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Investment Case Paper

# CIVIC: The Civil Society & Social Innovation Alliance

Scaling people-driven solutions for a livable planet



Presented by



**WORLD BANK GROUP**

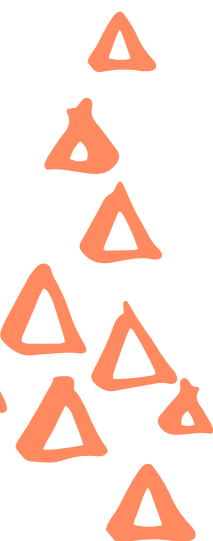


## CIVIC: The Civil Society & Social Innovation Alliance

### Summary

In 2024, the World Bank Group (WBG) is launching CIVIC: The Civil Society and Social Innovation Alliance, a dedicated new finance and support facility for civil society organizations (CSOs) and other social economy actors. CIVIC is designed to harness innovative solutions and bolster efforts emerging from civil society and social innovators to address some of the most urgent development challenges worldwide and advance the WBG's mission to end poverty on a livable planet. The WBG is currently seeking foundation partners and co-investors for this flagship initiative.

### Ending Poverty on a Livable Planet



The scope, scale, and complexity of the most pressing global development challenges – from poverty and climate change to pandemics and fragility – will not be solved by governments alone. **Driving effective and sustainable solutions** to tackle these challenges and realize the **Sustainable Development Goals** will require dynamic new partnerships with non-state actors, including civil society, the private sector, social entrepreneurs, social impact investors, and others in the social economy.

Realizing a “just transition,” locally-led adaptation, a green economy, or health for all will only be possible through meaningful, financially-enabled, and sustained engagement with civil society and the broader social economy to lift up and scale their social innovations, build community and country ownership, and increase the quality and effectiveness of development financing. Civil society and social economy actors have critical roles to play as innovators, trusted community interlocutors, technical experts, program implementers, watchdogs, and mediators.



# WBG's Engagement with Civil Society



## Untapped Potential

To effectively tap into the transformative potential of civil society and social innovators, significant financial resources to scale up civil society engagement in WBG operations are needed. This also means going beyond often ad-hoc, limited consultations to **include direct involvement and sustained engagement** through the project cycle; targeted efforts to identify and scale civil society innovations; and enhanced transparency and accountability.

Amidst compounding global crisis – where the overlap of climate change, widening inequality, and extreme poverty stand to undermine global development gains and disproportionately affect those least responsible, the need for equitable, participatory, and innovative solutions is more urgent than ever.

Growing social upheaval worldwide highlights the risks to development gains when civic engagement is neglected. Whether, and how, these movements for change usher in positive and sustainable change or protracted instability has much to do with how governments and their partner institutions like the WBG promote inclusive and equitable opportunities and systematic engagement and coordination mechanisms.

As a central WBG hub for civil society engagement, CIVIC will help systematize and transform the WBG's partnership with civil society. CIVIC will provide grants to CSOs and technical support to WBG teams and **WBG-hosted partnerships**, promoting best practices, and bringing civil society-generated innovations to scale. CIVIC builds on lessons learned from the Global Partnership for Social Accountability (GPSA), launched in 2014 and four decades of WBG-CSO engagement.





## A global catalyst for system change

As part of its Evolution Roadmap endorsed by the Development Committee in October 2023, the WBG has committed to “deepen its partnership with civil society, especially at the country and regional levels, to make the evolution process more effective.” Building on the lessons from its historical engagement and insights from the WBG’s most recent dedicated CSO financing facility, the Global Partnership for Social Accountability, **CIVIC will serve as a global bridging facility** to operationalize this WBG corporate commitment. CIVIC aims to transform and systematize the WBG’s engagement with civil society, unlocking new ideas, resources, and momentum that will catalyze the system changes necessary to advance global and country development goals.

Hosted and managed by the WBG as an umbrella Multi-Donor Trust Fund (MDTF), CIVIC looks to build a robust financial architecture, adopting a “platform” approach to support civil society-led initiatives on specific thematic areas, including **Climate, Gender, Health, and Youth**. Through its platform approach, CIVIC will create communities of practitioners working on shared priority themes, fostering alignment between country priorities and civil society demands and strengthening CSO country partnership.

With a cross-cutting emphasis on **social innovation**, CIVIC will prioritize support for CSO-led initiatives with significant potential for scale, impact, and long-term sustainability. CIVIC will primarily function as a grant-making facility for nonprofit organizations but will also aim to broaden its financial reach by forging strategic partnerships with venture philanthropy and social impact financiers.

CIVIC will capitalize on the Bank’s unique convening power, global partnerships and knowledge services, and its ability to serve as a force multiplier through its institutional relationships with ministries of finance and multisectoral engagement to drive change at scale. This approach will ensure solutions are connected and scaled into the WBG’s delivery model, reflecting country and sector priorities.



The inaugural platform under CIVIC’s framework, **Green Accountability**, provides CSOs with grant financing and technical support for ecosystem building and innovation acceleration, ensuring that climate finance effectively reaches and benefits the communities most impacted by climate change. Green Accountability works to not only drive work at the local level, but vertically integrate local voices and solutions into regional, national, and global forums. Through a networked approach, the platform connects northern and southern ecosystems, fostering knowledge exchange, streamlined financing, collaboration, and co-design at every level. See Annex 1 for more details.



# Building Ecosystems

## CIVIC's Platform Approach

CIVIC's platform-based approach integrates grantmaking, multi-stakeholder dialogues, and knowledge sharing to enhance the effectiveness and scalability of funding initiatives, program activities, and support interconnected systems. By working through networks of CSOs, social innovators, and experts, CIVIC will foster ecosystem connectivity, knowledge transfer, and vertically integrate local voices and solutions to the global level, to promote sustainable and inclusive development outcomes. This approach will build a community of practitioners working on shared priorities, strengthen in-country partnerships with CSOs working on priority thematic areas, and foster alignment between country programs and civil society demands.

By providing a central hub for WBG-civil society engagement on these thematic areas, CIVIC will serve as the connective tissue between CSOs, social innovation networks, WBG programs, and country-level initiatives, ensuring alignment between global priorities and local needs. Each thematic platform – initially, climate (the Green Accountability platform), gender, youth, and health – will support grantmaking, multi-stakeholder dialogues, and knowledge transfer. The platform approach allows for better connectivity with World Bank programs and will strengthen the WBG's engagement with partners at the country level to inform country strategies and analytics.

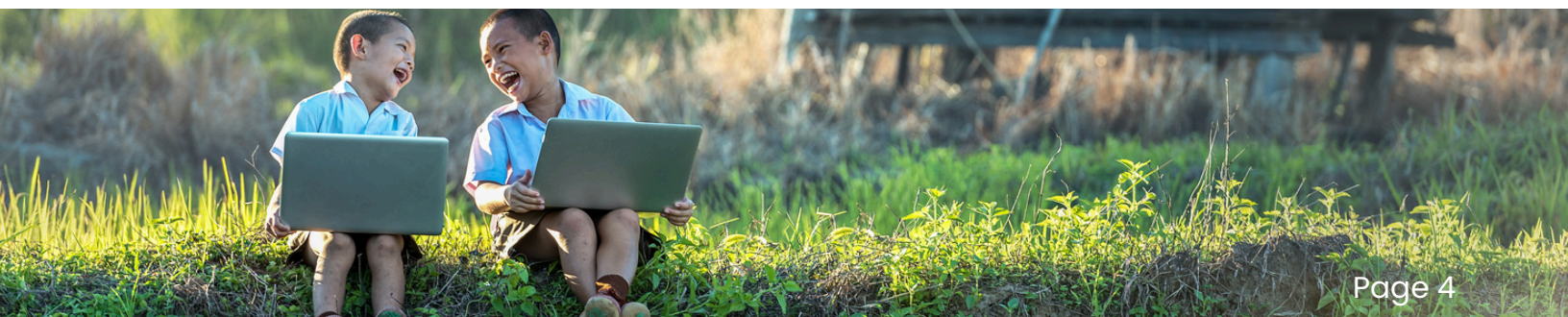
## Streamlined Financing and Efficient Fund Management

CIVIC's model will finance thematic platforms that can on-grant to a network of smaller organizations globally and at a country level working on similar thematic issues. Building on lessons learned from the GPSA and other programs, CIVIC will launch international competitive calls for proposals that will prioritize thematic expertise, North-South partnerships through the formation of consortiums, and select partners that can ensure robust fiduciary and safeguards systems are in place to administer smaller grants, and also potentially results-based financing to networks of organizations.

The Consortium will:

- Be comprised of a self-selected CSO coalition of partners working together to advance a specific agenda.
- Manage the on-granting process, ensure compliance with WBG standards, and reach more localized organizations.
- Design and roll-out a systematic, equitable and transparent process to select grant partners. This will encompass a participatory and transparent process to help shape and validate eligibility criteria and the selection. Further, it would enable the WBG to maintain an arm's length approach to the small grant selection process, enabling a nimbler design and dynamic implementation.

The approach prevents fragmented portfolios of individual small grants and fosters a common thematic focus, and systematically consolidating resources to develop knowledge and best practices around specific development challenges working with and across networks of organizations.



# Cross-cutting CIVIC impact platforms



**Climate:** The climate platform currently hosts CIVIC's proof of concept model, the Green Accountability platform. Launched in partnership with the World Resources Institute and a consortium of southern CSOs, the Green Accountability platform fosters climate finance accountability through a network of innovation and learning. The platform provides flexible and accelerated financing to CSOs in five countries, established a global collaboration platform for knowledge sharing, and scales social innovations through its Green Accountability Accelerator.



**Health:** The Health Platform, developed in collaboration with leading health institutions and World Bank experts, will leverage civil society's role in improving health delivery and outcomes, particularly in "last mile" delivery.



**Gender:** The Gender Platform will reflect and serve as an implementation resource for the World Bank's Gender Strategy. It will focus on scaling innovative approaches, financial support, and foster collaborative efforts to end gender-based violence, improve human capital, broadening economic opportunities, and empowering women to take on leadership roles.



**Youth:** The Youth Platform will support youth-serving and youth-led civil society organizations with the goal to apply meaningful youth engagement and leadership in the design and delivery of WBG projects and strategies, while capacitating youth leaders and scale existing social innovations.

\*Note: CIVIC may add additional platforms and focus areas in response to partner interest.





# Core Program Activities

## *Program Components:*

- **Grantmaking** to CSOs and social innovations through a platform-based approach. CIVIC will identify and support scalable social innovations emerging from civil society and social innovation networks. Technical assistance and targeted series B-type financing will fast track these initiatives for rapid, large-scale implementation by embedding them within the WBG delivery model, including through World Bank-funded projects and investments.
- **Multistakeholder Dialogues** that promote collaboration and coalition-building among CSOs, governments, private sector, and philanthropies working on each platform area. This will build communities of practice, enable knowledge exchange, and networking, identify programs with potential for delivering scalable solutions to shared challenges, and promote collective action.
- **Knowledge Hubs and Capacity Strengthening** to promote North-South and South-South learning exchange, and address the non-financial obstacles to scale and sustainability of civil society innovations. This will be done by identifying and targeting the unique needs and value-add of the CSOs engaged in each CIVIC platform and provide them with tailored coaching, learning tools and opportunities.

## *Cross Cutting Drivers:*

- **Accelerating digital technology solutions** by collaborating with leading innovators to both test and scale emerging tech innovations.
- **Expanding social accountability and citizen engagement** by partnering with CSOs to set performance standards, monitor services, improve transparency, train community leaders, implement digital tools for public access, and support research on shrinking civic space.



# Measuring Impact & Sustainability



## CIVIC's Theory of Change

### If we

- Provide grants and non-financial support to CSO-led social innovation initiatives with significant potential for scale, impact, and long-term sustainability
- Establish connective tissue between CSOs, WBG programs, and country-level initiatives, and connect CSOs with essential brokers, and
- Foster constructive dialogue between CSOs and governments

### Then

- People-driven and scalable solutions for a livable planet will be identified, supported and nurtured
- Civil society will have the capacity to develop scalable and sustainable social innovations
- Communities of practice will exchange knowledge about scalable solutions to shared challenges and promote collective action

### Eventually

- Social needs will be met at a larger scale through social innovations generated by civil society
- An enabling environment is promoted in which positive systemic change takes place involving civil society at local, national, and global level

## World Bank Global Hub for Engagement

From within the World Bank, CIVIC can:

- Leverage WBG's engagements with governments and other development actors to scale up community-driven, social innovation solutions that better reflect the needs and demands of impacted communities to enhance development effectiveness and sustainability. The WBG's convening power creates a unique opportunity to bring together a comprehensive range of stakeholders to influence system change.
- Use the extensive breadth and reach of WBG partnership and knowledge services to identify and implement strategic CSO partnerships and pathways for scale.
- Complement and reinforce supply-side interventions (e.g. policy dialogue and lending) with demand-side efforts (e.g. fostering collaboration and partnership) for better development outcomes.
- Access WBG analytic, knowledge, and advisory activities to inform a more strategic, systems approach to thematic or country-specific activities. These will assess capabilities and limitations of state institutions and CSOs, seek to enhance their service delivery and contributions to development, and promote the institutionalization of innovative solutions from non-state actors.





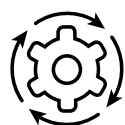
# CIVIC's Operational Approach

Each participating country will engage a **Coordinating Team (CT)** which will facilitate identification of country priorities, convening of relevant actors to influence program design, and supervise implementation of priority programs. They will assist governments and WBG teams in planning, financing, and execution of CSO-led scalable social innovation solutions financed by CIVIC. The CTs will receive substantial support from the secretariat of CIVIC, which will allocate to CIVIC-related activities.

To achieve its objectives, CIVIC will establish strong connections with WBG's operations through the following mechanisms:



**Country Compacts:** CIVIC's call for proposals for CSO-led innovations will be primarily be guided by WBG country priorities via Country Partnership Frameworks (CPF), donor interest, WBG country teams, and enabling conditions on the ground. Country Compacts will be prepared and designed to align resources and social innovations with CPFs to ensure proven solutions are attuned to the country's needs, and have potential to be integrated into respective government programs, through WBG operations. By leveraging the WBG's convening power, CIVIC will look to facilitate collaboration among donors, MDBs, international NGOs, philanthropic entities, and the private sector, to bolster government strategies to foster CSO-led social innovation.



**Link to Strategic WBG Operations:** CIVIC will institutionalize and sustain engagement with non-state actors to inform the design of operations, moving away from an ad-hoc approach to convening stakeholders.

- **Investment Policy Financing (IPFs):** Sector specific operations could tap into a regularly vetted cohort of CSOs and social actors to engage in consultations at project design, implementation, and would enable engaging stakeholders in participatory monitoring of operations.
- **Development Policy Financing (DPFs):** Collaborative engagement with thematically relevant CSO networks would enable the WBG to more readily understand and address societal concerns of proposed policy reforms. The WBG could broker a dialogue with governments and provide tools to navigate potential challenges.
- **Strategic Policy Dialogue:** Country level engagements on strategy documents, such as CPFs and sector specific policy notes would benefit from a structured dialogue with the WBG around key country-level priorities.



## Governance

CIVIC will be set up as a Multi-donor Trust Fund (MDTF). It aims to be a collaborative partnership among donor countries, the WBG, development foundations, and CSOs. CIVIC will be housed in the Global Social Development Department.

Applying the experience of other externally facing MDTFs and global partnerships, the governance structure for CIVIC includes a **Partnership Council, Thematic Advisory Groups (TAGs), and a Program Management Team (PMT)**. A broad set of stakeholders including donors, CSOs, and relevant WBG departments will be engaged in the CIVIC's design to ensure it reflects the commitment to inclusivity, equity, and the WBG's standards of transparency and accountability.

The **Partnership Council** will be established to: (a) provide strategic guidance and direction on the implementation of this Trust Fund and any other Bank administered trust funds that, as determined by the Bank, support the achievement of the Trust Fund's objective; and (b) review progress reports provided by the Bank based on the results framework for the Trust Fund and any Associated Trust Funds. It will comprise the following members: (a) representatives from the Bank, including as chair; (b) a representative of each Donor contributing to this Trust Fund; and (c) a representative of each Donor contributing to Associated Trust Funds.

It will:

- Meet annually as convened by the Bank.
- Endorse Annual Work Programs and budgets for the Trust Fund presented by the Bank during the Partnership Council meetings.
- Decide, by consensus, on funding priorities.

The **Thematic Advisory Groups (TAGs)** will serve as external advisory bodies that will provide independent advice to the Partnership Council and Secretariat on the thematic areas, funding priorities, and provide technical advice/input to the PMT and Secretariat on the direction of the Umbrella Program. TAGs may also serve as a platform for exchanging views and leveraging practical knowledge, expertise and experience from relevant sector or thematic experts on technical aspects of the program. A TAG will be established for each platform under CIVIC and will be time-bound and external to the governance structure of CIVIC. In this way, the TAG supports CIVIC with its goal of financing projects and activities that help strengthen capacity building and implementation as part of its mission and objectives.

The **Program Management Team** will be supported by civic engagement focal points from relevant sector departments who will contribute to the technical work of the PMT, including the development of the Annual Work Program and strategic priorities, and will ensure efficient coordination and knowledge sharing across sectors in the implementation of Facility-financed activities.



# Allocation Methodology

CIVIC will use a mix of direct and competitive allocations to disburse funds, aligning with its priorities in the annual budget and work plan approved by the Partnership Council. This approach balances the needs of regions, Practice Groups, and eligible CSOs, while supporting innovative projects demanded by donors and stakeholders.

## Direct Allocations

CIVIC will manage donor preference arrangements through direct allocation methods, such as individual allocations and block grants.

**Individual allocations:** CIVIC will primarily use individual allocations to fund recipient-executed activities where there are existing funding gaps, and where new needs or activities are identified with the potential to make significant scalable contributions. These activities will focus on CIVIC's key themes: climate change, youth, gender, and health, with additional themes added over time. Proposals will be approved on a rolling basis.

CIVIC will support thematic CSO-financing platforms that oversee the on-granting of resources to smaller, thematically focused CSOs or networks at regional, national, and local levels. These grants will be allocated competitively or through transparent processes detailed in the Facility Operations Manual. Platforms will provide on-granting to smaller CSOs or provide results-based financing to networks, reaching grassroots levels. This approach builds on lessons from the "Green Accountability" model and similar World Bank initiatives.

**Block grants:** CIVIC may use block grants to support sector-specific activities aligned with CIVIC's goals of connecting civil society, social innovators, the WBG, and governments to scale people-driven solutions. These grants, allocated to Regional Departments, promote better oversight and integration of trust-funded activities with regional and country programs. Allocations will align with CIVIC's strategic directions and the agreed Annual Work Program.

## Competitive Allocations

For Bank-executed activities, CIVIC will establish timeframes for receiving proposals throughout the year for priority areas that complement existing priority themes on a limited basis. For recipient-executed activities, CIVIC will request project proposals through the external call for proposals mechanism or through collaborative efforts with partners as will be reflected in CIVIC's Operational Manual.

The **PMT** will review proposals and consult with WBG sector departments, donor representatives, and TAGs as needed. Activity-level allocations will align with the CIVIC's objectives, results framework, and Annual Work Program, approved by the Partnership Council. Allocation criteria, developed in consultation with donors and TAGs, will be clear, transparent, and consistently applied, encouraging sector integration and collaboration across sector departments, priority areas, and countries where applicable.



# For Prospective Donors & Co-investors



## Get Involved

### Ways to contribute:

- **Co-invest** alongside us by committing funding to support CIVIC or one of the impact platforms.
- **Champion** our cause by making introductions to potential funding partners and raising awareness of CIVIC's vision and ambition.

### Benefits of contributing

Donors gain:

- **Insight:** Gain unique access and insight into the social economy and World Bank operations on issues and geographies of interest to you.
- **Impact:** Share your expertise, learn from others, and help us set priorities for our impact pathways while shaping the future of development finance
- **Influence:** Shape the focus and priorities for CIVIC and our impact platforms.

## Partnership Levels

### Connect

Serve as a technical advisor and share knowledge.

**Benefits:** Insight

### Convene

Host events with us and help build momentum around civil society and social innovation.

**Benefits:** Insight & impact

### Council

Join our partnership council and help shape CIVIC and set alliance priorities.

**Benefits:** Insight, impact & influence

### Co-sponsor

Join as a foundational partner for an impact platform and help shape its issue area and priorities.

**Benefits:** Insight, impact & influence

Funding	Connect	Convene	Council	Co-sponsor
\$1 million +	✓	✓	✓	✓
\$500K - 999K	✓	✓	✓	
up to \$250K	✓	✓		
\$0	✓			



# ANNEX 1

## Green Accountability Platform Model

- The Green Accountability platform, and proof-of concept for CIVIC's platform approach, was launched in partnership with the World Resources Institute (WRI) and a consortium of southern CSOs, Huairou Commission and SouthSouthNorth (SSN), to foster climate finance accountability through a network of innovation and learning.
- The platform is providing flexible and accelerated financing to CSOs in Bangladesh, Brazil, Cameroon, Mexico and Senegal. Streamlined financing through sub-granting enables the platform to reach a diverse range of CSOs with a focus on supporting networked solutions and post-grant sustainability to catalyze lasting change.
- The platform also established a knowledge hub to organize convenings, events, and webinars where members can come together to share knowledge, experiences, and lessons learned and integrate knowledge from various sources and perspectives. This includes sharing experiences, best practices, and innovative approaches related to social accountability for climate action. This can be done through publications, reports, case studies, and other communication channels. The knowledge hub will actively engage in networking and partnerships, both within the hub itself and with external organizations. This collaboration helps to strengthen its impact and reach, as well as foster strategic alliances for promoting social accountability for climate action in strategic spaces.
- The platform also includes the **Green Accountability Technology Accelerator** (launched with the Climate Collective) to identify and support innovative data and tech solutions for a just transition. The solutions generated by the Green Accountability Accelerator (implemented by Climate Collective) will be presented to World Bank teams and country-based teams for uptake.
- CIVIC, in partnership with the Global Youth Leadership Center, has launched the **Green Accountability Youth Initiative (GAYI)** to empower youth and foster leadership in climate-vulnerable countries through capacity building focused on climate leadership, green skills, and social accountability. The online program is equipping youth leaders with green accountability skills and certification in Ghana, Namibia, Cameroon, Bangladesh, and Nepal.