enhance effectiveness of membership management, quality control on admission and maintenance of membership and clearer obligations and benefits of membership.

1. Criteria for Membership Selection

The following are the main criteria for membership selection:

- The organization must be a non-profit organization;
- It should specifically include environment protection and sustainable use as one of its important objectives.
- The organization shall have a constitution/statute to guide its operation and be registered or recognised in its country of origin²,
- The organization must have a proven track record of addressing environmental management issues relevant to one or more focal areas of the GEF for three or more years.
- Willingness and ability to contribute to the work of the Network
- The organization must agree to abide by the rules and procedures of the Network
- The organization must agree to follow the obligations of membership including contributing to the development and implementation of GEF policies and programmes as well as sharing expertise and experience with other members of the network.

2. Benefits of membership

By becoming members of the network, organizations will:

- a) Receive updates on the activities of the policy making and activities of the Global Environment Facility (GEF) as well as the GEF-NGO Network;
- b) Be notified from time-to-time of funding and capacity building opportunities as well as upcoming GEF meetings and events³;
- c) 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
- d) Be able to contact and exchange experience with other members of the network;
- e) Be able to participate in GEF NGO Consultation meetings and GEF Assembly Meetings
- f) Eligible for consideration to attend GEF Council meetings as observers..

² There may be flexibility on formal registration and submission of finance statements for Networks, CBOs and Indigenous peoples organizations which meet other criteria and are recognized by their national government or related GEF agencies.

³ Although membership will enable organizations to be aware of funding opportunities, membership of the GEF NGO Network does not give members automatic rights to access GEF funding under SGP or other programmes or for attendance at GEF supported meetings. Access to such support will always be according to the criteria and procedures of the respective GEF funding mechanism

3. Obligations of membership

Members of the GEF-NGO Network must meet the following obligations:

- a) Contribute to the development and implementation of GEF policies and programmes
- b) Share their expertise and experience with other members of the Network and the GEF family.
- c) Participate as appropriate in activities organized by the Network
- d) Maintain their non-profit status and a level of activity and involvement in activities related to the GEF focal areas.
- e) Agree to respect the rules and procedures of the Network and abide by any directives of the Network's governing Bodies
- f) Make available information in order to justify their continued accreditation/ membership in the network.

4. Procedure for application

Organisations interested to be members of the Network need to apply for membership by submitting an application form together with the necessary documentation to the Network. The application form will be similar to the former Application for Accreditation managed by the GEF Secretariat.

All applications must be accompanied with a cover letter signed by the Chief Executive Officer or an authorized senior official of the CSO/NGO confirming their interest to become a member of the Network and their agreement if they are admitted as members to respect all rules and procedures of the Network. The application must be accompanied by information on the organization's competence and relevance to the work of the GEF. Such information should indicate the particular areas of the GEF to which such competence and relevance pertains.

The application and accompanying materials must include:

- (a) The purposes of the organization, its date of establishment, the location of its principal office, and the country or countries in which it is active;
- (b) Information as to the programs and activities of the organization in areas relevant to the GEF, and in which country(ies) they are carried out;
- (c) Copies of its most recent annual report and financial statements, and a listing of governing body members and their country of nationality;
- (d) In respect of membership organizations, a description of its membership, indicating total numbers and their geographical distribution
- (e) Information on the Implementation of the GEF projects and or participation in the GEF related activities during the previous 3 years;
- (f) References of GEF agencies or other Network members with whom they have worked
- (g) Other material specified in the application procedure.

The list of accompanying material may be revised from time to time by the Coordination Committee.

5. Procedure for screening and acceptance of membership

On the basis of the information provided in accordance with established procedure, the Network will accept the membership any CSO/NGO that has met the criteria for membership and has agreed to meet the obligations of membership of the Network. The procedure is as follows:

- a) The application for membership will be reviewed first by any designated membership officer/Contact person of the Network who will confirm that the application is complete and if not request missing information.

ANNEX 9: Membership criteria and procedure

- b) The application may be referred to the respective RFP for comment and references may be requested from other sources in the country concerned such as existing members of the Network or National SGP Coordinator or other sources.
- c) Once an application is complete, it may be then referred to the Governance Sub Committee or Membership Task Force (that may be established, if necessary) for formal consideration and endorsement or rejection.
- d) Acceptance or rejection of the membership application would be by the Coordination Committee or delegated to the Governance Sub-Committee
- e) Once approved or rejected, the applicant will be informed of the decision of the Network
- f) The decision of the Network on the admission or rejection of membership is final.
- g) A roster of newly enrolled members would be presented at every meeting of the GEF NGO Network that precedes the Council meeting.
- h) The profile of the newly enrolled member would be uploaded to the GEF NGO website.

6. Management of membership Information

- a) The membership of the GEF NGO Network would be maintained by the CFP or one of the RFP organizations on the behalf of the Network.
- b) The directory of members will be maintained online and open to all members. Summary information will be available to the public.
- c) The membership database will as far as possible be integrated with the database maintained on the GEF NGO website – to minimize duplication.
- d) Copies of the relevant documents submitted by the applicants would be maintained as archive or within the website of the Network for review and access as required.
- e) The Governance Sub-committee should submit a regular report to the CC of the Network giving information on the status of membership, and measures to promote and effectively manage membership

7. Updating of Contact Details

- a) Member organizations may from time to time inform the Network in changes in their organization address and contact details as well as changing the contact person.
- b) Updating may be undertaken by way of submitting an Update Form or an online submission.
- c) All the Network RFPs would engage directly with the civil society organizations/member organizations in their constituency and help in improving the membership and also the details of the existing database.

8. Membership term and Renewal or withdrawal of membership

- a) The membership term of organizations will be up to three years being from the date that they are admitted as members to the end of December in their third year of membership.
- b) Three months prior to the end of their membership period, members would be asked to submit a Membership Renewal Form which would confirm their continuing activities in GEF-related areas as well as compliance with other criteria.
- c) Member organisations would be sent two reminders to renew their membership up till March of the following year and those who do not respond would be dropped as members and would be no longer be eligible to participate as members in Network activities or vote in Network elections.
- d) If after this period the members express interest in joining the Network, they must apply afresh again.

ANNEX 9: Membership criteria and procedure

- e) Any member organization may withdraw from the membership of the Network at any time by submitting a letter of resignation as member organization.
- f) Any organization which is determined as having provided false or misleading information to the Network in order to obtain membership may have their membership terminated.
- g) Any organization which acts in such a way as to bring the Network into disrepute or deliberately makes false accusations against the Network or other member organizations may have their membership terminated.

9. Modification of membership procedures

- a.) The Network membership procedures may be reviewed and modified from time to time by the Coordination Committee to enhance understanding or clarity.
- b.) Fundamental changes to the membership criteria or term may need to be referred to the membership for comment.