



Civil Society Organizations in Albania



This project is funded
by the European Union.



This project is funded
by the European Union.

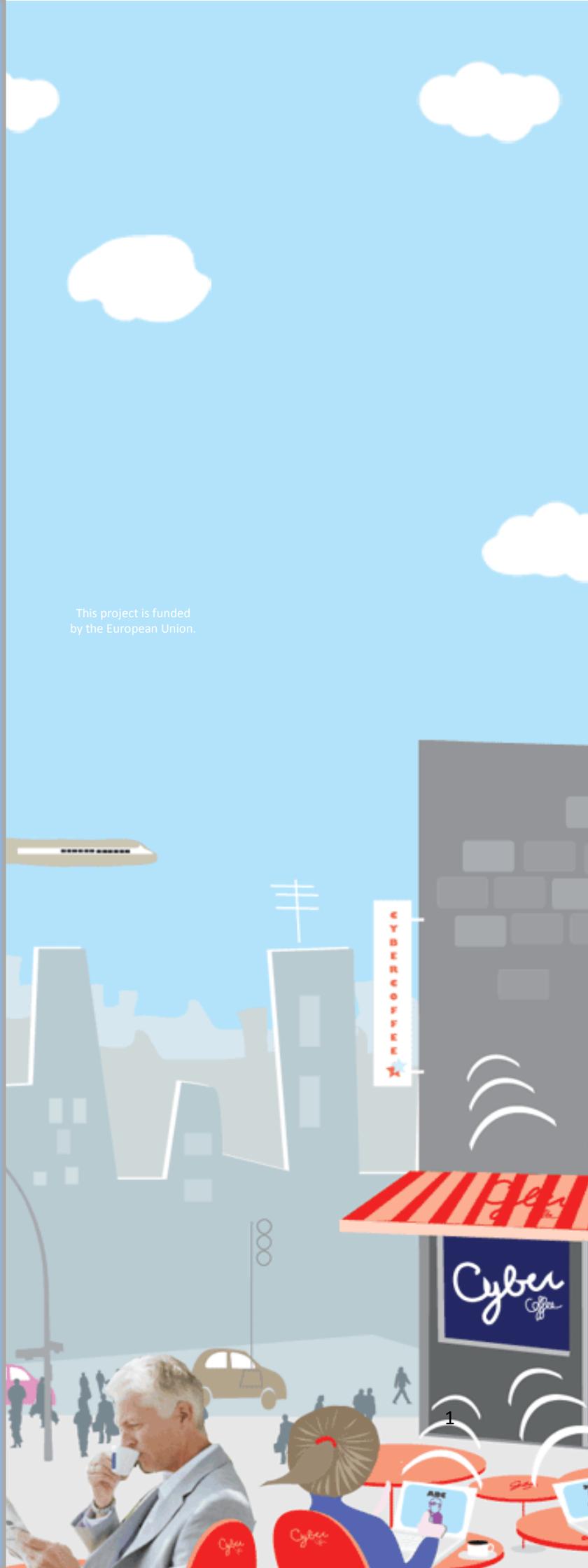


TABLE OF CONTENTS

EVALUATION OF LEGAL REGULATIONS AND CIRCUMSTANCES FOR THE DEVELOPMENT OF CIVIL SECTOR 4

COOPERATION BETWEEN CIVIL SOCIETY ORGANIZATIONS AND PUBLIC INSTITUTIONS..... 6

TRANSPARENCY AND RESPONSIBILITY IN THE MANAGEMENNT OF CSO 9

CONFIDENCE IN CIVIL SOCIETY ORGANIZATIONS, THEIR VISIBILITY AND EFFORTS TO SOLVE THE PROBLEMS OF THE CITIZENS 11

HUMAN RESOURCES AND SOURCES OF INFORMATION USED BY CSOs 16

CSO NETWORKING 18

FINANCIAL SUSTAINABILITY OF CSOs 19

METHODOLOGY 20

In contrast to other countries participating in the Survey, in Albania there is no discrepancy between assessment of situation in NGO sector by CSO representatives and assessment of situation in organization in which they are engaged when it comes to decision making. Moreover, they have a more positive opinion about situation in the sector than in their own organizations.

In comparison with other countries participating in the survey, the highest percentage of civil society organizations which do not publish their documents is registered in Albania.

It is interesting that significantly higher percentage of CSOs in Albania than in other WB countries and Turkey point out that CSOs are too present in public.

Considerably higher percentage of CSOs in Albania than in other countries point out the possibility of exchange of knowledge and experiences as an advantage of participation within CSO networks.

The highest percentage of CSOs which use the official data of National Statistical Office or Ministries as their sources of data is registered in Albania.

Insufficient diversification of income sources and high percentage of CSOs which mention foreign income sources, such as embassies, are the main problems of CSO financing in Albania.

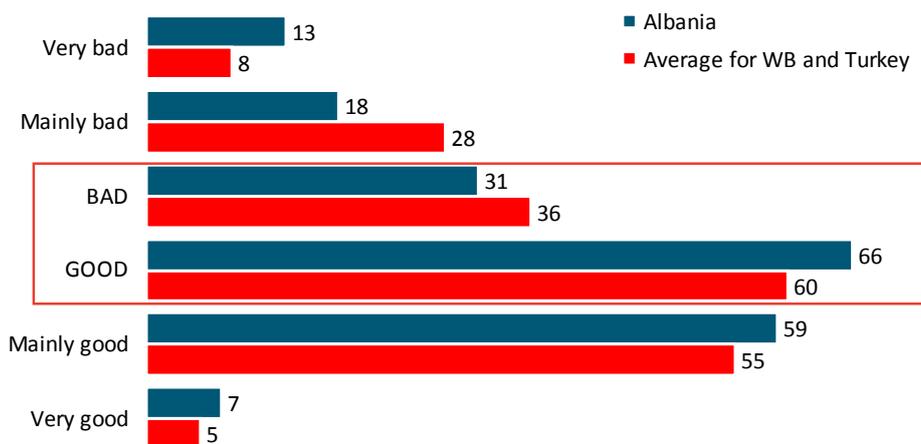
EVALUATION OF LEGAL REGULATIONS AND CIRCUMSTANCES FOR THE DEVELOPMENT OF CIVIL SECTOR

Representatives of civil society organizations in Albania have divided opinions on circumstances for the development of civil society in comparison with the period of three years ago.

In contrast to that, current legal regulations are evaluated in relatively positive manner, both generally and in the context of stimulating the development and engagement of volunteers.

Attitudes of CSO representatives in Albania are generally divided when it comes to assessment of circumstances for development of of civil sector in relation to the period of three years ago. One in three CSO representatives (33%) thinks that current circumstances are less favorable, while 27% point out that circumstances for development of civil society are currently more favorable than three years ago – this means that the highest percentage of CSO representatives in Albania think that situation is more or less the same.

Figure 1.1: Evaluation of legislation which regulates the work of civil society organizations



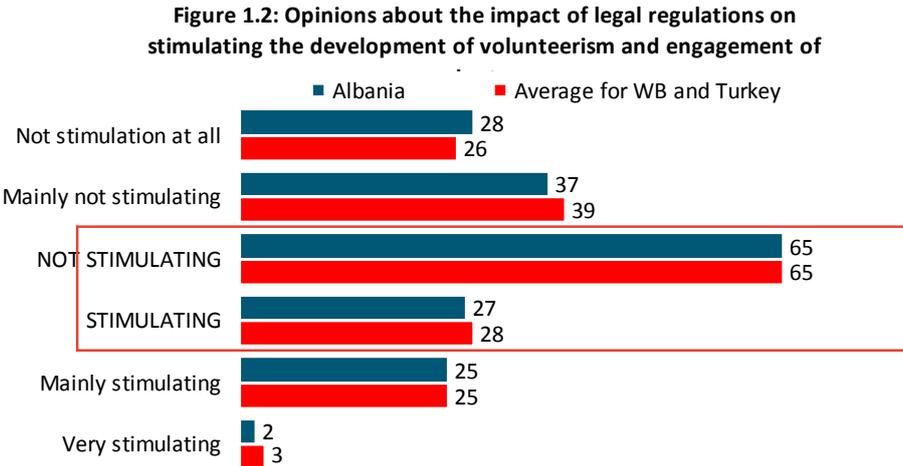
While the attitudes towards the circumstances related to work of civil society in Albania are neutral, CSO representatives have a somewhat positive attitude towards legal regulations which regulate the work of civil society organizations. Namely 6 od 10 CSOs consider the legal regulations as good, while 3 out of 10 representatives evaluate them as bad. Altogether legal regulations in Albania are evaluated a bit more positively in comparison with average for WB countries and Turkey.

Similar to majority of the countries included in the survey, CSO representatives do not mention spontaneously the concrete legislative changes that could improve the current status of CSO, but they are rather focused on issues which occupy the attention of the sector to the highest extent – primarily the issue of financing. Namely, one out of four CSO

representatives in Albania states that it is necessary to introduce tax relief for NGO sector, while one fifth of them state that it is necessary to implement better the existing legal solutions.

Legal regulations in Albania, when observed in the context of stimulating the development of volunteerism and engagement of volunteers, is generally evaluated with low grades, but these grades are still above the average for the countries which participated in the survey. As much as 6 out of 10 CSO representatives (59%) in Albania point out that the existing legal regulations are not stimulating, while one third of them think that they are stimulating (35%).

It is worth mentioning that one out of four CSOs in Albania (23%) evaluate legal regulations in Albania with the lowest grade, but it is still above the average for the region. Only in Turkey smaller percentage of CSO representatives give the legal regulations the lowest rating.

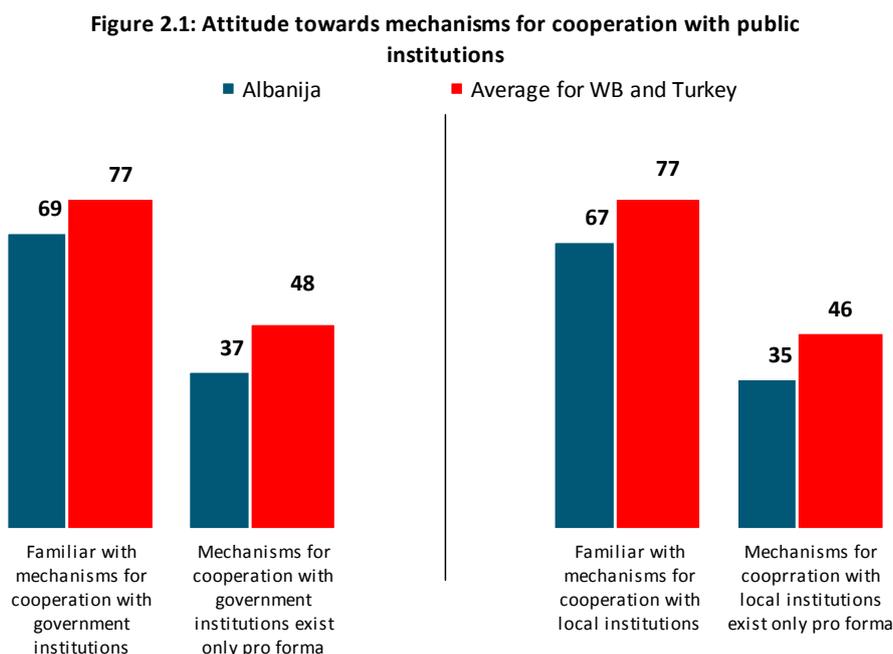


COOPERATION BETWEEN CIVIL SOCIETY ORGANIZATIONS AND PUBLIC INSTITUTIONS

Civil society organizations from Albania participated to a significantly lesser extent than WB countries and Turkey in consulting processes during the past three years. As a result of that, they are considerably less familiar with mechanisms for cooperation with public institutions.

The CSOs which participated in consulting processes had negative experiences – there was not enough time for comments, the comments were not considered at all, and access to information was insufficient.

Majority of CSOs in Albania are aware of current structures and mechanisms for dialogue and cooperation with local (67%) and to a somewhat higher extent with state institutions (69%). In addition to Kosovo, this is the smallest percentage of CSOs in the region which are aware of these mechanisms. One out of three CSO representatives in Albania (32%) thinks that these mechanisms are useful, both the ones for cooperation with state institutions and those for cooperation with local institutions.



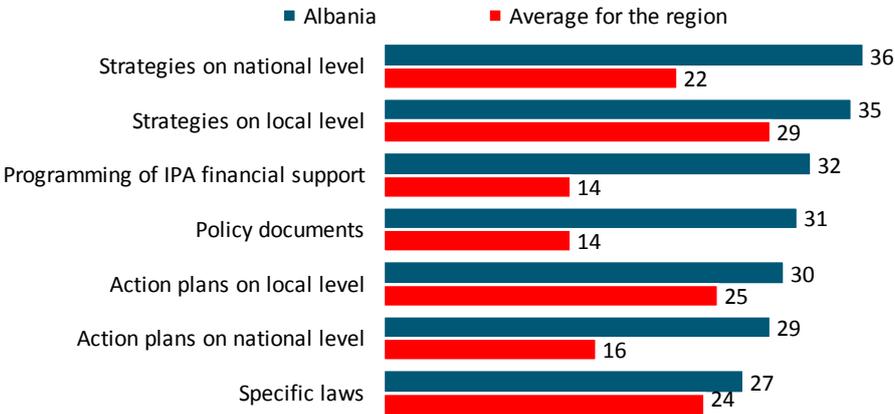
In contrast to that, the survey registers 35% of CSO representatives who think that mechanisms for cooperation with government institutions exist only pro forma, while 37% think the same about mechanisms for cooperation with local institutions.

Observed in general, the participation of civil society organizations in the drafting of various strategies, legislation, policies, action plans and other documents at the local or

national level is not high in the entire region. On average 41% of CSOs in the region did not actively participate in the mentioned consultations, and CSOs in Albania participated in these consultation processes to a considerably lesser extent. Moreover, in comparison with the countries which participated in the survey, Albania registers the smallest percentage of CSO which took part in these processes in the past three years – a half of CSO in Albania (50%) **did not participate actively**¹ in the mentioned processes **during the past three years** either on local or on national level.

Somewhat higher percentage of CSOs in Albania participated in drafting strategies on national and local level, as well as programming of IPA EU financial support. During the past three years CSOs participated less frequently in preparation of action plans and specific laws. In comparison with the average for all countries which participated in the survey, generally bigger participation of Albanian CSOs in these processes was registered during the past three years.

Figure 2.2: Participation (in last 3 years) in drafting of...



Efficiency of consultations in which CSO participated depends on several factors, the most important of which are adequate access to information, time for comments, acceptance of comments and suggestions offered by CSO during consultations and feedback which CSO received, together with transparency of consultation results.

Albania is a country with the biggest percentage of CSOs in the entire region which didn't have adequate access to information, and which didn't have enough time to make comments during the consultation processes. CSOs in Albania **which had the experience with participation in the mentioned consultations** (during the past three years) in comparison with average for the region (80%) mentioned in considerably lower percentage that they had adequate access to information (66%). Average for WB countries and Turkey

¹ Organizations which did not actively participate in the processes of consultations also include those which had no comment or suggestion during consultations

(72%) is generally somewhat lower when it comes to time for making comments - 58% of CSOs in Albania point out that they didn't have enough time to make comments.

In order to have meaningful and efficient consultations, organizations involved in the process must be prepared to participate in the process by giving comments and suggestions, while local or national authorities must be prepared to acknowledge these comments and suggestions.

In comparison with the countries from the region CSOs from Albania are "acknowledged" by national and local authorities to a lesser extent when it comes to consultation processes. If we observe only the CSOs which participated in consultation processes during the last three years on local or national level, we can see that comments and suggestions of 18% of CSO were not taken into account at all, which is considerably above the average for WB countries and Turkey (13%). In contrast to that only 3% of CSO from Albania state that all their suggestions were taken into consideration during the consultation processes, while one fifth of CSOs (20%) claim that this was the case with majority of their suggestions. If we observe all surveyed WB countries and Turkey, CSOs from Albania had the worst experience with this component of consultation processes judging by their representatives.

Situation is somewhat better when it comes to receiving feedback information during the consultation processes. Observed in general, 2 out of 10 CSOs in Albania which participated in consultation processes during the past three years claim that there was no feedback information, and that results of consultations were not published (21%). The same percentage of them state that government institutions gave detailed enough feedback information, and that results of consultations were easily accessible to all interested parties (21%). The remaining 56% claim to have received feedback information and that the results were published, but not in all consultation processes.

TRANSPARENCY AND RESPONSIBILITY IN THE MANAGEMENT OF CSO

In Albania there is no discrepancy between perception of CSO representatives about the way in which CSOs are generally managed in Albania and perception of the way in which their own CSOs are managed.

The highest percentage of CSOs which do not publish their documents is registered in Albania.

In the countries which participated in this survey there is a great discrepancy between the CSOs' assessment of the way in which civil sector organizations are managed and the way in which their CSO is managed – **however, this discrepancy doesn't exist in Albania**. While 18% of CSO representatives in Albania claim that **in majority of cases the decisions are in compliance with prescribed rules and they include consultations with the employees and volunteers**, 21% believe that majority of CSOs in Albania are managed in the same way.

Percentage of CSOs (77%) which state that there is, by internal acts defined obligation to inform their members, stakeholders or broader public about the results of their work is below the average for WB countries and Turkey. Similarly, when it comes to organizations which actually inform the stakeholders about their activities, there is a considerably smaller percentage of such organizations in Albania.

As much as 4 out of 10 CSO in Albania (41%) state that statute of organization is not accessible to broader public. The same percentage of CSOs (41%) state that they do not have a rulebook, while 14% claim to have a rulebook, but it is not accessible to public. It is worth mentioning that percentage of CSOs in Albania which do not have an accessible statute, that is, percentage of CSOs which do not have a rulebook at all is the lowest in the region.

Representatives of CSO in Albania believe that in NGO sector 67% of organizations do not publish or make publicly available their annual program statement of work. As a rule, when they talk about the experience of their organizations, the figures are considerably more optimistic - one out of two representatives (51%) claim that the organization in which they are engaged does not have an annual program statement of work which is accessible to public in any way. In this respect as well the worst situation is registered in Albania.

Prescribed financial rules, obligation of bookkeeping and accounting is evaluated as relatively clear and understandable by CSO representatives in Albania (82%), which is slightly

above the average for WB countries and Turkey (80%). Similarly, simplicity of implementation of the prescribed financial rules, obligation of bookkeeping and accounting, is relatively well evaluated by CSO representatives in Albania, and it is on the level of average for countries in the region (67%).

As in other aspects which were the subject of this survey, when it comes to financial statements, representatives of CSO have less positive perception about the sector than about their organizations – this is obvious to a significantly lower extent among CSOs in Albania. They believe that significant number of CSO in Albania do not publish financial statements, both the standard ones (63%) and financial statements which have been audited (65%). Similar situation is in the organizations in which they are engaged. Namely, 62% of CSOs state that they do not publish financial statements and 67% for statements which were audited.

Although CSO representatives in Albania state that prescribed financial rules, obligation of bookkeeping and accounting are clear and simple to implement, percentage of organizations which publish financial statements is considerably lower in comparison with WB countries and Turkey.

While percentage of CSOs which do not conduct evaluation of projects and strategic plans is at the level of average for WB countries and Turkey, percentage of organizations which do not evaluate performance of their employees is significantly below average of the countries in the region (40%).

Only one fourth of CSO representatives in Albania (27%) openly claim that project assessments are done only pro forma, while 73% claim that the projects are evaluated for the purpose of establishing the efficiency and drawing a lesson for further projects. Furthermore, one in four CSOs (24%) state that they do not have an established system for performance evaluation for the projects which they realize. 4 out of 10 CSOs (41%) do not evaluate the implementation of organization's strategic plan, while 3 out 10 CSOs in Albania do not evaluate performance of employees in their organization (31%).

Although significant percentage of CSOs report that they systematically evaluate the performance of their activities, number of CSOs in Albania which practice internal evaluations exceed by the use of external evaluators. So 36% use the services of external evaluators when they evaluate the realization of conducted projects, 16% of CSOs state that external evaluator is evaluating the implementation of their strategic plan, and the same percentage (15%) use external evaluator for evaluation of employees' performance.

CONFIDENCE IN CIVIL SOCIETY ORGANIZATIONS, THEIR VISIBILITY AND EFFORTS TO SOLVE THE PROBLEMS OF THE CITIZENS

Citizens of Albania believe that NGOs are not active enough in the most important areas, which results in very low level of citizens' confidence in NGOs.

CSO representatives in Albania are 'most satisfied' in the region in terms of presence of CSOs in public. CSO representatives in Albania more frequently than average for WB countries and Turkey consider NGOs too present in public – while the average for countries in the region is 7%, there are twice the number of CSOs in Albania that share this opinion (14%). In contrast, 42% of CSO representatives believe that CSO in Albania are not visible enough in public, which is below the average by far for WB countries and Turkey (57%). The remaining 38% of representatives state that CSOs presence is just right in Albania.

As for those who consider presence of CSOs in public insufficient, (58% believe that the key reason for this is insufficient interest of the media in Albania to report on CSO activities, and 4 out 10 believe that CSOs are responsible, or that they are not working sufficiently (or adequately) on expanding of their presence in public.

The study „Life in transition II²“, conducted in 2010. in 35 countries for EBRD, suggests that Albania belongs to the group of harshly affected countries by the global economic crisis. Namely, while the average percentage of households directly affected by the global crisis in Western Europe was 31%, and in countries in transition 49%, while in Albania 6 out of 10 households were affected (59%), which is at the level of the countries that participated in the study.

Among other things, this project studies perception of importance of specific areas and issues for the citizens of the countries encompassed by the project. Citizens of Albania were a lot less likely to evaluate all 15 examined areas as important³ than average in WB countries and Turkey. In addition, citizens' perception of NGO activities in the given areas was also studied. Compared to the average in WB countries and Turkey, Citizens in Albania believe that CSOs are a lot less active in all 15 examined areas.

² <http://www.ebrd.com/pages/research/publications/special/transitionII.shtml>

³ Importance was measured on a 4-point scale, with 1 meaning „Completely unimportant“, and 4 „Very important“. The figure shows only percentages which refer to grade 4.

Figure 4.1: Assessment of importance of problems and areas in general population

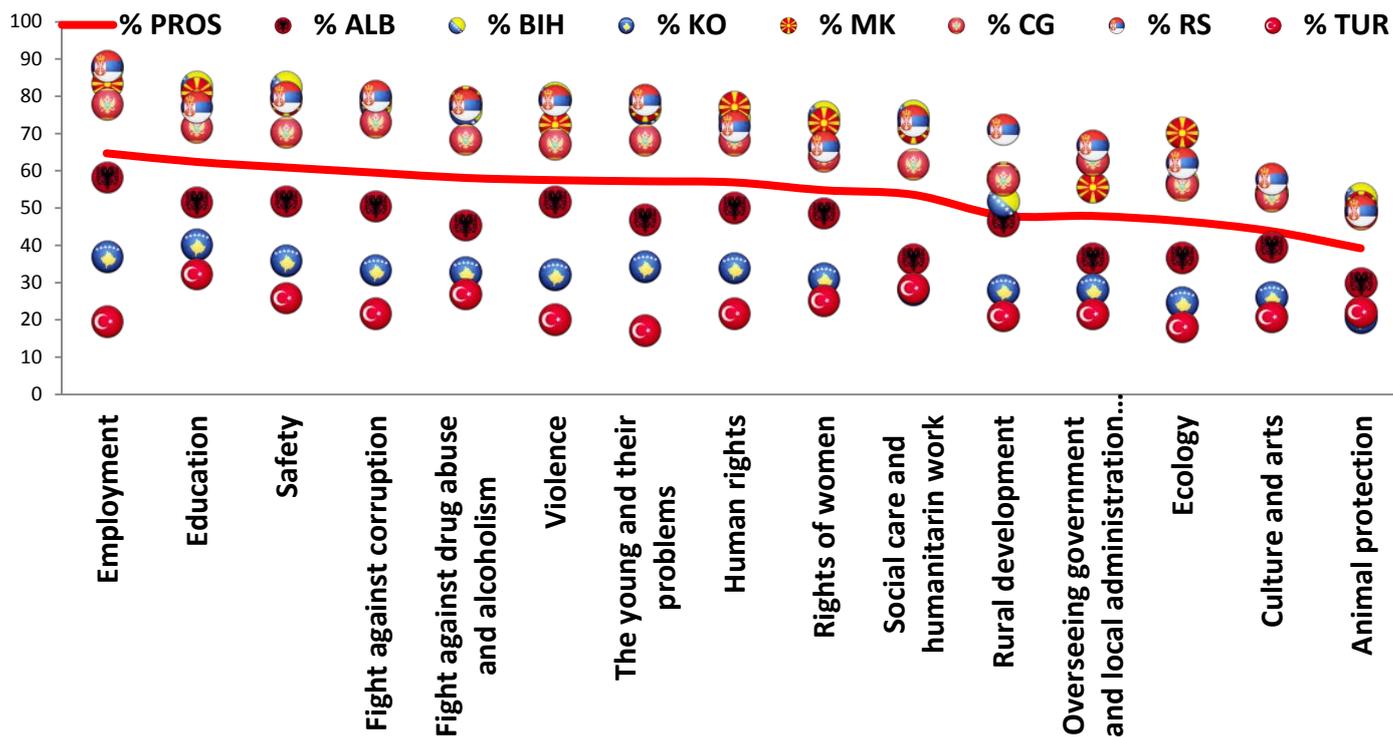
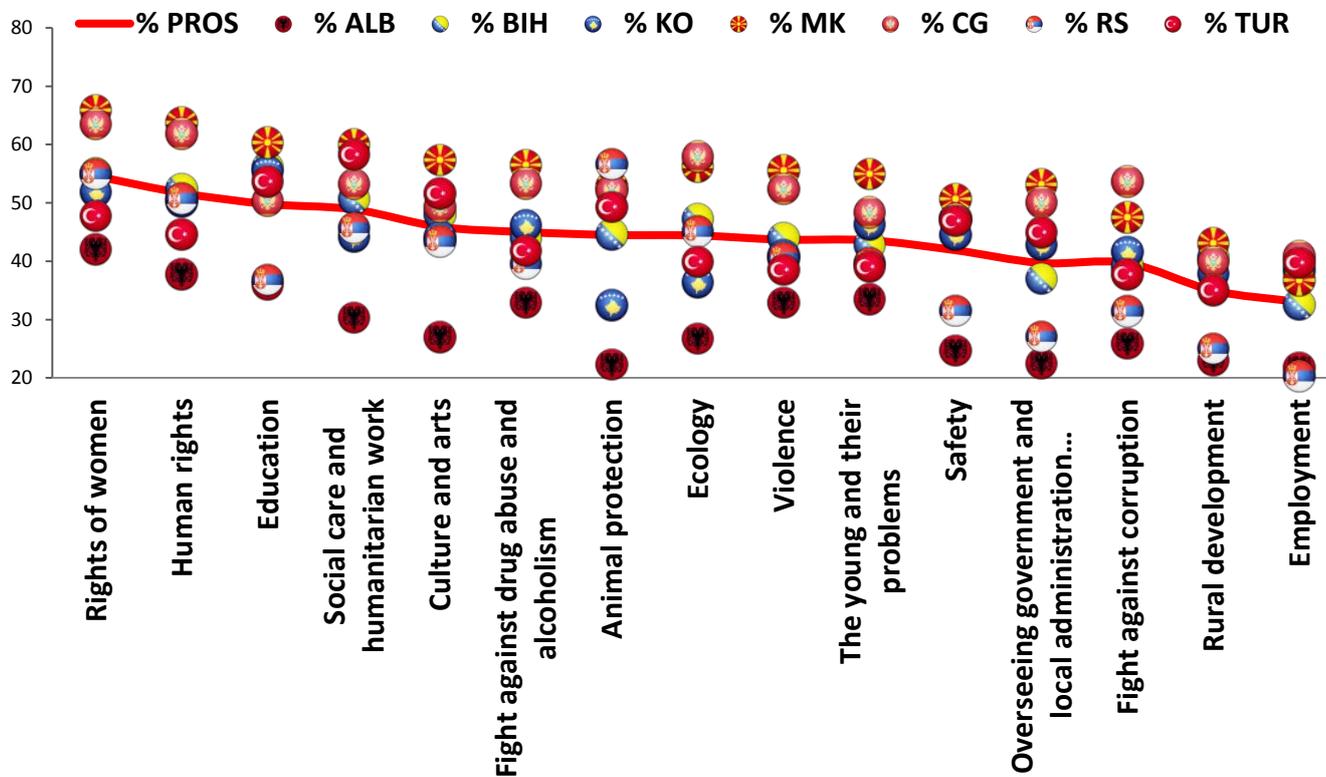


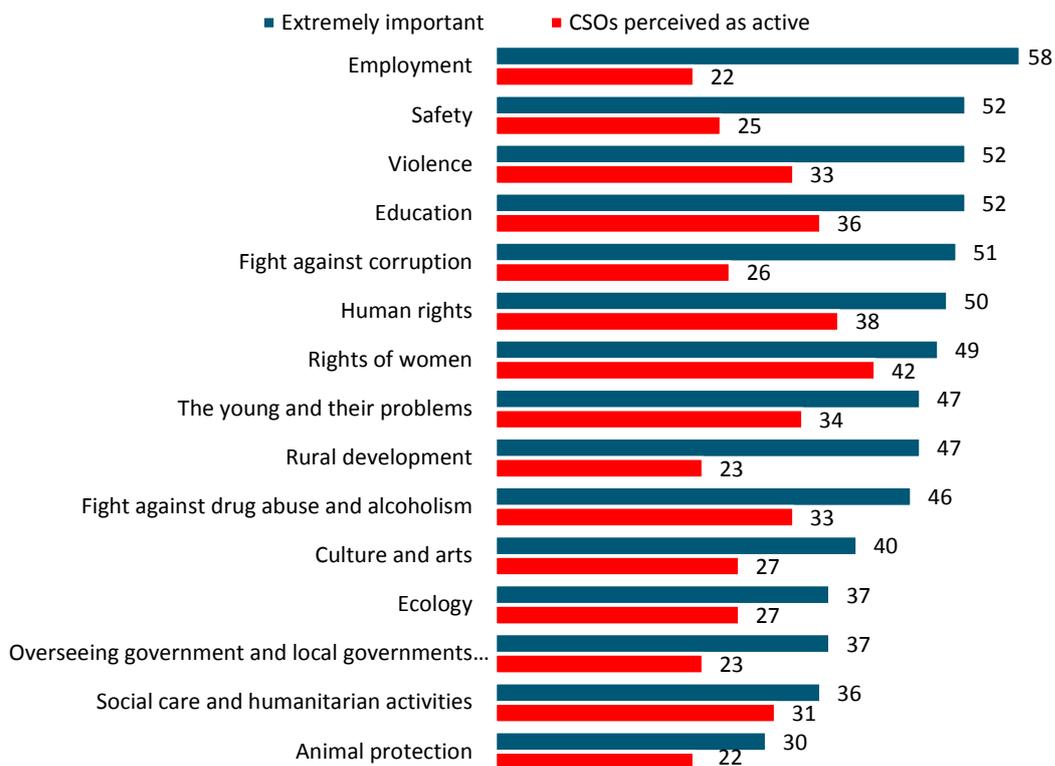
Figure 4.2: Assessment of CSO activities in eliminating the problems in given areas



Same as in most countries in the region, employment is the most relevant topic for the citizens of Albania (58%), but the level of CSO activity in regard to addressing the employment issue is evaluated as the lowest (22%). Situation is similar with the issue of safety, which is second most important (52%), while the level of CSO activity in this area is evaluated similarly as in the area of employment (25%), so safety is in the 11. position out of 15 tested. There are other topics, such as education, that citizens of Albania consider important (52%) but in which CSOs are more active in (36%). On the other hand, the areas with perceived intensive CSO activity, such as the rights of women or human rights, are positioned in places 6 and 7 out of 15 tested in regard to importance for the citizens of Albania.

It may be concluded that there is almost no significant matching between greater NGO activity with areas considered important by the citizens of Albania, which is confirmed by the correlation coefficient ($r = -0,07$; $p = 0,04$).

Figure 4.3: Perception of CSO importance and activities by areas, general population

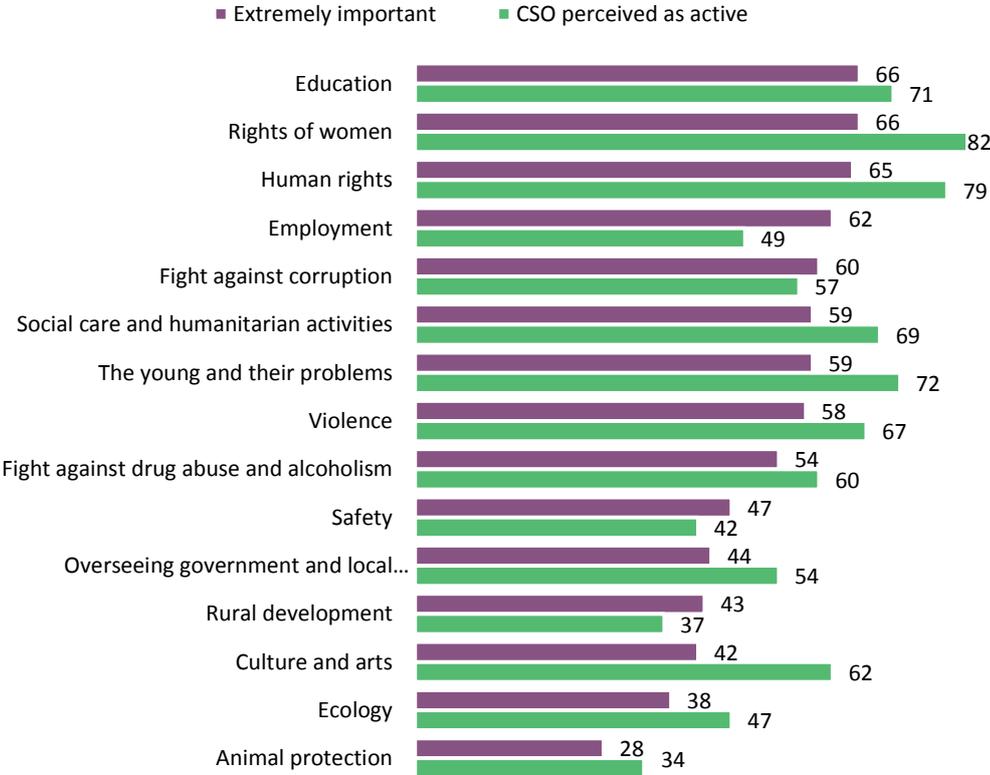


CSOs representatives perceive the relationship between priority problems and CSO activities in the same way – they, just like the citizens, believe that NGOs are not active enough in the most important areas. When comparing relevance of areas and CSO activities in these areas, we see that there is no (statistically) significant correlation ($r = 0,11$; $p = 0,11$).

Present are great differences between relevance attributed to specific areas by the citizens and representatives of CSOs in Albania. In the opinion of CSO representatives, education (66%), rights of women (66%) and human rights (65%) are the most prominent topics in Albania. These are the areas which CSOs in Albania, according to their representatives, are most active in.

Employment is considered the most prominent topic by the citizens of Albania, but it is somewhat less relevant for CSO representatives – it is positioned as fourth, while CSO activities in this area are positioned as the 11. out of 15 examined.

Figure 4.4: : Perception of CSO importance and activities by areas, CSO representatives



In order to obtain clearer picture of CSO perception, attitudes of Albanian citizens on other organizations and institutions were tested, primarily on their dedication to solving problems that citizens of Albania are faced with, but also on confidence that citizens have in these organizations and institutions.

Citizens have strongest confidence in the media (64%), the Police (51%) and in local administration in their place of residence (41%). On the other hand, confidence is the lowest in political parties (19%), trade unions (24%) and judiciary (25%).

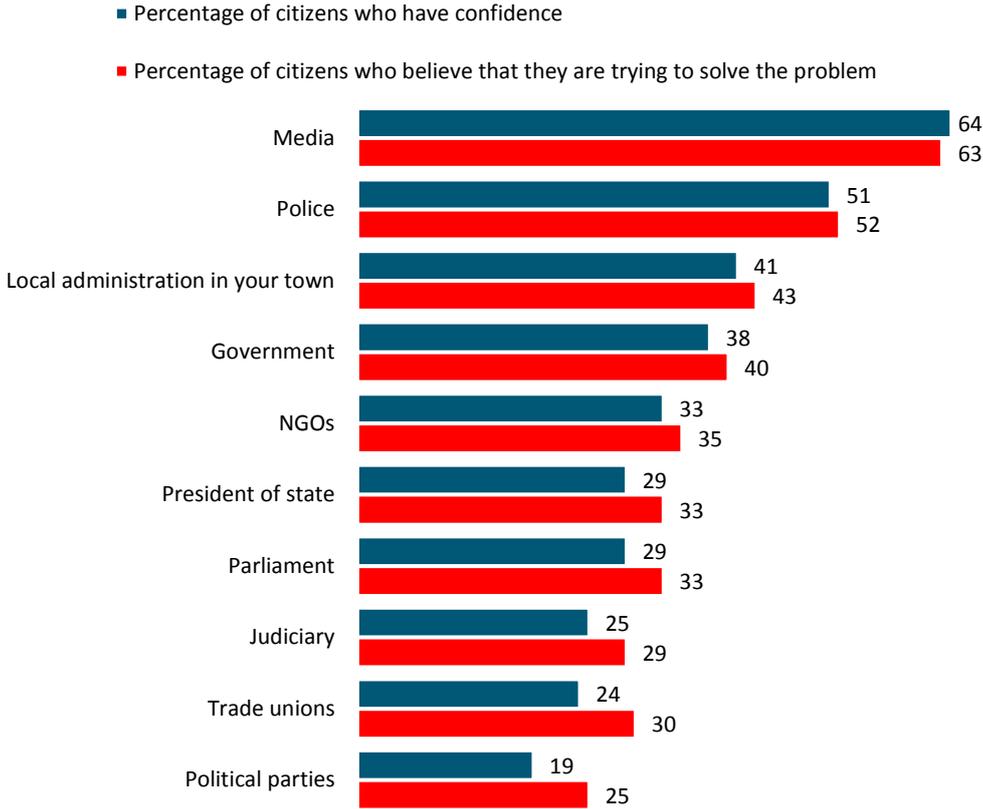
We will pay special attention to confidence in CSOs. The registered level of confidence in NGOs in Albania is a lot lower than average in the countries encompassed by the survey. So one in three citizens of Albania (33%) have confidence in CSOs. Citizens of

Montenegro and BiH, and especially Turkey (56%), have most confidence in NGOs (50%). Compared with other countries covered by the survey, citizens of Serbia have the lowest confidence in NGOs (30%).

In order to better clarify this low level of confidence in NGOs registered in Albania, the extent to which citizens believe that specific institutions actually try to address certain problems is examined, with the assumption that there exists a correlation between the level of confidence in an institution and the extent to which this institution addresses problems in the country. As it was assumed, high intensity correlation is present ($R^2 = 0.75$) between confidence in institutions and their efforts to solve problems.

It may be concluded that this very low level of confidence in NGOs registered in Albania is a result of great discrepancy between relevance of examined areas and perception of the degree of CSO activities in these areas.

Figure 4.5: Confidence and perception of made efforts to solve problems, general population



HUMAN RESOURCES AND SOURCES OF INFORMATION USED BY CSOs

Representatives of CSOs In Albania are somewhat more likely to state that they use results of researches and analyses in their public advocacy activities.

Percentage of CSOs in Albania that rely on official data sources is significantly higher than in other WB countries and Turkey.

CSOs In Albania are faced with lack of statistical data, as well as information about legal provisions.

More than four fifths of CSO representatives in Albania state that their organizations succeed in attracting valuable new members (85%), and somewhat smaller number of them claim to be able to keep talented associates (82%). As compared with the average in other countries covered by the study, NGOs in Albania are somewhat more successful in this.

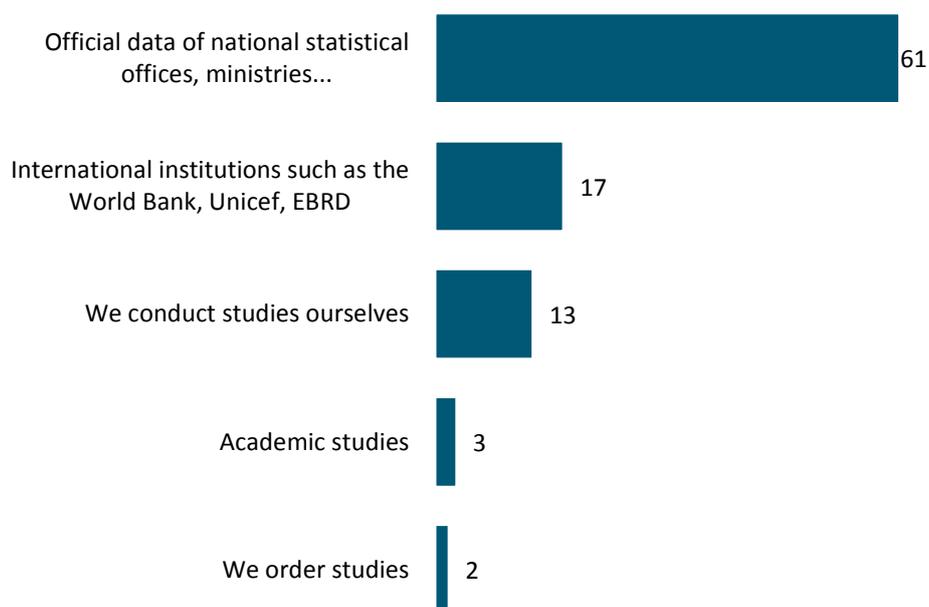
Plan for development of human resources aimed at attracting and keeping talented associates is available in 6 out of 10 CSOs in Albania (63%), while 28% of organizations openly admit not having a plan. The rest 10% of organizations claim to be preparing this plan currently. Having this plan largely influences the capability of CSOs to attract and keep talented associates.

This plan is obviously very important for keeping the currently active and attracting new associates: according to CSO representatives, only 5% of CSOs in Albania, that have a plan for development of human resources, claim not to be able to keep talented associates, while seven times as many CSOs (34%) without a plan claim the same.

As for succeeding to keep talented associates, 6% of CSOs that have a plan for development of human resources state that they fail to, and six times as many CSOs in Albania without a plan (37%) state that they also fail to.

CSO representatives in Albania that claim to be active in public advocacy activities, as compared with WB countries and Turkey, are more likely to use results of researches and analyses in their advocacy activities. Even 8 out of 10 CSOs (79%) state that they use this type of data often. One in three CSO representatives claim to be using results of researches and analyses very often. Opposite to this, only one in five CSO representatives uses this type of data rarely. It should be underlined that the registered percentage of CSOs in Albania that use results of researches and analyses in their public lobbying activities is the highest in the region.

Figure 5.1: Most common information sources



When asked about sources of information they use most frequently, highest percentage of CSO representatives in Albania mention official data of national statistical offices, ministries etc. (61%). In addition to this, 17% of CSOs in Albania mention international institutions such as the World Bank, Unicef, EBRD, while 13% of CSOs use their own researches. Academic studies are used by only 3% of organizations in Albania, and 2% order studies.

It may be concluded that percentage of CSOs in Albania that rely on official data sources is significantly higher than in other WB countries and Turkey.

It is important to point out that Albania is faced with the problem of lack of statistical data (12%), which can probably be linked with the Census 2011. problems. In addition, there are also problems with information on legal regulations (8%).

CSO NETWORKING

Observed in general, CSO representatives in Albania perceive NGO networks as efficient and they are a lot more likely than CSO representatives in other countries to underline the opportunity for exchanging experiences and knowledge as a benefit of participating in these networks.

CSO efficiency greatly increases with participation in local, national and international CSO networks. Albanian CSO representatives generally have positive opinion on the efficiency of CSO networks, and above average for WB countries and Turkey – 70% and 61% respectively.

CSO representatives in Albania are a lot more likely to single out opportunity for exchanging experiences and knowledge as a benefit of taking part in NGO networks (52%). Furthermore, some single out the opportunity for cooperation and joint projects (7%), as well as the opportunity for better visibility, influence and strength of NGO sector (6%).

Albanian CSOs are, according to their representatives, more likely to be members of local and national CSO networks than international and especially local networks. If we observe only organizations that are members of some network, it may be concluded that CSOs in Albania are most active in national networks as well.

In Albania 3 out of 10 organizations (29%) are not members of any national network. CSO in Albania, which belong to at least one national network, are active in 3.57⁴ national CSO networks.

Two fifths of NGO sector representatives in Albania (41%) state that their is not a member of any international network. CSOs in Albania are least active in international networks. Organizations which belong to at least one international network, are active in 2.12⁵ international CSO networks.

CSOs in Albania are least likely to be members of local CSO networks – **57% of CSO representatives in Albania state that their organizations are not members of any local network.** CSO in Albania, which belong to at least one local network, are active in 2.59⁶ local CSO networks on average.

⁴ 5% Trimmed Mean

⁵ 5% Trimmed Mean

⁶ 5% Trimmed Mean

FINANCIAL SUSTAINABILITY OF CSOs

Insufficiently diversified sources of financing and high percentage of CSOs mentioning foreign sources, such as embassies, as sources of financing, are the main problems in the domain of CSO financing in Albania. In addition, many organizations adapt to donors' priorities and collect funds for other activities not in line with their strategic plan.

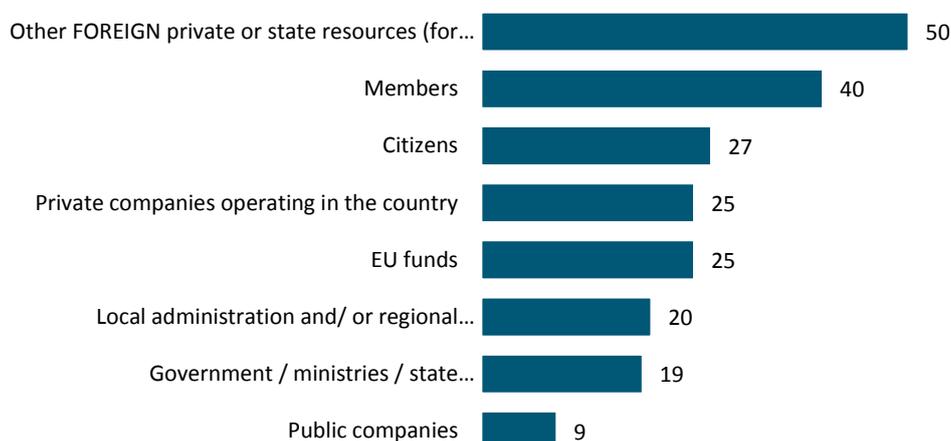
Discrepancy between the opinion of CSO representatives on the situation in the entire sector and the situation in their own organization is extremely large in terms of the mode of collecting funds for organization activities.

CSO representatives in Albania state that more than a half of organizations (56%) within NGO sector mainly adapt to donors' priorities and collect means for other activities not in line with their strategic plan, and far less - every third (35%) representative states that CSO in which they are personally engaged is acting in the same way.

However, if we take a look at the number of CSOs that admit adapting to donors' priorities in their work, as well as those without a strategic plan, we come to a conclusion that almost half of CSOs in Albania (49%), at least declaratively, conduct activities focused on collecting funds in line with the organizations' strategic plan.

Diversity of sources of financing is extremely important for sustainability of NGO sector. CSOs in Albania are at the level of average for the countries encompassed by the survey. On average, CSOs in Albania have 2.2 sources of financing per CSO.

Figure 7.1: Sources of financing CSOs



Representatives of CSOs active in Albania state that they had income from various sources in the past fiscal year, and singled out as the most common were embassies and other private and state resources (50%), organization members 40% and then citizens to a somewhat lesser extent (27%). One in four CSO representatives (25%) mentions private companies operating in the country, same as EU funds, as sources of financing. The lowest percentage of CSOs in Albania rely on the state, either on local (20%), or national level (19%), as well as on public companies (9%) as sources of financing.

METHODOLOGY

This survey on general population was conducted using the face-to-face method, on a representative sample of the citizens of Albania 18+. In other words, the survey encompasses citizens living in the entire territory of Albania, both those living in urban and those living in rural areas, of both genders, of different age and educational and financial status, with the aim of the sample structure truthfully reflecting the population structure. The realized sample of 1048 respondents includes ratio of the number of men and women equal to the ratio in the total population.

As for technical details of conducting the field research, we need to underline that the sample, by its technical characteristics and sampling principles, is a three-stage, stratified random sample. Polling place territories make the sample frame. Stratification was conducted by region and type of settlement, and three stages, which make the sample random, are: selection of sampling points, or polling place territories included in the survey (probability of choice proportional to the size of polling places expressed through the number of registered voters), selection of households (using the so-called Random Route technique) and selection of respondents (using Kish tables). The sample consisted of 136 sampling points, and data was collected in March 2014.

| | |
|------------------------------------|--|
| DATA COLLECTION METHOD | F2F in the respondent's household |
| SAMPLE UNIVERSE | Population of Albania 18+; Census 2011. data and estimates of population dynamics |
| TYPE OF SAMPLE | Three-staged, random, representative, stratified sample |
| STAGES | First stage unit – polling place territory – approximate size about 200 HH (PPS) Second stage unit – households selected using random route method starting from given addresses (SRSWoR) Third stage unit – household members selected with the same probability (SRSWoR) – Kish tables |
| STRATIFICATION, PURPOSE AND METHOD | By: Type of settlement – urban/rural 3 geo-economic regions |
| POST STRATIFICATION | By: gender, age, type of settlement, geo-economic region |
| SAMPLE SIZE | 1048 (with 136 sampling points) |
| CONFIDENCE INTERVALS: | 95% confidence interval for occurrences with incidence of 5% je (3.67%, 6.33%) 95% confidence interval for occurrences with incidence of 20% je (17.55%, 22.45%) 95% confidence interval for occurrences with incidence of 50% (46.94%, 53.06%) |
| FIELDWORK | March 2014. |

CSO sample couldn't have the same preferred characteristics as the sample of citizens, since there is no reliable reference frame in almost none of the countries. The problem of reference frame is not only the problem of not having thorough, detailed and updated records of all CSOs, but also the problem of defining the studied universe – what can be called a CSO and what should be studied in order to realize the objectives determined by this survey. In addition, it is necessary to stress that many CSOs, which exist formally, are actually inactive, which additionally complicates defining of the universe and setting up an adequate reference frame.

Given the mentioned reasons, CSO universe structure remains unknown, so setting sample structure, instead of mere copying the universe structure, must be based on other principles. Instead of stratification proportional to the size of population strata, since their size is unknown, equal numbers of subjects were allocated to each stratum defined by CSO activity, taking into account to have organizations from all parts of the country included into strata, in order to maintain geographic dispersion of the sample. This led to deliberate and mild deviation of sample in terms of distribution of activities, and this same principle was used in all countries. The structure was lightly corrected in case information from the field implied that the number of organizations was insufficient in some of the activity categories.

Experience from numerous business-to-business surveys (which a survey with CSO representatives surely is) suggested that this principle could be justified, implying that company size and activity had no key influence on most measured indicators. The right choice of approach was confirmed empirically by the survey with CSO representatives conducted by Ipsos Strategic Marketing for the Montenegrin TACSO office: it also suggests that the measured indicators, which are very similar to the indicators examined in this survey, are not influenced by CSO activity, or that the connection between indicators and activity is not statistically significant.

Therefore, we may say that the samples were designed in such a way that, under the current circumstances, their representativeness is optimal, and that the obtained study findings can be generalized on the entire CSO universe. Given that the aim of this study is to track changes of attitudes of CSO representatives on relevant indicators, it is crucial to keep the sample designed in the same way in future waves also – conducting a survey at a new moment in time, using identical methodology and sampling principles, enables reliable measuring of changes, which is the main intention of this study, even with a not perfectly designed sample.

Sample size was set taking several key issues into account – the need for precise enough indicator evaluation, the need for sufficient sample dispersion, or maximizing indicator variance, size of reference frame (or estimate of the real number of organizations that can be interviewed in regard to their total number) and available survey budget. Experience with business-to-business surveys, as mentioned already, implies that universe of enterprises,

and also CSO (confirmed empirically) is very homogenous, so precise and reliable evaluation can be obtained on somewhat smaller samples. **Taking all this into account, it is estimated that the sample of 200 CSOs can provide satisfactory geographic dispersion, distribution by activity category and precision and reliability of indicator evaluation.**



This project is funded
by the European Union.

