



Civil Society Organizations in Montenegro



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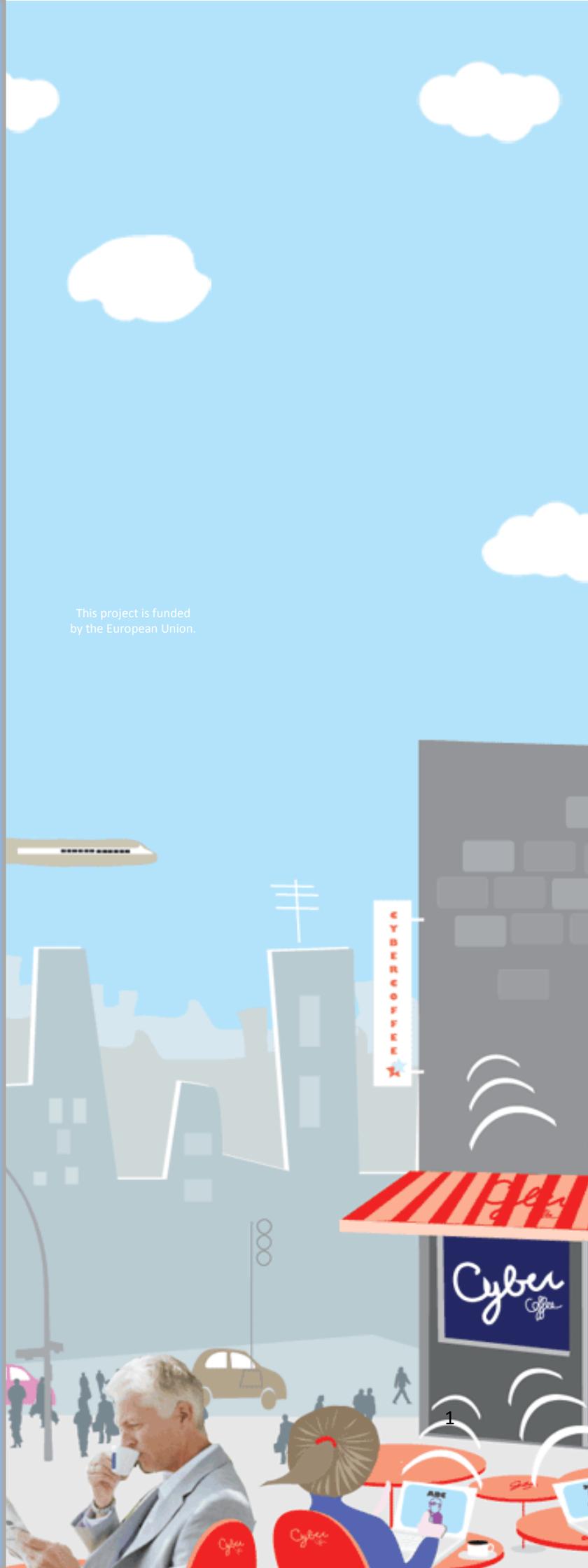


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In comparison with WB countries and Turkey, the survey in Montenegro registers a rather high percentage of the citizen who trust civil society organizations, which results from the fact that the highest percentage of the citizens perceive NGOs as institutions which strongly encourage solving of the problems that citizens of Montenegro are faced with.

Civil society organizations (CSOs) in Montenegro, above average for WB countries and Turkey have positive opinion about mechanisms for the dialogue and cooperation between CSO and public institutions, but it is not supported by some more positive experiences in comparison with countries in the region, when it comes to consultation processes.

Survey in Montenegro records the smallest percentage of CSOs in the region whose documents are accessible to public through website.

Observed in general, representatives of CSO in Montenegro perceive NGO networks as efficient, but more than CSO representatives from the region they point out that they don't see any benefit from participation in CSO networks. This explains the fact that organizations in Montenegro participate in CSO networks somewhat less frequently.

The main problems in the domain of CSO financing in Montenegro are low percentage of beneficiaries of EU funds and insufficient diversification of sources of financing.

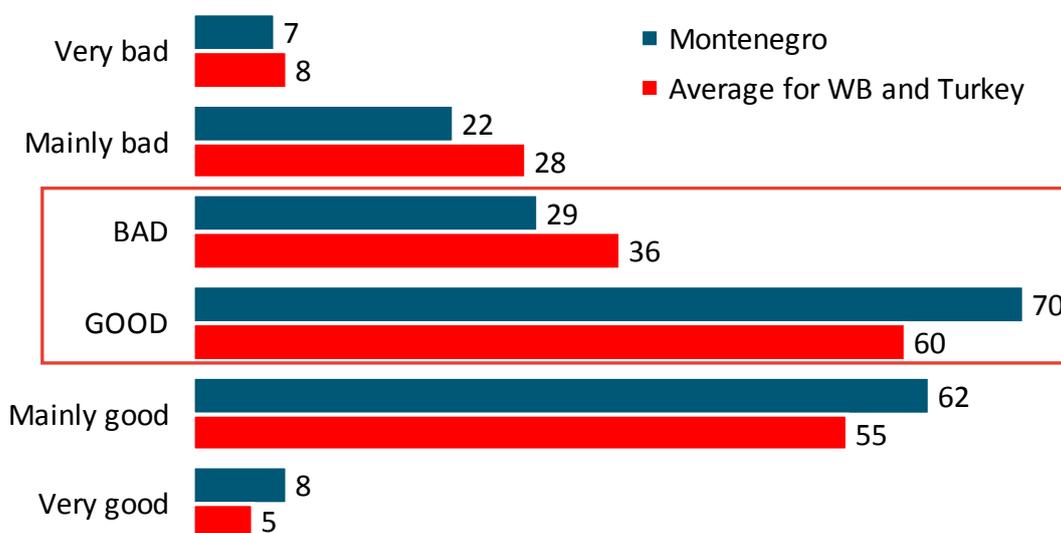
Besides that, financing problems in Montenegro are also reflected in high percentage of organizations which have to adapt to priorities of the donors and collect money for other activities which are not in accordance with strategic plan.

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

Representatives of civil society organizations in Montenegro have a rather positive opinion about current legal regulations which regulate the work of CSOs. Nevertheless, when asked to give suggestions for change of legislation, high percentage of CSO representatives in Montenegro spontaneously mention problems with legal solutions about models of financing the civil society organizations.

Attitudes of CSO representatives in Montenegro are divided when it comes to assessment of circumstances for the development of civil sector in comparison with situation recorded three years ago. One third of CSO representatives think that current circumstances are better (32%), and the same percentage of them point out that circumstances are worse today (31%). This is within the average for WB countries and Turkey, but it is still worth mentioning that almost twice as many extremely negative attitudes (14%) were mentioned than extremely positive attitudes (8%) about the existing circumstances for the development of civil sector.

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

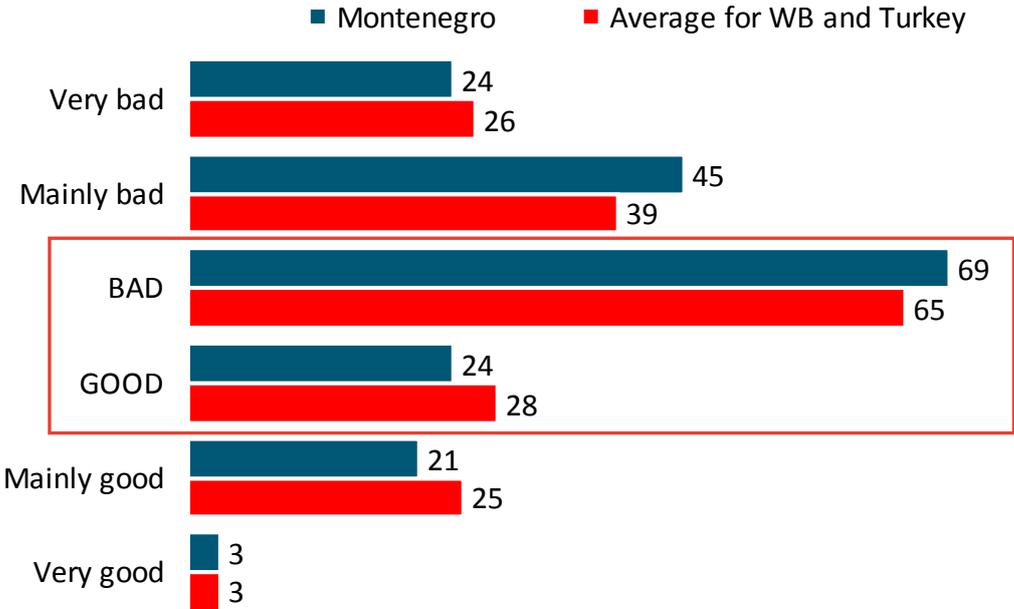


While the attitudes towards the circumstances related to work of civil society in Montenegro are divided, CSO representatives have a very positive attitude towards legal regulations which regulate the work of civil society organizations. Namely, 70% of CSOs consider the legal regulations as good which, besides Kosovo, is the highest percentage in the region.

Civil society organizations in Montenegro 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. Namely, 3 out of 10 CSOs in Montenegro 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 Montenegro. In comparison with countries in the region considerably higher percentage of organizations in Montenegro spontaneously mention problems with financing as the ones which need to be solved legally. In addition to this, CSOs accentuate to a somewhat lesser extent better implementation of the existing legal regulations, as well as stricter control of the activities of NGO sector (8%). It is also interesting that one out of five (20%) CSO in Montenegro simply do not know what needs to be changed in legal regulations in order to improve the functioning of NGO sector.

Legal regulations in Montenegro, when observed in the context of stimulating the development of volunteerism and engagement of volunteers, are evaluated even more negatively in comparison with countries which participated in the survey. One in four (24%) CSOs in Montenegro points out that the existing legal regulations are stimulating, while 69% state that they are not. It is worth mentioning that regarding this question one in four CSOs in Montenegro evaluate the existing legislation with the lowest grade. In comparison with the region, the existing legislation was evaluated more negatively only in Serbia.

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

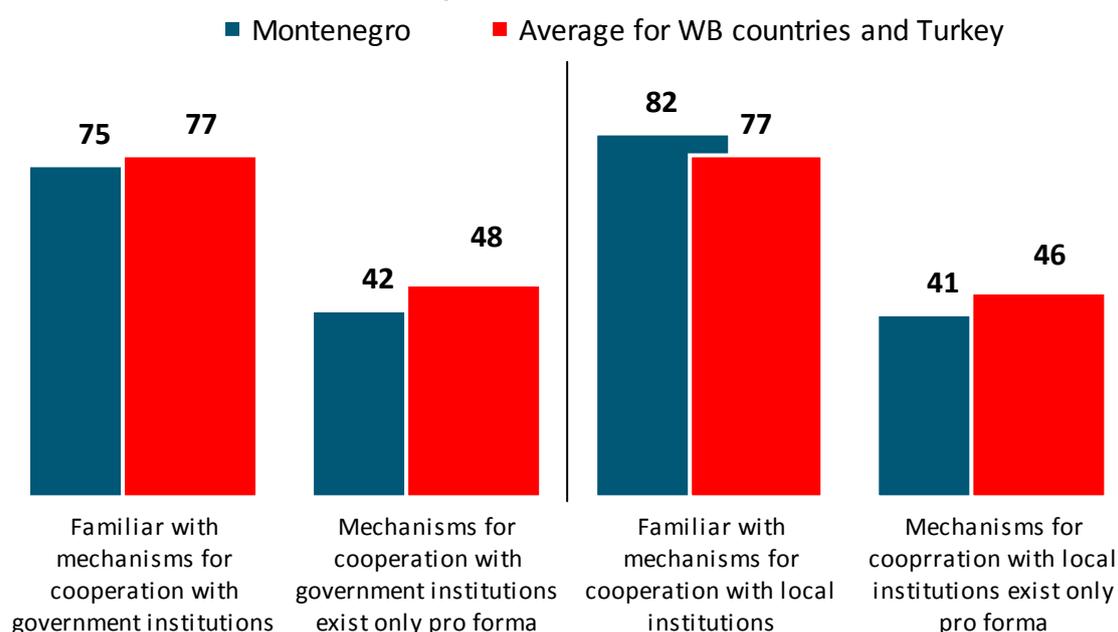


COOPERATION BETWEEN CIVIL SOCIETY ORGANIZATIONS AND PUBLIC INSTITUTIONS

Higher percentage of civil society organizations in Montenegro in comparison with for WB countries and Turkey have positive opinion about mechanisms for dialogue and cooperation between CSO-s and public institutions, but it is not supported by any positive experiences in comparison with the countries from the region when it comes to experiences with these consulting processes.

Majority of CSOs in Montenegro claim to be aware of current structures and mechanisms for dialogue and cooperation with local (82%) and state institutions (75%). In comparison with WB countries and Turkey the survey in Montenegro (together with Turkey) records the highest percentage of the CSOs which evaluate positively these mechanisms and consider them useful. Namely, one third (33%) of CSO representatives in Montenegro think that mechanisms for cooperation with state institutions are useful, and 4 in 10 (41%) think the same about mechanisms for cooperation with local institutions.

Figure 2.1: Attitudes towards mechanisms for cooperation with public institutions

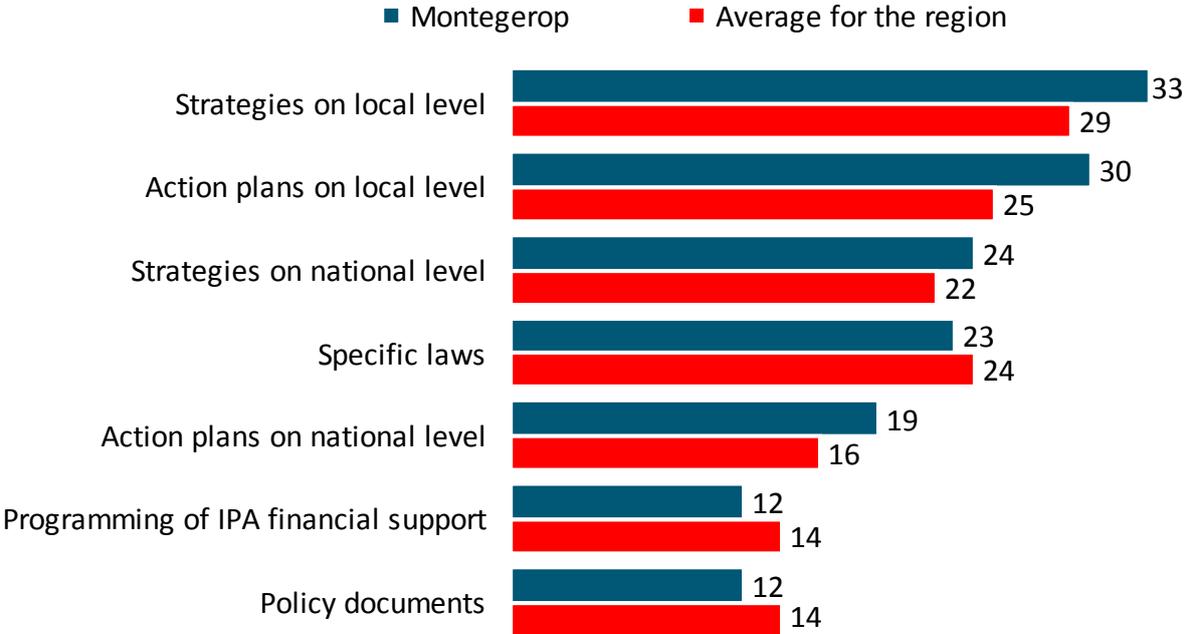


In Montenegro there is a high percentage of civil society organizations which think that mechanisms for cooperation exist only pro forma. Namely, 42% of CSOs think that the existing structures and mechanisms for the dialogue with state institutions exist only pro forma, and almost the same percentage evaluate in this way the mechanisms for dialogue and cooperation with local institutions (41%).

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 those in Montenegro participated in these consulting processes above the average – one half (49%) of CSOs from Montenegro **actively participated**¹ in the mentioned processes **during the pasty three years**, either on local or at national level.

Somewhat higher percentage of CSO in Montenegro participated in drafting of action plans on local than on national level. In comparison with the average for all countries which participated in the survey, the survey in Montenegro registers generally somewhat bigger participation of CSOs in preparation of strategies and action plans on local level, while level of participation is somewhat lower in case of documents and programming of IPA financial support of EU.

GFigure2.2: Participation (in last 3 years) in drafting of.....



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

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

CSOs from Montenegro **which had experience with participation in the mentioned processes** (during the past three years) mention considerably above the average for the region (80%) that they had adequate access to information during the process (91%). Somewhat lower percentage of organizations from Montenegro claim to have had enough time for giving comments during consultations (75%), but it is still above the average 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.

CSOs from Montenegro are somewhat “acknowledged” by national and local authorities 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 percentage of CSOs in Montenegro whose comments have not been taken into consideration (12%) is on the average for WB countries and Turkey (13%). In contrast to that, only 5% of CSOs from Montenegro claim that all their proposals and suggestions were taken into consideration during consulting processes, one fifth of them (19%) state that this happened with majority of their proposals and suggestions. However, the highest percentage of CSOs (61%) claim that only some of their proposals and suggestions were taken into account during consulting processes on national or local level.

Observed in general, one in five CSO (22%) from Montenegro which participated in consultation processes during the past 3 years state that they received no feedback information, and that results of consultations were not published, while 23% of CSOs from the region claim the same. 16% of CSOs from Montenegro which had experience with consultation processes on local and national level during the past 3 years state that government institutions gave detailed enough feedback information, and that results of consultations were easily accessible to all interested parties. 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

Survey in Montenegro registers the lowest percentage of CSOs in the region whose documents are accessible on their website.

Significant percentage of CSOs believe that evaluation of the projects is usually done pro forma. While high percentage of CSOs claim that they evaluate their activities, outsourcing of external evaluators is less frequent than internal evaluation.

There is a pronounced 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.

According to CSO representatives in Montenegro, decision making processes within CSOs are somewhat less 'inclusive' in comparison with the average for the region. While 3 in 10 CSO representatives in Montenegro state 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**, half of this percentage (15%) believe that majority of CSOs in Montenegro are managed in the same manner.

77% of CSOs in Montenegro 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 and broader public about their work.

One in three CSOs in Montenegro (35%) claims that statute of their organization is not accessible to the public. In addition, one in three organizations claim not to have a rulebook (32%), while the same number of organizations claim to have a rulebook which is not accessible to the public on a website (31%). It is particularly important to underline that Montenegro has the lowest percentage of CSOs in the region with a statute (20%) or rulebook (12%) available to the public on a website.

CSO representatives believe that 61% of organizations do not publish or make publicly available their Annual Program based Statement of Work. As a rule, when they talk about the experiences of their organizations the figures are much more optimistic, so 42% of CSOs claim that the organization in which they are engaged does not have an Annual Program based Statement of Work which is accessible to public in any way.

Prescribed financial rules, obligation of bookkeeping and accounting were as generally clear and understandable by CSO representatives in Montenegro (82%), which is somewhat above average in WB countries and Turkey (80%). In addition to perceiving prescribed financial rules, obligation of bookkeeping and accounting as clear, higher percentage of organizations whose representatives consider these rules simple to implement (71%) was also registered.

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 CSOs in Montenegro do not publish financial statements, both the standard ones (64%) and financial statements which had been audited (73%). 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, 45% for those that do not publish financial statements and 58% for statements which were audited.

Even 3 out of 10 CSO representatives in Montenegro (31%) openly claim that project assessments are done only pro forma, while 66% claim that the projects are evaluated only in order to determine the effectiveness and draw lessons for further projects. In addition, one in four CSOs (27%) state that they do not have an established system for evaluation of realization of conducted projects, which is lower than the average for the WB region and Turkey (22%). Half of organizations do not evaluate implementation of organization's strategic plan, and the same number does not practice evaluation of performance of the employees. The average in WB countries and Turkey is considerably lower - 43%, for evaluation of strategic plan and 40% for evaluation of employees. It may be concluded that situation is the worst in Montenegro in regard to the percentage of organizations that perform evaluation.

Although significant percentage of CSOs report that they systematically evaluate the performance of their activities, number of CSOs in Montenegro which practice internal evaluations exceed by far the use of external evaluators. So one in four organizations (24%) use the services of external evaluators when they evaluate the realization of conducted projects, 1 in 10 states that external evaluator is evaluating implementation of organization's strategic plan, while one in fourteen use external evaluator for evaluation of employees performance (7%).

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

As compared with WB countries and Turkey, Montenegro has quite high percentage of citizens who have confidence in CSOs. Strong confidence in CSOs may be a consequence of the fact that citizens of Montenegro believe that NGOs invest most efforts in addressing problems Montenegro is faced with.

One in two CSO representatives (48%) believe that CSOs in Montenegro are not sufficiently visible in public, while the average for WB countries and Turkey is 57%. Quite the opposite, 11% of representatives believe that CSOs in Montenegro are not sufficiently present in public. Among all tested countries, only Albania has higher percentage of representatives who believe that CSOs are too present in public. The remaining 41% of representatives point out that CSOs in Montenegro are present in public to the right extent.

If we observe CSO representatives who believe that CSOs are not present enough in public in all the countries encompassed by the survey, only in Montenegro majority of representatives (60%) criticize the NGO sector in their country saying that organizations themselves are to blame for that situation, since they are not working enough (or in the right way) on increasing their presence in public. On the other hand, 4 out of 10 CSOs (38%) believe that the key reason for this situation is insufficient interest of the media in Montenegro in reporting on CSO activities.

The study „Life in transition II²“, conducted in 2010. in 35 countries for EBRD, suggests that Montenegro belongs to the group of the most 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 Montenegro 6 out of 10 households were affected (60%).

This project studies perception of importance of specific areas and issues for the citizens of the countries encompassed by the project. Citizens of Montenegro are a lot more likely to evaluate all 15 tested areas as important³ 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.

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

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

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

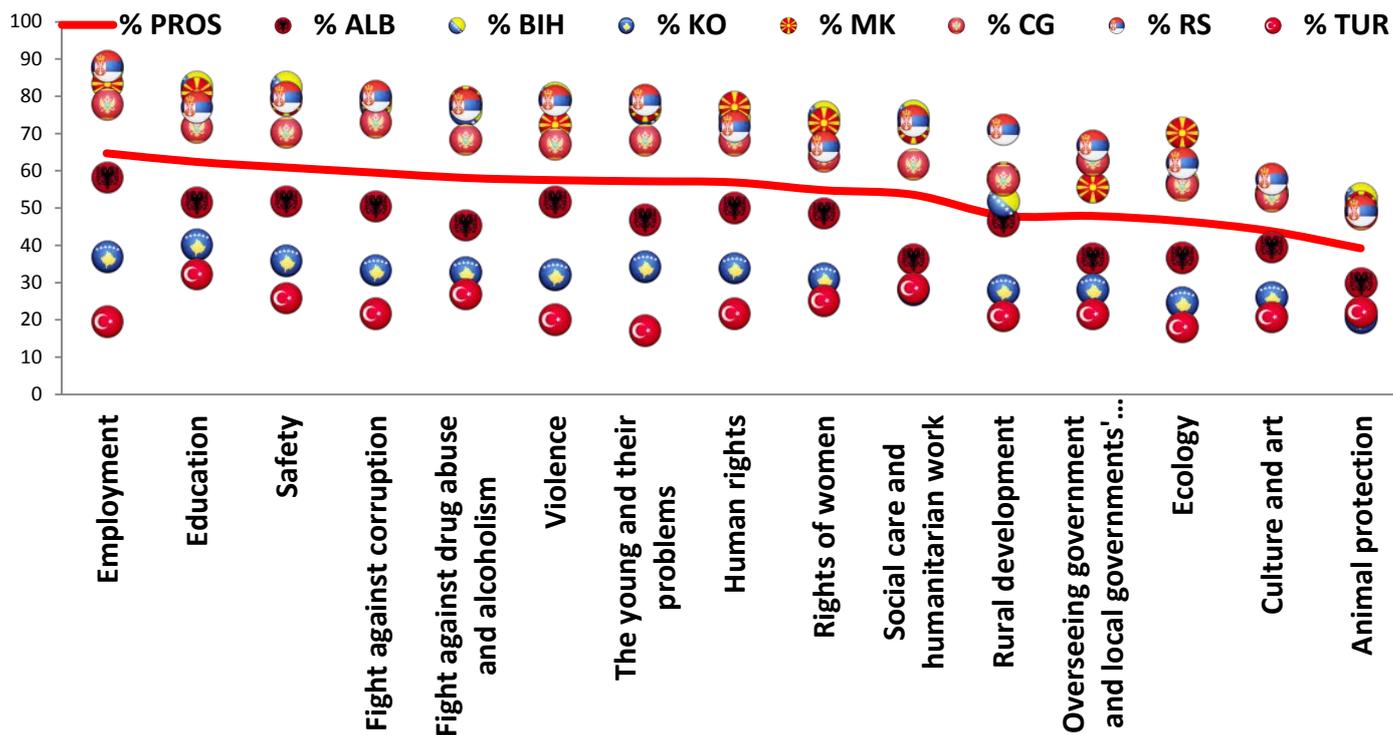
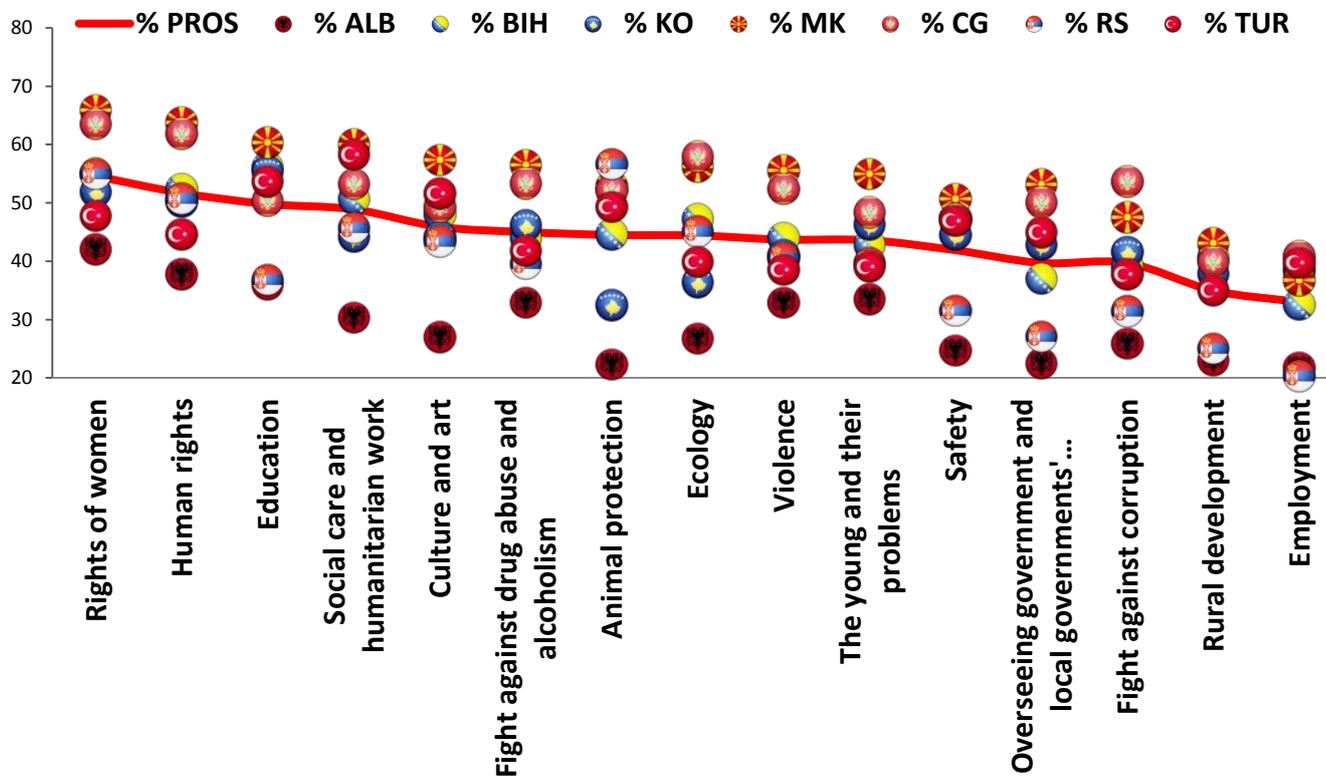


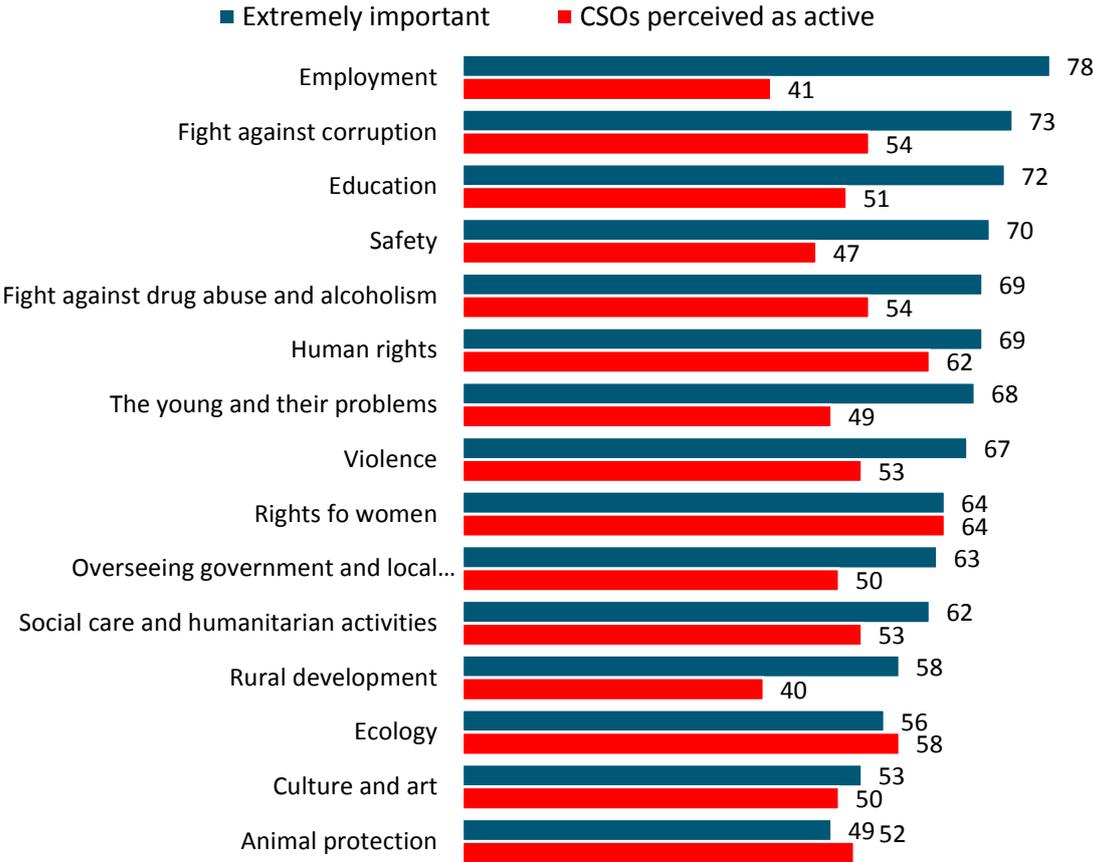
Figure 4.2: Assessment of CSO activities in eliminating the problems in given areas



Same as in most countries in the region, employment is the most important topic for the citizens of Montenegro (78%), and level of CSO activity aimed at addressing the employment issue is perceived as almost the lowest (41%). Citizens believe that NGOs are addressing only rural development issues less than employment. Situation is similar with education, which is positioned as the third most important topic (70%), while level of CSO activity in this field is perceived similarly as in case of employment - education is in the 13th position among 15 tested areas. There are areas such as fight against corruption that are evaluated as important by the citizens of Montenegro, but also as areas CSOs are rather active in. On the other hand, areas such as the rights of women or ecology in which high intensity of CSO activity is usually perceived, are positioned as 9th and 13th most important topics by the citizens of Montenegro.

Therefore, imbalance between actual citizens’ problems and areas that CSO activities are targeting is present: CSOs are least active where they are needed most, and most active in areas not considered very important by the citizens, which is confirmed by correlation coefficient ($r = -0.035$; $p = 0.28$).

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

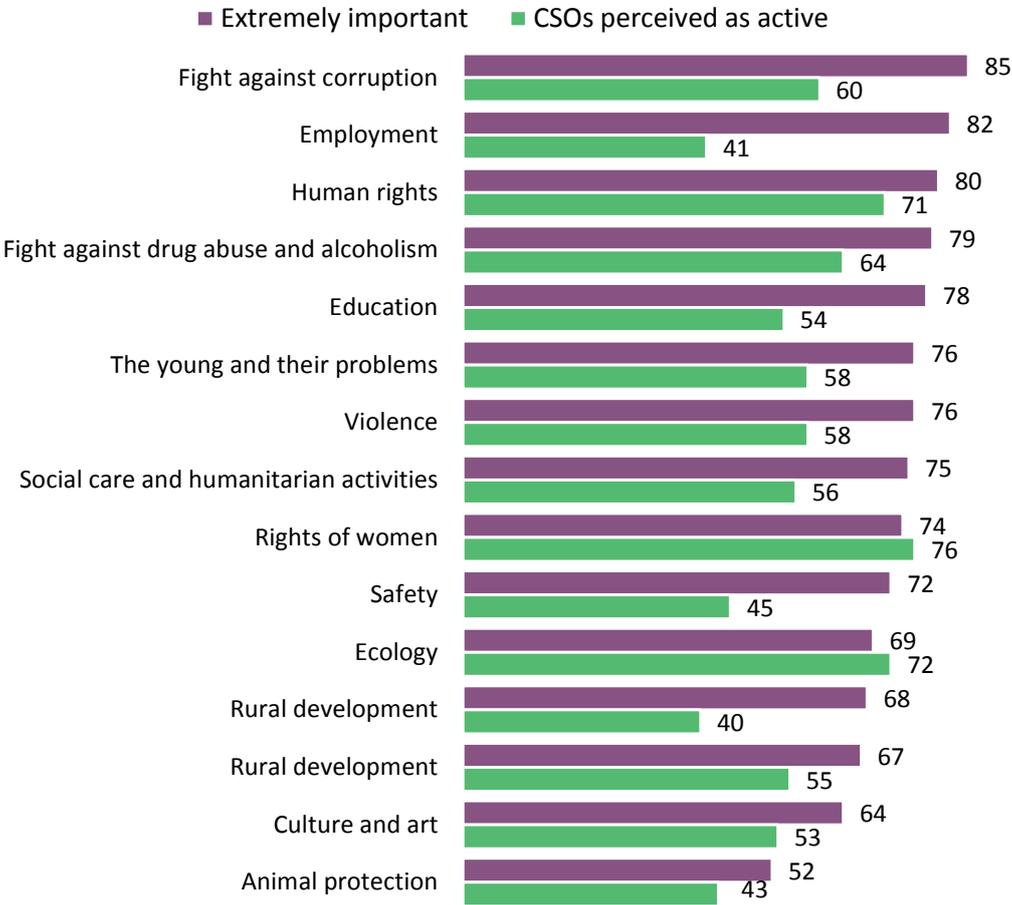


CSO representatives perceive the relationship between priority topics and CSO activities in a similar way – they, like the citizens, believe that NGOs are not active enough in

the key fields. When we compare relevance of areas and activities of CSOs in these areas, we see that correlation doesn't exist ($r=0.10$; $p=0.18$).

In the opinion of CSO representatives, fight against corruption (85%), employment (82%) and human rights (80%) are the most prominent topics in Montenegro. While human rights and fight against corruption, to a certain extent, are perceived as areas NGOs are active in, CSO representatives in Montenegro agree with the citizens that employment is a field CSOs are a lot less active in – employment is in the 14th out of 15 tested areas. In addition, same as in case of citizens, CSO representatives single out the rights of women and ecology as areas with most intensive NGO activity. Importance of these topics in the opinion of CSO representatives matches citizens' opinion – so rights of women are on the position 9, and ecology on the position 11 among 15 tested areas.

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



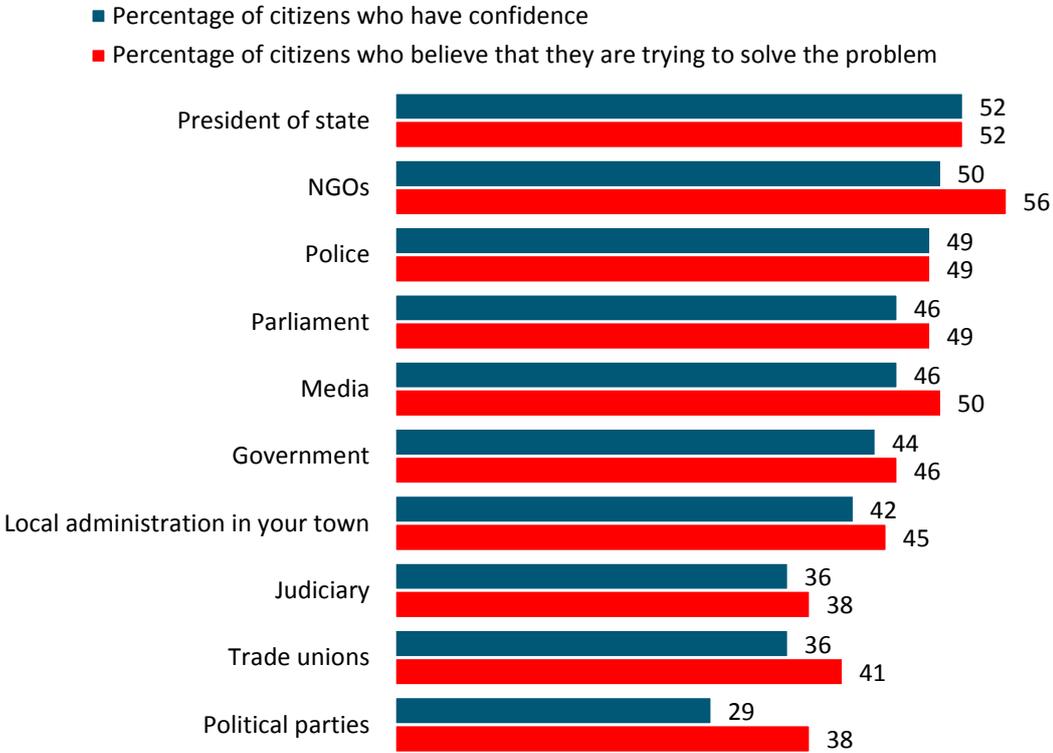
In order to obtain clearer picture of CSO perception, attitudes of Montenegro citizens on other organizations and institutions were tested, primarily on their dedication to solving problems that citizens of Montenegro are faced with, but also on confidence that citizens have in these same organizations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

Citizens have the strongest confidence in the president of state (52%), NGOs (50%) and the Police (49%). On the other hand, they trust political parties (29%), judiciary (36%), and trade unions (36%) the least.

We will pay particular attention to confidence in CSOs. The survey shows that among all the countries encompassed by the survey (Serbia, Bosnia and Herzegovina, Montenegro, Macedonia, Albania, Turkey and Kosovo), Montenegro has a higher degree of confidence in NGO sector, than average in the tested countries. So one in two citizens of Montenegro (50%) trusts CSOs, which is with Bosnia (50%) and Turkey (56%) the highest percentage in the region. Particularly low level of confidence in CSOs is present in Albania and Serbia, where one third (33% and 30% respectively) of respondents trust 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 intensity correlation is present ($R^2 = 0.82$) between confidence in institutions and their efforts to solve problems. We may conclude that strong confidence is a consequence of the fact that citizens of Montenegro believe that NGOs invest most efforts in addressing problems Montenegro is faced with (56%), even more than the president who is trusted most by the citizens.

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 their own words, succeed in attracting and keeping talented associates, which largely depends on having a plan for development of human resources.

Sources of information used most in Montenegro are official sources (official statistics, information from state bodies etc.).

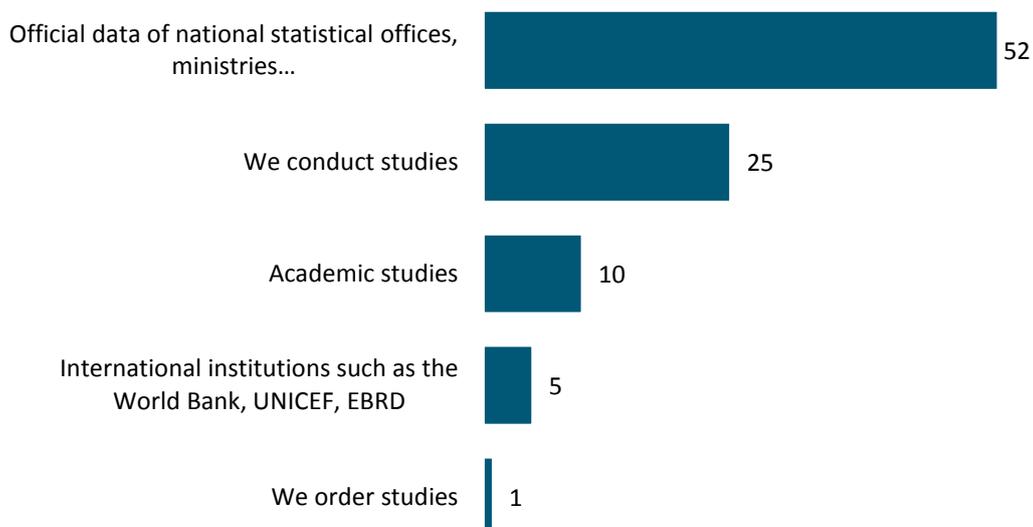
Four fifths of CSO representatives in Montenegro say that their organizations succeed in attracting new members (80%), and somewhat smaller number that they succeed in keeping talented associates (75%).

Plan for development of human resources aimed at attracting and keeping talented associates is available in less than a half of CSOs in Montenegro – 44% CSOs have a plan, while more than a third (36%) openly admits that they don't have this plan. The remaining one fifth (18%) 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, u Montenegro, which have a plan for development of human resources, claim not to be able to keep talented associates, while almost four times as many CSOs (35%) without a plan claim the same.

As for keeping talented associates, among organizations with this plan, one in twelve (8%) say that they fail to keep talented associates, while even six times as many CSOs u Montenegro (47%) without this plan have the same problem.

Figure 5.1: Most common sources of data



CSO representatives in Montenegro who are active in the area of public advocacy, as compared with WB countries and Turkey, are less likely to use research results and analysis for your advocacy activities. Representatives of one in two CSOs in Montenegro (49%) say that they often use this type of data, while almost the same number of CSO representatives (47%) state that they rarely use research results and analyses. One in four CSOs in Montenegro almost never use research results and analyses for advocacy activities.

When asked about sources of information they use most frequently, highest percentage of CSO representatives in Montenegro (52%) state that they use official data of national statistical offices, ministries etc., while one in four CSO representative says that they conduct researches on their own. In addition, 1 in 10 organizations use academic researches, and 1 in 20 CSOs in Montenegro use international institutions such as the World Bank, Unicef, EBRD... as sources of information. Only 1% of CSOs state that they order researches.

CSO NETWORKING

Observed in general, CSO representatives in Montenegro perceive NGO networks as efficient, but they are more likely than CSO representatives from other countries in the region not to see any use of participating in CSO networks. This can explain why fewer CSOs in Montenegro take part in CSO networks.

CSO efficiency greatly increases with participation in local, national and international CSO networks. The attitude of CSO representatives in Montenegro on efficiency of CSO networks is generally positive and on the same as average for WB countries and Turkey (61%).

As major advantages of taking part in CSO networks, CSO representatives in Montenegro primarily single out opportunity for exchanging experiences and knowledge (15%) and access to information and their exchange (12%). In addition to this, they also mention joint activities and cooperation (10%). It should be underlined that, even besides generally positive attitude towards efficiency of CSO networks, even **14% of CSO representatives in Montenegro state that CSO networks are of no use**, which is above the region average (8%).

As compared with other countries that participated in the survey, fewer CSOs in Montenegro are members of NGO networks. CSOs in Montenegro are, according to their representatives, more likely to be members of national CSO networks than local and especially international. But if we observe only CSOs that belong to a network, it is visible that CSOs in Montenegro are most active in local networks.

Less than a half of organizations (45%) are not members of any national network. CSOs in Montenegro, which belong to at least one national network, are active in 2.77⁴ national CSO networks on average.

As for local CSO networks – **57% of CSO representatives in Montenegro state that their organizations do not belong to any local network.** CSOs in Montenegro, which belong to at least one local network, are active in 3⁵ local CSO networks.

As it was mentioned earlier, participation in international CSO networks is the rarest. **Two thirds of CSO representatives in Montenegro (67%) state that they are not members of any international CSO network.** CSOs in Montenegro, which belong to at least one international network, are active in 1.77⁶ international CSO networks on average.

⁴ 5% Trimmed Mean

⁵ 5% Trimmed Mean

⁶ 5% Trimmed Mean

FINANCIAL SUSTAINABILITY OF CSOs

Low percentage of EU funds users and insufficient diversification of sources of financing are the main problems in the domain of CSO financing in Montenegro. In addition, many organizations adapt to donors' priorities and collect funds for other activities not in line with their strategic plan.

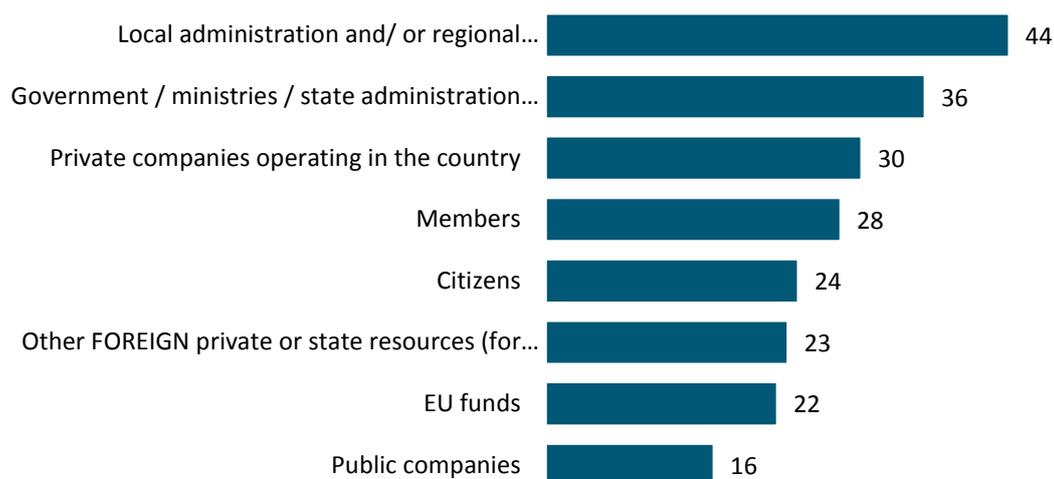
Discrepancy between the opinion of CSO representatives on the situation in the entire sector and the situation in their own organization is extremely large in terms of the mode of collecting funds for organization activities.

CSO representatives in Montenegro state that about two thirds of CSOs (65%) within NGO sector mainly adapt to donors' priorities and collect means for other activities not in line with their strategic plan, and that only 38% of 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 4 out of 10 CSOs in Montenegro (41%), at least declaratively, conduct activities focused on collecting funds in line with the organizations' strategic plan. This is the lowest percentage considering all the countries that took part in the survey.

Diversity of sources of financing is extremely important for sustainability of NGO sector. CSOs in Montenegro are at the level of average in the countries included in the survey – CSOs in Montenegro, on average, have somewhat more than two sources of income (2.2) per CSO.

Figure 7.1: Sources of CSO financing



CSOs state that they had income from various sources in the past fiscal year, and singled out as the most common were state-related sources of income – so local governments and regional administrations are mentioned by 44%, and government, ministries and other state bodies, by one in three CSOs (35%) in Montenegro. Private companies as sources of financing are mentioned by 3 out of 10 organizations. In addition to these sources, CSOs also mention their members (28%), as well as citizens (24%). EU funds (22%) and public companies (16%) are the least used sources of financing among CSOs in Montenegro.

METHODOLOGY

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

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

DATA COLLECTION METHOD	F2F in the respondent's household
SAMPLE UNIVERSE	Population of Montenegro 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 3 geo-economic regions
POST STRATIFICATION	By: gender, age, type of settlement, geo-economic region
SAMPLE SIZE	1048 (with 136 sampling points)
CONFIDENCE INTERVALS:	95% confidence interval for occurrences with incidence of 5% je (3.67%, 6.33%) 95% confidence interval for occurrences with incidence of 20% je (17.55%, 22.45%) 95% confidence interval for occurrences with incidence of 50% (46.94%, 53.06%)
FIELDWORK	March 2014.

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

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

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

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

Sample size was set taking several key issues into account – the need for precise enough indicator evaluation, the need for sufficient sample dispersion, or maximizing indicator variance, size of reference frame (or estimate of the real number of organizations that can be interviewed in regard to their total number) and available survey budget. Experience with business-to-business surveys, as mentioned already, implies that universe of enterprises, and also CSO (confirmed empirically) is very homogenous, so precise and reliable evaluation can be obtained on somewhat smaller samples. **Taking all this into account, it is estimated that the sample of 182 CSOs can provide satisfactory geographic dispersion, distribution by activity category and precision and reliability of indicator evaluation.**



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