



Civil society organizations in Turkey



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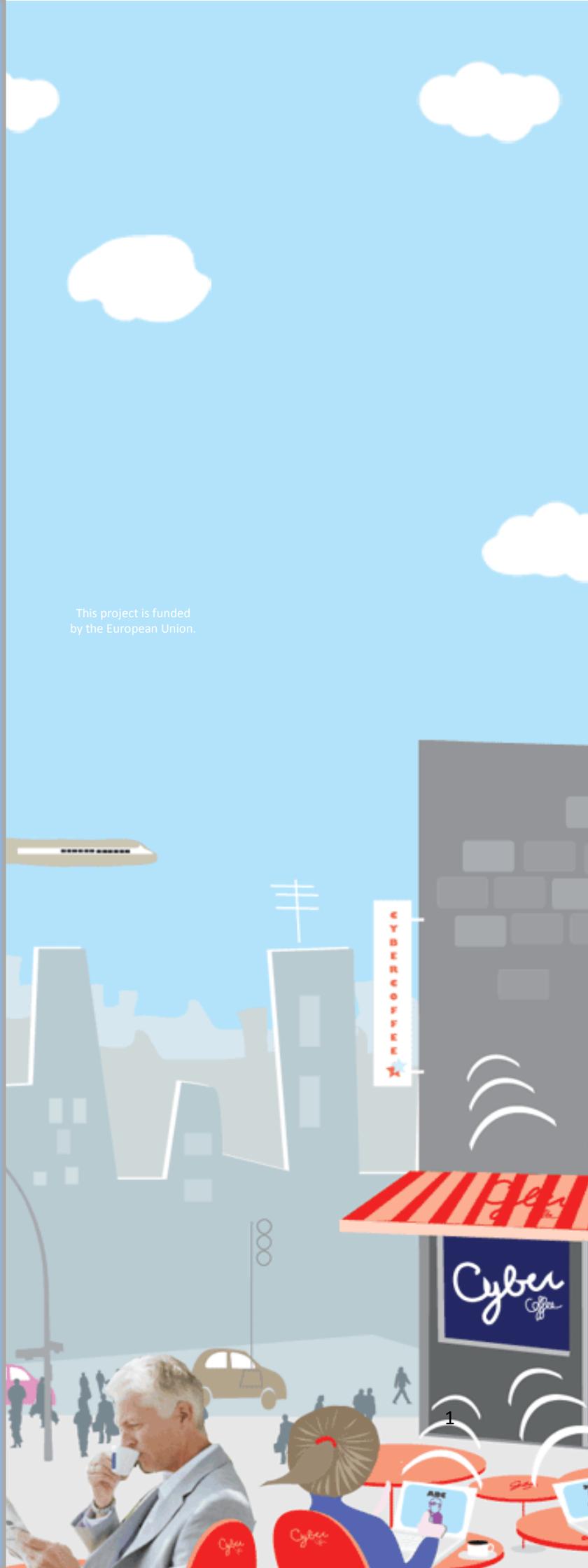


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High level of CSO activities directed towards solving the problems which the citizens of Turkey currently consider as the most important is one of the factors which influenced the citizens to show high degree of confidence in CSOs in comparison with other institutions and organizations.

High percentage of CSOs in Turkey think that mechanisms for dialog and cooperation with public institutions are efficient, which is the result of expressly positive experience (in comparison with other countries from the region) during consulting processes. Nevertheless, it is worth mentioning, that average number of consulting processes in which CSOs participated is the lowest in the region.

Accessibility of CSOs' documents in Turkey is on considerably higher level in comparison with other countries that participated in the survey.

In comparison with the average for WB countries and Turkey, representatives of CSO in Turkey have more negative attitude towards networks and they don't consider them as efficient.

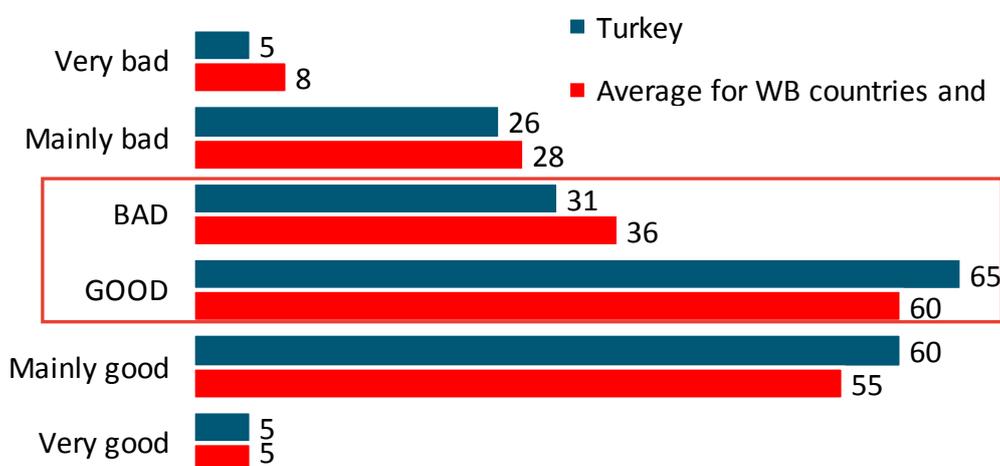
EVALUATION OF LEGAL REGULATIONS AND CIRCUMSTANCES FOR THE DEVELOPMENT OF CIVIL SECTOR

Representatives of civil society organizations in Turkey have rather positive attitude towards current legal regulations in general. Legal regulations which stimulate the development of volunteerism and engagement of volunteers is also evaluated more positively in comparison with other countries in the region.

In comparison with other countries in the region, CSO representatives in Turkey evaluated most positively the circumstances for development of civil sector in relation to the period of three years ago. Considerably higher percentage of CSOs think that current circumstances are more favorable – 58% favor the current situation, while 2 out of 10 CSOs think that current circumstances are worse. It should be noted that only 4% of CSO in Turkey point out that current circumstances are **much more unfavorable** in comparison with the period of three years ago – which is by far below the average (14%) for WB countries and Turkey.

In comparison with other surveyed countries, Turkey is slightly above the average when it comes to legal regulations which regulate the work of CSOs in Turkey.

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



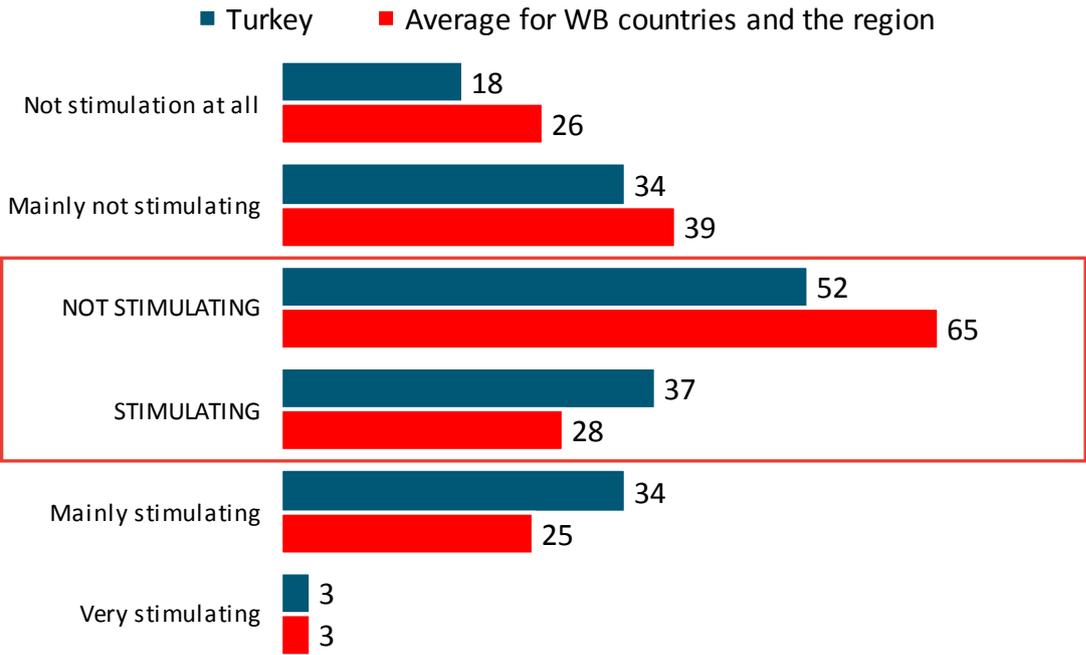
Two thirds of CSO representatives in Turkey (65%) state that they are satisfied with the existing legal regulations. It is noteworthy that neither extremely positive nor extremely negative attitudes towards the existing legal regulations were not registered, because only 5% CSOs evaluate the legal regulations with either the worst or the best grade.

Instead of concrete changes in legislation which would improve their status, CSOs in Turkey spontaneously mention, that it is necessary to implement the existing solutions (20%) and realize better cooperation and support of state bodies (19%). When it comes to changes of legal regulations which would improve the functioning of CSOs in Turkey, one out of nine

(11%) CSOs representatives specify simplification of procedures regarding registration, financial reports, etc.

Similar to legal regulations which regulate the work of NGO sector in general, legal regulations, when observed in the context of stimulating the development of volunteerism and engagement of volunteers, are evaluated more positively by CSO representatives in Turkey than in other countries in the region. Of all countries which participated in the survey, legal solutions regulating the engagement of volunteers are evaluated most positively in Turkey. Although CSO representatives in Turkey gave the best grades in the region to legal regulations, still only 37% of them evaluate the legal regulations as stimulating for the development of volunteerism and engagement of volunteers, while every second CSO representative (52%) points out that these legal regulations are not stimulating. It is worth mentioning that one out of five CSO (18%) in Turkey evaluate the current legal regulations with the lowest grade.

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

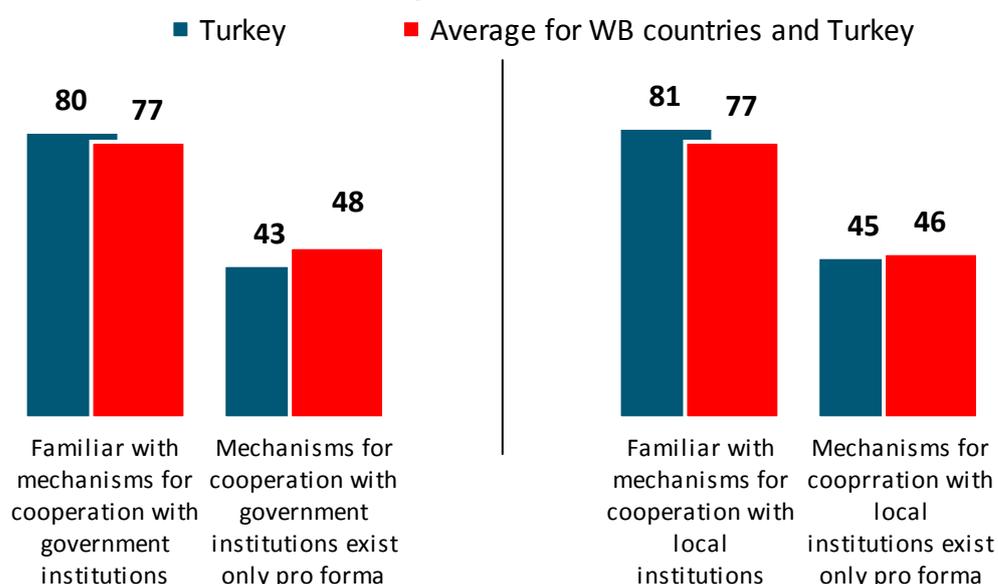


COOPERATION BETWEEN CIVIL SOCIETY ORGANIZATIONS AND PUBLIC INSTITUTIONS

Although the survey registers smaller percentage of CSOs in Turkey which participated in some forms of consulting with public institutions, CSOs had positive experience with these processes. Their comments were taken into consideration and they received detailed feedback, which is why CSOs in Turkey evaluated quite positively the existing mechanisms for the dialogue with public institutions.

Majority of CSOs in Turkey are aware of current structures and mechanisms for dialogue and cooperation with local (81%) and state institutions (80%), which is somewhat above the average for the region (77%). While awareness of the mechanisms for cooperation is minimally above the average figures for the region, percentage of those who think that these mechanisms exist only pro forma in on the average (45%) in case of local institutions, and below average for WB countries and Turkey in case of dialogue with state institutions - 43% against 48%.

Figure 2.1: Attitude towards mechanisms for cooperation with public institutions

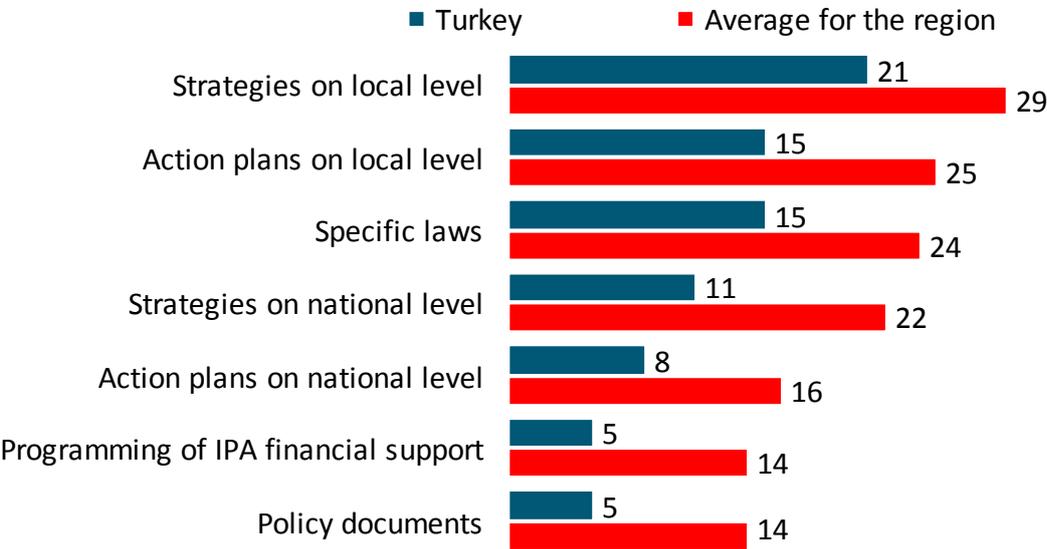


Percentage of CSO representatives who consider the existing mechanisms for cooperation with public institutions useful is among the highest in the region. Namely, almost 4 out of 10 CSO representatives in Turkey (37%), think that the mechanisms for cooperation with public institutions are useful, while 36% of them think the same about mechanisms for cooperation with local institutions.

Observed in general, the participation of civil society organizations in the drafting of various strategies, legislation, policies, action plans and other documents at the local or national level is not high in the entire region. Active participation of CSO from Turkey in mentioned consultations is on the level of average for WB countries and Turkey – 4 out of 10 CSOs in Turkey **did not actively¹ participate** in the mentioned processes **during the past 3 years**, either on local or on national level.

In Turkey there is a higher percentage of CSOs which participated in the drafting of various strategies, legislation, policies, action plans and other documents at the local level than on national level. CSOs in Turkey participated to the lowest extent in drafting the policies and programming IPA EU financial support during the past 3 years.

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



Survey in Turkey registers considerably smaller percentage of CSOs in comparison with average figures for the region which participated in the mentioned forms of consulting processes. This is particularly interesting if we remember that CSO representatives in Turkey evaluated most positively the mechanisms for cooperation with public institutions (primarily those on state level).

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.

Percentage of CSO from Turkey which had adequate access to information and enough time to give comments during such consultations in the past 3 years is extremely high. Namely, 93% of CSOs claim to have had enough information, which is the highest percentage among the countries which participated in the region. Similarly, percentage of CSOs from Turkey which claim to have had enough time for giving comments during consultations (84%) is also the highest in the region.

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 Turkey are “acknowledged” by national and local authorities to a bigger 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, in comparison with the region, the smallest percentage of CSOs in Turkey claim that their comments were not taken into consideration - 5%.

In addition to that, percentage of CSOs with positive experiences regarding suggestions during consultation processes is also the highest in the region. Namely, 7% of CSOs from Turkey claim that all their suggestions were taken into consideration (average for the region - 5%), while as much as 40% state that majority of their suggestions were taken into consideration (average for the region - 24%). Somewhat higher percentage of CSOs in Turkey (48%) state that some of their suggestions were taken into consideration during consulting processes on local and national level.

Positive attitude toward mechanisms for cooperation with public institutions which is recorded among CSO representatives in Turkey can also be explained by the fact that, in comparison with all countries participating in the survey, there is the highest percentage of CSO (26%) which state that they received detailed enough feedback information from consultations and that results of consultations were available to all interested parties.

One out of eight CSO in Turkey (12%) claims not to have received any feedback and that the results of consultations were not published, while 23% of CSOs from the region claim the same, which is twice as much. Besides that, 6 out of 10 organizations state that they received feedback and that the results were published, but not in all consultation processes.

TRANSPARENCY AND RESPONSIBILITY IN THE MANAGEMENT OF CSO

Declaratively, almost all civil society organizations inform all interested groups about their activities. Besides that, survey in Turkey registers the highest percentage of CSOs in the region which have documents accessible to public.

In surveyed countries there is a big 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 CSOs are managed. This discrepancy is recorded in Turkey to a considerably smaller extent.

According to representatives, decision making processes within CSOs in which they are engaged are somewhat more 'inclusive' in comparison with countries from the region. While 3 out of 10 CSO representatives in Turkey claim that, **in majority of cases the decisions are in compliance with prescribed rules and they include consultations with the employees and volunteers**, one out of four CSO believes that majority of CSOs in Turkey are managed in the same way. Evaluation of CSO representatives about the decision making processes within organizations in which they are engaged are on the level of average for WB countries and Turkey (31%), but on the other hand, evaluation of the way in which CSOs in Turkey are managed (25%) is above the average for the surveyed countries (21%).

Besides the fact that percentage of CSOs (77%) which state that there is, by internal acts defined obligation to inform their members, stakeholders or broader public about the results of their work is the smallest in Turkey in comparison with the region, number of CSOs which state that they actually inform all of these instances about their activities is above the average figures for WB countries and Turkey.

When it comes to accessibility of CSO's statute and Rulebook, CSOs in Turkey differ drastically from other countries which participated in the survey. While on average 3 out of 10 CSOs in the region do not have a statute which is publicly accessible, in Turkey only 15% of CSO claim that their statute is not accessible to public. On the other hand, in comparison with the average figures for all countries participating in the survey (40%) in Turkey the survey registers 74% of CSOs which state that they have a statute which is accessible on their website. Situation is similar with the Rulebook. In comparison with the statute, somewhat lower percentage of CSOs claim to have a Rulebook accessible on their website (58%). Nevertheless, this percentage is the highest in the region anyway (average for the region - 25%).

When it comes to average figures for the region, 3 out of 10 CSO representatives claim not to have a Rulebook, and the same percentage of them claim to have it, but it is not accessible to public. Similar to statute, percentage of organizations in Turkey which do not have a Rulebook (23%), or which have it but it is not accessible to public (11%) is considerably smaller in comparison with WB countries and Turkey.

CSO representatives in Turkey believe that 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 31% of CSOs admit 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 Turkey (80%), which is at the average level for WB countries and Turkey. Also, the percentage of those who evaluate clarity of these rules negatively (16%) is at the level of average in the region. Besides assessing prescribed financial rules, obligation of bookkeeping and accounting as clear, CSOs are also somewhat more likely to consider these rules simple to implement (71%).

Same as in case of other issues studied here, CSO representatives have more negative perception of the whole sector than of their own organization in terms of financial statements. CSO representatives in Turkey believe that significant number of CSOs in Turkey do not publish financial statements, both the standard ones (70%) and financial statements which have been audited (72%). 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, 43% for those that do not publish financial statements and 46% for statements which were audited. It should be pointed out that the highest percentage of CSOs in the region with financial statements available on web pages is registered in Turkey, same as in case of other documents.

One in four CSO representatives in Turkey (26%) openly claim that project assessments are done only pro forma, while 74% claim that the projects are evaluated only in order to determine the effectiveness and draw lessons for further projects. Furthermore, one in seven CSOs (24%) state that they do not have an established system for evaluation of the realization of conducted projects, which is just slightly better than average for WB countries and Turkey (22%). Evaluation of Implementation of organization's strategic plan is not conducted by 37% of organizations, while 27% of organizations don't practice evaluation of performance of the employees. It may be concluded that percentage of CSOs that evaluate their strategic plan and particularly evaluate their employees' performance, is among the highest in the region. Although significant percentage of CSOs report that they systematically evaluate the performance of their activities, number of CSOs in Turkey which practice internal evaluations exceed by far the use of external evaluators. So, just 3 out of 10 CSOs use external evaluators when they evaluate the realization of conducted projects, while 2 out of 10 organizations engage external evaluator to evaluate the implementation of organization's strategic plan, and to evaluate employees' performance.

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

In Turkey, all examined problems are evaluated as less important than in other countries encompassed by the survey, while degree of CSO activity is evaluated as rather high. In addition, many citizens perceive NGOs as engaged in solving problems that citizens of Turkey are faced with.

One in four CSO representatives in Turkey, which is the highest percentage in the region, believe that CSOs are present in public just as much as they should be, while only 3% believe that they are present more than they should be. As opposed to this, 55% of CSO representatives believe that they are not present enough.

Among those who consider presence of CSOs in public insufficient, almost 6 out of 10 representatives believe that the key reason for this is insufficient interest of the media in Turkey to report on CSO activities, while 42% 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 II²“, conducted in 2010. in 35 countries for EBRD, suggests that Turkey 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%, 47% of households in Turkey were affected by the crisis, which is somewhat less than in the countries in transition - 49%.

The fact that Turkey is affected by the global economic crisis to a lesser extent is supported by the survey result which indicate that employment isn't ranked as the first priority (which is the case in all the other countries encompassed by the survey, except for Kosovo where it's in the second place), but as 13th out of all 15 examined areas.

This project studies perception of importance of specific areas and issues for the citizens of the countries encompassed by the project. Citizens of Turkey are a lot less likely to evaluate all 15 tested areas as important³ than average in all countries encompassed by the survey. Observing all countries in the region, citizens of Turkey are the least likely to consider all the tested areas important.

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

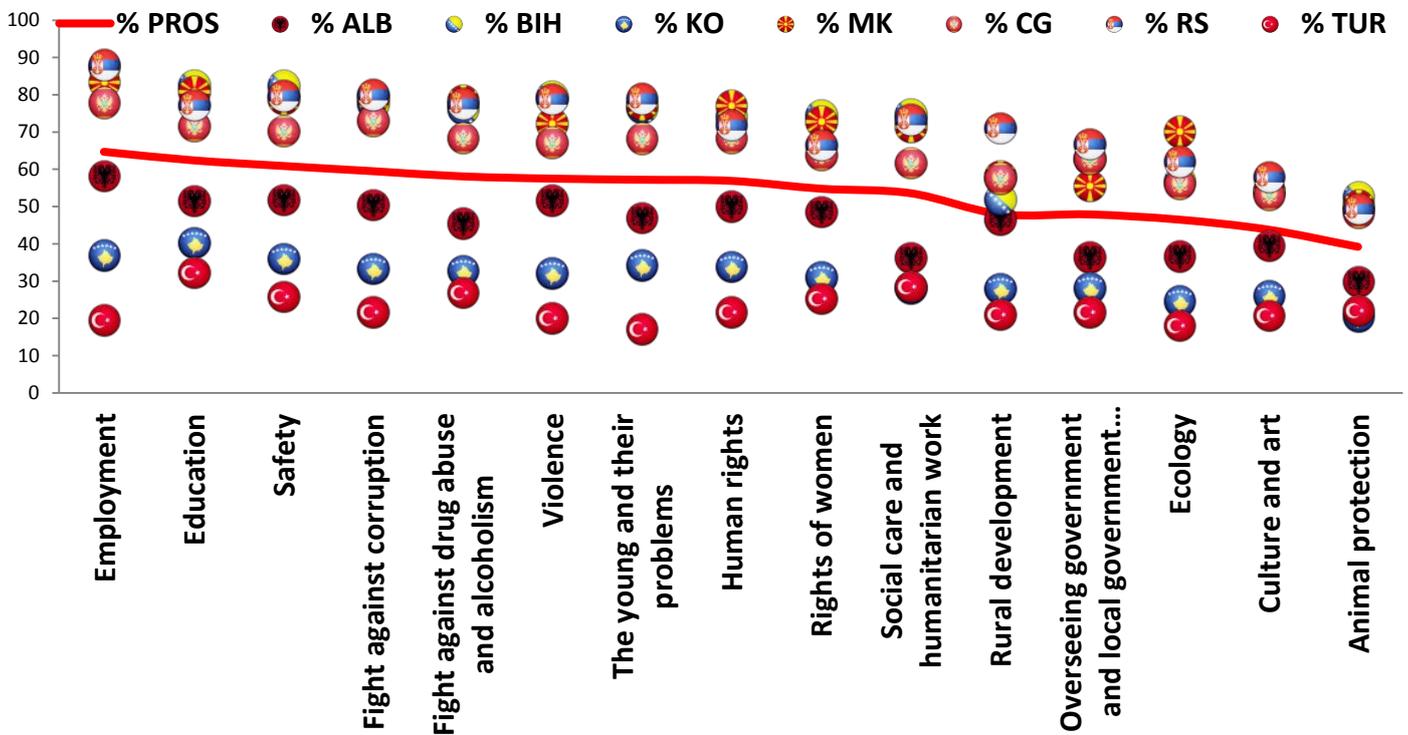
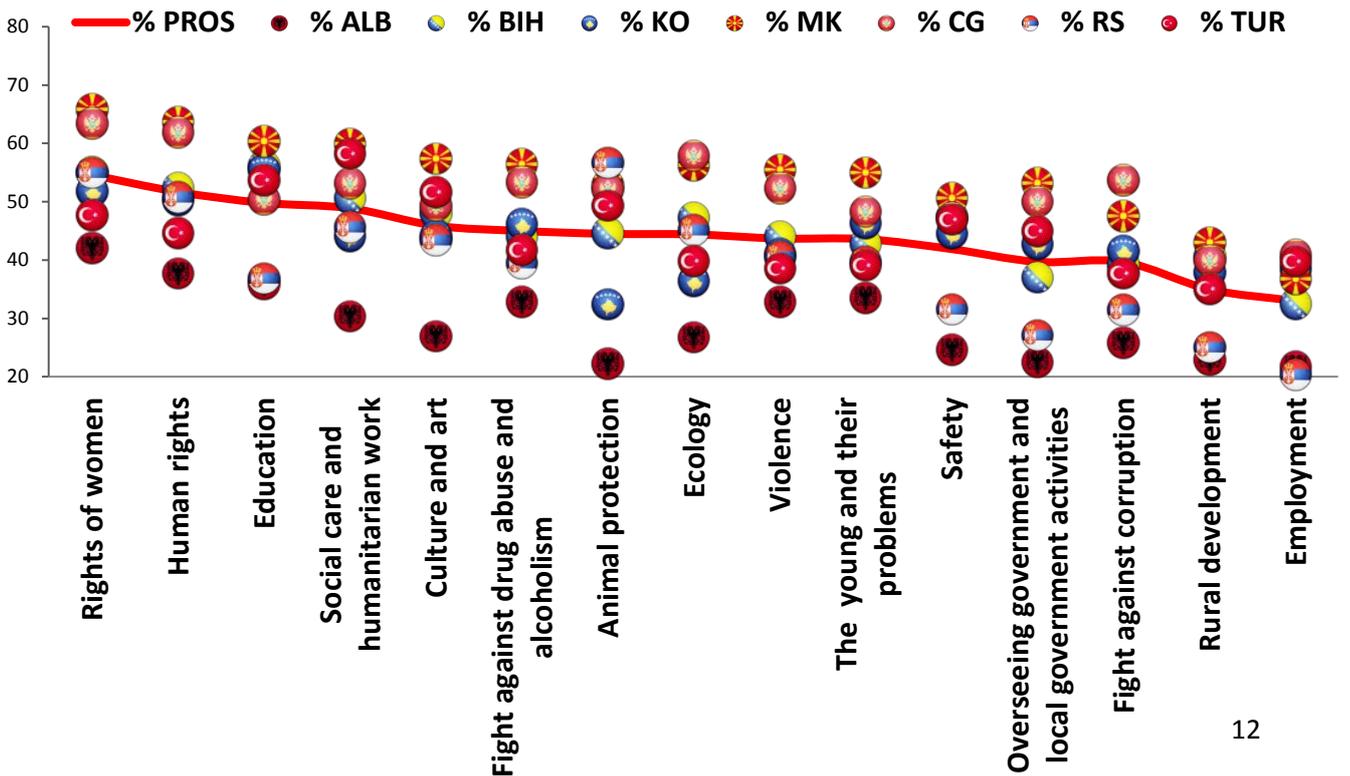


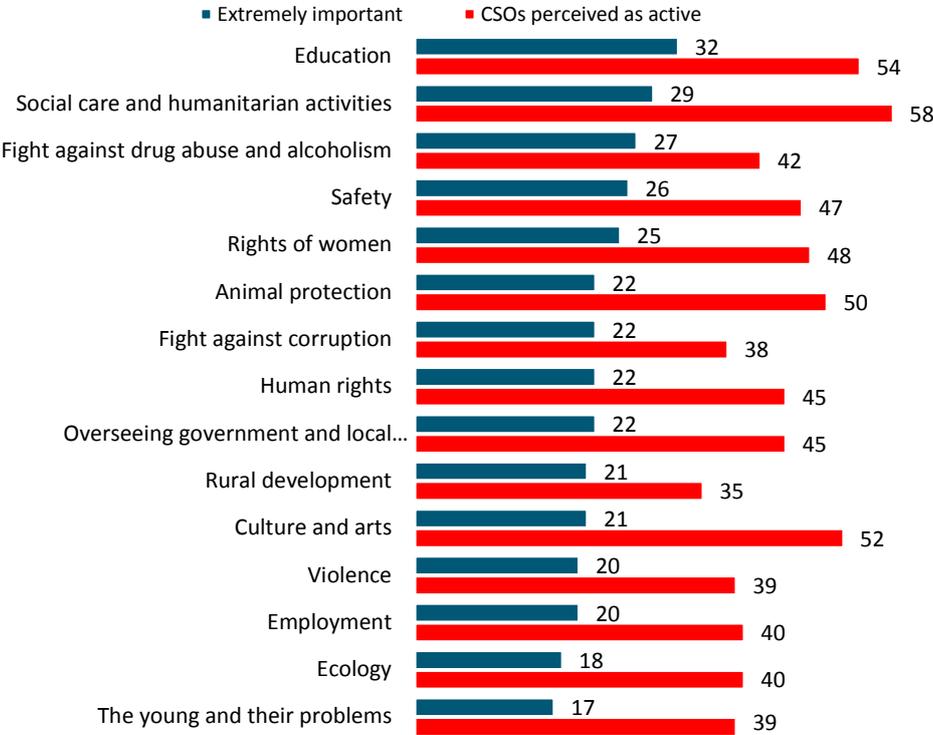
Figure 4.2: Assessment of CSO activities in eliminating the problems in given areas



Education (32%) and social care and humanitarian work (29%) are the most relevant topics for the citizens of Turkey. Citizens of Turkey evaluate CSO activities on solving issues in education (54%) and social care and humanitarian work (58%) as the most intensive of all 15 tested areas. On the other hand, the young and their problems is, according to citizens, the least relevant topic (17%), and degree of CSO activity in this area is also perceived as rather low (39%), so this topic is in the 12th out of 15 tested areas.

It needs to be underlined that citizens of Turkey are a lot less likely to evaluate all tested areas as important than citizens of other countries encompassed by the survey. Citizens’ perception of NGO activities in these areas is a lot closer to average in WB countries and Turkey, and even above average in some areas, such as social care and humanitarian work (58%).

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

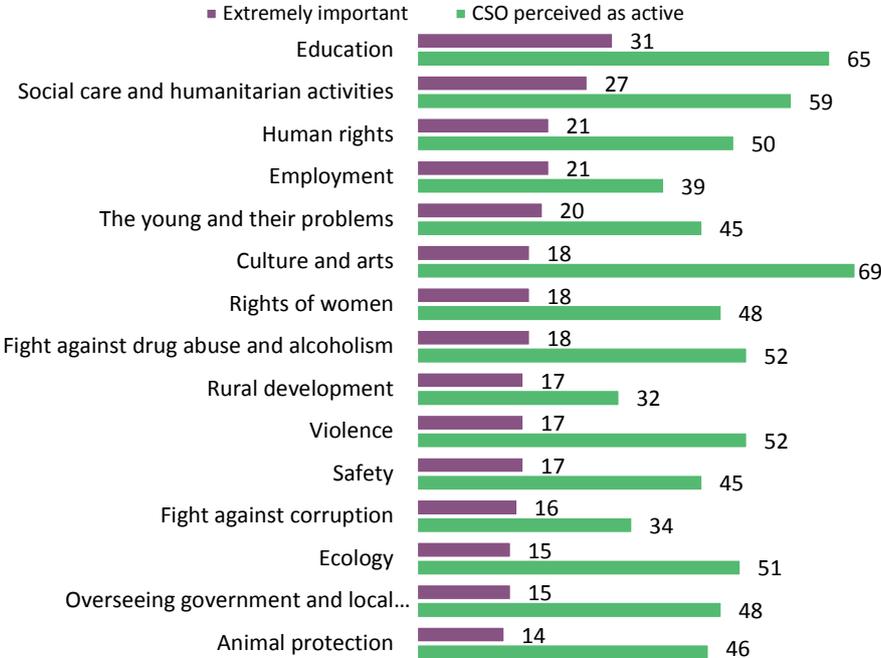


CSO representatives perceive the relationship between priority problems and CSO activities in a similar way – they also ($r = 0.53$; $p=0.001$), just like the citizens ($r = 0.63$; $p=0.001$), consider NGOs very active in the most important areas. The degree of matching between priority problems and CSO activities aimed at solving these problems, although lower than in general population, is still higher than in other countries encompassed by the survey.

In the opinion of CSO representatives, same as in the opinion of the citizens, education is the most prominent topic (31%). CSO representatives also state that NGO sector in Turkey is very active in the area of education (65%). Situation is similar with social care

and humanitarian work. CSO representatives in Turkey are more likely than the citizens to believe that employment is a relevant topic (21%), but they state that degree of CSO activity in this area is rather low (39%).

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



CSO representatives, who have better insight in NGO sector activities, state that areas where CSOs are most active in are culture and art, and then education and social care and humanitarian work.

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

Citizens have most confidence in the president of state (70%), the Police (68%), and then in NGOs (56%). On the other hand, they have least confidence in the media (21%), political parties (29%) and trade unions (30%).

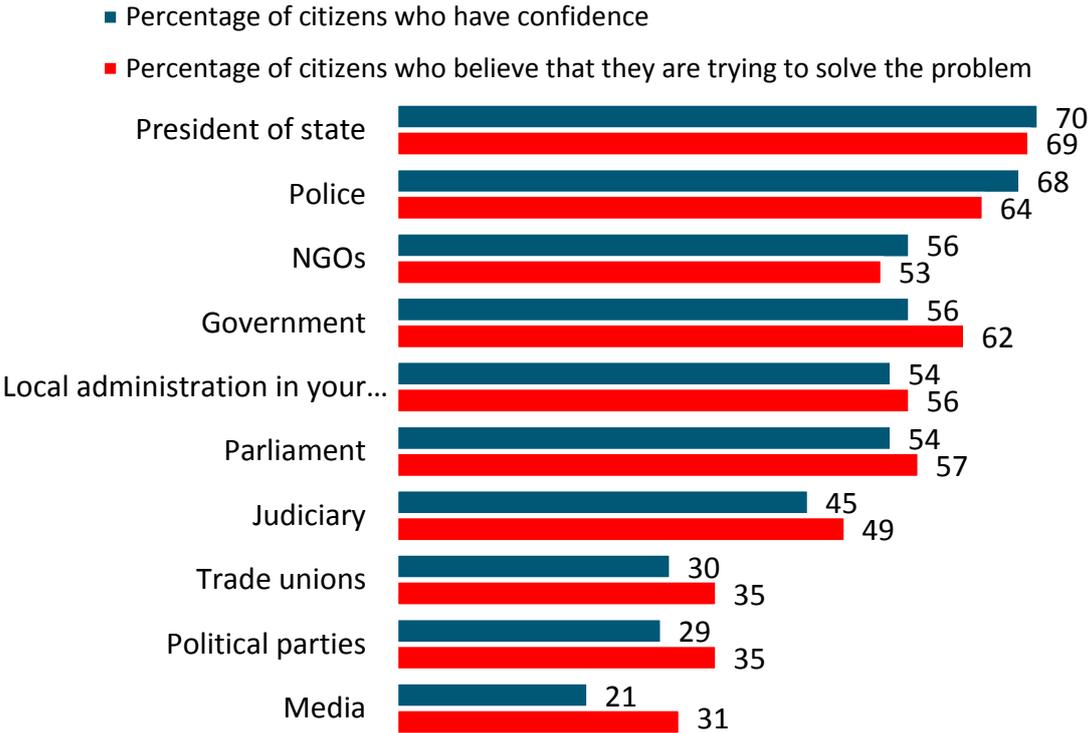
Particular attention is paid to confidence in CSO. The survey results show that Turkey has the highest degree of confidence in NGO sector as compared with other countries encompassed by the survey. More than half of citizens of Turkey (56%) have confidence in CSOs.

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 ($R^2 = 0.74$) between confidence in institutions and their efforts to solve problems.

16% of citizens of Turkey believe that CSOs are making great efforts to solve the problems in the country, while on the other hand, almost the same percentage (17%) states that CSOs make no effort at all.

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



HUMAN RESOURCES AND SOURCES OF INFORMATION USED BY CSOs

Although many CSOs active in Turkey have a plan for development of human resources, Turkey has the highest percentage of CSOs that, in the words of their representatives, fail to attract and keep talented employees. Almost all CSOs in Turkey state that they don't use just specific sources of information, but that they use numerous sources.

As compared with all the countries encompassed by the survey, lowest percentage of CSO representatives in Turkey state that their organizations succeed in attracting new members (75%) and in keeping talented associates (71%).

Plan for development of human resources aimed at attracting and keeping talented associates is available in more than half (54%) of CSOs in Turkey, which is above average for WB countries and Turkey (45%). 4 out of 10 organizations (37%) don't have a plan, while representatives of one in eleven (9%) organizations state that they are currently preparing the plan for development of human resources. Having this plan or not largely influences the capability of CSOs to attract and keep talented associates.

This plan is obviously very important for keeping currently active and attracting new associates: according to CSO representatives, one in seven (14%) CSOs with a plan for development of human resources, claim not to be able to keep talented associates, while situation is the same in 51% organizations without this plan. Things are similar also with attracting new members. Only 12% of CSOs in Turkey with a plan state that they fail to attract new associates, while almost four times as many organizations (46%) without this plan are in the same situation.

CSO representatives in Turkey who are active in public advocacy state that almost 7 out of 10 CSOs (68%) use research results and analysis for advocacy activities often, while, on the other hand, one third of CSOs (32%) use this type of data rarely.

When asked about sources of information they use most frequently, representatives of CSOs in the countries encompassed by the survey indicate specific sources of information, primarily official data of national statistical offices, ministries etc., information provided by international institutions such as the World Bank, Unicef, EBRD, available research results and results of projects they conduct on their own.

Unlike representatives of other countries encompassed by the survey, large majority of CSO representatives in Turkey (88%) state that they use numerous information sources for their activities.

CSO NETWORKING

Besides the fact that Turkey CSOs are active in somewhat higher number of CSO networks, as compared with average in the region, CSO representatives in Turkey have the most negative perception of CSO network efficiency.

CSO efficiency greatly increases with participation in local, national and international CSO networks. However, CSO representatives in Turkey don't have a uniform opinion on the efficiency of CSO networks. As compared with all the countries encompassed by the survey, CSO representatives in Turkey have the most negative opinion on efficiency of CSO networks. CSO networks are considered somewhat or very efficient by less than a half (46%) of CSO representatives in Turkey, while average for the region is a lot higher (61%). Only 4% of NGO sector representatives consider CSO networks **very useful**.

Although CSO networks are considered least efficient in Turkey, CSO representatives still indicate certain benefits of taking part in these networks. As the key benefits of taking part in NGO networks, CSO representatives single out opportunity for exchanging experiences and knowledge (28%) and mutual support and assistance (18%). Interesting enough, even with their rather negative opinion on efficiency of CSO networks, just **2% CSO of representatives in Turkey state that CSO networks are of no use**, which is four times less than average (8%) for WB countries and Turkey.

CSOs in Turkey, are, according to their representatives, more likely to be members of local and especially national CSO networks than international. **In Turkey, 45% of CSO representatives state that their organization is not a member of any national network.** CSOs in Turkey, which belong to at least one national network, are active in 3.53⁴ national CSO networks.

Situation is similar with local networks. Somewhat more than a half of **CSO representatives in Turkey (53%) state that their organization is not a member of any local network.** CSO u Turkey which belong to at least one local network, are active in 3.37⁵ local CSO networks.

And as for international CSOs – **6 out of 10 (59%) CSO representatives in Turkey state that their organization is not a member of any international network.** CSOs u Turkey, which belong to at least one international network, are active in 2.47⁶ international CSO networks.

⁴ 5% Trimmed Mean

⁵ 5% Trimmed Mean

⁶ 5% Trimmed Mean

FINANCIAL SUSTAINABILITY OF CSOs

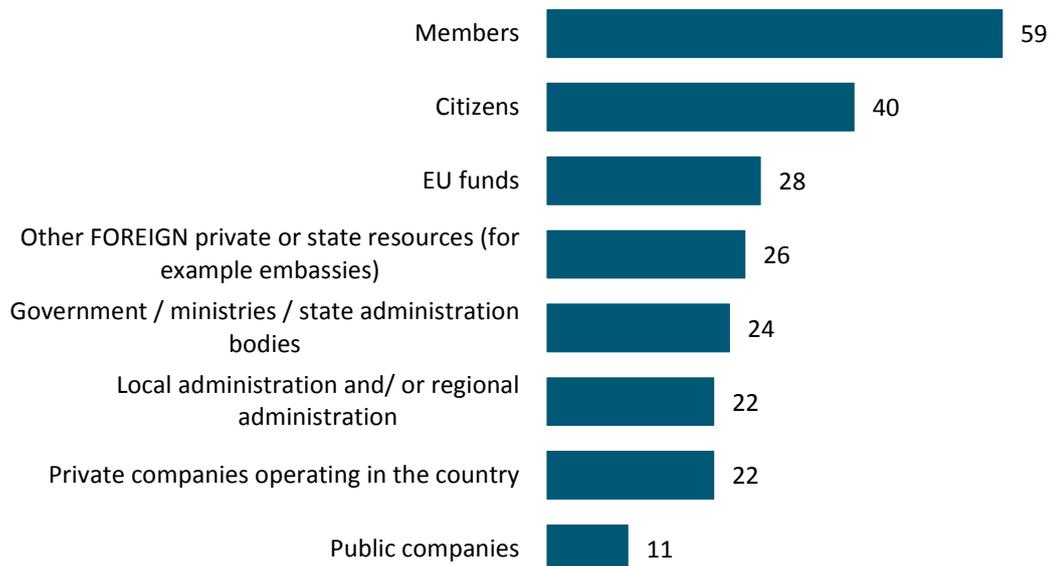
Representatives of CSOs u Turkey state that their members and citizens are their most important financing sources. However, insufficient diversification of these sources is the main problem in the domain of financing CSOs in Turkey. In addition, many organizations adapt to donors' priorities and collect 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 in terms of the mode of collecting funds for organization activities, almost doesn't exist in Turkey.

Representatives CSO u Turkey state that almost half of organizations (48%) within NGO sector mainly adapt to donors' priorities and collect means for other activities not in line with their strategic plan, while 45% 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 (43%) CSOs in Turkey, at least declaratively, conduct activities focused on collecting funds in line with the organizations' strategic plan.

Figure 7.1: Sources of financing CSOs



Diversity of sources of financing is extremely important for sustainability of NGO sector. CSOs in Turkey have somewhat more than two sources of income on average (2.3) per CSO, which is at the level of average for WB countries and Turkey.

Representatives of CSOs active in Turkey state that they had income from various sources in the past fiscal year, and singled out as the most common were members of their organizations with 65% and citizens with 44%, which is by far above the average for WB countries and Turkey, and also the highest in the region. Moreover, one in three CSOs in Turkey mention EU funds, while one in four mention local or regional administration (24%) the government, ministries and state administration bodies (23%).

In the past fiscal year, CSOs in Turkey obtained the smallest funds from companies, either private (19%), or public (11%), as well as other state and foreign sources (for example embassies) – 17%.

METHODOLOGY

DATA COLLECTION METHOD	CATI
SAMPLE UNIVERSE	Population of Turkey 18+;
TYPE OF SAMPLE	Two-stage, random, representative, stratified sample
STAGES	First stage unit – households randomly selected from the list of all household in the given stratum Second stage unit – household members selected with the same probability (SRSWoR) – Kish tables
STRATIFICATION, PURPOSE AND METHOD	By: type of settlement – urban/rural 7 geo-economic regions
POST STRATIFICATION	By: gender, age, type of settlement, geo-economic region
SAMPLE SIZE	1025
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 206 CSO can provide satisfactory geographic dispersion, distribution by activity category and precision and reliability of indicator evaluation.**



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by the European Union.

