

TIPS FOR CIVIL SOCIETY ORGANIZATIONS

A series of tips for civil society organizations, written from a funder's perspective, and intended to stimulate inquiry, rather than provide rigid instructions.

Budgeting

Tips for preparing a budget with an emphasis on its purpose, steps, and components.

Financial Systems

Tips for establishing an accountable and transparent financial system to build financial sustainability.

Grant Proposal Writing

Tips for developing and writing a proposal, including critical elements to facilitate project success.

Monitoring & Evaluation

Tips for reviewing and assessing progress towards objectives, identifying problems and strategies, and making adjustments to plans.

Project Development

Tips for developing and implementing a project and key questions to ask in the process.

Reporting to Funders

Tips for maintaining and strengthening your relationship with funders following a grant award.

Resource Mobilization

Tips for mobilizing resources closer to home to strengthen organizational capacity and deliver benefits to the community.

These tips were conceived as a result of a demand from civil society organizations (CSOs) expressing the need for information on how to strengthen their organizations and mobilize resources. The tips cover seven areas that may be of interest to CSOs and that are key to organizational capacity. The audience is small NGOs and community based organizations who may have limited resources, but who have strengths, such as enthusiasm and commitment for their mission to improve the lives of others.

The content of the tips is inspired by several resources, which are listed on the individual tips as sources for further reference. It is also based on the authors' experiences in managing and implementing global grant programs; directing small NGOs; and listening to the voices of CSO leaders. The tips are unique in that the information comes from the perspectives of funders who provide small grants to CSOs.

Feedback was sought from a wide range of development practitioners, including staff from community based organizations, NGOs, foundations,

and multilateral agencies. We would like to acknowledge those who provided valuable feedback, including: Jennifer Astone, Miriam Bae, Heather Bedi Plumridge, Rob Buchanan, Carolina Callicinos, Kury Cobham, Daniel Crisafulli, Rachel Humphrey, Daniel Mangale, Janet Mawiyoo, Patricia Millard, Rebecca Oh, Sonia Rasugu, Fu Rong, Hady Sey, Daniel Tenaai, Jeff Thindwa, John Tse.

Yumi Sera, the co-author of this series, served as the coordinator of the World Bank Social Development Civil Society Fund (CSF) and established the founding Secretariat for the World Bank Grants Facility for Indigenous Peoples. Susan Beaudry, co-author, has considerable expertise in program development and implementation for NGOs and in the philanthropic sector.

CSF is one of the few global programs of the World Bank that provides direct grants to civil society organizations through the World Bank's Country Offices. CSF seeds and supports activities related to civic engagement that empower and enable citizens to take initiatives to influence development outcomes. It is

administered by the World Bank Social Development Department: www.worldbank.org/civilsocietyfund.

CSOs and their partners are encouraged to use these tips in workshops and to disseminate and

improve upon these materials. We ask that materials not be used for financial gain and that they be credited to the authors and the Social Development Civil Society Fund.

Yumi Sera, April 2007