



Civil Society Organizations in Kosovo



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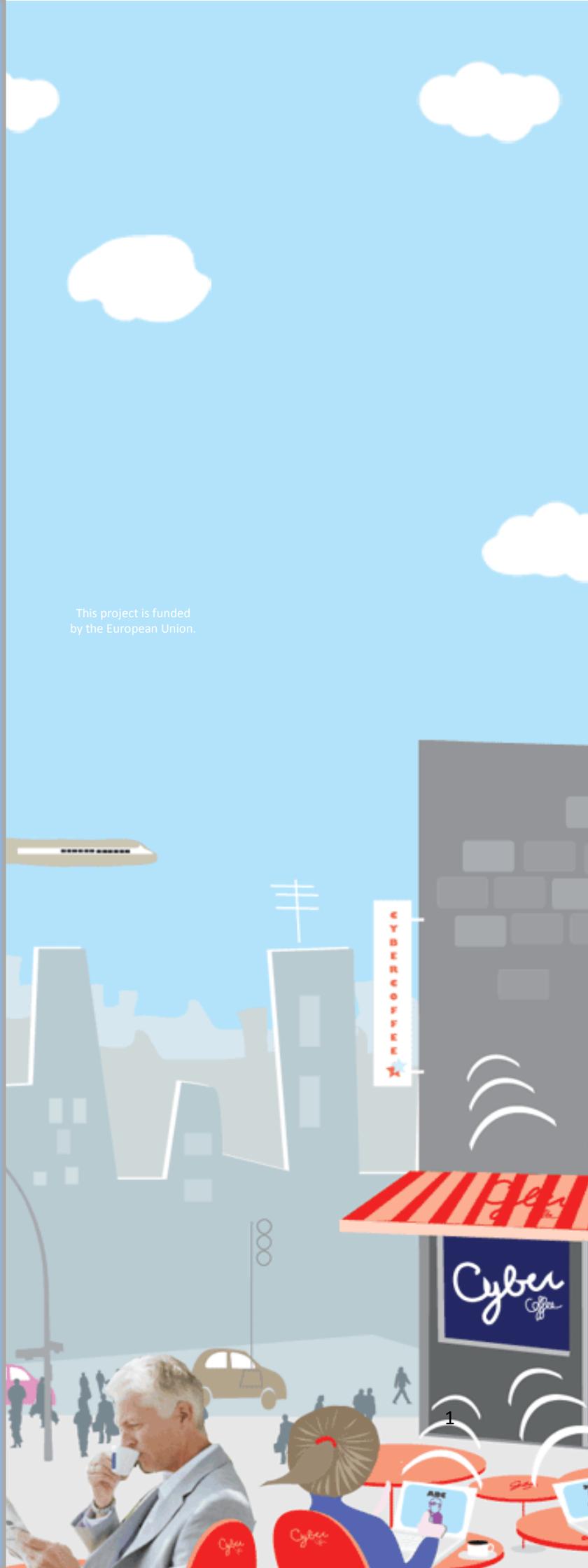


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Optimism is present in terms of circumstances for development of civil society, because considerable percentage of representatives of civil society organizations in Kosovo accentuate that circumstances are much more favorable these days compared to the period of three years ago.

Citizens' confidence in civil society organizations in Kosovo is a result of relatively high degree of concurrence between the importance which the citizens of Kosovo attribute to the examined areas and topics and assessment of the degree of NGO activities in these areas, which doesn't exist among the representatives of CSO.

The highest percentage of CSO has been registered in Kosovo in comparison with other countries which participated in the research, that manage to attract and keep talented associates.

Considerable number of organizations state that they often use the results of surveys and analyses, but there are still some CSO in Kosovo which claim to lack information in all areas of activity.

In comparison with all studied countries, the biggest number of organizations which spontaneously claim that CSO networks are of no use was registered in Kosovo, although representatives of civil society organizations have positive opinion about the efficiency of CSO networks.

In comparison with other countries from the region, among CSO in Kosovo the smallest degree of income sources diversification was registered, which, together with financial dependence on foreign embassies and state, represents the main problem in the domain of CSO financing in Kosovo.

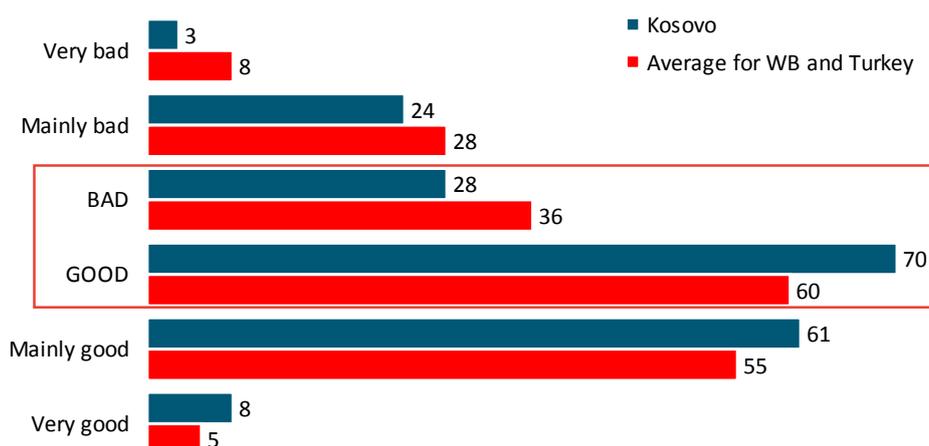
EVALUATION OF LEGISLATION AND CIRCUMSTANCES FOR THE DEVELOPMENT OF CIVIL SECTOR

Rather high percentage of representatives of civil society organizations in Kosovo point out that circumstances for the development of civil sector are much more favorable today in comparison with the period of three years ago. Besides that, attitudes on current legislation, both generally and related to stimulation the development and engagement of volunteers are also above the average for the region.

Compared to the average for the countries of western Balkans and Turkey representatives of SCO in Kosovo evaluated more positively the circumstances for the development of civil sector in comparison with the period of two or three years ago. Civil society organizations express in higher percentage the opinion that current circumstances are more favorable. Namely, 45% give advantage to current situation in comparison to one of three years ago, while 34% of CSO think that current circumstances are less favorable. It is worth mentioning that as much as 3 out of 10 CSO in Kosovo (31%) point out that current circumstances are **much more favorable** in comparison with the period of three years ago – which is twice the average (14%) for WB countries and Turkey.

In addition to the positive attitude about current circumstances related to development of civil society, in comparison with all surveyed countries Kosovo is also above the average when it comes to legislation which regulates the works of civil society organizations.

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



Of all studied countries, representatives of CSO in Kosovo (and Montenegro) evaluate most positively the legislation which regulates the work of civil society organizations.

As much as 7 out of 10 CSO representatives in Kosovo state that they are satisfied with the existing legislation. It is worth mentioning that neither extremely positive nor

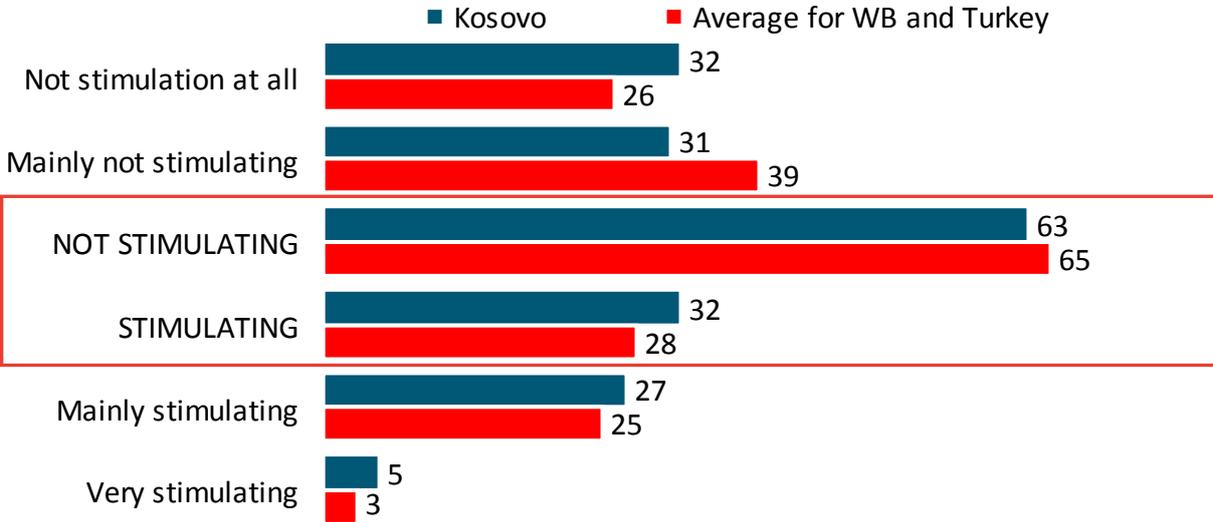
extremely negative attitudes about the existing legislation were registered - just 3% of CSO evaluate the existing legislation OCD with the lowest mark, while 8% of CSO in Kosovo evaluate the existing legislation with the highest mark.

Instead of specific legislative changes that would improve the functioning of CSOs in Kosovo, civil society organizations, spontaneously mention to somewhat higher extent only the models of CSO financing and the amount of resources that CSO have (14%).

Similar to legislation regulating the work of the NGO sector in general, in the case of legislation in the context of stimulating the development of volunteerism and engagement of volunteers, representatives of CSOs in Kosovo give more positive marks in comparison with the region, although in this case it's a lot closer to the average for all countries that were included in the study.

Although the percentage of SCOs representatives in Kosovo who think that legislation is stimulating for the development of volunteerism and engagement of volunteers is somewhat above the average, only a third of SCO representatives (32%) have such attitude, while 6 out of 10 (63%) CSO representatives in Kosovo point out that legislation is not stimulating. It is worth mentioning as well that one out of three CSOs in Kosovo (32%), evaluate the existing legislation with the lowest mark in terms of stimulation of volunteerism and engagement of volunteers, which is above the average for WB countries and Turkey (26%).

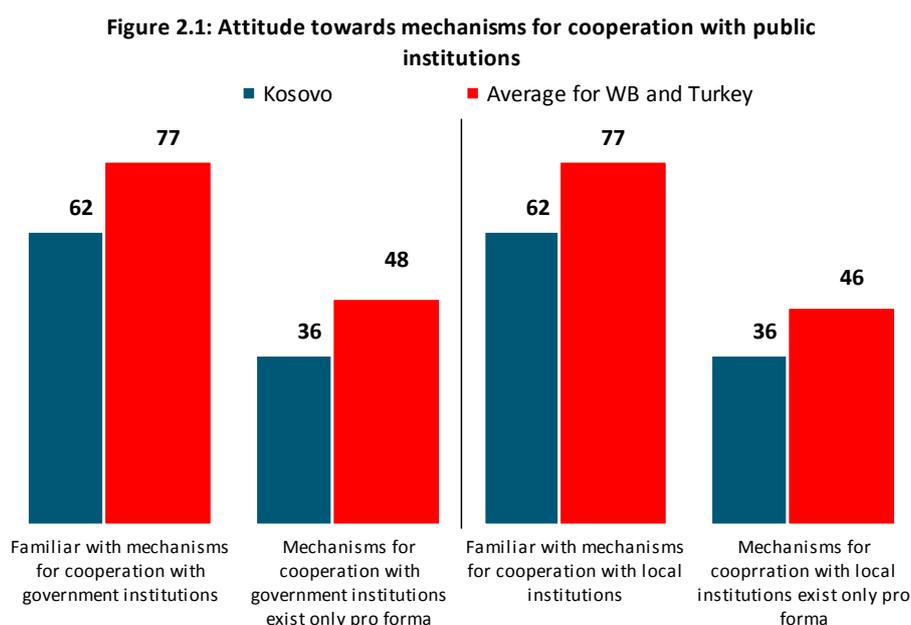
Figure 1.2: Opinions about the impact of legislative solutions on the development of volunteering



COOPERATION BETWEEN CIVIL SOCIETY ORGANIZATIONS AND PUBLIC INSTITUTIONS

In comparison with the average for Western Balkan (WB) countries and Turkey a smaller number of CSO which are aware of mechanism for cooperation with public institutions is registered in Kosovo, but also a smaller number of CSO which state that these mechanisms were established only pro forma.

According to CSO representatives 6 out of 10 organizations in Kosovo claim to be aware of current structures and mechanisms for dialogue and cooperation with local (62%) and state institutions (62%), which is considerably below the average (77%) for the region¹. In addition to smaller number of organizations which are informed about cooperation mechanism, a number of CSO which point out that these mechanisms exist only formally (36%) is the smallest in the region.



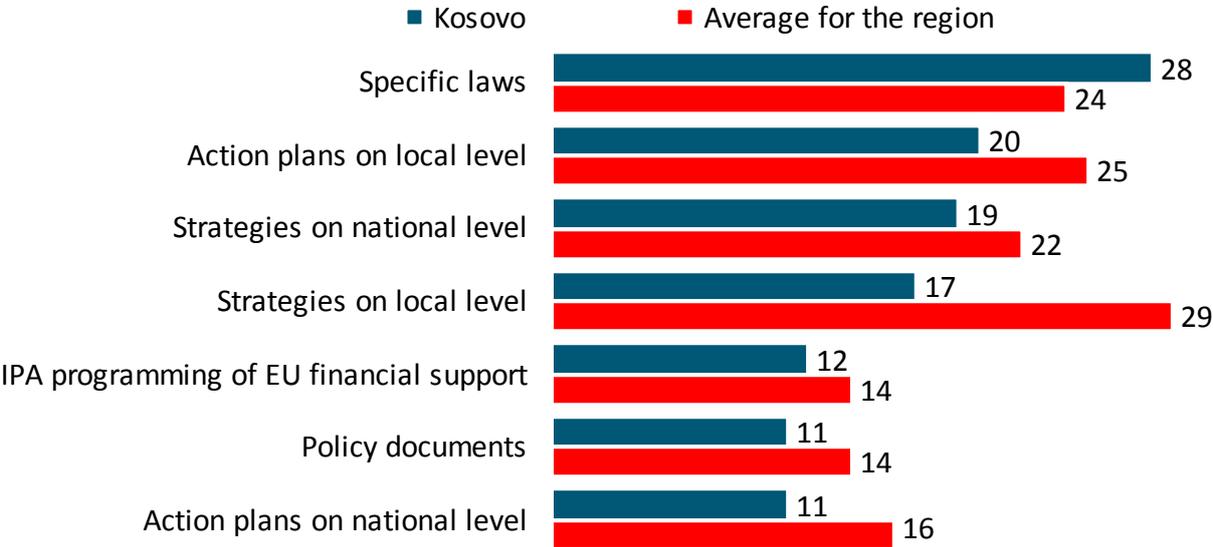
Percentage of CSO representatives who think that the existing mechanisms for cooperation with state institutions are useful (26%) is almost on the level of countries from the region (28%), while the percentage of those who claim that mechanisms for cooperation with local institutions are useful (26%) is below the average for WB countries and Turkey (31%).

¹ WB countries and Turkey.

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. Active participation of CSO from Kosovo in mentioned consultations is almost on the level of average for WB countries and Turkey, so 43% of CSO from Kosovo **did not participate actively**² in these processes **during the last three years**, either on local or on national level.

In Kosovo there is a somewhat higher percentage of CSO which participated in consultative processes on national level, either through preparation of certain laws or strategies on national level, and to a lesser extent in preparation of action plans and strategies on local level. For example, 3 out of 10 (28%) representatives of CSO in Kosovo point out that they took part in preparation of some laws during the last three years, 2 out of 10 CSO participated in preparation of action plans on local level.

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



In comparison with all other countries which participated in the research, in case of Kosovo only participation of CSO in drafting of specific laws is below average. The biggest deviation in relation to average for WB countries and Turkey is registered in case of consultations regarding drafting of local strategies. According to CSO representatives, in Kosovo during the past three years 17% of CSO participated in these consultation processes, which is considerably below the average for the region (29%).

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 didn't actively participate in consultation processes also include those which didn't make a single comment or suggestion during the consultation processes.

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

Percentage of OCD from Kosovo which had enough time for making comments (73%) while participating in consultation processes during the last three years is on the level of average for all studied countries (72%). On the other hand, percentage of CSO which claim to have had an adequate access to information (73%) during these consultation processes is below the average (80%) for WB countries and Turkey.

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 Kosovo 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. Kosovo has the highest percentage of CSOs with such experience in comparison with the average for WB countries and Turkey (13%).

Percentage of CSOs with positive experience regarding suggestions during consultation processes (majority or all comments were taken into account) is on the level of average for countries in the region. It is worth mentioning that 7% of CSO from Kosovo claim that all of their comments and suggestions were taken into account during consultations, which is above the average for the region (5%). The highest percentage of CSOs in Kosovo (55%), as well as in other countries which were included in the survey, state that only some of their comments and suggestions were acknowledged and taken into account during consultations.

One in five CSOs in Kosovo (21%) stated they had a positive experience regarding feedback during consultation processes. They received detailed feedback from consultation processes during the last three years, while 52% of CSOs in Kosovo claim not to have received any feedback at all or that results of consultations were not published at all.

It is interesting that the percentage of CSOs which claim to have received a feedback, and that the results were published, although not in all consultation processes in which they had an opportunity to participate during the last three years, is considerably lower in comparison with other countries from the region, and with the exception of BiH, it is the lowest percentage in the region.

TRANSPARENCY AND RESPONSIBILITY IN THE MANAGEMENT OF CSO

According to CSO representatives in Kosovo, all stakeholders are not equally informed about the activities. Besides that, certain percentage of CSOs openly claim that public cannot have access to official documents of the organization, which particularly refers to financial reports.

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

In the surveyed countries there is a big discrepancy between the perception of CSO representatives of the way in which CSOs are generally managed and the way in which their CSO is managed. This discrepancy is also recorded in Kosovo.

Evaluation of decision making process both within their organization and generally in all CSOs by representatives of CSOs in Kosovo are somewhat above the average for WB countries and Turkey. While 35% of CSO representatives in Kosovo claim that decisions in their organization **are mainly made in compliance with the prescribed rules, including consultations with the employed and volunteers**, one out of four CSO believes that majority of CSOs in Kosovo are managed in the same way.

Percentage of CSOs (78%) 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 almost on the level of average for countries in the region (80%). In contrast to that, when it comes to organizations which actually inform the stakeholders about their activities, informing the managing boards, broader public, and particularly assemblies and supervisory boards is below the average for WB countries and Turkey.

When it comes to accessibility of statutes of the mentioned organizations, one out of three CSOs in Kosovo (32%) point out that statute of the organization in which they are engaged is not accessible to public, which is on the level of average for WB countries and Turkey. Percentage of CSOs which claim that they have a statute which is accessible on their website (41%) is on the level of average of the countries which participated in the survey (40%).

In comparison with statute, somewhat lesser percentage of CSOs in Kosovo have their Code of Conduct which is accessible on their website – 3 out of 10 CSOs (29%) keep this document on their website, which is above the average for the region (25%). In contrast to that, almost one out of three CSOs (32%) in Kosovo claim that they do not have a Code of Conduct, while another 15% have it, but it is not accessible for the public.

Representatives of CSO in Kosovo believe that in NGO sector 65% of organizations do not publish or make publicly available their annual work program report. As a rule, when

they talk about the experiences of their organizations, the figures are considerably more optimistic, so only 32% of CSO representatives in Kosovo admit that the organization in which they are engaged does not have Annual program statement of work which is accessible to public in any way.

Clarity of accounting and bookkeeping rules is positively evaluated by CSO representatives in Kosovo (83%), which is the highest percentage (along with BiH) among the WB countries and Turkey. Besides the fact that accounting and bookkeeping rules are evaluated as clear and understandable, the survey also registers somewhat higher percentage of CSOs which claim that these rules are easy to implement (71%).

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. CSO representatives believe that significant number of CSO do not publish financial statements, both the standard ones (69%) and financial statements which have been audited (72%). As expected, when they talk about the experiences of CSOs in which they are engaged, percentage of CSOs which openly admit that they do not publish their reports is still alarmingly high, but lower than the evaluation for the whole sector, and it is 43% for CSOs which do not publish financial statements and 48% for statements which were audited. It is worth mentioning that, according to CSO representatives, accessibility of financial statements on websites in Kosovo is among the highest in the region.

In Kosovo 3 out of 10 CSO representatives openly claim that project assessments are done only pro forma, while 69% claim that the projects are evaluated for the purpose of establishing the efficiency and drawing a lesson for further projects. Further on, one out of five CSO in Kosovo (20%) state that they do not have an established system for performance evaluation for the realization of conducted projects, which is just slightly better than the average for WB countries and Turkey (22%). 4 out of 10 CSOs (41%) do not evaluate implementation of organization's strategic plan, while 28% of civil society organizations in Kosovo do not evaluate performance of employees in their organization. It can be concluded that percentage of CSOs which evaluate performance of employees is among the highest in the region.

Although significant percentage of CSO report that they systematically evaluate the performance of their activities, number of CSOs in Kosovo which practice internal evaluations exceed by far the use of external evaluators. For example, 36% of CSOs use the services of external evaluators when they evaluate the performance of their projects (which is among the highest in the region), while 12% of CSOs use external evaluators for evaluation of strategic plan implementation and 15% for evaluation of employees' performance.

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

Citizens' confidence in civil society organizations in Kosovo is a result of relatively high degree of concurrence between the importance which the citizens of Kosovo attribute to the examined areas and topics and assessment of the degree of NGO activities in these areas. In contrast to citizens, when it comes to CSOs in Kosovo such concurrence almost doesn't exist.

One in three representatives of CSO in Kosovo think that CSOs are present in public to the right extent, which is almost on the level of average (34%) for countries in the region, while one in ten CSO points out that they are more present in public than necessary. In contrast to that, more than a half of CSOs (54%) think that they are not present enough in public.

6 out of 10 CSO representatives (58%) who think that they are not present enough in public believe that the main reason for such situation is insufficient interest of the media in Kosovo to report on CSO activities, while 37% of them hold the CSOs themselves responsible for such situation because of insufficient (or inadequate) CSO activity in terms of increasing their presence in public, which, with the exception of Serbia, represents the lowest percentage in the region.

When examining perception and importance of certain areas and topics for the people living in WB countries and Turkey, it appears that all examined areas are evaluated as less important³ in Kosovo in comparison with average for the countries which participated in the survey. Moreover, Turkey is the only country with lower percentage of people who evaluate the given topics and areas as important.

Education (40%) represents the most important topic for the citizens of Kosovo. In addition to education, other important areas for the citizens of Kosovo are employment (37%), safety (36%) and the young and their problems (35%). On the other hand, citizens of Kosovo consider protection of animals (21%) and ecology (25%) as the least important topics.

When it comes to education, the citizens think that NGOs are active in this area to a great extent (56%). In contrast to that, area of employment for example (second place on the list of important topics) is not an area where NGOs are rather active – it occupies the 12th place out of 15 examined areas. Similar discrepancy is registered in case of fight against corruption, where the assessment of degree of NGO sector activity is much lower than the importance which the citizens of Kosovo attribute to this area.

³Importance 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

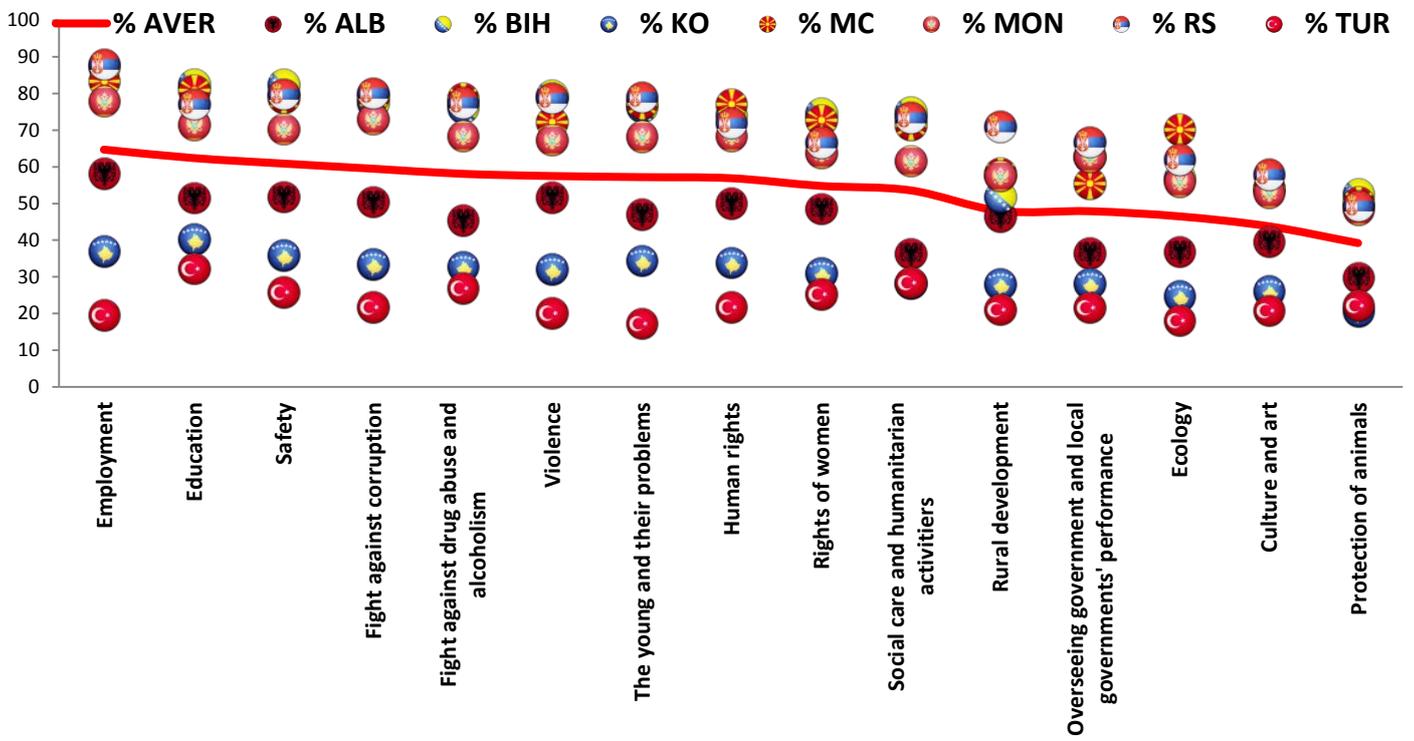
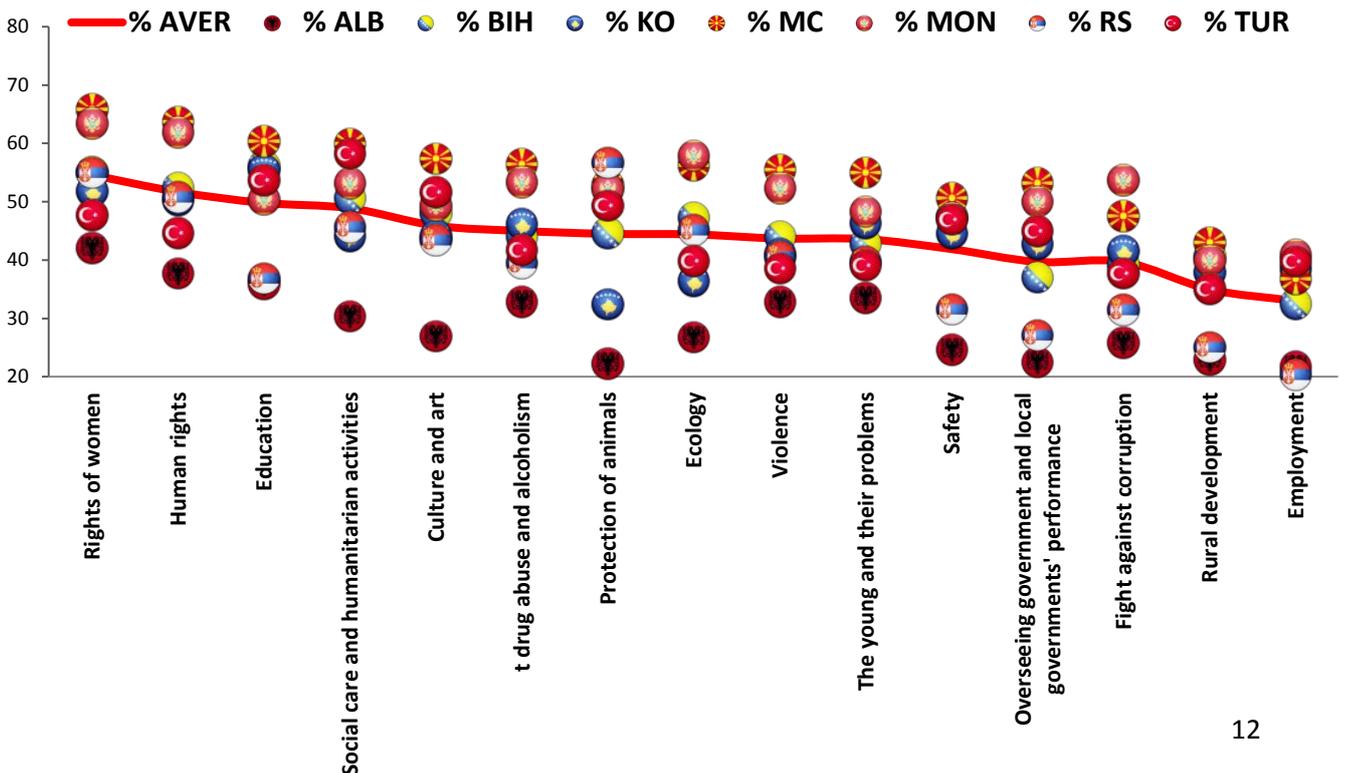


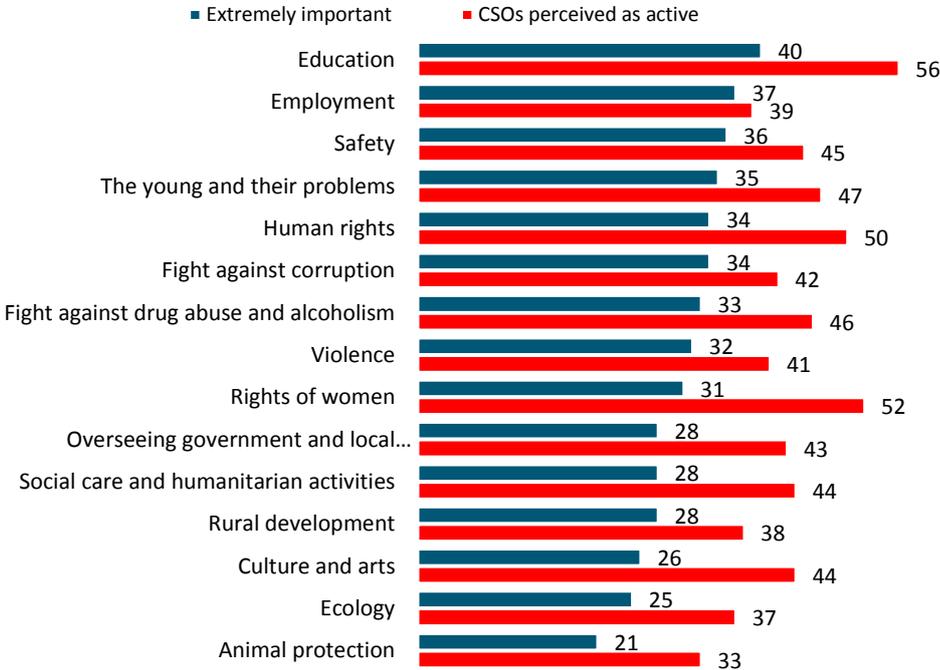
Figure 4.2: Assessment of CSO activities in eliminating the problems in given areas



In contrast to these problems are the areas of women’s rights and culture and arts – citizens believe that NGO sector activities are a lot more intensive in these areas than they are considered important by the citizens of Kosovo. In addition, areas such as ecology and animal protection are both considered least important by the citizens, and least addressed by CSO.

Similar to the situation in Turkey, evaluation of importance of the tested areas is among the lowest in the region, while evaluation of CSO activities is close to the average for WB countries and Turkey, and in some areas, such as education for example (56%), even above the average for the region (50%). It still may be concluded CSO in Kosovo are active in some areas that citizens see as important ($r = 0.57$; $p=0.001$).

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

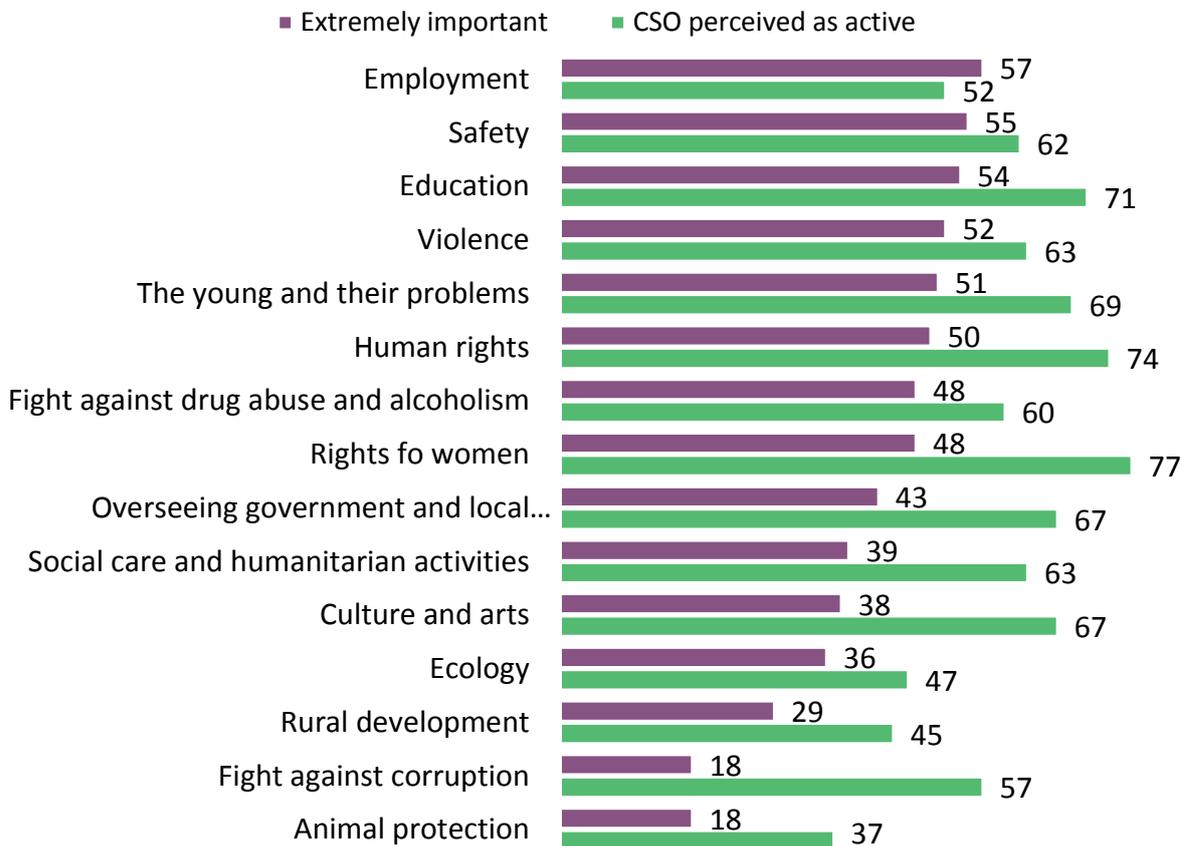


CSOs representatives perceive the relationship between priority problems and CSO activities in a different way – they, unlike the citizens, believe that NGOs are not active enough in the areas they see as important ($r = 0.18$; $p=0.001$).

In the opinion of CSO representatives in Kosovo, employment (57%), safety (55%) and education (54%) are the most prominent issues, which mainly matches citizens’ perception. As for education, CSO representatives, same as citizens of Kosovo, underline that the level of NGO sector activities is rather high (71%), while fields of safety and employment (top two priorities) are those where NGO sector is not active enough – so employment (top priority) is in the 12th position out of 15 examined areas by the level of NGO sector activity.

Same as in case of the citizens of Kosovo, CSO representatives state that CSOs are most active in the fields of human and women’s rights, and least in the fields of ecology, rural development and animal protection.

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



CSO representatives and citizens of Kosovo have similar opinion on the importance of the examined areas, with the exception of fight against corruption, which citizens of Kosovo find a lot more important. Unlike the citizens, it seems that CSO representatives have clearer picture of NGO activities in Kosovo. Representatives of CSOs in Kosovo suggest bigger differences between the examined areas in terms of NGO sector activities, while the citizens of Kosovo evaluate CSO activities equally on most of the examined areas.

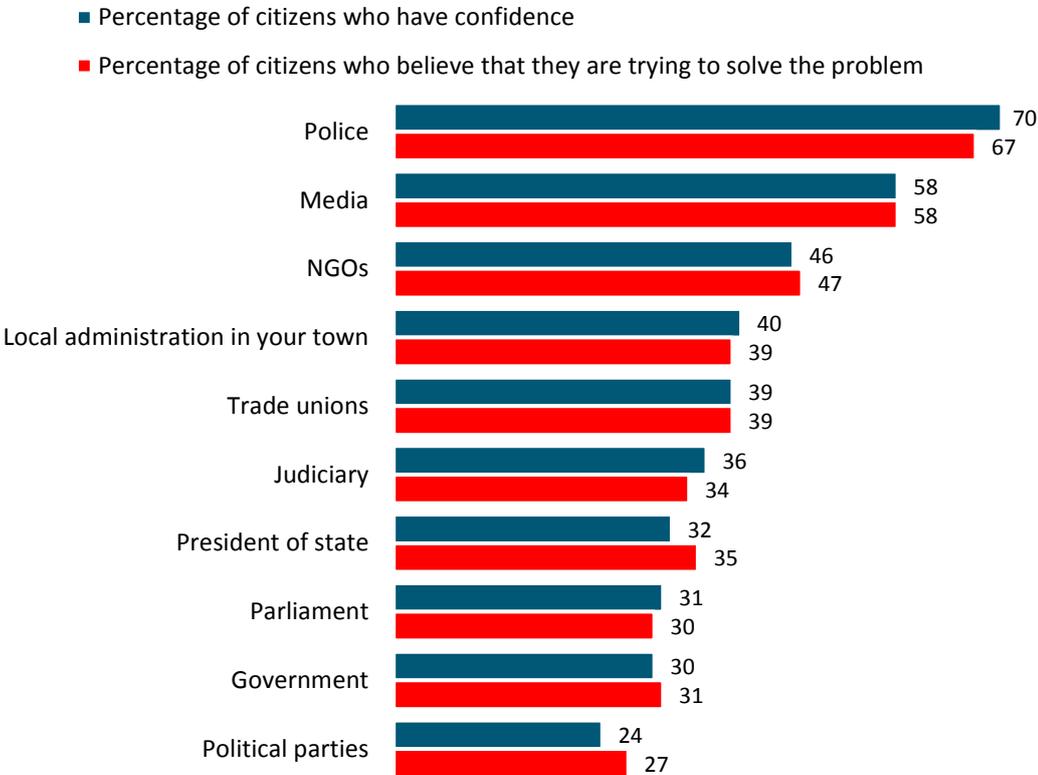
In order to obtain clearer picture of CSO perception, attitudes of Kosovo citizens on other organizations and institutions were tested, primarily on their dedication to solving problems that citizens of Kosovo are faced with, but also on confidence that citizens have in these same organizations and institutions.

Citizens have most confidence by far in the police - 70% of representatives of general population say that they have confidence in the police, which is (with the confidence of the citizens of Turkey in their president of state) the highest percentage of confidence in one institution in the region. Besides the police, 6 out of 10 citizens of Kosovo have confidence in

the media, and 46% of citizens have confidence in NGOs. On the other hand, citizens have the least confidence in the parliament (31%), the government (30%) and political parties (24%). Special attention is paid to confidence in CSO. The survey shows that confidence of the citizens of Kosovo in NGOs (46%) is near the average for WB countries and Turkey (45%).

In order to better understand confidence in NGOs, the extent to which citizens believe that specific institutions actually address certain problems was 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 ($R^2 = 0.80$) between confidence in institutions and their efforts to solve problems.

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



HUMAN RESOURCES AND SOURCES OF INFORMATION USED BY CSOs

Large number of CSOs in Kosovo, in the words of their representatives, have a plan for development of human resources and there is also the largest number of CSOs in Kosovo that succeed to attract or keep talented employees.

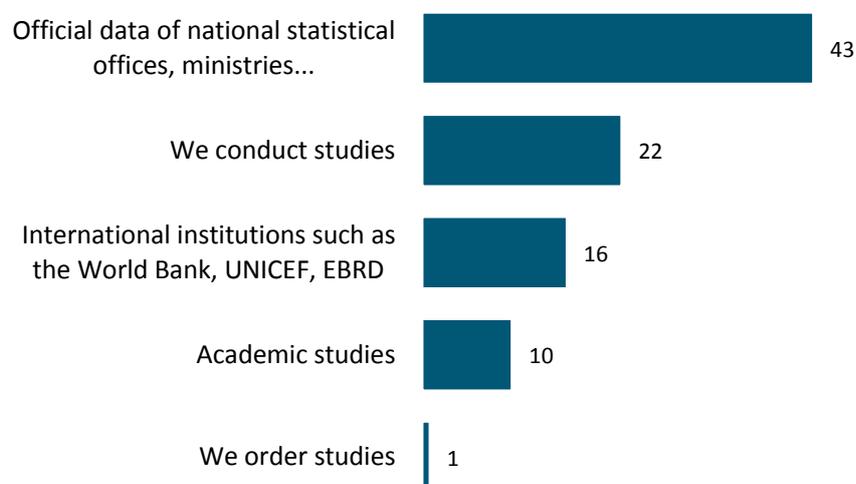
Representatives of many organizations state that they very often use results of researches and analyses, but there are also CSOs whose representatives claim not to have access to information and that they lack information in all activity areas.

As compared with all the tested countries, most CSO representatives in Kosovo say that their organizations succeed in attracting new human resources (85%) and in keeping talented associates (84%). This large number of organizations matches the large number of organizations that have a plan for development of human resources.

More than a half of CSOs in Kosovo (57%) possess **the plan for development of human resources** aimed at attracting and keeping talented associates, which is (with the exception of Albania) the highest percentage in the region. Representatives of one in five organizations (20%) say that they don't have this plan, while representatives of one in four (23%) 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 4% of CSOs that have a plan for development of human resources claim not to be able to keep talented associates, while the same is stated by 45% of organizations without a plan. Situation is similar in terms of attracting new associates. Representatives of one in five CSOs with this plan say that they fail to attract new associates (11%), while on the other hand, almost three times more organizations (31%) without this plan claim not to be able to attract new people.

Figure 5.1: Most common sources of information podataka



Percentage of CSOs in Kosovo that use research results and analysis in their public advocacy activities (75%) is, according to them, above average for WB countries and Turkey (65%). It should be underlined that even 44% of representatives of organizations active in Kosovo point out that they use research results and analysis very often, which is also a lot more than in other countries in the region. On the other hand, one in four organizations (24%) rarely use this source of information for advocacy activities.

When asked about sources of information they use most frequently, highest percentage of CSO representatives in Kosovo (43%) mention official data of national statistical offices, ministries etc. In addition to this, 22% of organizations use their own research, and 16% mention international institutions such as the World Bank, Unicef, EBRD. The least used data sources in Kosovo are academic research (10%) and research ordered by CSO (1%).

Interesting enough, besides such a large number of CSOs in Kosovo that state to use research results and analysis and that conduct studies themselves, a number of their representatives spontaneously state that information is not available (10%), as well as that information is missing on target groups and on beneficiaries of services of these organizations (10%). 8% of CSO representatives in Kosovo state that information is missing for all areas they are active in, which is (with the exception of Macedonia) the highest percentage in the region.

CSO NETWORKING

Besides the fact that Kosovo CSOs have positive opinion on the efficiency of CSO networks, Kosovo has, out of all examined countries, the largest number of organizations that spontaneously state that CSO networks are of no use.

CSO efficiency greatly increases with participation in local, national and international CSO networks. Kosovo CSO representatives have positive opinion on the efficiency of CSO networks. Almost two thirds (63%) of CSO representatives in Kosovo believe that CSO networks are somewhat or very efficient, which is slightly above the average for the region (61%). Only 8% of NGO sector representatives find CSO networks **very useful**.

It is important to underline that Kosovo has the largest number of organizations whose representatives spontaneously state that CSO networks are of no use, although CSO networks are evaluated positively. This is the opinion of 16% of CSO representatives in Kosovo, which is twice more than the average (8%) for WB countries and Turkey. As opposed to this, as major advantages of belonging to CSO networks, Kosovo CSO representatives primarily single out opportunity for exchanging experiences and knowledge (29%), opportunity to access and exchange information (14%), as well as mutual support and assistance (13%).

Kosovo CSOs are, according to their representatives, more likely to be members of local and national CSO networks than international.

Local CSO networks, include the largest number of CSOs in Kosovo. **35% of CSO representatives state that their organization is not a member of any local network.** CSOs in Kosovo, which belong to at least one local network, are active in 2.69⁴ local CSO networks on average.

Situation is similar with national CSO networks in Kosovo – **37% of CSO representatives say that they are not members of any national CSO network.** Organizations in Kosovo, which belong to at least one national network, are active in 2.32⁵ national CSO networks.

Somewhat smaller number of CSOs are members of international CSO networks. **Half of CSO representatives in Kosovo (48%) state that their organization is not a member of any international network.** CSOs in Kosovo, which belong to at least one international network, are active in 1.86⁶ international CSO networks.

⁴ 5% Trimmed Mean

⁵ 5% Trimmed Mean

⁶ 5% Trimmed Mean

FINANCIAL SUSTAINABILITY OF CSOs

Compared to other countries in the region, Kosovo CSOs have the least diversified sources of income, which, together with financial dependence on foreign embassies and states, is the key problem in the domain of financing CSOs in Kosovo. 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 believe that the largest number of CSOs by far is registered in Kosovo as organizations within NGO sector that do not adhere to their strategic plan when collecting funds. CSO representatives in Kosovo state that more than four fifths (83%) of organizations within NGO sector mainly adapt to donors' priorities and collect means 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 44% of CSOs in Kosovo, 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 located in Kosovo are in the worst position in regard to this parameter out of all countries encompassed by the survey. On average, Kosovo CSOs have less than two sources of income (1.9) per CSO, while the average for WB countries and Turkey is 2.3 sources per CSO.

Figure 7.1: Sources of financing CSOs



Besides small number of sources of income, the problem of CSOs in Kosovo is also the structure of these sources in the past fiscal year.

Most common sources of income, according to CSO representatives, were foreign sources (for example embassy) – 38%, then authorities – local administration (37%), as well as the government, ministries, state administration bodies (29%). These were sources of income for Kosovo CSO to a greater extent than average for WB countries and Turkey.

On the other hand, income from companies, private (16%) and state-owned (8%), as well as from members (22%) or citizens (14%) is below the average for the examined countries.

This structure of sources of income implies dependence of CSOs on foreign embassies and states, triggering the question of survival of NGO sector in case variety of sources of financing in Kosovo is not improved.

METHODOLOGY

This survey on general population was conducted using the face-to-face method, on a representative sample of the citizens of Kosovo 18+. In other words, the survey encompasses citizens living in the entire territory of Kosovo, 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 1000 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 Kosovo 18+; Census 2011. data and estimates od 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 5 geo-economic regions |
| POST STRATIFICATION | By: gender, age, type of settlement, geo-economic region |
| SAMPLE SIZE | 1000 (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% je (46.94%, 53.06%) |
| FIELD WORK | 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 207 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.

