

**MINISTRY OF FOREIGN AFFAIRS  
TECHNICAL ADVISORY SERVICES****DANISH SUPPORT TO  
GOVERNANCE, DEMOCRACY AND HUMAN RIGHTS THROUGH  
CIVIL SOCIETY FUNDS****SUMMARY**

*This mapping represents a first step to identify issues and questions that demand further study to make Danish support to civil society in developing countries more relevant, effective and sustainable. Cooperation with civil society organisations in partner countries is increasingly channelled through multi-donor funds. Currently 18 civil society funds in 14 different partner countries are supported by Denmark in the context of thematic governance programmes. The support is well in line with the human rights based approach to development and it is generally acknowledged that funds have the potential to engage effectively with smaller CSO actors – including in rural areas. Still, there are indications that funding continues to benefit larger and better established organisations. It is clear that significant human and financial resources will need to be invested in outreach and accompaniment efforts if the funds are truly to engage with CSO actors at local level and help build their capacity. This consideration, however, needs to be squared with the need for keeping management overheads as low as possible. From an aid effectiveness perspective, civil society funds seem to contribute to improved donor coordination and thus reduced transaction costs for fund managers. Looking to the future, there is wide interest to increasingly let national partners take over leadership of funds and have them registered as independent funds with proper legal entity.*

The views expressed in this paper are those of the authors and do not necessarily reflect the views or policies of the Ministry of Foreign Affairs of Denmark.  
Errors or omissions are the responsibility of the authors.

## **Introduction**

Direct cooperation with civil society organisations in partner countries constitutes an important part of Danish support to good governance, human rights and democracy. Support to civil society organisations in partner countries has, in the context of thematic governance programmes, typically been provided directly to a limited number of strategically selected partners.

Cooperation with civil society organisations in partner countries is, however, increasingly channelled through multi-donor funds and typically administered by NGOs, management consultancies or multilateral organisations. Such funds have been developed not only to improve outreach to smaller civil organisations and civil society actors in rural areas but also to promote donor harmonisation and aid effectiveness.

At the same time, there are a number of challenges associated with such funds. There can be significant transactions costs involved in setting them up and emerging evidence suggests that considerable resources are required if sustainable results are to be achieved – especially in rural areas where many small community based organisations and informal groups struggle to qualify for grants.

In view of the increasing popularity of such funds and the associated challenges, Technical Advisory Services has carried out this mapping to identify the main features of such funding mechanisms. The mapping should be seen as a first step to identify issues and questions that demand further study. The mapping will, to that effect, feed into the pre-study of the forthcoming evaluation of the Danish civil society strategy.

The mapping has been carried out by the TAS Governance Team in collaboration with Embassies in partner countries. An information sheet describing main characteristics for each fund has been developed (information sheets are available in Annex 1). In addition, Embassies have informed this mapping by pointing to emerging challenges and opportunities associated with such funds. Finally, the mapping is informed by study of a limited number of reviews of civil society funds.

This mapping is only concerned with civil society funding mechanisms financed through governance programmes in partner countries. Civil society funding mechanisms with governance focus are, however, also financed through other programmes such as environment, health and private sector programmes. Moreover, Denmark also finances governance related civil society funds in the Middle East and North Africa (e.g. the Euro-Mediterranean Foundation of Support to Human Rights Defenders) and under the Neighbourhood Programme (e.g. the Small grants facility for civil society organisations in Ukraine).

This note presents, in the section immediately below, a global overview of Danish support to civil society funds. Subsequent sections present main features and emerging challenges in the following areas: objective and scope; type of support provided; outreach; accompaniment;

leadership and management; and donor harmonization. The note ends by proposing issues and questions for further study.

## Overview

Civil society funds are typically financed by donors and international NGOs. The funds are typically managed in a common basket account and made available to civil society organisations in the form of grants for specific project activities, capacity development or core support. The grants are typically awarded through a call for proposals – with incoming applications evaluated according to predefined and uniform criteria. To ensure outreach and diversity in the portfolio, several funds adopt various affirmative measures to ensure that not only the strongest NGOs receive funding.

As the table below illustrates, 18 civil society funds in 14 different partner countries are supported by Denmark in the context of thematic governance programmes. The current total Danish commitment to the 18 funds is estimated at roughly DKK 390m or USD 68m. The total global commitments from all development partners total an estimated USD 180m. Denmark is therefore a rather large donor to civil society funds. The portfolio amounts to roughly 350 active grants made available to civil society organisations across Asia, Africa and Latin America. The project portfolio and number of civil society funds is expected to grow in the years to come – including in fragile countries.

*Table: Civil Society Funds financed through Danish governance programmes, partner countries\**

Country	Fund	Active grants	Secretariat
Bhutan	CSO Funds Facility	15	Management consultant
Bolivia	<i>Red de Participacion y Justicia</i>	n.a.	NGO (Civil Society Network)
Burkina Faso	<i>Fonds Comun Genre (FCG)</i>	14	UNFPA
Ghana	Strengthening Transparency, Accountability, and Responsiveness Initiative (STAR)	62	Management consultant
Guatemala	<i>Programa de Alianzas con la Sociedad Civil (PASOC)</i>	18	UNDP
Honduras	Fondo ACI-ERP	26	NGO (TROCAIRE)
Kenya	Civil Society Support Facility	0 (inception)	Management consultant
Mali	<i>Programme d'Appui aux Organisations de la Societe Civile (PAOSC)</i>	43	UNDP
Nepal	Rights, Democracy and Inclusion Fund (RDIF)	40	Management consultant
Pakistan	Civil society and media fund	9	Embassy
Tanzania	Foundation for Civil Society	70 (estimate)	Foundation
Tanzania	Tanzania Media Fund	12	NGO (Tanzania Media Fund)
Tanzania	Legal Services Facility	0 (inception)	Management consultant

Uganda	Independent Development Fund	50-65	Private company
Uganda	Legal Aid Basket Fund II	30	Programme management unit
Vietnam	Justice Initiatives Facilitation Fund (JIFF)	25	Management consultant
West Africa	Media Foundation for West Africa	n.a.	NGO (Media Foundation for West Africa)
Zambia	Zambia Governance Foundation (ZGF)	42	Management consultant

\* Guatemala and Honduras are not partner countries themselves but support is managed by the Embassy in Nicaragua through a programme office in Guatemala City

n.a : Not available

## Objective and scope

The support to civil society funds is, in keeping with the 2008 strategy for “Danish support to civil society in developing countries”, ultimately aimed at promoting people’s rights to organise, express views and formulate demands and expectations to public authorities and other actors. There is in the current portfolio a strong emphasis on accountability, transparency, responsiveness, access to justice and human rights. The support is therefore very well in line with the human rights based approach to development and, thus, the notion of capacitating rights holders to claim their rights.

The majority of the funds provide funds for either capacity development in general or for advocacy. When it comes to advocacy, the specific scope of the funds varies significantly. For example, the CSO Fund Facility in Bhutan addresses broad issues such as poverty reduction, gender, inclusion of vulnerable groups, environment, culture as well as good governance. Other funds have a more explicit and narrow governance focus. Several funds target the justice sector and promotion of human rights. A case in point is the Independent Development Fund in Uganda, which provides support to CSOs working in the area of advocacy and promotion of human rights. Finally, the Tanzania Legal Services Facility is one of three funds supporting the provision of legal aid through civil society organisations. This is by and large the only kind of service delivery supported through the funds.

The type of civil society actors supported through the funds are very broad and encompass both formal and informal groups, well established NGOs, community based organisations, networks, coalitions and in some cases even individuals. The fund in Bolivia, *Red de Participacion y Justicia*, targets indigenous communities, local groups as well as neighborhood associations. Similarly, the CSO Fund in Bhutan provides support to registered NGOs as well as informal non-registered voluntary groups.

In a few cases, funds are also made available to other types of actors. The Strengthening Transparency, Accountability, and Responsiveness (STAR) Initiative in Ghana has a special funding window for the Parliament and the media in addition to its CSO funding windows. Media and journalists constitute the main group of beneficiaries under the Tanzania Media Fund, the Media Foundation for West Africa and the Civil Society and Media Fund in Pakistan.

## Type of support provided

The specific support made available by the funds focuses on capacity development, advocacy and, to a lesser degree, service provision. Typically the funds offer support through different windows with a view to cater to the different needs and capacities of the civil society organisations. The type of support provided can be summarised as follows:

- *Core support.* This kind of support is fully aligned support to CSOs with a relevant mandate, a coherent strategy and proven capacity to manage and account for funds. As an example, organisations benefitting from the Justice Initiatives Facilitation Fund (JIFF) in Vietnam can receive core grants of up to EUR 100,000 per year. The Zambia Governance Foundation, another example, offers institutional grants of roughly USD 500,000 for well-established CSOs.
- *Project support.* Such support is provided to finance specific activities such as research and follow-up in relation to a particular advocacy issue. For example, the Zambia Governance Foundation offers initiative grants of roughly USD 80,000.
- *Fast track financing.* Several funds operate so-called rapid response facilities to make funding available for issues that may require immediate response from the civil society. The *Programa de Alianzas con la Sociedad Civil* (PASOC) in Guatemala, for example, has fast track grants of maximum USD 30,000 available. Similarly the STAR Ghana facility operates a so-called Strategic Opportunity Window.
- *Technical and capacity development grants.* Such funding will typically be provided to build the general managerial capacity of a CSO – ultimately with a view to enable the CSO to qualify for either project or core support.

In addition to financial grants, several of the funds, through their secretariats, also provide significant in-kind technical assistance support. Such support can be aimed at facilitating the preparation of applications, general project management skills and strengthening of financial management procedures and capacity. Such support, however, requires significant resources. In several cases, consultants and other intermediaries (e.g. universities) are contracted to provide such support.

## Outreach

One of the rationales for channelling funds through civil society funds is to increase outreach and ensure that funding also goes to small community based organisations and to ensure diversity and impact - also in rural areas. The civil society strategy specifies, in this context, that joint funding mechanisms should not just be ‘directed at a narrow group’ of beneficiaries.

It is generally acknowledged that donors can increase their outreach and impact, especially among smaller organisations and in rural areas, by channelling their support through funds. The key assumption is here that funds will have capacity, local expertise and networks to effectively identify and engage with CSO actors. As pointed out by the Embassy in La Paz, channelling the funds through the fund, *Red de Participacion y Justicia*, enables outreach to small organisations that

would not otherwise have qualified for Danish support as the transaction costs otherwise would have been too large.

Still, there are indications that a large part of the funding continues to benefit larger and better established organisations. Moreover, it is clear that significant human and financial resources will need to be invested in fund secretariats if they are truly to engage with CSOs at local level.

The 2011 review of the Zambia Governance Foundation observed that many of the smallest CSOs in Zambia are unlikely to be in a position to apply for a core grant. Challenges include lack of capacity to adequately formulate projects according to guidelines, lack of experience with fiduciary management and limited capacity to adhere to financial management and procurement procedures. In the interest of transparency, several of the funds have developed quite detailed application forms including log frames, detailed M&E and results frameworks etc. Moreover, explaining concepts such as advocacy and capacity development require considerable communication efforts.

One of the calls under the *Fonds Commun Genre* (FCG) in Burkina Faso attracted 180 applications with only 12 being financed. Similarly more than 200 CSOs have applied for the initiative support grant under the Zambia Governance foundation. Arguably the relevance and coherence of many of these applications could have been increased if the fund secretariat had the capacity to engage with applicants before the application deadline. Still, given the overwhelming interest and the current staffing levels of fund secretariats such outreach activities are rarely feasible. In Ghana, the Management Team of STAR Ghana spends considerable time and resources in information sessions immediately after calls for proposals have been launched to ensure that potential applicants understand the requirements.

In response to such challenges, some of the funds have adopted ‘affirmative action districts’ or special windows catering to rural, community based organisation. The JIFF in Vietnam for example, gives preferential treatment in the form of quotas for certain marginalised groups. The experience with such proactive measures is however limited to date.

## **Accompaniment**

Fund secretariat staff are not only, to varying degrees, involved in identifying, assessing and processing applications but they also spend considerable time on the subsequent supervision and dialogue with grantees, M&E, financial management, integration of cross-cutting issues etc. It is thus essential that administration of civil society funds is undertaken by entities with in-depth experience and professional expertise to work with civil society.

This consideration needs to be squared with the need for keeping management overheads as low as possible thus ensuring that the bulk of the funds flow to the grantees. As illustrated by table 1, fund secretariat tasks are undertaken by both UN bodies, NGOs and consulting companies – and, in the case of the only fragile state in the mapping, by a Danish Embassy. Generally, management overheads range from 6% to 18%. Based on the evidence available,

there is, however, no clear indication which of these entities is the more cost effective. The size of the administrative costs may vary significantly according to the scope and nature of the fund. Moreover, the current mapping is based only on a rough estimate of administrative overheads. A real comparison would require usage of similar definitions across countries.

Turning to the *raison d'être* of the fund secretariats, the 2010 review of the Zambia Governance Foundation made the following somewhat crude, yet illustrative categorisation of secretariats, be it NGOs, UN bodies, management consultancies or embassies:

- *Wal Mart model* focusing on a high volume of projects with a lean secretariat acting as a cost-efficient distribution agent
- *Venture capital model* with a medium sized secretariat providing intensive support to a small to medium sized portfolio with significant investments made in knowledge sharing and analysis
- *Ministry of Civil Society Model* in which an ambitious rural spread agenda is adopted with significant staff to provide a medium level of technical support to grantees

A context specific analysis will have to be made in each case to ensure that secretariats have the necessary expertise and manpower to effectively identify grantees and deliver support and capacity development. Still, it is clear that where outreach to rural areas is a priority, investments in secretariat support will need to be made. In Bolivia, the *Red de Participación y Justicia* benefits from being managed by an NGO represented across all of Bolivia's nine regions. Similarly, a provincial office may be opened in Ghana to support the Accra head office in management of the STAR Initiative. Finally, In Nepal, under the Rights, Democracy and Inclusion Fund (RDIF) more emphasis has been placed on reaching out to the local-level organisations of the excluded communities through a decentralised authority for project management. RDIF opened four Regional Units in early 2010 in four regional hubs with the objective of strengthening the capacity of its partner organisations, enhancing project monitoring, increasing funding access for local organisations, and extending its local networking, coordination and outreach. So far RDIF has reached 68 districts out of 75 across the country. With increasing response and interest from civil society to this decentralised approach, RDIF has recently added more staff to its regional units to further strengthen these outreach posts, which are headed by a regional coordinator.

Moreover, expertise is also required to ensure that cross-cutting issues, including gender and HIV/AIDS, are integrated where relevant. In the Zambia Governance Foundation, gender training is mandatory for all grant partners and gender content in the human resource policies of the grantees is actively promoted. In STAR Ghana, Grant partners are expected to mainstream gender and social inclusion in their activities

Finally, significant expertise is required to provide capacity building in financial management and procurement as this is typically an area where many, especially smaller CSOs, have capacity challenges. For example the *Fonds Commun Genre* in Burkina Faso and STAR Ghana provide

capacity building on finance throughout the application process and beyond. In Bolivia, the Danish Embassy has helped finance the development and application of a digitalised management system to be used by beneficiaries under the *Red de Participacion y Justicia*.

### **Leadership and management**

The governance structure of the funds varies significantly but, in the interest of inclusion, transparency and accountability, many funds operate under the guidance and direction of a board or steering committee composed of civil society representatives and representatives from donor agencies. In a few cases, representatives from the private sector, media and/or parliament are also represented. The inclusion of civil society representatives does, however, raise the question of conflict of interest but there is no documented experience to date of civil society board members giving preferential treatment to certain organisations.

There are also a number of cases where government representatives are included. In Vietnam, for example, the Ministry of Justice has been instrumental in setting up the Justice Initiatives Facilitation Fund and is also involved in approving grantees. In Tanzania, the Legal Services Facility has been requested to actively ensure consultations with the Ministry of Justice to ensure that the services funded through the fund comply with nationally endorsed policies and regulations. These cases relate to service provision (legal aid) where a degree of coordination with ministries of justice seems appropriate.

Still, government representatives are also represented in boards/ steering committees that approve funding for advocacy activities such as the CSO Funds Facility in Bhutan and the *Programme d'Appui aux Organisations de la Societe Civile* (PAOSC) in Mali. The question is here whether the involvement of Government in boards and steering committees limits the ability of the funds to support advocacy that is truly independent of the government. However, the involvement of government also opens the potential for dialogue with civil society.

In some cases, boards are directly involved in approving grants but in other cases their mandate is focussed on overall direction while specific committees and sub-committees are involved in reviewing and recommending or approving specific applications for funding. Under the Rights, Democracy and Inclusion Fund (RDIF) in Nepal, for example, a steering committee provides leadership to the fund whereas thematic subcommittees are established with the mandate to screen, assess and recommend proposals for approval by the Steering Committee. In Ghana, a Grants Sub Committee is mandated with screening, assessing and recommending applications to a Steering Committee for approval.

The role of Danish Embassies also varies significantly. Denmark is represented in most management committees (board or steering committee), often alongside other donors. There are however a number of cases where Denmark has a lighter involvement such as the *Fondo ACI-ERP* in Honduras where Denmark, through the Programme office in Guatemala City, has observers status in the approval body.

Looking to the future, there is in several countries interest to increasingly let national partners take over leadership of funds and have them registered as independent funds with proper legal entity. This should ensure that accountability links will be clearer and more transparent and that legal responsibilities can be placed when relevant. While the majority of the funds operate under some autonomy (i.e. many of them for example can hire and fire staff), only a few are truly autonomous and most operate under the programme of a donor and adheres to donor guidelines.

The Independent Development Fund in Uganda is however a case in point being registered as a limited company. Similarly, in Bolivia, the management of the *Red de Participacion y Justicia* is institutionalised within a network of national NGOs. Several of the funds have adopted strategies to move in the same direction. Under the Zambia Governance Foundation, a process has been initiated to transfer ownership of the fund to a Board of Zambian CSO representatives who in the future will employ secretariat staff. In the case of the Tanzania Media Fund, there is a strategy formulated to ensure that the Steering Committee will be converted into a Board of Directors once the fund becomes independent.

### **Donor harmonisation and aid effectiveness**

Most of the funds supported by Denmark also receive funding from other donors such as Ireland, DfID, SIDA, the Netherlands, Swiss Development Cooperation, AusAID, Canada, the European Union and USAID. Funds such as the *Fondo ACI-ERP* in Honduras also receive funding from international NGOs including Forum Syd, HIVOS, and Plan International. In a few cases, Denmark is however the only donor. This applies to *Red de Participacion y Justicia* in Bolivia, the Tanzania Legal Service Facility, the Pakistan Civil Society and Media Support and the Media Foundation for West Africa.

Whatever the constellation of donors behind the funds, a critical mass of funding is required before the decision to establish a fund is taken. The establishment of a fund secretariat, development of funding procedures and, not least, the inclusion and dialogue with national partners are time consuming efforts that require a certain level of funding to be available for a reasonably long period of time.

Once established, civil society funds do however seem to contribute to aid effectiveness. Typically only one work plan and progress report is prepared for donors. Moreover there are several positive experiences with development of models for donor coordination. In Vietnam, under the Justice Initiatives Facilitation Fund (JIFF), Sweden has delegated responsibility to Denmark to ensure that the fund manager is in fact dealing with only one donor at a time. In Ghana, DFID is the contractor of the secretariat for the STAR Initiative and also acts as lead donor regarding contractual relations.

There seem to be an outstanding question however, in terms of alignment, and whether the existence of funds leads to ‘too much streamlining’ and CSO therefore alignment to donor agendas rather than donors aligning to the priorities of civil society. This in turns begs the

question whether enhanced effectiveness also implies enhanced diversity and effectiveness for CSOs.

In some cases, there may further be an experience of donors losing access to policy dialogue as support is provided through intermediaries rather than directly to organisations themselves.

### **Next steps**

This mapping should be seen as a first step to identify issues and questions that demand further study to make Danish support to civil society in developing countries increasingly relevant, effective and sustainable. It has been outside the scope of the mapping to assess the overall effectiveness of support to such funds. It is clear, however, that the support provided to the funds have generated many positive results to date. In Zambia for example, support provided through the Zambia Governance Foundation has enabled grantees to effectively influence national bills such as the Education Bill and the Gender Violence Bill. Similarly, many positive experiences have been generated in Ghana, one of the pioneering countries in this area. Still, the question remains whether and when it is effective to provide support through civil society funds. The following questions and issues are proposed for further mapping and study:

- When is support to civil society in developing countries more effectively provided through a civil society fund than through direct support to strategically selected partners? Are there, for example, a number of minimum conditions that need to be satisfied before funds should be channelled through civil society funds?
- What is an acceptable level of administrative overhead? And what kind of investment and affirmative measures can be adopted to ensure that civil society funds have impact among smaller organisations and in rural areas? What risks are acceptable in this regard?
- What lessons can be learned in terms of ensuring a smooth transfer of ownership to national structures? And when is Government involvement a good thing? Should civil society funds be sustained at all? How can sources of financing be diversified?
- How are results measured? – what is the experience in terms of establishing and using M&E frameworks that capture change at the outcome and impact level?
- Finally, a mapping of the support to civil society funds financed under other sector or thematic programmes (e.g. environment, private sector, agriculture, health) would be useful in completing the picture. A large part of these directly promote accountability, advocacy and rights. As a case in point, the environment sector programme in Tanzania is supporting the civil society fund ‘Accountability in Tanzania Programme’.

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Technical Advisory Services, 20 December 2011

## **Annex - information sheets**

## Main characteristics of civil society funds

### CSO Funds Facility

<b>Purpose and scope</b>	<b>Country</b>	Bhutan
	<b>Responsible Embassy/ Dept.</b>	Representation Office of Denmark, Thimphu
	<b>Objective</b>	In line with the CSO Act 2007, the Fund Facility will assist existing and emerging CSOs to meet the requirements of the CSO Act. The funds will contribute to strengthen their capacity and develop new activities or consolidate existing ones, e.g. in the form of assistance to develop action plans or seed money to launch new activities.
	<b>Thematic areas</b>	Poverty reduction, gender development, vulnerable groups, environment, culture, good governance
	<b>Target groups</b>	CSOs and CBOs Activity 1: Support to registered formalized CSOs The Fund will provide support to (i) emerging and less-resourceful existing CSO to meet the requirements of the CSO Act; and (ii) existing, registered CSO, to strengthen their capacity to cater for the interests of their constituency. The requirements are spelt out in the eligibility guidelines. Activity 2: Support to Informal Non-registered Voluntary Groups in the rural areas CSO FF shall support with funds to small projects of informal non-registered voluntary groups in the rural areas or the traditional customary-based non-registered CSOs.
	<b>Period of Danish commitment</b>	Good Governance Support Prog (GGSP) 1st July 2008 to 30th June 2013 Transition Support Progr. (TSP) 1st July 2011-June 15 (July 13- June 15)
<b>Financing</b>	<b>Donors</b>	Denmark, Helvetas, SNV and Austria (joining)
	<b>Global budget (USD)</b>	1,70 million USD
	<b>Danish commitment (USD)</b>	GGSP 5 million DKK or 920.000 USD equivalent TSP 3 million DKK or 550.000 USD equivalent
<b>Support</b>	<b>Type of support provided by the fund</b>	The CSO Funds Facility, which provides grants on a competitive basis, can provide financial and technical assistance relating to legal, organisational and managerial issues and other types of capacity development as required.
	<b>Project/ grant selection</b>	Projects/grants are selected by the fund, e.g. through open call for proposals among CSOs registered by CSO Authority. Non registered CBOs (Informal Non-registered Voluntary Groups in the rural areas) can apply through a separate window. The CSO Fund will give preferential treatment to applications targeted at women, children and vulnerable groups. Initiatives aimed at increasing women's awareness and participation in local governance can also be supported.
	<b>Portfolio</b>	15 projects approved so far. Estimated value 43 % of fund (GGSP period)
<b>Governance</b>	<b>Strategic leadership</b>	CSO Authority (Governance Body) & CSO Fund Steering Committee (composition see below)
	<b>Approval body</b>	A Steering Committee is established composed of representatives from the Ministry of Home and Cultural Affairs, Member Secretariat to the CSO Authority, two CSO representatives (currently from RSPN and Royal Textile Academy), SNV, Helvetas and Representation Office of Denmark. The Steering Committee decides on which requests to support and monitor the work of the CSO FF.

	<b>Fund secretariat</b>	The administration of the CSO FF is outsourced to a Bhutanese consultancy company.
	<b>Danish involvement in governance structure</b>	Denmark is represented in the steering committee.
	<b>Legal Status</b>	The CSOFF is part of the Govt-to-Govt. Agreement 2008 of the GGSP between RGOB and Government of Denmark. However, the management of the CSO FF is outsourced by a contract between ROD and the private company.
	<b>Administration cost/ overhead</b>	GGSP period: Support to CSO Authority 13% Support to Fund facility 13 % TSP period: overhead will be lower
<b>Info</b>	<b>Internet site</b>	<a href="http://www.csofund.org.bt">www.csofund.org.bt</a>

## Main characteristics of civil society funds

### Red de Participación y Justicia

<b>Purpose and scope</b>	<b>Country</b>	Bolivia
	<b>Responsible Embassy/ Dept.</b>	Embassy, La Paz
	<b>Objective</b>	To support civil society projects that promote and contribute to the construction of an accesable and transparent justice system.
	<b>Thematic areas</b>	Access to justice, with a special emphasis on vulnerable groups such as women and indigenous peoples.
	<b>Target groups</b>	Civil Society in its broadest sense, including Universities, indigenous communities, local groups (including as local levels as neighbourhood associations).
	<b>Period of Danish commitment</b>	2009-2012 (in reality 2010-2012 due to a late start-up).
<b>Financing</b>	<b>Donors</b>	Denmark
	<b>Global budget (USD)</b>	Part of the total budget for the NGO-network responsible for managing it (total commitment ~1 mioUSD). In 2010 one third of the support for the Network was allocated to the Fund (total disbursement ~390.900 USD, approximately 130.000 USD towards the fund).
	<b>Danish commitment (USD)</b>	As above.
<b>Support</b>	<b>Type of support provided by the fund</b>	Project support.
	<b>Project/ grant selection</b>	Open call for proposals both from members and organizations outside the network.
	<b>Portfolio</b>	See <a href="http://www.participacionyjusticia.net/rpj/index.php?option=com_content&amp;view=article&amp;id=71&amp;Itemid=1">http://www.participacionyjusticia.net/rpj/index.php?option=com_content&amp;view=article&amp;id=71&amp;Itemid=1</a> for a list of approved projects. Cost for 2011 is not yet calculated in final terms, and some of the costs from 2010 was carried over to 2011. Furthermore in 2011 there has been few projects presented, which meet the criteria for selection. An estimate of 200.000 USD 2010+2011 is an educated guess.
<b>Governance</b>	<b>Strategic leadership</b>	<p>The Civil Society Networks has a board of directors, elected from its more than 50 member organizations. The Danish Embassy provides input in relation to the agreement with the Network, specifically in staying within Danida guidelines and the programme document. See more about the structure of the Network here: <a href="http://www.participacionyjusticia.net/rpj/index.php?option=com_content&amp;view=article&amp;id=15&amp;Itemid=16">http://www.participacionyjusticia.net/rpj/index.php?option=com_content&amp;view=article&amp;id=15&amp;Itemid=16</a></p> <p>The Embassy is not involved in the processing of applications, but has approved the Terms of Reference for the fund – and also manages complaints sent to the Embassy over the handling of project approvals (1 case in 2010).</p>
	<b>Approval body</b>	The Project committee consisting of two members from the Network, and invited members from organizations working in the field. See attached ToR for the Fund.
	<b>Fund secretariat</b>	The NGO-network. Estimating the amount of people working with the Fund is difficult, as it is one of the core-activities of the Network. As the network already works with many small, decentralized projects through its member organizations, its administrative and financial setup is already structured in such a way, that the additional projects do not amount to a 100% extra effort.

	<b>Danish involvement in governance structure</b>	Denmark is overall responsible for ensuring that the Networks activities are in accordance with Danida principles for management as well as the programme document. This is ensure through yearly plans, yearly reports, as well as continuous meetings and coordination through the year.
	<b>Legal Status</b>	The NGO-network has existed for many years, and is – as is custom in Bolivia – registered with the Ministry of Culture and NGO’s. It has complete administrative autonomy (within Danida limitations on fx salaries, audits etc.).
	<b>Administration cost/ overhead</b>	As mentioned above this is exceedingly difficult to calculate. If it were to be of the interest of UFT, the Network could be asked to calculate a very rough estimate on time used on the Fund vis-à-vis the other activities, and then calculated as a percentage of the administrative budget.  But this would only give a general idea of the cost, as the Fund is not costed directly in the Networks planning and administrative systems, apart from the concrete projects.
<b>Info</b>	<b>Internet site</b>	<a href="http://www.participacionyjusticia.net">www.participacionyjusticia.net</a>

## Main characteristics of civil society funds

### Fonds Commun Genre

<b>Purpose and scope</b>	<b>Country</b>	Burkina Faso
	<b>Responsible Embassy/ Dept.</b>	Embassy, Ouagadougou
	<b>Objective</b>	Strengthening gender mainstreaming through a better coordination of the funds Better synergy between donors and increased transparency in the resource management
	<b>Thematic areas</b>	Gender equality
	<b>Target groups</b>	civil society organizations, community based organizations, media organizations, state apparatus and private sector
	<b>Period of Danish commitment</b>	July 2008-2013
<b>Financing</b>	<b>Donors</b>	Denmark, Austria, Canada, Netherlands, Sweden, Switzerland, UNDP, UNICEF, West African Economic and Monetary Union and UNFPA.
	<b>Global budget (USD)</b>	1 487 261 USD for 2011 Note that some donors commit themselves in yearly base.
	<b>Danish commitment (USD)</b>	2 987 151 USD until 2013 934 116 USD for 2011
<b>Support</b>	<b>Type of support provided by the fund</b>	project support
	<b>Project/ grant selection</b>	Call for proposals.
	<b>Portfolio</b>	14 active projects amounting 1 201 199 USD
<b>Governance</b>	<b>Strategic leadership</b>	A Board or a Council from the donors of the basket fund provides the strategic guidance through the lead donor of the gender coordination group that is Denmark since May 2010 up to June 2012. In a mid or long term perspective, members from government, civil society and academia are supposed to come on board and take the lead.
	<b>Approval body</b>	UNFPA fund manager launch the call of proposal, make the first selection based on approved criteria and present the results to the Board for decision. The board is actually composed of Denmark, UNFPA, Netherlands, Canada and Swiss. It is one for the other donors who would like to join.
	<b>Fund secretariat</b>	UNFPA with one local full time programme manager and recently a Danish Junior Programme Officer.
	<b>Danish involvement in governance structure</b>	Denmark is a lead donor of the Country Gender Donors' Coordination Group and in this respective is also the focal point of the Donors' Gender Basket Funds
	<b>Legal Status</b>	The national authorities has not influence over the funds or the staff working for it.
	<b>Administration cost/ overhead</b>	10% of the total Budget. 7% goes to UNFPA head office and 3% locally used.

<b>Info</b>	<b>Internet site</b>	<p><a href="http://burkinafaso.unfpa.org/html/art%20projets_FCG.html">http://burkinafaso.unfpa.org/html/art%20projets_FCG.html</a> <a href="http://www.synerggenre.org/">http://www.synerggenre.org/</a></p> <p>Note that UNFPA has expressed his wish to leave the management of the funds by June 2012. TOR for call for proposal to recruit a new manager from International Civil Society Organisations or Project management Consultancy companies is under elaboration.</p> <p>It is also important to mention that a new Minister of women has been nominated. She is a gender expert and she is giving a new shape to the minister of women who is in charge of the implementation of the National Gender Policy. Thanks to her dynamism, the National Gender Funds (NGF) could be established very soon and so the Donors Gender Basket Fund may disappear.</p> <p>Some donors think that it is important to keep the Gender Basket Fund alive for civil society organisations beside the NGF when it comes to be established. The reflection is under way.</p>
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## Main Characteristics of Civil Society Funds

### STAR - Strengthening Transparency, Accountability and Responsiveness Initiative

	<b>Country</b>	Ghana
	<b>Responsible Embassy/ Dept.</b>	Embassy, Accra
<b>Purpose and scope</b>	<b>Objective</b>	The programme <u>goal</u> is to increase the accountability and responsiveness of government, traditional authorities, and private enterprises. The <u>purpose</u> is to increase the influence of CSOs and Parliament in the governance of public goods and service delivery.
	<b>Thematic areas</b>	The programme has four outputs aimed at advocacy and CP. It will 1) increase the capability of CSOs to enable citizens, particularly women and excluded groups, to claim rights. 2) Enhance civil society engagement in policy formulation, implementation, and monitoring. 3) Increase the use of civil society evidence in policy and practice and 4) Improve the representative, oversight, and law-making functions of selected Parliamentary committees
	<b>Target groups</b>	The programme provides support to build capabilities and involve non-state actors, <u>CSO's and parliament</u> , in policy formulation and implementation linked to poverty reduction and structural inequality, budget support performance frameworks, and initiatives to improve accountability and responsiveness in service delivery.
	<b>Period of Danish commitment</b>	The programme will begin mid-2010 and continue for 5 years, with the possibility of an extension informed by an assessment in Year 4.
<b>Financing</b>	<b>Donors</b>	DFID lead + DANIDA, EC (+ maybe CIDA and RNE)
	<b>Global budget (USD)</b>	Total value likely in excess of £ 20 m (approx. 32,300,000 USD) - a work in progress (right now approx. £ 13 m). (Fiscal year 2010/2011: £ 2.46 m.)
	<b>Danish commitment (USD)</b>	DKK 52m
<b>Support</b>	<b>Type of support provided by the fund</b>	Direct budget support and technical assistance Grants will be disbursed through 2 different funding windows. One is designed to be responsive to the diversity of Ghanaian civil society and locally defined priorities. The second will build critical mass around areas of shared concern by allocating significant resources to a limited set of defined priorities. A third window providing core organisational funding may be opened in 2011. Anticipated overall allocation of grant funds is 50% for the Thematic Initiative Window, 35% for the Project Initiative Window and 15% for the Organizational Funding window. The Steering Committee may choose to re-allocate funds between windows during the course of implementation.
	<b>Project/ grant selection</b>	Competitive calls for proposals from CSOs - 65 % of programme budget
	<b>Portfolio</b>	A total of 62 organizations are being funded
<b>Governance</b>	<b>Strategic leadership</b>	Steering Committee comprised of 7 members including 4 respected and eminent Ghanaians, 2 parliamentarians, and the Chair of the Funders' Committee, similar to the G-RAP model. The FC membership comprises representatives from all co-financing DPs. The GsC has 3 members nominated from the membership of the SC.
	<b>Approval body</b>	The Grants Sub Committee recommends to the SC the selection of the beneficiary organisations for grant purposes. The GSC consists of three members nominated by the SC.
	<b>Fund secretariat</b>	The Project Management Team will be based in Accra with an option to open a regional office should the need arise. The PMT will be headed by a Programme Manager with operational responsibility to the SC for programme delivery and contractual responsibility, through DFID, to the FC. The major part of the

		programme spending through the competitive grants process will be administered by the Grants Administration Section. Assistance to Parliament will be administered by the Technical Support Group.
	<b>Danish involvement in governance structure</b>	Yes – in the Funders Committee
	<b>Legal Status</b>	Yes the Programme Management Team can hire and fire for services it requires and make contracts.
	<b>Administration cost/ overhead</b>	Cost of administration is borne by DFID which contracted the management Team for the PMT.
	<b>Internet site</b>	<a href="http://www.star-ghana.org">www.star-ghana.org</a>

## Main Characteristics of Civil Society Funds

### Programa De Alianzas Con La Sociedad Civil Pasoc

	<b>Country</b>	Guatemala
	<b>Responsible Embassy/ Dept.</b>	Programme Office Guatemala City reporting to Embassy, Managua
<b>Purpose and scope</b>	<b>Objective</b>	Creation of alliances between civil society and state
	<b>Thematic areas</b>	Transparency and social auditing, access to justice for indigenous people, and elimination of discrimination and racism
	<b>Target groups</b>	Civil society organizations working within the three focus areas.
	<b>Period of Danish commitment</b>	July 2005-December 2012
<b>Financing</b>	<b>Donors</b>	Denmark, Norway, Sweden through UNDP
	<b>Global budget (USD)</b>	USD 13,677,261.00
	<b>Danish commitment (USD)</b>	USD 3,677,261.00 (26.9%)
<b>Support</b>	<b>Type of support provided by the fund</b>	Project grants of max two years duration and max. USD150,000 Fast-track grants of max USD30,000 ( <i>Fondo de Respuesta Inmediata, FRI</i> )
	<b>Project/ grant selection</b>	Call for proposals among prequalified
	<b>Portfolio</b>	18 (as of October 2011)
<b>Governance</b>	<b>Strategic leadership</b>	UNDP Guatemala
	<b>Approval body</b>	Selection Committee consisting of UNDP management, government of Guatemala and donors
	<b>Fund secretariat</b>	UNDP (3 persons)
	<b>Danish involvement in governance structure</b>	Denmark is part of the Selection Committee
	<b>Legal Status</b>	The fund is administrated within the Direct Execution (DEX) mode of UNDP, approved by UNDP in New York. The fund adheres to the legal presence of UNDP in Guatemala
	<b>Administration cost/ overhead</b>	During the period 2005-2009 covered by 5% overhead to UNDP Guatemala. Since 2009 there is no administration costs since the PASOC secretariat also administrate the multi donor transitional justice program PAJUST which covers all administrative costs
	<b>Internet site</b>	<a href="http://www.pasoc.org.gt">www.pasoc.org.gt</a>

## Main Characteristics of Civil Society Funds

### Fondo ACI-ERP

Purpose and scope	Country	Honduras
	Responsible Embassy/ Dept.	Programme Office Guatemala City reporting to Embassy, Managua
	Objective	Strengthen capacity of civil society to influence public policies and participate in M&E and implementation
	Thematic areas	Access to information, social auditing and monitoring, coordination, and participation of excluded groups Lobbying and advocacy work
	Target groups	Civil society organizations working to implement the Poverty Reduction Strategy (ERP in Spanish) by support to alternative media, social audit, interaction with state institutions and excluded groups
	Period of Danish commitment	July 2005-December 2012
Financing	Donors	Governments of Denmark, Switzerland, Ireland, United Kingdom and Canada, the European Union, and international non governmental organizations (ACI) Trocaire, IBIS, HIVOS, Forum Syd, MS, Plan, Oxfam
	Global budget (USD)	USD 7,024,999.38
	Danish commitment (USD)	USD 1,995,244 (28.4%)
Support	Type of support provided by the fund	Projects Grants of max three years duration and max. USD150,000 Small grants of max. one year duration and max. USD 30,000
	Project/ grant selection	Open call for proposals in local media
	Portfolio	26
Governance	Strategic leadership	Foro Estratégico (15 members)
	Approval body	Comité de Programa (7 members)
	Fund secretariat	International NGO (TROCAIRE, 8 persons)
	Danish involvement in governance structure	No direct participation of Denmark but standing invitation as observer with the Program Committee (Comité de Programa)
	Legal Status	The fund functions under the legal status (International Mission) of the Irish organization Trocaire
	Administration cost/ overhead	6.57% overhead (excludes TA seconded by DED and some by TROCAIRE)
	Internet site	<a href="http://www.aci-erp.hn/main/index.php">http://www.aci-erp.hn/main/index.php</a>

## Main characteristics of civil society funds

### Drivers of Accountability Pooled Fund/Civil Society Support Facility

Purpose and scope	<b>Country</b>	Kenya
	<b>Responsible Embassy/ Dept.</b>	Embassy in Nairobi
	<b>Objective</b>	DAP support will be to a range of organizations with potential to drive improved accountability in Kenya including civil society, media, oversight and regulatory institutions amongst others. The programme will also encourage activities that strengthen synergy between organizations working on accountability and improve their reach both nationally and locally. Strengthening capacity of civil society actors.
	<b>Thematic areas</b>	Governance, Accountability, Human Rights
	<b>Target groups</b>	Non-State actors (basket grantees)
	<b>Period of Danish commitment</b>	2010-2015
	Financing	<b>Donors</b>
<b>Global budget (USD)</b>		?? m USD
<b>Danish commitment (USD)</b>		6 m USD
Support	<b>Type of support provided by the fund</b>	<p>Under the DAP Grants Manual there are currently two basic grant types: Fixed Obligation (FOG) and Standard. The descriptions in the sections below are aimed at helping project management to determine which format, given its associated requirements and parameters, is appropriate and practical. The capacity assessment and subsequent pre-grant negotiations will also help in determining the appropriate grant type. In addition, grantees will be educated on the grant format before proposal formalization where possible.</p> <ul style="list-style-type: none"> <li>• A Fixed Obligation Grant (FOG) provides funding in a series of tranches to the grantee, as the grantee reaches specific milestones during the implementation of the grant.</li> <li>• A Standard Format Grant allows receipt of advance payments and reimbursements on an agreed schedule upon presentation of relevant grant financial and narrative reports.</li> </ul>
	<b>Project/ grant selection</b>	<p>The process of proposal selection will, generally, in the first stage, be a dialogue between organizations interested in submitting a project proposal, and donors. The dialogue may be based on past relationships with any member of the JSC or based on briefings to DAP interested grantees.</p> <p>The JSC will be the sole decision-making body on the selection and identification of grantees. The JSC will also decide which proposal will be funded and for what amount of money. At the request of the JSC, grant agreements will be formalised between the SP and the grantee (for Basket grantees) and between the donor and grantee (for non-Basket grantees).</p> <p>Applications for grants will fall into one of three categories:</p> <ol style="list-style-type: none"> <li>1. Applications solicited through public notification for a specified activity or set of activities;</li> <li>2. Applications solicited directly from selected potential grantees for a specific activity or set of activities; and</li> <li>3. Unsolicited applications.</li> </ol>

	<b>Portfolio</b>	New fund, no active portfolio yet
<b>Governance</b>	<b>Strategic leadership</b>	Joint Steering Committee of donors
	<b>Approval body</b>	Joint Steering Committee of donors
	<b>Fund secretariat</b>	A consulting company, DAI, has been contracted as management agency.
	<b>Danish involvement in governance structure</b>	Represented in the Joint Steering Committee
	<b>Legal Status</b>	The management company has a legal status as a registered company in Kenya, but the pooled fund does not operate independently.
	<b>Administration cost/ overhead</b>	Not available yet
<b>Info</b>	<b>Internet site</b>	N.A.

## Main Characteristics of Civil Society Funds

### Le Programme d'Appui aux Organisations de la société Civile (PAOSC)

Purpose and scope	Country	Mali
	Responsible Embassy/ Dept.	Embassy, Bamako
	Objective	The overall purpose of PAOSC is to improve the development programmes and policies of the government and PTF's, so they better accommodate the demands from the population, especially coming from the most vulnerable groups.
	Thematic areas	<p>PAOSC I is jointly initiated by donors, CSO's and the state with the purpose of strengthening the institutional and organizational capacities of the CSO's in Mali in a way that prepares them for efficiently carrying out their roles as important actors in PAOSC II. The specific purpose is to consolidate the sturdiness of umbrella organizations, platforms, regional frameworks for cooperation and Forum des Organisations de la Société Civile (FOSC) so they become sustainable agents for development and social transformation.</p> <p>The specific purpose of PAOSC II is to strengthen the CSO's in Mali, so they are more capable of taking part in democratic processes, reform processes of the state, decentralization processes and actors in development and social transformation.</p>
	Target groups	Eligible for applying for the fund pool are CSO's from umbrella-organizations, platforms, regional frameworks for cooperation and FOSC.
	Period of Danish commitment	PAOSC I: 18 months before the initiation of PAOSC II PAOSC II: From Nov - 2011 to 2016
Financing	Donors	<p>Donors: PAOSC I: Canada, Denmark, Sweden, Switzerland and UNDP, Netherland and USAID</p> <p>Donors: PAOSC II: Canada, EU-Commission, Denmark, Sweden and Switzerland. Belgium and Spain is considering joining.</p>
	Global budget (USD)	<p>Total budget, PAOSC I: 2,327,000 EUR. ( 3,125,000 USD)</p> <p>Total budget, PAOSC II: 19,235,306 EUR. (26,281,618USD).</p> <p>Average yearly budget: (5,256,324 USD). (Don't know of 2010 – 2/3 of PAOSC I = 1,461479 USD)</p> <p>(they don't know because from the project beginning to now, they disburse the running cost and in the next 2 weeks they will start supporting all CSO)</p>
	Danish commitment (USD)	<p>PAOSC I: 2,500,000 DKK = 456,000 USD</p> <p>PAOSC II: 7,500,000 Dkk</p>
Support	Type of support provided by the fund	<p>The project support Institutional and Organisational capacities of CSO.</p> <p>Les capacités des organisations de la société civile pour le plaidoyer, le dialogue politique, le contrôle citoyen de l'action publique, les formulations de politiques, stratégies et programme de développement sont renforcées.</p> <p>La stratégie de partenariat du programme repose sur le principe de la Déclaration de Paris et le plan d'Action d'Accra, sous-tendu par la volonté des PTF et du gouvernement de coordonner leurs actions destinées à la société civile.</p> <p>Le programme s'inscrit dans l'axe d'intervention «Promotion de la Gouvernance démocratique et des libertés publiques/Renforcement des capacités de la Société Civile» du Cadre Stratégique pour la Croissance et la Réduction de la Pauvreté (CSCR).</p> <p>Le PAOSC I est une initiative conjointe des PTF, des OSC et de l'Etat, qui vise à</p>

		<p>renforcer les capacités institutionnelles et organisationnelles des OSC maliennes, de manière à les préparer à assurer efficacement leur rôle d'acteur principal du programme ultérieur PAOSCII. Son objectif général consiste à améliorer les programmes et politiques de développement du gouvernement et des PTF, afin qu'ils répondent mieux aux demandes de la population, et notamment des groupes les plus vulnérables. Son objectif spécifique est de consolider la vitalité des faïtières, des plateformes, des cadres régionaux de concertation et du FOSC pour qu'ils puissent jouer durablement leurs rôles d'acteurs de développement et de changement social. Ses bénéficiaires directs sont des OSC issues des quatre types de structures précitées. Ses bénéficiaires indirects sont composés des autres OSC maliennes.</p> <p>Le PAOSC I vise 3 résultats:</p> <p>La gouvernance et les capacités opérationnelles des plateformes et faïtières des réseaux thématiques, qui répondent aux critères d'éligibilité du PAOSC I, sont adaptées à leur vocation.</p> <p>Les capacités opérationnelles des cadres de concertation, qui répondent aux critères d'éligibilité du PAOSC I, sont renforcées.</p> <p>Les capacités opérationnelles du FOSC sont consolidées.</p> <p>Les principales activités à conduire sont les suivantes:</p> <p>Campagne d'information et de sensibilisation des OSC.</p> <p>Lancement des appels à propositions pour le cofinancement de propositions susceptibles de remédier aux insuffisances auto-diagnostiquées par le groupe cible des OSC.</p> <p>Mise en œuvre des propositions cofinancées par le programme.</p>
	<b>Project/ grant selection</b>	Selection upon application from eligible CSO's.
	<b>Portfolio</b>	The number is 43. Total budget 3,125,000 USD
<b>Governance</b>	<b>Strategic leadership</b>	By Board consisting of COS (Comité d'Orientation Stratégique) and CNV (La Commission Nationale de Validation) in cooperation with UNDP Mali. COS consists of: three representatives of the state, three civil society representatives, three donor-representatives and one EU-representative as observer. CNV, under COS, consists of five members reflecting the civil society, the state and the donors.
	<b>Approval body</b>	The COS approve the budget, review the draft and the final decision belongs to the UNDP
	<b>Fund secretariat</b>	The administration of PAOSC I is managed by UNDP Mali, while PAOSC II will be managed by an EU-delegation.
	<b>Danish involvement in governance structure</b>	Denmark is not Directly represented.
	<b>Legal Status</b>	Yes, according to UNDP rules.
	<b>Administration cost/ overhead</b>	Approximatly 6%. However not clear if this includes fee for UNDP.
	<b>Internet site</b>	<p>They do not have a website.</p> <p>The Civil Society have one and they use it sometimes to inform all people <a href="http://www.societecivilemali.org">www.societecivilemali.org</a></p>

## Main characteristics of civil society funds

### Rights, Democracy and Inclusion Fund

Purpose and scope	Country	Nepal
	Responsible Embassy/ Dept.	Embassy of Denmark (EoD)/Danida Human Rights and Good Governance Advisory Unit (DanidaHUGOU)
	Objective	To achieve a governance system characterised by democratic norms, respect for human rights and political and social inclusion of all groups
	Thematic areas	Human Rights, Democratisation, and Social Inclusion
	Target groups	Civil Society Organisations, including NGOs, are eligible for support
	Period of Danish commitment	2009-2012
Financing	Donors	DFID, SDC, AusAid and Danida
	Global budget (USD)	USD 9.2 million
	Danish commitment (USD)	USD 0.9 million (about 10% of the total fund)
Support	Type of support provided by the fund	Project support, in-kind capacity development support
	Project/ grant selection	Open call for proposals
	Portfolio	There are 40 active projects/grants managed by the fund and their combined estimated value is USD 5.2 million
Governance	Strategic leadership	A Steering Committee provides leadership to the RDIF. The Steering Committee is composed of representatives of donors as follows: AusAID 1, Embassy of Denmark 1, DanidaHUGOU 1, DFID 2, UK Embassy 1 and SDC 1. Proposals are first screened, assessed and recommended for approval by three Thematic Sub-Committees, one on each of the themes: Rights, Democracy and Inclusion. More than one of the four contributing donors has representatives in each of these three Sub-Committees. DanidaHUGOU has representation in all the three Sub-Committees through its different advisors as per their expertise on the themes.
	Approval body	The Steering Committee approves all grants.
	Fund secretariat	An RDIF Secretariat, placed at DFID's Enabling State Programme (ESP) office, is responsible for managing funds. Since December 2010, both RDIF and ESP are being managed by an international management company, selected through an international bidding process. Eight full time RDIF professional staff are engaged in fund administration
	Danish involvement in governance structure	Denmark through EoD and DanidaHUGOU, by participating in the Steering Committee and the Thematic Sub-Committees, are represented in the governance structure.
	Legal Status	Yes, the Fund can hire and fire, make contracts etc. as it operates within the legal status enjoyed by the ESP, a programme of DFID
	Administration cost/ overhead	The administration cost of the funding mechanism is about 11% of the estimated total budget.
Info	Internet site	<a href="http://www.rdif.org.np">www.rdif.org.np</a>

## Main characteristics of civil society funds

### Civil Society and Media Support

Purpose and scope	Country	Pakistan
	Responsible Embassy/ Dept.	Embassy Islamabad
	Objective	Development Objective: Danish interventions support the “demand side” of democracy in Pakistan, and stabilisation and ,livelihoods in KP and FATA Immediate Objective: Democratic Processes and Human rights strengthened through civil society support
	Thematic areas	Media, Human rights and democracy
	Target groups	civil society organizations and media organizations
	Period of Danish commitment	2010 – Sept 2013
Financing	Donors	Only Denmark
	Global budget (USD)	USD 6.5 mio (One NGO and one Media organisation are, however, funded jointly with Norway)
	Danish commitment (USD)	USD 6.5 mio
Support	Type of support provided by the fund	Project support
	Project/ grant selection	1) Preliminary selection through pre-screening, targeted invitations and uninvited proposals. 2) Visits to interesting organisations and discussions with other development partners leading to a number of pre identified organisations. 3) Pre-identified organisations requested to send in more focused proposals, which were assessed and eight proposals came out as fundable. A note written to create an overview. 4) The proposals were further refined through meetings. 5) When they were developed to a point where fundability could be assessed, an independent consultancy firm pre –award assessments of each organization looking into governance and financial aspects. 6) In the end there was a, for some organisations, lengthy process of writing and discussing the final project document. 7) A sub-appropriation note was signed by both ambassador Islamabad and the ASI director in Copenhagen. 8) A final agreed document was signed by the ambassador and the director of the organization.
	Portfolio	9 projects USD 6.5 mio.
Governance	Strategic leadership	Embassy, there can be involvement from ASI
	Approval body	Embassy
	Fund secretariat	Embassy. Three people involved, Development Counsellor, Development Officer, Media and Public Diplomacy Consultant. All three have other tasks.
	Danish involvement in governance structure	Embassy, some Involvement from ASI
	Legal Status	Embassy makes contracts

	<b>Administration cost/ overhead</b>	Not possible. Share of DC, DO and M&PDC salary. (DO and M&PDC salaries are covered by additional budget line for reviews etc.)
<b>Info</b>	<b>Internet site</b>	NA

## Main Characteristics of Civil Society Funds

### Foundation for Civil Society

Purpose and scope	<b>Country</b>	Tanzania
	<b>Responsible Embassy/ Dept.</b>	Embassy, Dar es Saalaam
	<b>Objective</b>	To empower citizens through the provision of grants, facilitating linkages and enabling a culture of ongoing learning to civil society
	<b>Thematic areas</b>	<p>Policy-making processes – the development, implementation and monitoring of policy processes such as the national poverty reduction strategy that have a direct impact on the well-being and the livelihoods of citizens;</p> <p>Governance and Accountability - at all the relevant levels and especially at the Local Government level- for the management and use of public resources for improved service delivery, including through public revenue collection, budgeting and expenditure tracking;</p> <p>Political processes - within and between the country's legislatures, the executives, the private sector and development partners.</p>
	<b>Target groups</b>	The ultimate target group for the Foundation's products and services are the citizens, especially the vulnerable, poor and marginalised groups in Tanzania. Also the following: Non-governmental organisations (NGOs); Community based organizations (CBOs); Professional associations; Trade unions; Media organisations; Faith base organizations (FBOs); Cooperatives; other forms of civil society organisations that bring people together to address governance and poverty related policy issues.
	<b>Period of Danish commitment</b>	There has previously been no Danish commitment. The current commitment is from 2011 – 2015.
Financing	<b>Donors</b>	SDC, DFID, Danida, SIDA, CIDA, Netherlands, Ireland.
	<b>Global budget (USD)</b>	The total budget for implementing their 2009 – 2013 strategy is estimated at USD 58.34 million for the next five years. The budget is estimated to grow from USD8.3m in 2009 to USD 14.3m in year 2013.
	<b>Danish commitment (USD)</b>	Danish commitment for years 2011 – 2015 is DKK 50 million (DKK 10 million per year).
Support	<b>Type of support provided by the foundation</b>	<p>Grant making services remain the main intervention the Foundation utilises to build capacity of civil society organisations in Tanzania. The Foundation provides four types of grants: Registration Development Grant; Rolling Small Grant; Medium Grant; Strategic Grants. The foundation also provides the following:</p> <ol style="list-style-type: none"> <li>1) Capacity Building Services: providing training services, technical backstopping support and other institutional development services such as organisational capacity assessments and strategic planning facilitation, to grantees.</li> <li>2) Linkage services: Providing linkage services within the civil society sector and between the sector and other sectors/development actors such as the private sector, the Parliament, the House of Representatives, the East African Legislative Assembly, and the Pan African Parliament.</li> </ol>
	<b>Project/ grant selection</b>	By standard application form obtained in person from the Foundation office, by post, or from the Foundation website. There are detailed guidelines and procedures for screening these applications. Grant applications are scrutinized by Grants Officers who prepare summaries of the applications and forward them to the Selection Committees. The final selection of grant awards is done by independent Selection Committees consisting of outside persons, one for each grant type: Small Rolling Grants, Medium Grants and Strategic Grants. Committee members are experienced practitioners in the civil society sector.
	<b>Portfolio</b>	<p>Projections per year (2009 - 2013):</p> <p>Strategic grants: 10 - 12</p>

		<p>Medium grants: 100 - 120</p> <p>Rolling small grants: 140 - 160</p> <p>Registration development grants: 50 - 70</p>
<b>Governance</b>	<b>Strategic leadership</b>	Members are at the highest governance level of the Foundation, followed by the Board of Directors that is appointed by the Members. The Secretariat of the Foundation, led by the Executive Director is responsible for day-to-day implementation of the programme activities and performance.
	<b>Approval body</b>	Independent Selection Committees consisting of outside persons, one for each grant type: Small Rolling Grants, Medium Grants and Strategic Grants. Committee members are experienced practitioners in the civil society sector.
	<b>Fund secretariat</b>	N/A
	<b>Danish involvement in governance structure</b>	The Governance Structure of the Foundation consists of three layers: the Members, the Board, the Secretariat, and the Development partners. Although not part of the Governance Structure of the Foundation, Development Partners play a critical part of the funding of the Foundation and remain engaged as founders. The Development Partners provide technical advice, support, accountability, institutional development, and to contribute to the long term strategic thinking behind and stability of the Foundation's funding. The Danish embassy is part of the group of development partners.
	<b>Legal Status</b>	Yes. The Foundation for civil society does have legal status vis-à-vis the national authorities, and so they can hire and fire, and make contracts.
	<b>Administration cost/overhead</b>	A maximum of 20% will be used for administrative expenses.
<b>Info</b>	<b>Internet site</b>	<a href="http://www.thefoundation.or.tz">www.thefoundation.or.tz</a>

## Main Characteristics of Civil Society Funds

### Tanzania Media Fund

Purpose and scope	<b>Country</b>	Tanzania
	<b>Responsible Embassy/ Dept.</b>	Embassy, Dar es Saalaam
	<b>Objective</b>	To nurture and promote investigative journalism as an important media genre, through which media can become a critical player in fostering domestic accountability and good governance in Tanzania.
	<b>Thematic areas</b>	The process provides greater incentives to Media Houses and editors to resource investigative journalism more substantially, thereby improving the public debate and increasing public demand for good governance, civil society, rule of law etc. Production of publishable pieces of solid investigative and public journalism alongside a tailor-made capacity building facility aimed at those awarded grants, involving training courses, coaching, conferences and appropriate networking forums.
	<b>Target groups</b>	The fund is open to applications from individuals, media agencies and civil society organisations involved in the media business, enhancing current coordination mechanisms
	<b>Period of Danish commitment</b>	The previous Danish commitment was to end in May of 2011, however due to the donor group funding TMF not being entirely satisfied with the new strategic plan, this initial pilot phase was extended. The current commitment was to run from 2011 – 2015.
Financing	<b>Donors</b>	SDC, DFID, Danida, Irish Aid, CIDA, Netherlands.
	<b>Global budget (USD)</b>	Total budget: 9,683,915 US\$. (2007-2010) Budget in 2010: 3,334,747 US\$.
	<b>Danish commitment (USD)</b>	June 2008 – May 2011 = USD 990,000 (USD 330,000 per year)
Support	<b>Type of support provided by the fund</b>	Individual grants: Strategic capacity grants (6 months (one year??), max. 2572US\$), Rapid release grants (1 month, max. 816 US\$) regional grants (two weeks, max 266 US\$). Institutional grants: small (one year, 100,000 US\$, 8 per year); medium (two years, 300,000 US\$, 4 per year)
	<b>Project/ grant selection</b>	By standard application form. Selection will be done in large part by two external Grants Selection Committees. These bodies will be made up of Tanzanian professionals, drawn from the private, media, government and civil society sectors.
	<b>Portfolio</b>	Max. 222 individual and 12 institutional grants per year.
Governance	<b>Strategic leadership</b>	Steering Committee, made up of 8 – 15 eminent professionals from within Tanzania, which will be the Board of Directors once the Fund becomes independent.
	<b>Approval body</b>	Two Grant Selection Committees, as the Fund is running five different grant types, which is too demanding for one committee. 7-11 professionals from the private, government, civil society and media sectors make up one Committee.
	<b>Fund secretariat</b>	A complement of full-time managerial, financial and programme staff will be recruited, responsible for day-to-day management and decision making. The Council of Members will be “legal owners” and the overall guarantors of the

		Fund.
	<b>Danish involvement in governance structure</b>	There is a Steering committee which serves as the main governing body. There is also a Basket funding committee which has the overall responsibility of overseeing the coordination of funding to the TMF, and overseeing the steering committee. The Danish Embassy as a co-donor is part of the basket funding committee (specifically represented by the Programme officer for governance).
	<b>Legal Status</b>	Yes. The TMF does have legal status vis-à-vis the national authorities, and so they can hire and fire, and make contracts.
	<b>Administration cost/ overhead</b>	16% (this includes the cost administration costs of TMF itself and the 3% administration fee which the hosting agency, HIVOS, charges).
<b>Info</b>	<b>Internet site</b>	<a href="http://www.tmf.or.tz/">www.tmf.or.tz/</a>

## Main Characteristics of Civil Society Funds

### Legal Services Facility

Purpose and scope	Country	Tanzania
	Responsible Embassy/ Dept.	Embassy, Dar es Salaam
	Objective	A funding vehicle providing grants fairly and efficiently according to transparent criteria for the promotion of legal aid and paralegal organisations according to their proper objectives and strategies. Thereby promoting and protecting human rights for all, particularly for poor women, children, men and the vulnerable, including people living with HIV/AIDS.
	Thematic areas	Support to legal aid providers. The support to legal aid (demand side) is aimed at balancing the support given to the supply side under the LSRP ultimately enhancing access to justice for the poor. The structure of the Facility will be adequately firm to provide a solid support to the legal services providers, yet sufficiently nimble to quickly be dismantled if and when nationally owned structures causes the Facility to no longer be needed. Moreover, the Facility will not in any way attempt to coordinate legal services provision in deference to the ongoing networking efforts spearheaded by TLS. The Facility will support organisations that assist individuals to claim their rights, redress grievances, and which protect fundamental human rights of the individual. The support aims to expand and sustain access to justice through information, civic education and social demands for reform of the legal sector.
	Target groups	Legal aid and paralegal service providers on Tanzania mainland and Zanzibar
	Period of Danish commitment	2011-2015
Financing	Donors	Denmark
	Global budget (USD)	12,6 million (total grant, i.e. incl. costs for fund management)
	Danish commitment (USD)	12,6 million
Support	Type of support provided by the fund	<b>Large Grants</b> to organisations that have a track record of engagement in legal service provision, an established office and be operational in at least three regions of the country. Grants are provided for three years. <b>Medium Grants:</b> to organisations that have been engaged in legal service provision for at least two years and thus may not necessarily have wide geographical coverage. Grants are provided for two years. <b>Strategic Grants:</b> for specific one-time activities that are strategic in nature, and are planned and implemented by two or more legal service providers e.g. joint training, joint advocacy initiatives like class action law suits, cross-learning (including regional events). The Foundation may also be provided with the opportunity to give <b>Capacity building Grants</b> as the need may be.
	Project/ grant selection	Selection by Grants Award Committee upon application (open application process)
	Portfolio	No grants have been given at the stage as the fund is currently (Oct. 2011) in its inception phase.

<b>Governance</b>	<b>Strategic leadership</b>	A Governing Board.
	<b>Approval body</b>	Grants Award Committee
	<b>Fund secretariat</b>	Under management of the Host Organisation/Fund Manager, to be selected through an open or restricted tender at the decision of the Danish Embassy.
	<b>Danish involvement in governance structure</b>	Denmark is currently the only doner, i.e. lead doner.
	<b>Legal Status</b>	The fund is not registered under Tanzanian law and thus does not have legal status as such.
	<b>Administration cost/ overhead</b>	USD 2,1 million
<b>Info</b>	<b>Internet site</b>	Not yet established.

## Main Characteristics of Civil Society Funds

### Independent Development Fund

<b>Purpose and scope</b>	<b>Country</b>	Uganda
	<b>Responsible Embassy/ Dept.</b>	Embassy, Kampala
	<b>Objective</b>	The IDF is created in order to: Create an independent, non political, Ugandan grant making institution for the distribution of funds/resources supporting HR and Civil Society development.
	<b>Thematic areas</b>	Provide a sustainable access point, for resources, capacity building and learning, focusing on human rights issues. Support human rights initiatives and facilitate opportunities for HR CSO's to grow and explore alternative and innovative approaches to HR promotion, development and best practice.
	<b>Target groups</b>	HR civil society organizations
	<b>Period of Danish commitment</b>	Through the Democratic Governance Facility (DGF) 2011-2016 [Please indicate the period of the current Danish commitment]
<b>Financing</b>	<b>Donors</b>	Those of the DGF (DK, Sweden, Norway DFID, NL, Irish Aid, Austria and EU)
	<b>Global budget (USD)</b>	Approximately 2 M USD per year [Please indicate in USD the total budget committed by donors to the fund ]
	<b>Danish commitment (USD)</b>	Denmark part of the DGF – no specific Danish contribution [Please indicate in USD the Danish commitment to the fund]
<b>Support</b>	<b>Type of support provided by the fund</b>	Project support
	<b>Project/ grant selection</b>	Per funding proposal and strategy. Staff report to the board. They send recommendations to the Grant Management Committee.
	<b>Portfolio</b>	At any given time 50-65 grantees with grants not exceeding 100.000 USD for a maximum of three years.
<b>Governance</b>	<b>Strategic leadership</b>	IDF Board
	<b>Approval body</b>	Grants Managers recommends to Grants Management Committee that recommends to Board for approval
	<b>Fund secretariat</b>	Private Company limited by guarantees 5 persons
	<b>Danish involvement in governance structure</b>	At present Head of Programmes of HUGGO is Treasurer; to be discontinued
	<b>Legal Status</b>	Private Company limited by guarantees
	<b>Administration cost/ overhead</b>	Not more than 15% (policy decision)
	<b>Internet site</b>	All this information can be found on <a href="http://www.idf.ug">www.idf.ug</a>



## Main Characteristics of Civil Society Funds

### Legal Aid Basket Fund II

<b>Purpose and scope</b>	<b>Country</b>	Uganda
	<b>Responsible Embassy/ Dept.</b>	Embassy, Kampala
	<b>Objective</b>	Functioning national legal aid system in place
	<b>Thematic areas</b>	National legal aid system developed with increased State funding for legal aid. Coverage of adequate and affordable legal aid improved, based on innovative, coordinated and tested models. CSO's effectively advocate for access to justice for the poor and marginalised
	<b>Target groups</b>	CSO's working with legal aid.
	<b>Period of Danish commitment</b>	LABF II Strategy 2007-2010
<b>Financing</b>	<b>Donors</b>	Denmark, Ireland, Netherlands, Sweden and Austria - as of Jan. 2009
	<b>Global budget (USD)</b>	Total budget = 12 bn UGX (38.7 mio. DKK) Annual (average) = 3.5 bn. UGX (10.5 mio. DKK)
	<b>Danish commitment (USD)</b>	USD 2.582.434 (middelkurs)
<b>Support</b>	<b>Type of support provided by the fund</b>	Projects, core support and capacity development
	<b>Project/ grant selection</b>	Public call for proposals, and negotiated agreements
	<b>Portfolio</b>	30 USB equivalent to global budget
<b>Governance</b>	<b>Strategic leadership</b>	[Several steering committees and advisory bodies
	<b>Approval body</b>	Danida-HUGGO Head of Programmes
	<b>Fund secretariat</b>	Danida-HUGGO
	<b>Danish involvement in governance structure</b>	Member of the LABF Steering Committee
	<b>Legal Status</b>	Operates under Danida-HUGGO (legal entity of the Danish Embassy)
	<b>Administration cost/ overhead</b>	5%
	<b>Internet site</b>	N/A

## Main Characteristics of Civil Society Funds

### Justice Initiatives Facilitation Fund (3<sup>rd</sup> component of the Justice Partnership Programme in Vietnam)

	<b>Country</b>	Vietnam
	<b>Responsible Embassy/ Dept.</b>	Embassy, Hanoi
<b>Purpose and scope</b>	<b>Objective</b>	To manage and administer grant/basket funds in support of Non-Government initiatives and provide administrative technical assistance and capacity development activities, thereby enhancing the capacity of NGO's to contribute to awareness of rights, access to justice and judicial reforms.
	<b>Thematic areas</b>	The supported initiatives are towards enhancing popular awareness of the rights and opportunities the law and justice system provide; enhancing understanding of judicial reforms through research; enhancing dialogue and information sharing on matters relevant to judicial reforms; and improving access to independent legal advice and aid. Special attention will be paid to marginalized groups in society and women.  Support may be sought by various legal and registered non-government entities for initiatives and actions relevant to Judicial Reform Strategy implementation.
	<b>Target groups</b>	Legally recognized Vietnamese NGO's, including mass organizations and bodies under them, committed or aspiring to promoting justice sector reforms in Vietnam.
	<b>Period of Danish commitment</b>	2010-2015
<b>Financing</b>	<b>Donors</b>	EU, Sweden, Denmark. (EU only funds for TA of Component 1, while Sweden and Denmark contribute to a basket fund for three components)
	<b>Global budget (USD)</b>	Total budget of JIFF amount to EUR 3.0 million, a five-year initiative from 2010 onwards. Average yearly budget of EUR 0,5 million.
	<b>Danish commitment (USD)</b>	Denmark committed in total DKK78.7 million for the whole JPP, of which approximately DKK22,300,000.for JIFF
<b>Support</b>	<b>Type of support provided by the fund</b>	JIFF assistance can take four forms: <ol style="list-style-type: none"> <li>1. Core Funding Grants (Against an organisations strategic plan, awarded for a maximum of three consecutive years within a maximum of EUR 100,000 per year)</li> <li>2. Small Project Grants. (maximum of EUR 25,000 per grant)</li> <li>3. Research Grants. (maximum of EUR 25,000 per grant)</li> <li>4. Substance related Technical Assistance and Capacity Development Grants. (may be multi-year and will be made to a maximum of EUR 20,000 per year for a maximum of two years)</li> </ol>
	<b>Project/ grant selection</b>	Competitive application process selected from eligible organizations. The Grants Committee will have the discretionary mandate to award grants within the criteria and financial envelope provided by the Steering Committee. Selection will be based on relevance, substance and value added to the objective of the component and programme at large. There will be preferential treatment in form of for example quotas for certain groups and windows for specific proposals as set out by the Steering Committee and/or recommended by the review process.
	<b>Portfolio</b>	JIFF has completed 2 Calls for Proposal, the 1 <sup>st</sup> one in Sept. 2010 and the 2 <sup>nd</sup> in March 2011. Out of 160 proposals submitted in 2 Calls, 25 projects have been

		<p>selected for funding with total value of USD472,000.</p> <p>The 3<sup>rd</sup> Call has been conducted in Sept. 2011 and the final result will be made in Dec. 2011</p>
<b>Governance</b>	<b>Strategic leadership</b>	<p>Steering Committee consisting of:</p> <p><u>Chairperson:</u></p> <ol style="list-style-type: none"> <li>1. Representative from the Ministry of Justice.</li> <li>2. Representative from one of the funding donors (rotating on a yearly basis).</li> </ol> <p><u>Observers:</u></p> <ol style="list-style-type: none"> <li>1. Representative of the non-government sector.</li> <li>2. Representative of funding donor 2.</li> <li>3. Representative of funding donor 3.</li> </ol>
	<b>Approval body</b>	<p>Grant Committee consisting of five respected professionals. The members will be suggested by the Ministry of Justice, approved by the Steering Committee and appointed by the Ministry of Justice. The members are appointed for three years. Chairman elected between the five members.</p>
	<b>Fund secretariat</b>	<p>By internationally recruited Fund Manager. The Fund Manager will act as a secretary to and a secretariat for the Steering Committee.</p>
	<b>Danish involvement in governance structure</b>	<p>Denmark acts as Co-chairperson of SC in 2010 and 2011. Although 3 donors should rotate as chairperson annually, EU doesn't engage in this Component (only Component 1) and Sweden delegated all responsibility to Denmark (Delegated Cooperation Agreement has been signed), it's very likely that Denmark will lead this component for the whole life span of the programme.</p>
	<b>Legal Status</b>	<p>The fund is a part of the Justice Partnership Programme anchored within the Ministry of Justice whereas organisation and management takes into consideration that institutional management decisions will take place at an institutional level through the SC, allowing the implementing institutions to operate independently and effectively.</p>
	<b>Administration cost/ overhead</b>	<p>A Fund Manager for the first 3 years has been hired to manage and administer grant/basket fund as well as provide TA to grantee. Total amount of contract for 3 years is DKK7,979,255. It's estimated that the administration cost of 5 years can amount up to DKK9,500,000.,</p>
	<b>Internet site</b>	<a href="http://www.jpp-jiff.org.vn">www.jpp-jiff.org.vn</a>

## Main Characteristics of Civil Society Funds

### Media Foundation for West Africa

Purpose and scope	Country	West Africa
	Responsible Embassy/ Dept.	Embassy, Accra
	Objective	The Media Development Programme focuses on improving the quality of journalism on good governance, anticorruption and human rights within rural radio stations and print media.
	Thematic areas	Capacity building. The pilot programme aimed at strengthening selected print and local radio stations (commercial and community), by developing stronger analytical and investigative journalism, improving professional journalistic standards, and increasing the media's knowledge of gender equality issues. The immediate objective of phase two is to create CSOs backed by a professional and vigilant media engaged in and promoting agendas on human rights and good governance, able to engage government at national and local level in a democratic interface, influence and monitor GoG performance at all levels. RDE will in phase II in collaboration with interested DPs develop the basket funding modality. The design of the media development fund include the experiences from the pilot phase, the process is however conducted in such a way that MFWA is not excluded for tendering as the fund administrator.
	Target groups	Rural radio stations and print media.
	Period of Danish commitment	2009-2010 (pilot phase) The Pilot phase was extended to March 2011
Financing	Donors	Danida is the sole Development Partner
	Global budget (USD)	2009 – USD 236,300, 2010- USD 167,000 and 2011 - USD 724,000
	Danish commitment (USD)	Danish commitment USD 3.08m. (USD 1 to DKK 5 @ Nov. 2008)
Support	Type of support provided by the fund	Project Support
	Project/ grant selection	Open calls were made in selected newspapers. A Technical Committee made up of representatives of the Ghana Journalists Association, the National Media Commission, Broadcasters Association, School of Communication Studies and MFWA was set up to screen and selected applicants from the applications received.
	Portfolio	The following activities were undertaken: Research Projects Training and capacity building Media development Total estimated value was USD 464,491 (USD 1.0 to GHC 1.5)
Governance	Strategic leadership	The project was overseen by a Co-ordinating Committee /Steering Committee that met quarterly or as needed. The composition was a representative each from the Ghana Journalist Association, The School of Communication Studies, Media Foundation for West Africa and the Danish Embassy.
	Approval body	The Technical Committee made up of representatives of the Ghana Journalists Association, the National Media Commission, Broadcasters Association, School

		of Communication Studies and MFWA was responsible for approving grants.
	<b>Fund secretariat</b>	The Project Secretariat was housed by the Media Foundation for West Africa, a national NGO with sub regional offices in other West African countries. The Secretariat has a full time Project Co-ordinator, an Accountant and an Administrator working full time on the project.
	<b>Danish involvement in governance structure</b>	The Embassy participated in the Co-ordinating committee meetings.
	<b>Legal Status</b>	The project was managed by MFWA which has a legal status but not by the government.
	<b>Administration cost/overhead</b>	26%
	<b>Internet site</b>	<a href="http://www.mediafound.org/">www.mediafound.org/</a>

## Main Characteristics of Civil Society Funds

### Zambian Governance Foundation

Purpose and scope	Country	Zambia,
	Responsible Embassy/ Dept.	Embassy, Lusaka
	Objective	Promoting improved governance with focus on government accountability and responsiveness to the poor and vulnerable sections of society
	Thematic areas	Facilitate networking between organisations, strengthen the institutional capacity and autonomy of civil society organisations to engage actively in policy processes and undertake advocacy on behalf of the poor and socially excluded people in the Zambian society. Secure the skills and capacity of Grant Partners at national and sub-national levels to influence and monitor GRZ policy and implementation; make Grant Partners support the empowerment of poor and vulnerable Zambians to engage in policy development and to demand accountability; create a culture of learning and knowledge sharing within Grant Partners at national and sub-national level have; provide a mechanism which supports CSOs to effectively and efficiently influence policies leading to inclusive policy change.
	Target groups	Civil society organizations
Period of Danish commitment	January 2009 –December 2012	
Financing	Donors	DFID, SIDA, DANIDA and Irish Aid. Germany will join in 2011. Netherlands, Finland and EU have observer status.
	Global budget (USD)	USD 14,327,008.56
	Danish commitment (USD)	USD 5,545,286.51
Modality	Type of support provided by the fund	<ul style="list-style-type: none"> <li>- <b>Institutional Support:</b> main pillar: Well-established organisations can receive budget support (or core funding support)</li> <li>- <b>Initiative Support</b> for emerging civil society organisations: activity based grants which may be complemented with specific grants for capacity development.</li> <li>- <b>Capacity Development Support:</b> smaller and emerging organisations with start-up problems: demand driven capacity development support, if capable of demonstrating potential for overcoming challenges.</li> <li>- <b>Rapid Response Support Facility</b> discretionary support providing flexibility for the Secretariat to support civil society response and action to emerging policy issues.</li> </ul>
	Project/ grant selection	Upon application selection according to CSO's fulfilment of valued criteria.
	Portfolio	As at 1 <sup>st</sup> October 2011, ZGF have a grant portfolio of 42 active grant partners with a value of ZMK 31,387,636,271 equivalent to USD 6,277,277,527.
Governance	Strategic leadership	The founders of ZGF represent the highest authority in the Foundation's operations and execute authority through the Annual General Meeting or extraordinary meetings. The Board of Directors consists of nine members, incl. the five founders, and is a governing entity and responsible for the overall functioning of ZGF.
	Approval body	Grants Sub-committee consisting of four Directors mandated to evaluate and approve grant award recommendations received from the Assessment Teams on behalf of the Board of Directors.
	Fund secretariat	By Grontmij Carl Bro A/S as the lead firm in collaboration with Maxwell Stamp (UK). The consortium has the managerial oversight of the ZGF Secretariat staff. The Secretariat is led by the Programme Manager, who also acts as Secretary to the Board, reports to the Board of Directors on governance matters and maintains a close relationship with Cooperating Partners in relation to funding issues.  The number of professional staff members involved (full-time equivalent) is

		currently 5 professional staff, supported by 5 support staff.
	<b>Danish involvement in governance structure</b>	No formal representation, but have been contributing to the formulation of the Foundation and continue to play a critical role through the provision of funds. The representation has been actively participating through the Cooperating Partners and ZGF Board Consultative Meetings as well as JFA CPs meetings.
	<b>Legal Status</b>	The ZGF is a legal entity registered with the Patents and Companies Registration Agency under the Companies Act, CAP 388 as a Not for Profit Organization. As a legal entity ZGF have the authority to enter into legal contracts.
	<b>Administration cost/ overhead</b>	The administrative functions are carried out through the Carl Bro Contract and is valued at USD 2,595,770.98 as a share of the estimated total budget. This translates into an administrative cost of 18%
<b>Info</b>	<b>Internet site</b>	<a href="http://www.zgf.org.zm/">http://www.zgf.org.zm/</a>