



Civil society organizations in Bosnia and Herzegovina



This project is funded by the European Union.



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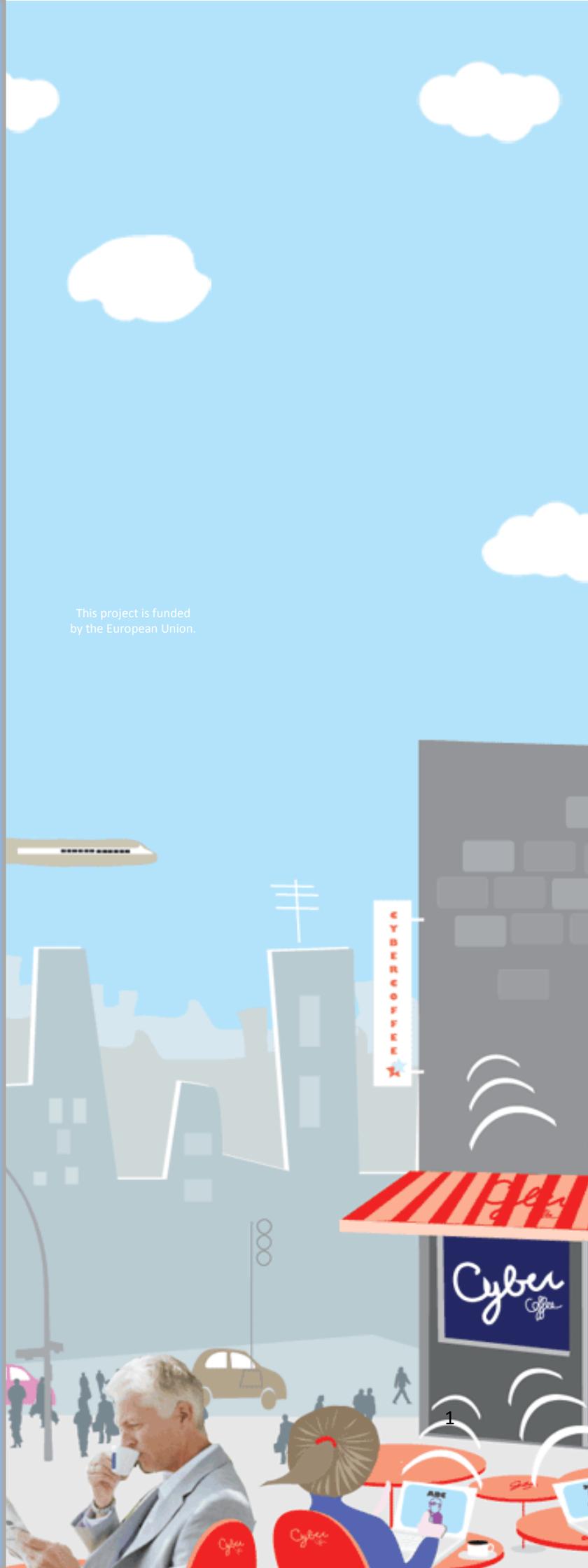


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Representatives of civil society organizations in B&H have negative attitudes towards legal solutions which regulate the work of CSO.

Survey in B&H registers the highest percentage of civil society organizations (in the region) which participated in consultation processes with public institutions. Nevertheless, CSO had bad experiences with the mentioned processes, so the survey in B&H registers the highest percentage of organizations which point out that cooperation mechanisms exist only pro forma.

Significant percentage of CSOs openly admit that official documents of their organization are not accessible to public – which particularly refers to financial reports.

Small confidence of the citizens of B&H in other institutions of the system results in the fact that they increasingly turn to CSOs and their activities. Lesser ability of the citizens to differentiate the activities of CSO by areas of activity (in contrast to CSO representatives), results in apparently bigger concurrence between the activities of NGO sector and areas which B&H citizens evaluate as the most important – which results in higher level of confidence in CSO.

Although big number of CSOs in B&H are members of some CSO network, representatives of these organizations generally have a rather negative attitude on their efficiency.

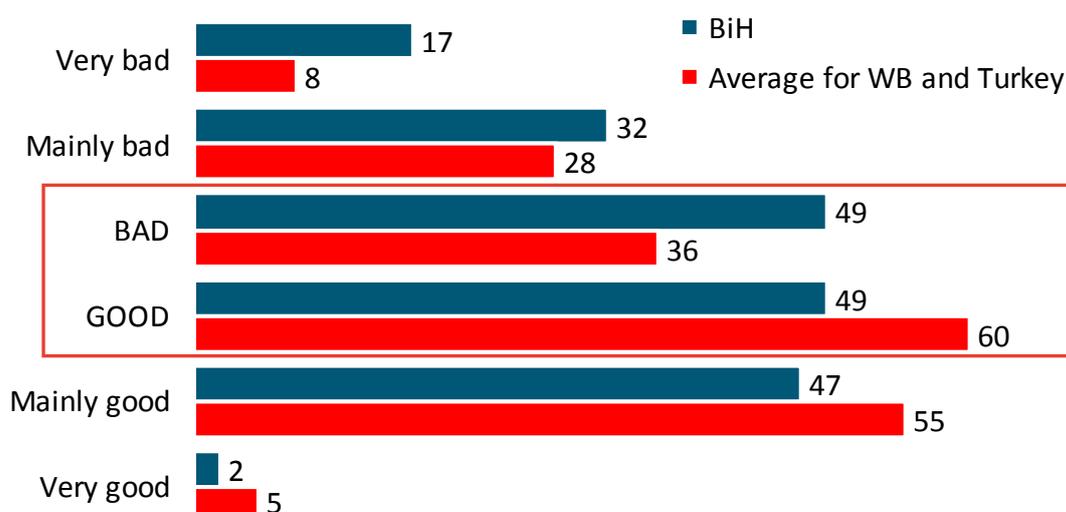
EVALUATION OF LEGAL REGULATIONS AND CIRCUMSTANCES FOR THE DEVELOPMENT OF CIVIL SECTOR

Representatives of civil society organizations in B&H have negative attitudes towards current legal solutions which regulate the work of CSO, but they particularly point out the problems with legal solutions regarding the models of CSO financing, tax reliefs for CSOs and engagement of volunteers.

If we observe all countries which are included in the survey, when it comes to assessment of circumstances for development of civil sector in comparison with the period of three years ago, situation is the worst in B&H. Rather high percentage of CSO representatives think that current circumstances are worse. Namely, 20% of them give advantage to current situation, while one out of two CSOs (52%) think that current circumstances are worse. It is worth mentioning that one out of four representatives of CSO in B&H (25%) claims that current circumstances are **much less favorable** in comparison with the period of three years ago – which is well above average (14%) for WB countries and Turkey.

In comparison with WB countries and Turkey, the survey in B&H, with exception of Serbia, registers the higher percentage of organizations which are not satisfied with the existing legal regulations – 49%. It is worth mentioning that high percentage of extremely negative opinions about the existing legislation was also recorded. In B&H, as much as 17% of CSOs evaluate legal solutions with the worst grade, which is as much as two times above the average for countries in the region (8%).

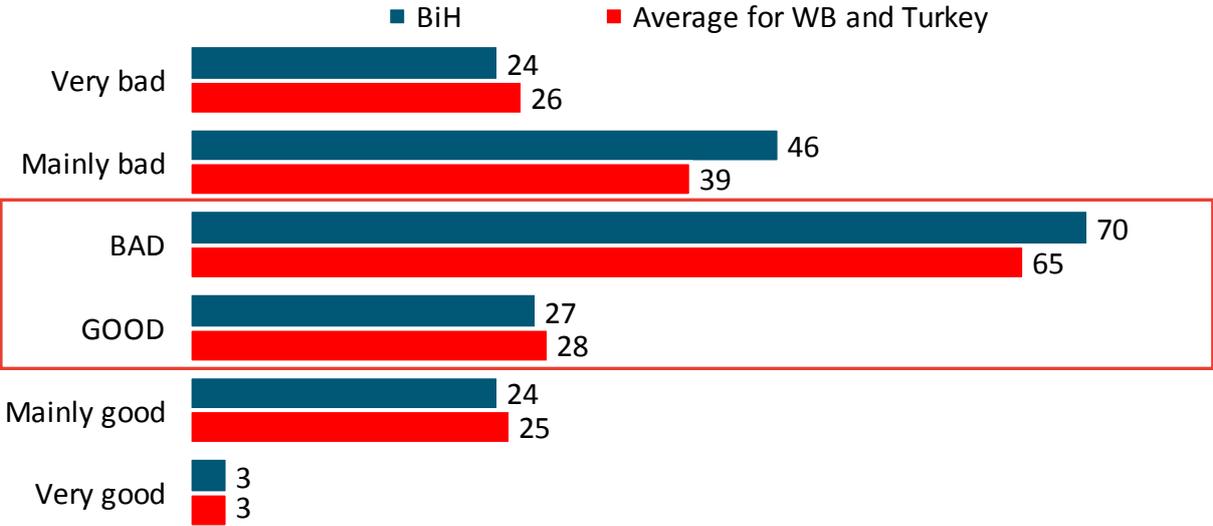
Figure1.1: Evaluation of legislation which regulates the work of civil society organizations



Civil society organizations in B&H do not spontaneously name concrete changes in legislation which would improve their current status, but they are more focused on problems which occupy the attention of the sector most of all - namely, 14% of CSO in B&H name models of CSO financing and the budget at their disposal as one, most important thing that must be changed in legal regulations in order to improve functioning of CSO in B&H. The second proposal mentioned spontaneously most frequently by CSOs in B&H is tax relief for NGO sector (mentioned by one out of seven CSOs). One out of ten CSOs in B&H mentions better implementation of the existing laws, and stricter control of NGO activities.

Legal regulations in B&H, when observed in the context of stimulating the development of volunteerism and engagement of volunteers, are evaluated even more negatively. In comparison with all the countries participating in the survey, CSOs in B&H (with Serbia and Montenegro) evaluate legal solutions pertaining to engagement of volunteers most negatively. It is worth mentioning that one out of four CSOs in B&H evaluate the existing legal regulations pertaining to engagement of volunteers with the lowest grade.

Figure 1.2: Opinions about the impact of legal regulations on stimulating the development of volunteerism and engagement of volunteers

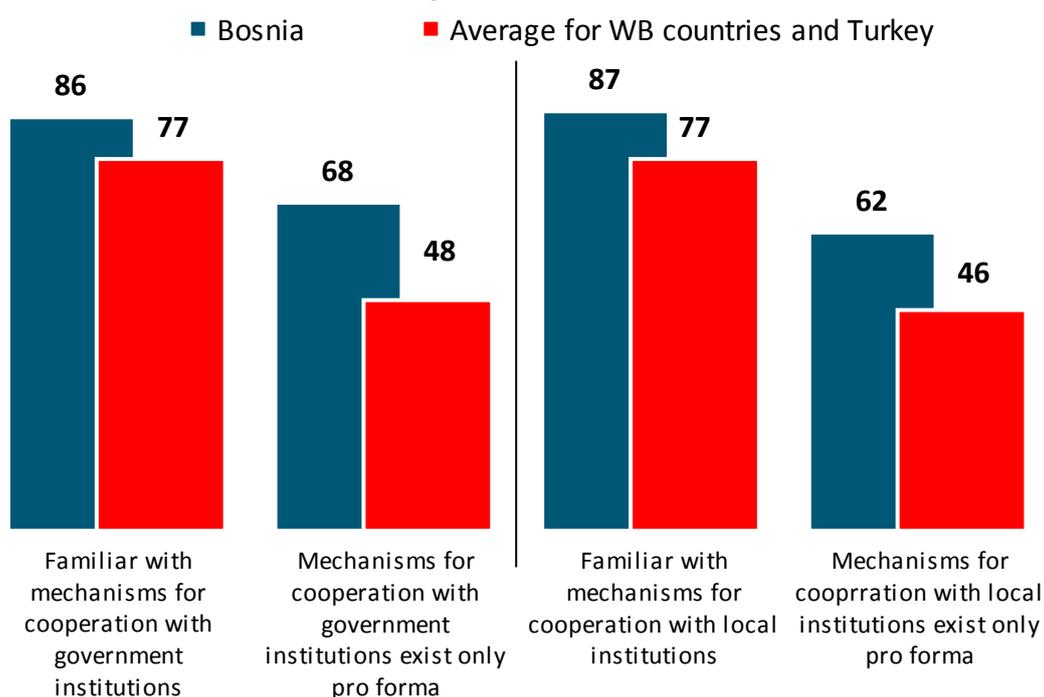


COOPERATION BETWEEN CIVIL SOCIETY ORGANIZATIONS AND PUBLIC INSTITUTIONS

The survey in B&H records the highest percentage of civil society organizations (in the region) which participated in processes of consultations with institutions on local and national level. Nevertheless, CSOs in B&H had bad experiences with the mentioned processes, like problem with not receiving any feedback whatsoever. As a result, the survey in B&H registers the highest percentage by far of CSOs which point out that these mechanisms merely exist *pro forma*.

Majority of CSOs in B&H claim to be aware of current structures and mechanisms for dialogue and cooperation with local (87%) and state institutions (86%), which is the highest percentage in the region¹ (average for the region - 77%). However, despite the fact that the highest percentage of the CSOs which claim to be familiar with the mechanisms was recorded in B&H, there is also the biggest number of organizations which claim that the existing structures exist only *pro forma*.

Figure 2.1: Attitude towards mechanisms for cooperation with public institutions



As much as 2/3 of civil society organizations in B&H (68%) think that the existing structures and mechanisms for dialogue with public institutions exist only *pro forma*, while the mechanisms for dialogue with local institutions are evaluated somewhat more positively

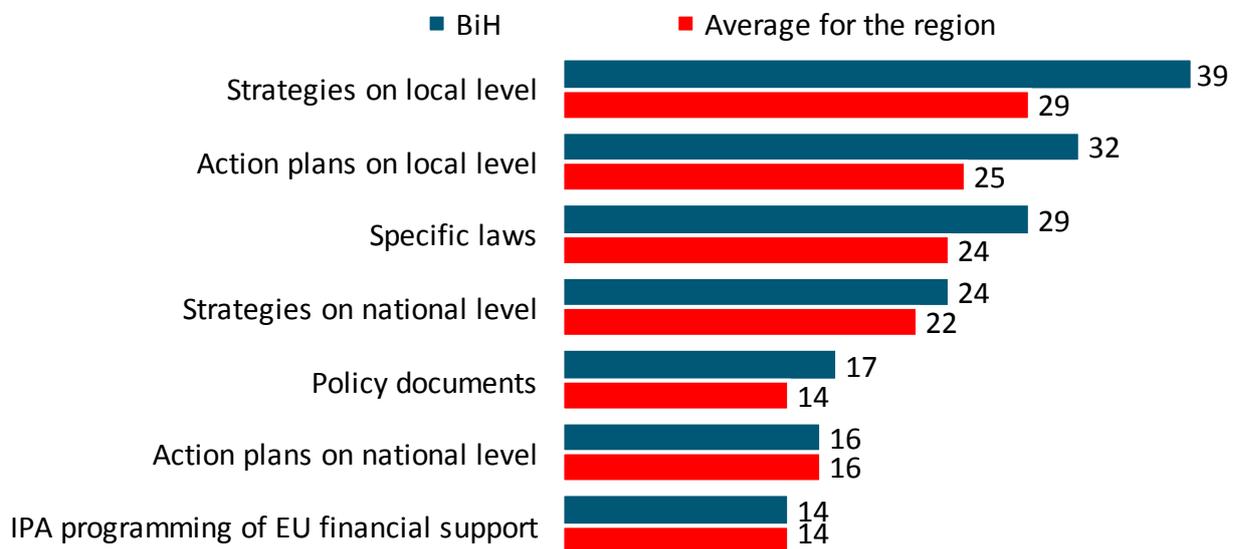
¹ Countries of Western Balkans and Turkey.

– 62% of organizations think that think the same about structures and mechanisms for the dialogue with local institutions, but this is still high above the average for WB countries and Turkey (48% - state, 46% - local).

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, survey in B&H registers somewhat larger number of CSOs participating - 31% of CSOs in B&H (which together with Macedonia is the lowest percentage in the region) **did not participate actively**² in the mentioned processes **during the past three years** either on local or on national level.

The survey in B&H registers higher percentage of CSOs which participated in strategies and action plans on local level than on national level. Namely, participation of CSO on the level of cantons is noticeably higher than participation on the level of Federation. In comparison with the average for the countries which participated in the survey, B&H registers bigger participation of organizations in preparation of strategies and action plans on local level, while participation of CSOs in preparation of national strategies and action plans is on the level of average for WB countries and Turkey. Also, on the level of average is participation in drafting policy documents and programming of IPA EU financial support.

Figure 2.2: Participation (in the 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,

² Organizations which did not actively participate in the processes of consultations also include those which had no comment or suggestion during consultations

acceptance of comments and suggestions offered by CSO during consultations and feedback which CSO received, together with transparency of consultation results.

Percentage of CSOs from B&H **which had experience with participation in the mentioned processes** (during the past three years) **almost doesn't differ** from the average for the region (80%). Namely 78% of CSO state that they had adequate access to information during the process. Similarly, percentage of organizations from B&H which claim to have had enough time for giving comments during consultations (74%) almost doesn't differ from the average for the countries which participated in the survey (72%).

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 B&H are "acknowledged" by national and local authorities to a smaller extent when it comes to consultation processes. If we observe only the CSOs which participated in consultation processes during the last three years in comparison with WB countries and Turkey, where comments and suggestions of 13% of CSO were not taken into account at all, in B&H percentage of CSOs with such experience is somewhat higher (16%). On the other hand, positive experiences regarding suggestions during consultation processes are somewhat less positive in comparison with WB countries and Turkey. Only 3% of CSO from B&H state that during consulting processes all their proposals and suggestions were taken into account (average for the region 5%), while 22% state that this was the case with majority of their proposals and suggestions (average for the region 24%). The highest percentage of CSOs in B&H (three fifths) claim that just some of their proposals and suggestions were taken into account during consultation processes on national or local level.

Previously mentioned negative attitude towards mechanisms for cooperation with public institutions in B&H can be explained to some extent by the fact that, of all countries which participated in the survey, B&H registers the highest percentage of CSO which state that in consulting processes during last three years they received no feedback and results of consultations were not published (33%), while 23% of CSOs from the region claim the same. 17% of CSOs in B&H state that government institutions gave detailed enough feedback information, and that results of consultations were easily accessible to all interested parties. The remaining 50% claim to have received feedback information and that the results were published, but not in all consulting processes.

TRANSPARENCY AND RESPONSIBILITY IN THE MANAGEMENT OF CSO

Declaratively almost all civil society organizations in B&H inform all interested groups about the results of their work. Nevertheless, significant percentage of CSOs openly admit that their documents are not accessible to public – which primarily refers to financial statements.

Significant percentage of CSOs believe that assessments are done only pro forma. While big number of organizations claim that they evaluate their activities, engagement of external evaluators is practiced to a significantly lesser extent than internal evaluation.

There is a big discrepancy between perception of CSO representatives about the way in which CSOs are managed and their perception of the way in which their own CSO is managed.

In B&H decision making processes within civil society organizations in which representatives are engaged are a bit more 'inclusive' in comparison with countries from the region. While 4 out of 10 CSO representatives in B&H claim that **in majority of cases the decisions are in compliance with prescribed rules and they include consultations with the employees and volunteers**, just 2 out of 10 believe that majority of CSOs in B&H are managed in the same way. While the number of CSOs in which CSO representatives are engaged and which include consultations with the employees and volunteers in their decision making processes is above average for WB countries and Turkey (32%), number of CSOs with this kind of decision making processes in the entire sector is on average level for studied countries (21%).

94% of CSOs in B&H state that there is, by internal acts defined obligation to inform their members, stakeholders or broader public about the results of their work. Similarly, there is a high percentage of CSOs which actually do inform the stakeholders about the results of their work.

One out of four CSO in B&H claims that statute of their organization is not accessible to public. Also, one out of three CSOs claim to have s rulebook which is accessible to public on website. With the exception of Montenegro, this is the lowest percentage in the region. In addition, 3 out of 10 CSOs state that they don't have a rulebook, and the same percentage claim to have a rulebook but it is not accessible to public. Similar to statute, accessibility of rulebook on CSO website is, with the exception of Montenegro, the lowest in the region.

Representatives of CSO in B&H believe that in NGO sector 71% of organizations do not publish or make publicly available their Annual Program Statement of Work. As a rule, when they talk about the experiences of their organizations the figures are much more optimistic, 35% of CSOs 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.

Prescribed financial rules, obligation of bookkeeping and accounting are generally evaluated as clear and understandable by CSO representatives (83%). It should be pointed out that survey in B&H registers the highest percentage of CSO representatives in the region who claim that the rules are completely clear and understandable (43%) – this is far above the average for all countries included in the survey (32%). Percentage of those who evaluate clarity of these rules negatively (14%) is almost at the level of average in the region (16%). Although prescribed financial rules, obligation of bookkeeping and accounting are perceived as clear, CSO representatives are a lot less likely to state that these rules are simple to implement (71%). In addition, there is a rather high percentage of CSO representatives who give the highest grade here – 3 out of 10 CSO representatives in B&H state that it is completely simple to implement the stipulated financial rules and conduct accounting and bookkeeping procedures.

Similar to 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. They believe that significant number of CSO in B&H do not publish financial statements, both the standard ones (73%) and financial statements which had been audited (76%). As expected, when they describe the experiences of the CSOs in which they are engaged, percentage of CSOs which openly admit that they do not publish financial statements is alarmingly high, but still significantly lower than the assessment for the whole sector, that is, 40% for those that do not publish financial statements and 49% for statements which were audited. It needs to be underlined that, same as in case of other documents, availability of financial reports in B&H on webpages is among the poorest in the region.

Even 30% of CSO representatives in B&H openly claim that evaluations of projects are done only pro forma; while 70% claim that the projects are evaluated only in order to determine the effectiveness and draw lessons for further projects. In addition, one in seven CSOs (16%) state that they do not have an established system for evaluation of the realization of conducted projects, which is slightly better than the average for the WB region and Turkey (22%). 45% do not evaluate the implementation of organization's strategic plan, while one in two CSOs in B&H do not practice evaluation of performance of the employees. This percentage of CSOs which do not practice evaluation of performance of employees is among the lowest in the region, and far below average (40%) in WB countries and Turkey.

Although significant percentage of CSOs report that they systematically evaluate the performance of their activities, number of CSOs in B&H which practice internal evaluations exceed by far the use of external evaluators. So one in five CSOs use the services of external evaluators when they evaluate the realization of conducted projects, 1 out 10 states that external evaluator is evaluating the implementation of organization's strategic plan, and only 6% use external evaluator for evaluation of employees' performance.

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

Less confidence of B&H citizens in other institutions results in greater focus of the citizens on CSOs and their activities, while rather poor citizens' ability to differentiate CSO activities by areas they are active in (unlike CSO representatives'), results in greater concurrence with areas perceived as important, which increases confidence in NGO.

Three fifths of CSO representatives believe that CSOs in B&H are not sufficiently present in public, while on the other hand, 6% believe that they are too present in public. Among all who consider CSO presence insufficient, half believes that the key reason for this is insufficient interest of the media in B&H in reporting on CSO activities, while the other half blames the CSOs for not doing enough (or in the right way) on increasing their presence in public. More critical view about CSO presence in public is registered only in Montenegro, while all the other countries in the region mainly blame the media.

The study „Life in transition II³“, conducted in 2010. in 35 countries for EBRD, suggests that B&H 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 B&H 6 out of 10 households were affected (61%).

This project studies perception of importance of specific areas and topics for the citizens of the countries encompassed by the project. Citizens of B&H are a lot more likely to evaluate all 15 tested areas as important⁴ than average in all countries encompassed by the survey. In addition, we have also talked to citizens about their perception of NGO sector activities in the given areas.

Employment is the most important topic for the citizens of B&H (88%), while the level of CSO activity on solving this problem is perceived as the lowest (21%). Situation is similar with fight against corruption.

³ <http://www.ebrd.com/pages/research/publications/special/transitionII.shtml>

⁴Importance 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

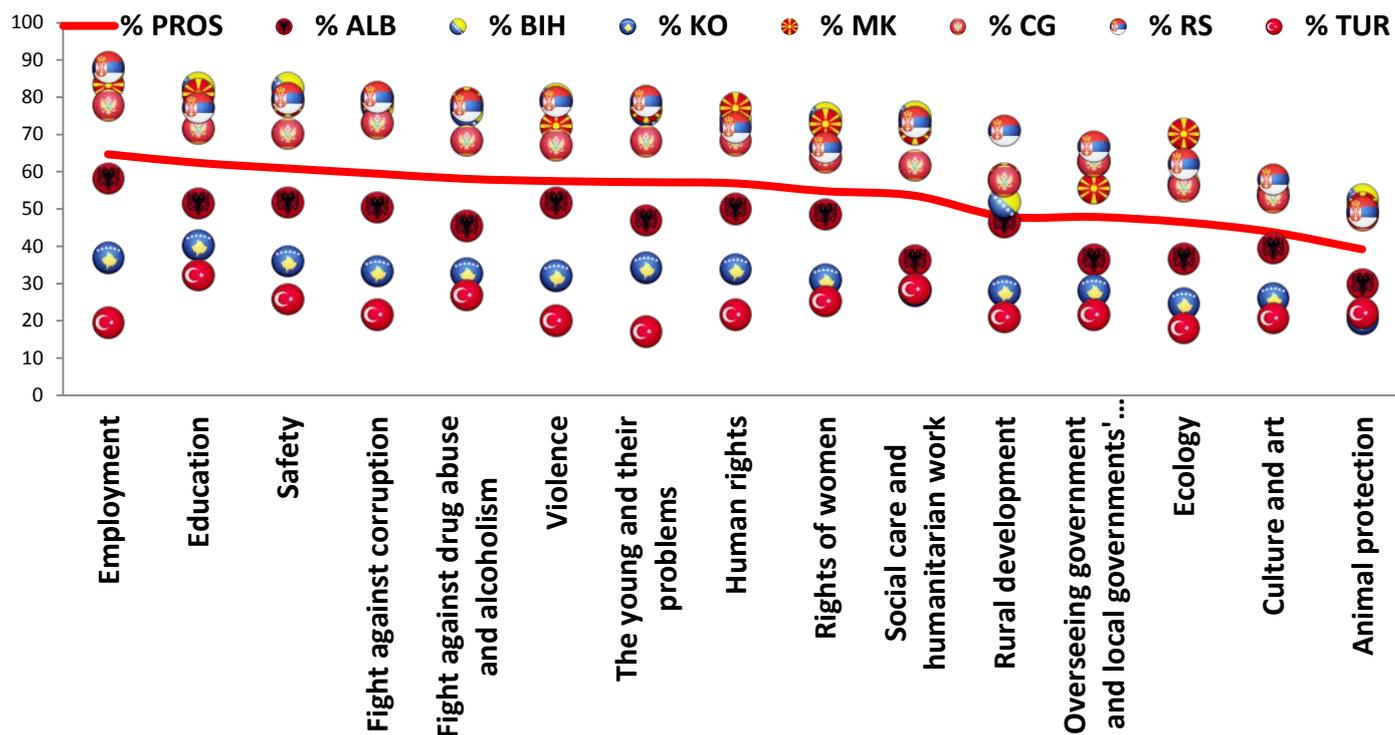
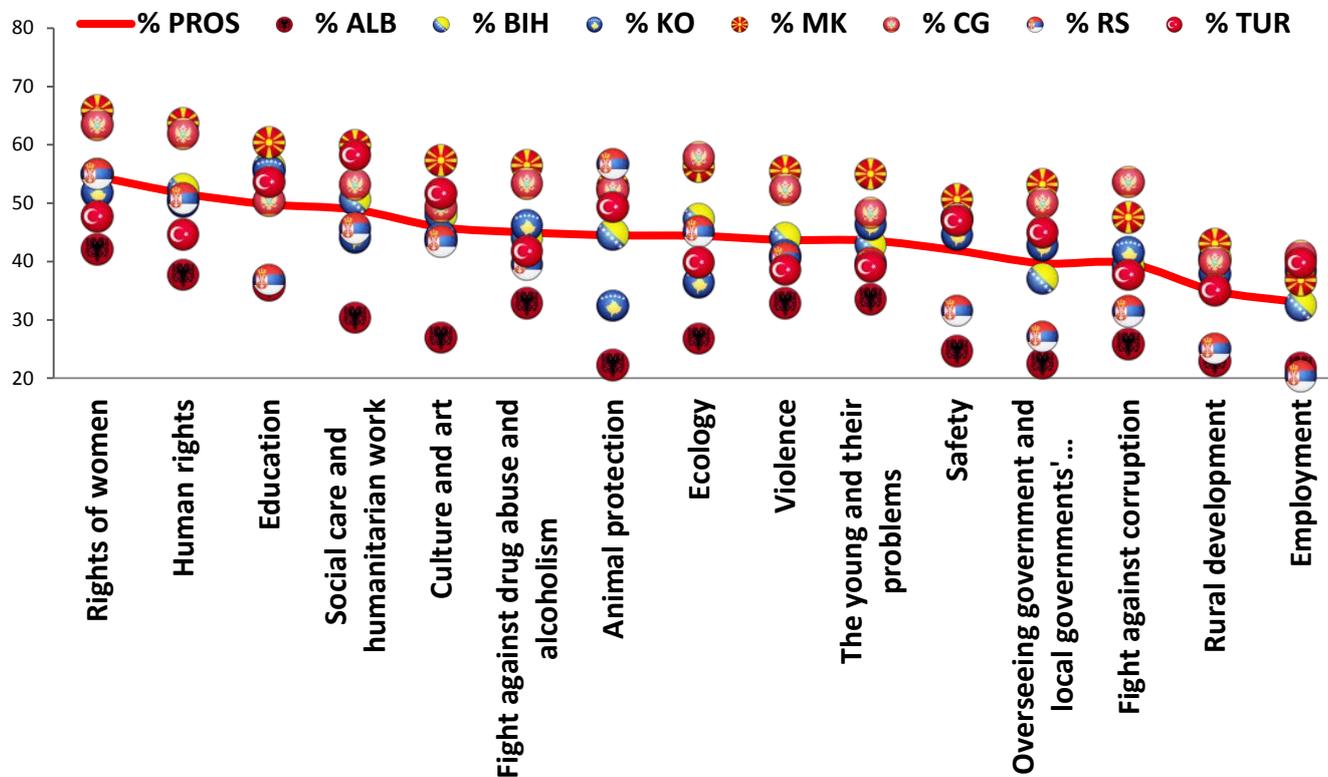


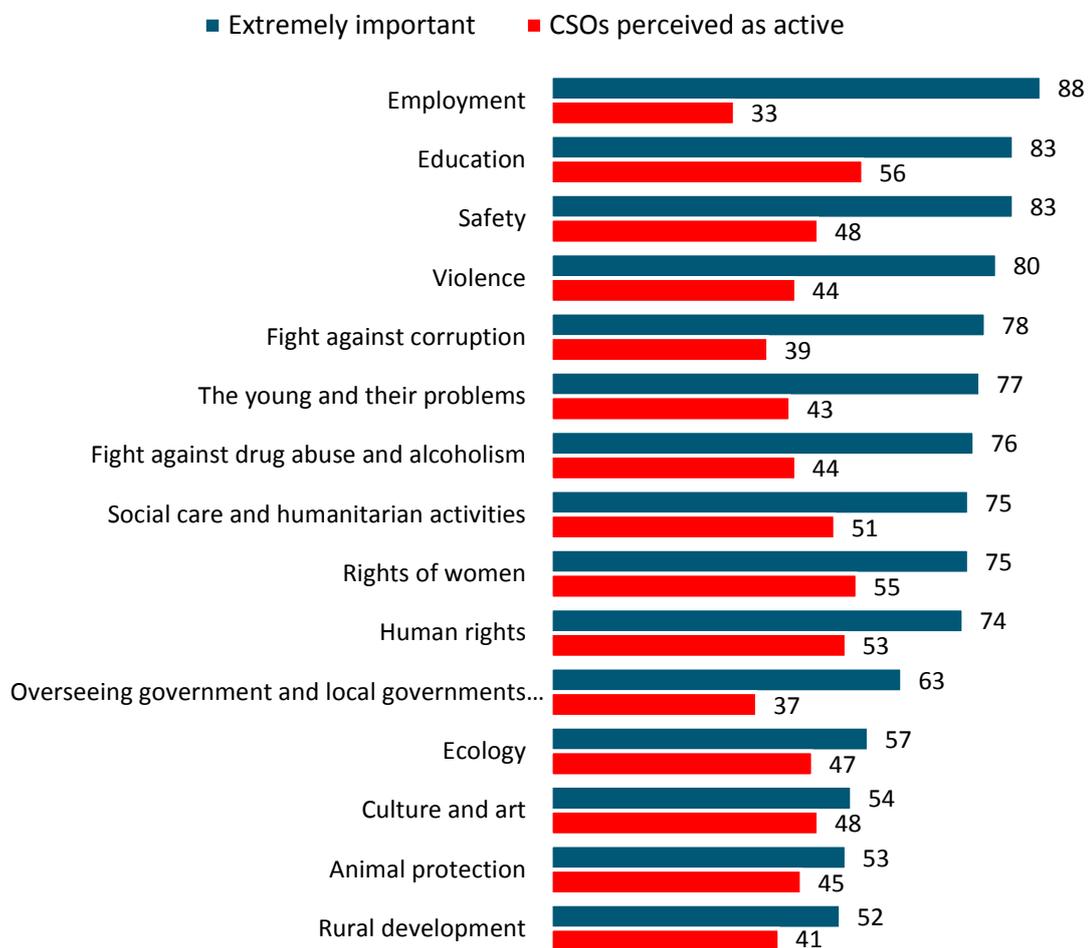
Figure 4.2: Assessment of CSO activities in eliminating the problems in given areas



On the other hand, education is the second most important topic for the citizens of B&H, but also CSOs in B&H are perceived as very active in the area of education.

It may be concluded that citizens rank the areas, or problems, by their importance, very clearly. So we see that employment, education, safety and violence are the most important topics for the citizens of B&H, while rural development, animal protection and culture and art are the least important areas. Unlike ranking topics and problems, it seems that citizens of B&H are not able to estimate fully the level of CSO activity in given areas, so differences are rather small in terms of evaluation of activity of NGO sector. However, we see that there are considerable discrepancies between importance of tested areas for the citizens of B&H and perceived degree of CSO activity in these areas, which is also confirmed by the correlation coefficient ($r = -0.11$; $p = 0.001$).

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

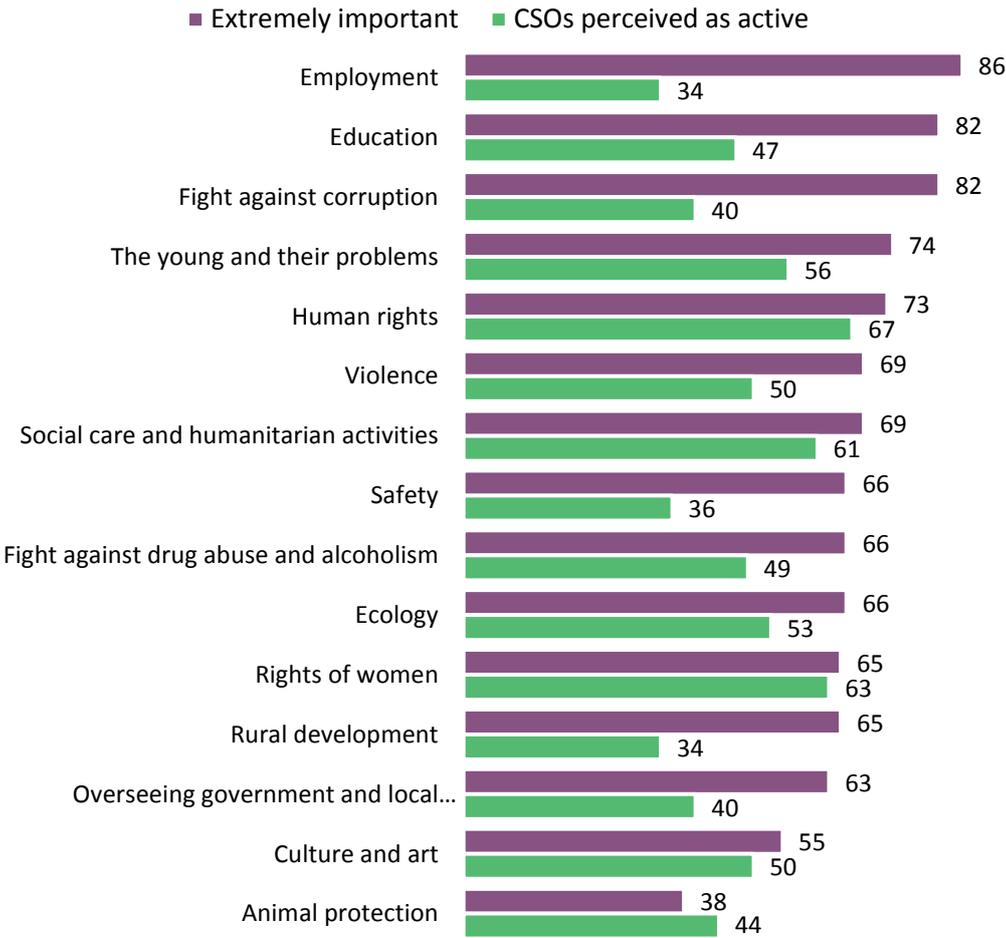


CSOs representatives perceive the relationship between priority problems and CSO activities in a similar way – they, like the citizens, believe that NGOs are not active enough in the key areas. When we compare relevance of areas and activities of CSOs in these areas, we see that correlation doesn't exist at all ($r = -0.05$; $p=0.45$).

In the opinion of CSO representatives, employment is the most prominent topic (86%), but they think that, among all 15 tested areas, lowest percentage of organizations is addressing this issue (34%). Situation is similar with fight against corruption. Second most important topic, in the opinion of citizens, is education (82%). What needs to be underlined is that, according to CSO representatives, organizations are not very active in this field (47%).

Representatives of CSOs with better insight in NGO activities claim that areas NGOs are most active in are human rights and rights of women, social care and humanitarian work, as well as the young and their problems. Besides the already singled out areas – education and fights against corruption that NGO sector is least active in, treated in the same way are safety and rural development.

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



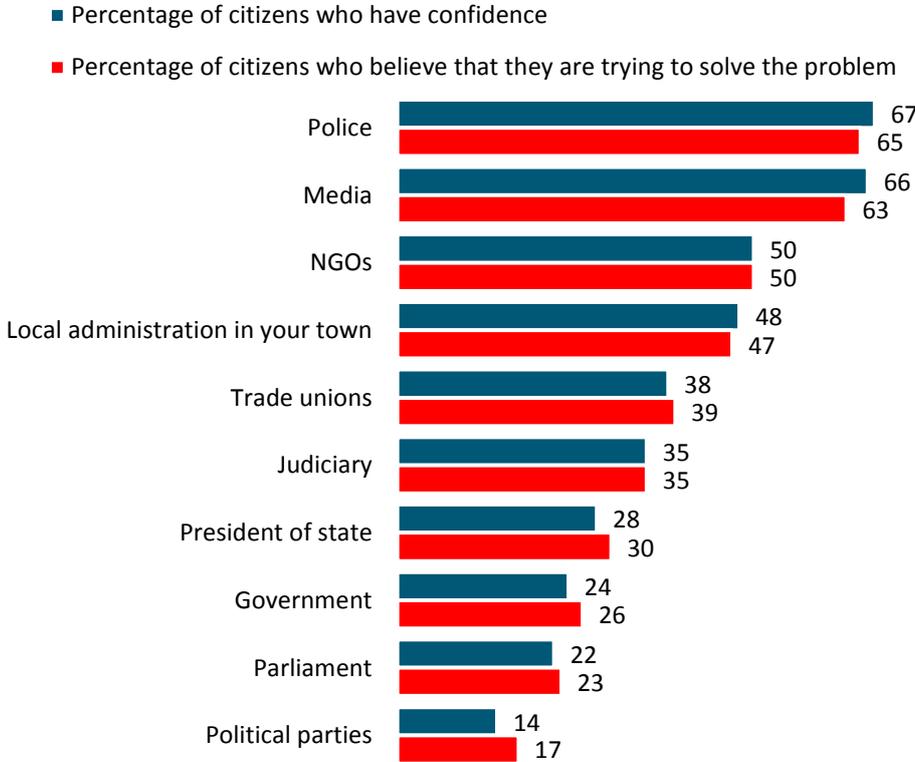
In order to obtain clearer picture of CSO perception, attitudes of B&H citizens on other organizations and institutions were tested, primarily on their dedication to solving problems that citizens of B&H are faced with, but also on confidence that citizens have in these same organizations and institutions. Citizens have most confidence in the police (67%), media (66%) and NGOs (50%). On the other hand, citizens have the least confidence in political parties (14%), parliament (22%) and government (24%).

Particular attention is paid to confidence in CSO. The survey suggests that B&H has the highest level of confidence in NGO sector. As said earlier, half of citizens trust CSOs. Such high level of confidence in NGO is recorded also in Montenegro (50%), and Turkey (56%).

In order to better understand confidence in NGOs, we examine the extent to which citizens believe that specific institutions actually try to address certain problems, 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 ($R^2 = 0.71$) between confidence in institutions and their efforts to solve problems.

NGOs are perceived as strongly addressing issues in the country by 12% of the citizens of B&H. Only the media and the Police are perceived as making even more efforts in this aspect.

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



HUMAN RESOURCES AND SOURCES OF INFORMATION USED BY CSOs

Many CSOs, in the words of their representatives, are successful at attracting, and somewhat less at keeping talented associates, which largely depends on having a plan for development of human resources.

Most extensively used sources of information, according to CSO representatives in B&H, are official sources (official statistics, information from state bodies etc...), but also surveys they conduct on their own.

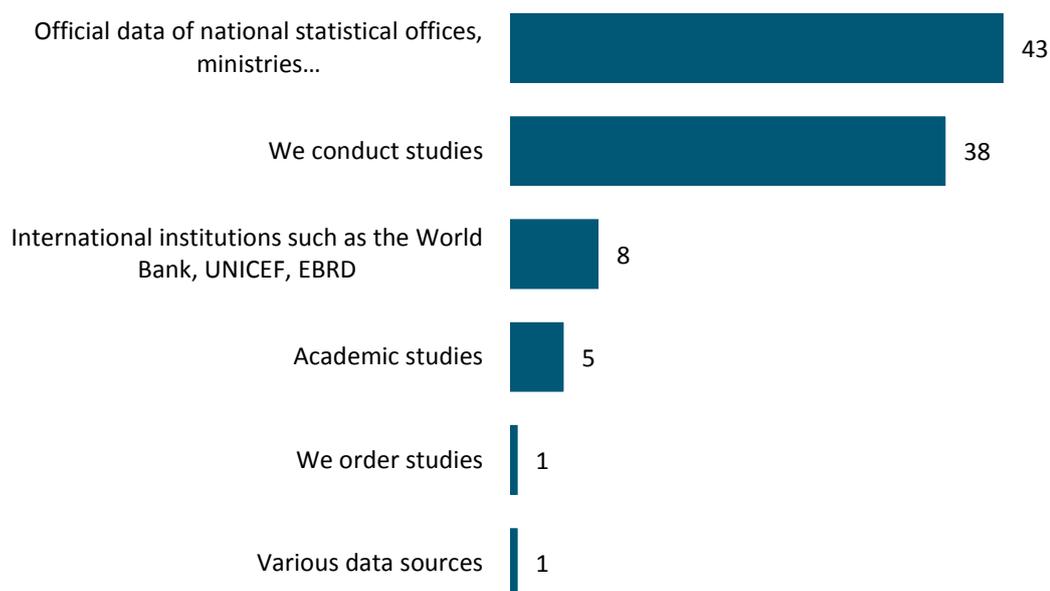
Four fifths of CSO representatives in B&H, say that their organizations succeed in attracting new members (81%), while somewhat lower percentage of organizations succeed in keeping talented associates (72%). It should be pointed out that the percentage of organizations in B&H which succeed in keeping talented associates is lower than average for WB countries and Turkey (77%).

Plan for development of human resources aimed at attracting and keeping talented associates is available in one in four CSOs in B&H (26%), which is far below the average for WB countries and Turkey (45%). More than half (53%) of organizations openly admit that they don't have this plan, while one fifth (22%) of CSOs state that they are currently preparing the plan for development of human resources. 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, one in five CSOs (20%) with a plan for development of human resources, claim not to be able to keep talented associates or attract new members, while almost twice the number (36%) of organizations without a plan for development of human resources report the same. Situation is similar with attracting new associates. Not being able to attract new members is reported by only 8% of CSOs in B&H with a plan for development of human resources, but on the other hand more than three times more of organizations (28%) without this plan claim the same.

CSOs in B&H that are, according to their representatives, active in the area of public advocacy are somewhat less likely than average for the region to use research results and analysis for their advocacy activities. Three fifths (60%) of organizations use this type of data often, while average for the region is 65%. On the other hand, 4 out of 10 CSOs in B&H rarely use results of surveys and analysis for public lobbying.

Figure 5.1: Most common sources of data



When asked about sources of information they use most frequently, highest percentage of CSO representatives in B&H (43%) state that they use official data of national statistical offices, ministries etc. It needs to be underlined that even 38% of organizations in B&H say that they use results of their own surveys most frequently. This is far above average for all the countries taking part in the survey (23%) and this is also the highest percentage in the region. In addition to this, 8% of organizations use data provided by international institutions such as the World Bank, Unicef, EBRD, and 5% use academic researches.

Even though such a large number of organizations is reporting that they conduct their own researches, and that those researches are their main source of data, it needs to be underlined that CSOs in B&H also single out areas with missing information. This is primarily information on target groups (13%) and statistical data (10%), while some organizations state that they lack information on all areas (7%).

CSO NETWORKING

Although many CSOs in B&H are members of CSO networks, observed in general, representatives of these organizations share rather negative attitude towards efficiency of CSO networks.

CSO efficiency greatly increases with participation in local, national and international CSO networks. Attitude of CSO representatives in B&H towards efficiency of CSO networks is more negative than average for WB countries and Turkey. Moreover, with the exception of Turkey, CSOs in B&H share the most negative attitude towards efficiency of these networks. CSOs are considered efficient by more than a half of (54%) CSO representatives in B&H (average for the region is 61%). Only 4% of CSO representatives in B&H consider CSO networks very useful, while average for the countries in the region is twice as much – 8%.

As major benefits of participating in CSO networks, CSO representatives in B&H primarily single out access to information and their exchange (26%). In addition to this, they also single out the opportunity for exchanging experiences and knowledge (13%), as well as mutual activities and cooperation (12%). It should be underlined that **one in eight (12%) of CSO representatives in B&H state that CSO networks are of no use.**

CSOs in B&H, according to their representatives, are more likely to be members of national and local CSO networks than international. **One in three organizations are not members of any national network.** CSO in B&H, which belong to at least one national network, are active in 2.56⁵ national CSO networks on average.

Situation with local networks is rather similar. **Almost 4 out of 10 representatives of CSOs in B&H (38%) state that their organizations are not members of any local network.** CSO which belong to at least one local network, are active in 2.52⁶ local CSO networks.

As for international CSOs – **one in two (49%) CSO representatives in B&H state that organizations they are engaged in are not members of any international network.** CSOs B&H, which belong to at least one international network, are active in 1.75⁷ international CSO networks on average.

⁵ 5% Trimmed Mean

⁶ 5% Trimmed Mean

⁷ 5% Trimmed Mean

FINANCIAL SUSTAINABILITY OF CSOs

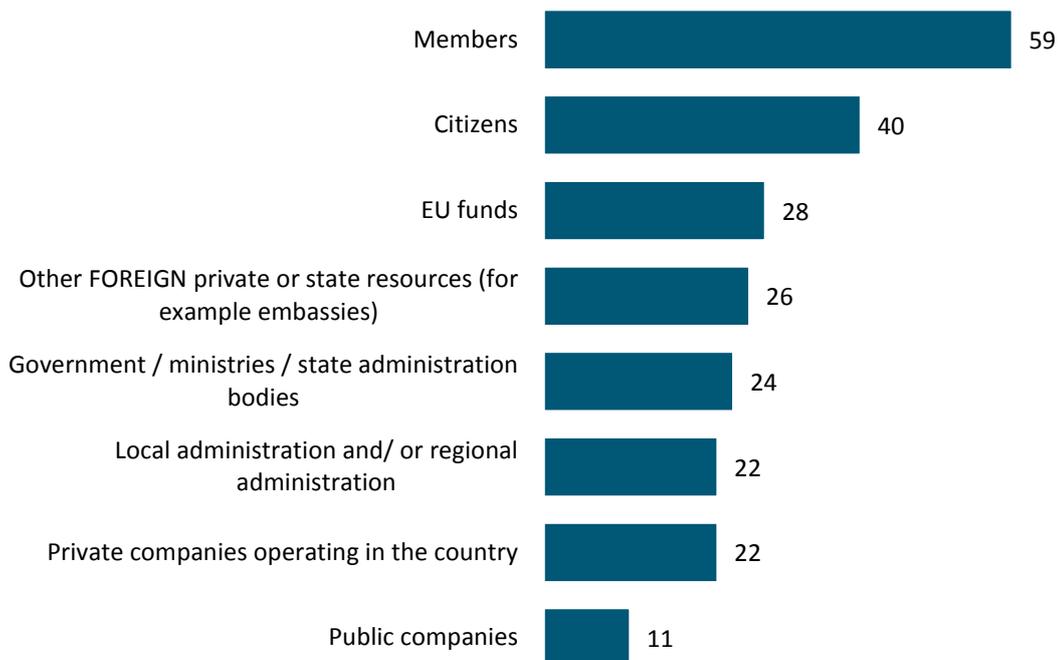
Many organizations single out members as the most important source of finances. Moreover, survey registers insufficient diversification of sources of financing which represents the main problem in the domain of CSO financing in B&H. In addition, many organizations adapt to donors' priorities and collect 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.

Representatives of CSOs in B&H estimate that more than four fifths (83%) of organizations within NGO sector mainly adapt to donors' priorities and collect funds for other activities not in line with their strategic plan, while half the number (41%) state that organizations they are personally engaged in act 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 more than two fifths (44%) of CSOs in B&H, at least declaratively, conduct activities focused on collecting funds in line with the organizations' strategic plan.

Grafikon 7.1: Izvori finansiranja organizacija civilnog društva



If we look at diversity of sources of income, CSOs in B&H are doing relatively well, as compared with the other tested countries. Average number of sources of income per CSO in B&H is 2.4 sources, which is somewhat above average for the countries in the region (2.3).

CSOs in B&H state having incomes from various sources in the past fiscal year, and the most common were organization members with 59% and citizens with 40%, which is far above the average for the countries in the region. As for the tested countries, only Turkey has higher percentage of organizations that single out their members and citizens as most important sources of financing.

In addition to this, one in three CSOs in B&H single out EU funds, while one in four mention other foreign and state funds (for example embassies). One in five organizations in B&H single out local administration or private companies. The lowest percentage of organizations (11%) specifies public companies 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 Bosnia and Herzegovina 18+. In other words, the survey encompasses citizens living in the entire territory of Bosnia and Herzegovina, 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 1007 respondents includes ratio of the number of men and women equal to the ratio in the total population.

As for technical details of 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 two stages, which make the sample random, are: households and respondents. Data was collected in March 2014.

DATA COLLECTION METHOD	CATI
SAMPLE UNIVERSE	Population of Bosnia and Herzegovina 18+;
TYPE OF SAMPLE	Two-stage, random, representative, stratified sample
STAGES	First stage unit – households randomly selected from the list of all household in the given stratum Second stage unit – household members selected with the same probability (SRSWoR) – Kish tables
STRATIFICATION, PURPOSE AND METHOD	By: type of settlement – urban/rural 7 geo-economic regions
POST STRATIFICATION	By: gender, age, type of settlement, geo-economic region
SAMPLE SIZE	1007
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 CSO, 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 CSO, 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 251 CSO can provide satisfactory geographic dispersion, distribution by activity category and precision and reliability of indicator evaluation.**



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