



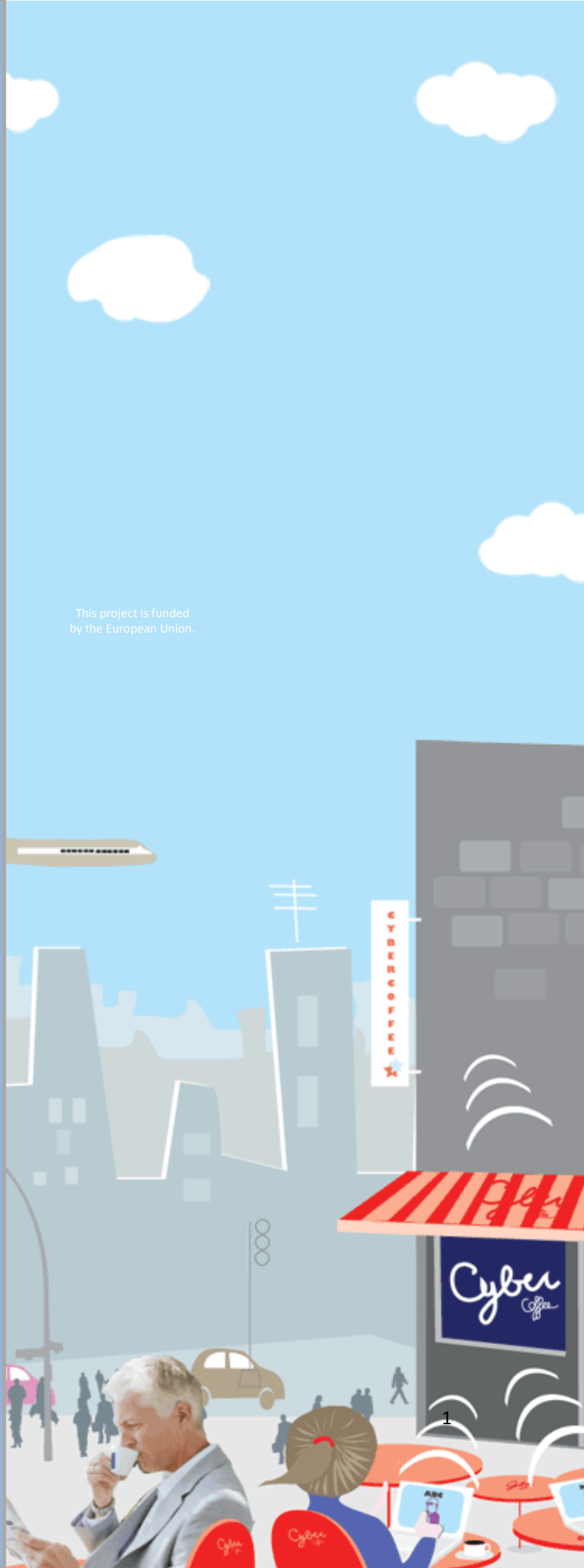
# Civil Society Organizations in Macedonia



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**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 MANAGEMENT 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..... 21

*In contrast to other countries participating in the survey CSO representatives in Macedonia spontaneously give suggestions for changes in legal regulations in order to improve the functioning of CSOs – they state that it is the most important task to improve the transparency of CSO sector, allow the freedom from political interference, and carry out redefinition and specification of rights and activities of CSO in Macedonia.*

*Civil society organizations in Macedonia participated in consultations processes during the past three years in higher percentage compared to WB countries and Turkey, but they had negative experiences with these processes. As a result a smaller percentage of CSO whose comments were taken into account and who received feedback information during these processes.*

*Macedonia has the smaller percentage of CSOs which think that prescribed financial rules and obligation of bookkeeping and accounting are clear and easy to implement.*

*Considerably higher percentage of CSOs from Macedonia accentuate the benefits of CSO networks.*

*Insufficient diversification of sources of financing and high percentage of CSO which specify foreign sources (such as embassies) as sources of financing are the main problems in the domain of CSO financing in Macedonia. Besides that, financing problems are also reflected in high percentage of organizations which adapt to priorities of the donors and collect money for other activities which are not in accordance with strategic plan.*

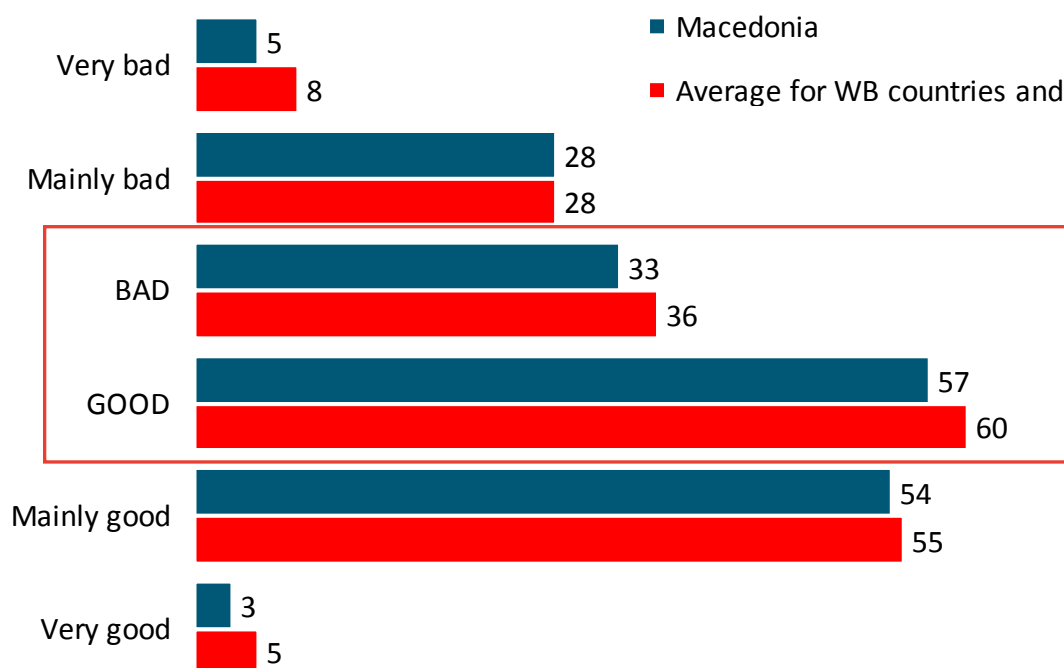
## EVALUATION OF LEGAL REGULATIONS AND CIRCUMSTANCES FOR THE DEVELOPMENT OF CIVIL SECTOR

*Representatives of civil society organizations in Macedonia have a rather negative opinion about circumstances for the development of civil society in comparison with the period of three years ago.*

*In contrast to other countries participating in the survey, CSO representatives give suggestions for change of legal regulations in order to improve the functioning of CSOs in Macedonia – they state that it is primarily necessary to improve the transparency of work in CSO sector and allow the freedom from political interference, but it is also necessary to make legal redefining and specification of rights and activities of CSO in Macedonia.*

Attitudes of CSO representatives in Macedonia are generally negative when it comes to assessment of circumstances for the development of civil sector in comparison with situation recorded three years ago. Every second CSO representative (50%) thinks that current circumstances are worse, while just a fifth of CSO representatives (22%) point out that circumstances are better today. Civil society organizations from Macedonia, with the exception of BiH, have the most negative attitude toward current circumstances for the development of NGO sector.

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



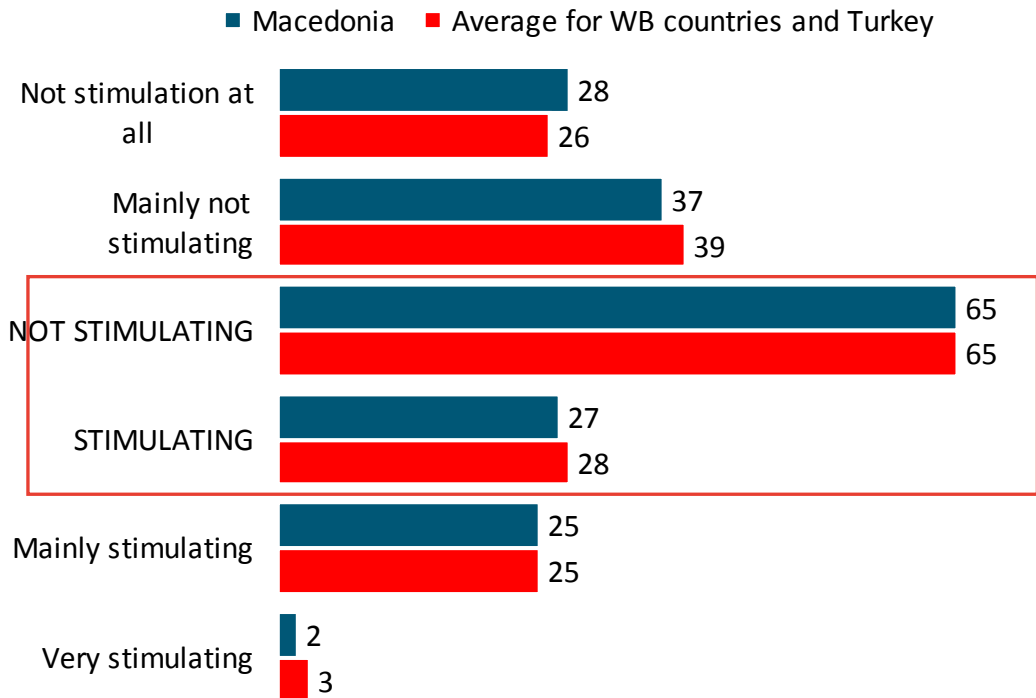
In contrast to that, CSO representatives in Macedonia have a somewhat positive attitude towards legal regulations which regulate the work of CSOs. Namely, 57% of CSO evaluate legal regulations as good, and one out of three CSO representatives (33%) consider them bad, which is within the limits of average value for WB countries and Turkey.

Contrary to other countries participating in the survey, where concrete legal measures for improvement of their status are not mentioned, CSOs in Macedonia state that it is necessary to increase the transparency in CSO sector and ensure the freedom from political interference (13%), as well as redefine and specify the rights and activities of CSO (11%). Besides that, they accentuate the need for increased cooperation and support of state institutions (12%).

Legal regulations in Macedonia, 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 on the level of average for countries in the region. Two thirds of CSO representatives (65%) in Macedonia point out that the existing legal regulations are not stimulating, while just 27% state that they are.

It is worth mentioning that 28% of CSOs in Macedonia evaluate the legal regulations in Macedonia with the lowest grade. Higher percentage of CSOs which gave the legal regulations the worst grade was registered only in Serbia and Kosovo.

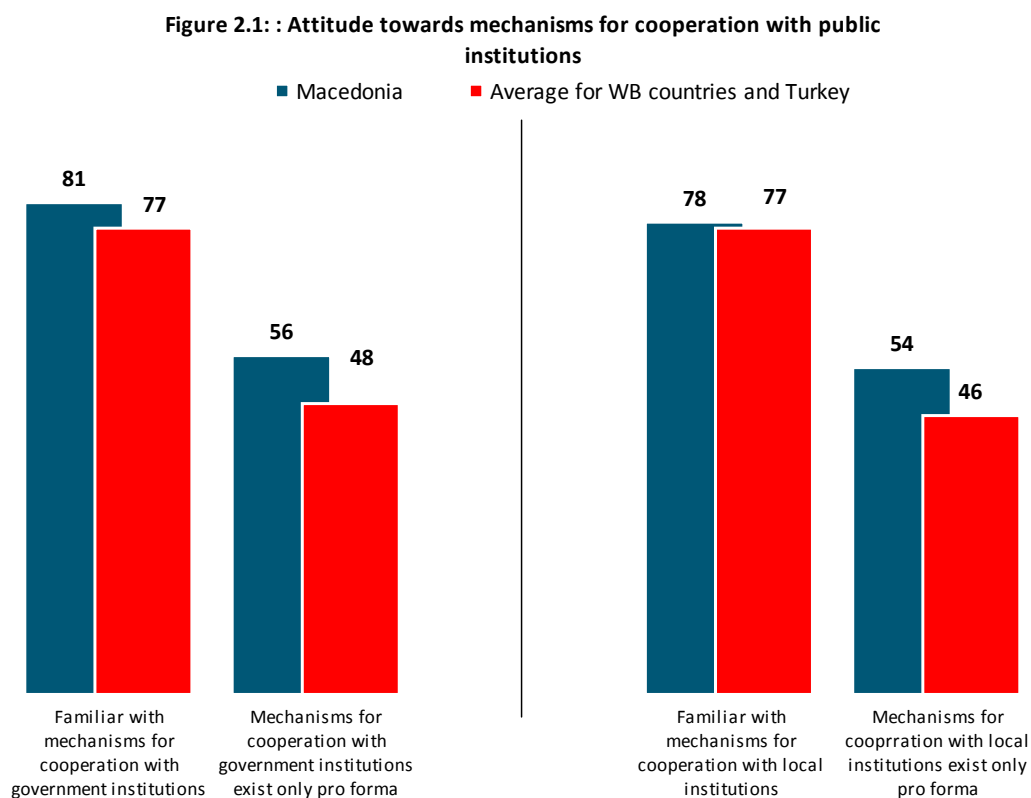
**Figure 1.2: Opinions about the impact of legal regulations on stimulating the development of volunteerism and engagement of volunteers**



## COOPERATION BETWEEN CIVIL SOCIETY ORGANIZATIONS AND PUBLIC INSTITUTIONS

*Civil society organizations from Macedonia participated to a higher extent than WB countries and Turkey in consultation processes during the past three years, but they had negative experiences with these processes, which are reflected in small number of CSOs whose comments were considered and received feedback during these consultation processes. As a result of such situation small number of CSOs in Macedonia have positive opinion about the mechanisms for cooperation with public institutions.*

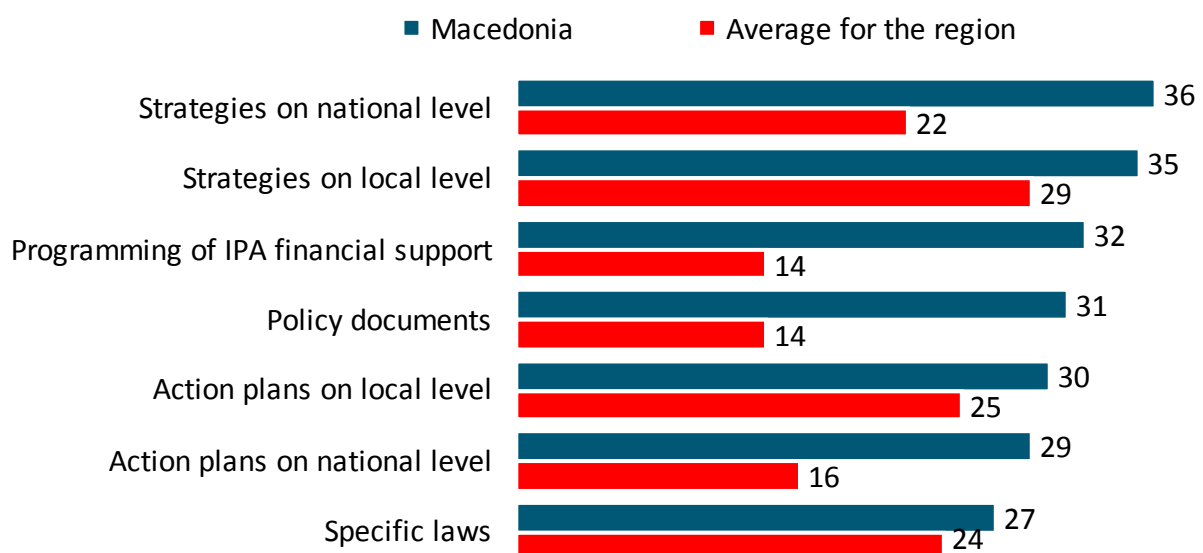
Majority of CSOs in Macedonia are familiar with current structures and mechanisms for dialogue and cooperation with local (78%) and to a somewhat bigger extent with state institutions (81%). In comparison with WB countries and Turkey, the survey registers in Macedonia (in addition to BiH) the smallest percentage of CSOs which evaluate these mechanisms positively and consider them useful. Namely, just one out of four CSO representative in Macedonia considers the mechanisms for cooperation with state institutions (25%) useful, and the same percentage considers local institutions (24%) useful. In contrast to that, more than a half of CSO representatives have negative opinion about these mechanisms. Namely, 56% of CSO representatives think that mechanisms for cooperation with state institutions exist only pro forma, while 54% of representatives think the same about the 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 Macedonia participated in the consultation processes considerably above the average – 3 out of 10 CSOs from Macedonia did not **actively participate**<sup>1</sup> in the mentioned processes **during the past three years**, either on local or national level.

Somewhat higher percentage of CSO in Macedonia participated in drafting of national and local strategies and programming of IPA EU financial support, while participation of CSOs in preparation of action plans and certain laws was less frequent. In comparison with the average for all countries which participated in the survey, generally bigger participation of CSOs in these consultation processes was registered in Macedonia.

**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 CSOs received, together with transparency of consultation results.

CSOs from Macedonia, **which had experience with participation in the mentioned consulting processes** (during the past three years) state in considerably lower percentage (73%) in comparison with the average for the region (80%), that they had adequate access to information during the processes. Average for WB countries and Turkey (72%) is generally somewhat lower when it comes to time for making comments. In Macedonia two thirds of

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

CSOs (69%) claim to have had enough time to make comments. The only surveyed country with bigger percentage of CSOs which didn't have adequate access to information, or didn't have enough time for comments during consultation processes is Albania.

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.

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 15% of CSO were not taken into account at all, which is slightly above the average for WB countries and Turkey (13%). In contrast to that only 5% of CSO from Macedonia state that all their proposals and suggestions were taken into consideration during the consultation processes, while 18% claim that this was the case with majority of their proposals and suggestions. If we observe only the CSOs which had positive experiences (comments were taken into consideration in majority or all cases) – 23%, it seems that situation is the worst in Macedonia (besides Albania).

CSOs in Macedonia had equally bad experiences when it comes to receiving feedback information during the consultation processes. Observed in general, 3 out of 10 CSOs in Macedonia (29%) which participated in consulting processes during the past three years claim that there was no feedback information, and that results of consultations were not published, which is also the opinion of 23% of CSOs from the region. 11% of CSOs from Macedonia state that government institutions gave detailed enough feedback information, and that results of consultations were easily accessible to all interested parties, which is significantly below the average (18%). The remaining 60% 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 Macedonia there is a pronounced discrepancy between perception of CSO representatives about the way in which CSOs are generally managed and their perception of the way in which their own CSO is managed.*

*The smallest percentage of CSOs which think that prescribed financial rules, bookkeeping and accounting obligations are clear and easy to implement is registered in Macedonia. This accounts for a high level of organizations which do not have accessible documents, particularly financial statements which were audited.*

*there is a pronounced discrepancy between perception of CSO representatives about the way in which CSOs are generally managed and their perception of the way in which their own CSO is managed.*

According to CSO representatives in Macedonia, decision making processes within CSOs are more 'inclusive' in comparison with other countries in the region. While as much as 43% of CSO representatives claim that in their CSO **the decisions are made in majority of cases in compliance with prescribed rules and they include consultations with employees and volunteers**, just 17% of them believe that majority of CSOs in Macedonia are managed in the same manner.

88% of CSOs in Macedonia believe that there is, by an internal act prescribed obligation to inform the members, or Managerial or Supervisory Board, customers or general public about the results of their work. Very high percentage of CSOs claim that they actually inform all of these instances about the results of their work.

One out of three CSOs in Macedonia (36%) state that statute of organization is not accessible to broader public. Also 3 out of 10 CSOs state that they do not have a Rulebook, while 46% claim to have a Rulebook, but it is not accessible to public. It is worth mentioning that Macedonia has the smallest percentage of CSOs which have a Rulebook (24%) which is accessible to public in any way.

Representatives of CSO in Macedonia believe that in NGO sector 68% 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, so 37% of them 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 evaluated as relatively clear and understandable by CSO representatives in Macedonia (72%). Nevertheless, this is the smallest registered percentage in the region. Similar to clarity of Prescribed financial rules, obligation of bookkeeping and accounting, simplicity of

implementation of these rules is evaluated as low. Namely, those rules are graded as lowest compared to all other CSO representatives in the region (59%).

Similar to other aspects which were the subject of this survey, when it comes to financial reports, representatives of CSO have less positive perception about the sector than about their organizations. They believe that significant number of CSO in Macedonia do not publish financial reports, both the standard ones (64%) and financial reports which have been audited (80%). 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 reports is alarmingly high, but still significantly lower than the assessment for the whole sector, that is, 46% for those that do not publish financial reports and 70% for reports which were audited. Percentage of CSOs which do not publish standard financial reports is on the average level for WB countries, while in case of financial reports that have been audited the worst situation is registered in Macedonia.

Only one fourth of CSO representatives in Macedonia (26%) openly claim that project assessments are done only pro forma, while 73% claim that the projects are evaluated only in order to determine the effectiveness and draw lessons for further projects. Furthermore, one in five CSO (24%) state that they do not have an established system for evaluation of realization of conducted projects, which is slightly better than the average for the region (22%). One half of CSOs in Macedonia (48%) do not evaluate implementation of organization's strategic plan, and situation is similar when it comes to evaluation of performance of the employees (52%). Average value for CSOs which do not perform the mentioned evaluations for WB countries and Turkey is considerably lower, that is, 43% for evaluation of strategic plan and 40% for evaluation of the employees. It is safe to conclude that situation is the worst in Macedonia when it comes to number of organizations which perform evaluations.

Although significant percentage of CSOs report that they systematically evaluate the performance of their activities, number of CSOs in Macedonia which practice internal evaluations exceed by far the use of external evaluators. So 38% use the services of external evaluators when they evaluate the realization of conducted projects, 1 out of 10 CSO states that external evaluator is evaluating implementation of organization's strategic plan (11%), while only 6% outsource external evaluator for evaluation of employees' performance.

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

*Survey in Macedonia registers poor concurrence between the activities of CSOs and topics which the citizens consider as the most important – this concurrence is somewhat more present among the citizens of Macedonia than in NGO sector. It is interesting that, in comparison with other countries from the region, Macedonia survived the global economic crisis a little bit better. This can maybe account for the level of confidence that Macedonian citizens have in NGOs, which is on the same level as average for WB countries and Turkey.*

Two thirds of CSO representatives (66%) believe that CSOs in Macedonia are not sufficiently present and in public, while the average for WB countries and Turkey is 57%. In contrast to them, just 1% of CSO representatives point out that that CSOs in Macedonia are too present in public, which is considerably below the average for the region (7%). The remaining 30% of CSO representatives believe that CSO presence is just right.

Among those who consider presence of CSOs in public as insufficient, more than a half of CSOs (56%) believe that the key reason for this is insufficient interest of the media in Macedonia to report on CSO activities, and 4 out of 10 believe that CSOs are responsible, or that they are not working sufficiently (or adequately) on increasing their presence in public.

The study „Life in transition II<sup>2</sup>“, conducted in 2010. in 35 countries for EBRD, suggests that Macedonia 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 Macedonia 6 out of 10 households were affected (59%). As compared with other countries encompassed by the survey, we still may say that Macedonia wasn't extremely affected by the crisis, since that is the smallest registered percentage of households in the region (with the exception of Turkey) affected by the crisis.

This project studies perception of importance of specific areas and issues for the citizens of the countries encompassed by the project. Citizens of Macedonia are a lot more likely to evaluate all 15 tested areas as important<sup>3</sup> than average in all countries encompassed by the survey.

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

<sup>3</sup>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

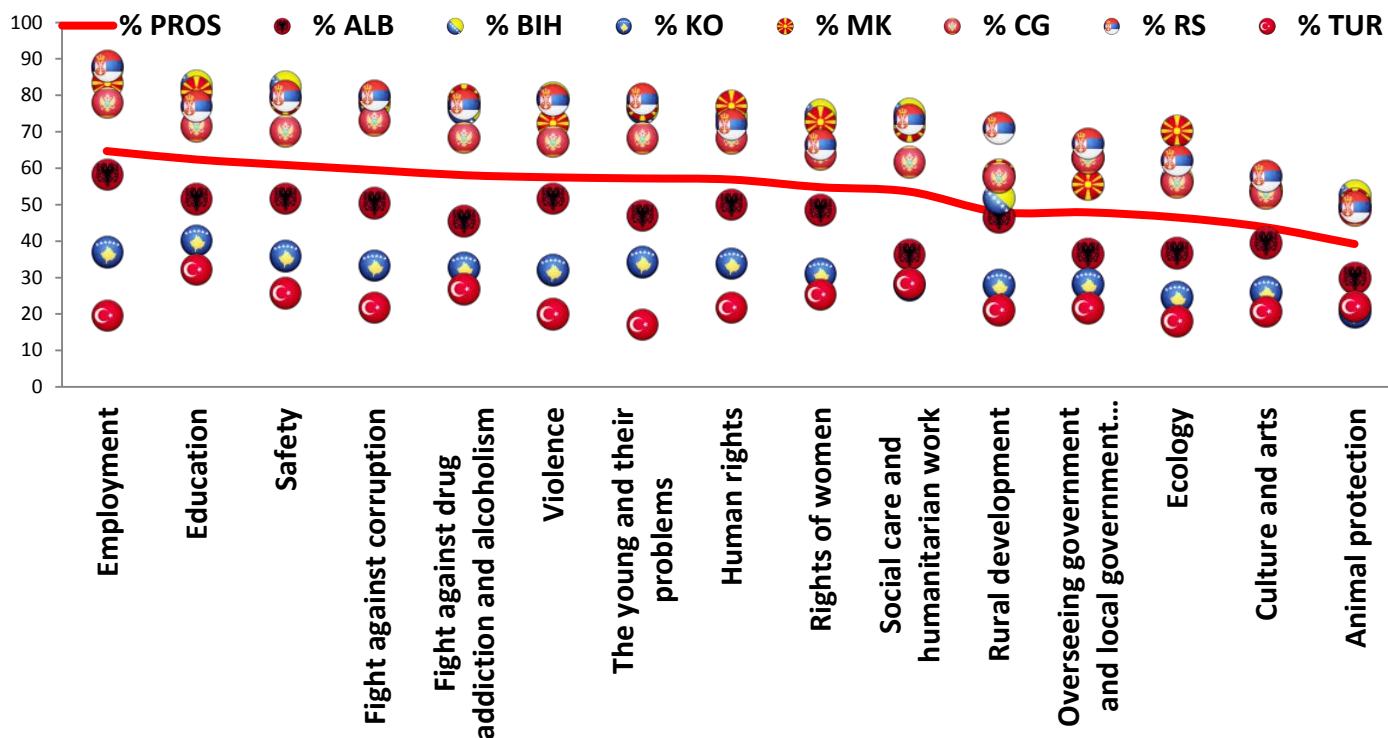
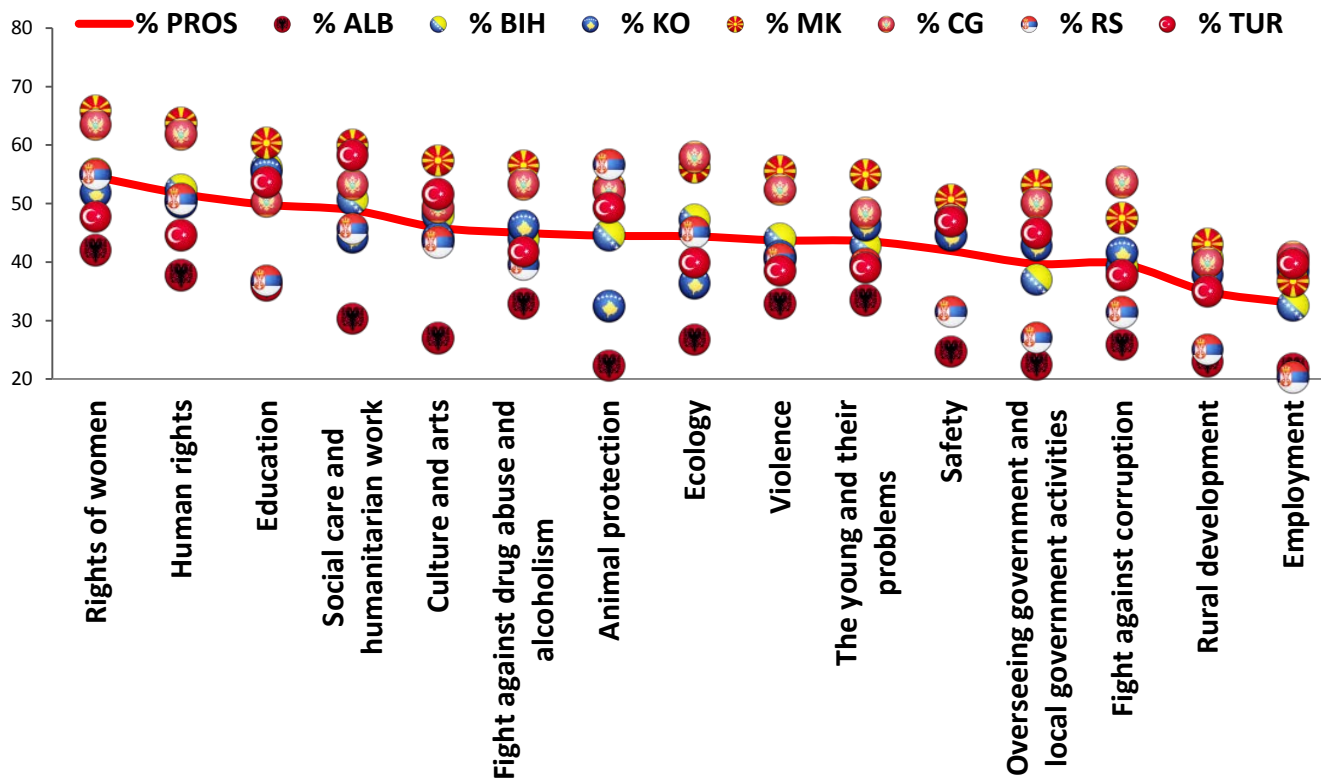


Figure 4.2: Assessment of CSO activities in eliminating the problems in given areas

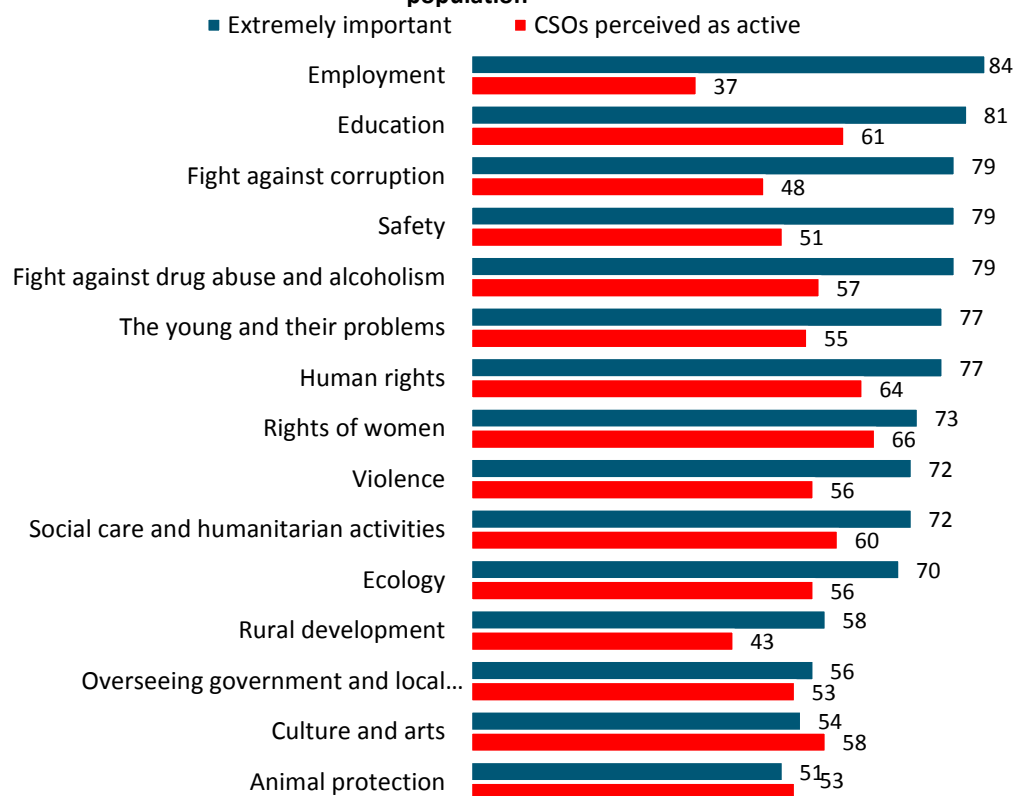


Same as in most of the countries in the region, employment is the most important topic for the citizens of Macedonia (84%), and level of CSO activity in this area is perceived as the lowest (37%). Situation is similar with fight against corruption, which is third most important topic (70%), while degree of CSO activity in this area is perceived similarly as in case of employment (48%), so fight against corruption is in the 13<sup>th</sup> place. Education is perceived as important by the citizens of Macedonia (81%), but it also has high level of NGO activity (61%). On the other hand, some areas with high CSO activity, such as rights of women and human rights, are in the 7<sup>th</sup> and 8<sup>th</sup> place of important topics for the citizens of Macedonia.

If all examined areas are observed, we see that differences between areas are slight in terms of perception of NGO activity, while citizens find it a lot easier to rank the topics and areas by importance.

Citizens, believe that NGOs in Macedonia are not particularly active in areas they find important – as the correlation coefficient confirms ( $r = 0,27$ ;  $p = 0,01$ ).

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

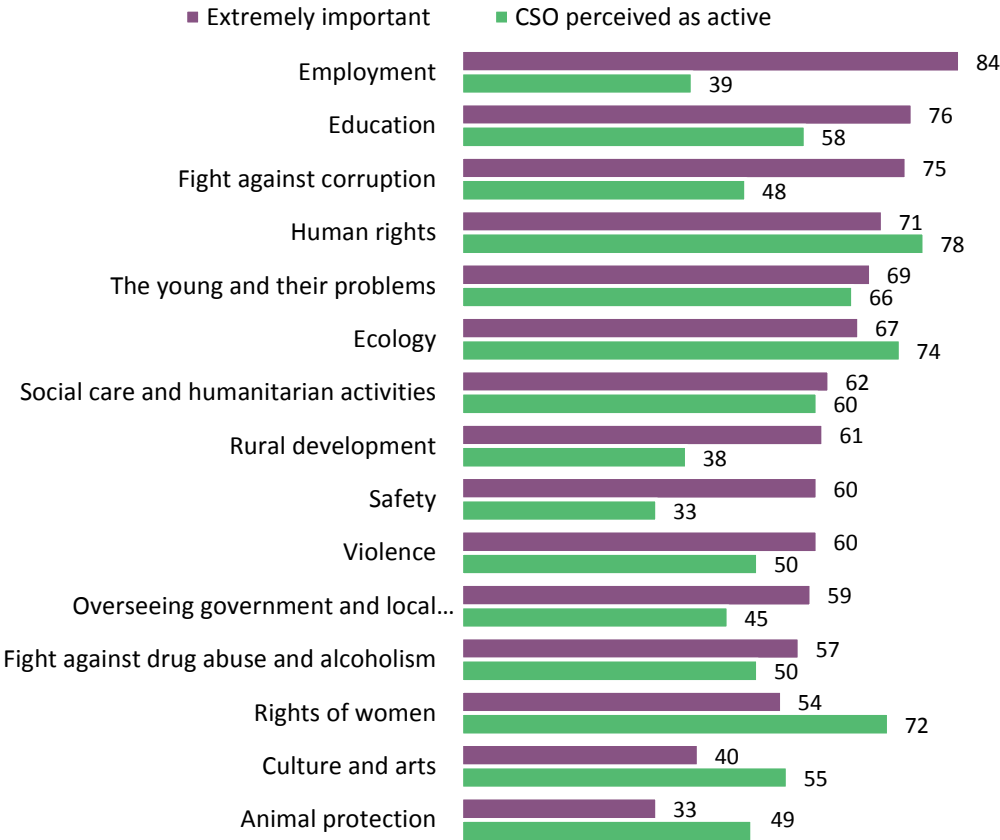


CSOs representatives perceive the relationship between priority problems and CSO activities in a similar way – they, like the citizens, believe that NGOs are not active enough in the key fields. When we compare relevance of areas and activities of CSOs in these areas, we see that correlation is extremely poor ( $r = 0.17$ ;  $p = 0.02$ ).

In the opinion of CSO representatives, employment (84%) and fight against corruption (75%) are the most prominent issues in Macedonia. CSO representatives in Macedonia, just like the citizens, evaluate these areas as areas of very poor CSO activity – employment is in the 13<sup>th</sup> and fight against corruption in the 11<sup>th</sup> position out of 15 examined areas by the level of NGO sector activity.

If all examined areas are observed, it is obvious that there is no difference in perception of importance of specific areas between the citizens of Macedonia and CSO representatives. However, unlike the citizens, CSO representatives in Macedonia perceive NGO activity quite differently. This might explain the discrepancy between importance of tested areas and degree of CSO activity in them.

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



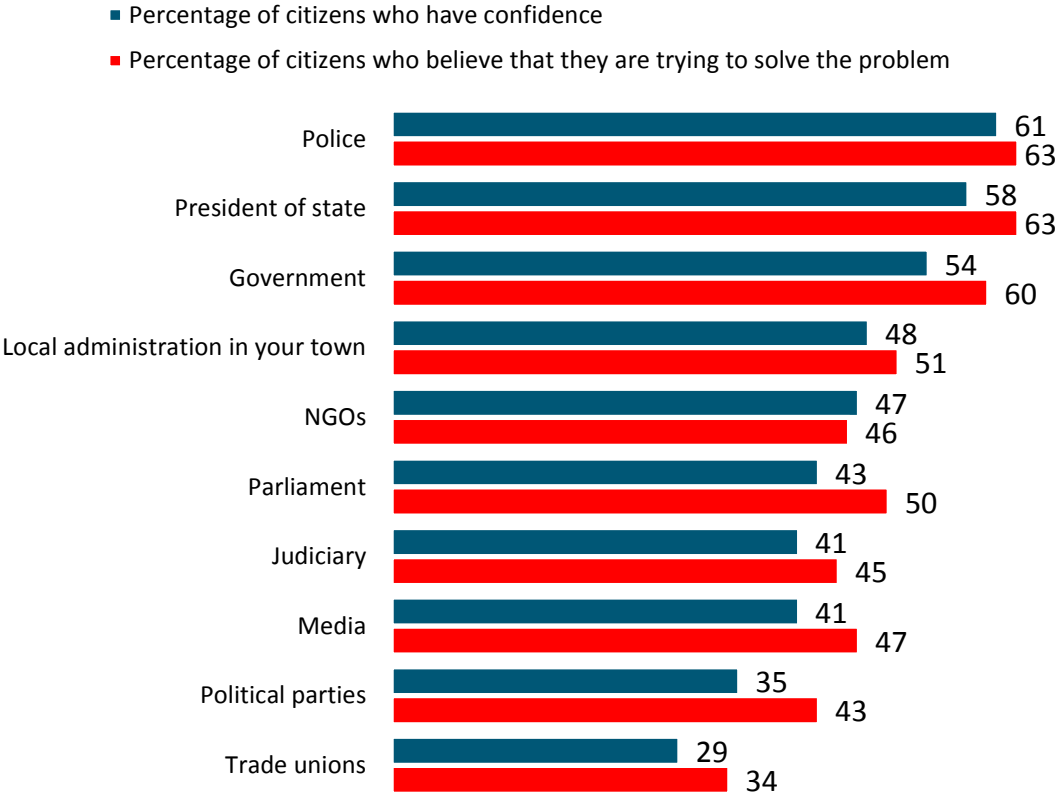
In order to obtain clearer picture of CSO perception, attitudes of Macedonia citizens on other organizations and institutions were tested, primarily on their dedication to solving problems that citizens of Macedonia are faced with, but also on confidence that citizens have in these same organizations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

Citizens have most confidence in the police (61%), president of state (58%) and government (54%). On the other hand, citizens have the least confidence in trade unions (29%), political parties (35%) and the media (41%).

Particular attention is paid to confidence in CSO. Citizens of Macedonia have a high degree of confidence in NGOs, somewhat higher than average in the tested countries. So almost one in two citizens of Macedonia (47%) trust NGOs. Those who have more confidence in NGO sector are citizens of Montenegro, BiH (50%) and Turkey (56%). Particularly low level of confidence in CSOs is present in Albania and Serbia, where one third (33% and 30%, respectively) of respondents have confidence in CSOs.

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 correlation is present ( $R^2 = 0.87$ ) between confidence in institutions and their efforts to solve problems. Interesting enough, all institutions except for NGO sector have lower degree of confidence than the perceived degree of efforts made 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

*As compared with the average in WB countries and Turkey, somewhat lower percentage of CSOs in Macedonia, in the words of their representatives, succeed to attract or keep talented employees.*

*Data sources used most in Macedonia are official (official statistics, information from state bodies etc.). Macedonia also has highest percentage of CSOs which underline that there is information missing on all activity areas.*

Four fifths of CSO representatives in Macedonia, say that their organizations succeed in attracting new members (79%), and somewhat smaller number that they succeed in keeping talented associates (73%). As compared with the average for the countries encompassed by the survey, NGOs in Macedonia are somewhat less successful in this aspect.

**Plan for development of human resources** aimed at attracting and keeping talented associates is available in less than a half of CSOs in Macedonia – just 28% of CSOs have a plan, while almost a half of CSOs (46%) openly admit that they don't have this plan. The remaining 27% of organizations say 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.

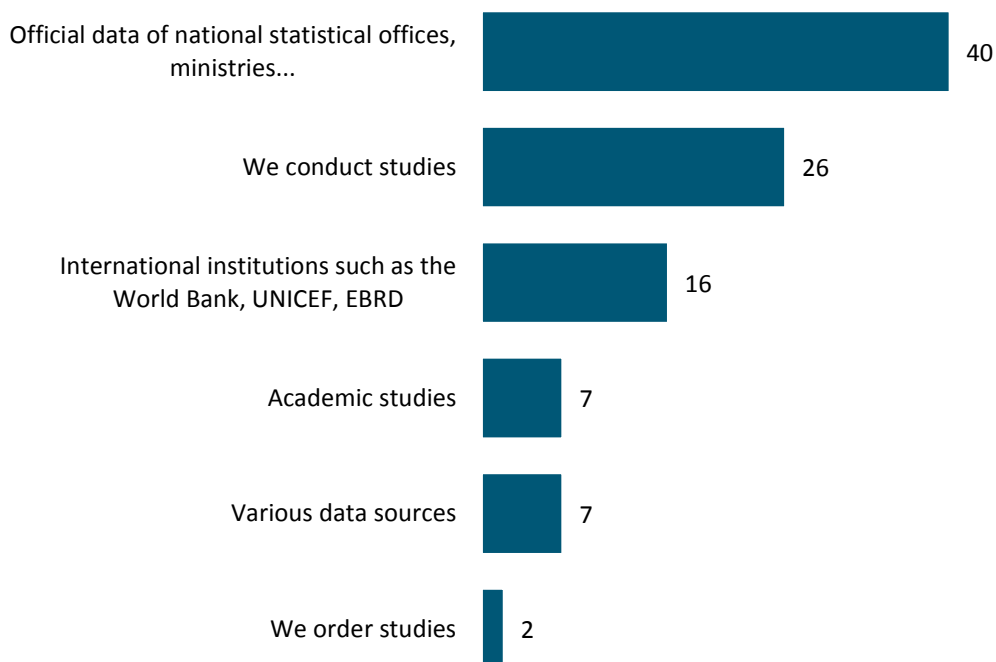
This plan is obviously very important for keeping the currently active and attracting new associates: according to CSO representatives, only one in eleven (9%) CSOs in Macedonia, which have a plan for development of human resources, claim not to be able to keep talented associates, while fourfold CSOs (34%) without a plan claim the same.

As for keeping talented associates, among organizations with this plan, one in ten (10%) says that they fail to attract new associates, and even four times as many CSOs in Macedonia without plan (40%) claim not to be able to attract new people.

CSO representatives in Macedonia that are active in public advocacy, as compared with WB countries and Turkey, are less likely to use research results and analysis for advocacy activities. 6 out of 10 CSOs in Macedonia (58%) state that they use this type of information often, while on the other hand, 4 out of 10 organizations (42%) use research results and analysis rarely. The only surveyed country where research results and analysis are used less for advocacy activities is Montenegro.



**Figure 5.1: Most common sources of information**



When asked about sources of information they use most frequently, highest percentage of CSO representatives in Macedonia (40%) state that they use official data of national statistical offices, ministries etc. most, while one in four CSO representatives (26%) use their own researches. In addition, 16% of CSOs in Macedonia use international institutions such as the World Bank, Unicef, EBRD... as sources of information. Academic studies are mentioned by 7%, and the same percentage mentions using various data sources. Only 1% of CSOs state that they order researches.

It is relevant to underline that Macedonia is faced with the problem of lack of information which is associated with the unsuccessful Census – so 13% of CSO representatives spontaneously state that Macedonia lacks relevant statistical data that should be provided by the Census. In addition, CSO representatives also state that they lack information about organization’s target groups (9%). It is also important to mention that 9% of CSO representatives believe that there is information missing on all activity areas, which is the highest percentage in the region.

## CSO NETWORKING

*Observed in general, CSO representatives in Macedonia perceive NGO networks as efficient and they are more likely than representatives of CSOs present in other countries to point out advantages and benefits of participating in CSO networks.*

CSO efficiency greatly increases with participation in local, national and international CSO networks. The attitude of CSO representatives in Macedonia on efficiency of CSO networks is generally positive and at the level of average for WB countries and Turkey – 63% and 61%, respectively.

CSOs in Macedonia are more likely than CSOs in other countries to point out advantages and benefits of participating in CSO networks. As major advantage of belonging to CSO networks, CSO representatives in Macedonia point out the opportunity for exchanging experiences and knowledge (43%), as well as the opportunity for greater visibility, influence and strength of NGO sector (40%). Besides, they point out the opportunity for cooperation and joint projects (26%) and access to information and their exchange (20%).

According to their representatives, CSOs in Macedonia are more likely to be members of national CSO networks than local and international. If we observe only members of these networks, we may see that CSOs in Macedonia are most active in national networks.

**One third of organizations (33%), are not members of any national network.** CSOs in Macedonia, which belong to at least one national network, are active in 2.67<sup>4</sup> national CSO networks on average.

**One in two representatives of NGO sector in Macedonia (50%) says that they are not members of any international CSO network.** CSOs in Macedonia are least active in international networks. CSOs which belong to at least one international network, are active in 1.90<sup>5</sup> international CSO networks on average.

CSOs in Macedonia participate least in local CSO networks – **52% of CSO representatives in Macedonia say that their organizations are not members of any local network.** CSOs in Macedonia, which belong to at least one local network, are active in 2.50<sup>6</sup> local CSO networks on average.

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<sup>4</sup> 5% Trimmed Mean

<sup>5</sup> 5% Trimmed Mean

<sup>6</sup> 5% Trimmed Mean

## FINANCIAL SUSTAINABILITY OF CSOs

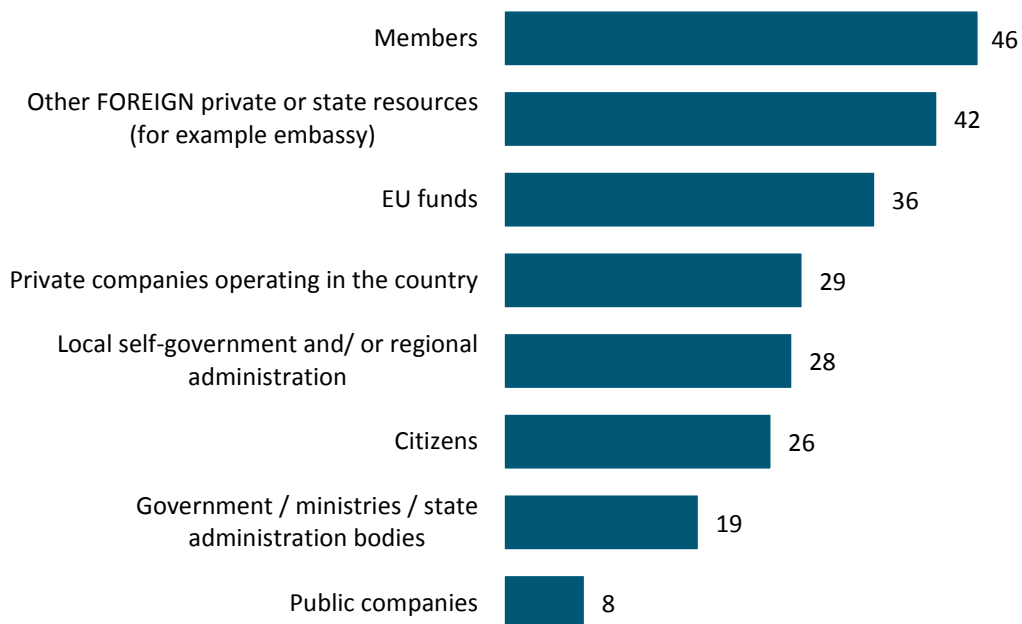
*Insufficient diversification of sources of financing and high percentage of CSOs with foreign sources of financing (such as embassies), are the key problems in the domain of financing CSO in Macedonia. In addition, problems with financing are also reflected in high percentage of organizations that mainly adapt to donors' priorities and collect means 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 Macedonia estimate that about two thirds (67%) of organizations within NGO sector mainly adapt to donors' priorities and collect means for other activities not in line with their strategic plan, and only 22% 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 half of CSOs in Macedonia (51%), at least declaratively, conduct activities focused on collecting funds in line with the organizations' strategic plan.

**Figure 7.1: Sources of CSO financing**



Diversity of sources of financing is extremely important for sustainability of NGO sector. CSOs in Macedonia are at the level of average for the countries encompassed by the survey. On average, CSOs in Macedonia have 2.3 sources of financing per CSO.

CSOs in Macedonia state having incomes from various sources in the past fiscal year, and the most common were organization members with 46%. 4 out of 10 organizations single out foreign sources of financing (such as embassies) as sources of financing (42%), while one third mentions EU funds. In addition, 3 out of 10 organizations mention private companies that operate in the country (28%), while one in four CSO representatives (26%) mentions the citizens.

Sources of financing associated with the state are mentioned by 28% for local administration and 19% for Government, ministries and other state bodies. Finally, 8% of CSOs singles out public companies, which are the most rarely used sources of income for CSOs in Macedonia.

## METHODOLOGY

This survey on general population was conducted using the face-to-face method, on a representative sample of the citizens of Macedonia 18+. In other words, the survey encompasses citizens living in the entire territory of Macedonia, 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 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 Macedonia 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 4 geo-economic regions
POST STRATIFICATION	By: gender, age, type of settlement, geo-economic region
SAMPLE SIZE	1000
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 214 CSO can provide satisfactory geographic dispersion, distribution by activity category and precision and reliability of indicator evaluation.**



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