



Civil Society Fund Annual Report

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Civil Society Fund
Annual Report 2010

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Table of Contents

ABBREVIATIONS AND ACRONYMS.....	III
1 INTRODUCTION.....	1
1.1 SUMMARY OF FINDINGS:.....	2
2 GRANT ALLOCATION.....	4
2.1 Background: the Allocation Process.....	4
2.2 Allocation by Region.....	5
2.3 Leveraged funds.....	6
2.4 Grant Size.....	7
2.5 Award Rates.....	7
2.6 Beneficiary Types.....	8
2.7 Thematic Areas.....	10
2.8 Sector Areas.....	12
3 PARTNERSHIPS, KNOWLEDGE SHARING, AND LEARNING.....	15
4 MONITORING AND EVALUATION.....	18
5 SUSTAINABILITY, REPLICABILITY, AND SCALABILITY.....	19
6 CONCLUSIONS AND RECOMMENDATIONS.....	20
ANNEX 1: METHODOLOGY AND DATA.....	21
Motivational Bias.....	21
Regional Bias.....	21
Estimating Beneficiary Numbers, Cost Per Beneficiary and Funds Leveraged.....	22
ANNEX 2: CIVIL SOCIETY FUND STEERING COMMITTEE.....	23
ANNEX 3: PROFILES OF CSF PROJECTS BY WB EXTERNAL RELATIONS.....	24

Boxes, Graphs and Tables:

Box 1. Examples of csf grant activities in fy10.....	1
Box 2. CSF provides emergency funding in response to the earthquake in haiti.....	3
Box 3. Ghana: A cross-cutting theme for fy10 call for proposals.....	5
Box 4. Countries with CSF grants in fy10.....	6
Box 5. Thailand: Dialogue to enforce labor rights of migrant workers.....	10
Box 6. Sri Lanka: Fostering knowledge sharing between rural farmers.....	13
Box 7. Nigeria: Civic engagement in public procurement.....	13
Box 8. Philippines: Community-based disaster risk management.....	14
Box 9. Uruguay: Co-comments on how the csf creates valuable partnerships.....	16
Box 10. Croatia: Co-comments on how partnerships make cas & cps more inclusive.....	17
Box 11. Togo: Innovative project is replicated with external support.....	19
Graph 1. Average Grant Size and Range.....	7

Graph 2. Distribution of CSF Funding Rates.....	8
Graph 3. COs and Beneficiary Types.....	8
Graph 4. CSOs by Thematic Area.....	11
Graph 5. CSOs by Sector.....	12
Graph 6. Types of Partnership.....	15
Graph 7. Number of Surveys Received versus Distributed.....	22
Table 1. Number of Grants in Surveyed Countries per Region.....	6
Table 2. Empowering Youth in Different Country Contexts.....	9

Abbreviations and Acronyms

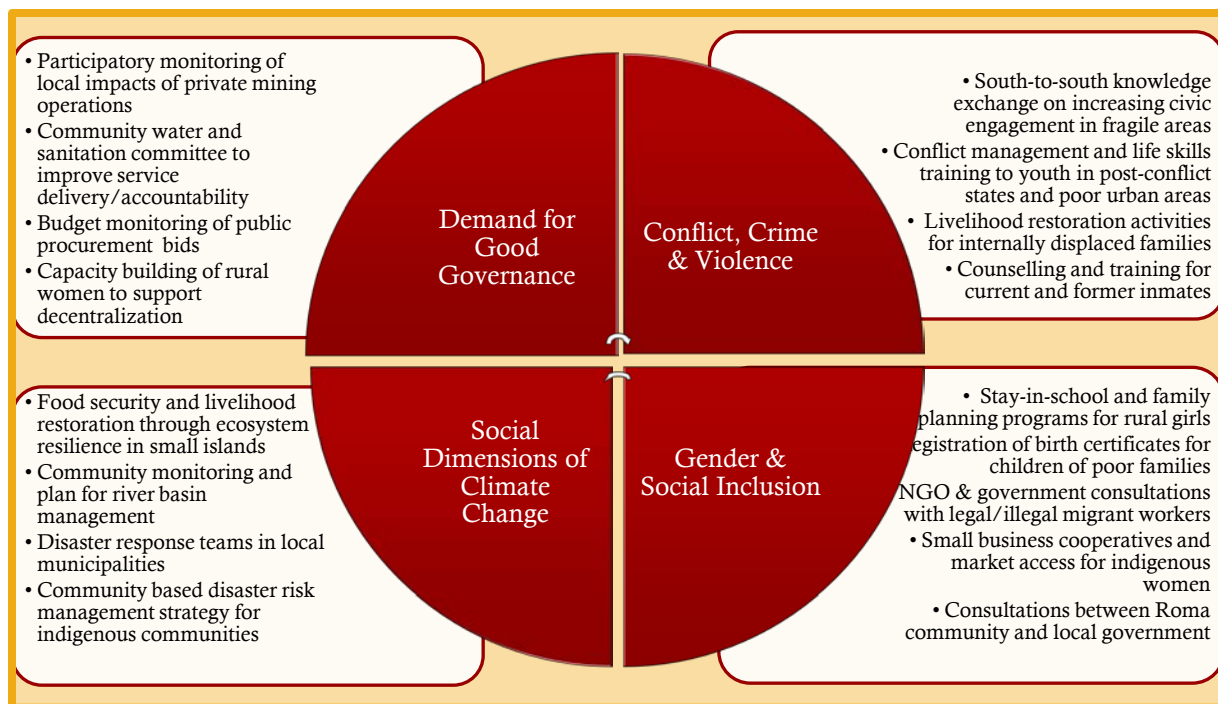
AFR	Africa Region
CO	Country Office
CAS	Country Assistance Strategy
CPS	Country Partnership Strategy
CSF	Social Development Civil Society Fund
CSO	Civil Society Organization
EAP	East Asia and the Pacific Region
ECA	Europe and Central Asia Region
EXT	External Affairs
FY	Fiscal Year
LCR	Latin America and the Caribbean Region
MNA	Middle East and North Africa Region
NGO	Non-governmental Organization
OPCS	Operations Policy and Country Services
PRSP	Poverty Reduction Strategy Paper
SAR	South Asia Region
SDV	Social Development Department

1 Introduction

Created in 1983, the Social Development Civil Society Fund (CSF) is one of the few World Bank programs that directly support activities of civil society organizations (CSOs). The CSF supports groups who often are excluded from the public arena by increasing their capacity to influence policy and decision-making. CSOs are key entry points to empower and mobilize this level of civic engagement. The CSF supports grassroots civil society, empowers local citizens and builds awareness of social development issues.

The CSF programmatic approach consists of distributing modest financial support (less than \$10,000) to local CSOs implementing interventions consistent with CSF goals and objectives at the local level. This approach minimizes administrative costs to the program (such as travel and consulting fees) associated with large-scale development projects, while channeling resources to CSOs that might otherwise be considered too nascent to access international funds. Such projects offer cost-effective opportunities to reach populations that would otherwise be excluded. Box 1 offers examples of CSF funded projects addressing different themes under the World Bank’s Social Development agenda.

Box 1. Examples of CSF Grant Activities in FY10



In FY10, the CSF program received \$2.8 million directly from the World Bank’s budget. Over 80 percent of this allocation was reserved for country-level grant-making with the remainder used for administrative costs and to support a global grant-making window. Based on the number of applicants, the CSF Steering Committee (see Annex II: FY09 CSF Steering Committee Members) divides these funds among the participating Country Offices (COs). The FY10 Annual Report Questionnaire of COs indicated that COs leveraged an additional total of \$1,040,983 in FY10 through other donor funds, grantee cost-share or both. Therefore, \$1 of CSF funds leveraged an additional 53¢ in other donor funds and/or grantee cost-share.

In FY10 CSF funds were distributed to an estimated 356 CSOs and served an estimated 412,828 beneficiaries, spending \$4.73 of its own funds per beneficiary across the globe. The three most often targeted beneficiary groups were youth and children, women and girls, and rural communities.

Moreover, CSF activities have proven to be an effective method for creating valuable partnerships between the World Bank COs, local CSOs and local institutions. These relationships supplement country staff connections with government officials and inform consultations for work on Poverty Reduction Strategy Papers (PRSP) and Country Assistance Strategies (CAS).

As identified in the external evaluation conducted by Pact Capacity Building Services in FY09 and previous annual reports, monitoring and evaluation of CSF grant projects, and their long-term sustainability, replicability and scalability remain challenges. In addition to limited capacity of CSOs in many countries, certain CSF grant-making requirements, such as the one-year funding cycle and the restriction on World Bank staff funding, contribute to these challenges. Nevertheless, many COs have found innovative ways to address these issues and have cooperated with other donors to increase institutional capacity and chances of sustainability.

Lastly, for the first time in CSF history, the CSF provided funds through an “Emergency Window” in response to the devastating earthquake in Haiti. The Dominican Republic Country Office funded 13 CSOs to work with Haitians who were evacuated and crossed the border. Box 2 below provides more detail on these efforts.

1.1 *Summary of Findings:*

In addition to providing an aggregate descriptive profile of CSF during FY10 this report includes the following four key findings:

- 1. The CSF continues to fulfill its intended purpose of funding a wide set of activities under the program’s stated focus of civic engagement of vulnerable and marginalized populations.** Youth and children, women and girls, and rural communities are the most frequently targeted beneficiary groups. The most common thematic areas of CSF grant activities continued to be Disseminating Information/Awareness and Empowerment. Funded projects most often work in the sectors of Social Development, Education, Rural Development, Social Protection, Governance and Environment.
- 2. The CSF creates valuable partnerships between the World Bank COs, local NGOs and local institutions.** These partnerships increase the Bank’s visibility among CSOs and contribute to more equitable and inclusive development by aiding CAS and PRSP consultations. Knowledge sharing and learning activities help disseminate CSF grant-making experiences within countries, but grant-making knowledge does not accumulate across the Bank.
- 3. Monitoring and evaluation of CSF grants needs to be improved.** Due to CSF restrictions on funding Bank staff time or travel, monitoring and evaluation is often non-systematic and anecdotal. COs rely on ad hoc follow-up visits and self-reporting by CSOs.
- 4. Long-term sustainability, replicability and scalability remain challenges, but COs reporting successful examples have increased compared to FY09.** Frequently cited obstacles include some CSF

grant-making requirements, such as scale and time-cycle of funding, and country-specific constraints, such as limited capacity of CSOs or closed environments.

Box 2. CSF Provides Emergency Funding in Response to the Earthquake in Haiti

After the devastating January 12th earthquake in Haiti, the World Bank's Dominican Republic CO approached the CSF to explore emergency financing to help respond to the disaster. "We realized that Dominican civil society organizations working on relief of people who had been evacuated and were now on this side of the border, needed immediate support," said Roby Senderowitsch, Country Manager in the Dominican Republic. The CSF provided a total of \$181,000 through this "Emergency Window," the first time in CSF history that funds have been sent specifically in response to a humanitarian crisis.

The Emergency Window funded 12 CSOs focusing on the three areas of women's health, bi-national dialogue and early recovery of areas affected by the earthquake. Projects worked on identifying and raising awareness of the rights and needs of displaced people, building capacity for community based disaster mitigation and management, strengthening bi-national social networks in border communities, improving access to sexual health services and information in order to improve sexual and reproductive health of women and prevent gender based violence.

In addition, one CSO received funding to monitor the above 12 projects, through training workshops on project management and monitoring tools, field visits, monthly bulletins and identifying synergies between the projects, which increased effectiveness during implementation.

2 Grant Allocation

2.1 *Background: the Allocation Process*

In FY10, CSF received \$2.8 million funding from the World Bank, the same amount of funds allocated to the program since 2001. More than 80 percent of this funding was allocated to COs for grant-making, while the remainder was reserved for oversight and administrative costs.

Distribution of funds from the CSF to World Bank COs are overseen by the CSF Steering Committee, a 9 member body made up of volunteers representing WB regions, SDV, OPCS and EXT. The CSF Secretariat is housed at the Bank headquarters in Washington, DC as part of SDV's Demand for Good Governance team and supported by one full-time staff member who oversees day-to-day CSF operations and programmatic compliance.

COs wishing to receive CSF funds must respond to an annual call for applications issued by the CSF Secretariat in September. In applications submitted by November, COs outline how CSF objectives align with the country's CAS and PRSP, and how the CO plans to use CSF funding for the civic engagement of vulnerable and marginalized groups in the upcoming fiscal year. Submissions are evaluated by the Steering Committee by January based on an established set of criteria that reinforce their ability to promote civic engagement, work with vulnerable populations and synergize with country priorities. Once country participants are selected, funding allocations are awarded based on a two-tier system (returning and new applications) in addition to levels within these tiers that fluctuate based on past performance. Typically, returning applicants are awarded between \$35,000-\$40,000, while new applicants are awarded \$25,000-\$30,000.

Once award letters from the CSF Secretariat have been distributed to respective Country Directors and Managers, COs are responsible for holding a call for proposals at the national level during the spring months to select grant winners. Detailed guidance for grant-making is offered through the CSF Guidebook. It recommends that awards range from \$5,000-\$7,000 and that no award exceeds \$15,000. This results in most COs selecting between four to nine grantees each year. Some COs hold the national call for proposals under the general CSF objective of strengthening the voice and influence of poor and marginalized groups in order to reach a wide spectrum of stakeholders. In this case, grantee CSOs often serve different sets of vulnerable groups. Other COs hold the national call for proposals under a more specific theme, such as youth civic engagement in rural areas or inclusion of persons with disabilities, and aim to target a different subset of stakeholders each year. Box 3 below exemplifies how a well-tailored theme can forge a cross-cutting approach across different vulnerabilities, themes and sectors. COs award all grants to CSOs by June and the CSOs have one year to implement the proposed projects.

Box 3. Ghana: A Cross-Cutting Theme for FY10 Call for Proposals

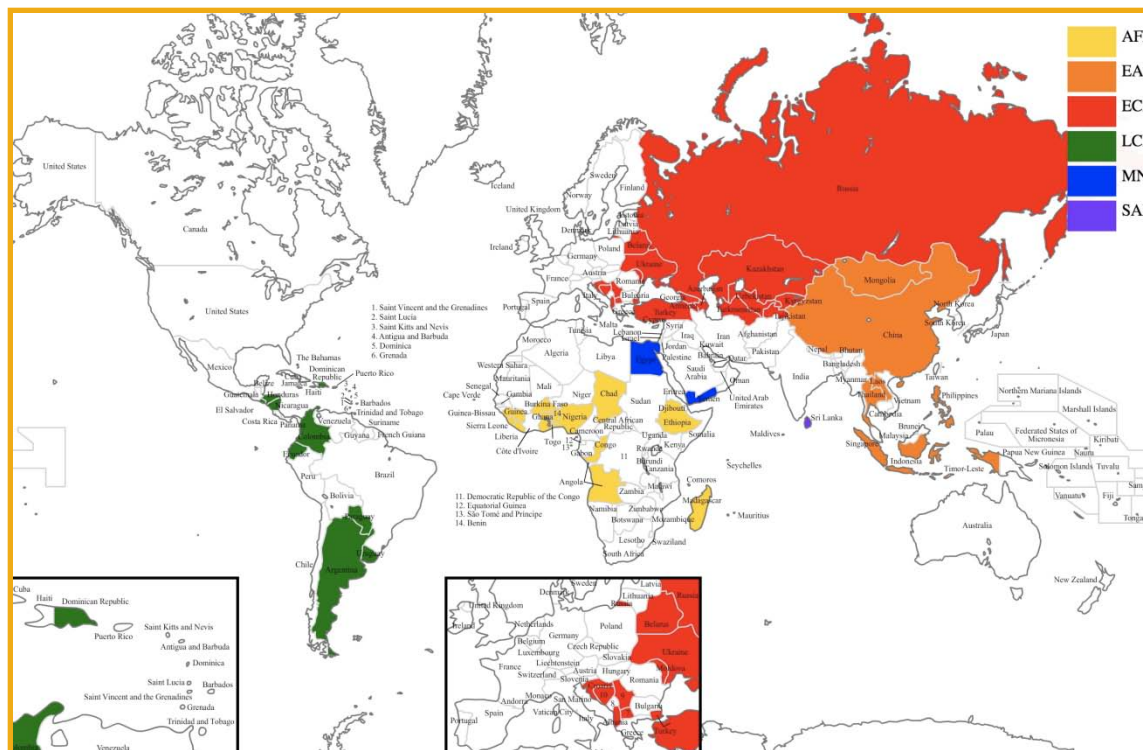
Ghana's CAS for FY08-11 stresses the need for civil society and participatory civil engagement, especially of the vulnerable, marginalized and the poor, to contribute to the development agenda for inclusive growth. In line with this need and Ghana's continuing efforts to achieve the Millennium Development Goals on water and sanitation, the Ghana CO announced "Gender, Water and Sanitation: Building the Case for Sustainable Use through Transparent and Accountable Mechanisms" as the theme for its FY10 call for proposals. The CSF awarded funds to seven proposals to work in different rural communities. Grantee CSOs organized women into water and sanitation committees to represent their communities in stakeholder discussions with municipal authorities. These stakeholder discussions resulted in jointly agreed action plans to monitor progress, and the development of performance review standards for water board officials to increase accountability. Grant activities served multiple objectives of empowering women, increasing interactions between formal and informal governance institutions, civil society and women, stressing the need for transparency, access to information and accountability in service provision, and setting up participatory monitoring mechanisms to improve water and sanitation conditions.

2.2 Allocation by Region

The CSF funds are not allocated based on regional quotas. The regional distribution of funds reflects the pool of COs applying for funding. The CSF Secretariat practice adjusts the average amount awarded per CO in order to ensure some level of funding to all viable applications that demonstrate a focus on civic engagement of vulnerable populations.

As the distribution of countries on the world map in Box 4 demonstrates, COs in ECA, AFR and LCR constitute most of the applicants. Out of 52 COs receiving CSF funds in FY10, 19 are in ECA, 13 are in AFR and 10 are in LCR.

Box 4. Countries with CSF Grants in FY10



Depending on the size of awards allocated to each CSO by COs, the number of awardees in each country varies. On average, COs will fund between 4 to 9 proposals according to the sample of COs that completed the FY10 CSF Questionnaire (see Annex I: Methodology and Data). The participating COs (87 percent) awarded a total of 308 grants; therefore the number of grants awarded by all COs in FY10 can be estimated as 356.

With 137 awardees, ECA accounted for 44 percent of global CSF grants. AFR (73 awardees) and LCR (47 awardees) accounted for 24 percent and 15 percent of the portfolio respectively.

Table 1. Number of Grants in Surveyed Countries per Region

	AFR	EAP	ECA	LCR	MNA	SAR
Number of Grants	73	33	137	47	11	7
Number of Countries	11	5	18	7	2	2

2.3 Leveraged funds

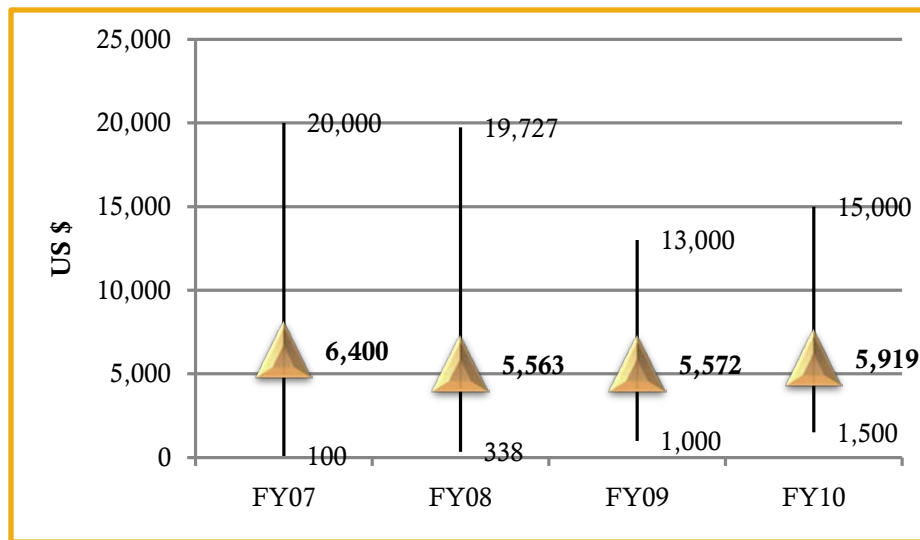
The CSF guidelines stipulate that attempts should be made to leverage external funds, so that no more than half of the proposal budget is funded by CSF contributions. Awardees are expected to cover the remaining 50 percent of the budget through in-kind contributions from the CSOs or funds from other donors. In the FY10 survey of COs, 67 percent of participants (30 COs) reported mobilizing additional resources through cash contributions from other donors, in-kind cost share from grantees or both. These 30 COs raised an average of 53¢ for every \$1 of CSF funds contributed. This represents a marked improvement from FY09, when 15 COs reported leveraging funds and leveraged an average of 41¢ for every \$1 of CSF funds.

External donors mostly consist of international organizations, such as UNICEF, or international bilateral organizations, such as USAID. Leveraged funds, and presumably institutional support, from other donors increase the scope and impact of CSF projects. As one CO noted “co-financing allows for bigger and sustainable projects, it also offers possibilities for close monitoring and of course, it offers a greater impact on the beneficiaries.”

2.4 Grant Size

In FY10 CSF grant sizes were slightly higher than the previous two years. The average FY10 grant size was \$5,919. CSF guidelines recommend CSO grant sizes range from \$5,000-\$7,000, with a recommended maximum of \$15,000. Graph 1 shows the average grant size over the past four years, and the range of minimum and maximum amounts awarded for each year.

Graph 1. Average Grant Size and Range

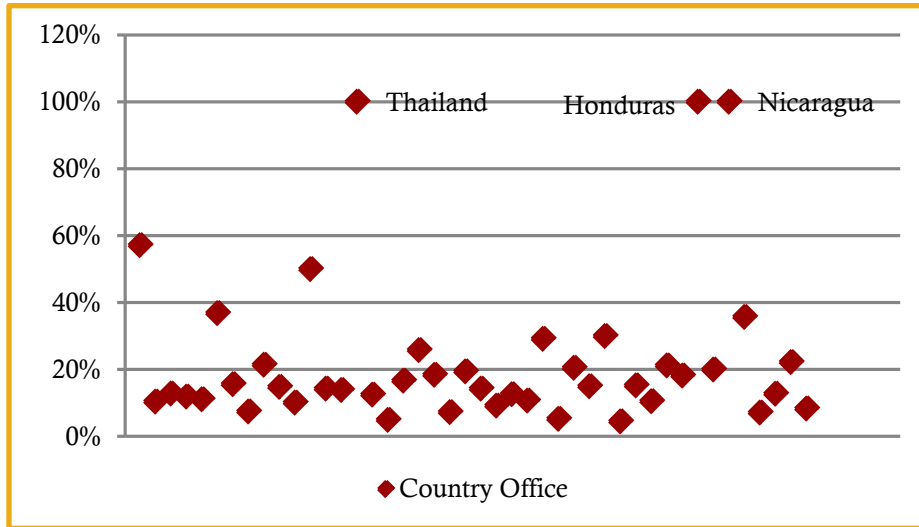


2.5 Award Rates

The participation rate and interest of CSOs in obtaining CSF funding remained relatively constant in FY10. According to the FY10 survey of COs, the average CO maintained an award rate of 14 percent, receiving 50 proposals and awarding 7 grants. In FY09 and FY08, the CSF globally awarded grants to 10% and 11% of applicants respectively.

While the CSF globally awarded grants to 14 percent of applicants, at the CO level the award rate was 23 percent. This variation is accounted for by countries with an unusually low number of applicants and an unusually high award rate, as can be seen in Graph 2 below. For instance, the three countries with a 100 percent award rate, Honduras, Thailand and Nicaragua, respectively had four, five and seven applicants. The low number of applicants results from the country offices' decision to target the call for proposals to a specific sector or geographical area.

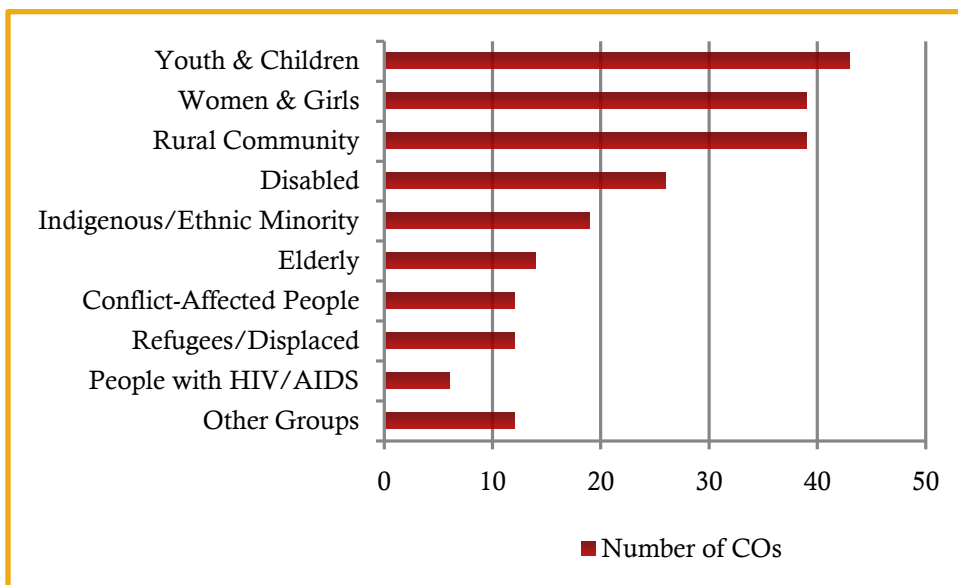
Graph 2. Distribution of CSF Funding Rates



2.6 Beneficiary Types

In FY10 the most common beneficiary types were youth and children, women and girls, and rural communities. Out of the 45 COs that participated in the survey, 43 COs reported working with youth and children, 39 worked with women and children, and 39 worked with rural communities. It should be noted that survey respondents were asked to select all beneficiary types that apply, therefore significant overlap and double counting probably exist between categories such as women and girls and youth and children. The remaining beneficiary types reached by CSOs can be seen in Graph 3.

Graph 3. COs and Beneficiary Types



Note: COs were asked to indicate all that apply. Categories are not mutually exclusive.

Youth and children were the most common beneficiary type in FY08 and FY09 as well. This trend may well reflect the World Bank's and the Social Development Network's continued emphasis on youth, as underscored by the World Development Report 2007: Development and the Next Generation: "With 1.3 billion young people (age 15-24) now living in developing countries - the largest ever youth group in history - there is a critical need to invest in youth at this time. A failure to train them more effectively to be active, responsible citizens, could lead to widespread disillusionment and social tensions."

CSF projects working with youth span a wide range of themes and activities, such as youth civic engagement and volunteerism, participation in the work force and reduced unemployment, inclusion of marginalized youth in school and society in general, crime and violence prevention, youth awareness and advocacy on environmental protection, HIV/AIDS, drug use, reproductive health etc. Table 2 provides examples of projects addressing different concerns of youth, dependant on country contexts.

Table 2. Empowering Youth in Different Country Contexts

<p>LIBERIA</p> <p>Civic Engagement of Youth</p>	<p>Youth represents about two thirds of Liberia's population, and civic participation and employment of youth are major concerns in Liberia's CAS and PRSP. In FY10, the CSF funded five grants focusing on youth volunteerism and civic engagement. CSOs organized community-based youth volunteer clubs in different localities in the country. Capacity building of these youth clubs aimed to increase their engagement with local political leaders, thereby making community development processes more inclusive and equitable. Trainings, workshops and panels for capacity building focused on volunteerism, life skills, conflict management and peace building, community youth empowerment, and youth leadership.</p>
<p>GEORGIA</p> <p>Employment of Internally Displaced Youth</p>	<p>Georgia's Country Partnership Strategy for 2010-2013 prioritizes meeting post-conflict and vulnerability needs as its first pillar. In line with this priority, the CSF concentrated grants activities on youth internally displaced by the 2008 conflict. Internally displaced youth received job search, career orientation and entrepreneurship training through seven grants. One grantee CSO arranged for selected IDP youth to work as interns in local businesses. Other grantees strove to improve access of youth to job vacancy information through distribution of vacancy brochures and publicizing of an internet database.</p>
<p>JAMAICA</p> <p>Violence and Crime Prevention</p>	<p>Consultations for Jamaica's Country Partnership Strategy for 2010-2013 identified crime and violence, and human capital development as priority areas for World Bank Support. The CSF grant activities in FY10 focused on these priorities in working with inner-city marginalized youth for crime prevention. Grantee CSOs targeted differing groups of youth with distinct needs: In-school youth were provided with conflict resolution methods, communication skills and school work support to keep them productively engaged in school. Unemployed and out-of-school youth received communication skills training and job interview coaching for entry into the formal labor market. One project innovatively worked with unengaged teen fathers on counseling and parenting skills in order to repair their relationships with partners.</p>

YEMEN

Reduction of Youth Qat Consumption

The government of Yemen is committed to addressing Qat use in the country under the Integrated Qat Demand Reduction Agenda within its new CAS. Qat use takes a heavy toll on the productivity, employability, and social and family relations of youth. The CSF funds in FY10 mobilized CSOs to work with youth to develop innovative ideas on how to reduce youth Qat consumption. Grantees organized youth competitions and a football tournament, produced a documentary film and prepared awareness-raising television flashes against Qat use.

Even though youth and children, women and girls, and rural communities constitute the most common beneficiary types, one should not overlook that almost the same number of COs have reported working with the remaining beneficiary types combined. In order of frequency, these are disabled persons, indigenous people and ethnic minorities, the elderly, conflict-affected people, refugees and internally displaced people, people with HIV/AIDS and others. In combination, CSF funding engages with and gives voice to a large spectrum of vulnerable and marginalized populations. The 12 COs that reported working with vulnerable groups other than those explicitly listed in the survey have worked with migrant workers, workers in the informal economy, former and current inmates, the urban poor, communities affected by natural disasters such as earthquakes, tsunamis and typhoons, the Roma, and waste pickers.

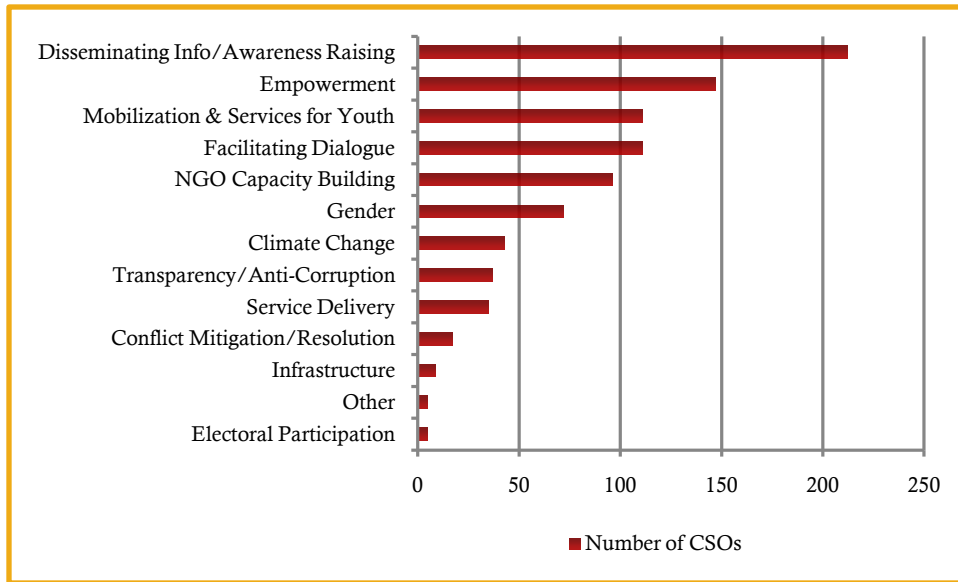
Box 5. Thailand: Dialogue to Enforce Labor Rights of Migrant Workers

In FY10 the Thailand CO decided to fund projects supporting migrant workers, to build on the findings of a country-wide World Bank Migration Study and a Rapid Assessment on the impact of the economic crisis on vulnerable groups (including migrant workers). Funded CSOs organized consultations with legal and illegal migrant workers, and workers in the informal sectors to find out about their working conditions and to raise awareness of their rights. Based on these consultations, the CSOs submitted recommendations to relevant government agencies on the issues of labor rights, health and safety conditions, child labor and human trafficking.

2.7 Thematic Areas

According to programmatic guidelines, CSF funds are to be spent on activities of “civic engagement.” Thematic areas are indicators of how COs are operationalizing the term “civic engagement” and provide the most concrete description of CSF work. In FY10 the most common thematic areas for programming continued to be Disseminating Information/Awareness Raising and Empowerment as can be observed in Graph 4 below.

Graph 4. CSOs by Thematic Area



Note: COs were asked to indicate all that apply. Categories are not mutually exclusive.

Out of 310 grantee activities reported in participating CO surveys, 212 grantees reported work that could be classified as Disseminating Information/Awareness Raising; 147 grantees reported work that could be classified as Empowerment. This trend is inherited from FY09, during which Disseminating Information and Empowerment were also cited as the most common thematic areas by COs.

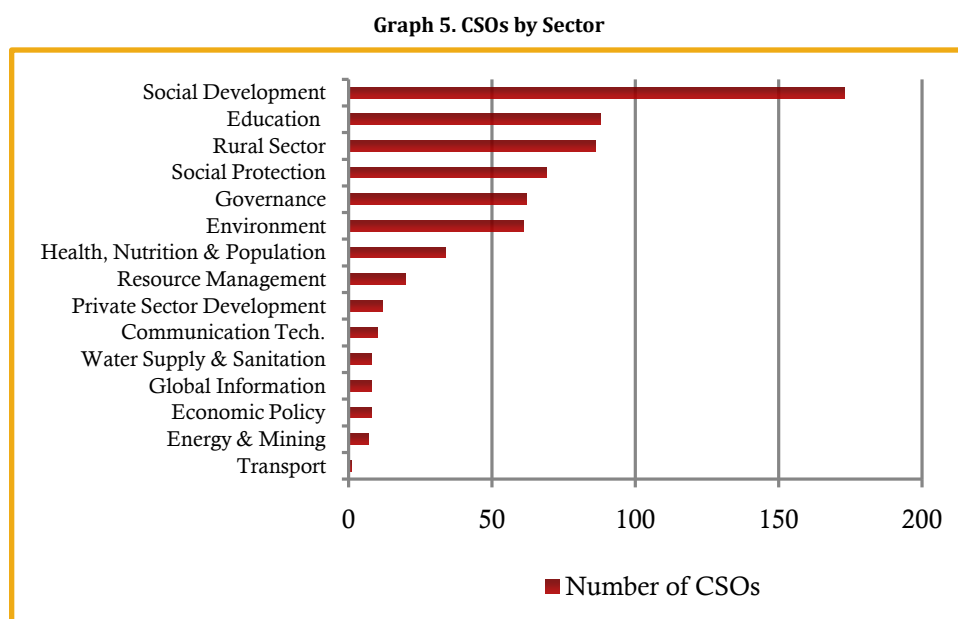
Operationally, Disseminating Information, Empowerment and the three most frequently reported grantee thematic areas following these (Mobilization and Services for Youth, Facilitating Dialogue, NGO Capacity Building) translate into activities such as trainings, workshops, and information campaigns. The high prevalence of these activities in operationalizing “civic engagement” across COs can be attributed to two main reasons, one practical and one methodological. The majority of COs note that the one-year funding cycle, the modest grant sizes and the limited capacity of NGOs in their countries make training, workshops and information campaign activities more viable than other, possibly more innovative or complex, activities. Practically, the requirements of the CSF grant funding creates a preference for such activities.

Methodologically, the CSF Questionnaire asks COs to indicate all thematic areas that apply. Disseminating Information/Awareness Raising is often an integral part of most grantee projects, even if the underlying thematic area is gender or climate change. Therefore, while on the surface the compiled numbers suggest that Disseminating Information/Awareness Raising was significantly more common than other thematic areas, in actuality this thematic area is the most double-counted one as part of other themes. For example, the Kyrgyzstan and Madagascar COs funded grantee activities that helped parents in poor and rural communities obtain birth certificates for their children. As the CSF Questionnaire asks COs to indicate all categories that apply, multiple categories would be marked for these grantee activities: Disseminating Information/Awareness Raising for informing and drawing the attention of parents to the disadvantages of their children not having birth certificates, Mobilization and Services for Youth for providing the parents /children with the opportunity and means to register birth certificates, and, possibly, Empowerment, for enabling the children to have access to social and medical services, schooling and civil rights in the future. In

short, while the top categories often translate into trainings, workshops and information campaigns, the Questionnaire fails to differentiate between grantee activities that just provide information and grantee activities that take their projects a step further. The Questionnaire for FY11 will be redesigned for more accurate stocktaking of grantee activities.

2.8 Sector Areas

In FY10 CSF grant activities were most concentrated in the sectors of Social Development (173 grantees), Education (88 grantees), Rural Development (86 grantees), Social Protection (69 grantees), Governance (68 grantees) and Environment (61 grantees). Social Development and Education were also the top sectors FY09. As noted in the Annual Report for FY09, given the broad definition of social development and the fact that CSF funding is administered through the SDV of the World Bank, the dominance of this sector can be anticipated in CSF grant-making. The prevalence of Education sector activities can be attributed to Youth and Children being the largest group of CSF grant beneficiaries.



Note: COs were asked to indicate all that apply. Categories are not mutually exclusive.

The increased focus on Rural Development compared to previous years arises from a number of factors reported by COs. In large part, COs indicate that due to climate change, out migration, remoteness and lack of services, rural populations can be significantly more marginalized and vulnerable compared to their poor urban counterparts. Some COs also suggest that funding for small scale projects, as those allowed by CSF financing, achieves more tangible results in rural communities. Lastly, COs note that CSF grant-making gives them the rare opportunity to interact with CSOs outside the capital. Some COs report that this provides them with a valuable connection in understanding the needs and concerns of rural populations, whose voices are often absent from Bank consultations in their countries.

Box 6. Sri Lanka: Fostering Knowledge Sharing between Rural Farmers

Expanding economic opportunities in lagging regions is one of the three strategic objectives of Sri Lanka's CAS. In addition to people affected by conflict, the Sri Lanka CO identified fragmented communities living in rural areas as the other segment of society to be marginalized from the country's economic growth. In order to address the needs of rural communities, the CSF funded a project by teaming up with the University of Colombo Institute for Agro-technology and Rural Sciences. The project linked up farmers in the South to farmers in the North in order to transfer knowledge of a successful model for banana cultivation practiced in Hambantota to the farmers in Jaffna. The University's development of training modules for additional farmers to use this model offers the possibility of scaling up.

The number of Social Protection projects has remained constant over the years. Since the CSF focus is the civic engagement of marginalized people, grants in the Social Protection sector often work to increase protection and access of marginalized people. These objectives are operationalized through activities such as rights campaigns, facilitated and increased dialogue with local authorities or increased access to services.

The prominence of Governance grants funded by CSF has risen over the years. The Bank's increased attention to accountability and transparency in order to decrease corruption and improve governance has affected COs' call for proposals. CSF grants in this sector have funded themes and tools such as budget transparency, procurement law monitoring, community scorecards, private and public sector service delivery monitoring and participatory community decision-making. Some COs have funded grants for third party monitoring or budget transparency of Bank investment lending projects. This approach used CSF grant-making to contribute towards improving the results of general Bank operations projects.

Box 7. Nigeria: Civic Engagement in Public Procurement

In recent years, Nigeria achieved progress in increased transparency of public resource management and decreased corruption, but complex governance challenges remain, especially at the state and local levels. The CAS, PRSP and Government Agenda all highlight the importance of civic engagement and CSO participation in public procurement processes. To this end, the Nigeria CO awarded CSF funds to CSOs working on enhancing public procurement effectiveness and transparency in different regions. At the national level, a public procurement and budget monitoring network of CSOs was established, and trained on monitoring and evaluation tools. At the local levels, town hall meetings and public lectures were organized to raise awareness on public procurement. For continued engagement, CSOs used community score cards and trained local "public procurement monitors."

Lastly, the Environment sector has been a prominent sector for CSF projects over the years. CSF grants in the Environment sector increasingly focus on social dimensions of climate change. Typical activities funded in this sector include environmental education and awareness, advocacy, resource management, disaster-risk management and community based climate change adaptation.

Box 8. Philippines: Community-Based Disaster Risk Management

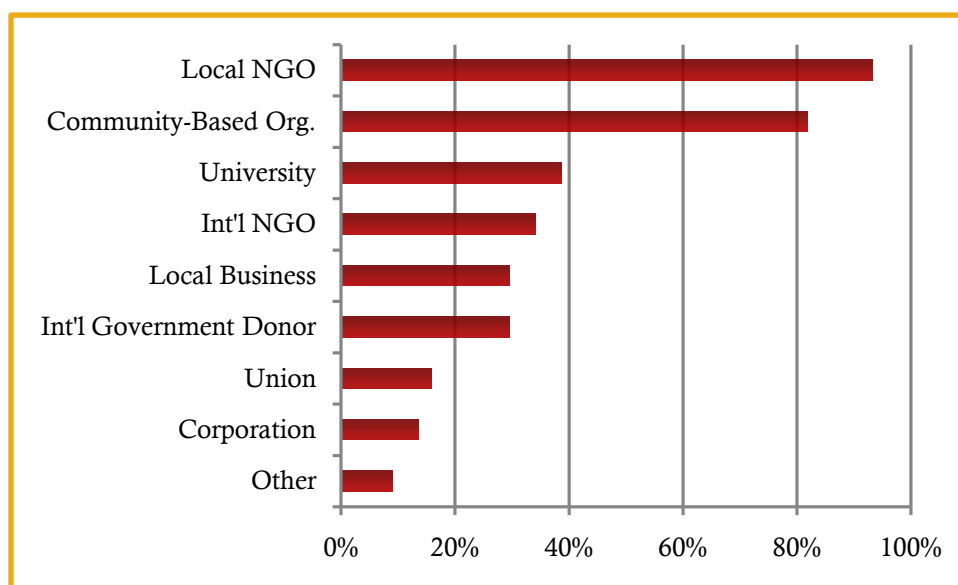
The Philippines is a disaster prone country, a situation that is aggravated by the effects of global climate change. As a result, one of the strategic objectives of the Philippines' current CAS is to reduce vulnerabilities, including the management of disaster risks that disproportionately affect poor families. In FY10 the CSF funded proposals under the theme of "Community-Based Disaster Risk Management." In Leyte, which is one of the most typhoon frequented provinces in the country, a municipal-wide contest was held on innovative community-based disaster risk management ideas. The selected ideas were adopted in Local School Board and Municipal Disaster Coordinating Council plans. In Marikina, Pasig and Quezon City disaster response teams were formed and trained in poor urban communities.

3 Partnerships, Knowledge Sharing, and Learning

Building partnerships and promoting knowledge sharing are central components of the CSF's technical approach to grassroots development. CSF grant-making builds partnerships between the COs, local CSOs, local institutions and international organizations during the grant selection and implementation processes. Often these partnerships will result in relationships beyond the length of CSF grant projects.

In the FY10 CSF Questionnaire, 98 percent of COs saw the CSF as a method for building partnerships with other organizations. The most common partnership was with local NGOs (93%) and community organizations (82%), followed by universities, international NGOs, local businesses and international government donors, as illustrated in Graph 6 below. One CO invited experts from embassies, international government donors and United Nations agencies to participate in the selection committee for the CSF grant proposals.

Graph 6. Types of Partnership



Note: COs were asked to indicate all that apply. Categories are not mutually exclusive.

Traditional World Bank lending projects operate at a macro level and often limit the Bank's engagement to government institutions. In contrast, CSF operates at the local level with social intermediaries and the constituencies they serve. A number of COs specifically underline that CSF grant-making has allowed them to understand critical issues faced by grassroots communities, who otherwise would not have access to development processes. COs note that the CSF is particularly effective in expanding the Bank's reach beyond the national capital.

In addition, CSF grant-making positively affects the reputation and visibility of the World Bank within countries. CSOs that were previously reluctant to interact with the World Bank now view it as an institution that supports civic engagement. World Bank support of CSOs also increases the credibility of the CSOs and facilitates their mobilization of funds from other sources. Box 6 below provides an example of how CSF grant funding has created partnerships and enhanced the Bank's visibility in Uruguay.

Box 9. Uruguay: CO Comments on How the CSF Creates Valuable Partnerships

“The partnerships that we have been generating through the CSF helped us generate new activities, reach new audiences, and started new dialogues on development. Through the CSF we met many CSOs. Some of them obtained funds and some didn’t, but the interesting outcome is that with many of them we organized joint activities such as workshops on access to information, CPS consultations, public events to disseminate studies like the World Development Report etc.

Municipalities, who first contacted to help us with the local dissemination, are now closely in contact with the office in many new activities, such as local events and presentations of the Bank. We had the chance, when disseminating the Fund, to visit some municipalities, listen to the private sector, media, CSOs, local government, and understand better their needs, and focus our work. Although we are based in the capital city, we are able to reach, through these partnerships, small communities, rural associations, women living in the rural areas, which represent an important part of the vulnerable population in Uruguay. The municipalities also participate in the Fund as partners for local CSOs. That improves also the quality and sustainability of the winning projects.

The fund also improved our image in the country. Senior World Bank visitors spoke with coordinators and beneficiaries of some of the winning projects to see the impact of the CSF in our work. Many of our visitors were impressed by the quality of the proposals that the fund financed, but mostly by the way the winners spoke about the World Bank. They mentioned the Bank as a key institution, and a relevant partner for development.

In addition, in the past two years, international development agencies and government institutions, such as the Ministry of Health, invited the World Bank as a key speaker to the CSO national workshops, to explain how the fund works, and what should be taken into consideration when writing a proposal.”
(abridged for this report)

More than being just a reputational asset, these partnerships with CSOs contribute to CAS and PRSP consultations in COs. Approximately 93 percent of COs reported that CSF programs directly or indirectly impacted the CAS or the PRSP. Relationships formed with CSOs ensure the participation of vulnerable populations in consultations and increase ownership of development processes. A statement from the Croatia CO in Box 7 below illustrates how such partnerships ensure that Bank consultations are more equitable and inclusive.

Box 10. Croatia: CO Comments on How Partnerships Make CAS & CPS More Inclusive

“One of former grantees has become a very important partner at many levels. The NGO focuses on local communities in order to develop practical and appropriate ways for improving the local economy and environment. We hired the NGO to help us during the last two CAS consultations with civil society (in 2005 and 2008). As we visited various parts of the country, their familiarity with the various regions of the country and the extensive network helped us secure an adequate number of participants in each town where the consultations were held. Further, this partnership has provided us with insights and knowledge necessary to develop and inform the CPS, which would not only address the development needs of the government, but also the needs of the civil society.”
(abridged for this report)

Knowledge sharing and learning mechanisms are used by Bank COs to share the experiences of CSF grantees with external and internal audiences. Newsletters, website postings, local media, meetings, conferences and presentations were widely used in FY10 as knowledge sharing mechanisms. COs also used CSF Grants Award ceremonies to invite local media, and promote cooperation between former grant winners and current grant winners. Approximately a quarter of CSF Questionnaire participants reported that one of their projects had been profiled by the World Bank’s External Relations in the past two years (for website links, see Annex 3: Profiles of CSF Projects by WB External Relations).

In addition to promoting knowledge sharing with organizations outside the World Bank, the CSF is also an effective mechanism for promoting internal knowledge sharing. The CSF grant selection committee often involves CO staff from multiple departments and sectors. Via their involvement with CSF staff not only build relationships with those outside their technical area, but also learn how to consider development issues from the social perspective. The knowledge and experience created through CSF grant funding remains in-country however, and does not accumulate across the Bank. An appreciable number of COs indicated that knowledge sharing between COs on issues of CSO capacity, sustainability and best practices would be constructive to their efforts. The broad mandate of the CSF to serve vulnerable and marginalized populations provides an opportunity for experimentation across the COs, but certain best practices and procedures can be replicated to make the grants more effective. COs indicate support for a knowledge sharing platform, regional video conferences or retreats. The CSF will hold at least one regional conference per year starting in FY11 for knowledge sharing, and make a dedicated effort to organize video conferences on relevant themes.

4 Monitoring and Evaluation

Monitoring and evaluation for CSF grants remains restricted. Participating COs shoulder the responsibility of conducting supervision of their grantees as a component of their partnership with the program, but CSF funds cannot be used to support Bank Staff salary or travel. In effect, this results in a non-systematic, fragmented and mostly qualitative monitoring and evaluation of CSF grants across COs. Such monitoring and evaluation can verify the completion of outputs and realization of outcomes in grant projects. It is unable to assess however whether activities fulfill CSF objectives or have medium-term impacts. In response to the CSF Questionnaire inquiry “how well does the increased level of civic engagement encouraged by the grants translate to the community level,” one CO responded “for me to be able to give an answer to this question I would need to have a much stronger monitoring mechanism for each project and would need to be very familiar with the initial situation in the local community to be able to measure any improvements which would have resulted from the implementation of the projects.”

Most COs reported that they largely rely on self monitoring and reporting from the CSOs for follow-up, in addition to meetings at the World Bank office and an ad hoc field visits. Most COs noted that they tried to integrate field visits to CSF projects to other Bank operations field visits to save costs. Some COs reported regular visits and regular phone calls to CSOs, while other COs were aided by delegating monitoring to World Bank project field staff in the area or local expert volunteers.

While the lack of funding for monitoring and evaluation was listed the most prominent reason for the ad hoc monitoring and evaluation, other reasons cited were the remoteness of certain rural CSF projects, lack of staff time, and cost effectiveness (grant size too small to justify monitoring and evaluation).

The external evaluation conducted by Pact in 2005-2007 also pointed out the problem of cost effectiveness in monitoring such small grants and recommended that “given the small size of the grants, a common set of rigorous and valid self-assessment indicators would prove a cost-effective means for grantee to contribute to the monitoring process.”¹ Self-assessment by CSOs is admittedly the most cost-effective monitoring and evaluation mechanism. Experience from the COs indicates that capacity building of CSOs is required before they can effectively conduct such self-assessment however. Some COs partnered with other international organizations, local universities or World Bank sectors, such as PREM, in order to provide an initial training to funded grantees on monitoring and evaluation. The trainers and the CSOs jointly developed indicators to track progress of project activities. The CSOs then use these indicators to establish measureable outcomes for their projects.

1. _____

Levinger, Bloom, Sunseri, and Leonard. “Evaluation of the World Bank’s Social Development Civil Society Fund.”. Pact Capacity Building Services. January 2009 p29

5 Sustainability, Replicability, and Scalability

As noted in Pact’s external evaluation and previous CSF annual reports sustainability, replicability, and scalability remain as challenges for the CSF program. 82 percent of COs surveyed in the CSF Questionnaire for FY10 indicate that the scale of funding is the primary obstacle preventing projects from being taken to scale. Other factors frequently cited as obstacles by the COs are the following:

- Short implementation cycle of CSF projects
- Lack of time and resources for World Bank staff to supervise projects, especially those in remote areas
- Limited capacity of CSOs (for project implementation, for leveraging additional funding from other sources and for coordination among the CSO community, often resulting from lack of technical capacity of staff and quick turnover of staff)
- Limited geographical coverage of CSOs and/or fragmented CSO networks with limited knowledge sharing
- Small number of registered CSOs, especially in closed environments for CSO operations with high level of government bureaucracy
- Non-responsive governments
- Lack of awareness in communities about CSOs and their work

The above factors can be grouped into two categories, as stemming from CSF grant-making requirements and as stemming from country contexts. The CSF may reconsider certain grant requirements listed above in order to make grants more sustainable, replicable and scalable. Capacity building and training of CSOs on basic project identification, implementation and monitoring processes can overcome some of the cited country context obstacles in the short term. In contrast, others, such as creating a more enabling environment for civic engagement, can be remedied neither in the short term nor solely by CSF efforts.

Despite these limitations however, 69 percent of COs report that they know of a CSF project that has been a catalyst for additional work in the past five years. Similarly 51 percent of COs indicate that they know of a CSF project that has been replicated or taken to scale in the past five years. These percentages are noticeably higher than those reported in FY09, suggesting a positive trend. In most cases, replicability or scalability hinges on CSOs obtaining funding from other donors after the CSF grant cycle is completed, or the adoption of the project methodology by standing institutions, such as municipalities, or universities.

Box 11. Togo: Innovative Project is Replicated with External Support

The CSO “Reseau des Jeunes pour le Développement” in Togo started a program three years ago titled “Useful Vacation” for university students. After a brief orientation and training, university students spend three weeks of their vacation living in remote villages, which are beneficiaries of World Bank funded CDD projects. Students provide villagers with information on various development topics, such as environmental sustainability, school enrolment for girls, HIV/AIDS prevention, civic participation, and maintenance of community infrastructure built through the CDD project. The participating youth have a unique experience and the CDD project uses the channel offered by students to disseminate information to beneficiary populations. Due its success, the project has been replicated for a third time in FY10 with financial support from the University of Lome and AGAIB-Savenes (Bank’s CDD implementing partner).

6 Conclusions and Recommendations

Review of the FY10 surveys lead to conclusions consistent with those expressed in the previous reports as well as the external evaluation from Path Capacity Building Services:

- 1. The CSF continues to fulfill its intended purpose of funding a wide set of activities under the program's stated focus of civic engagement of vulnerable and marginalized populations.** The broad mandate of CSF ensures flexibility and experimentation across the COs in choosing priorities, themes and methods of intervention.
- 2. The CSF creates valuable partnerships between the World Bank COs, local NGOs and local institutions,** increasing the Bank's visibility in civil society, and contributing to more equitable and inclusive development by diversifying the consultation base for CASS and PRSPs.
- 3. Knowledge sharing and learning activities help disseminate CSF grant-making experiences within countries, but grant-making knowledge does not accumulate across the Bank.** COs indicated that knowledge sharing between COs on issues of sustainability and best practices would improve grant-making. As recommended in the FY09 Annual Report, CSF head quarters should incorporate regional conferences and video-conferences to its yearly work plan to facilitate knowledge sharing.
- 4. Monitoring and evaluation of CSF grants needs to be improved.** Due to CSF restrictions on funding Bank staff time or travel, monitoring and evaluation is often non-systematic and anecdotal. COs rely on ad hoc follow-up visits and self-reporting by CSOs. The external Pact evaluation has recommended self-assessment by CSOs as the most effective mechanism for monitoring and evaluation given the small size of the grants, but the COs report that CSOs often lack capacity for such efforts. The best practice emerging from COs is for the grantee CSOs to undergo an initial monitoring and evaluation training, in which indicators are jointly decided by the CSOs and the trainers based on the specific project to be implemented.
- 5. Long-term sustainability, replicability and scalability remain challenges, but COs reporting successful examples have increased compared to FY09.** COs cite some CSF grant-making requirements, such as scale and time-cycle of funding, as factors contributing to the challenge of sustainability. The CSF may reconsider certain grant requirements with a view to make grants more sustainable, replicable and scalable. A discussion on funding multi-year grants conditioned on annual performance indicators or targets would be timely. Country contexts provide additional difficulties, such as limited capacity of CSOs or limited knowledge sharing between CSOs. Capacity building and training of CSOs on basic project identification, fundraising, implementation and monitoring processes can overcome some of the country context obstacles to sustainability.

Annex 1: Methodology and Data

This report is based on CO final program reporting and other background material, but is mainly comprised of data from a quantitative and qualitative survey completed by field-based World Bank staff, who oversee CSF program implementation. Designed and conducted to inform this report, the survey consisted of both open and close-ended questions allowing CSF Coordinators to provide elaborate feedback.

CSF Coordinators were asked to file separate paperwork for the country-level final report and the questionnaire used to inform this report. These requests were merged into the CSF FY11 Call for Applications. COs who were reapplying for funding were instructed that their applications for FY11 would not be considered complete without completion of the FY10 survey. CSF achieved an 87 percent response rate with 45 of the 52 FY10 COs completing the survey.

Methodologically, it should be understood that the results of the survey are influenced by a fairly broad confidence interval, the potential motivational bias of those surveyed, and minimal regional bias.

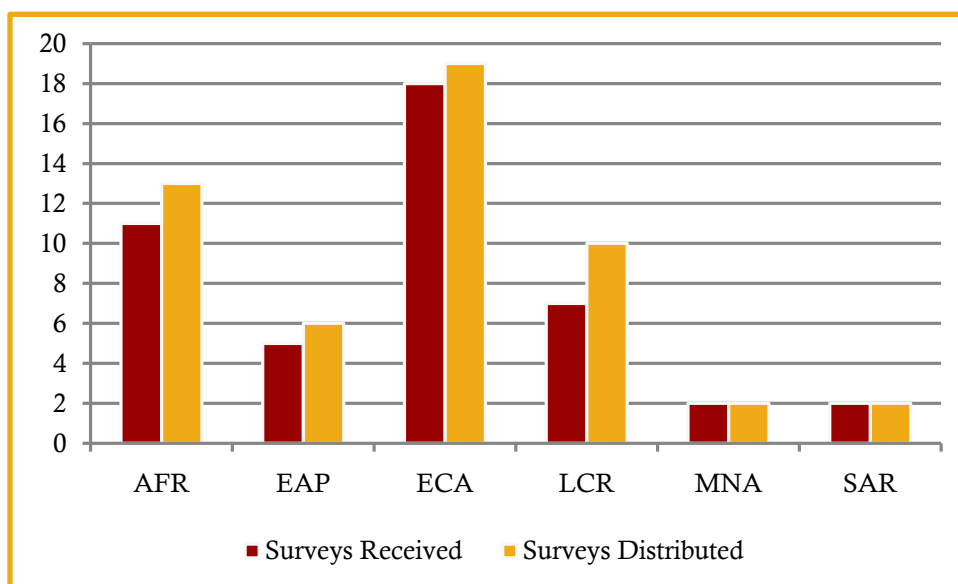
Motivational Bias

Readers should also be aware of the report's unavoidable motivational bias. FY10 COs applying for funding in FY11 had more motivation to complete the survey than COs not applying for FY11 funding. While all FY10 participants were surveyed, the vast majority of responses came from COs applying for FY11. As a result, the views of COs with ongoing interest in CSF funding are overrepresented in the survey while the views of COs no longer interested in participating in the program are underrepresented. The COs that chose not to reapply in FY11 reported either that they did not have the requisite time to meet the application deadline, or that they concentrated their efforts to apply to the newly established "Governance Window" funding. (In FY11, the CSF opened two new governance-themed windows of funding, on top of its regular grant activities, in response to the rising prominence of the good governance agenda within the World Bank. Under these windows, the CSF provides grants of \$40,000 to single projects working on budget transparency or third party monitoring, and proposals for these projects are jointly written by the CO and the partner CSO. While COs could apply for both lines of funding, some chose to concentrate efforts on one line.)

Regional Bias

The survey results contain some regional bias, but still reflect the regional distribution of FY10 activities with reasonable accuracy. This means that the aggregate results contained in the report do not significantly over-represent one region over another. Under an ideal scenario, CSF headquarters would receive responses from each CO that received a survey. Thus the percentage of total responses from regions would mirror the percentage of total surveys distributed to the region. For example, if AFR accounted for 25 percent of all the surveys distributed, it should account for 25 percent of the total responses. Any deviation from the percentage of total surveys distributed to region represents the extent to which the region is either over-represented or under-represented. In FY10 AFR, EAP, and LCR were under-represented; ECA was over-represented; and MNA and SAR were perfectly represented.

Graph 7. Number of Surveys Received versus Distributed



Estimating Beneficiary Numbers, Cost Per Beneficiary and Funds Leveraged

Given that CSF has minimal funds available for rigorous monitoring and evaluation methodology due to limitations mandated by its funding mechanism, a basic approach was used to estimate the number of beneficiaries and the cost per beneficiary. Of the 45 responses to questions about beneficiaries, 8 were considered outliers because they had values under 150 or over 45,000. Estimated beneficiary numbers from the remaining 37 COs averaged 7,939 beneficiaries and a standard deviation of 11,460. The standard deviation is an indicator of diversity. The closer the standard deviation is to the average the lower the degree of diversity. In this case the standard deviation indicates that a randomly selected project would probably have between zero and 19,399 beneficiaries. In other words the average of 7,939 beneficiaries is a rough estimate. Such variation of beneficiary numbers results from different activities and different estimations performed by COs. While some COs include indirect beneficiaries in estimations, other COs only count direct beneficiaries, such as the number of community representatives physically present in a training. In addition, while some activities, such as vocational training for young women, target fewer beneficiaries, other activities, such as HIV awareness broadcast on community radio, target many more beneficiaries.

Calculating the average is a necessary intermediate step in estimating the total number of beneficiaries (412,828), which was determined by multiplying the total number of COs participating (52) times the average number of beneficiaries (7,939).

The cost per beneficiary (\$4.73) was tabulated by dividing the estimated total beneficiaries (412,828) by the total amount allocated to COs, which was based on official CSF records in Washington, DC.

Annex 2: Civil Society Fund Steering Committee

Member/Alternate	Title	Representation
Elisabeth Huybens (Co-Chair)	Sector Manager	SDV
Helene Grandvoininnet (Co-Chair)	Team Leader Demand for Good Governance	SDV
John Garrison	Sr. Communications Officer	EXTIA
Janet Entwistle	Sr. Partnership Specialist	OPCDF
Chantal Rigaud	Communications Associate	AFTCS
Sonya Woo	Social Development Specialist	EASNS
Elisaveta Kokotanova	Consultant	ECSSD
Sabine Beddies	Sr. Social Development Specialist	MNSSO
Kury Cobham	Operations Officer CSF Secretariat	SDV

Annex 3: Profiles of CSF Projects by WB External Relations

Country	Article Title	Web Address
Armenia	The World Bank Yerevan Office Announces the Civil Society Fund 2010 Winners	http://go.worldbank.org/0146NVQ380
Croatia	Civil Society Fund Winners	http://go.worldbank.org/1KJP5SI0S0
Dominican Republic & Haiti	Historic Support to Haiti from Dominican Civil Society	http://go.worldbank.org/E0ES5JDTT0
Egypt	CSF FY08 Focuses on Improving Maternal Health in Egypt's Rural and Marginalized Areas	http://go.worldbank.org/ZBBW1W7TT0
Honduras	Pre School Las Isla Has New Recreational Area	http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/LACEXT/HONDURASEXTN/0,,print:Y~isCURL:Y~contentMDK:22855459~pagePK:1497618~piPK:217854~theSitePK:295071,00.html
Jamaica	World Bank Jamaica Opens Call for Grant Applications to CSOs Working to Keep Youth Out of Risk	http://go.worldbank.org/82F7VYDUJ0
Russian Federation	World Bank Announce Winners of Grants Program of the Social Development Fund	http://go.worldbank.org/2VGOAZ2ZW0
Turkey	Civil Society Fund Grant Competition Results for FY10 Announced	http://go.worldbank.org/102CTSZ2J0
Ukraine	World Bank Awards Grants to Civil Society Organizations Focusing on Accountability of Local Authorities	http://go.worldbank.org/9CPYWLDXQ0
Uzbekistan	Nine New Projects to Bring Difference	http://go.worldbank.org/W3Q6BF3VU0
Sri Lanka	Youth Helps Protect Tsunami Damaged Coast in Sri Lanka	http://go.worldbank.org/BPIDVU0T10