

AFB/B.36/7 25 March 2021

Adaptation Fund Board Thirty-sixth meeting Bonn, Germany (Virtually held), 6-8 April 2021

Agenda item 12 a)

OPTIONS TO FURTHER ENHANCE CIVIL SOCIETY PARTICIPATION AND ENGAGEMENT IN THE WORK OF THE BOARD

Background

1. The Adaptation Fund (the Fund) has recognized the importance of its engagement with civil society as well as contributions of civil society to the Fund's work. While several aspects of the Fund's engagement with civil society have been considered best practice, the Board acknowledged, at its thirty-third meeting, the importance of further enhancing the participation of civil society in the work of the Board.

- 2. The Board, at its thirty-third meeting, also decided to request the secretariat:
 - a) To explore, in consultation with civil society and drawing lessons from other climate funds, options to further enhance civil society participation and engagement in the work of the Board; and
 - b) To prepare a document and submit it to the Board for consideration at the thirty-fourth meeting.

(Decision B.33/54)

3. Pursuant to Decision B.33/54, the secretariat presented document AFB/B.34/11 to the Board at its thirty-fourth meeting, which contains potential options for the Board to enhance civil society participation and engagement in the work of the Board considering the current practices of the Board, the practices of other climate funds, the observations and recommendations that had been received from the Adaptation Fund NGO Network and their financial, operational and legal implications of the potential options.

4. The Board had a limited time to discuss the information presented in document AFB/B.34/11 and decided:

- a) To provide the secretariat with comments on the options provided in document AFB/B.34/11 during the intersessional period between its thirty-fourth and thirty-fifth meetings; and
- b) To request the secretariat to present a document which compiles comments and input received from the Board to the thirty-fifth meeting of the Board for consideration.

(Decision B.34/51)

5. Pursuant to Decision B.34/51, the secretariat prepared and circulated a survey on the subject matter to the Board during its intersessional period between thirty-fourth and thirty-fifth meetings. This document is a compilation of responses and comments collected by the survey.

6. Due to the COVID-19 pandemic, this agenda item was not taken up at the first and second sessions of the thirty-fifth meetings of the Board, and is presented at the thirty-sixth meeting instead.

Modality and results of the survey

7. The survey comprises closed questions with optional answers "Yes", "No" or "Neither" with an option to provide comments in each section. The survey was circulated to the Board members and alternates by e-mail for a period from 27 January to 17 February 2020 with a disclaimer that responses would be handled anonymously and would not be connected to their presenters, and that they would not prejudge later Board discussion and decision-making on these matters.

8. Out of 29 Board members and alternates with active terms at the time of the survey, 11 responded. Due to the relatively small number of responses received, the aggregate results may not necessarily represent overall Board opinions.

9. Results of the survey are contained in Annex of this document.

Observations of the secretariat

10. Certain survey questions received majority support or majority opposition from the respondents. The secretariat classified the survey questions into three categories according to the number of votes: a) questions that received majority support, b) questions that received majority opposition, and c) questions that received divided opinions. With the understanding that the survey results will not prejudge later Board discussion and decision-making on these matters, the classification of the survey questions may help the Board by giving some structure to the discussions. In addition, the secretariat provided comments to some of the questioned items, which may be useful as discussion points for the Board. They are key implications that the secretariat drew from its financial, legal and operational analysis presented in AFB/B.34/11 and are contained in the survey document.

a) Questions that received majority support

11. In this category, the listed questions received majority support from the respondents. The Board may want to consider whether the results below represent the views of the Board. From the practical point of view, some of the items such as 1, 2, 3, 7 and 8 are either being implemented in some areas or implementable with the currently available resources of the Board and secretariat if chosen by the Board.

	Survey item (Survey number, number of votes)	Secretariat comments
1	Enhancement of the dedicated section related to the Adaptation Fund NGO Network on the Fund's website	Implementable with the currently available resources.
	(1.1 \rightarrow YES: 10)	
2	Civil society's more active contribution to the process of reviewing the existing emerging policies and procedures of the Board ($1.3 \rightarrow YES$: 11, No: 1)	Has been implemented in some areas.
3	Provision of capacity building for members of the Adaptation Fund NGO Network through webinars (1.5 \rightarrow YES: 9, No: 1, Neither: 1)	Implementable with the currently available resources, in particular, if inviting representatives to webinars

		already programmed in the workplan.
4	Earlier publication of the secretariat reviews of the submitted project proposals and concepts (PPRC documents) (2.1 \rightarrow YES: 10, No: 1)	Revisions to project review cycle would be required.
5	Revising review cycle to enable earlier publication of reviews (2.2 \rightarrow YES: 7, No: 2, Neither: 2)	
6	Human resources of the secretariat are increased to enhance its operational capacity, including earlier preparation of the Board meeting documents even if this implies the higher level of the administrative budgets. (2.5 \rightarrow YES: 9, Neither: 2)	Increase in human resources has been proposed as part of FY22 budget.
7	The Board provides more explicit reasons for closure to the observers before closing sessions. (4.1 \rightarrow Yes: 8, No: 1, Neither: 2)	Implementable.
8	The approved projects are published by country (instead of by project) on the AF website ¹ (6.3 \rightarrow Yes: 8, No: 2, Neither: 1)	Implementable but the benefit is likely to be small unless the country cap is lifted, and more than two projects are approved per country more commonly than now.

b) Questions that received majority opposition

12. In this category, the listed questions received majority opposition. The Board may want to consider whether the oppositions represent views of the Board, and if so, decide on whether further discussions on these items are required or not.

	Survey item (Survey number , number of votes)	Secretariat comments
1	Recording and archiving of the Board meeting videos indefinitely available to the public on the website (3.1 \rightarrow Yes: 2, No: 7, Neither: 2)	 Cost implication Influences on free and candid exchange of ideas
2	Creation of the Fund's own observer accreditation process and status (5.5 \rightarrow Yes: 1, No: 7, Neither: 3)	 Cost implication for due diligence The established process may not be as fast as the CSOs hopes.
3	The Board solicit inputs from the civil society for intersessional agenda items more actively than in the current practice, after considering that this means that decision-making times become longer (7.3 \rightarrow Yes: 2, No: 7, Neither: 2)	

- c) Questions that received divided opinions
- 13. In this category, the listed questions received divided opinions.

¹ List of approved concrete projects and programmes in the website

	Survey item (Survey number , number of votes)	Secretariat comments
1	The Board becomes more selective or discretionary in its requests to the secretariat, to limit the number of new policy documents to be developed ($2.6 \rightarrow$ Yes: 6, Neither: 5)	
2	Creation of seats for representative of civil society observer (5.1 \rightarrow Yes: 3, No: 5, Neither: 3)	
3	The Board may allow civil society observers to attend closed sessions and committee meetings after considering confidentiality of the information to be discussed and any other relevant implication (5.2 \rightarrow Yes: 2, No: 3, Neither: 1)	Management of confidential information
4	Allocation of travel budgets for the active civil society observers to participate in the Board meetings (5.3 \rightarrow Yes: 4, No: 4, Neither: 2)	The travel cost itself may not be very high but additional human resources may be required to make additional travel arrangements.
5	The Board requires that a brief summary of project proposal in the respective countries' official languages be included in each project proposal, to be published on the Fund's website (6.1 \rightarrow Yes: 5, No: 4, Neither: 2)	 Challenges in translation into non-UN languages Accountability for the contents
6	The Board solicit inputs from the entities' stakeholders related to the review of the accreditation applications themselves, after considering that the (re-)accreditation review contains strictly confidential information (7.1 \rightarrow Yes: 5, No: 5, Neither: 1)	Reputational risks for applicant entities that are not successful in accreditation

14. Furthermore, there seems to be two options for the Board to move this matter forward: 1) to decide on individual items in agreement as a stand-alone decision, or 2) to develop a policy or guideline which compiles the pertinent matters. It is deemed another discussion point that the Board may want to consider.

Recommendation

15. The Board may wish to consider the information presented in document AFB/B.36/7 and decide on a course of action on this matter.

Annex: Results of the survey on options to further enhance civil society participation and engagement in the work of the Board

1. Enhanced collaboration with the AF NGO Network

The Adaptation Fund NGO Network has recommended that the Board enhance collaboration with the NGO Network. The secretariat identified the following areas for consideration.

a) Creating a dedicated section related to Adaptation Fund NGO Network on the Fund's website to contribute to further enhancement of the Fund's collaboration with civil society currently led by the AF NGO Network: The secretariat's preliminary analysis finds that as long as contents are developed in-house in consultation with the AF NGO Network, financial implication is minimal. A disclaimer had better be included to avoid any misunderstanding and confusion between the two independently operating organizations.

1.1 I support the enhancement of the dedicated section related to the Adaptation Fund NGO Network on the Fund's website.



1.2 Any comments for a).

- Please make sure that civil society engagement is not limited to the NGO network per se.
- The AF Secretariat has an important technical role to decide.
- Important to have a clear disclaimer.

b) Allowing civil society's more active contribution to the process of reviewing the existing and emerging policies and procedures of the Board: the Fund has consistently launched call for public comments on the existing and emerging policies and procedure of the Board including the Medium-term strategy and gender policy. Civil society could send comments to the secretariat by e-mails or the inquiry form of the website. The Fund could further enhance this practice.

1.3 I support the civil society's more active contribution to the process of reviewing the existing emerging policies and procedures of the Board.



1.4 Any comments for b).

• If we want to allow civil society to send comments then those policies should be available several days before the Board meeting (at least 2 weeks). Is this realistic?

c) Provision of capacity building for members of the Adaptation Fund NGO Network through webinars: As it deems necessary and appropriate, the Fund could invite members of the Adaptation Fund NGO Network to webinars which has been organized primarily for the National Implementing Entities. Organization of dedicated webinars for the AF NGO Network could be considered regarding the secretariat's annual work programme. Financial implication could be minimal as long as the contents are developed by the secretariat staff members and the form of the meetings is online.

1.5 I support the provision of capacity building for members of the Adaptation Fund NGO Network through webinars.



- 1.6 Any comments for c).
 - Rather than dedicated workshop, selected members of civil society organizations could be invited to attend existing webinars
 - They play an practical role in the projects implementation underground.
 - *'As it deems necessary and appropriate':* Defining this element will be the key and finally define the additional effort that will be necessary.
- 1.7 Please share if you can think of any other areas that the Board could potentially enhance its collaboration with the Adaptation Fund NGO Network or civil society in general.
 - Webcasting of AF side-events at COP and similar occasions. Make a public announcement to the NGO network when an event will be webcasted.
 - ...work to propose heath adaptation projects /programs. Note that AF NGO Network should not having monopole for NGOs to attend the AFB.

2. Timely publication of documents for Board meetings

The Adaptation Fund NGO Network has recommended that the secretariat make Board meeting documents available on the website earlier (at least two weeks before the Board meeting).

The secretariat posts submitted project proposals and concepts on the Fund's website soon after the submission deadline and they are posted until the Board has made decisions in them. The timing of publication of the secretariat reviews of proposals is strictly tied to the existing review cycle of nine weeks. To further improve the timeliness of the publication of the secretariat's project reviews, the existing review cycle may be revisited.

2.1 I support the earlier publication of the secretariat reviews of the submitted project proposals and concepts (PPRC documents).



2.2 I also support the necessary revisions of the existing review cycle to make it possible.



- 2.3 What revisions of the existing review cycle do you think make the earlier publication of the secretariat reviews possible?
 - Possible options to review the existing cycle should be assessed and evaluated
 - A double-no for the following reason: This will inevitably bring up the question about the level of work that is being outsourced: while the constantly high workload of Secretariat staff has been a recurring issue over the past years, I am

still convinced that doing the large share of review work internally is one of the key success factors for internal learnings.

- 2.4 Any comments.
 - Although I voted "yes", my concern is that the revision of the existing review cycle should not diminish the timing for project applicants to review the proposal addressing the comments.
 - This question addresses the capacity of proponents to prepare correct document proposals and the capacity of the Secretariat to speed analysis of the documents with relevant methods and criteria

Preparation of other Board documents is not necessarily tied with the project review cycle. However, many other Board documents are produced by the same secretariat staff who review project proposals while the preparation of non-project proposal documents has been largely affected by the increasing number of submitted proposals as well. The secretariat has increasingly been short-handed due to the increasing number of emerging issues associated with the recent development of the climate finance architecture as well as the increasing number of operational areas and the corresponding Board documents. To further improve the situation, it would be necessary to increase the human resources and capacity of the secretariat, which would require additional financial resources.

2.5 I think it is necessary for the secretariat to hold more human resources in order to increase its operational capacity including the earlier preparation of the Board meeting documents even though the Board requires to approve the higher level of the administrative budgets.



2.6 I think it is necessary for the Board to be more selective or discretionary in its requests to the secretariat, to limit the number of new policy documents to be developed.



2.7 Any comments.

- I acknowledge that the secretariat is heavily understaffed. Its job is, amongst others, to facilitate Board decision making. From the question above, its not entirely clear to me what the additional ressources would entail: Would those support the review cycle or CSO engagement?
- The revision of the cycle should consider also options, which do not require an increase of human resources. There should be a fair balance between resources available, human resources in the secretariat and effective/efficient work schedule in terms of policy documents to be prepared.
- I think it's up to the Board to decide what's new document will be relevant for its work.
- More HR for projects proposals But the Board should be more selective with other policies update/enso.
- I support strengthening the capacities of the Secretariat in terms of human resources. However, increasing the efficiency of the Fund is a complex issue and does not depend on the Secretariat only. I voted "neither" for 2.6 just to highlight that the issue of efficiency requires a complex of measures. E.g., one of the possible measures might be having a third Board meeting, though this is not my favorite option. Anyway, this issue requires broader deliberations.
- See also comment made above under 2.3, which also provides some arguments for increasing in-house human resources
- I think all decisions to reinforce the capacity of the AF Secretariat including externalizing some reviews of projects but keeping especially the (intellectual) control of this outsourcing – is useful and necessary regarding the important increase of numbers of projects/programs' proposals

3. Recording and archiving of the Board meetings on the Fund's website

The Adaptation Fund NGO Network has recommended that the Board make the recording and archiving of the Board meeting video available to the public on the website.

Live webcasting of the Board meetings is available during the meetings, but its recordings are not available on the website. The secretariat does record the Board meetings solely for internal purposes such as recollecting statements in the process of finalizing the meeting reports. The publication and archiving of the recorded Board meetings are both technically possible but entails financial implications. However, the Board may also want to consider that publishing recordings of the Board meetings might also have implications on the free and candid exchange of ideas during the meetings: for instance, the Board members might consider themselves being 'strictly on the record,' which may affect their ability to speak freely in the meetings, compared to the current proceedings. In terms of the technical arrangements, to post video recordings, the secretariat would need to make the enhancement of the website infrastructure that could accommodate a large audio-visual data, or to post them on commercial file sharing platforms such as YouTube. The technical editing of the recorded videos at a required standard of quality would likely have high cost implications. The Board may want to consider the benefits of implementing this option against the associated costs (e.g. how many users of the recorded Board meetings do we expect?) and implications on the proceedings of the meeting.

3.1 I support the recording and archiving of the Board meeting videos indefinitely available to the public on the website.



3.2 Any comments.

• European data protection law grants the right to be forgotten. Depending on where meetings take place and which servers are used, the storage of board meetings might not be viable. The GCF posts board meetings on their web side which personally I prefer over youtube. Does this come with more costs?

- The associated costs seems to exceed the benefits of such operation.
- I'm not sure if some kind of measure can increase the audience of AF website. I think it's important to let Board members not have this concern of large public to know its positions expressed during the Board session.
- I don't know yet
- Not sure about the feasibility.
- Not sure that there would be many hits of recorded meetings afterwards. It is unfortunate having to adapt to a time schedule that might be hours from the current time zone but where there is a will, there will always be a way...
- Try this archiving during 1 or 2 years, then review the effective recordings because such decision depends on the costs and the effective consultations statistics

4. Disclosure of reasons for closed sessions

The Adaptation Fund NGO Network has recommended that the Board specify in its disclosure policy that reasons for meetings being closed and reasons for not disclosing information to the public.

The Board closes sessions according to its open information policy² adopted in July 2013. The Board's overall approach is to disclose information unless there is a compelling reason for confidentiality. The policy identifies five main criteria for exclusion from the open information policy. Within the existing policy, the Board can continue exercising the closure of sessions with valid reasons. However, the Board could improve the practice by providing reasons for closure in more explicit way to the observers before closing the session, for example, referring to the specific criteria listed in the open information policy.

4.1 I support that Board provide reasons for closure in more explicit way to the observers before closing the sessions.



² <u>https://www.adaptation-fund.org/wp-content/uploads/2015/01/Open%20Information%20Policy.pdf</u>

4.2 Any comments.

- I doubt of the effectiveness of some kind of explanations.
- Provision of clear reason for closed session should be OK, but this should not limit or hinder making use of this possibility. I assume that there might be an increasing number of occasions closed sessions will be necessary in the forthcoming board meetings...
- Just to be more consensual towards observers and not to suggest that AFB wants to hide certain subjects without justification

5. Elected active civil society observers to intervene on agenda item of the meetings and to attend closed meetings

The Adaptation Fund NGO Network has recommended that the Board establish seats for active civil society observers who would actively participate in the Board discussions and intervene on any agenda item in an official setting.

Given the confidentiality of the information and matters discussed during the closed sessions of the Board meetings and committees meetings, before accommodating such request by the civil society, the Board would need to consider its implications and possible measures to keep the confidentiality of the information and discussions intact: for instance, the election of representative(s) of civil society observers if allowed by the Board to attend the closed sessions or committee meetings and to intervene on agenda item during the Board meeting, and requirement for the representative(s) of civil society observers to sign a confidentiality agreement before attending the closed sessions and committee meetings. In accordance with the open information and the rules of procedure of the Board, the Board reserves the right to declare any of its meetings, or segments of thereof, closed, which are then open to members, alternates and the representatives of the secretariat and the trustee.³ The rules of procedure also indicates that the Board may invite any of the representatives in paragraphs 31-32, including observers to sign a confidential agreement to attend such session.

³ Rules of Procedure, paragraph 20.



5.1 I support the creation of the representative of civil society observer seats.

5.2 If your answer for 5.1 is YES, I support that the Board may allow them to attend the closed sessions and committee meetings after considering confidentiality of the information to be discussed and any other relevant implication of allowing representative of civil society observer?



5.3 I support the allocation of travel budgets for the active civil society observers to participate in the Board meetings.



5.4 Any comments.

- Representatives of civil society seats could sit at the table and be invited by the Chair to speak. Travel budgets should be reserved for civil society from developing countries only.
- I would like to know budgetary implication first. Moreover, as discussed in the last board meeting, CSO participation cannot be limited to the AF NGO network only. Grants should only be provided once there is a clearer strategy how to involve CSOs beyond the NGO network and how the selection procedure works.
- The currently modality seems to provide an adequate space to share views, however alternative modalities that replace the current one may be considered. It's important to preserve the confidentiality aspect of closed session.
- I think it's prudent to let the Board members to deliberate freely without having any considerations related to the presence of non-member presence.
- Not sure what would be the impact and consequences of observers' regular participation in the closed sessions. I may change my vote into "yes" in the future but at the moment I have more questions rather than answers.
- No until AF Board clarifies why others actors, which are not members of the Adaptation NGO network, should or not be also active observers: private sector?; municipalities sector?; Academics sector?; CSO out of the Adaptation NGO Network?; medias sector?...

The Adaptation Fund NGO Network has recommended that the Fund establishes its own observer accreditation process as, in their view, the observer accreditation process of the UNFCCC is complex especially for CSOs from developing countries.

Implementation of this option would require financial and human resources to develop its screening criteria and process, administer the observer applications throughout year and develop an online system to automate part of the process. Currently, the Board accepts observers only from the UNFCCC accredited parties and entities which have been screened by the UNFCCC's own criteria.



5.5 I support the creation of the Fund's own observer accreditation process and status.

5.6 Any comments.

- It is hard to understand whether this demand is critical to fulfill at this moment. It is not desirable to create a cumbersome administrative process for the Secretariat. AF should not be compared to much bigger funds in this respect.
- Even for Parties, it's necessary for them to follow the UNFCCC process to appoint their representatives who will come to the Board meetings.
- This specific question must be clarified before any decision

6. Summary of project proposals and country-specific project information

The Adaptation Fund NGO Network has recommended that a brief summary of project proposals be published on the Fund's website in the respective countries' official languages.

The current template for project proposals does not have a section for the IE to provide a summary of the project proposal. To implement this recommendation, the project proposal template would need to be revised first, which is implementable. However, the translation of the summary in the respective countries' official language would have significant financial and time-related implications for the Fund if it were to be done by the secretariat. The secretariat has access to translation services within the World Bank system to translate Board meeting reports and other information materials translated into the other five UN languages. However, the translation service of non-UN languages may not be readily available among vendors that the secretariat can hire within the World Bank's procurement parameters.

In terms of cost efficiency, the most functioning way might be that the implementing entities be required to provide summaries in the official language(s) of the people potentially affected by the proposed project. However, a concern is that the information provided in the countries' official

language could not be verified by the secretariat as part of the technical review. In such a case, the Fund might face issues related to accountability and reputational risk.

6.1 I support that the Board requires that a brief summary of project proposal in the respective countries' official languages be included in each project proposal, to be published on the Fund's website.



- 6.2 Any comments.
 - Accountability and reputational risk speak against it.
 - Alternative translation options to be explored further.
 - English is a serious barrier for non-English speaking countries to be active in the analysis of Projects and programmes. So this improvement will relatively mitigate this linguistic barrier.
 - OK but it depends of the costs! Have AF enough money for that purpose?

The Adaptation Fund NGO Network has recommended that the Board provides country-specific information on the Fund's website.

The information of the approved projects is currently published by project and there is no countryspecific information on the Fund's website⁴. Implementing the way of presentation to capture information by country would require changes in the website structure and creation of an additional layer to present the projects by country. Despite the merits of this recommendation, the benefits of making this website enhancement would be more substantial when the Fund's portfolio becomes much bigger. The Board has approved 100 concrete adaptation projects until today, among which only a few countries have more than one project under implementation. Nevertheless, the secretariat could improve the presentation and usability of the information on the Fund's website.

⁴ <u>https://www.adaptation-fund.org/projects-programmes/</u>



6.3 I support that the approved projects are published by country (instead of by project) on the AF website.

6.4 Any comments.

- Regional projects should in this case be included in the country specific lists. The change would enhance transparency for the public and possibly also for Board members. It should also be considered that certain countries, as for example Tanzania, has several smaller projects within the country cap. The change could be done now but should also be made in future-proof way to lower costs.
- I think it's still useful to publish by projects. The two ways can be rationally combined.
- OK. What is the cost of this measure?

7. Solicitation of stakeholder input on (re-)accreditation and intersessional decisionmaking

The Adaptation Fund NGO Network has recommended that the Fund solicit inputs from the entities' stakeholders related to the review of the accreditation applications themselves.

The accreditation or re-accreditation processes involve strictly confidential information in their entirety, as indicated in the Fund's Open Information Policy. Given its implications on the international relations, the entities applying for accreditation shall be kept anonymous until an entity has been accredited by the Board as the disclosure of the name of entities could potentially harm the reputation of the entities, for instance if the application is not successful. As such, the name of the entity as well as all applications and corresponding supporting documentation provided by the entity 'in confidence' must be kept strictly confidential. The Accreditation Panel produces a report of every Panel meeting, including an assessment of the analysis of applications

by applicant entities. Since the assessments contain sensitive and/or confidential information on an institution's fiduciary standards, and institutions provide the Panel with confidential information such as internal audit reports, the information shall remain confidential.

7.1 I support that the Board solicit inputs from the entities' stakeholders related to the review of the accreditation applications themselves, after considering that the (re-)accreditation review contains strictly confidential information.



- 7.2 Any comments.
 - This will improve the quality of the participation of the stakeholders and build more trust.
 - I am not sure that I understand this item
 - I do not think this is useful. I would rather prefer the inputs from the entities' stakeholders on the project implementation process.
 - OK it is a transparency issue to support

The Adaptation Fund NGO Network has recommended that the Board solicit inputs from the civil society for intersessional agenda items.

The secretariat posts both intersessional documents and decisions on the Fund's public website. The intersessional decisions typically deal with intersessional project review and requests of project extension from implementing entities. The Board has already enabled civil society engagement by calling for public comments on intersessional project proposals. If the Board would solicit inputs for other agenda items, it would have implications on the length of the decision-making process, to accommodate civil society inputs for relatively straight-forward agenda items that require to take the formal intersessional procedure for the Board approval.

7.3 I support that the Board solicit inputs from the civil society for intersessional agenda items more actively than in the current practice, after considering that this means that decision-making times become longer.



- 7.4 If your answer for 6.3 is YES, with what options do you think the civil society could engage in intersessional agenda items further?
 - I do not understand the question
- 7.5 Any comments.
 - Decision-making has to be efficient int the intersessional periods.

8. Others

- 8.1 Please provide any other comments and options that the Board may want to consider at AFB35.
 - The active participation of civil society is a good idea but both the AF secretariat and Board have to be cautious and prudent to know in what extent they can encourage and more open its participation.
 - I think that survey questionnaire is a very good idea from the AF Secretariat. I let everybody from AF Board to formulate its own position even it is not easy or possible to do it during Board sessions. I think comments from AFTERG against all these questions would be very useful before any AF Board final decision.