



# CIVIL SOCIETY ORGANIZATIONS IN UKRAINE: THE STATE AND DYNAMICS 2002 – 2013

**Civil Society Organizations in Ukraine: the State and Dynamics (2002-2013).** Study Report.  
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This publication presents the results of the annual study of Ukrainian civil society organizations (CSOs) conducted in the period of May – July 2014. The main goal of the study was to identify the level of development of the Ukrainian civil society organizations in 2013 and major development trends observed in the period of 2002-2013. Besides, the report includes findings of the needs assessment of the civil society organizations as well as the challenges they face at the national and regional levels. The report also gives recommendations to the government/public authorities, donor organizations, and CSOs.

This report is prepared within the framework of the *Democratization, Human Rights and Civil Society Development in Ukraine* Project, which is funded by the Danish Ministry of Foreign Affairs and implemented by the United Nations Development Programme. The content, conclusions and recommendations are the responsibility of the CCC Creative Center and do not necessarily reflect the views of Danish Ministry of Foreign Affairs, United Nations Development Programme or other UN Agencies.



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We would like to thank all 575 CSOs representatives who took part in the 2014 study for investing their time in filling in the study questionnaire forms and for sharing their knowledge and information about their organizations. Our special appreciation goes to those CSOs' representatives who have taken part in the surveys since 1998.

The regional coordinators of the study who represent the CCC Creative Center and other civil society organizations successfully gathered information during the field phase. Without their knowledge and expertise this study would not have been as complete and as professional as it is. We would like to thank all CCC Creative Center staff who has contributed time and efforts to the successful completion of the study.

Our special appreciation goes to the UKRAINIAN civil society organizations from the Autonomous Republic of Crimea, Donetsk and Luhansk oblasts that managed to take part in the study at the time of the occupation and the Anti-terrorist operation held in their regions.

Most importantly, this study and publication would not be possible without the financial support of the UNDP *Democratization, Human Rights and Civil Society Development in Ukraine* Project.

# List of Abbreviations

**CSO/NGO** — Civil Society Organization/Non-governmental organization

**CCC** — CCC Creative Center Charitable Foundation

**INTRAC** — The International NGO Training and Study Centre, UK

**ISC** — The Institute for Sustainable Communities (USA)

**USAID** — The United States Agency for International Development

**UNITER** — The Ukraine National Initiatives to Enhance Reforms (USAID)

**UNDP** — United Nations Development Programme

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# Executive Summary

The CCC Creative Center has been studying the state and dynamics of the Ukrainian civil society organizations (CSOs) since 2002. The goal of this study was to identify the level of development of the Ukrainian CSOs. The study had the following objectives: i) to define the capacity of CSOs; ii) to review external relations of CSOs; iii) to review the effectiveness of CSO' program activities; iv) to identify the CSOs' development trends since 2002.

The following **CONCLUSIONS** can be made about the development trends of the institutionalized<sup>1</sup> part of the civil society based on the findings of the study on the state and dynamics of the Ukrainian civil society organizations in the period of 2002 – 2014. The large majority of surveyed organizations were registered in the period of 2000 and 2009. The number of these organizations varied between 560 and 637 in the period of 2002 – 2014. The following areas of activities turned out to be the most common ones amongst the Ukrainian CSOs: *children and youth, civic education, human rights and social issues. Information sharing, trainings and consultations, advocacy and lobbying* have remained the most popular types of activities over the past twelve years. *Youth, all members of the organization, children* and CSOs are the most significant clients of surveyed CSOs; these groups have not changed much over the years the study has been conducted in.

Since 2002 the level of **institutional capacity** of Ukrainian CSOs has fluctuated and gradually gotten worse. There has been a downward trend in the share of CSOs that have a written mission statement and a strategic plan of their activities over the past twelve years. The number of organizations that have permanent staff has decreased as well, although the percentage of CSOs that have duties and responsibilities of their staff in a written form as well as the administrative rules and internal control procedures in place has increased. The number of members in the organizations and ways of attracting new members has not changed much in the course of the past twelve years. Over fifty per cent of CSOs work with volunteers, who are mainly students, service recipients, elderly people and housewives. Since 2002 there has been a gradual downward trend in the number of organizations that work with volunteers. The physical resources of CSOs have not been virtually modernized over the years and computers have gotten old and somewhat outdated as well as other office equipment. The surveyed CSOs tend to receive finance from the international organizations, business, citizens and their members. But the percentage of various funding sources in the CSOs' budgets has changed. Over the past years there has been an upward trend in the amount of individual contributions, grants from the local donor organizations and membership dues in the CSOs' budgets. On the other hand, the organizations have received much less from the business, the international organizations and the state. The budget up to 10 000 USD can be qualified as the "average" budget of a Ukrainian CSO. The institutional capacity of CSOs varies depending on the region a CSO is from. The CSOs from the Western and Southern parts of country are the most developed ones.

The study of **the external relations** of CSOs has demonstrated that organizations cooperated with a wide range of institutions, formal and informal groups operating in the society. Although there are different reasons why CSOs cooperate with them and the level of cooperation also varies. For instance, CSOs maintain regular contacts with the government agencies and, in most cases, both parties are interested in this cooperation. There has been an upward trend in the number of CSOs that think that CSOs' activities complement the work of the public authorities, and that the overall coordination has gotten better over the years. There has been a downward trend in the number of CSOs that have conflicts with the government agencies and think that the public authorities use them to get what they need. The level of cooperation between CSOs has remained high over the past twelve years. This cooperation includes information and experience sharing and participation in the events of other organizations. Since 2002 the number of CSOs that cooperate with the business has increased and the business interest in this cooperation seems to be on the rise. In 2014, similar to previous years, the majority of organizations acted as grantees of the donor organizations. The cooperation of CSOs and the community boils down to information sharing about the activities of CSOs via the social and traditional media.

In 2014 the CSOs' study as regards **the program activities** was focused on two key functions of the civil society organizations, in particular, service provision and advocacy and lobbying for CSOs' target groups. The difference is not that big when it comes to the number of organizations engaged in these activities, but it should be noted that the majority of surveyed Ukrainian CSOs, in particular, 70%, are engaged in advocacy and lobbying, whereas only 67% of CSOs **provide** services. About 38% of CSOs work in these two directions at the same time. The study has demonstrated that the majority of surveyed CSOs provide training, consulting and information services; this trend has not changed since 2002. Only one in six CSOs provides social, health care and employment services, which are badly needed by people. Unfortunately, the majority of CSOs do not know how to promote their services and they do not interact with the government agencies and do not seek their support and assistance

<sup>1</sup> Since institutionalized CSOs registered according to the Laws of Ukraine On Public Associations and On Charity and Charitable Organizations are considered to be the unit of the study.

when it comes to meeting the needs of their target groups in these services. The organizations are not active in terms of expanding the array of their services and reimbursement of their expenditures related to service provision. Monitoring of services provided by the government agencies and putting a pressure on the public authorities in order to improve the quality of public services remain the biggest weakness of the Ukrainian CSOs. The CSOs from the Southern regions of Ukraine are the most developed ones when it comes to service provision.

CSOs' **advocacy** function is more developed when compared to the capacity of civil society organizations to deliver services. The advocacy index is above average. Before 2011 there has been an upward trend in the CSOs' advocacy capacity, but in 2014 the figure drastically fell down. The ability to formulate a viable and sustainable stance and to engage CSOs' members and citizens in reviewing and updating their stands in line with the changes in the volatile environment on a regular basis remains the weakness of the Ukrainian CSOs. Recently the CSO's role as an advocate of the Ukrainian people's interests has noticeably increased. However, CSOs are lagging behind when it comes to coordinating their advocacy and lobbying activities with their program planning, resources allocation, regular monitoring and adjusting to the volatile environment. The majority of the Ukrainian CSOs are members of various coalitions or working groups. They find them beneficial for their work. There are regional differences in the advocacy and lobbying capacity of CSOs. The organizations from the Southern regions of Ukraine have had the highest advocacy and lobbying capacity over the years, except for the previous year (2014), when the CSOs from the Western Ukraine outpaced them.

**The legitimacy** of CSOs has increased, although it happens very slowly. More and more organizations have the representatives of their target groups in the decision-making bodies and their engagement in CSOs' program activities planning is growing. The majority of the Ukrainian CSOs report to the members of their organizations, the donors and the government agencies. In 2014, by contrast to previous years, the number of organizations that have ethical standards developed in a written form increased. Nearly one half of surveyed CSOs prepare annual reports about their activities.

Lack of funding, low competence and professionalism of the staff and poor cooperation with the government agencies remain key **internal challenges** of CSOs. The majority of surveyed CSOs have reported the low interest of the public authorities in the activities of CSOs in general to be the main **external problem** the Ukrainian CSOs face. The CSOs' needs in trainings have not changed much over the past twelve years.

Certain **RECOMMENDATIONS** can be made to CSOs and other stakeholders interested in CSOs' development based on the findings of the study. **The civil society organizations** should focus on the following three objectives: i) to strengthen outreach to their target groups; ii) to improve interaction and cooperation with the public executive authorities and local self-government bodies in order to ensure the implementation of consolidated reforms in the priority areas at the local and national levels; and iii) to concentrate on the development of their function related to service provision. Once implemented, these recommendations will contribute to a better sustainability of civil society organizations, including their financial viability.

**The public executive authorities of various level and local self-government bodies** should work on the following issues: i) to start an effective and efficient dialogue with CSOs at the local, regional and national levels in order to engage them in the effective day-to-day cooperation in the reforms priority areas and ii) to contribute to capacity building of CSOs in the field of service provision by supporting organizations that already provide services and organizations that are willing to deliver services.

**The international donor organizations and technical assistance projects** should focus on providing expert and financial support to the public executive authorities and local self-government bodies and teach them how to introduce and implement the system and mechanisms for delegating CSOs a right to provide services either on the competition basis or under contract. The donor community should train CSOs on how to develop, market and promote relevant services to social groups, the services, which are not provided either by the government agencies, municipal institutions/organizations or business and when/if the quantity, quality and availability of these services are poor.

# Introduction

During May – July 2013 an annual study of active Ukrainian civil society organizations (CSOs) was conducted. The CCC Creative Center has been organizing the study since 1998. Polling was held using a single filling method that required respondents to complete a personal questionnaire under supervision and support of regional coordinators. The goal of the 2014 study was to identify the development level of the Ukrainian CSOs in line with the basic principles of sustainable development. The sector of active Ukrainian CSOs was the primary scope of the study. The development of the sector of the Ukrainian CSOs was the subject of the study. The latter was assessed according to the following sustainability criteria: the level of institutional capacity, external relations and efficiency of program related activities. Besides, the level of CSO institutional capacity and efficiency of CSOs in service provision as well as their advocacy and lobbying capacity and the level of constituency legitimacy were evaluated. Moreover, the 2014 study was complemented by special additional questions concerning the best practices of CSOs for working with their target groups, a necessity to have a single representative body for CSOs and ways CSOs use social networks. Organizations represented by their leaders in the study were selected from all oblasts of Ukraine, the Autonomous Republic of Crimea and the city of Kyiv. In 2014 the study was financed by the UNDP *Democratization, Human Rights and Civil Society Development in Ukraine* Project.

The current report summarizes the findings from the 2014 annual study of a sample of CSOs operating in Ukraine and tracks changes in Ukrainian CSO development over the period of 2002 – 2013. Additionally, the report includes a problem and needs assessment of civil society organizations.

The report consists of the introduction, five parts and appendixes. Part I provides information about the goal, objectives, scope and subject of the study, description of the sampling group, profile of studied organizations including date and type of their registration, sectors, areas of activities, clients and presence of own website. Part II contains three main chapters based on three components of the Model for Sustainable Development of CSOs, in particular: the analysis of institutional capacity of the civil society organizations, the analysis of their external relations and the analysis of CSOs' program activities. Part III presents the best practices of CSOs for interacting with their target groups, comments of the representatives of studied organizations about the necessity to have a single representative body for CSOs and current practices for use of social networks. Part IV shares findings of the study on certain development aspects of CSOs and their activities, in particular, organizational capacity of CSOs, CSOs' capacity to deliver services, their capacity for advocacy and lobbying and the level of CSOs' legitimacy. Additionally, the assessment of Ukrainian CSOs' challenges and needs was included to that part. Part V presents conclusions on changes and trends in the development of civil society organizations in recent years and recommendations to the government/public authorities, donor organizations and CSOs.

The report may be of interest to CSOs' leaders, government officials and politicians, decision-makers involved in the development of social policy programs, researchers and experts in civil society, representatives of donor organizations and international consultants in civil society development.

## Part I

## Foundations of the Study

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The first part of the report covers the study methodology. Chapter I provides information about the goal, objectives, scope and subject of the study, the description of the sampling group and the questionnaire form used to interview the CSOs' leaders, the peculiarities of the study administration and its limitations. The second chapter presents information about the profile of studied CSOs, in particular, date and type of their registration, sectors, areas of activities and clients.

# 1. Methodology of the Study

## I

### 1.1 Goal, Objectives, Scope, and Subject of the Study

Since 1998 the CCC Creative Center has conducted the study on the needs and development of civil society organizations in Ukraine. This study was originally held within the framework of the *Ukraine Citizen Action Network* Program (UCAN) from 2002 to 2007. In 2008 the study was not conducted in Ukraine. The study of 2009 – 2011 was organized within the framework of the project implemented by the *Ukraine National Initiatives to Enhance Reforms* (UNITER). In 2014 the study was funded by the *UNDP Democratization, Human Rights and Civil Society Development in Ukraine* Project. The participants of the last study were organizations that had previously participated in the studies and new organizations that have met the methodological criteria of the study. Therefore, the study can be qualified as *the panel study*.

*The goal* of the study was to define the development level of the Ukrainian CSOs<sup>2</sup>. The study had the following *objectives*:

- To define the level of organizational capacity of CSOs
- To define external relations of these organizations (including their cooperation with the government, business, mass media, communities and other civil society organizations)
- To define the efficiency of their program activities
- To define the level of CSOs' capacity and efficiency when it comes to service delivery and representation and protection of public interests
- To define the level of CSOs' legitimacy
- To assess the needs of CSOs
- To identify the trends in CSOs' activities for the past 12 years (from 2002 to 2013) in the above areas.

*The scope* of the study was the development of the CSO sector in Ukraine. *The subject* of the study is the sector of dynamic CSOs in Ukraine. In line with the study's objectives, a civil society organization is considered to be a unit of the study. The representatives of civil society organizations were the sources of information about CSOs for they had information and knowledge about the activities of these CSOs, the overall trend in the CSOs' development and the legal framework that regulated the work of CSO sector in Ukraine. It was the representatives of the senior management of CSOs, in particular, the head of an organization or his/her deputy, who took part in the study.

### 1.2 Sampling Group

By the end of 2013 there were 76575 civil society organizations together with their branch offices and 14729 charitable foundations in Ukraine according to the State Statistics Service of Ukraine. However, only about 3000 – 4000 of these organizations are active. Every year many CSOs cease functioning but do not provide any formal notification and continue to be registered as legal entities. A term of "an active CSO" used in this study implies an organization that meets the following criteria:

- The CSO must be officially registered
- The CSO must have experience with the implementation of at least two programs or projects
- The CSO must have good/successful experience with project implementation and be known in the region.

The total number of active civil society organizations is 3000 – 4000. The study sample consists of 610 organizations. However, due to formal reasons, only 563 questionnaire forms were considered for the study. Some of the organizations (47%) had previously participated in the study in the period from 2002 – 2012. The remaining sample (53%) was formed in line with the snowball principle, in other words, the coordinator-experts selected them in the regions according to the set criteria. Thus, the study can be qualified as the panel study.

Originally the list was comprised of 610 CSOs as potential respondents. Some CSOs' representatives included to the list were not interviewed for one or all of the following reasons: the CSO has changed its address/phone or ceased to operate, the CSO did not have time to complete the questionnaire form or the CSO did not return the questionnaire form or refused to complete it. The sample confidence interval is 3.56 with a confidence level of 95%.

### 1.3 Description of the Study Tools

The questionnaire form used in this year's study is available in Appendix 1 to the report. The questionnaire form consists of 152 questions. In 2014 additional questions were introduced to the form. These questions are related to CSO's representation and activities in social media, evaluation,

<sup>2</sup> For the purpose of this study, CSOs are defined as the independent organizations that represent the interests of Ukrainian citizens in order to create possibilities to enable proactive participation of each and every person concerned in the development of Ukraine. These organizations include non-governmental organizations registered in compliance with the Law of Ukraine On Non-governmental Organizations and charitable organizations registered in line with the Law of Ukraine On Charity and Charitable Organizations..

service provision, interaction and cooperation with the public authorities and reforming the legislation regulating the work of CSOs. In addition to questions, the questionnaire form includes detailed guidelines on how the questionnaire form should be filled in and provides information about the study itself. The main chapters of the questionnaire form are presented below.

#### *Information about the Organization*

This chapter includes basic information about the organization-respondent such as its contact information, date and type of its registration, area(s) of activities, types of activities and clients.

#### *Organizational Development*

This chapter provides information about the goal of the organization, areas it operates in, its experience, operating experience with strategic planning, CSO's governance structure, presence and functions of the governing body, evaluation, human resources, funding sources, budget of the organization and financial management systems. Main sources of funding are described and types of support are specified, in particular, whether a CSO receives financial aid or in-kind contribution from the government agencies, business or community.

#### *External Relations*

When answering questions from this chapter the respondents would provide information about the relations their organizations had with the outside world and commented on their cooperation with the public authorities, business, general public, mass media, donor organizations and other CSOs. By contrast to previous years, a question about the nature of cooperation with the government agencies was added to the questionnaire form.

#### *Program Activities*

The chapters covers issues related to two main roles of CSOs, in particular, service provision and advocacy and lobbying. The respondents also answered questions about their accountability, ethical standards and their knowledge of the current legislation. By contrast to previous years, questions about service provision made up a separate chapter.

#### *Advocacy and Lobbying*

Information provided in this chapter of the questionnaire form give an idea as to what extent civil society organizations are engaged in advocacy and how they protect the rights of their clients or members.

#### *Special Questions of This Year's Study*

Questions related to the best practices of cooperation between CSOs and their target groups, the necessity to form a single representative body of CSOs and ways CSOs use social networks were included to this chapter.

#### *Current Needs and Required Assistance*

The last chapter of the questionnaire form covers the needs of Ukrainian CSOs, in particular, their internal problems and issues, external challenges and required assistance.

### **1.4 Study Organization**

The main stages of the study were as follows:

- Updating the questionnaire form
- Selection and training of the regional coordinators
- Updating the list of CSOs to be engaged in the study
- Field stage (polling)
- Regulating regional coordinators, preparation of questionnaire forms for further processing, data entry and control over the data entry
- Data processing and report preparation.

#### *Updating the Questionnaire Form*

The questionnaire form is a study's tool. The questionnaire form prepared in 2002 to assess the development level of CSOs and based on the questionnaire form of 1998 served as a base model. New questions were introduced to the questionnaire form in 2008; they dealt with institutional building and financial matters. In 2009 new questions were added to chapters that covered capacity building and program activities. In 2012 questions related to the production of annual reports and outcomes of the advocacy campaigns were added to the form. This year a number of questions about program activities, social networks engagement, experience with conducting an organizational evaluation and other issues were introduced to the questionnaire form. The final version of the study's tool included the following chapters: CSOs profile, institutional capacity, external relations, program activities, internal and external challenges CSOs face, special issues of this year's study and assessment of current needs of CSOs.

## *Training of the Regional Coordinators*

The network of regional coordinators consists of representatives of the CCC Creative Center and other civil society organizations operating in the regions and familiar with CSOs in their oblasts. Each coordinator was responsible for data collection in one or two oblasts. The field stage of the study was completed by 25 coordinators. In May 2014 a briefing was conducted for the coordinators. At the briefing regional coordinators were informed about the goal and objectives of the study, ways to engage CSOs in the study and how to check filled-in questionnaire forms.

### *Field Stage (Polling)*

The field stage started in the second half of May and was over at the end of July. Local coordinators had to interview 22-27 representatives of CSOs in all 24 oblasts, the Autonomous Republic of Crimea and the city of Kyiv. The coordinators had the lists of CSOs that had participated in the previous surveys, checked their compliance with the selection criteria and when needed introduced new organizations that fully complied with the sampling criteria. A respondent would fill in the questionnaire form on his/her own. The coordinator was expected to hand in the questionnaire form and explain how to fill it in. The respondents would return the filled in forms to the regional coordinators. In 2014 we received 575 filled in questionnaire forms. Once the quality assurance was completed, 563 questionnaire forms were admitted for further processing.

### *Regulating the Performance of the Regional Coordinators*

The coordinators' work was monitored with the help of the following procedures: cross-checking with the respondents by re-contacting them again once they filled in the questionnaire forms, ensuring the quality control of the filled in questionnaire forms (the compliance of the organization with the study requirements, calculating the percentage of "I do not know" answers and identifying the degree the questionnaire form was completed and analyzing the received data. The questionnaire forms with a high share of "I do not know" answers or skipped questions were either further finalized or not included to the general pool.

### *Coding*

Coding and editing of the questionnaire forms were done in the following way: first, the filled in questionnaire forms were registered and coded, then the quality and fullness of responses were verified in line with the guidelines for filling in the questionnaire form.

### *Data Entry*

It took 6 operators to enter the data. These people had been trained and received written guidelines on how to enter the respective data. Each operator was in position to get advice and consultations from the IT-specialist. Sample data set was checked in terms of the entry accuracy and compliance with the original questionnaire form.

### *Data Processing*

Data analysis was performed with the help of Excel and OCA.

### *Report Preparation*

The CCC Creative Center was in charge of the report preparation. When preparing the report the goal was to present data that described the level of the Ukrainian CSOs' development in 2013 in line with the basic principles of sustainable development, to demonstrate and analyze tendencies in the third sector development in Ukraine and also to provide recommendations to the government and donor organizations on how CSOs could be supported.

## **1.5 Study Limitations**

The following factors can be qualified as the study limitations:

- Political developments in Ukraine, in particular, the annexation of the Autonomous Republic of Crimea, the war in the Eastern Ukraine and tense situation in the Southern regions of the country. As a result, for the first time in all these years the study was conducted, we were in a situation when it was impossible to locate organizations for they had changed their addresses and contact information.
- Changes in the analysis of CSOs' program activities in line with two key roles, in particular, service provision and advocacy, have forced the organizations not only to think about the essence of their activities, but also to define their role. As all these years there has been no clear explanation of a CSO's role in the society provided, some organizations might have indulged in wishful thinking and that, perhaps, had affected the outcomes of the study.

## 2. Study Respondents

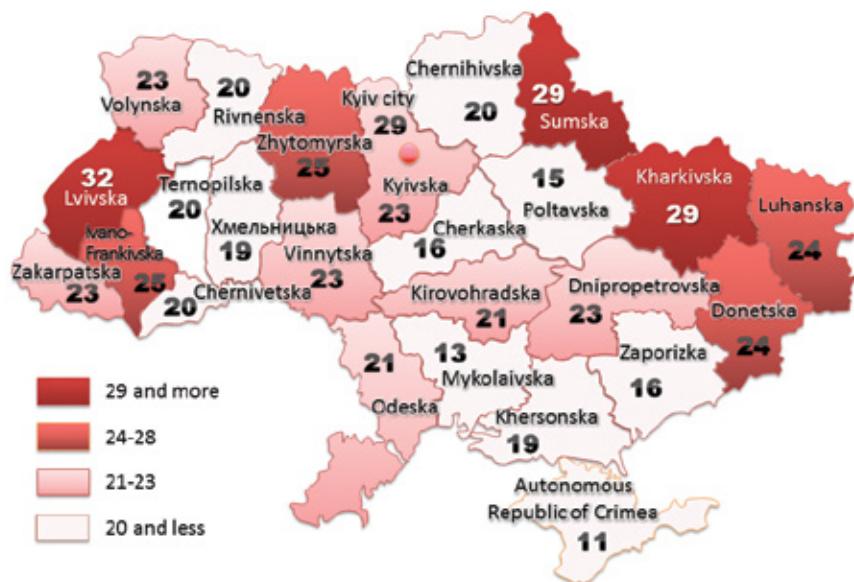
The information provided in this chapter gives a general overview of the CSO landscape in terms of their geographic location, date and type of their registration, the sectors they work and areas of activities, their principle clients, as well as whether or not they have their own website and e-mail.

The Ukrainian sector of civil society organizations was the subject of the 2013 study similar to previous years. The representatives of the senior management of CSOs who were fully aware about the organization's activities were main sources of information. Among the CSOs surveyed back in 2002 – 2013, 47% had participated in one or more of the previous study waves. The number of CSOs that did not participate in the surveys during 2002 – 2012 but met the general requirements and criteria of organizations that were not included to the panel sampling, was 53%.

### 2.1 Geographic Representation of the Surveyed CSOs

The number of filled in questionnaire forms completed by each regional unit is presented in Picture 2.1.1:

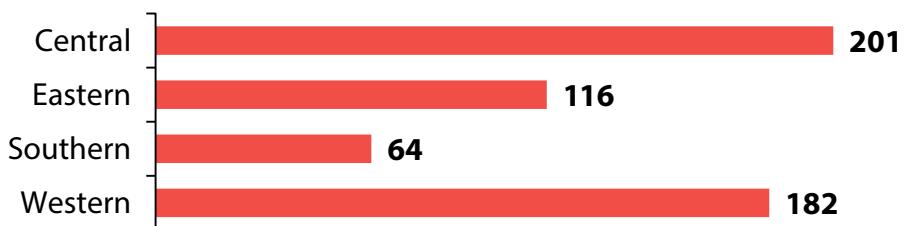
**Picture 2.1.1. Geographic Representation of the Surveyed CSOs, (N=563)**



During the fieldwork phase 563 CSOs' leaders in 26 geographic units were studied, in particular, in 24 oblasts, the Autonomous Republic of Crimea and the city of Kyiv. It should be noted that we managed to interview 11 local organizations from the Autonomous Republic of Crimea despite the occupation of its territory.

Proceeding from the assumption that CSO development varies in different regions, an assumption based on the findings of the previous surveys, and also in order to study regional trends in CSO development, studied CSOs were divided into 4 groups that represented 4 key regions in Ukraine, in particular, Western, Central, Southern and Eastern. The non-governmental organizations from the Western Ukraine were from Volyn, Rivne, Lviv, Ivano-Frankivsk, Ternopil, Zakarpattia, Chernivtsi and Khmelnytskiy oblasts. The Eastern part of Ukraine was represented by CSOs from Kharkiv, Donetsk, Dnipropetrovsk, Zaporizhzhia and Luhansk oblasts. Central Ukraine was represented by CSOs from Zhytomyr, Cherkasy, Kirovohrad, Vinnytsia, Chernihiv, Sumy, Poltava and Kyiv oblasts and the city of Kyiv. The oblasts of Kherson, Mykolaiv, Odesa and the Autonomous Republic of Crimea were included to the Southern region. The geographic distribution of the CSOs studied in these four regions is shown in Graph 2.1.2.

**Graph 2.1.2. Number of Studied CSOs by Region, (N=563)**



It should be noted that the number of organizations surveyed in the Southern region of Ukraine has significantly decreased due to the occupation of the Autonomous Republic of Crimea.

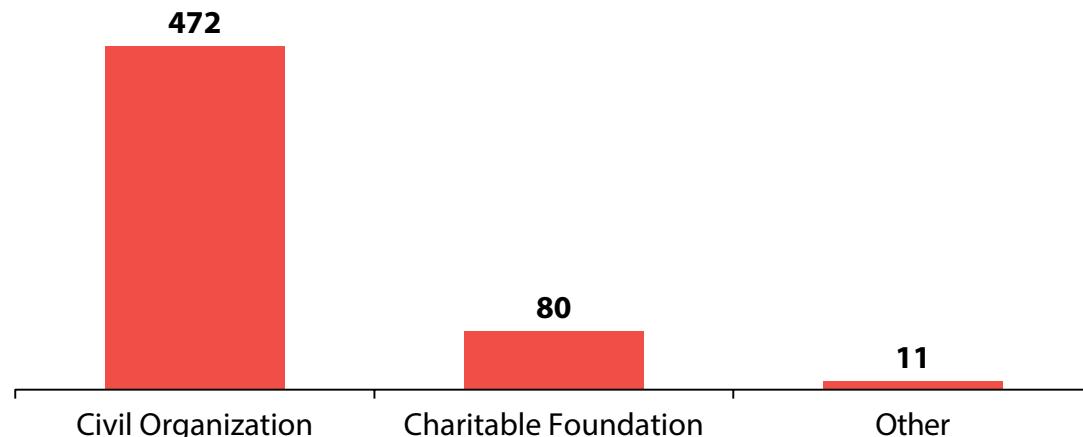
## 2.2 Date and Type of CSO Registration

### Type of CSO Registration

In line with the acting Ukrainian legislation, non-governmental organizations can be registered in Ukraine as civic or charitable organizations, in particular, the Law of Ukraine On Civic Associations and the Law of Ukraine On Charity and Charitable Organizations. In 2014 organizations that had a different type of registration, for instance, a trade union, an association or other, were part of the study.

The Chart below (Graph 2.2.1.) shows the distribution of registration classification between the surveyed CSOs.

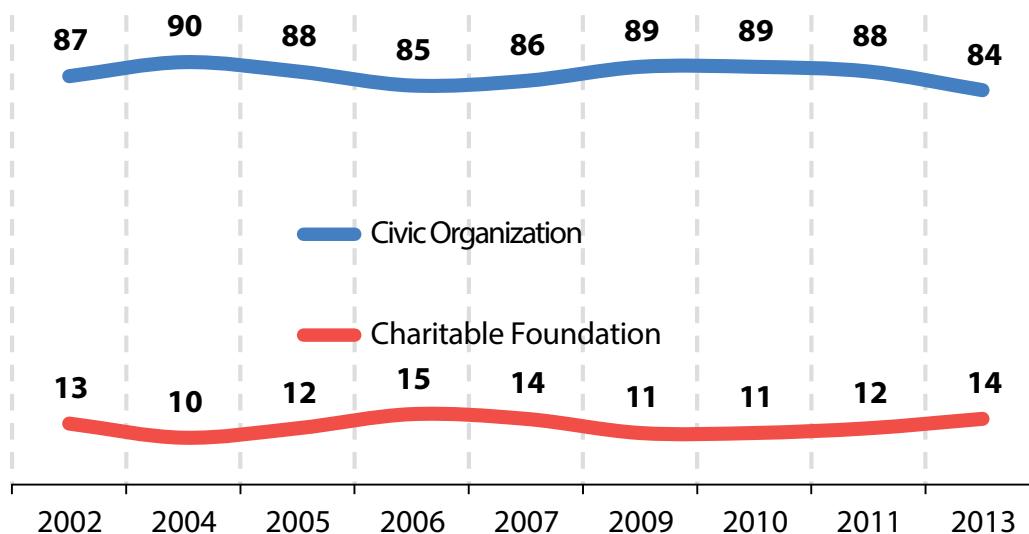
**Graph 2.2.1. Types of CSO Registration, (N=563)**



According to the 2014 study, the large majority of surveyed CSOs, in particular, 84% or 472 organizations, are registered as non-governmental organizations and 14% or 80 organizations are registered as charitable foundations, 2% or 11 organizations have other types of registration, for example, a trade union, an association or other.

According to Graph 2.2.2., the type of registration of CSOs did not encounter major changes in the period of 2002 – 2013. However, starting from 2010, the number of respondents who had indicated “a non-governmental organization” as the type of their registration has been going down, in particular, it was 89% in 2010, 88% in 2011 and 84% in 2013; the significance level is 5%.

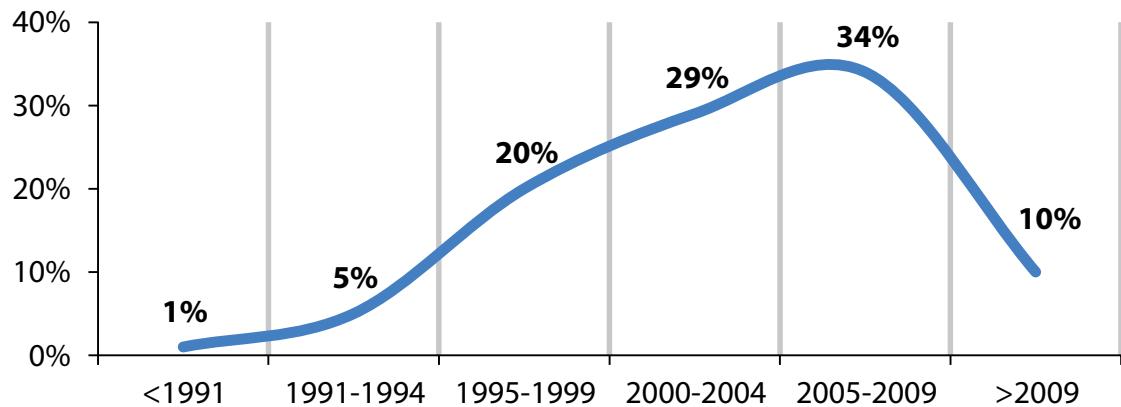
**Graph 2.2.2. Dynamics of Types of CSO Registration in 2002 – 2013**



### Date of CSO Registration

The percentage of surveyed organizations as regards the date of their registration in 2014 does not differ from the findings of the previous studies. The following external factors are contributing to such distribution of shares of registered organizations: legal framework that governs the activities of the CSOs, their registration, in particular, international technical assistance programs acting in Ukraine and general trends in the civil society development in Ukraine. Graph 2.2.3. presents the distribution of CSOs that had participated in the study based on their registration date.

Graph 2.2.3. The Year of a CSO's Registration, 2014\*, (N=563)



As shown on Graph 2.2.3., 1% of studied organizations were registered before 1990, 5% of organizations were registered in the period of 1991-1994, 20% of organizations were registered between 1995 and 1999, 29% of CSOs started their activities in the period of 2000 – 2004 and 34% of organizations were registered between 2005 and 2009 and finally 10% of CSOs were registered after 2009.

### Conclusion

The study has demonstrated for several years in a row that the large majority of studied organizations were registered in the period of 2000 and 2009. This can be an indication of the increased civic engagement and awareness at that time.

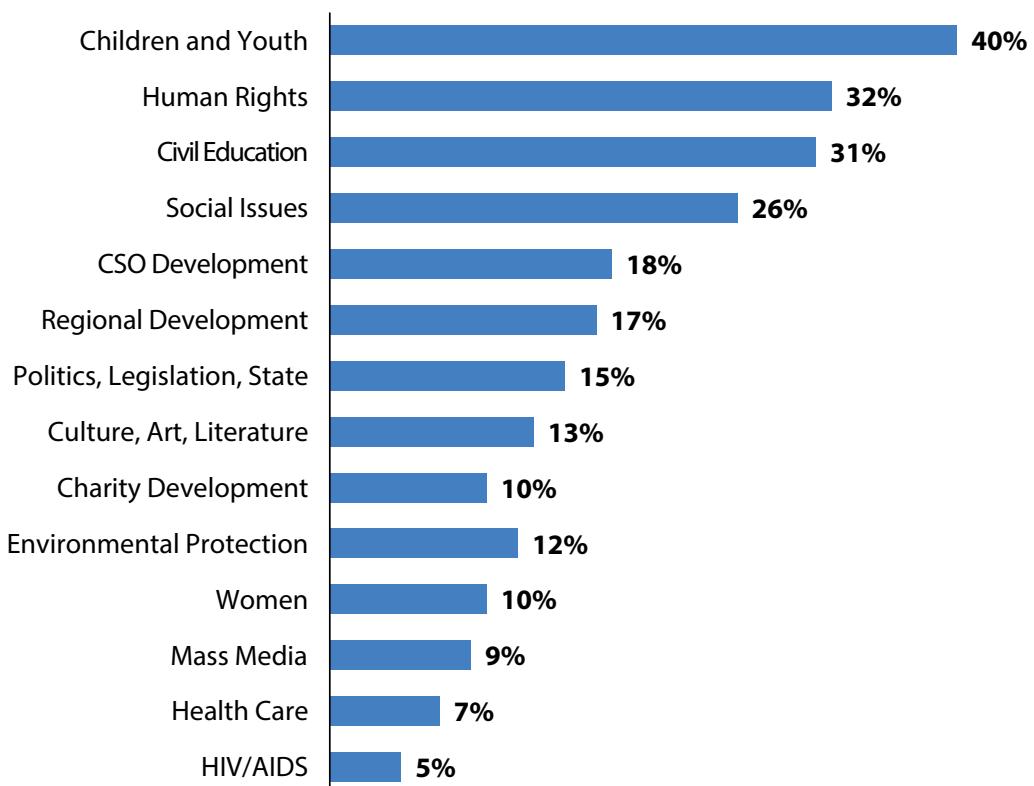
## 2.3 Main Sectors of CSOs' Activities, Types of Activities, and CSOs' Clients

### Main Sectors of CSOs' Activities

The respondents could select up to three sectors from the list of 21 sectors their organizations were active in. If the CSO's major activity sector was not on the list, the organizations could select the option "other" and specify the sector they worked in. Graph 2.3.1. shows the percentage of CSOs working in the specific activity areas.

The most popular sectors of activities amongst the studied CSOs have been **children and youth, human rights and social issues** for several years in a row

Graph 2.3.1. Major Sectors of CSOs' Activities, 2014\*\*, (N=563)

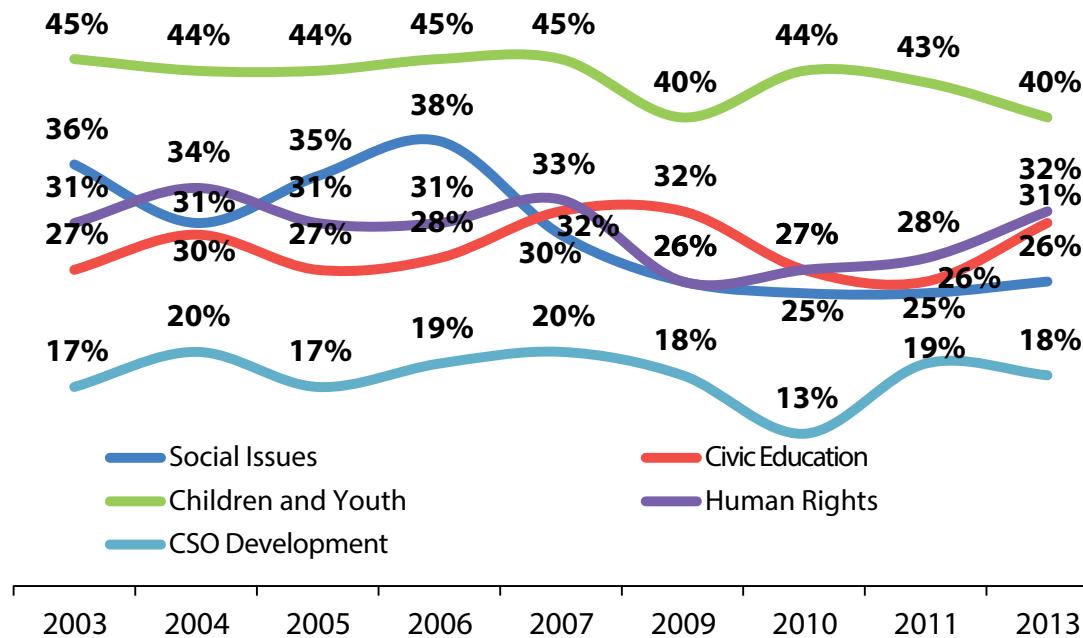


\* Question No 7 of the Questionnaire Form.

\*\* Question No 9 of the Questionnaire Form.

Around 40% of respondents indicated *children and youth* as one of three main areas of their work. Then come *human rights* (32%) and *civic education* (31%). Around 26% of studied organizations work with *social issues* as reported in 2014.

**Graph 2.3.2. Most Popular Sectors of CSOs' Activities, 2003 – 2013**



Graph 2.3.2. shows the most common areas of activities of the CSOs in the period of 2003 – 2013; these areas have not changed over the last 12 years. The most popular sectors are *children and youth*, *civic education*, *human rights* and *social issues*. A conclusion can be made when analyzing Graph 2.3.2. that a number of non-governmental organizations working with *social issues* has gone down between 2003 – 2013, in particular, there were 26% of CSOs in 2011 and 36% of CSOs back in 2003<sup>3</sup>. However, when compared to 2010, a number of organizations engaged in *civic education* and *human rights* enjoyed a noticeable increase in 2013, in particular, there were 26% of CSOs in 2011 and 31% of CSOs in 2013 in the area of *civic education* and there were 28% of organizations in 2012 and 32% of organizations in 2013 in the area of *human rights* respectively.

### Conclusion

When analyzing the findings of the study, a conclusion can be made that the most popular areas of activities have not changed amongst the CSOs in the course of the past 12 years. At the same time, a number of CSOs working with *social issues* has drastically decreased over the years the study was conducted in. *Children and youth*, *civic education*, *human rights* and *social issues* are the most common areas of activities amongst the CSOs. By contrast to the past year, *civic education* and *human rights* have gained more popularity.

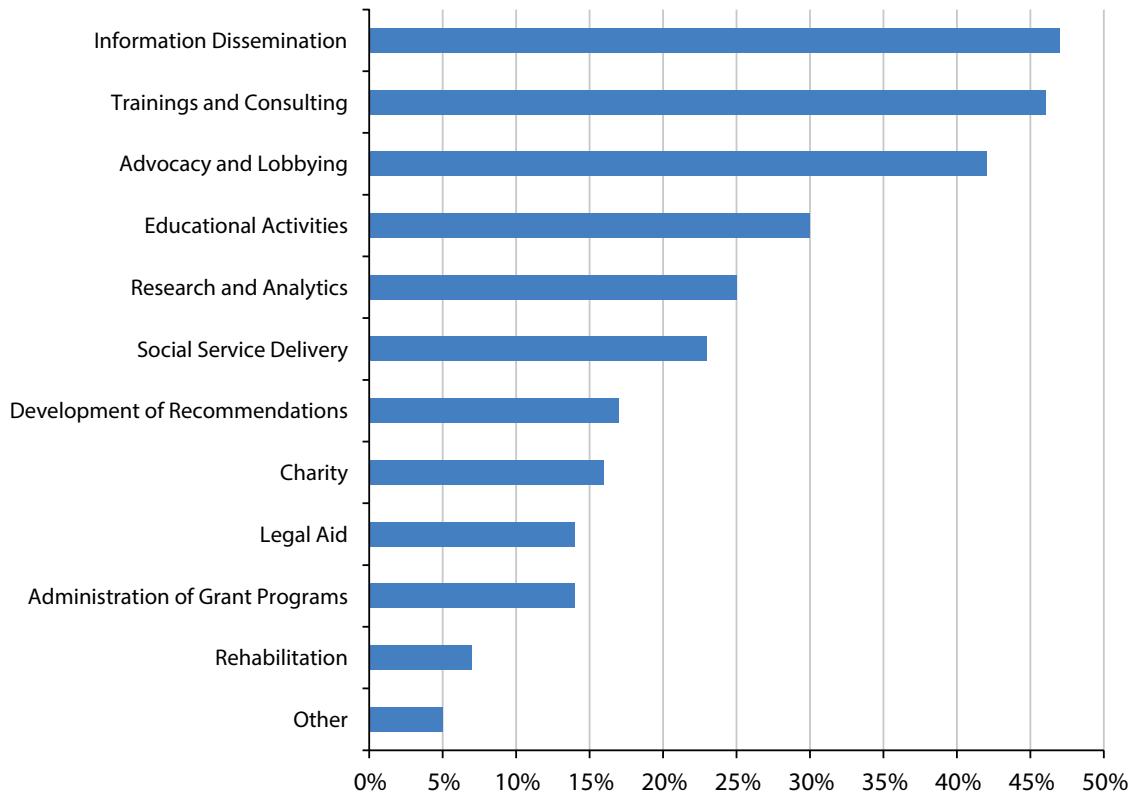
### Types of CSOs' Activities

Types of activities a CSO is engaged in constitute an important feature of the CSO's profile. The respondents could select up to three main types of activities or choose an option "other" and specify their own type(s) of activities.

Graph 2.3.3. gives a clear picture of various types of activities CSOs participating in the study in the period of 2002-2013 had been engaged in. The respondents chose up to three options from the list; the large majority of them had indicated that their organizations were engaged in several types of activities.

The most common types of activities of CSOs in 2013 were *information dissemination*, *trainings and consulting* and *advocacy and lobbying*

**Graph 2.3.3. Types of Activities of CSOs\*, (N=563)**



The following types of activities were the most common ones amongst the respondents in 2014: *information dissemination* with 47% of studied CSOs (the figure was 36% in the period of 2011 – 2009; the significance level is 1%); *trainings and consulting* with 46% of respondents (the figure was 46% in 2011, 37% in 2010 with a significance level of 1% and 41% of studied CSOs in 2003 with a significance level of 1%); *advocacy and lobbying* with 42% of respondents in 2013 (the figure was 36% in 2011, the significance level is 1% and in 2010), the figure was 41% in 2009 with a significance level of 1% and 26% of respondents back in 2007.

It should be noted that in the period of 2003-2013 a number of organizations engaged in *information dissemination* has greatly increased, in particular, there were 47% of CSOs in 2013, 36% in 2011 – 2009, 8% in 2007, 35% in 2006, 38% in 2005, 39% in 2004 and 38% in 2003. However, a number of organizations engaged in *social services delivery* has gone down over the past twelve years, for instance, there were 20% of CSOs in 2003 and only 14% in 2013. Other types of activities have not changed that much in the course of the past twelve years and they have stayed within 5% range.

Nevertheless, a sudden change in the types of activities of CSOs studied in 2007 should be taken into consideration. The findings related to the main types of activities differ a lot from the previous and subsequent years. That can be explained by a drastic increase in the number of registered CSOs after 2005 and by the fact the newly-formed organizations were trying to figure out what types of activities to pursue.

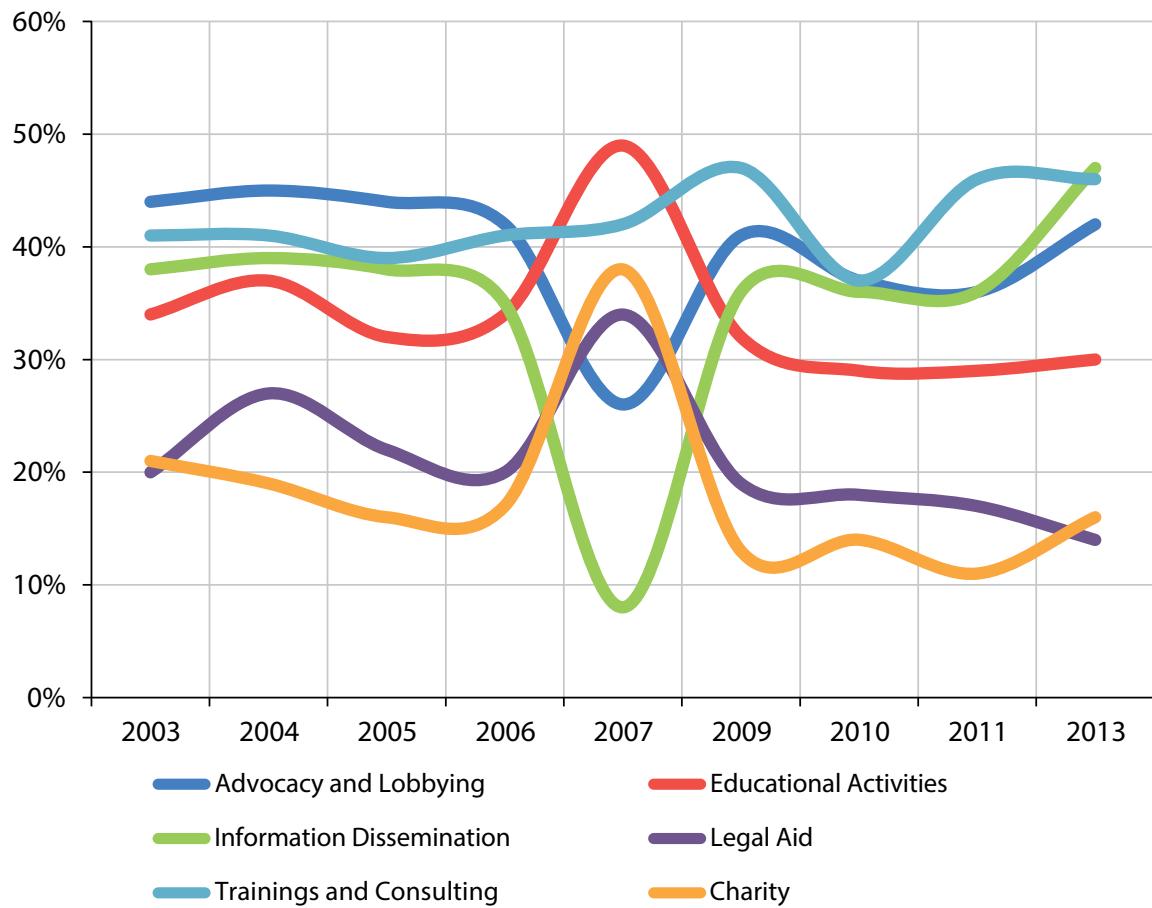
The findings of the study on how sectors and types of activities civil society organizations are working in are connected and the respective trends are shown below. Therefore, we have an answer as to what types of activities CSOs from five main sectors described above are engaged in.

The majority of CSOs working with *children and youth* as well as *civic education*, tend to *conduct trainings and provide consulting*, they are also engaged in *education activities*, they *disseminate information*, work with *advocacy and lobbying* and *deliver services*.

CSOs that work with *human rights* tend to get engaged in *advocacy and lobbying*, they also *conduct trainings and provide consulting* and *render legal advice*. CSOs that work with *social issues* try to focus on *social services provision*, *advocacy and lobbying*, they offer *trainings and consulting* and *disseminate information*.

\* Question No 12 of the Questionnaire Form.

**Graph 2.3.4. Types of CSOs' Activities in 2003 – 2013**



### Conclusion

When analyzing the findings of the study a conclusion can be drawn that no major changes have taken place in the types of CSOs' activities in the period of 2003-2013. *Information dissemination, trainings and consulting, advocacy and lobbying* have remained the most popular types of activities in the course of the past twelve years. However, by contrast to 2011, a number of CSOs engaged in *information dissemination* has noticeably increased in 2013 and when compared to 2003 a number of organizations that provide *legal aid* has gone down.

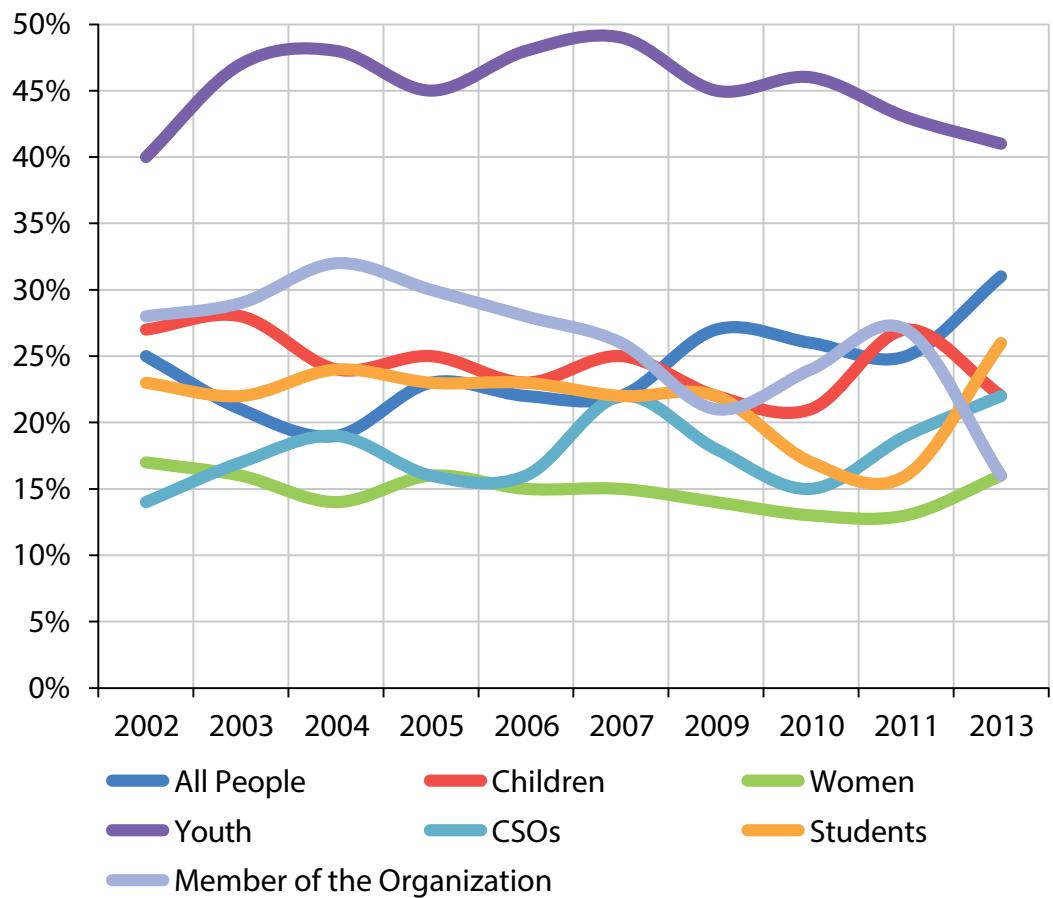
### CSOs' Clients

The respondents were asked to define their clients similar to the way they had selected sectors and types of activities of their organizations. They could choose up to three options. The largest group of CSOs' clients is youth (was selected by 41% of the respondents). Then come *all people* (with 31%), *members of the organization* (26%), *children* (22%) and CSOs (22%).

Graph 2.3.5. shows the breakdown of CSOs according to the clients they have worked with in the period of 2002 – 2013.

By contrast to the 2002 data, a number of CSOs that has *all people*, *members of the organization* and CSOs as their main clients increased in 2014. In particular, there were 27% of the respondents in 2014 and 21% of CSOs in 2010<sup>4</sup> that chose *all people*; there were 31% of CSOs in 2014 and 25% of CSOs back in 2002 that selected *members of the organization* and there were 22% of CSOs in 2014 and 14% of CSOs back in 2002 that indicated CSOs as their main clients. However, a number of organizations that worked primarily with *children* and *members of the organizations* has decreased. In particular, there were 22% of CSOs in 2014 and 27% of studied CSOs back in 2002 that worked with *kids* and 28% of CSOs in 2014 and 16% of studied CSOs back in 2002 that worked only with *the members of the organization*.

**Graph 2.3.5. Main Clients of CSOs in 2002 – 2013\***



When comparing the findings of the study completed back in 2002 with the ones of 2014 a conclusion can be made that the most popular types of clients have not changed amongst the CSOs in the course of the past twelve years.

### Conclusion

**Youth, all people, members of the organization, children and CSOs are the biggest groups of clients CSOs work with. These groups have not changed noticeably over the period of 2002 – 2013.**

\* Questions No 13 of the Questionnaire Form.

## Part II

## **Results of the Study in Line with the Model for Sustainable Development**

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The second part of the publication includes three chapters, in particular: the analysis of the internal capacity of civil society organizations, the analysis of external relations of CSOs and the analysis of CSOs' program activities. The first chapter provides information on why the organization was created and its mission, strategic planning, leadership and management systems in the organization, human resources and infrastructure, work with volunteers and membership in CSOs, funding sources and fundraising strategies. The second chapter presents findings of the study on how CSOs cooperate and interact with the government agencies, local self-government bodies, business, donor organizations, community/general public, mass media and other CSOs. The third chapter covers the program activities of CSOs, in particular, service provision, advocacy and lobbying, reporting, observation of ethical norms, awareness about the current legislation on CSOs.

The findings of the 2014 study are compared with the results obtained in previous years in the second part of the report. The goal of the comparison is to identify trends in capacity development of CSOs in the period of 2002 – 2013.

## The INTRAC Model for Sustainable Development of CSOs

According to the model, three key factors listed below define the capacity of a CSO for sustainable development and affect the development of any organization:

### **1. Components of the institutional capacity of the civil society organization, or the internal capacity of the CSO "TO BE":**

- Identity of the organization (its vision, mission and development strategy)
- Legal and social legitimacy of the organization
- Structure of the organization, structure of its governing bodies and their responsibilities
- Planning and management systems, work with the staff and volunteers, general administration in the organization, monitoring and evaluation
- Financial management system and fundraising plan
- Organizational evaluation and audit, availability of an annual report Decision making process and key decision makers in the organization
- Internal documentation system
- Resources of the organization: human, financial and infrastructure.

### **2. Components of the external relations of the organization, or the capacity of the organization "TO RELATE":**

- Interaction of the CSOs with the state, business, mass media, community, donors and other CSOs

### **3. Components of the program activities, or the capacity of the organization "TO PERFORM AND IMPACT"**

- The role the organization plays: service provision and/or advocacy
- Ways the organization affects the lives of people (micro level)
- Ways the organization affects national policy making (macro level)
- Transparency and accountability of CSOs
- Openness of the CSOs
- Knowledge of laws pertinent to CSOs' work.

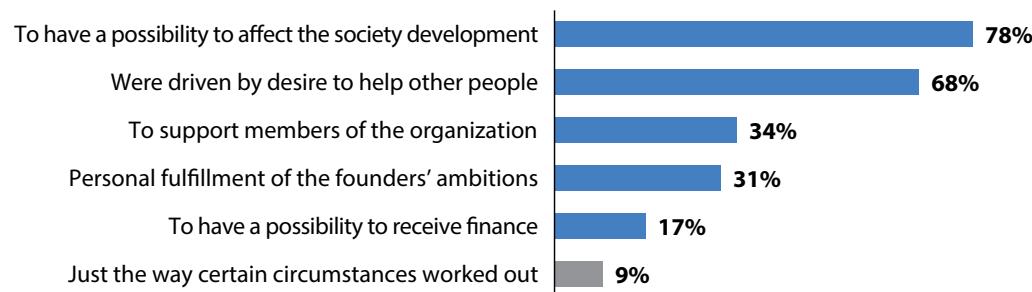
### 3. Institutional Capacity of the CSO, or the capacity “To Be”

The chapter presents findings of the institutional capacity of CSOs’ analysis, which is based on the outcomes of the 2014 study of the Ukrainian CSOs, and outlines trends in the development of the organizational capacity of CSOs in the course of the past twelve years.

#### 3.1 Purpose for Establishing a CSO and its Mission

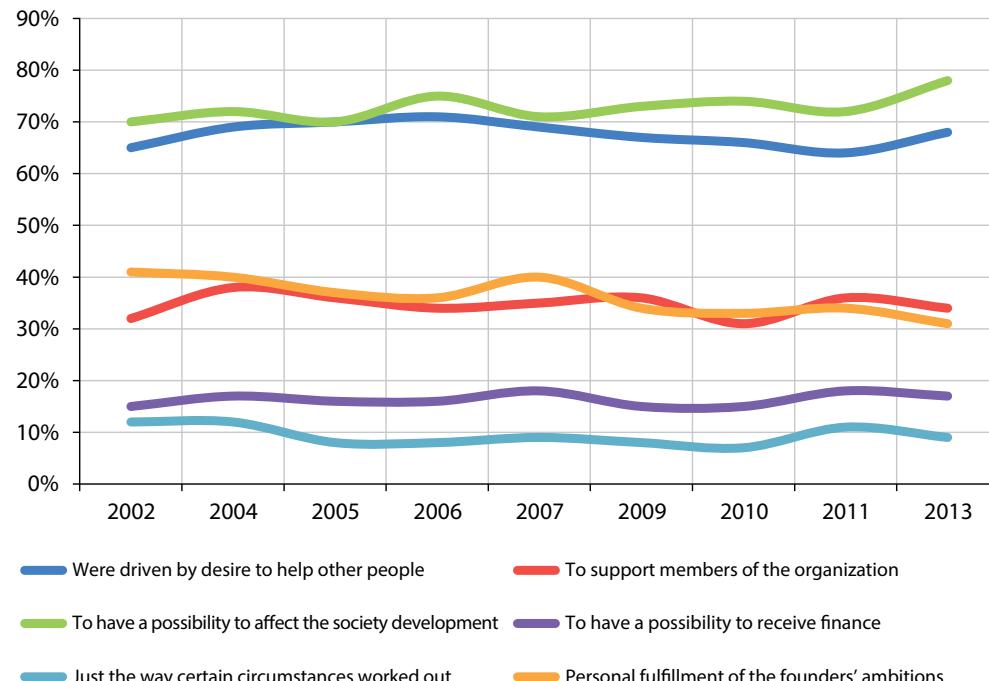
Identity of an organization is one of the most crucial elements of the institutional capacity and it makes the basis of the program activities. The goal of the organization and its mission also constitute major prerequisites for establishing an organization. The respondents were asked to answer a question on why their organizations were started. The heads of CSOs quoted the following: *to have a possibility to affect the society development* (as reported by 78% of CSOs) and *were driven by a desire to help other people* (reported by 68% of CSOs). Around 34% of respondents chose the option of *support to members of the organization, personal fulfillment of the founders* was indicated by 31% of CSOs, *a possibility to receive finance and certain circumstances* were mentioned only by 17% and 9% of respondents respectively. The detailed information about the answers of the 2014 study’s respondents as regards why their organizations were established is presented in Graph 3.1.1.

**Graph 3.1.1. The Purpose for Establishing a CSO\*, (N=563)**



Graph 3.1.2. gives an idea of how the answers to this questions varied over the years. Having analyzed the comments of the respondents, a conclusion can be made that no significant changes took place in this aspect. The only exception is the option of “*personal fulfillment of the founders’ ambitions*”; in particular, from 2007 to 2013 the number of CSOs that chose that option has reduced by 10% (it was 41% back in 2002, 40% in 2004, 37% in 2005, 36% in 2006, 40% in 2007, 43% in 2009, 33% in 2010, 34% in 2011 and 31% in 2014, with a significance level of 1%). Besides, a number of organizations that have chosen the option of “*to have a possibility to affect the society’s development*” has noticeably increased, in particular, there were 70% of CSOs back in 2002 and already 78% of CSOs in 2014, with a significance level of 1%.

**Graph 3.1.2. Purpose for Establishing a CSO, 2002 – 2013**



\* Question No 14 of the Questionnaire Form.

## Mission of a CSO

The majority of CSOs (78%) surveyed in 2014 have a written mission statement that defines the goal of the organization. For instance, there were 79% of CSOs in the period of 2010 – 2012, 78% of CSOs in 2009, 86% of CSOs in 2006, 83% of CSOs back in 2005, 87% of CSOs in 2004 and 89% of CSOs in 2002 and 2003. The statistics analysis of the years concerned has shown a decrease in the number of organizations that have a written mission statement (the significance level is 1%).

Over the past twelve years there has been a downward trend in the number of CSOs that have a written mission statement; in particular, it was 89% back in 2002 and 78% in 2014

II

## Conclusion

The findings of the study demonstrate that CSOs are established for advocacy purposes since the main reasons for starting an organization included a possibility to affect the society development and a desire to help other people. Twice as many CSOs' leaders have selected these two options as personal fulfillment of the founders' ambitions or support to the members of the organization. At the same time, a small number of respondents commented that the purpose for establishing a CSO was a possibility to receive money or it was just the way the circumstances have worked out. Over the past twelve years there has been a trend toward a decreased number of CSOs that have a written mission statement in place.

## 3.2 Strategic Planning

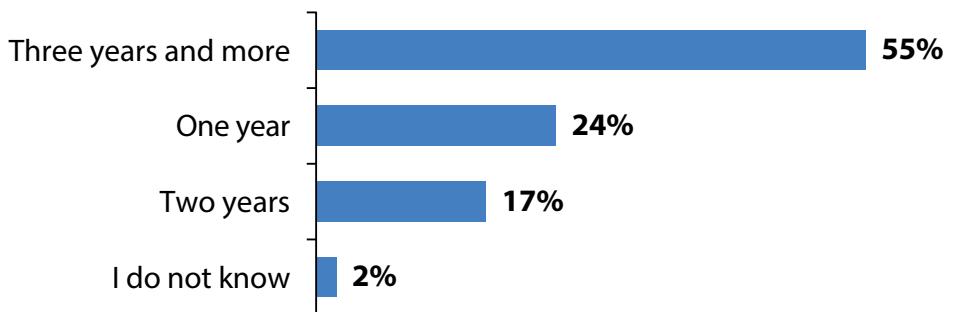
Strategic planning is an integral part of the sustainability of an organization and its strategic development. In 2014 only 56% of respondents said that their organizations had a strategic plan.

Having analyzed the data from the previous surveys, a downward trend in the number of organizations that have a written strategic plan can be seen. Back in 2002 75% of organizations had this document. However, the percentage has gradually decreased over the years to 61%<sup>1</sup> in 2005. In 2006 it was 68%, in 2007 it went down to 59%; it remained the same in 2009 and went down again to 55% in 2010<sup>2</sup> and fell to 54% in 2011.

The study of 2014 has demonstrated that 55% of surveyed organizations have strategic plans designed for three and more years (more information is provided in Graph 3.2.1.). The figure is 15% higher than it was in 2010<sup>3</sup>. In 2014 around 24% of respondents had a strategic plan designed for one year, 17% of CSOs had a strategic plan for two years.

56%  
of respondents have  
a strategic plan

Graph 3.2.1. Time Period Covered by the Strategic Plan\*, 2014, (N=563)



Having analyzed Graph 3.2.2., a conclusion can be made that in the period of 2004-2013 a percentage of CSOs that have a strategic plan for three and more years has noticeably increased, in particular, there were 55% of CSOs in 2014, 40% of CSOs in 2011 and only 13% of CSOs back in 2004<sup>4</sup>.

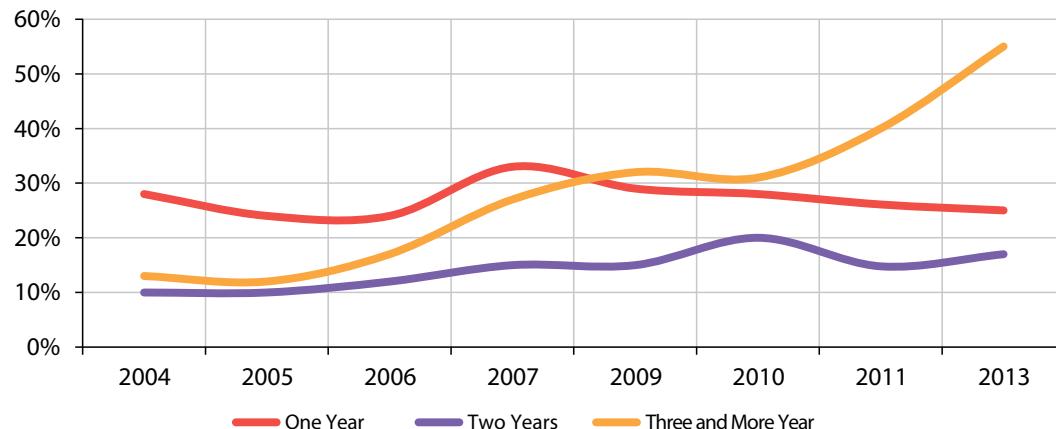
1 A significance level of 1%.

2 A non-significance level of 1%.

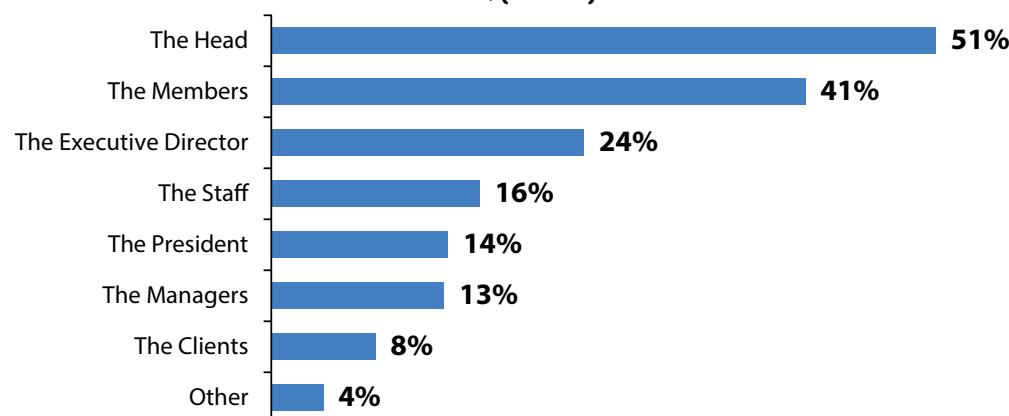
3 A significance level of 1%.

\* Question No 17 of the Questionnaire Form.

4 A significance level of 1%..

**Graph 3.2.2. Time Period Covered by the Strategic Plan, 2004 – 2013**

Individuals and groups in charge of the strategic plans development in their organizations are shown on Graph 3.2.3.

**Graph 3.2.3. Individuals and Groups in Charge of the Strategic Plans Development in CSOs\*, 2014, (N=563)**

Individuals and groups engaged in the preparation of the strategic plan are shown only for those organizations that have the strategic plan, in particular, 56% of surveyed CSOs.

The collective governing body run by the head represents a “legislative” branch of power in the CSOs, and the high percentage of their engagement in the development of the strategic plan does not come as a surprise. The analysis of this particular aspect is somewhat complicated due to the peculiarities of the organizational structure of CSOs. Such titles as president, executive director and head stand for the senior leadership position in the majority of civil society organizations in Ukraine, but they use different names for it. Very often one person combines two positions. Therefore, the head of the organization be it the president or the executive director or the head is engaged in the strategic planning in 89% of surveyed organizations that have such plan available. The reason that the total percentage of all options available exceeds 100% is that the head of the organization and the staff, clients and/or the collective governing body are involved in the strategic planning.

According to the study, 71% of surveyed organizations that develop a strategic plan update it every two years in the very least. This is an indication that the plan is not always perceived as a working tool and that very often it exists independently. It is the collective governing body and the head of the organization that tend to be engaged in the strategic plan’s update for the most part.

In 2014 the respondents were asked whether they conduct an organizational evaluation before they start the process of strategic planning. Only 45% of surveyed organizations said “yes”. At the same time 96% of surveyed CSOs that conduct the evaluation commented that they take into consideration the evaluation outcomes when preparing the strategic plan.

### Conclusion

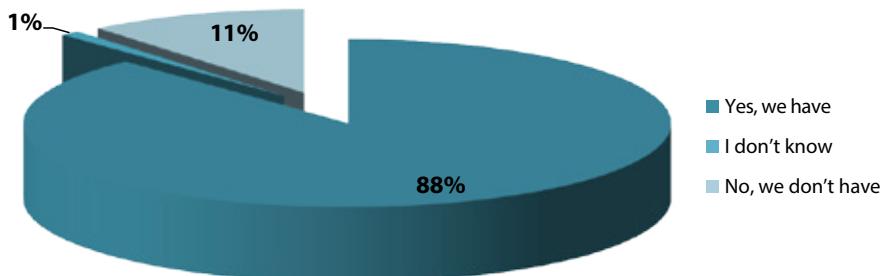
The study has shown that a little bit more than half of surveyed organizations have a strategic plan. There has been a downward trend in the number of CSOs that have the strategic plan over the past twelve years. The large majority of CSOs have a strategic plan designed for three and more years. It is the collective governing body, head of the organization or members of the organization that are engaged in the development of the strategic plan.

### 3.3 Governance and Leadership

In 2014 around 88% of surveyed CSOs had a governing body (more information is provided in Graph 3.3.1.). This figure varies slightly from one year to the next. In 2012 it was 93%, with a significance level of 1%.

II

**Graph 3.3.1. Availability of a Governing Body\*, (N=563)**



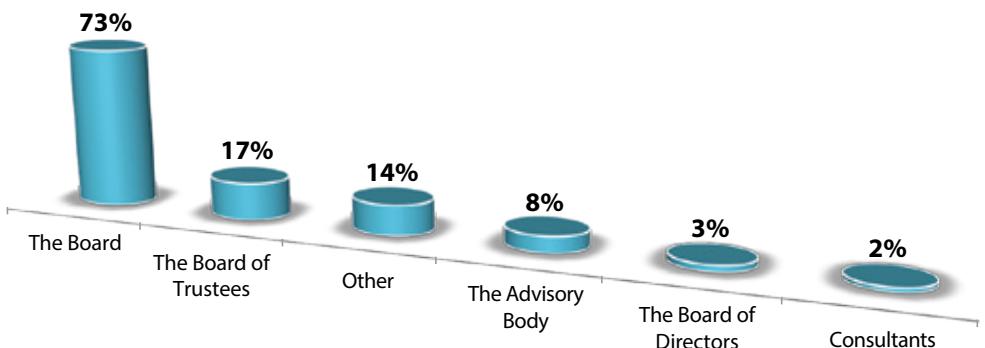
The breakdown of organizations that have such a body, in particular, 88% of surveyed CSOs, according to the type of their governing body looks as follows: the majority of surveyed organizations (73%) have a board, whereas one third of CSOs (30%) have various councils, for instance, an advisory council, a supervisory council, a council of directors, academic councils, association councils etc. In line with the Ukrainian legislation, the main governing body of the association of people is the General meeting of its members, but other governing bodies such as the Board, Supervisory Council, Board of Directors and other act as the governing bodies in-between the General meetings.

**88% of CSOs have a collective governing body**

Around 14% of CSOs chose the option of "Other" and indicated the following types of the collective governing body: councils of different kinds, meetings of the members, and the panel.

However, there are certain CSOs that have chosen the option of "Consultants", in particular, 2% of CSOs and "Advisory Boards", in particular, 8% of surveyed CSOs. These answers do not stand for collective governing bodies but for advisory ones

**Graph 3.3.2. Type of Governing Body in CSOs\*\*, (N=563)**



Around 89% of surveyed CSOs that have a collective governing body also have a written document that defines duties and responsibilities of the collective governing body (it is usually the Statute of an organization). An executive director participates in the meetings of the collective governing body in 97% of surveyed civil society organizations.

Around 82% of respondents commented that the elections to the collective governing body took place at least one time since it was formed. In 2012 the number was 80%, in 2010 — 80%, in 2009 — 80%, in 2006 — 78%, in 2005 — 73%, in 2004 — 76% and back in 2003<sup>5</sup> — 70%.

At least one representative of a target group is a member of the collective governing body in 84% of surveyed CSOs.

### Conclusion

**The study findings have demonstrated that the large majority of CSOs have a governing body. The Board is the most common type of the governing body. Around 89% of respondents that have a collective governing body have a written document that regulates its activities. A number of CSOs that re-elect their governing bodies on a regular basis is on the rise.**

\* Question No 23 of the Questionnaire Form.

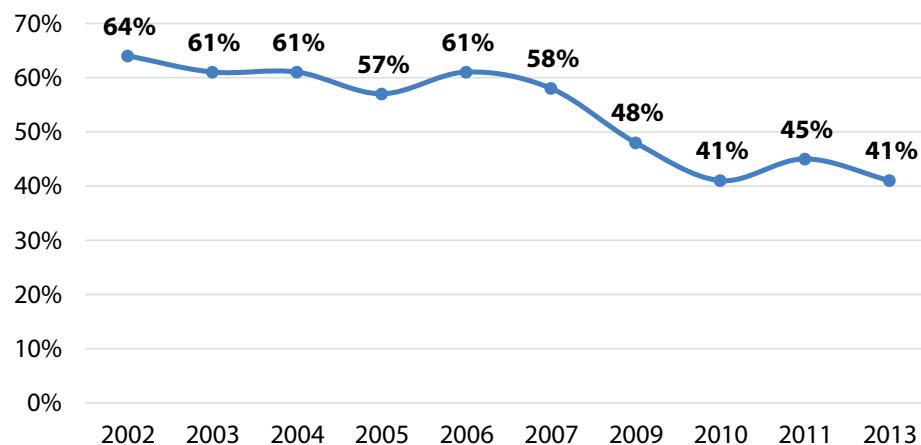
\*\* Question No 24 of the Questionnaire Form.

<sup>5</sup> A significance level of 5%.

### 3.4 CSO's Human Resources

In 2014 less than half CSOs had permanent staff, in particular, as reported 41% of CSOs. This figure varies from one year to the next. For instance, back in 2011 it was 45% of surveyed CSOs and in 2010 the figure coincided with the 2014's figure. It should be mentioned that the highest percentage of permanent staff was reported in the period of 2002 – 2009, in particular, there were 48%<sup>6</sup> in 2009, 58% in 2007, 61% in 2006, 57% in 2005 and 64% in 2002. Having analyzed Graph 3.4.1., one can see a downward trend in the number of CSOs that have permanent staff.

**Graph 3.4.1 Percentage of CSOs that Have Permanent Staff\*, 2002 – 2013**



**On average there are five permanent staff members in a civil society organization**

On average there are five permanent staff members in the organization. The figure is higher than it was back in 2011, in particular, 4 people; in 2010 there were 3 people, and there were 4 people in the period of 2006 – 2009. In 2005 the large majority of surveyed CSOs also commented that they had five permanent staff members. It should be noted that charitable foundations and organizations have more permanent employees than civil society organizations, in particular, 6 and 4 respectively.

As for types of employment in CSOs, 26% of organizations have permanent staff; in 2011 the figure was 24%, in 2010 it was 25% and in 2009 it was 26%. Around 23% of CSOs have people who work on a contract basis; in 2011 the figure was 21%, in 2010 – 19%, in 2009 – 24. Around 16% of CSOs have people who combine jobs; in 2011 the figure was 14%, in 2010 and 2009 – 15%. Around 8% of CSOs reported that they have people who work on an hourly basis; in 2011 the number was 3%, in 2010 – 4% and in 2009 – 1%. And 16% of organizations hire people for particular one-time jobs; in 2011 – 2011 the number was 14% and in 2009 the figure was 17%. Having reviewed the findings of the study for this particular aspect, a conclusion can be made that no major changes have taken place in the types of employment in CSOs, except for a category of people working on an hourly basis. The figures differ in the range of 2 – 4% from one year to the next.

In 2013 the average salary was in the range of 1292 to 3469 UAH amongst the surveyed CSOs. To put this in perspective, the average salary of a public servant working in the social field was 2979 UAH per month in 2013, according to the State Statistics Committee of Ukraine<sup>7</sup>.

Around 81% of surveyed organizations have duties and responsibilities for their staff in a written form and only 48% of respondents have internal administrative rules and procedures/work order developed and documented.

About 42% of organizations that have written administrative rules and procedures in place updated them during the past year. It is the head of the organization who works on the development of the administrative rules and procedures in 73% of CSOs, a collective governing body in 56% of surveyed CSOs, members of the organization in 22% of CSOs, managers in 16% of CSOs and staff in 14% of CSOs.

The collective governing body and members of CSOs are often engaged in the development of administrative rules and procedures. This is an indication of engagement of all interested individuals and groups in management of an organization including the ones that it concerns.

Around 82% of surveyed organizations encourage competence development of their staff by paying for their participation in various conferences, round table discussions, learning events and workshops.

### Conclusion

**A share of CSOs that have permanent staff was increased in 2014. As for other aspects related to human resources in CSOs, no major changes were observed.**

<sup>6</sup> A significance level of 1%.

\* Question No 30 of the Questionnaire Form.

<sup>7</sup> <http://www.ukrstat.gov.ua/>

### 3.5 CSO's Membership

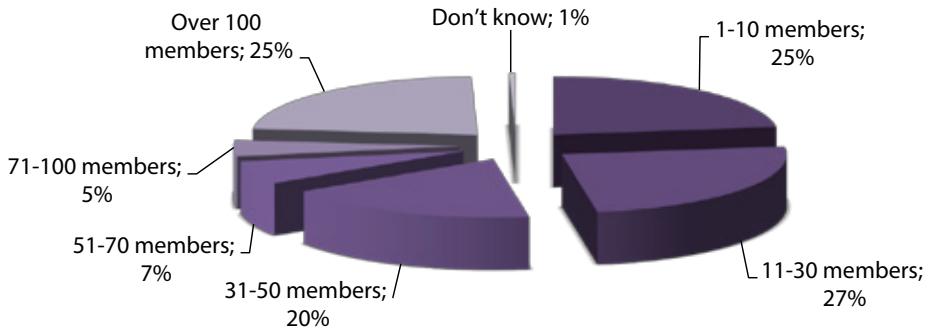
Around 77% of surveyed organizations are membership organizations; in particular, 36% of CSOs have from 11 to 30 members, 17% of civil society organizations have over 100 members. Graph 3.5.1. shows the breakdown of surveyed CSOs in terms of their memberships. About 68% of surveyed public unions and only 9% of surveyed charitable foundations are membership organizations.

According to the Law of Ukraine On Public Associations, only natural persons can be members of non-governmental organizations; legal entities can be members of a public association. The law does not stipulate for particular requirements when it comes to membership in a charitable foundation. However, according to the law, all organizations, be it public associations or charitable foundations, are membership organizations.

**77%**  
of CSOs are membership organizations

II

**Graph 3.5.1. Breakdown of CSOs by Number of their Members\*(N=563)**



In 2014 around 37% of surveyed CSOs (the figure was 36% back in 2010) reported that the number of members in their organizations increased when compared to the previous year; 50% of CSOs noted that the number of members remained the same and 12% of organizations stated that the number fell down.

The main method for engaging new members in the organization was own initiative of new members for 26% of CSOs; personal contacts of CSOs' members were reported by 25% of respondents. At the same time, 14% of organizations conducted special events and 13% of CSOs managed to attract new members with the help of their employees. Advertisements and information dissemination via the mass media helped bring new members only to 9% of surveyed CSOs.

### Conclusion

**The responses of the leaders of non-governmental organizations provided in the 2014's study showed that the number of membership organizations and ways of engaging new members have not encountered major changes over the past twelve years.**

### 3.6 Work with Volunteers

According to the findings of the 2014's study, around 67% of surveyed organizations work with volunteers. This is the lowest figure for the past twelve years. On average a non-governmental organization has 16 volunteers. Such large average number can be explained by the fact that some organizations have very many volunteers and that, of course, has an impact on the average sector indicator. On average, a volunteer dedicates 6 hours of his/her working time a week to an organization. In 2013 around 18% of organizations managed to increase the average number of hours per week the volunteers work for their organizations; the figure has not changed for 61% of CSOs and fell down in 18% of surveyed organizations.

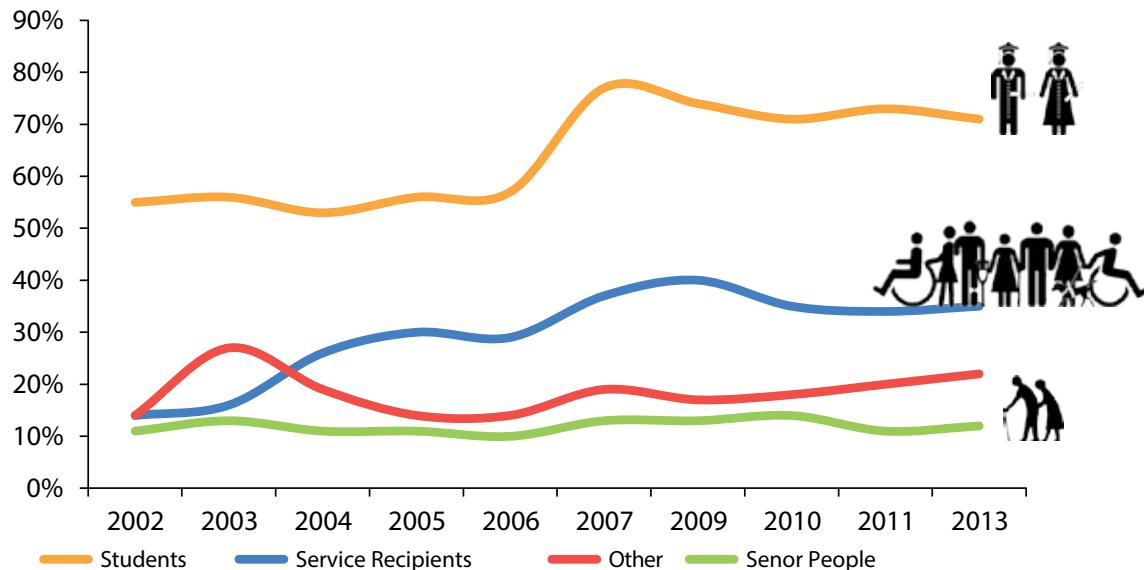
**67%**  
of surveyed CSOs work with volunteers

But if the quantity of volunteers remained the same in 48% of surveyed CSOs during the past year, 33% of respondents reported an increase (back in 2011 the figure was 35%) and 19% of CSOs reported a decrease in the number of their volunteers during the past year (in 2010 – 2012 the figure was 16%).

Graph 3.6.1. shows a social profile of volunteers that worked in the CSOs between 2002-2013. The findings of the study held in 2014 demonstrate that students made the majority of volunteers in the CSOs (71%). Other groups included service recipients (35%), unemployed people (12%), senior people (12%) and housewives (10%).

\* Questions No 42 of the Questionnaire Form.

Graph 3.6.1. CSOs' Volunteers, 2002 – 2013\*



Over the past twelve years there has been an upward trend in the number of CSOs that engage service recipients (program beneficiaries) in volunteer work. In particular, in 2002 only 14% of respondents engaged program beneficiaries in volunteers work as opposed to 35% in 2014<sup>8</sup>. By contrast to findings of the 2002 study, a percentage of students engaged in volunteer work greatly increased in 2014; in particular, it was 14% back in 2002 and 35% in 2014. An assumption can be made that the increased engagement of youth between the years of 2002 – 2013 can be attributed to the overall increased public activity among young people, increased unemployment and tougher competition on the labor market.

In 2014 the study studied the issue of volunteers' remuneration. The findings of the study showed that 60% of respondents provide remuneration to volunteers. The majority of these CSOs (88%) do so by offering a possibility to advance the volunteer's knowledge and competence, 74% of CSOs help volunteers get access to information on various issues and 41% of CSOs give them opportunities to advance within the organization. Around 14% of CSOs provide in-kind support to volunteers and 5% of CSOs give financial support to their volunteers.

### Conclusion

**Around 67% of surveyed civil society organizations work with volunteers. There has been a steady downward trend in the number of organizations that work with volunteers over the period of 2002 – 2013. The most common groups of volunteers CSOs work with include students, program beneficiaries, senior people and housewives.**

### 3.7 CSO's Material Resources

The availability of material resources/infrastructure is a crucial element of the organizational capacity of the organization to implement its mission and to perform. In addition, material resources of CSOs reflect the sustainability and independence of the organization. For instance, the availability of own office space enables an organization to work and provide services when there is no other external financing is available. The existing material resources are listed in Table 3.7.1. as reported by the CSOs' leaders.

Table 3.7.1. Material Resources of CSOs \*\*, 2002 – 2013

Types of Physical Resources	2002	2003	2004	2005	2006	2007	2009	2010	2011	2013									
Free Office Space	40%	–	38%	–	37%	–	35%	–	30%	–	28%	↑	35%	↓	35%	↓	31%	↑	33%
Own Office Space	–	11%	–	13%	–	14%	–	12%	–	11%	–	11%	↓	12%	↓	11%	↓	9%	
Rented Office Space	40%	↑	47%	–	44%	–	45%	–	48%	↑	53%	–	47%	↓	46%	↑	47%	↓	43%
Office Furniture	59%	↑	70%	–	70%	–	71%	–	70%	↑	73%	–	74%	↓	72%	↓	66%	↑	72%
Telephone	65%	↑	82%	–	79%	–	83%	–	84%	■	82%	–	84%	↓	76%	↓	75%	↓	66%
Fax	40%	↑	50%	–	48%	–	51%	–	51%	↑	59%	–	54%	↓	50%	↓	49%	↓	44%

\* Question No 50.

8 Significance level of 1%.

\*\* Question No 64 of the Questionnaire Form.

Types of Physical Resources	2002	2003	2004	2005	2006	2007	2009	2010	2011	2013
A Photocopier	37%	↑ 45%	- 43%	- 46%	- 47%	↑ 55%	- 56%	↑ 59%	↑ 62%	↑ 65%
A Computer	55%	↑ 76%	- 75%	- 79%	- 81%	↑ 82%	- 84%	↓ 82%	- 82%	- 84%
E-mail /Internet	47%	↑ 67%	- 65%	- 67%	↑ 75%	- 75%	↑ 79%	↓ 77%	↑ 79%	- 80%
A Car	9%	- 12%	- 11%	- 9%	- 12%	- 11%	- 10%	↓ 11%	↑ 12%	↓ 10%

Having reviewed the data presented in Table 3.7.1., a conclusion can be made that in 2014 a number of organizations that have telephones significantly decreased. However, the number of organizations that had office furniture increased. Having reviewed the study findings, a conclusion can be made that the number of CSOs that received office furniture free of charge varied within the range of 13% between 2002 and 2013. However, the number of organizations that had own office space has gone down to 9%, which is the lowest number in all years of the study. But the percentage of organization that had office facilities provided for free has increased.

The number of computers significantly increased in 2005 and it continued to grow, though the pace was primarily slow. In 2014 around 20% of CSOs still did not have access to the Internet and electronic mail. The access to the Internet and e-mail was greatly improved back in 2003 and 2006 and varied within the range of 4% between 2007 and 2013. In addition, a gradual decrease of difference between the percentage of CSOs that had computers and CSOs that had access to the Internet can be observed.

## Conclusion

**The study of material resources available to CSOs between 2002 and 2013 has demonstrated that the level of overall infrastructure of CSOs coincides with the general trends in Ukraine. The cheapest things such as computers, the Internet, office furniture are the most common material resources available to the Ukrainian CSOs. However, not that many organizations have own office space or a car.**

## 3.8 CSO's Sources of Funding

This chapter provides information about sources of funding of the Ukrainian CSOs, reviews shares of funding generated from various sources and presents the total budget of the organizations. As a result, the diversity and intensity of fundraising activities, the percentage of each funding source and the total volume of funding are assessed as well as the dynamics of annual budgets of the surveyed civil society organizations.

In addition to purely financial questions the respondents also provided answers about the availability of fundraising plan that would cover at least one year. Such plan is an indication of a financial planning carried out by the organization in compliance with the mission, strategic plan and priority areas and not just a response to the donors' call for proposals. In 2014 only 34% of surveyed organizations had a written fundraising plan. This figure increased by 2% when compared to the findings of the 2011 study (32%)<sup>12</sup> and virtually returned to the level of 2010.

**Only 34% of surveyed CSOs have a fundraising plan**

The review of answers provided to the question about individuals responsible for fundraising in CSOs has revealed that the fundraising duties lack clarity and are divided between the staff of the organizations in most cases.

The findings of the 2014 study have shown that the head of the organization is, first and foremost, responsible for fundraising, and then comes the collective governing body. Volunteers and clients of the organizations are at the end of the line when it comes to fundraising. The situation with engagement of various representatives of CSOs in fundraising activities has not changed over the past twelve years, in particular, when it comes to the permanent key role the head of the organization plays in this process.

The situation with the availability of written financial administrative expenditures of the organization apart from the financial plans of projects remains at a somewhat lower level than the availability of the fundraising plan. Similar to 2011, in 2014 only 26% of surveyed CSOs have separate financial plans of the organization and separate financial plans of the projects. Back in 2010 the percentage was 32%<sup>13</sup>.

Graph 3.8.1. shows various funding sources available to CSOs. The percentage indicated in the Graph stands for the number of organizations that receive funding from this particular source. All financial questions presented in the questionnaire form dealt with the calendar year of 2013.

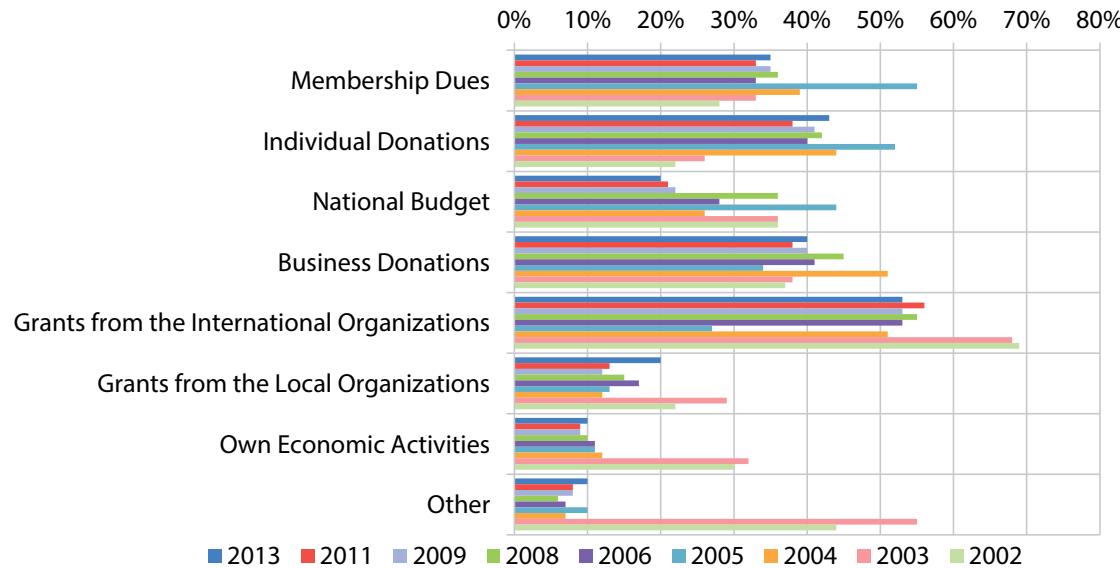
**10** A significance level of 1%.

**11** A significance level of 1%.

**12** A significance level of 1%.

**13** A significance level of 1%.

**Graph 3.8.1. CSO's Sources of Funding in 2002 – 2013\***



The average share of a funding source in the budget of an organization provides a better picture of revenues of the Ukrainian third sector. Having reviewed the data presented in Graph 3.8.1. and Table 3.8.2., a conclusion can be made about the budget of an average CSOs. In particular, 40% of surveyed CSOs reported financial support from the business community; however, the percentage of charitable donations from business amounts only to 13% of the organization's budget (from this point on: taking into consideration all organizations including the ones that had not reported financial support from the business). The number of CSOs that had received financial support from the international donor organizations remains comparatively large and amounts to 53% of surveyed CSOs. But the share of grants from the international donor organizations amounts only to 36% of the organization's budget. Similarly to that, 20% of respondents receive support from the national and local budgets but this support makes only 7% of the budget. Around 43% of surveyed CSOs get donations from citizens and their share in the organization's budget is only 14%. Grants from the local organizations are provided to 13% of CSOs and their share amounts to 7%. Around 10% of respondents receive finance from own economic activities but the share of these activities amounts only to 3%.

Table 3.8.2. shows the share of each funding source in the CSO's budget and changes it has undergone in the period of 2002 – 2013.

**Table 3.8.2. The Breakdown of CSO's Funding Sources in 2002 – 2013\*\***

	2002	2003	2004	2005	2006	2008	2009	2011	2013
<b>Individual donations</b>	11%	–	11%	↑ 12%	↓ 11%	↑ 12%	↓ 11%	– 12%	↑ 14%
<b>Grants from the Local Organizations</b>	3%	–	3%	↑ 4%	↑ 5%	↑ 5%	↑ 4%	↓ 3%	↑ 7%
<b>Membership Dues</b>	12%	↑ 14%	↓ 12%	↓ 9%	↑ 12%	↑ 10%	– 10%	↑ 13%	– 13%
<b>Own Economic Activities Such As Social Enterprises</b>	4%	↓ 3%	↑ 4%	– 4%	– 4%	↓ 3%	– 3%	– 3%	– 3%
<b>National Budget</b>	11%	↓ 10%	↓ 9%	↑ 10%	↑ 10%	↑ 13%	↑ 10%	↓ 8%	– 7%
<b>Donations from Business</b>	20%	↑ 21%	↑ 19%	– 19%	↓ 15%	↑ 16%	↓ 14%	↓ 13%	– 13%
<b>Other Sources</b>	4%	↑ 6%	↓ 3%	↑ 4%	↓ 3%	↑ 2%	– 3%	– 3%	– 3%
<b>Grants from the International Donor Organizations</b>	35%	↓ 32%	↑ 37%	↑ 38%	↑ 39%	↑ 41%	↑ 43%	↑ 45%	↓ 36%

Having reviewed the data presented in Table 3.8.2., a conclusion can be made that the share of grants from the international donor organizations went down in 2013 and reached the level of 2004. On the other hand, the share of finance provided by the local organizations has increased. There has been a downward trend in the share of business contributions to the budgets of CSOs over the course of the past ten years.

\* Question No 50 of the Questionnaire Form.  
\*\* Question No 60 of the Questionnaire Form.

### Drawing 3.8.3. Funding Sources of CSOs and their Budget Share, 2013, (N=563)

II



Table 3.8.4. provides information about the budget of CSOs surveyed between 2002 – 2013.

**Table 3.8.4. Breakdown of CSOs Based on their Budgets, 2002 – 2013\***

	2002	2003	2004	2005	2006	2008	2009	2011	2013								
<b>\$0 – \$500</b>	26%	↓	25%	↓	24%	↓	21%	↓	7%	↑	15%	↑	16%	↓	13%	↑	19%
<b>\$501 – \$999</b>	11%	↓	10%	↑	12%	↑	13%	↑	18%	↓	11%	↓	9%	↓	8%	↓	8%
<b>\$1 000 – \$4 999</b>	17%	↑	20%	↓	18%	–	18%	↓	7%	↑	16%	↑	17%	↑	18%	↓	16%
<b>\$5 000 – \$9 999</b>	12%	–	12%	↓	11%	↓	9%	↑	15%	↓	13%	↑	14%	↓	11%	↑	12%
<b>\$10 000 – \$19 999</b>	10%	↓	9%	↑	12%	↓	11%	↑	15%	↓	10%	↑	11%	↑	14%	↓	11%
<b>\$20 000 – \$29 999</b>	4%	↑	6%	–	6%	↑	8%	↓	10%	↓	7%	–	7%	↑	9%	↓	7%
<b>\$30 000 – \$49 999</b>	3%	–	3%	↑	4%	↑	6%	↑	8%	↓	7%	–	7%	↓	6%	↑	7%
<b>More than \$50 000</b>	6%	↓	5%	↑	8%	↑	9%	↓	5%	↑	12%	↓	10%	–	10%	↑	14%
<b>I don't know</b>	11%	↓	10%	β	5%	↑	5%	↑	15%	↓	9%	↓	9%	↑	11%	β	2%

The number of CSOs that have an annual budget up to 500 USD greatly varied in the period of 2002 – 2013. In the period of 2002 and 2005 the figure varied between 21% and 26%. Back in 2006 the figure fell down to as low as 7%. Since 2008 the percentage of CSOs with the minimum budget has been in the range of 13% – 19%.

In 2013 changes observed in many budget categories of CSOs did not exceed 1 – 2%. The only exception was the percentage of organizations that have a budget of more than 50 000 USD; their share has increased almost by 1.5. times, in particular, from 10% to 14%.

The large majority of surveyed CSOs (19%) have a budget up to 500 USD, 16% of respondents have a budget up to 4 999 USD and 14% of CSOs have a budget above 50 000 USD.

## Conclusion

Only one third of surveyed organizations have a fundraising plan. The most common sources of funding for the Ukrainian CSOs include grants from the international donor organizations, business donations, individual contributions and membership dues. During the past ten years there has been a downward trend in the share of business contributions. However, the percentage of grants from the international donor organizations that was on the rise during the previous years fell down to the level of 2004. In 2013 one in five CSOs had a budget under 500 USD. The median value of the CSO's budget is a budget of 5000 USD and 9 999 USD.

## Funding from the Government

This report chapter provides information about the financial and in-kind contribution from the state/government agencies.

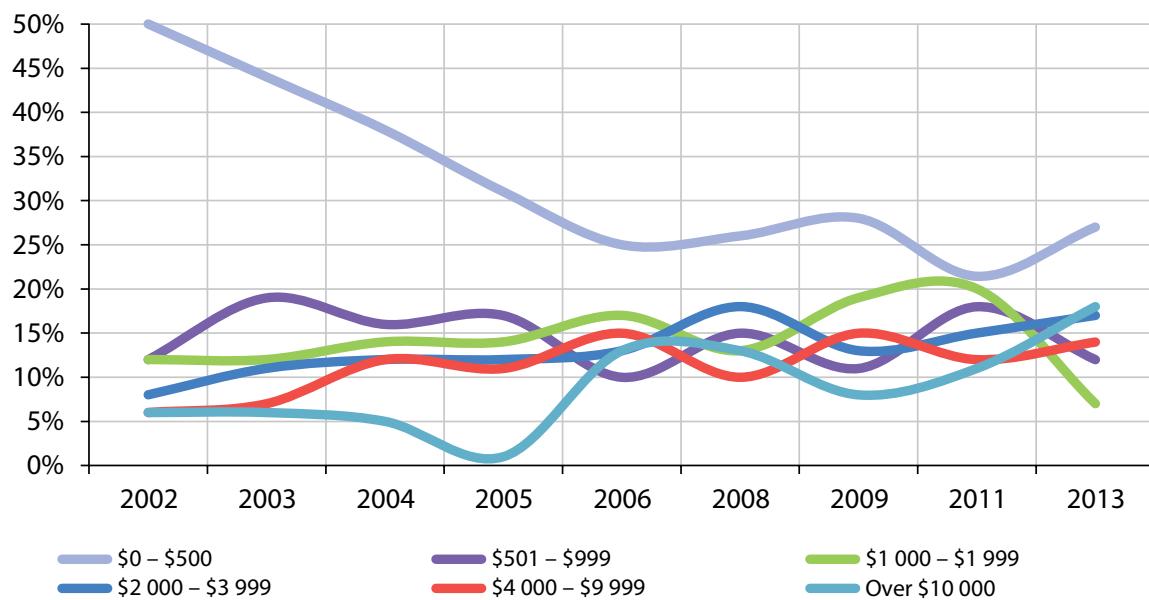
Around 20% of CSOs reported that they received financial support from the state in 2013. 27% of these CSOs received financial support that was under 500 USD (see Graph 3.8.5.). It should be noted that this figure has increased by 6% when compared to the previous year and is now at the level of 2008<sup>14</sup>. The increase of the financial support in the range starting from 2 000 USD and the decrease of the financial support in the range of 501 USD and 1 999 USD should be taken into consideration.

Only 20% of CSOs received financial support from the government in 2013

\* Question No 60 of the Questionnaire Form.

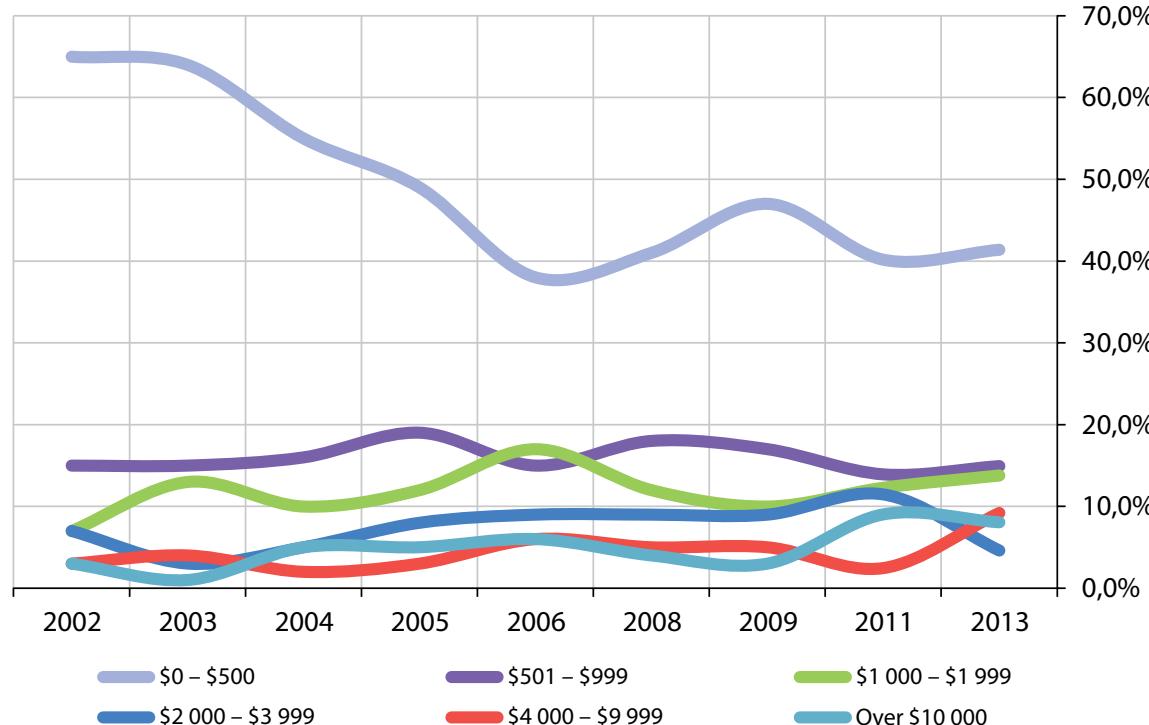
<sup>14</sup> A significance level of 1%.

**Graph 3.8.5. Financial Support Received by CSOs from the Government or Local Self-government Bodies in 2002 – 2013**



Around 16% of CSOs received in-kind contribution from the government or local self-government bodies, in particular, free office space, office furniture etc. Therefore, we can say that the number of CSOs that receive in-kind support from the state or local self-government bodies is gradually going down, in particular, the figure was 20% in 2011, 47% in 2009, 41% in 2008<sup>15</sup>, 38% in 2006<sup>16</sup>. In 2013 around 41% of these organizations received in-kind support for the amount under 500 USD, in particular, the figure was 40% in 2011, 47%<sup>17</sup> in 2009, 41%<sup>18</sup> in 2008, 38%<sup>19</sup> in 2006, 49% in 2005, 55% in 2004, 64% in 2003 and 65% back in 2002. For more information please see Graph 3.8.6. It should be noted that in 2013 the number of CSOs that received in-kind contribution in the range of 4 000 USD and 9 999 USD increased and amounted to 9%, it was 2% in 2011 and 5% in 2009<sup>20</sup>. At the same time, the percentage of CSOs that received assistance in the range of 2 000 USD and 3 999 USD has gone down; in particular it was 5% in 2013, 11% in 2011 and 9% in 2009<sup>21</sup>.

**Graph 3.8.6. In-kind Contribution CSOs Received from the Government or Local Self-government Bodies in 2002 – 2013\***



<sup>15</sup> A significance level of 1%.

<sup>16</sup> A significance level of 1%.

<sup>17</sup> A significance level of 1%.

<sup>18</sup> A non-significance level of 1%.

<sup>19</sup> A non-significance level of 5%.

<sup>20</sup> A significance level of 1%.

<sup>21</sup> A significance level of 1%.

\* Question No 63 of the Questionnaire Form.

## Conclusion

In 2013 the number of civil society organizations that received financial support and in-kind contributions from the government and local self-government bodies continued to fall. It should be also noted that this assistance has seen an unbalanced increase, primarily two extremes, in particular, below 500 USD and over 10 000 USD. At the same time the percentage of interim shares has gone down.

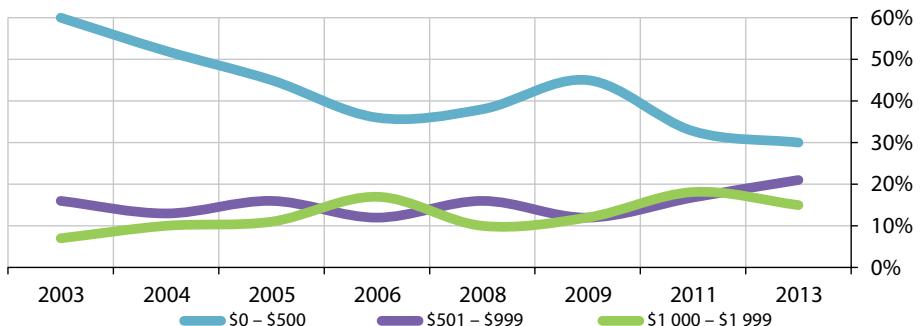
### Business Support

In 2013 surveyed CSOs received both financial and in-kind support from the business.

Around 35% of surveyed CSOs received financial support from the local business; this is a higher number than was recorded in the previous study. About 30% of these organizations received support under 500 USD per year; the figure was 33% in 2011, 45% in 2009<sup>22</sup>, 38% in 2008<sup>23</sup> and 36% in 2006. Nearly 21% of respondents received financial support from the business under 1 000 USD; in 2011<sup>24</sup> the figure was 17%. Approximately 15% of surveyed organizations received financial assistance under 2 000 USD; the figure was 18% in 2011<sup>25</sup>. For more details please see Graph 3.8.7.

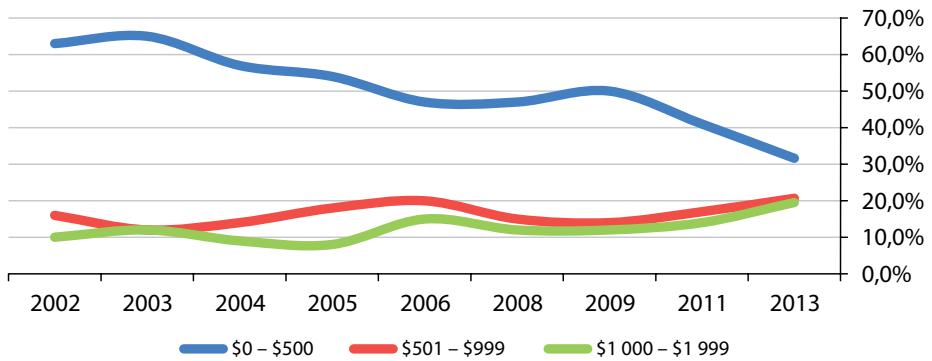
35% of CSOs received financial assistance from the local business in 2013

**Graph 3.8.7. Financial Support from the Local Business\*, 2003 – 2013**



Around 31% of surveyed CSOs received in-kind support from the business in 2013, in particular, office furniture, telephone, fax, a photocopier, access to e-mail and the Internet. Approximately 32% of these organizations that had received in-kind support from the business received it in the amount under 500 USD; it was 41% in 2011, 50% in 2009<sup>26</sup>, 47% in 2008 and 2006<sup>27</sup>. An increase of financial support from the business up to 1 000 USD should be taken into consideration, in particular, 21% of surveyed organizations reported that in 2013, 17% in 2011 and 14% in 2009; and an increase of financial support from the business up to 2 000 USD, in particular, 20% of organizations reported that in 2013, 14% in 2011 and 12% in 2009. The amount of this type of support is shown in Graph 3.8.8.

**Graph 3.8.8. In-kind Support from the Business\*\*, 2002 – 2013**



## Conclusion

By contrast to 2011, in 2013 a number of organizations that received financial assistance from the business increased. However, a number of organizations that received in-kind contribution from the business fell down. The largest share of CSOs continues to receive financial support under 500 USD but their share has decreased and the percentage of CSOs that received assistance for higher amounts has gone up.

<sup>22</sup> A significance level of 1%.

<sup>23</sup> A significance level of 1%.

<sup>24</sup> A significance level of 1%.

<sup>25</sup> A significance level of 1%.

\* Question No 65 of the Questionnaire Form.

<sup>26</sup> A significance level of 1%.

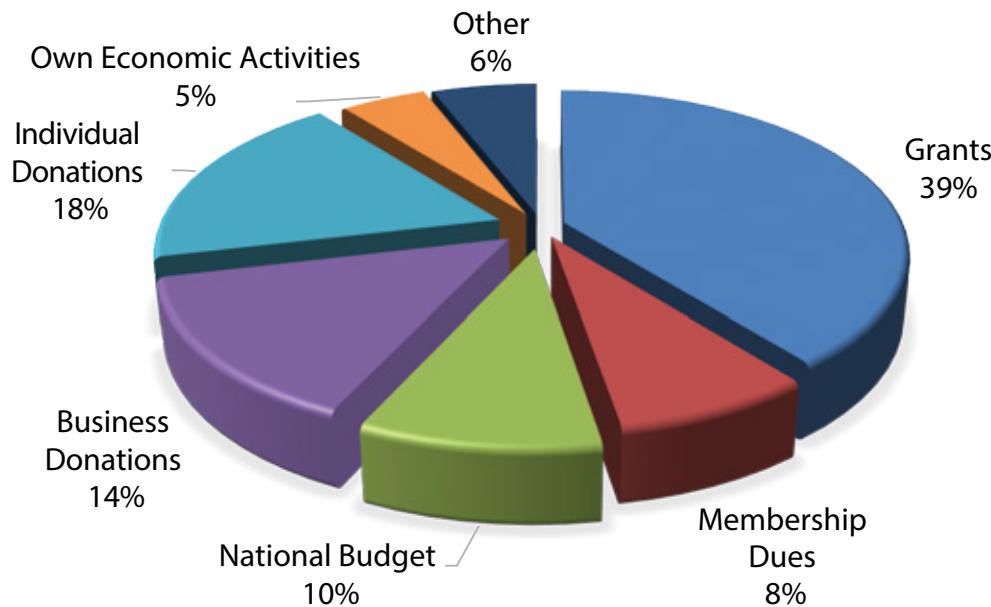
<sup>27</sup> A non-significance level of 5%.

\*\* Question No 66 of the Questionnaire Form.

### 3.9 Fundraising Strategies

Around 34% of CSOs raise funds *in line with the fundraising plan of their organization*, 33% of respondents do so on *an ad hoc basis*, 21% of organizations conduct *special campaigns*. Around 23% of CSOs commented that they managed to identify new sources of funding that were not available in the previous year. The breakdown of new sources of funding is presented in Graph 3.9.1.

**Graph 3.9.1. New Sources of Funding\*, (N=563)**



The percentage of CSOs that reported an increased level of funding if compared to the previous year has virtually remained at the level of the previous years: in particular, it was 27% in 2013, 26% in 2011, 33% in 2010<sup>28</sup> and 34% in 2009. The share of CSOs that reported the decrease in the level of funding was 34% in 2013. In 2009<sup>29</sup> the figure was 35%; in 2010 the figure went down to 32% and in 2011 was 33%.

#### Conclusion

Despite the fact that fundraising is one of the most crucial elements that affects the sustainability of a CSO, the organizations still have a very low understanding that they need to develop mid-term and long-term fundraising strategies and not just the short-term ones. They tend to perceive fundraising activities as something external and something they cannot influence. Perhaps that was the reason why the number of CSOs surveyed in 2013 and that had seen a decrease in their funding over the past year was higher than the number of organizations that managed to increase it during the past year.

### 3.10 CSO's Management Systems

The management system of CSOs is a reflection of the decision making process in the organization, the internal control system and procedures for delegating responsibilities. The availability of proven management systems in the organizations facilitates its ability to implement projects and demonstrate stability.

The head of the organization and the collective governing body are, first and foremost, responsible for the decision making process. The participation of the collective governing body in the decision making process concerning project activities is an indication that the collective governing body not only takes part in the strategic planning but is also directly engaged in the activities of an organization and that goes against its primary role that it is supposed to perform in the CSO.

According to the study, the executive director is the main person who is responsible for the program activities planning. Around 95% of respondents chose the options of *“always”* and *“often”* in this respect. Similar to 2013, the collective governing body was largely engaged in program activities planning in 72% of organizations. Therefore, the figure for the collective governing body's engagement in the program activities planning is rather high.

\* Question No 77 of the Questionnaire Form.

<sup>28</sup> A significance level of 1%.

<sup>29</sup> A significance level of 1%.

The organizations scored high in terms of availability of a formal document registration system. Around 78% of organizations surveyed in 2014 said that they had the formal document registration system (printed or electronic one). In 2011 the figure was 83%, in 2010 — 84%, in 2009 — 81%, in 2006 — 81%<sup>30</sup> and in 2003 — 88%<sup>31</sup>.

The Ukrainian CSOs also demonstrated high scores in the field of financial management and monitoring/control. Two thirds of surveyed organizations have an accountant (66%); 63% of respondents believe that their accounting system is in line with the national and international accounting standards. Around 55% of surveyed CSOs answered that their organizations have introduced financial management system for planning, funds allocation and financial reporting.

Around 26% of respondents are experienced with the external audit; the figure was 23% back in 2011. About 43% of CSOs have not had such audit but are ready to have it conducted. The figure was 23% in 2011. About 20% of surveyed CSOs said that they were not ready for such external audit. The respective figure was 48% back in 2011.

Only 45% of surveyed CSOs keep the institutional budget separate from the project budgets and only 26% of respondents have a financial plan in place.

Approximately 70% of organizations evaluate their activities, which is a positive development that demonstrates that the CSOs are aware about the benefits of the evaluation and the role it plays in the overall management. On the other hand, only 38% of organizations engage external experts to conduct such evaluations. However, there might be a partiality factor in the evaluation as they are held by the internal specialists. Only 46% of respondents conduct evaluation of their level of institutional development. Since we did not ask any clarification-seeking questions, we should treat the provided answers carefully as our experience of working with CSOs has shown that not all of them understand the essence of the evaluation and the term itself.

## Conclusion

**The CSOs showed high scores in terms of the availability of formal management elements such as document registration system, internal financial control system, decision making and participation of staff members in the decision making process pertinent to the program and operational activities of the CSOs. It should be noted that the large percentage of surveyed CSOs commented that they evaluated their activities.**

<sup>30</sup> A significance level of 5%.

<sup>31</sup> A significance level of 1%.

## 4. External Relations of CSOs, or the Capacity of the Organization “To Relate”

This chapter provides information on how surveyed CSOs interact with the state, business, donor organizations and mass media and how they cooperate with the civil society organizations.

### 4.1 Cooperation with the State Institutions

Cooperation of CSOs and the government agencies and local self-government bodies is an important factor that affects the capacity of CSO to advocate and to influence the formation of a democratic society. For many CSOs cooperation with the government agencies and local self-government bodies is a possibility to receive funding to deliver social services, to engage public authorities in the activities of their organizations and to make them interested in having CSOs successful by letting them personally participate in the work of CSOs. In view of this, CSOs will be in position to efficiently affect the national and local policy and to achieve sustainability at the local level only when public authorities are engaged in their work and when these organizations address issues pertinent to the community and the society in general.

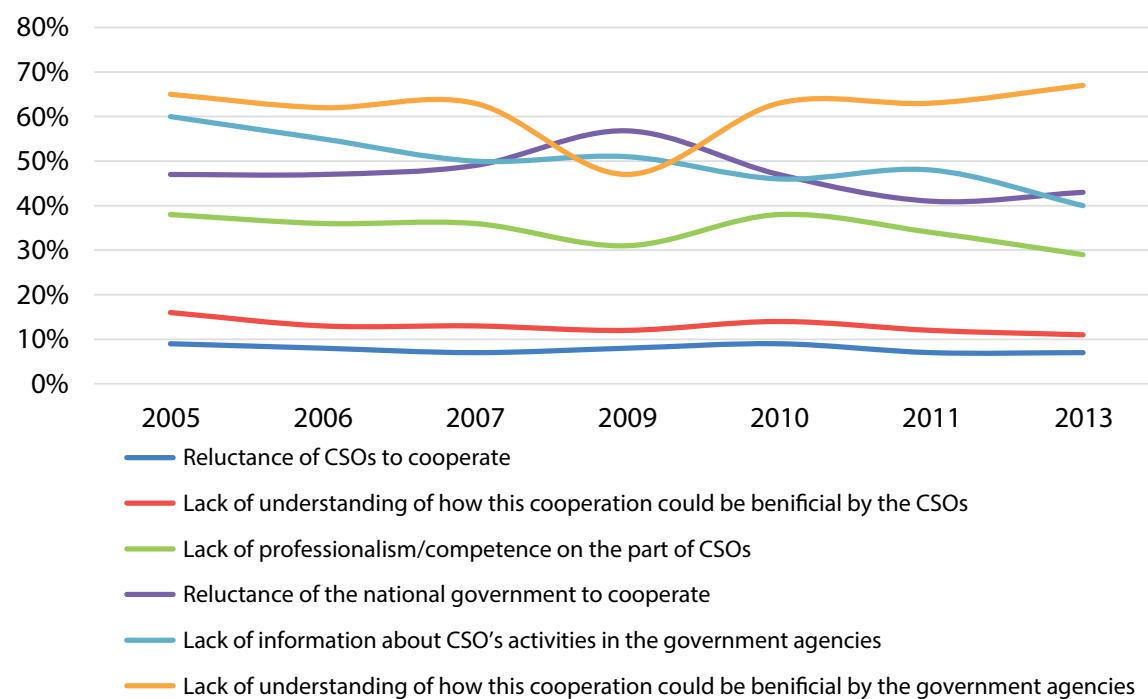
In order to define the types and form of cooperation between CSOs and the government, the respondents were asked to answer a wide range of different questions.

At present both parties mainly initiate contacts between CSOs and the government agencies and local self-government bodies (as reported by 65% of CSOs). This figure has seen a noticeable increase when compared to the 2011 data; in particular, it was 58% back then. There has been a downward trend observed in this field over the past years, in particular, 62% in 2010 and 65% in 2009. About 29% of surveyed CSOs initiate contacts with the authorities; the figure was 27% in 2011 and 30% in 2010. The public officials are not active in initiating contacts with the CSOs; the respective figure was 2% in 2013 and 1% in 2011.

In 2014 the respondents were also asked to answer a question about the focus of their cooperation with the public authorities. Nearly one half of surveyed organizations (45%) worked together with the public authorities on service provision, 44% of CSOs organized joint advocacy campaigns and one third of surveyed CSOs (31%) developed various legal regulations with the public authorities.

Besides, the CSOs also indicated reasons why the cooperation with the public authorities and local self-government bodies was somewhat limited. The respondents could choose as many options as they wished from the list. The results are presented in Graph 4.1.1.

**Graph 4.1.1. Reasons for Limited Cooperation Between CSOs And Public Authorities at the National Level\*, 2005 – 2013**



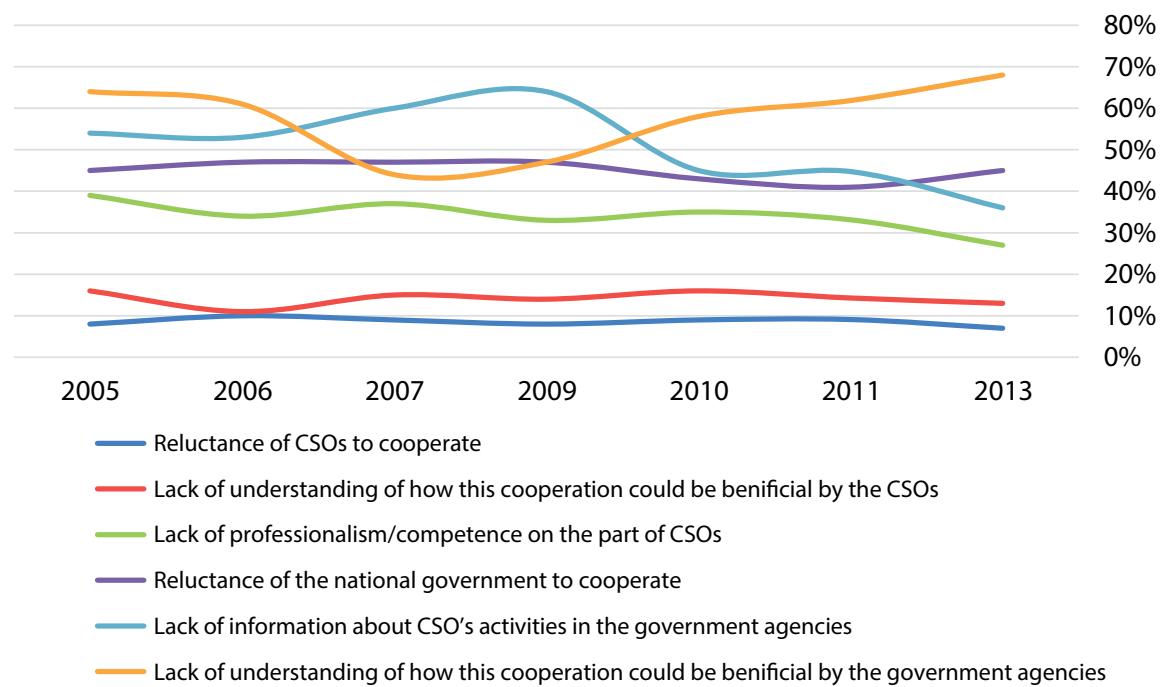
\* Question No 86 of the Questionnaire Form.

The following reasons for limited cooperation with the national authorities were quoted by the CSOs representative in the period of 2005 – 2013: *lack of understanding of how this cooperation could be beneficial by the government agencies, lack of information about CSO's activities in the government agencies and reluctance of the national government to cooperate.*

At the same time it should be noted that by contrast to 2011 the number of respondents who chose the answer of “*lack of understanding of how this cooperation could be beneficial by the government agencies*” noticeably increased, in particular, it was 67% in 2013 and it was 63% back in 2011. However, the percentage of CSOs that indicated “*lack of information about CSO's activities in the government agencies*” and “*lack of professionalism/competence on the part of CSOs*” drastically fell down; in particular, the figure was 29% in 2013 and 34% in 2011. The downward trend in the number of CSOs that chose the option of “*lack of professionalism/competence on the part of CSOs*” as the main reason for limited cooperation of CSOs and the government at the national level should be taken into consideration. In particular, the figure was 29% in 2014 and 38% back in 2005.

The respondents were also asked to define the main reasons why the cooperation at the regional or local level was also poor (see Graph 4.1.2.).

**Graph 4.1.2. Reasons for Limited Cooperation of CSOs and the Government at the Regional or Local Level\*, 2005 – 2013**



The CSOs quoted the following obstacles to a fruitful cooperation of the CSOs and the public authorities: *lack of understanding of how this cooperation could be beneficial by the government agencies* (reported by 45% of CSOs) and *lack of information about CSO's activities in the government agencies* (36%). Therefore, similar to the previous years, the representatives of the civil society in Ukraine tend “to blame” the authorities for the limited cooperation they have.

Having analyzed the answers provided in the period of 2003-2013, a conclusion can be made that in 2014 the percentage of CSOs that had reported the option of “*lack of information about CSO's activities in the government agencies*” and “*lack of professionalism/competence on the part of CSOs*” fell down. In particular, it was 36% in 2014 and 54% in 2005 for the first option and 27% in 2014 and 29% in 2005 for the latter. At the same time, when compared to 2011, the percentage of CSOs that had selected the option of “*lack of understanding of how this cooperation could be beneficial by the government agencies*” and “*reluctance of the national government to cooperate*” as the main reasons of limited cooperation with the public authorities has increased. In particular, it was 68% in 2014 and 62% in 2011 for the first option and 45% in 2014 and 41% in 2011 for the latter.

Having analyzed reasons of limited cooperation of CSOs and the government at the national and regional levels, a conclusion can be made that by contrast to 2005 – 2009, in 2011 – 2013 the difference in the answers provided by the respondents is small and insignificant, primarily in the range of 1 – 4%. An assumption can be made that as a result of centralization of all levels of the government that has been going on in Ukraine over the past few years, the local public authorities have started to coordinate more their work and seek approval from the central authorities thus limiting the possibility of developing initiatives at the grassroots level. Eventually this trend has leveled down the effectiveness and ineffectiveness of cooperation of CSOs and public authorities both at the national and regional level.

\* Question No 87 of the Questionnaire Form.

**Graph 4.1.3. Nature of Cooperation of CSOs and Public Authorities, (N=563)**



CSOs have regular contacts with the government agencies and in most cases both parties are interested in such cooperation. The study findings show that in many cases both parties initiate contacts and further interaction. More than half of surveyed CSOs think that CSOs and public authorities are driven by the same goals but have different ways of achieving them (Complementation); almost one in four surveyed respondent believes that CSOs and public authorities clash or have confrontation. Only 13% of CSOs think that CSOs and the government agencies have the same goals and same ways of achieving them (coordination) and 60% of respondents believe that CSOs and the government have the same ways of achieving the goals but the goals are different (cooptation). In 2014 the number of organizations that chose the option of “complementation” noticeably increased and the number of respondents who selected the option of “cooptation” decreased.

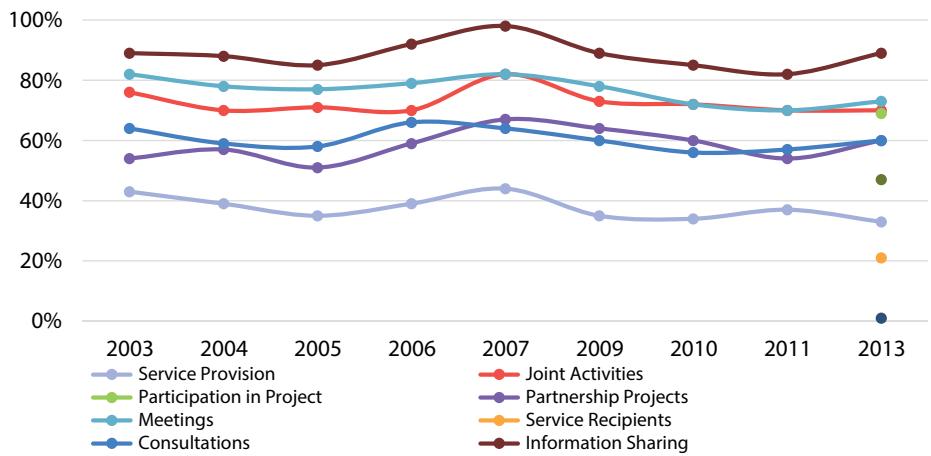
### Conclusion

CSOs have regular contacts with the government agencies and in most cases both parties are interested in such cooperation. The study findings show that in many cases both parties initiate contacts and further interaction. More than half of surveyed CSOs think that CSOs and public authorities are driven by the same goals but have different ways of achieving them (Complementation); almost one in four surveyed respondent believes that CSOs and public authorities clash or have confrontation. Only 13% of CSOs think that CSOs and the government agencies have the same goals and same ways of achieving them (coordination) and 60% of respondents believe that CSOs and the government have the same ways of achieving the goals but the goals are different (cooptation). In 2014 the number of organizations that chose the option of “complementation” noticeably increased and the number of respondents who selected the option of “cooptation” decreased.

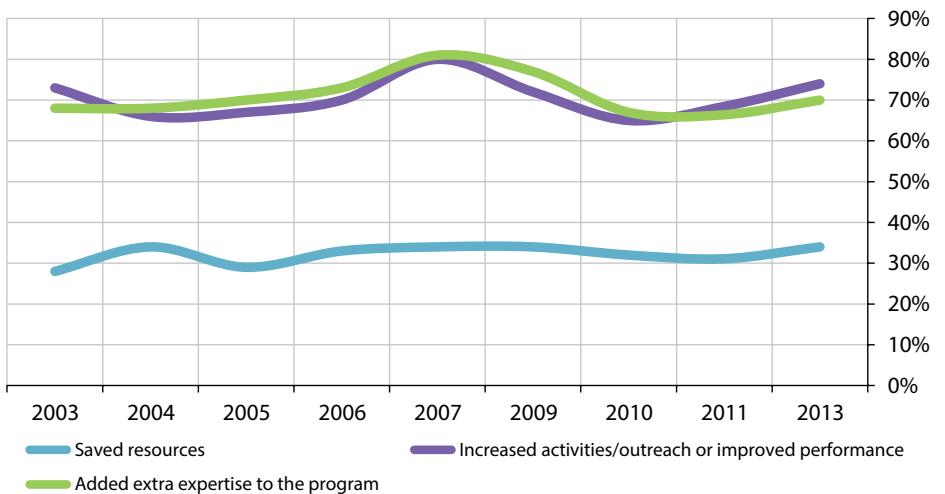
## 4.2 Cooperation with other CSOs

Knowing what other CSOs are doing is the first step towards cooperation. The respondents were asked about their level of knowledge about the activities of the CSOs that deal with the same or similar issues at the international, national, regional or local level. About 24% of surveyed CSOs were informed about the activities at the international level. About 53% of CSOs were aware about the activities at the national level. Speaking about the regional or local level, the percentage of CSOs informed about the activities of other organizations has increased. For instance, 84% of surveyed organizations commented that their representatives knew very well what other similar CSOs were doing at the local level and 70% of respondents said the same thing about the regional level.

About 95% of surveyed CSOs indicated that they cooperate with other CSOs. Graph 4.2.1. shows varies types of cooperation between CSOs. The respondents were in position to select several options. Their responses show that the large percentage of surveyed organizations, in particular, 89%, shares information with other CSOs. Around 73% of CSOs conduct meetings and 71% of organizations are engaged in joint activities. At the same time, the cooperation in the form of service provision is less common, it was reported only by 33% of surveyed CSOs. In the period of 2007 – 2013 there was a downward trend in the number of partnership projects (it dropped from 68% to 60%), consultations (it dropped from 64% to 58%), information sharing (it fell down from 98% to 89%), joint activities (the figure fell down from 73% to 71%) and meetings (from 82% to 73%).

**Graph 4.2.1. Types of Cooperation between CSOs, 2003 – 2013**

Graph 4.2.2. shows the benefits of cooperation between CSOs as indicated by the respondents.

**Graph 4.2.2. Benefits of Cooperation between CSOs\*, 2003 – 2013**

The majority of respondents think that the cooperation of CSOs enables them to improve the quality of provided services by expanding activities and outreach (as reported by 74% of CSOs) and attracting extra expertise (as reported by 70%). Around 34% of surveyed CSOs commented that joint activities helped them save resources. Only 2% of respondents commented that cooperation was not a success. According to the findings of the 2014's study, the shares of responses about the benefits of cooperation with other CSOs have not changed much.

Despite the fact that many representatives of CSOs reported the cooperation with other organizations and qualified it successful and beneficial, the majority of respondents, in particular, 64% still think that the level of cooperation between CSOs is not sufficient. Graph 4.2.3. shows the breakdown of answers about the reasons why cooperation of CSOs is limited.

**Graph 4.2.3. Reasons for Limited Cooperation between CSOs\*\*, 2002 – 2013**

\* Question No 92 of the Questionnaire Form.

\*\* Question No 94 of the Questionnaire Form.

In 2014 around 46% of respondents commented that *ambitiousness/arrogance of CSOs' leaders* was the reason for limited cooperation of CSOs; the figure was 48% back in 2011, 37% in 2010, 42% in 2009, 39% in 2007, 40% in 2006, 44% in 2005, 48% in 2004, 47% in 2003 and 34% in 2002. The same number of respondents, 46%, also indicated *competition for finance and resources* as an obstacle to cooperation. The number was 45% back in 2011, 32% in 2010, 42% in 2009, 37% in 2007, 40% in 2006, 39% in 2005, 39% in 2004, 43% in 2003 and 29% in 2002. Thus, we have other evidence to support our assumption that a higher competition amongst the surveyed CSOs was caused by reduction of finance from the international and local donors during the past two years.

*Lack of professionalism of CSOs* was reported by 41% of respondents in 2014 by contrast to 40% of CSOs in 2011, 36% of CSOs in 2010, 37% of CSOs in 2009 and 2007, 40% in 2006 and 49% back in 2003.

*Difficulties related to cooperation with other CSOs* received a higher score during the last few years; in particular, 28% of respondents chose this option in 2014, 21% of CSOs back in 2010, 27%<sup>32</sup> in 2009, 24% in 2007<sup>33</sup>, 23% in 2006 and 26% in 2004. However, in 2005 and 2003 the percentage for this particular aspect was the same or even higher, in particular, it was 28% and 30%, respectively. An assumption can be made that it is due to poor information activities of CSOs and partial reluctance to cooperate with other CSOs.

### Conclusion

The level of cooperation of CSOs has remained high over the past twelve years. The representatives of civil society organizations share information; they take part in joint activities and participate in common meetings. The following types of cooperation such as information sharing and joint activities are the most common types of cooperation between CSOs. However, the number of CSOs that had chosen the options of "*ambitiousness of leaders*" and "*competition for finance and resources, lack of information about the activities and mission of another CSO*" has increased when commenting on the reasons for limited cooperation of CSOs.

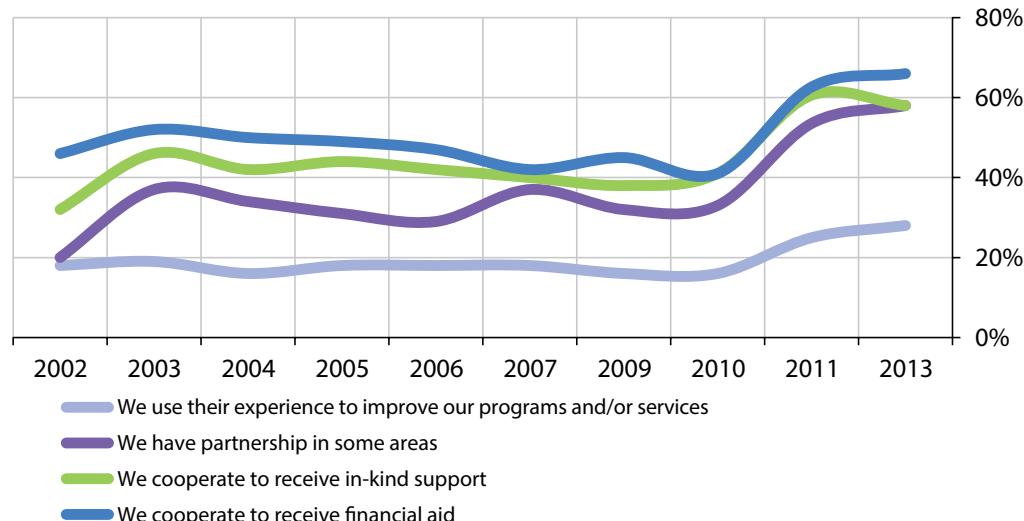
## 4.3 Cooperation with Business

Cooperation with business is an important factor that shows the ability of a CSO not only to co-exist with the sector but also to engage local business in providing finance and support to CSO's activities and have mutually beneficial cooperation.

The review of the cooperation between CSOs and business is even more interested taking into consideration the percentage of funds in the budget of an organization that comes from the business.

Similar to assessing the cooperation between CSOs, the representatives were asked to define main factors that encourage them to cooperate with business (see Graph 4.3.1.). The respondents could select several answers.

**Graph 4.3.1. Reasons for CSOs' Cooperation with Business\*, 2003 – 2013**



As seen from Graph 4.3.1., first and foremost, CSOs perceive business as a source of financial and in-kind support and as a partner in certain types of activities. Very seldom business is looked at as a source of expertise. The share of respondents who commented that they use expertise of the business sector has noticeably increased in the period of 2002 – 2010. It was 16% in 2010, 25% in 2011 and 28% in 2014. The number of CSOs that reported partnership with business in some areas has also significantly increased. There were 58% of CSOs in 2014, 54% in 2011, 33% in 2010, 32% in 2009 and

\* Question No 98 of the Questionnaire Form.

<sup>32</sup> A significance level of 1%.

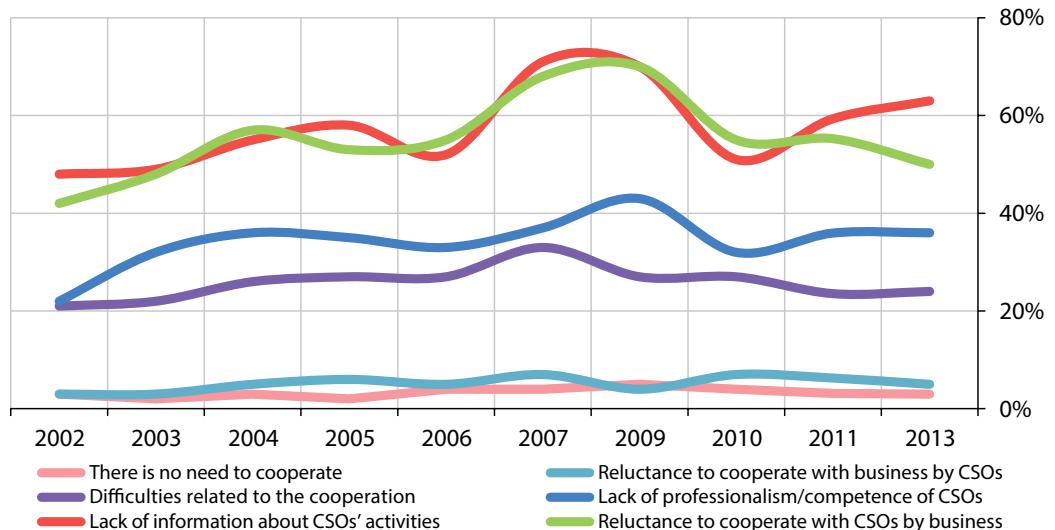
<sup>33</sup> A significance level of 1%.

37% in 2007. As for financial support, it did not change in 2013 when compared to 2010; the figure was 65% in 2013 and 63% in 2011. However, the number of respondents who managed to receive in-kind support from business has greatly increased, almost by 1.5 times, when compared to 2010 (back then it was 41%). This can be explained by the fact that there were more opportunities for business available once the financial crisis was over and by a more effective interaction of CSOs with the business.

Surveyed organizations tend to make business responsible for limited cooperation with CSOs. The respective breakdown is shown on Graph 4.3.2.

II

**Graph 4.3.2. Reasons for Limited Cooperation of CSOs and Business\*, 2002 – 2013**



According to the respondents, the main factors that hinder cooperation between CSOs and business include “*reluctance to cooperation with CSOs by business*” (as reported by 50% of CSOs in 2014 and 55% back in 2010) and “*lack of information about CSOs' activities on the part of business*” (as reported by 63% of CSOs in 2014 and 59% of CSOs in 2010). In 2014 around 36% of respondents commented that “*lack of professionalism/competence of CSOs*” stands in the way of their cooperation. The increase in the number of respondents who chose the option of “*lack of information about CSOs' activities on the part of business*” can be an indication that the business is ready to work with only those CSOs that are well known and highlighted by mass media and also with CSOs that are professional.

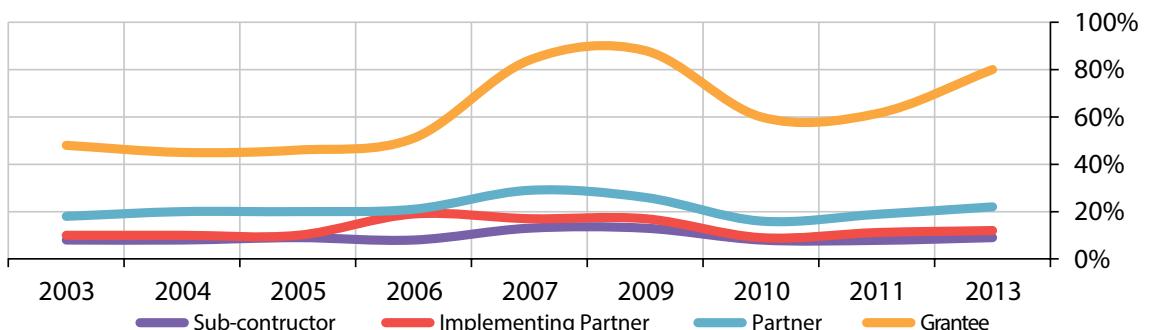
### Conclusion

Similar to previous years, in 2014 CSOs perceived business, first and foremost, as a funding source. It should be noted that in the period of 2002 – 2013 there has been an upward trend in the number of CSOs that cooperate with business as partners. The increase of percentage of all answers related to main reasons for cooperating with business should be taken into consideration. In 2013 the effectiveness of this cooperation remained at the same level as it was during the previous years. However, the number of CSOs that chose the option of “*reluctance to cooperate with CSOs by business*” as the main reason for limited cooperation between CSOs and business, have drastically decreased.

## 4.4 Cooperation of CSOs and Donor Organizations

The CSOs' leaders could select all options related to their cooperation with the donor organizations. The breakdown of their answers is presented in Graph 4.4.1.

**Graph 4.4.1. CSOs' Interaction with Donor Organizations\*\*, 2003 – 2013**



\* Question No 99 of the Questionnaire Form.

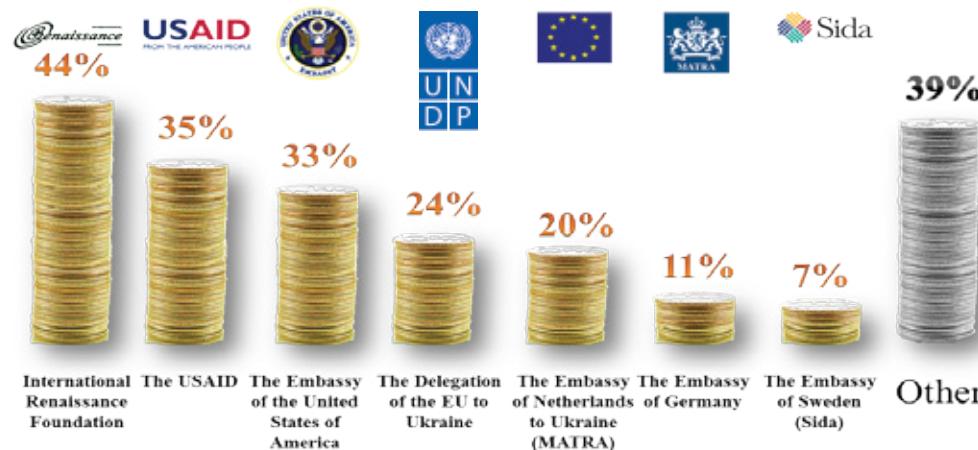
\*\* Question No 100 of the Questionnaire Form.

Despite the fact that the most common type of cooperation of CSOs and donor organizations is financial support and technical assistance rendered by the latter, some organizations cooperate with the donors on a higher level and act as partners or implementing partners. In 2014 only 12% of CSOs cooperated with the donors as partners or implementing partners. The percentage of these organizations had theirs peak back in 2006, it was 19% then. There has been a downward trend in this respect ever since.

The number of CSOs that cooperate with the donors as their grantees has not changed that much, in particular, it was 60% in 2014, 61% in 2011, 60% in 2010, 88% in 2009, 84% in 2007, 51% in 2006, 46% in 2005, 45% in 2004, 48% in 2003.

The CSOs were also asked to list the donor organizations they worked the most with. Their answers are shown on Graph 4.2.2.

**Graph 4.4.2. Cooperation with Donors, 2013**



According to the Graph 4.4.2., the biggest number of CSOs, in particular, 44%, work with the Renaissance International Foundation. Almost one third of CSOs works with the United States Agency for International Development (USAID) and directly with the US Embassy, 35% and 33% of CSOs respectively. Another 20% of surveyed CSOs work with the Delegation of the European Union to Ukraine. Around 11% of CSOs work with the Dutch Embassy within the framework of the MATRA Program and 7% of CSOs work the Swedish Embassy.

### Conclusion

In 2014, similar to previous years, the majority of civil society organizations acted as grantees of the donor organizations. Approximately 50% of surveyed CSOs' leaders stated that they work with the American donors such as the United States Agency for International Development and directly with the US Embassy. However, when speaking about the specific donor organizations, the Renaissance International Foundation was the donor the large majority of surveyed organizations works with.

## 4.5 Cooperation with Public

CSOs require stable and long-term cooperation with the community to encourage citizens' participation in the work of their organizations and to make citizens more active in the civic actions. Moreover, CSOs need support of the community to ensure successful advocacy and lobbying efforts.

Graph 4.5.1. shows how CSOs usually promote themselves and what they do.

**Graph 4.5.1. Channels CSOs Use to Promote Themselves\*, 2002 – 2013**

	Mass Media	Brochures, Leaflets and Flyers	Presentations	Websites of Other CSOs	Own Website	Own Publications	CSO's Annual Report
<b>2013</b>	82%	47%	41%	34%	43%	13%	17%
<b>2010</b>	85%	48%	46%	40%	38%	18%	17%
<b>2009</b>	84%	55%	53%	39%	38%	19%	19%
<b>2007</b>	80%	51%	49%	35%	36%	22%	19%
<b>2006</b>	78%	60%	51%	33%	31%	22%	20%
<b>2005</b>	88%	53%	46%	28%	26%	21%	19%
<b>2004</b>	85%	50%	42%	27%	24%	23%	23%
<b>2003</b>	86%	52%	43%	23%	25%	24%	20%
<b>2002</b>	81%	48%	39%	18%	18%	19%	14%

\* Question No 102 of the Questionnaire Form.

The most popular way of distributing information about the activities of CSOs is to share the information with mass media, in particular, 82% of CSOs used mass media in 2014, 84% in 2011, 85% in 2010, 84% in 2009, 80% in 2003<sup>34</sup>, 78% in 2006 and 88% in 2005. In 2014, an option of social networks was added to the questionnaire form and it placed second with the figure of 58%.

Around 47% of CSOs surveyed in 2014, 45% of CSOs surveyed in 2011, 48% of CSOs surveyed in 2010, 55% of CSOs surveyed in 2009<sup>35</sup> and 51% of CSOs surveyed in 2007 disseminated information about their work with the help of brochures, leaflets and flyers. About 41% of CSOs surveyed in 2014, 40% of CSOs surveyed in 2011, 46% of CSOs surveyed in 2010, 53% of CSOs surveyed in 2009<sup>36</sup> and 49% of CSOs surveyed in 2007 organized various presentations to promote their activities. When analyzing the general trend in this particular respect over the years the study was conducted in, we can see that cooperation with mass media, organization of various presentations and publishing information on the websites have gradually gained popularity. At the same time, the number of CSOs that use social networks to distribute information has noticeably increased over the past few years.

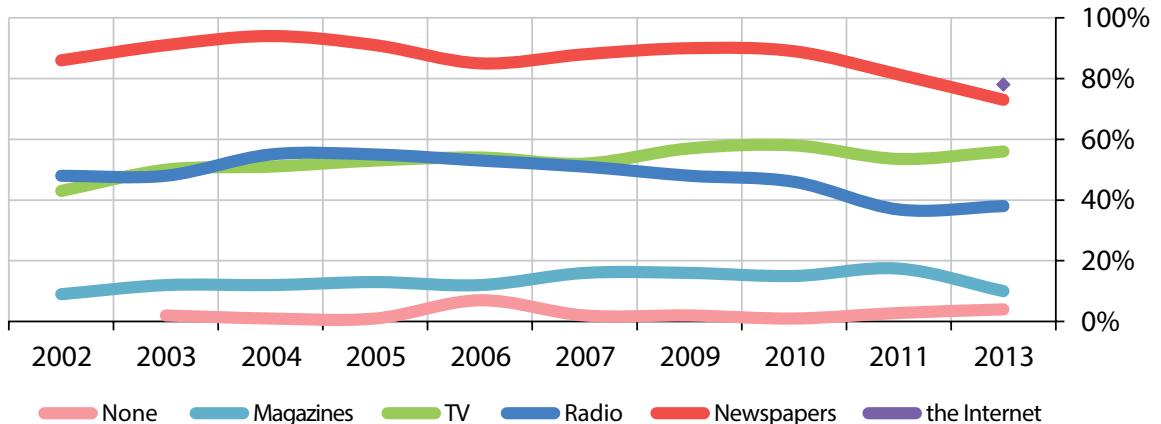
The CSOs' representatives were asked to assess to what extent the general public was aware about their activities. Around 27% of CSOs commented that people knew they existed, 48% noted that people were aware about their activities and another 19% of CSOs answered that the general public supported CSOs in their work. This figure coincides with the previous year's data.

## 4.6 Cooperation with Mass Media

The types and frequency of contacts that CSOs have with mass media illustrates the ability of CSOs to influence public opinion on important issues as well as their willingness and ability to communicate information to the general public.

The respondents were asked to list the most common types of media channels that provided information about the activities of civil society organizations over the course of the past year (see Graph 4.6.1.).

**Graph 4.6.1. Media Channels Used for Communication by CSOs\*, 2002 – 2013**



According to the provided answers 79% of surveyed CSOs mostly use the Internet to keep the general public informed about what they do and 73% of CSOs use newspapers. The latter one was decreased by 8% when compared to 2011. Then comes television with 56% of CSOs that use this resource. The frequency of using magazines to present information about what CSOs do has greatly decreased by contrast to 2011; in particular, it was 10% in 2013 and 17% back in 2011.

### Conclusion

The Ukrainian CSOs tend to use social networks and traditional media to keep the society informed about their activities. Distribution of various brochures, leaflets and flyers, organization of different presentations and publishing information on one's own website or websites of other CSOs remain popular amongst the organizations. There has been an upward trend in the number of CSOs that promote their activities via their own websites or websites of other CSOs. This trend can be attributed to an increase in the number of CSOs that have own website. The information about the activities of CSOs is mostly published on the Internet, presented on the radio and television.

<sup>34</sup> A significance level of 1%.

<sup>35</sup> A significance level of 1%.

<sup>36</sup> A significance level of 1%.

\* Question №104 of the Questionnaire Form.

# 5. CSO's Program Activities, or the Capacity of the Organization "To Perform and Impact"

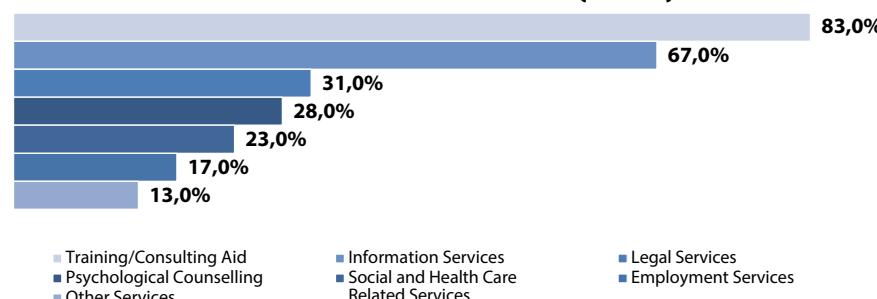
The role CSOs play in social and economic life is increasing in Ukraine. They provide services to citizens both at the national and local levels; they deliver services, which are provided neither by the state nor business. CSOs voice the needs of people they represent; they contribute to a wider engagement of citizens in social and political process in the country. Both roles, in particular, a service provider and an advocacy agent, are not mutually exclusive. Very often you can see an organization that combines both roles. What makes a CSO an effective service provider can be described as follows: timely service provision, low cost of services and a higher degree of flexibility when building close cooperation with the community by contrast to business and the government agencies. Besides, CSOs are effective democracy agents for they are independent, work at the grassroots level, can afford more time when working with the community and establishing a social dialogue. Therefore, it is hard to combine the functions of a service provider and an advocacy agent. The following interrelated issues are common for both roles of CSOs: clients' profile, types of services provided by the organization and mechanism used to provide them, observation of the ethical standards, in particular, whether an organization has them and whether it follows them, monitoring and evaluation aspect, effectiveness of the services when comparing them to the state and business standards, impact of CSOs' activities and reporting procedure, in particular, who an organization reports to and in what way it does so.

## 5.1 Service Provision and Program Development

Service provision and program development constitute one of the most substantial functions of CSOs, the function, which is in demand by the community. The range of services varies from professional training, preparation of the study's plan to conflict resolution. CSOs provide services as part of their mission. The state is also in position to commission CSOs to deliver various services.

The study has shown that around 70% of respondents are engaged in *advocacy and lobbying activities*, 64% of CSOs — *provide services* and 38% of CSOs combine *both activities*. Graph 5.1.1. shows types of services the surveyed organizations delivered. Therefore, 83% of surveyed CSOs provide *training and consulting services*; 67% of CSOs provide *information services*, 31% of surveyed CSOs render *legal services* and 28% of CSOs provide *psychological counseling*.

**Table 5.1.1. CSOs' Services\*, (N=563)**



According to the findings of the study, surveyed organizations provide up to 258 different services a year and deliver these services to 212 various clients.

**Table 5.1.2. Average Number of Services Provided/Clients Served of CSOs in 2013<sup>37</sup>**

	Per Day	Per Week	Per Month	Per Year
<b>SERVICES provided</b>	122	143	161	258
<b>CLIENTS served</b>	106	127	141	212

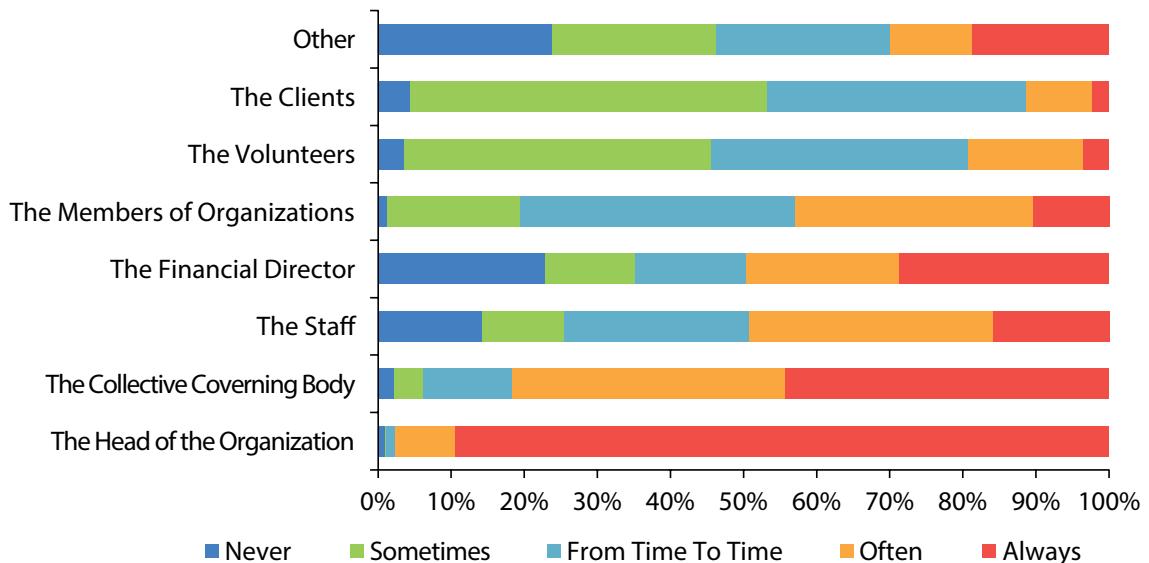
According to the findings of the study, surveyed organizations provide up to 258 different services a year and deliver these services to 212 various clients.

Besides, the organization could also comment about the service provision strategy existing in their organizations. They could choose from three strategy options related to three main functions of CSOs, in particular, service provision, service improvement and impact on the government agencies. The majority of respondents, in particular, 72% of CSOs, noted that they work to *meet the needs of their target groups in various services*; 55% of CSOs commented that they concentrate their work on *service quality improvement*; 54% of CSOs indicated that they *assess the citizens' needs in services*; 42% of CSOs noted that they *implement programs that cover a wide range of services*. When it comes to impact on the national policy, 49% of CSOs mentioned that they *affect the policy at the local level* and only 24% of CSOs indicated that they are in position to affect the national policy *at the national level*.

Approaches used to engage various stakeholders are also important to understand how CSOs develop their programs and projects. The respondents' answers about how often they attract members of their organizations, the staff, volunteers and clients in planning and development of their program activities are shown in Graph 5.1.3.

\* Question No 106 of the Questionnaire Form.

<sup>37</sup> Question No 107 of the Questionnaire Form.

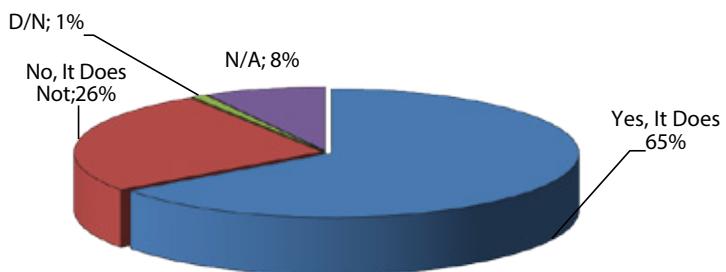
**Graph 5.1.3. Engagement Rate of Various Groups in Program Activities Planning\*, (N=563)**

According to the study findings, the executive director is the main person responsible for program activities planning. Around 95% of CSOs commented that he/she is *always/often* engaged in the process. In 2014 about 72% of organizations noted that the collective governing body was engaged in program activities planning to a significant extent. Therefore, the engagement rate of the collective governing body in the program activities planning is rather high.

The staff, financial director and members of the organization are engaged in this process at the level that can be described as *sometimes, often* and *from time to time*. However, having reviewed the nature of the jobs of these groups, one should take into consideration the reasons of such high figure and the low frequency of the option of *"I don't know"*. This option was used when the respondent either did not know the answer or could not choose any other option due to the absence of such position in his/her organization. For instance, less than fifty per cent of CSOs had the position of financial director in their organizations. And only 26% of CSOs that have this position of financial director in their organizations don't engage him/her in the program activities planning and development.

Rather high involvement of volunteers in the program activities planning can be attributed to a so-called volunteer composition of the Ukrainian CSOs, when the main representatives act and work as volunteers in their organizations. In particular, 11% of CSOs reported that they *always/in most cases* engage volunteers and 20% of CSOs noted that they do that *from time to time*. Clients' engagement in the program activities planning and development turned out to be quite low and it was even lower than the engagement of the volunteers, in particular, only 5% of CSOs chose the option of *always/in most cases* for clients' engagement and 16% of CSOs indicated the option of *from time to time*.

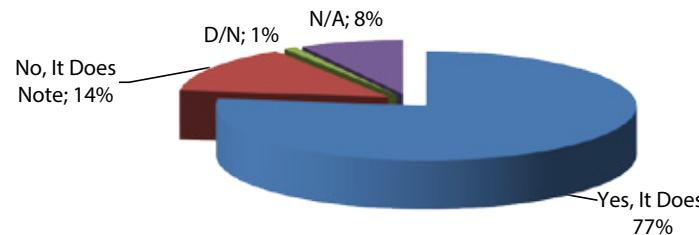
A conclusion can be made based on the information presented in Graph 5.1.4. that the majority of surveyed CSOs, in particular, 65%, keep track of their clients. However, a large number of surveyed CSOs, in particular, 26%, do not do that.

**Graph 5.1.4. Does your Organization Keep Track of its Clients?\*\*, (N=563)**

In 2014 around 77% of surveyed organizations reported that they had a feedback mechanism in place to ensure communication with their clients, whereas 14% of CSOs noted that they did not have such feedback mechanism.

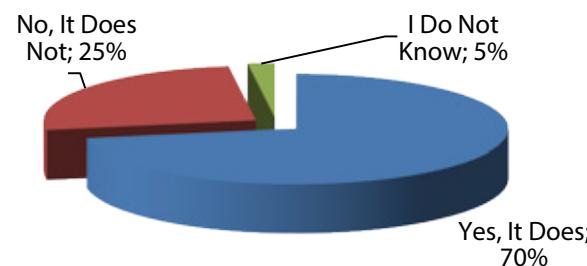
\* Question No 109 of the Questionnaire Form.

\*\* Question No 112 of the Questionnaire Form.

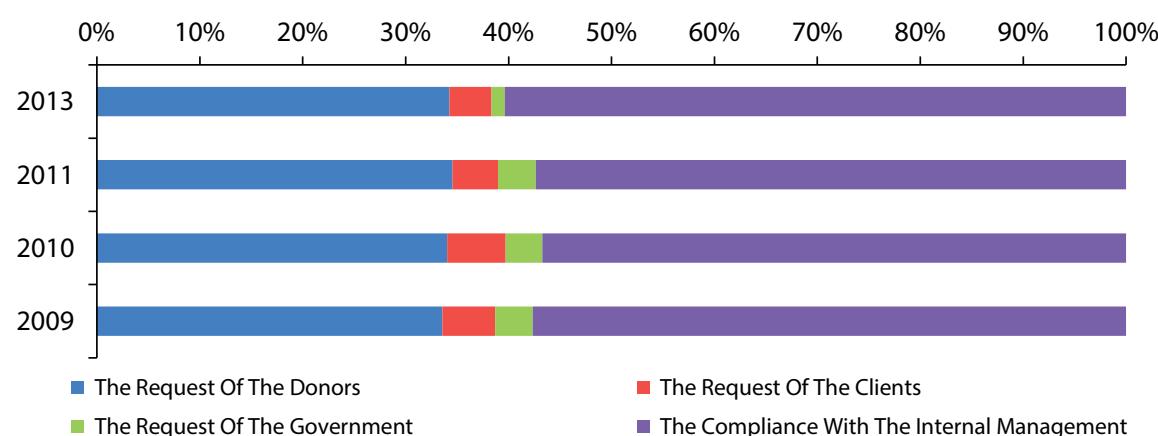
**Graph 5.1.5. Does your Organization Have a Feedback Mechanism for its Clients?\*, (N=563)**

Around 92% of CSOs conduct needs assessment of the target groups a program/project is designed for. Only 46% of surveyed organizations evaluate their institutional capacity.

As shown in Graph 5.1.6. around 70% of CSOs comment that they usually evaluate their programs and projects, 25% of CSOs do not do that and 5% of CSOs have not decided how to answer this question.

**Graph 5.1.6. Does Your Organization Evaluate Its Programs/Projects?\*\*, (N=563)**

The information presented in Graph 5.1.7. helps us understand the reasons why surveyed CSOs had decided to evaluate their activities. The respondents could choose all suitable options. Around 49% of CSOs evaluate their programs and projects at the request of the donor organizations, 71% of CSOs commented that they evaluate their activities in order to comply with the internal management procedures, 6% of CSOs evaluate their work at the request of their clients and 2% of CSOs do that at the request of the government agencies. Only 38% of CSOs attract external experts to do the evaluation. In 2014 the number of organizations that conducted the evaluation at the request of the donor organizations increased by contrast to the previous year. As for other data, no major changes were observed.

**Graph 5.1.7. Reasons behind the Evaluation of CSOs' Activities in 2009 – 2013<sup>38</sup>**

In the opinion of surveyed CSOs, the capacity of a CSOs to provide services is affected mainly by the following factors: *institutional capacity* of a CSO (reported by 73% of surveyed CSOs), *the civil society development level* (selected by 53% of respondents), *interaction of CSOs with the government agencies* (reported by 37% of CSOs) and *favorable legislation* (indicated by 36% of respondents).

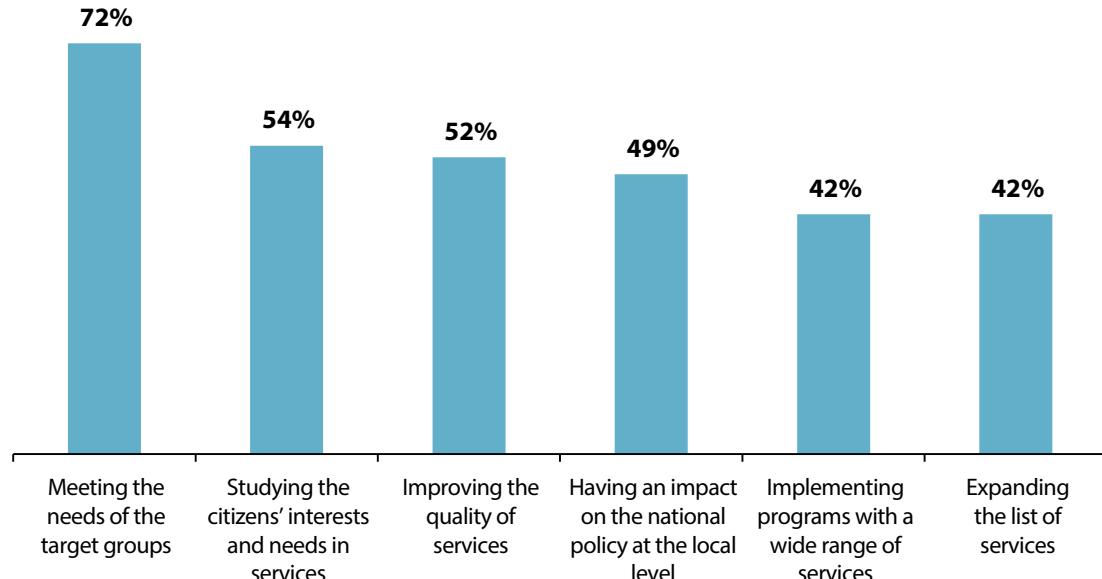
Challenges and issues experienced by CSOs when delivering services are presented in Graph 5.1.8. Therefore, the main challenges are *meeting the needs of the target groups* (reported by 72% of respondents), *studying the citizens' interests and needs in services* (reported by 54% of respondents) and *improving the quality of services* (reported by 52% of CSOs). Around 49% of civil society organizations selected the option of *having an impact on the national policy at the local level* and 42% of CSOs reported the option of *implementing programs with a wide range of services* and another 42% of organizations chose the option of *expanding the list of services*.

\* Question No 114 of the Questionnaire Form.

\*\* Question No 115 of the Questionnaire Form.

38 Question No 117 of the Questionnaire Form.

**Graph 5.1.8. Challenges and Issues CSOs Face when Delivering Services, (N=563)**



## Conclusion

The study has demonstrated that the large majority of respondents are engaged in advocacy and lobbying as reported by 70% of CSOs. Whereas, 64% of organizations commented that they provide services and 38% of CSOs noted that they combine these two roles. The most common services provided by CSOs include training/consulting support and information services. Social and health care services and employment services are the least popular types amongst the Ukrainian CSOs. The following factors primarily affect the capacity of CSOs to deliver services: institutional capacity, civil society development level, interaction with the government agencies and favorable legislation. The large majority of CSOs have either the head of the organization or the collective governing body responsible for the program activities planning. The majority of CSOs keep track of their clients; they also have a mechanism in place to ensure good cooperation with the clients and they evaluate their programs and projects. Compliance with the internal management procedures and donors' requests were quoted amongst the main reason for the program/project evaluation.

## 5.2 Advocacy and Lobbying

In 2014 CSOs' advocacy efforts were noticeably advanced. CSOs took an active part in the campaign aimed at finalizing the EU-Ukraine Association Agreement. CSOs received access to new channels to affect policy making in 2013. The Coordination Council on Civil Society Development under the President of Ukraine became a platform for CSOs to directly interact with various decision makers working at the national level. The Supreme Council of Ukraine' Commissioner for Human Rights (the Ombudsman) has started a civic platform for CSOs to develop the agenda in the respective field for his consideration. The Cabinet of Ministers of Ukraine has established the Board of Civic Councils' Heads as a common platform for all civic councils operating under the executive authorities of Ukraine<sup>39</sup>.

The study has revealed that 70% of surveyed CSOs are engaged in advocacy and lobbying. More detailed information about the CSOs' activities in the field of advocacy is provided in Chapter 4 of this report. In 2014 the advocacy index was above average. The CSOs of Ukraine are effective in collecting information, they look into matters important to their clients, they monitor the progress of various social and political processes on a regular basis and they conduct numerous events to affect the social and political set up; they raise awareness. At the same time, the ability to formulate a steady and viable stand and systemic engagement of CSOs' members in the review and update of their stands according to the changing environment remain the weakness of the Ukrainian CSOs.

## 5.3 Accountability. Openness. Ethical Standards. Legislation

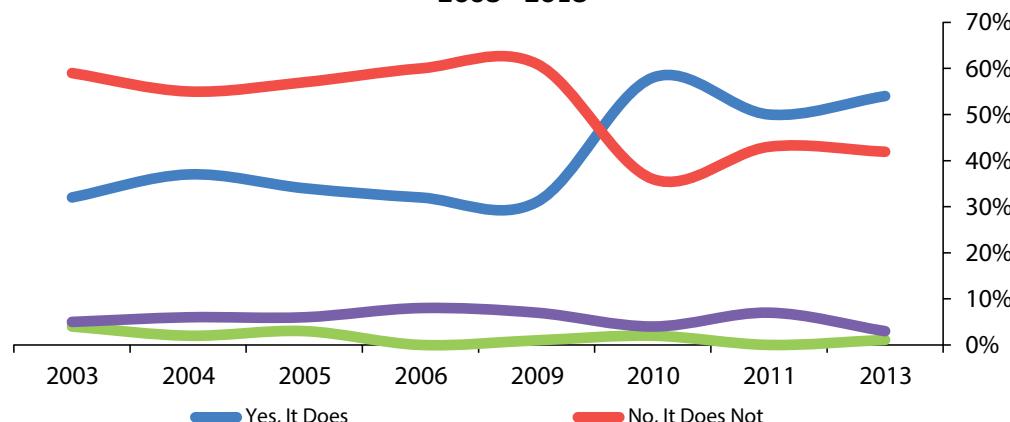
### Accountability

The availability of the effective, transparent and clear accounting system and monitoring system ensures long-term viability of an organization and its efficient performance and operations regardless of the leader's personality.

***The annual report is a reliable and comprehensive document that helps you to inform others about the successes of your organization. The annual report is a proof of civic development of your organization; it confirms the efficiency, validity and financial soundness of the organization you run.***

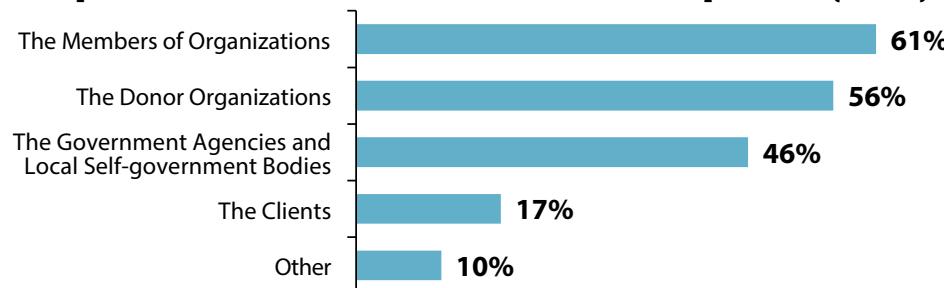
One can be sure that CSOs that publish annual reports are more open to the general public. In 2014 around 47% of CSOs reported that their organizations produced annual reports and published them. This figure has gone down when compared to 2011, in particular, there were 54% of CSOs back in 2010<sup>40</sup>. The majority of surveyed CSOs disseminate their annual reports at various events they organize as reported by 62% of CSOs, on their websites as indicated by 35% of CSOs, via the electronic mailing list as commented by 29% of CSOs, on the websites of other CSOs as done by 16% of surveyed CSOs and by publishing them in the mass media as reported by 11% of respondents. Around 16% of surveyed CSOs share their annual reports at the events organized by other CSOs. When comparing the number of organizations that have reported that their organizations produce and publish annual reports, in particular, 47% of CSOs, to the information presented in Table 4.5.1. where only 17% of surveyed CSOs have commented that they publish their annual reports, we should mention that very often CSOs perceive annual reports not as the documents about their activities but as mandatory reports to the fiscal authorities.

**Graph 5.3.1. Number of CSOs that Publish Annual Reports about their Activities, 2003 – 2013**



According to the study findings, around 46% of surveyed CSOs submit their annual reports to the government agencies and local self-government bodies, 61% of CSOs submit the reports to the members of their organizations, 56% of CSOs present their reports to the donor organizations and only 17% of respondents send their annual reports to the clients.

**Graph 5.3.2. Institutions CSOs Submit their Annual Reports to<sup>41</sup>, (N=563)**



In general, the Ukrainian CSOs have financial management and control systems in place. Over two thirds of organizations, in particular 66% of CSOs, have an accountant, 63% of respondents believe that their accounting system is in line with the national and/or international standards. Around 55% of CSOs have a system of financial management to ensure proper planning, implementation and reporting.

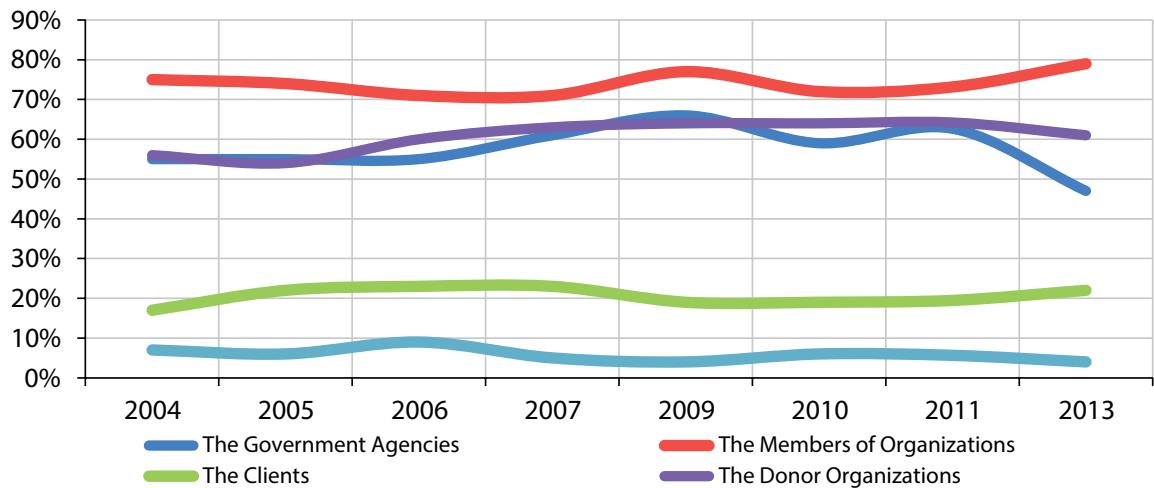
In 2013 only 26% of respondents had an external financial audit. About 43% of CSOs did not have it and 20% of CSOs did not have the audit and were not ready for it.

About 85% of membership organizations reported that CSOs' members could be granted an access to financial documents of the organizations upon their request.

<sup>40</sup> A significance level of 1%..

<sup>41</sup> Question No 133 of the Questionnaire Form.

**Graph 5.3.3. Institutions CSOs Report to\*, 2004 – 2013**

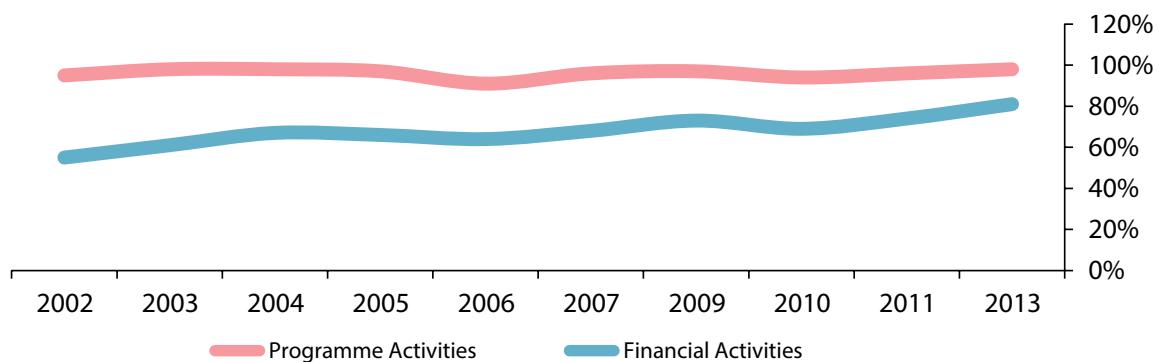


Graph 5.2.3. shows that surveyed organizations report to their members, as indicated by 79% of CSOs, 61% of CSOs report to the donor organizations, 47% of CSOs report to the government agencies and 22% if CSOs report to their clients. In 2014 the number of organizations that reported to their clients reached its peak when compared to all years the study had been conducted in. However, the number of organizations that reported to the state has drastically decreased. No major changes were observed in other categories by contrast to the previous years.

#### Openness

Graph 5.3.4. shows the opinion of respondents about whether CSOs should be open and transparent in their program and financial activities.

**Graph 5.3.4. Need in CSOs' Openness in their Activities\*\*, 2002 – 2013**



In 2014 the large majority of respondents, in particular, 98%, commented on the necessity to have CSOs' program activities open to the general public. This figure was somewhat higher in 2010. It should be noted that in the period of 2002 – 2013 no major changes took place as regards CSOs' attitude to openness of their activities.

Around 81% of CSOs indicated the necessity to open financial activities of CSOs to the general public. By contrast to 2011, this figure has increased and amounted to 74%<sup>42</sup>.

#### Ethical Standards

The percentage of CSOs that believe that CSOs should have the code of ethics and professional standards gradually increased from 81% back in 2002 to 88% in 2005 (with a significance level of 1%) and then it again went down to 83% and increased to 86% in 2009 and 87% in 2010<sup>43</sup>; it again fell to 82% in 2011<sup>44</sup> and increased to 87% in 2013.

According to the findings of the 2014 study, around 40% of CSOs have their ethical standards defined and prepared in a written form; the figure was 34% back in 2011.

\* Question No 129 of the Questionnaire Form.

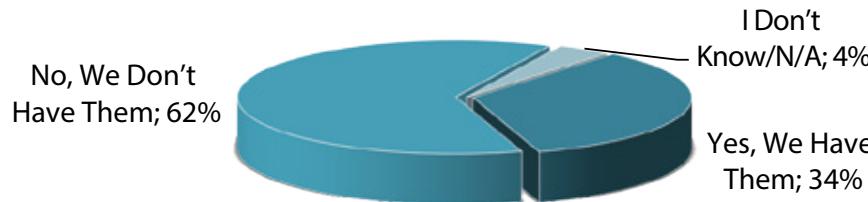
\*\* Question No 130 of the Questionnaire Form.

**42** A significance level of 1%.

**43** A significance level of 1%.

**44** A significance level of 1%.

**Graph 5.3.5. CSOs that Have Ethical Standards Defined and Prepared in a Written Form, (N=563)**



### **Legislation**

The legislation that regulates the CSOs' sector is one of the most crucial factors that affect the capacity of civil society organizations to be effective, to perform and to have an impact on the society. It is important for CSOs to be knowledgeable about the current legislation in order to avoid problems with taxation, to prepare and to review the Statute of the organization, to keep the non-profit status, to advance the viability and sustainability of an organization etc.

Two laws of Ukraine pertinent to CSOs' activities came into force. They are the Law of Ukraine On Public Associations and the Law of Ukraine On Charity and Charitable Organizations. New laws have a number of innovations. In 2014 the organizations were asked about the extent they were happy with the new legislation. In particular, 41% of surveyed CSOs commented that they were more or less happy about changes to the legislation, 29% of CSOs were rather reluctant to accept changes to the legislation and 21% of CSOs were willing to accept them. Therefore, the majority of surveyed CSOs provided positive feedback about the new changes to the legislation.

### **Conclusion**

**The majority of Ukrainian CSOs report to the members of their organizations, the donor organizations and the government agencies. By contrast to the previous years, in 2013 the number of organizations that have ethical standards prepared in a written form noticeably increased. Nearly one half of CSOs prepare annual reports about their work. CSOs tend to distribute their annual reports at various events organized by their organizations and on their websites, via the electronic distribution lists and by making publications in mass media. The majority of organizations has an accountant/bookkeeper in their staff and believes that their accounting system is in line with the national and/or international standards. However, only less than one third of CSOs had experience with the audit and passed it.**

## Part III

## Special Issues of this Year's Study

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A list of special questions was part of every study conducted in the previous years. These questions were focused on particular topics and areas. This year's study concentrated on three issues, in particular, CSO's best practices for working with its target groups, presence/use of social networks/media and CSOs' single representative body. The findings of the study are presented below.

## 6. CSO's Best Practices of Working with its Target Groups

In 2014 the respondents were asked to share their best practices for working with the target groups. CSOs are often “accused” of not having or having poor contacts with the target groups they work for. Although there are many good examples of CSOs’ successes in this field, they cannot be qualified as systemic. The respondents were asked about the most effective models for interacting with their target groups. Each respondent could choose from the list of various options or provide his/her own in case the option was not included. The findings have revealed that 67% of surveyed CSOs reported the implementation of joint projects as the most effective way of cooperating with their target groups; 53% of CSOs listed advocacy and lobbying as the most effective method, 51% of CSOs indicated services needs assessment and 39% of CSOs reported monitoring and evaluation of the government agencies’ performance.

Around 70% of CSOs commented that they had good experience with cooperation with their target groups. On the other hand, 20% of CSOs noted that they did not have such experience. The representatives of 65% of surveyed CSOs that have good experience shared their practices with us and described how they worked. This information was arranged according to four criteria, thus enabling us to break the practices according to the most effective types of cooperation.

The CSOs’ best practices for working with their target groups in the field of the implementation of joint projects and programs are described below.

We have received 218 examples of these practices from the surveyed CSOs, including projects related to the preparation of joint environmental campaigns, strategic planning in the field of local economic development, youth leadership development, reconstruction of children’s playgrounds and kindergartens, upkeep of the local outpatient department, installation of energy-efficient windows in schools and local outpatient departments, construction of the water supply and sewage systems in kindergartens, advancement of tourist infrastructure at the Carpathian National Nature Reserve, rural business development, creation of tourism fan clubs for elderly people and arts associations for youth and elderly people, adoption of regulations on activities of self-organized bodies, recovery of the village water wells and initiation of the folk crafts groups, starting grasslands and hayfields, storing films and historical heritage of specific settlements, collection of used batteries, prevention and termination of existing deforestation at the Homilshanski Forest National Nature Reserve and collection of new forest lands by the newly-established national nature reserves. The examples of some of the most fascinating initiatives are provided below.

**Best Practice** is a formalization of a unique and successful practical experience. In line with the best practice notion, every sector has a method or a technique that has consistently shown results superior to those achieved with other means and that method/technique once effective in one case can be effective in the other cases as well. Back in 1914 Fredrik Taylor was the first one to formulate the idea of the best practice: “There is always one method and tool, which works faster and better than others in the wide array of all possible methods and tools used in a particular moment of a particular process”. The goal of the best practices system is to ensure a possibility to identify and to use the already existing mechanisms.

- **The Drohobych Branch of the Ukrainian Youth Union (DBUYU) started a Legal School called the Territory of the Law at the premises of the organization back in 2010. The goal of the School is to educate students about their rights and ways to exercise them, to teach them how to protect themselves from corruption and abuse and, what a bribe is and how to recognize it. Children of two age groups were the main target group of the school. The first group included pupils aged 12 – 15 years and the second one consisted of students aged 15 – 17 years. The members of the organization together with the school teachers delivered information sessions in several local schools, in particular, secondary schools No1, 10, 16 and 17 and also at the Drohobych grammar school. The local public events were of particular interest; they were discussions held among school teams on “Why Is A Bribe An Evil?”, legal tournament of whizzes on “What Are The Corruption Threats?” and the local students’ conference on “How Can I Protect My Rights?”. Initiative groups of senior students were started and trained to monitor how the money donated by parents for form/school’ needs was spent. In order to spice up their activities, the DBUYU initiated the theater marathon of school theaters called “The Letter Of The Law”. The students were asked to start theater groups in their schools and to raise crucial social and political issues with the help of the dramatic art. The pupils were able to express themselves and say things that they would not have said otherwise at the form’s meetings or among their peers. In the theater young people acted as someone else, however, their parts often entailed pressing issues and questions that were not that easy to answer “yes” or “no”. In total, five theaters were**

created. The activities were advertised in schools, social media; the school teachers provided recommendations on what students could be good to engage. The participants together selected plays they were interested in and had many discussions about them. They would meet after the classes every week. The sketches on leadership issues, youth-related problems and fight with bad habits were given priority. The theater marathon finalized the project activities. It was held in May 2013 at the stage of the Prosvita People's House in the city of Drohobych and was very well received by the local citizens.

- **The Volyn Oblast Young Reformers Association Youth Civil Society Organization** lobbied the retaining of the Kovel-Cherniutsi train, the route, which was supposed to be cancelled in 2012 and 2013. The organization resorted to the following types of civil pressure: collection of signatures, addresses to the deputies of the oblast council and the Supreme Council of Ukraine, addresses to the executive authorities and various public events. The organization started the campaign on its own but eventually many civic activists and other non-governmental organizations became part of it. Together they managed to defend the route and keep it available for people.
- **The Zaporizhzhia Unity for the Future Charitable Foundation** in cooperation with the representatives of the construction committees and self-organized bodies developed a Program for Self-organization Bodies Development in the City of Zaporizhzhia and presented the document to the city council in 2012. As a result of the advocacy campaign, the city council of Zaporizhzhia approved the presented Program. And the organization was in position to implement the Open City Project that empowered the local community to efficiently address various issues pertinent to the local community development.
- **The Kremenchuk European Cub Information-Education Center Non-governmental Organization** created a place for young people who, for some reason, were beyond the educational process and for young people inclined to deviant behavior. There they can meet and spend time together. The organization managed to ensure a very high level of trust among these people so they initiated various workshops and studios, organized concerts, showed movies and ensured radio-broadcast via the Internet.
- **The Luhansk City Skimen Sports Club Non-governmental Organization** learned how to interact and work with "street" boys; they developed methods and techniques for working with minors and their parents and launched the Best Yard in the City Project. Different social projects produced the following results: a chapel was constructed, the fence along the Budivelnykiv Highway from the bus station to Kosmonavty Street was painted in the art-street style, summer sports camps and hiking trips were organized, various festivities were organized at the oblast level, yard shows were conducted and the curtilage areas were developed and improved.
- **The Zhytomyr City Pidtrymka (Support) Charitable Foundation of Relatives of Mental Patients** started a Special Olympics Family Club, in which children and youth with challenged mentality can exercise and then participate in the local sports events, all-Ukrainian and international competitions. The integrated theater called Dvosvit (Wonderful) was started. Disabled children and healthy children perform together in this theater. The organization conducted a social needs assessment and initiated the provision of respective services to mentally impaired individuals.
- **The Zakarpattia Saint Martin Karitas Charitable Foundation** implemented a program aimed at starting a cultural traditions preservation network. The goal was to cascade the experience with preservation of cultural traditions to the kindergartens' teachers, in particular, 100 teachers were trained, to encourage and train 75 kindergartens' teachers to preserve traditions and culture, to promote the significance of local traditions, in particular, the art of the potter, amongst children in preschools with the help of interactive methodology, to develop children's arts skills and crafts at preschools (approximately for 750 children), to develop communication between the Ukrainian children and children from partner countries, to promote culture and to cascade traditions across the borders between children and adults. The cooperation in the field of traditions' preservation between Romania, Hungary and Ukraine was initiated.
- **The Vinnytsia Oblast Youth Organizations Committee** has been working on the CSOs development in the rural areas for the past six years. The organization started by identifying local dynamic groups, helped them get registered, prepare the Statute documents, develop projects and programs and establish cooperation with the local self-government bodies located on the territory where they operate. As a result, 16 CSOs have been created and legalized in the rural area. Some of these organizations have become strong; they already have own office space, office equipment, a bookkeeper; they implement projects together with the community and also manage to raise funds from various donors.

The CSOs' best practices **in the field of advocacy and lobbying** include activities aimed at creating the inclusive environment (barrier-free), start-up of social enterprises for disabled people by establishing a direct dialogue with the local government agencies, social adaptation of ex-convicts. The CSOs also have good experience with media campaigns on the access to pain relief in the field of palliative care, with ensuring access to HIV-prevention services to patients, with promoting changes to be made to the oblast earmarked program to counteract tuberculosis applied in the high-risk

districts prone to tuberculosis, with representing female victims of domestic violence in the courts. In addition, there have been successful campaigns on the development of the inclusive environment for disabled people, on ensuring availability of educational services in the rural areas, on lobbying producers' interests at the local level. The examples of the most outstanding practices are listed below.

- **The Investigative Reporting Agency (Rivne City)** and other local CSOs got united into the Protect Rivne Association in order to promote civic activities and stop the illegal construction of the multistoried building in the park area.
- **The Luhansk Oblast East Youth Association of Young Disabled People Non-governmental Organization** created conditions to educate disabled children, youth, people from geriatric institutions and facilities. Besides, the organization conducted a number of events for women with disabilities and some philanthropists were able to help these women to take certain tests that they could not afford before.
- **The International Development And Leadership Center (Kyiv City)** provided assistance to families to help them make informed decisions about the adoption of a child. The organization conducted special trainings, published and disseminated information materials. One woman, who had been assisted not to change her mind about the adoption, has become the regular participant of other events organized by the Center.
- **The Kyiv New Life Center for Social And Gender Studies** introduced a training program for female farmers. As a result, one of the program participants from Kherson oblast "who had never been interested in politics" has decided to run in the elections of deputies of local councils and village mayors. And one 19-old lady from Rivne oblast started her own farm once the trainings were over.
- **The Coalition For Rights Protection Of Disabled People And Mentally Impaired People All-Ukrainian Non-governmental Organization** contributed to the creation of individual support networks for 32 adults with mental disabilities and psychosocial disorders, engagement of students, relatives and friends in these networks. The Coalition was successful in the implementation of volunteer programs.
- **AMIKUS Union Non-governmental Organization (Donetsk City)** provided legal assistance to a person who had been wrongfully convicted and helped him defend his rightness and get released from the prison, where he ended up due to his rejection to disclose his HIV-positive status to a doctor who had performed a surgery on him.
- **Podil Human Rights Center (Vinnytsia)** helped a disabled woman protect her right as a recipient of health care services in her interaction with a private medical company. For instance, one of the local companies virtually deceived her over the "telephone treatment" by forcing the patient to buy five types of dietary supplements, which were allegedly supposed to put her on her legs. After six months the health of this woman deteriorated. The human rights activists together with the reporters from the *Fakty* newspaper managed to give this case publicity and bring attention to the violation of consumer's rights. As a result, the company, at its own initiative, compensated all losses to this woman and then she was in position to receive proper treatment at the licensed medical institution.
- **The Kharkiv Oblast Civil Alternative Foundation** participated in the preparation of information materials for the monitoring of child's opinion and representation of the child's interests in the courts. That activity was mentioned in the alternative report on the child's rights implementation in Ukraine that was presented at the UN Committee on the Rights of the Child in 2010. The organization also took part in the general preparation of this report and its presentation in the Committee. Mr. Dmytro Zharyi is another success story of this organization. This gentleman, a graduate of the Foundation's various educational events on strategic planning of rights against the disability discrimination, has won a case against a network of pharmacies. The case was related to the lack of wheelchair ramps to access the pharmacy, which could be qualified as a failure to ensure accessibility and discrimination based on disability. The case was won at the Supreme Council of Ukraine. In line with the court's ruling, the license of this network of pharmacies will be revoked for a failure to comply with the conditions of the license agreement and a failure to ensure access to the building to people with disabilities. This example was widely covered by mass media. Subsequent to the results of the court's hearing of this case, the Prime-Minister of Ukraine ordered the Ministry of Health Care of Ukraine together with the Ministry of Regional Development, Construction and Municipal Economy to develop changes to the licensing terms for pharmacies and medical institutions that would ensure a free access to these premises to people with disabilities. The strategy of this particular case was developed during one of the seminars organized by the Foundation. The Foundation's experts and external specialists provided consulting to Dmytro during the entire period of the case. At the local level the organization contributed to the introduction of a model for engaging local people in the process of addressing the issue of pollution and garbage and installation of children's playgrounds instead of places for collecting the garbage in the village of Ternova, Chuhuiv district, Kharkiv oblast. These activities were duplicated in other villages of the district. Ms. Anna Heraschenko, who was in charge of this particular activity, received an award from the *Ive Roshe Company*

in the competition of women's environmental initiatives. In 2011 the GURT website recognized the project called We Collect Empty Bottles and Buy Playgrounds Instead as one of the ten top projects to make local communities more active.

The CSOs' activities in the field of **target groups' needs assessment as regards new services** helped make communities more proactive and develop strategies for community development, better organize leisure time of youth, expand the list of social services available to people with disabilities, teach them how to farm and raise vegetables and flowers, create youth and family centers, ensure mentor support and coaching to young entrepreneurs, start foreign languages courses, create educational institutions in certain areas and initiate programs to support Cossak's movement. As for the CSOs' best practices in the area of monitoring and evaluation of the public authorities' performance, the following activities should be noted: the development of city earmarked program on environmental safety and rehabilitation of the city of Nikopol, the adoption of *the Procedures for ensuring citizens' control over the major overhaul of multistoried buildings funded by the public finance, monitoring of deputies' loyalty, preparation of reports about corruption and abuse of authority at the local level, counteracting informal fees for free health care services* by the city council of Kherson. There is also a good experience related to the introduction of accountability mechanisms to the government agencies and local self-government bodies when it comes to the implementation of regional programs, conducting studies on availability of public information, supporting the development and implementation of local strategies for local communities development, introducing a competition mechanism in order to divide subventions among various projects aimed at local communities development in Luhansk oblast, monitoring of administrative services provision and participation in campaigns focused on reforms in this area, monitoring the performance of the psychiatric clinics in Ukraine, introducing changes to the oblast earmarked programs, preparing documents for the competition of social projects at the local level. Some success stories are presented below.

- **The LETAVYTSIA Non-governmental Organization (Donetsk City)** developed a number of specific proposals to the local community in order to transform the city into the city of sustainable development based on the international experience in the sustainable development area. As a result, the community has chosen the strategy of a green city, developed its concept called Green City 2020 etc. The communication platform of the International Forum called Green City: A Look into the Future developed by the organization was supported by the city and turned into an annual event for all interested stakeholders.
- **The Development. Initiative. Partnership Donetsk City Youth Non-governmental Organization** conducted a monitoring of the patients rights' implementation at the specialized clinics and early treatment centers designed for people with tuberculosis in the Donetsk oblast in the end of 2012 within the framework of the Monitoring of the Patients Rights' Implementation at the Anti-tuberculosis Facilities. As a result, the organization prepared recommendations on patients support in the health care system. These recommendations were taken into consideration and finalized by the Intergovernmental working group under the Donetsk Oblast Public Administration and then included to the draft regional earmarked program on tuberculosis.
- **The Chaika (Seagull) Luhansk Oblast Women Human Rights Organization** received the consent from the public authorities to review the program called *My House* and continues to follow-up on the success stories related to legal cases around the consumers' rights protection in the field of housing and municipal economy and to monitor legal process in the same field. The mechanism of court orders used to cancel debts in the field of housing and municipal economy payments, which were incompetently charged, resulted in a good economic effect since the sum of incompetently charged payments decreased by 60%.
- **The All-Ukrainian Association for Promotion of Self-organized Bodies Civil Society Organization** contributed to the adoption of the following regulations by different public authorities: i) the Regulation of the Kherson City Council On Ensuring Monitoring and Control Over the Major Overhaul of Multistoried Buildings Funded by the Public Finance by the Members of the Local Community of the Kherson City, which was protracted for quite some time despite numerous attempts of the public activists to present the document for consideration of the city council's deputies; ii) the procedures of the Mykolaiv City Council On Approving the Creation of Local Self-organized Bodies in the City of Mykolaiv and the Procedures for Legalizing Self-organized Bodies in the City of Mykolaiv, which helped address issues related to the creation and registration of these bodies in the city at that time; iii) the Decision of the Mykolaiv District Council from Lviv Oblast On Approval of Methodological Recommendations On Establishment Procedures and Legalization of Local Self-organized Bodies in Mykolaiv District of Lviv Oblast and the address of the district council to the Lviv Oblast Council to initiate the development of a similar regulation at the oblast level.
- **The Kharkiv Oblast Association of Private Employers Non-governmental Organization** shared its good experience with colleagues from other districts of Kharkiv oblast in 2012. A local branch office was established in the town of Valky. This office conducted monitoring of the local regulations. The monitoring was based on the identified major violations in the field of the estimated money value of land regulations adopted by the local authorities in 2011 that

*had led to the unjustified increase of the land rent payments and the land tax by 11.3 times. The organization initiated an advocacy campaign to have these regulations cancelled. Since the local council rejected to review the pertinent decision, the organization had to take legal actions on behalf of the town employers; and on January 09, 2013 the court's ruling was received and the regulations of the town council were cancelled. But the respective appeal authorities did not accept the evidence and terminated the decision of the court of original jurisdiction but did not question the essence of the case. The cassation appeal has been started. The organization is consistent in challenging all "land-related" regulations, in particular, starting from the decisions of the tax authorities to hearing a case in the Supreme Administrative Court of Ukraine. Besides, only within the first six months of 2013, the organization managed to defend the rights of employers in the court in various cases and free them from the unjustified financial sanctions imposed by the controlling authorities; in particular, the State Inspection for Consumers' Rights Protection in Kharkiv Oblast, the Regional Department for Regulating the Spirit, Alcoholic Beverages, Tobacco Products Manufacturing and Sales, for the sum of almost 90 000 UAH; a number of tax reports and decisions were also challenged and litigated for the sum over 248 000 UAH. Also the organization managed to win the case in 2013 that was related to the litigation of the incompetently approved technical documents for the estimated money value of land in the town of Valky, thus defending the rights of entrepreneurs and local citizens from the unjustified charges related to the land tax and the land rent payments in the amount of 900 000 UAH.*

## Conclusion

**The Ukrainian CSOs managed to have generated the impressive range of the best practices for interacting with their target groups over the years. Unfortunately, the general public and civil society organizations themselves are unaware of these good examples and practices. Very often the organizations simply re-invent the wheel. It is important not only to collect the best practices but also to create a bank of these practices, so all interested parties, including CSOs, the government agencies and local self-government bodies, international organizations and the community can access it when needed.**

## 7. Use of Social Media and Networks

III

Rapid changes in the development of various technologies open up new possibilities for the society and change economic relations between the government, non-profit and business sectors. The role of the non-profit organizations has increased in the political and economic fields. From the economy's point of view, CSOs are ideal service providers and they can substitute the state in this area. From the political point of view, CSOs have a crucial role in making a society democratic and are an integral part of the successful civil society. Nevertheless, it is hard to divide political and economic issues. In addition to advocacy, networking and public awareness campaigns, CSOs conduct studies and surveys, they educate and teach, they provide trainings and build capacity. Information and communication are critical for their work. Access to telephones, computers, electronic mail, the Internet and social networks affects the ability and capacity of a CSO to deliver social services and to influence the national policy agenda. At the same time, CSOs should have a certain level of institutional capacity to be in position to effectively use information and communication technologies for networking, building partnerships with the government agencies and local self-government bodies, voters, mass media, business and politicians.

New information and communication technologies have changed the way CSOs affect democracy and organizations themselves. Nowadays CSOs perceive interactive technologies as an important society capacity building tool, as an enhanced possibility to inform people, as a way to communicate and engage, mobilize and prepare advocacy and lobbying campaigns. New information-communication technologies, in particular, the Internet and social media, provide equal opportunities for ideas and networks of associates; they encourage protest ideas and enable rapid distribution of information beyond the existing borders. CSOs use these technologies to improve communication with citizens, to increase their impact on the decision-making process at the government agencies' level, to strengthen citizens' participation and to achieve sustainable results. At the same time, CSOs use social networks to share information about their mission, finance and resources and encourage friends and colleagues to support the organization via donations, contributions, signing various petitions and purchasing organizations' products such as trainings, publications etc.

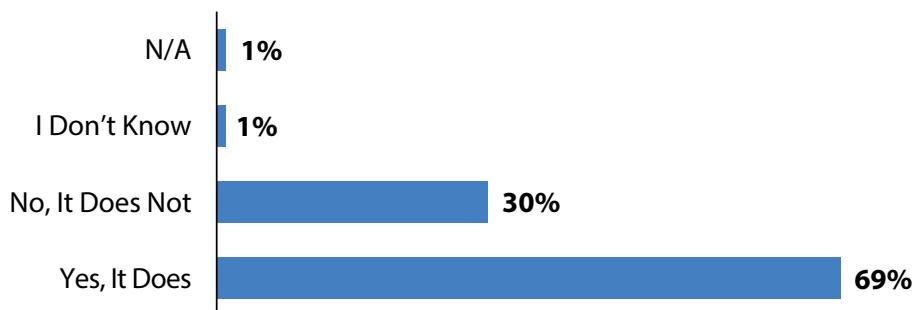
The representatives of CSOs were asked to answer a number of questions about how they use information-communication technologies (ICT). Table 7.1. presents data about how the Ukrainian CSOs used the Internet in 2002-2013. The upward trend in the number of CSOs that have own website should be taken into consideration. For instance, back in 2002 only 13% of CSOs had a website, and in 2014 the figure increased to 47%.

**Table 7.1. Trends in the Internet Use by the Ukrainian CSOs, 2002 – 2013**

	2002	2003	2004	2005	2006	2007	2009	2010	2011	2013
<b>A CSO has an electronic address</b>	58%	70%	70%	73%	76%	79%	86%	85%	90%	88%
<b>A CSO has own website</b>	13%	23%	20%	22%	25%	32%	33%	33%	41%	47%

Almost twice as many CSOs use social networks by contrast to CSOs that have own websites (see Graph 7.2.).

**Graph 7.2. Does Your Organization Use Social Networks\*, (N=563)**



Around 69% of surveyed CSOs reported that they use social networks and that the Facebook was the most popular social media as indicated by 92% of organizations. Then come InContact (used by 48% of CSOs) and Twitter (14% of CSOs).

According to the study, the majority of CSOs use social networks to keep their supporters, colleagues, friends and followers informed about what they do, to promote the organizations and to receive feedback. Fifty per cent of respondents use social networks to attract new followers and new clients,

\* Question No 141 of the Questionnaire Form.

to look for partners and to assess the needs and to study the opinion of their target groups. Only one in four CSOs looks for funding via the social networks. The evaluation effectiveness of social networks' use virtually coincides with the approaches the organizations have to using these networks (the five point grading scale was applied).

**Table 7.3. Number of CSOs and How Effective they Use Social Networks for Different Purposes**

Reasons for Using Social Networks	Percentage of CSOs	Effectiveness of Social Networks' Use (on a scale from 1 to 5, with 1 being the lowest and 5 being the highest point)
To inform other people	91,8%	3,9
To receive information	77,3%	3,8
To share information about events organized by a CSO	71,6%	4,0
To promote an organization	64,4%	3,3
To receive feedback	64,2%	3,3
To attract supporters/new clients	54,1%	3,1
To look for partners	54,1%	3,0
To study opinions and conduct needs assessment	53,1%	3,2
To raise funds	25,5%	2,3
Other	1,5%	

Do information-communication technologies affect the institutional capacity of CSOs, their advocacy capacity and service provision? In order to find an answer to this question we have conducted a comparative analysis of all organizations and groups of organizations that have access to the Internet and use social media in their work. The respective findings are presented in Table 7.4.

**Table 7.4. CSOs Capacity Comparison According to their Use of Various ICTs**

Model	General Capacity	Capacity Level of CSOs That Have Websites	Capacity Level of CSOs That Use Social Media
Organizational capacity	2,69	3,00	2,86
Advocacy and lobbying capacity	3,22	3,34	3,39
Service provision capacity	2,56	2,67	2,68

## Conclusion

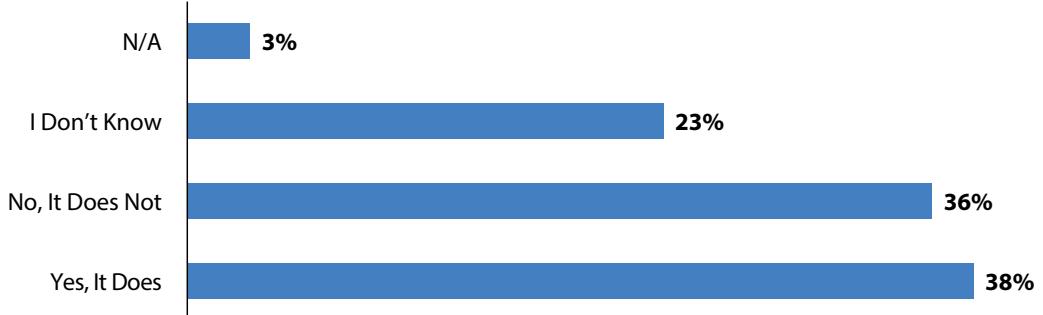
Access to information-communication technologies affects both organizations capacity of CSOs and their capacity and ability to provide social services and to influence the national policy agenda. The study has demonstrated that the majority of surveyed CSOs use social media to promote themselves and to receive feedback as well as to keep their supporters, colleagues, friends and followers informed about what they do. More than fifty per cent of respondents use social media to attract supporters, new clients, to look for new partners, to study the opinion and to assess the needs of their target groups. Around 25% of surveyed CSOs use social media to look for funding. The analysis of institutional capacity of CSOs has revealed that CSOs that have own website and use social networks have a more advanced capacity and are in better position to deliver services to their clients, to represent and protect their interests.

## 8. CSOs' Single Representative Body

III

CSOs have a single representative body in the majority of developed democratic countries, in which civil society plays an important role in the social, economic, cultural and political life. This body represents and protects the interests of both CSOs and citizens at the government agencies. In 2014 the respondents were asked whether such a single representative body was really that necessary for CSOs. Opinions were almost equally divided. For instance, almost 39% of surveyed CSOs support the idea of such body; at the same time, 36% of CSOs have just the opposite opinion; in other words, they are against this body. About 22% of respondents have not decided what to answer.

**Graph 8.1. Need in a CSOs' Single Representative Body, (N=563)**



Approximately 180 respondents (in other words, one in three of surveyed CSOs) commented on how **this single representative body should be formed and its composition**. The general approach to establishing this body looks as follows. According to the respondents, CSOs from various sectors and/or representatives of civic councils from all regions of Ukraine should be represented in this body. The body should be made in line with the bottom-up principle; it should be voluntary. It can be made and act both in various sectors and at all levels, in particular, national, regional and local. The selection process should be open and transparent, with clearly-cut criteria. The selection can be participatory or done on the basis of the competition, or with a help of a rating system.

**Ms. Iryna Dzyurah, the Nadia (Hope) Drohobych Association For Protection of Disabled Children** comments: *"The single representative body shall be made openly, transparently; it should be open to leaders and organizations from all regions, regardless of their status, public image or location. Traditionally, the organizations from the capital of the country and oblast centers have priority in this process and there is no equality in it. If central public authorities are interested in this body, people living out in the regions are always far away. People from the regions might not be aware of this body at all".*

**As Ms. Ksenia Beliayeva from the Mykolaiv Oblast Vita-Light Charity Foundation To Fight Tuberculosis** thinks that it is important *"to have representatives of civil society organizations in this body and not just CSOs that are experienced with the implementation of programs and projects but also newly-established CSOs. In terms of its formation, the body should be divided into certain sectors according to the areas of CSOs' activities".*

In the opinion of **Ms. Olena Matviychuk from the Volyn Oblast Legal Aid Center Non-governmental organization** *"depending on the structure, there has to be the board that will consist of the selected representatives of specific organizations and sector committees for the areas in great need of reforms. Individuals with respective experience should be also selected to these committees. Organizations operating in a specific sector should be the ones selecting the members of such committees; the respective regional representatives should be selected to the board once they are selected at the regional level with the help of the ad hoc civic platform".*

**Ms. Larysa Zalyvna from the Chaika (Seagull) Luhansk Oblast Women Human Rights Non-governmental Organization** warns that *"the representative bodies imposed from the top will more likely dilute any activities with the government agencies. It will be something similar to already existing civic councils, which are, for the most part, a token supplement to the public authority and their work is very much formalized. These representative bodies should appear, mature on their own, at the grassroots level".*

**Mr. Oleksandr Dushlevyy from the Social Indicators Center** believes that it is vital *"to have proportional representation with a regional quota of organizations that affect public opinion (think tanks), human rights organization etc. (on average, 3-5 organizations per region). The selection process should be based on the open lists' principle following the snowball effect, again according to 3-5 main activity areas of CSOs that have an impact (or should have an impact) on the government agencies and the society in general. The governing body (the panel etc.) should be elected and include 25 – 27 individuals (according to the number of regions to be present). The decisions of this body will be of advisory and coordination nature within Ukraine and in each region in particular".*

**Mr. Anatoliy Savchuk from the Khmelnitskiy Oblast Association, Union of Disabled People of Ukraine Organizations, All-Ukrainian Organization of Disabled People**, states that *"it goes without saying, that the Civic Parliament is extremely necessary, all range of non-governmental organizations should be represented in it. In order to create this body, it would be feasible to introduce a special mechanism, when potential candidates defend their projects and programs. This would help avoid and*

prevent any protectionism and eliminate so-called “theoretical leaders” of CSOs. This Parliament should include practitioners who are directly engaged in service provision, development and implementation of various programs and projects. The Parliament should be based on the sectors CSOs operate in, their areas of activities and types of services’ beneficiaries”.

**Mr. Oleksiy Tregub from the Shostka City Turbota (Care) Association For Assisting Disabled Children and Persons Disabled from Childhood** comments that “the procedure for establishment and activities themselves are described in Cabinet of Ministers Resolution On Ensuring Citizens’ Participation in the National Policy Making And Implementation, No 996. All we have to do is to follow it”.

**Mr. Pavlo Lastovetskiy from the Bilhorod-Dnistrovskiy District Organization of Veterans of Ukraine** warns that “so far it is impossible to start a CSOs’ single representative body, divergence of interests/internal clashes will result in the collapse of the body. The society is not yet ready to address challenges and conflicts with the help of negotiations and compromises”.

And as **Mr. Serhiy Bondarenko from the DIALOGUE Center for Analysis and Development of Public Communications** says “We should have this body. Leaders of non-governmental organizations should be the members of it. There is a problem: How do we select the best? Civic councils have discredited themselves; however, the idea was interesting in the beginning. Perhaps, it would make sense to continue in this direction”.

The general image of **members of a single representative body** looks as follows. These are renowned leaders from different oblasts and sectors who are interested and who have been delegated by other CSOs for one year. They should be competent and professional, they should be experienced and they should be respected. They are proactive and dynamic; they are reliable and they represent organizations the society trusts, their organizations are effective and have undamaged reputation.

**Ms. Nadia Padia from the Bilhorod-Dnistrovskiy Branch of the Rural Development and Legal Aid Center** thinks that the body “should be formed by selecting individual leaders at all levels. As a rule, people who want to be part of this body, later stand in the way. But once you know what you want to do and have instrumental proposals and capacity and charisma to implement them – you are more than welcome!”.

**Mr. Victor Shulgach from the NOVA KHVYLLIA (New Wave) Civil Society Organization** finds it important that the body includes “responsible creative people who would be primarily guided by the interests of their non-governmental organizations and not own interests”.

**Ms. Maria Kyrylenko from the Boyarka Community Development Center** believes that it is crucial that “the representatives of active non-governmental organizations become members of this body. The representation mechanisms should be discussed only after a large-scale public discussion about the following issues: 1) types of representation; 2) advantages and disadvantages of each type. The results of this discussion should be presented to the general public. There should not be any hurry in establishing this body under current developments. There can be several obstacles to creating this body nowadays: 1) poor trust of average organizations in big CSOs (as they are perceived as “grant eaters” that capitalize and skim off the top on our problems; 2) the corruption still exists, therefore, the civil activists operating at the local/grassroots level are wary of honesty, integrity and incorruptibility of those who represent their interests. First, at this stage, we need a wide discussion on the subject”.

The respondents have identified the following **functions that the single representative body could perform**, in particular, advocacy and lobbying of people’s and CSOs’ interests as reported by 78 organizations, coordination functions as reported by 53 organizations, monitoring as reported by 22 organizations and control over performance of public authorities or over the lack of activities on their part as reported by 11 respondents, development of changes and amendments to the existing legislation as reported by 16 people, advisory functions for the government agencies as reported by 17 people, providing information to the public authorities, CSOs and the general public as reported by 22 surveyed organizations and effective cooperation with the government agencies as reported by 10 people, support to CSOs in various fields, in particular, finance, resources, trainings as reported by 11 people and provision of consultations to CSOs as reported by 11 people, expertise in finding partners, CSOs’ capacity evaluation, society needs assessment, implementation of joint projects, events, generation of new ideas as reported by 17 people and promotion of CSOs’ services.

## Conclusion

The respondents got divided as regards the necessity of a single representative body for CSOs. If nearly 40% of surveyed organizations support the creation of the single CSOs’ body, one in three surveyed organizations does not see any need in this body. One in five does not have an opinion about that. The CSOs’ single representative body should represent CSOs from all regions of Ukraine and all areas CSOs are active in. It should be formed in line with the bottom-up principle and have a defined timeframe. The elections of its members should be in line with clearly-cut criteria, be done with the help of the competition and be decided by the panel. The members of the representative body should be willing to work, they should be dynamic and professional and they should represent respected organizations and have a good public image. The functions of the single representative body should include the following: advocacy and lobbying for CSOs and their target groups, monitoring and cooperation with the government agencies and local self-government bodies, expert support to CSOs. It should be noted that this single representative body should be established only after a wide large scale discussion and debates with the general public.

## Part IV

## **Studies on Different Aspects of CSO's Activities and Development in Ukraine**

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This chapter presents the findings of studies on different aspects of CSOs' activities and development, in particular, the CSOs' capacity building index, the CSOs' the service provision capacity index, the CSOs' advocacy and lobbying and the CSOs' constituency legitimacy index. The results of problems and needs assessment of the Ukrainian CSOs are also listed in this chapter.

## 9. The Ukrainian CSOs' Organizational Capacity Index

The description of the organizational capacity index. In this report the term of "capacity" is used to describe the organizational capacity. In 1996 Peter Morgan defined capacity as "*the ability of individuals, groups, institutions and organization to identify and solve development problems over time*". Organizational capacity development can be viewed as a closed or open system. From a closed system's point of view, the organizational capacity is focused on internal functions of development; from an open system's point of view, the organization is a part of the external environment, which affects the organization by its social values, political and economic contexts.

The organizational capacity can be defined by the following elements: mission and vision of the organization, its strategic goals, competence and professionalism of the staff and members of the organization, delegation of powers and democratic leadership in the organization, approaches used to evaluate the effectiveness of the team work, participatory management practices, developed management systems and structures, the ability to use financial and material/physical resources to support the organization's activities.

The organizational capacity index has been studied since 2002, when the Institute for Sustainable Communities (USA) developed its own model of organizational capacity assessment to help the Ukrainian Citizen Action Network project. This model includes a 5-point scale system, where 1 stands for none or very little capacity and 5 stands for extensive or very strong capacity. In 2009 the CCC Creative Center reviewed the model within the framework of the Ukraine National Initiative To Enhance Reforms Project (UNITER) in line with the project objectives. As a result, six components were outlined.

The model is based on the empirical data on the Ukrainian CSOs, which was generated in the course of the surveys held in the period from 2002 to 2013.

The organizational capacity model includes the following components.

**Component 1. CSO's Strategic Management.** It can be measured by the following indicators:

- An organization is registered as a legal entity
- An organization has a mission and adheres to it
- An organization has a strategic plan in a written form
- The members of an organization find the strategic goals of an organization to be clear and coherent
- Members and management of an organization conduct meetings on a regular basis to discuss, review and make changes to the strategy, goals and objectives of an organization when needed
- An organization has and applies a monitoring and evaluation system and the evaluation findings are integrated in the decision making process.

**Component 2. CSO's Governance Structure.** It can be measured by the following indicators:

- An organization has a dynamic governing body
- Duties and responsibilities of the members of this governing body are clearly defined
- The members of the governing body and the executive director keep in contact on a regular basis
- Strategic decisions are made jointly by the members of the governing body and the CSO's management
- Management style envisages subordinates' participation in the decision making process
- The CSO's executive director delegates his/her powers and shows commitment to building an organization, which is sustainable without his/her presence
- The CSO's executive director delegates his/her powers to the employees to implement certain projects or perform certain functions.

**Component 3. CSO's Leadership and Management Style.** It can be measured by the following indicators:

- The CSO's executive director delegates his/her powers and shows commitment to building an organization, which is sustainable without his/her presence
- Employees are engaged in the decision making process and solve different problems by working in a team, implementing joint projects etc.
- Employees feel empowered to manage their own work, set clear goals and follow-up on their deadlines, solve problems and make decisions in the area of their responsibility
- The organization has clear-cut administrative rules and procedures
- Executive members, staff and members of the organization are engaged in the development of administrative rules and procedures
- Administrative rules and procedures are updated on a regular basis.

**Component 4. Fundraising Strategy.** It can be measured by the following indicators:

- The CSOs has a written fundraising plan designed at least for one year
- The organization has a written long-term plan for financial sustainability, which is separate

from its project financial plans.

- There is a person or a group of people designated to be in charge of fundraising activities and identification of new sources of funding
- The organization has at least two different sources of funding
- The organization has been able to secure at least 30% of its financing for one year of operations by raising funds at the local level.

**Component 5. CSO's Financial Management Systems.** It can be measured by the following indicators:

- A CSO has an accounting system in place as well as the respective accounting policy
- An organization has an internal financial control system
- The annual operating budget is kept separate from the project budgets
- A CSO is in the process of or ready to undergo an external financial audit
- The members of the organization have access to financial documents
- An organization has a solid financial management system.

**Component 6. Management Procedures.** It can be measured by the following indicators:

- Staff job descriptions are clear and well-defined
- An organization has a transparent and easy to understand human resources policy and management system; job descriptions are developed, approved and communicated to the staff; the recruitment and dismissal procedures are in place etc.
- A formal file system exists
- The administrative procedures are clearly defined and approved
- Staff competence development is an integral part of the overall organizational development
- The CSOs has a pay-roll staff.

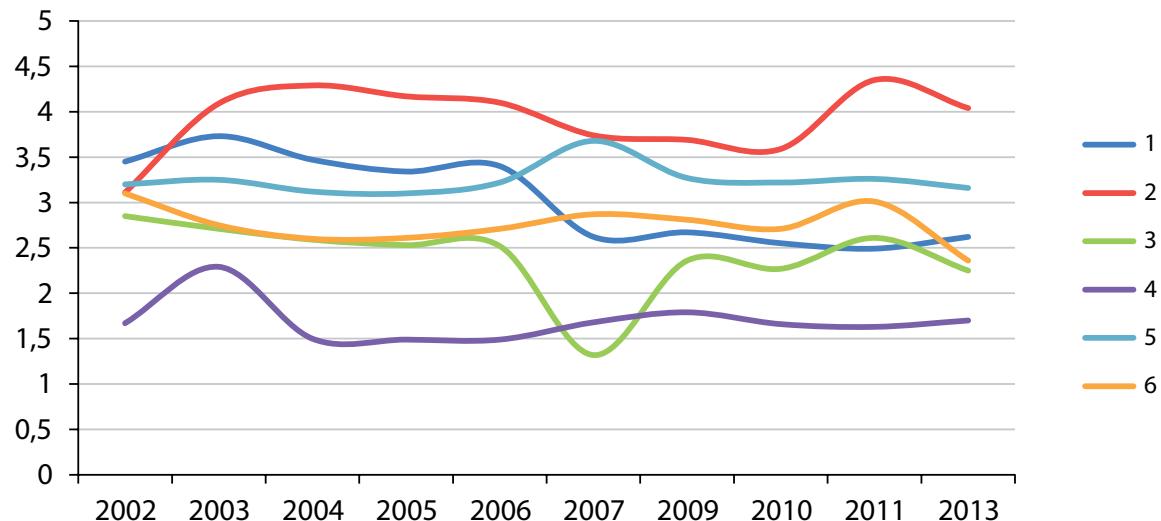
The Organizational Capacity Index for the years of 2002-2013 is presented below on the 5-point scale. In 2007 it was **2.65**, in 2006 — **2.9**, in 2005 — **2.89**, in 2004 — **2.94** and in 2003 — **3.14**. These figures show the average capacity of Ukrainian CSOs. The index has experienced a gradual decrease over the past 10 years, in particular, from 2003 to 2013. Table 9.1. shows the Organizational Capacity Index for separate components in the period of 2002 – 2013.

**Table 9.1. The Organizational Capacity Index by Components, 2002 – 2013**

Component	Index									
	2002	2003	2004	2005	2006	2007	2009	2010	2011	2013
1. A CSO implements strategic management	3,45	3,73	3,47	3,34	3,4	2,62	2,67	2,55	2,49	2,62
2. A CSO has an effective governance system in place	3,11	4,09	4,29	4,17	4,1	3,74	3,69	3,59	4,35	4,04
3. Effectiveness of the CSO's leadership and management style provided that the staff is part of the decision making process	2,85	2,71	2,59	2,53	2,52	1,32	2,36	2,27	2,61	2,25
4. A CSO's fundraising strategy	1,67	2,29	1,50	1,49	1,49	1,68	1,79	1,66	1,63	1,7
5. CSO's financial management is in line with the accounting standards	3,20	3,25	3,12	3,10	3,22	3,68	3,27	3,22	3,26	3,16
6. A CSO has proper human and physical/financial resources management procedures in place	3,10	2,75	2,60	2,61	2,71	2,87	2,81	2,71	3,01	2,36
Index in total	2,90	3,14	2,93	2,87	2,91	2,65	2,32	2,66	2,89	2,69

#### Description of the 2013 findings

In 2013 the organizational capacity index was **2.69** on the 5-point scale, which is an indication of the average capacity of Ukrainian CSOs. By contrast to the previous study, in particular, **2.89**, it has gone down. CSOs do not apply strategic management as often as they used to and that statement can be supported by a decreased number of organizations that have strategic plans. The number of CSOs that follow good governance principles has also decreased. Taking into consideration the small number of staff in the CSOs and the reduced number of CSOs that have permanent staff, the index of leadership and management systems effectiveness in the organizations, where the staff is engaged in the decision making process, has worsened. The index showing the availability of proper human and financial resources management procedures has fallen as well. The indexes of financial management and fundraising strategies have not experienced major changes. While the first index is above average, the index related to fundraising activities remains consistently low.

**Table 9.2. Organizational Capacity Index by Components, 2002 – 2013**

The findings of the 2014 study show that the availability of the *effective governing bodies* is the strongest component of the organizational capacity index. The Ukrainian CSOs reported that they have active governing bodies that act in line with clearly outlined functions, rules and regulations in a written form. These bodies are engaged in the decision making process on strategic issues. There are relevant mechanisms in place to ensure staff rotation. This particular component has received the highest average score when compared to other components, although it has not been implemented to its full extent.

Then comes the component related to the *financial management in the organization*. The index turned out to be higher than the average. The majority of surveyed organizations have a professional accountant and believe that their financial system is in line with the national or international standards. Not all surveyed CSOs have experience with the external financial audit. However, the large majority of CSOs are ready for it.

The index related to the *CSO's fundraising strategy* is the lowest one. It includes the availability of a long-term fundraising plan, awareness about existing fundraising possibilities and presence of different funding sources. Only 193 of 563 surveyed organizations have a fundraising plan designed at least for one year.

The CSO's organizational capacity index varies between the regions. The study has shown that CSOs from the Western and Southern regions of Ukraine are more advanced in this respect. They are noticeably ahead of organizations operating in the Eastern and Central regions of Ukraine when it comes to organizational capacity. At the same time, there is a small but significant difference in the development of CSOs from the West and the South. The organizations from the Southern Ukraine are more effective in using strategic management in their work and they have more effective management structures. All surveyed organizations have good leadership and management systems as well as the efficient procedures for engaging their staff in the decision making process. However, the CSOs from the Southern Ukraine are somewhat lagging behind in this respect. The CSOs from the Western Ukraine are more effective when it comes to fundraising activities; they apply financial management and have proper human and physical/financial resources management when compared to CSOs from other regions. The detailed breakdown of the Organizational Capacity Index by four Ukrainian regions is shown in Table 9.3.

**Table 9.3. Index Value by Regions, 2013**

Region/Component	1	2	3	4	5	6	Value
<b>The West</b>	2,72	4,07	2,30	<b>1,79</b>	<b>3,60</b>	<b>2,59</b>	<b>2,85</b>
<b>The South</b>	<b>2,91</b>	<b>4,20</b>	2,30	1,65	3,43	2,40	<b>2,83</b>
<b>The East</b>	2,47	4,17	2,05	1,75	2,68	1,97	<b>2,52</b>
<b>The Center</b>	2,51	3,88	2,29	1,59	2,93	2,36	<b>2,60</b>
<b>TOTAL</b>	2,62	4,03	2,25	1,69	3,15	2,36	<b>2,69</b>

## Conclusion

In 2013 the organizational capacity index of Ukrainian CSOs scored the lowest by contrast to four past years. This is an indication that the overall capacity of CSOs is at the average level when it comes to organizational capacity. In general, the organizations have management procedures in place; these procedures are in line with the respective standards. Fundraising turned out to be the weakest element of the index, whereas the CSO's governance system was the strongest component of all. The organizational capacity index of CSOs varies between the regions. The organizations from the Western and Southern regions of Ukraine are more institutionally developed. And while the CSOs from the Southern region of Ukraine have strong strategic management and effective governing structures, the organizations from the Western Ukraine are better at fundraising activities; they have more advanced financial management and have proper human and physical/financial resources management procedures.

# 10. The Ukrainian CSOs' Service Provision Index

## The description of the CSOs' service provision index

*The Green Paper on Services of General Interest (2003) stated that public services refer to shared values, the quality of life, economic development, rights and democratic governance:*

*"They are a part of the values shared by all European societies and form an essential element of the European model of society. Their role is essential for increasing quality of life for all citizens and for overcoming social exclusion and isolation. ... the efficiency and quality of these services is a factor for competitiveness and greater cohesion, in particular in terms of attracting investment in less-favored regions ... also a condition for the smooth functioning of the Single Market and for further economic integration ... these services are a pillar of European citizenship, forming some of the rights enjoyed by European citizens and providing opportunity for dialogue with public authorities within the context of good governance" (paras 2 - 4).*

In general terms, "public services" refer to the variety of services that public agencies provide to the people (U.N. 1999). These services are often very different in scope and nature. The United Nations (1999) categorizes them as protection and justice services (for example: defense, police, judiciary); infrastructure and utility services (roads, highways and waterways, water supply, electricity, gas and other utilities, housing and public buildings); economic development and fiscal regulatory services (banking, finance and investment, exchange rate, interest rate and monetary supply, financial protection for the poor); and social services (education, health, social insurance, protection against unemployment, support for aging population groups, orphans, the destitute, and other services for the poor). The procedures for the delivery of these services will differ significantly based on the nature of the services and the immediate recipient, the types of agencies used to deliver the services, and the extent of monopoly and competition that exist in various categories of public services (U.N. 1999).

The current global movement to reform government focuses primarily on providing public services more efficiently and effectively. As a result, new approaches, methods as well as new actors have been introduced for the delivery of public services at local, regional, and national levels. Involvement of civil society in the delivery of social services is widespread in developed countries. In many developing countries such involvement is very limited. Although with the rise of NGOs, the balance has changed. Carroll (1992) points out that service delivery is perhaps the most directly observable and clearly visible NGO role. At the same time, most scholars and practitioners do not see public service delivery by NGOs as pure service delivery (Lewis 2001; Brinkerhoff et al 2003, Pinto 1998). Citizens, as users of public services, not only want to be served but also want to be heard when they express their interests and needs (Pinto 1998). In sum, public service delivery by NGOs engage three functions: service provision; strengthening the already existing public service delivery systems through aggregation and representation of interests; and the generation of pressure for better services from government while holding government more accountable through policy advocacy and monitoring (Lewis 2001; Brinkerhoff et al. 2003, Pinto 1998).

However, the degree to which an NGO's roles in delivering public services are realized depends on many factors. Clark (1997) argues that these factors include the tradition of volunteer activity, levels of tertiary education, and the nature of the relationship between the NGO sector and the state. Edwards and Hulme (1997) point out that NGOs must be clear about their role in society and their direction and vision for the future, and "... NGOs must work constructively and creatively with sources of funding, centers of influence, and those in political authority". Another factor that has influenced and will continue to influence NGO potential is "the bundle of ideas loosely termed the 'new public management' approach to administrative reform" (Lewis 2001). Lewis (2001) links the potential of NGOs with their management capacity by arguing that management is important for the potential of NGOs to challenge existing policy and practices. An enabling environment, in which the state provides sound management of the economy, provides basic infrastructure and services, and maintains peace and the democratic rule of law plays an important role as well. In addition, other important factors such as charity traditions and the roles of charity foundations in society should be taken into account as well.

The United States Agency for International Development (the USAID) has been surveying the CSO's sector sustainability index in different countries over the past 16 years. Service provision by CSOs is one of the components of the index. The USAID studies the following aspects related to the CSOs' service provision:

- **RANGE OF GOODS AND SERVICES.** Do CSOs provide services in a variety of fields, including basic social services (such as health, education, relief, housing, water, or energy) and other areas (such as economic development, environmental protection, or governance and empowerment)? Overall, is the sector's "product line" diversified?

- **COMMUNITY RESPONSIVENESS.** Do the goods and services that CSOs provide reflect the needs and priorities of their constituents and communities?
- **CONSTITUENCIES AND CLIENTELE.** Are those goods and services that go beyond basic social needs provided to a constituency broader than CSOs' own memberships? Are some products, such as publications, workshops or expert analysis, marketed to other CSOs, academia, churches, or government?
- **COST RECOVERY.** When CSOs provide goods and services, do they recover any of their costs by charging fees, etc.? Do they have knowledge of the market demand -- and the ability of distinct constituencies to pay -- for those products?
- **GOVERNMENT RECOGNITION AND SUPPORT.** Does the government, at the national and/or local level, recognize the value that CSOs can add in the provision and monitoring of basic social services? Do they provide grants or contracts to CSOs to enable them to provide such services?

### Model Description

The following model was developed to measure the CSOs' service provision index based on the approaches for defining and understanding the essence of CSOs' services and CSOs' role in service provision. This model consists of five separate components with each component standing for certain features of the organization. The capacity is rated according to the 5-point scale, where 1 stands for none or very little capacity and 5 stands for extensive or very strong capacity. The index components are as follows:

#### **Component 1. Programs and Projects Development.** It can be measured by the following indicators:

- Representatives of target groups and clients of the organizations are engaged in projects and programs development and the extent of their engagement
- Needs of projects/programs target groups are assessed
- Projects/programs target groups take part in projects/programs implementation
- CSO's is effective in programs/projects implementation with the engagement of respective target groups.

#### **Component 2. Service Provision.** It can be measured by the following indicators:

- Services the organization delivers and recipients of these services
- The average number of services rendered by the organization throughout the year. The average number of clients who received these services in the course of the year.
- Whether the organization applies the following service provision strategies:
  - Implementation of programs that envisage provision of a wide range of services
  - Meeting the service needs of the target groups.
- The organization keeps track of the clients services are provided to.

#### **Component 3. Existing Services Improvement, Adjusting them to Clients' Needs and Interests.**

It can be measured by the following indicators:

- The organization uses the following strategies to improve the quality of services it provides:
  - Services interests and needs assessment of citizens
  - Expanding the range of services (increasing the list of services)
  - Increasing the volume of services
  - Expanding the geographical span of services
  - Services quality improvement.
- The organization has a mechanism in place for ensuring quality control of rendered services
- The organization has a mechanism in place for ensuring feedback from service recipients to assess the level of their satisfaction
- The organization tends to evaluate projects and programs it implements
- Relevant target groups are part of the projects/programs evaluation.

#### **Component 4. Pressuring the Government Agencies to Provide Quality Services by Monitoring their Performance.** It can be measured by the following indicators:

- The organization applies the following strategies to affect the performance of the public authorities:
  - Advocacy when it comes to service provision
  - Protection of citizen interests when it comes to service provision
  - Monitoring of services rendered by the state
  - Quality assessment of services rendered by the state
  - Influencing the local policy as regards service provision
  - Influencing the national policy as regards service provision.

## Component 5. Costs Reimbursement, Recognition and Support by the Government Agencies.

It can be measured by the following indicators:

- Main sources of funding of the organization in 2013
- Whether the organization received financial support from the public executive authorities or local self-government bodies in 2013
- Whether the organization received financial support from citizens in 2013
- Cooperation of the CSO's and the government agencies was focused on service provision in the previous year
- Whether the CSO's cooperated with other CSOs in services provision or acted as a service recipient.

### Results

Around 359 of surveyed 563 CSOs, in other words, 63.8%, provide services. Graph 10.1. shows the breakdown of surveyed CSOs by regions they represent.

**Graph 10.1. Number of CSOs-respondents Engaged in Service Provision by Oblast, N=359, 2013**



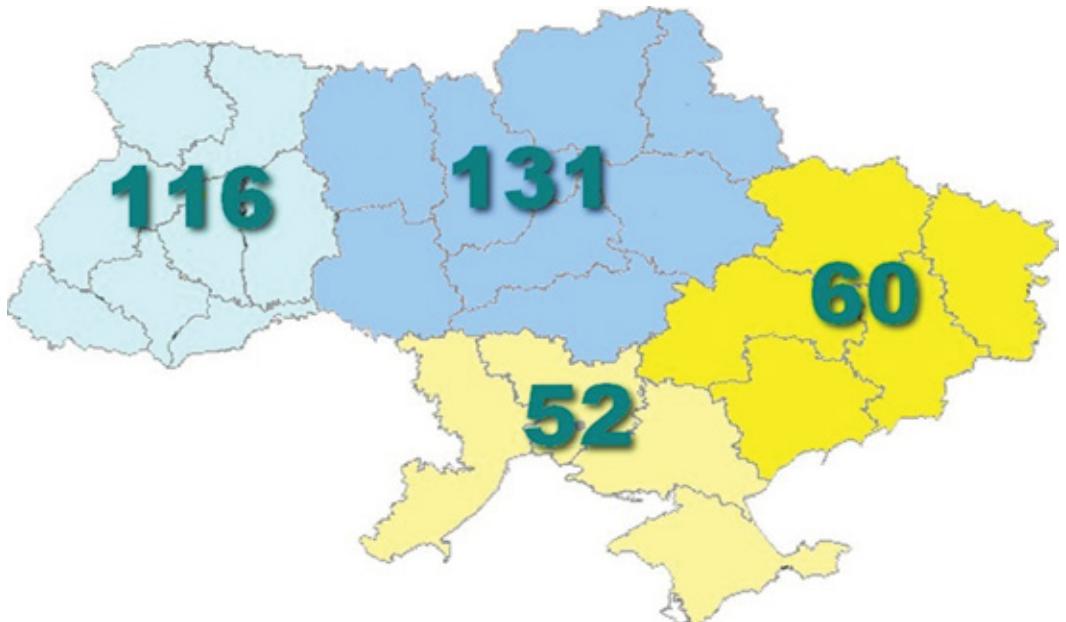
The service provision capacity index of the surveyed CSOs is as follows:

**Table 10.2. CSOs' Service Provision Capacity Index by Components, N=359, 2013**

Nº	Index Component	2013 Index
1	Programs and projects development	3,23
2	Service provision	2,94
3	Existing services improvement, adjusting them to clients' needs and interests	3,17
4	Pressuring the government agencies to provide quality services by monitoring their performance	1,68
5	Costs reimbursement, recognition and support by the government agencies	1,80
<b>Value</b>		<b>2,56</b>

The study has revealed that projects and programs development, service provision and improvement of existing services are at the average level in CSOs. That means that the organizations study the needs and interests of their target groups, engage them in program implementation, keep track of clients they provide services to, assess the quality of these services and satisfaction of their clients with the services. When it comes to marketing of these services, it is underdeveloped as well as the cooperation with the government agencies aimed at promoting CSOs' services and supporting them from the local and/or national budgets. The organizations are not able to ensure proper monitoring and effective pressure on the government agencies in order to provide good quality services to the general public and to deliver these service in a timely manner and transparently.

The regional breakdown of surveyed CSOs that provide services is shown in Graph 10.3.



The breakdown by regions has demonstrated that the capacity of CSOs from the Southern regions of Ukraine is much higher than the capacity of CSOs from other regions of Ukraine, although the number of CSOs out in the South is much lower than in other regions of Ukraine. The organizations from these four Southern oblasts enjoy better support from the government agencies and citizens and they manage to cooperate more effectively with the public authorities to meet the needs of their target groups in services.

**Table 10.4. Index Value by Regions, (N=359)**

	Programs/ Projects Development	Service Provision	Service Improvement	Costs Reimbursement	Influence on the Government Agencies	Mean Value
<b>All Oblasts</b>	<b>3,23</b>	<b>2,94</b>	<b>3,17</b>	<b>1,68</b>	<b>1,80</b>	<b>2,56</b>
The West	3,23	3,12	3,16	1,7	1,81	2,61
<b>The South</b>	<b>3,32</b>	<b>3,09</b>	<b>3,15</b>	<b>1,81</b>	<b>2,3</b>	<b>2,75</b>
The East	3,22	<b>3,22</b>	3,17	1,35	1,5	2,49
The Center	3,20	2,57	3,17	1,76	1,7	2,49

### Conclusion

The assessment of the service provision index of the Ukrainian CSOs was conducted for the first time. The findings have demonstrated that the level of service provision by the Ukrainian civil society organizations is average. Taking into consideration that fact that the large majority of Ukrainian CSOs are engaged in service provision, the result is poor. The majority of CSOs assesses the needs of their clients and engages them in the implementation of own projects and programs; they keep track of their clients and evaluate the quality of services provided. Unfortunately, the majority of organizations do not know how to effectively promote their services; they do not cooperate with the government agencies and do not seek support and finance from them to meet the needs of their target groups in certain services. The organizations do not work on expanding the range of their services and reimbursement of costs associated with their provision. Monitoring of the government authorities in terms of service provision and pressuring the public authorities to improve the quality of public services remain the weakest element in the activities of the Ukrainian CSOs in this respect. The organizations operating in the Southern part of Ukraine are the most advanced one in terms of service provision.

# 11. The Ukrainian CSOs' Advocacy and Lobbying Index

CSOs can perform advocacy and lobbying activities by organizing public awareness campaigns, publishing information in mass media, lobbying interests of people, developing and promoting draft laws and by taking part in other activities that can affect or bring the intended effect. Lobbying makes it possible to improve and change laws and regulations that consequently make people's life better.

## Index Description

In order to better evaluate the Ukrainian CSOs' capacity to carry out advocacy activities, the Institute for Sustainable Communities developed a useful measurement tool, the index model, within the framework of the Ukrainian Community Action Network Project implemented in the period of 2002-2008. The following aspects can be easily assessed with the help of the index model: CSOs' capacity to collect information and to conduct research on issues crucial to the communities, to follow-up on the community's response to important events and decisions, to define the stand of the CSOs, to raise finance and to attract physical resources to organize various campaigns, to keep the citizens informed about what they do, to protect their stand and to organize events to affect political decisions. This index enables us to review the dynamics of civil society organizations as regards their efforts aimed at support and promotion of advocacy and lobbying activities.

The CSOs' advocacy and lobbying index includes seven components that describe certain features of CSO's capacity for advocacy and lobbying. The organizational capacity is rated on the 5-point scale, where 1 stands for none or very little capacity and 5 stands for extensive or very strong capacity. The index includes the following components:

**Component 1. Collecting and Processing Information Related to Advocacy and Lobbying.** It can be measured by the following indicators:

- The government agencies are identified as well as their role in a particular issue; their awareness about the problem and their respective stand are analyzed
- Public stand on how this particular issue can be resolved is defined with the help of informal meetings and focus-group discussions
- Information and supporting data on a particular issue are collected on a regular basis. This information includes summary, reviews, statistical analysis, relevant memorandums and the official positions on the issue.
- If such information is missing then the opinion of the target groups on this particular topic is assessed with the help of the poll/study
- The organization conducts reviews or holds consultations on particular aspects of the problem, be it legal, political, gender or health care (if there are these aspects in place).

**Component 2. Feedback from the CSOs' Members and Citizens on the Point in Question.** It can be measured by the following indicators:

- Areas of activities are defined in the process of consultations with the general public
- Alternative ideas and options of how the problem can be addressed are reviewed
- Goals to be achieved are written down, presented in a convenient format and detailed enough for them to be used for different target groups and policy makers
- The stand is made clear and convincing
- The information collected in component 1 is used. The stands of CSOs are strengthened
- Goals are communicated to the members of the organization and other interested parties/stakeholders.

**Component 3. Sustainable and Steadfast Policy.** It can be measured by the following indicators:

- The strategy is based on the findings of the stakeholders' analysis that makes it clear who will benefit from the changed policy and who will not and define resources of the stakeholders and their allies
- The strategy takes into consideration the factors that might have an impact on groups that are not engaged and certain individuals and turn them into allies
- The strategy defines what individuals should be convinced and ways how to do that
- The strategy is hands-on and realistic; it includes methods to influence the point in question, human and financial resources available to the organization
- The strategy/action plan is concrete and specific; it includes clear guidelines and division of responsibilities.

**Component 4. Advocacy And Lobbying Resources.** It can be measured by the following indicators:

- The organization has adequate financial resources that come from various sources or a realistic plan on how these resources can be raised

- Local contributions have increased, in particular, membership contributions, donations from citizens and/or other organizations such as business, foundations, religious groups etc
- Financial and other resources are raised internally, within the organization
- There is plenty of volunteer support available; it is distributed in a proper manner and aimed at promoting and defending the point in question
- The organization has adequate human resources; strong leadership exists in the organization and people are committed to advocacy and lobbying activities.

**Component 5. Creating Coalitions and Networks to Have a Joint Action on the Issue.** It can be measured by the following indicators:

- Groups and individuals that have interest in the problem are defined. They have been persuaded to take a higher interest; that could have been done by the government agencies and business, which have common interests
- Participation in coalitions/networks/associations that have a specific goal related to advocacy and lobbying. If these structures are not available, a new coalition or network is formed.
- Joint meetings, common interests identification, shared use of resources, presenting the position/stand to politicians and policy makers and/or the general public etc
- Joint/coordinated events are planned and implemented. Groups conduct joint monitoring of advocacy and lobbying events and review the plans when needed.

**Component 6. Providing Information to the Community about the Position on the Political Decisions.** It can be measured by the following indicators:

- Communication plan is developed to keep the community informed about the stand on the issue
- Press-releases are published
- Public meetings are held and highlighted by mass media
- Response mechanism is in place for all outreach efforts (incl.feedback)
- Members of the organization/citizens/clients help the organization carry out its activities
- Effective working channels are used to ensure wide coverage, for instance, billboards, advertisements on TV and radio.

**Component 7. Conducting Follow-up Events to Influence Social-political Developments in the Region and to Engage Citizens.** It can be measured by the following indicators:

- Members of the organization are encouraged to take part in these events, in particular, writing letters to lawmakers
- Dynamic lobbying of the declared policy stand during the meetings or when directly communicating with the relevant government agencies and business
- Draft laws are prepared, areas of sector policy and regulations are developed to be then distributed to the respective officials and policymakers
- Declarations of intentions are disseminated, such as memorandums on the organization's stand in addressing a particular issue, and recommendations, which are based on collected information and common interests of the coalition members.

#### **Findings of the 2014 study**

The study has shown that advocacy and lobbying is the most common types of activities of CSOs. Around 394 surveyed organizations, in other words, 70% of surveyed CSOs, are engaged in advocacy and lobbying (see Graph 11.1). This is an indication that CSOs understand their role as representatives of clients' interests. In 2013 the advocacy and lobbying capacity index of the Ukrainian CSOs was 3.2, which can be qualified as the above average capacity of CSOs to defend issues crucial to the community and to affect the decision making process. Graph 11.2 shows to what extent CSOs are engaged in advocacy and lobbying in line with each component of the index.

**Graph 11.1. The Breakdown of Surveyed CSOs Engaged in Advocacy and Lobbying by Oblast, (N=394), 2014**



The analysis of the index mean values and its components has revealed gradual capacity building of the Ukrainian CSOs in the field of advocacy and lobbying over the past ten years. In 2013 the capacity of CSOs to represent the interests and protect the rights of their target groups slightly deteriorated due to the necessity to provide rapid response to political developments in the country by CSOs and a limited potential to develop thorough public awareness campaigns. Two index components, in particular, *articulation/formulation and defending the stand, attracting and using physical, financial and time resources for advocacy and lobbying on a particular issue*, remain the weakest components "by tradition".

**Table 11.2 Index Breakdown by Components, 2002 – 2013**

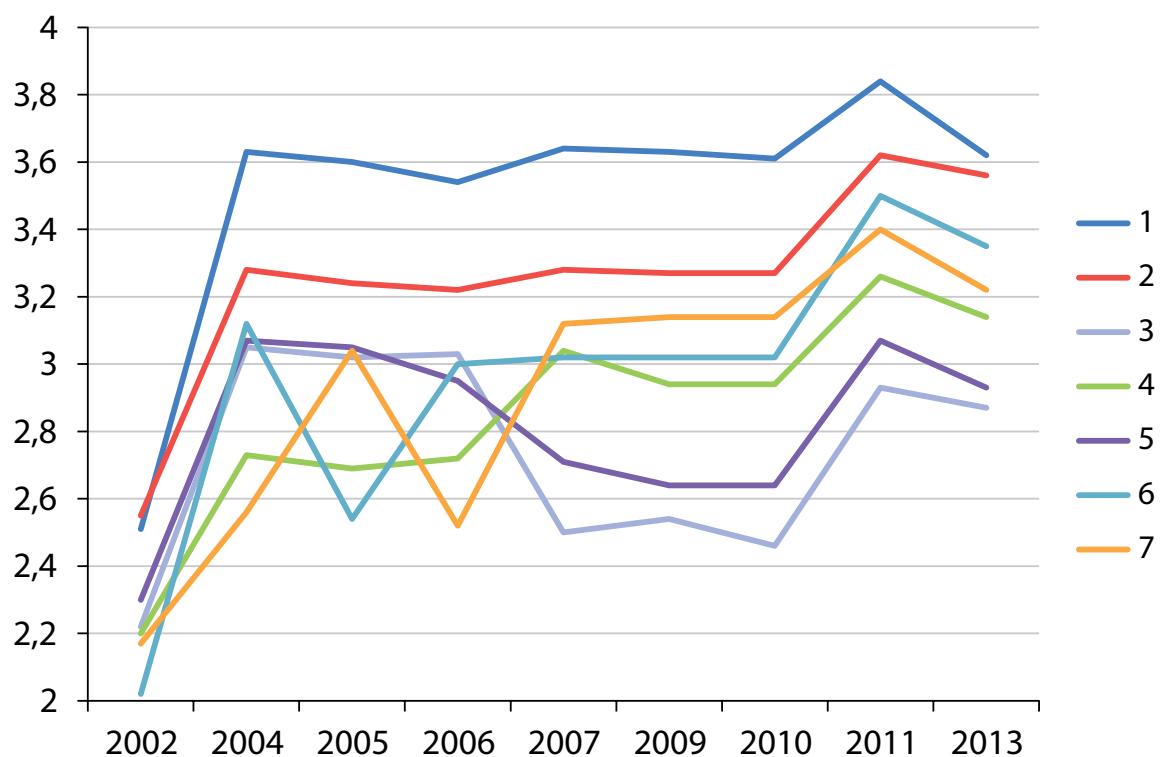
	<b>Index Component</b>	<b>2002</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2013</b>
<b>1</b>	A CSO collects information and conducts a study on a particular issue on a regular basis	<b>2,51</b>	<b>3,63</b>	<b>3,6</b>	<b>3,54</b>	<b>3,64</b>	<b>3,63</b>	<b>3,61</b>	<b>3,85</b>	<b>3,62</b>
<b>2</b>	A CSO strives to receive support and feedback from its members and the general public to address a particular issue	2,55	3,28	3,24	3,22	3,28	3,26	3,27	3,61	3,56
<b>3</b>	A CSO develops a steadfast and viable stand on a particular issue	2,22	3,05	3,02	3,03	<b>2,50</b>	<b>2,54</b>	<b>2,46</b>	<b>2,93</b>	<b>2,87</b>
<b>4</b>	A CSO formulates/articulates and defends its stand on a particular issue	<b>2,2</b>	2,73	2,69	2,72	3,04	2,99	2,94	3,26	3,14
<b>5</b>	A CSO attracts physical, financial and time resources to conduct advocacy and lobbying campaigns around a particular issue	2,3	3,07	3,05	2,95	2,71	2,72	2,64	3,07	2,93
<b>6</b>	A CSO builds coalitions and networks to join efforts to ensure common actions around a particular issue	2,02	3,12	3,04	3	3,02	3,04	3,02	3,50	3,35
<b>7</b>	A CSO conducts follow-up events in order to affect policy decisions/ policy making process and to ensure the community's support on a particular issue.	2,17	<b>2,56</b>	<b>2,54</b>	<b>2,52</b>	3,12	3,13	3,14	3,40	3,22
	<b>Mean Value</b>	<b>2,28</b>	<b>3,06</b>	<b>3,03</b>	<b>3,00</b>	<b>3,04</b>	<b>3,04</b>	<b>3,01<sup>1</sup></b>	<b>3,37<sup>2</sup></b>	<b>3,22</b>

The information about the breakdown of scores by the index components is presented in Graph 11.3. The lines connect mean values by the index components of one year.

<sup>1</sup> A non-significance level of 5%.

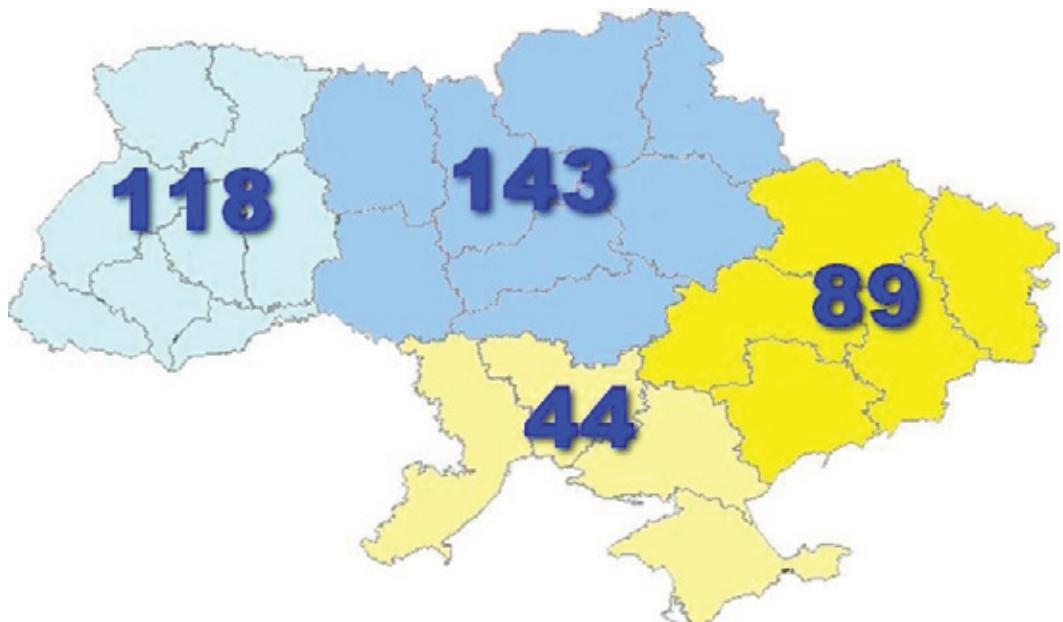
<sup>2</sup> A significance level of 1%.

**Graph 11.3. The Breakdown of Scores by the Ukrainian CSOs' Advocacy and Lobbying Index, 2002 – 2013**



The regional breakdown of surveyed CSOs engaged in advocacy is shown in Graph 11.4.

**Graph 11.4. The Regional Breakdown of Surveyed CSOs Engaged in Advocacy, N=394, 2014**



The study has demonstrated that the majority of surveyed organizations engaged in advocacy and lobbying are located in the center of Ukraine. This does not come as a surprise taking into consideration the centralized system of governance in Ukraine, when all decisions are made at the government's level. A small number of CSOs working on advocacy issues in the Southern region can be explained by a small number of surveyed CSOs from that region in general and a small number of these CSOs engaged in advocacy activities, in particular. The CSOs' capacity index indicators listed below present the regional differences observed over the past years. The CSOs' advocacy and lobbying index has shown that the CSOs from the Southern Ukraine have had the highest capacity in this field, excluding the last year's index. In 2014 the CSOs from the Western Ukraine got ahead of them.

**Table 11.5. The CSOs Advocacy and Lobbying Index Value by the Region, 2006 – 2013**

	The West	The East	The Center	The South	Mean Value In Ukraine
<b>2013</b>	<b>3.40</b>	2.94	3.19	3.35	<b>3.22</b>
<b>2011</b>	3.15	3.52	3.35	<b>3.69</b>	<b>3.37</b>
<b>2010</b>	3.03	2.78	3.03	<b>3.10</b>	<b>3.01</b>
<b>2009</b>	3.04	2.90	2.98	<b>3.23</b>	<b>3.63</b>
<b>2006</b>	3.01	3.09	2.69	<b>3.16</b>	<b>3.01</b>

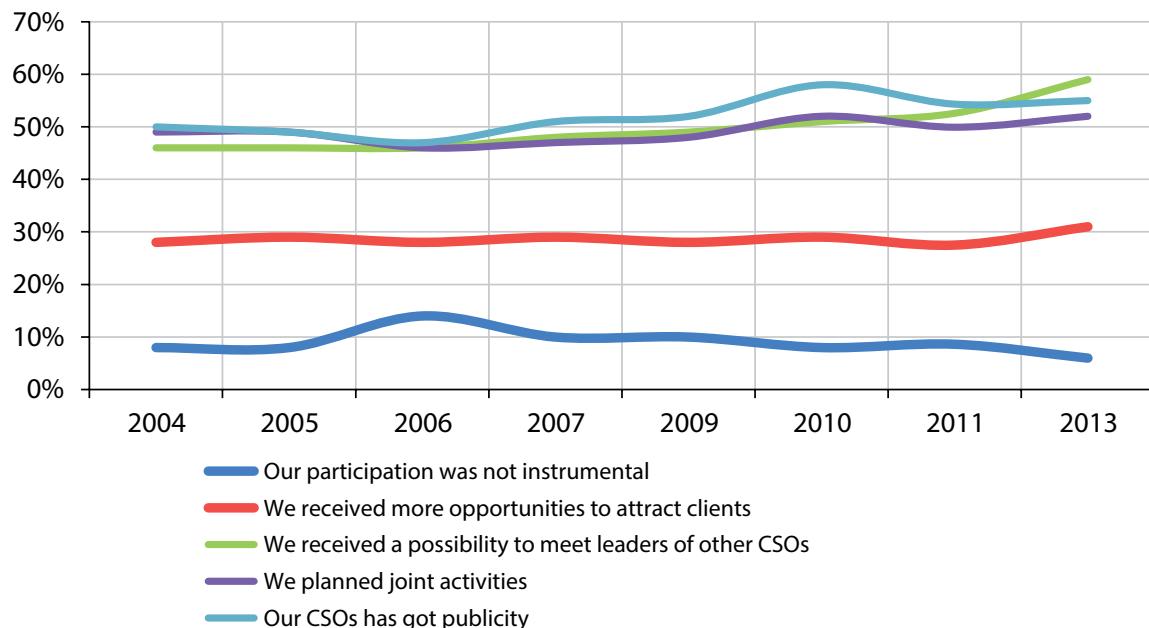
### Partnerships. Coalitions

The importance of partnership and coalition membership was underlined in many chapters of the report that covered external relations of CSOs with other institutions. Partnership development is a crucial indicator of how mature an organization is and to what extent it is ready to commit itself to working for the community. Effective partnership of CSOs guarantees the success of advocacy and lobbying efforts and is also an important tool to ensure that the voice of the Ukrainian citizens is heard.

The majority of organizations are members of up to **four** associations of non-governmental organizations

Around 66% of respondents surveyed last year reported that they were members of a coalition, CSOs' network or a working group. Back in 2011 the number was 67%. On average, each organization is a member of four coalitions at the most. The information presented in Graph 11.6. shows experience CSOs have in working together in coalitions or working groups with other organizations. The respondents could choose all suitable options.

**Graph 11.6. Results of CSOs' Participation in Coalitions or Working Groups<sup>3</sup>, (N=563)**



According to the Graph, the large majority of CSOs found their participation in coalitions or working groups to be instrumental and useful. First and foremost, the surveyed CSOs indicated the following reasons for taking part in the work of coalitions, networks or working groups: *a possibility to meet leaders of other CSOs* (59% and 53% in 2011), *to get publicity* (as reported by 55% of CSOs) and *plan joint activities* (as reported by 52% of CSOs). In 2014 the number of organizations that chose an option of "*we received more opportunities to attract clients*" increased, in particular, the figure was 27% in 2011 and 31% in 2014. Around 6% of CSOs did indicate that "*our participation in coalitions or working groups was not instrumental*"; this figure has slightly decreased when compared to the previous years.

## Conclusion

The advocacy index is above average. Before 2011 there was an upward trend in the CSOs' advocacy and lobbying index. However, in 2014 the figure fell down. Ukrainian CSOs collect information and conduct studies on issues important for their clients on a regular basis; they conduct follow-up events to affect social and political development and to raise the awareness of the general public. At the same time, the weaknesses of the Ukrainian CSOs include formulation/articulation of a viable and steadfast stand, regular engagement of CSOs' members and the general public in reviewing the position of the organization and adjusting it according to the changes in the external environment. CSOs are good at advocacy and lobbying activities, which are considered to be the common services provided by CSOs on a daily basis, in particular, conducting meetings and workshops, ensuring feedback from the community and monitoring of the external environment. But not all organizations are used to conducting more sophisticated activities that envisage interaction with the legislators, public servants, articulation of a viable and steadfast stand on issues important for their clients, monitoring of the development and implementation of various regulations. CSOs initiate coalitions and associations, but that does not mean that these coalitions are effective when it comes to advocacy and lobbying. CSOs managed to have increased their role as the advocates of the Ukrainian citizens recently. But CSOs still lack coordination in advocacy and lobbying with respective activities planning, resources allocation, regular monitoring and adjusting to the changes in the external environment. The majority of Ukrainian CSOs are members of coalitions or working groups and they find their membership instrumental. As a result of this cooperation, CSOs have gained publicity, they have started planning joint campaigns with other organizations, they have received a possibility to meet leaders of other CSOs and they increased ways of attracting clients.

## 12. The Ukrainian CSOs' Constituency Legitimacy Index

It is a common practice among Ukrainian CSOs to plan activities without taking into consideration the interests of their clients. In real terms, increasing CSO's legitimacy among its constituency means involving CSO's beneficiaries in all stages of organizational programming. When a CSO has legitimacy, its actions are based on wide public support. By planting strong roots in the community, a CSO will speak from a position of authority when engaging and influencing policymakers at the national and local levels.

### Constituency Legitimacy Index description

The CSO legitimacy index has been measured since 2009. In 2014 two new questions related to the target groups' engagement in project implementation and the availability of a mechanism for ensuring service quality control were added to the Index. The index consists of the following components:

1. Target group representatives are part of the collective body of the organization
2. Participation of the organization's clients in the program activities' planning
3. An organization conducts needs assessment of the target group the project is designed for
4. An organization keeps track of the clients it delivers services to
5. An organization has a mechanism in place to ensure feedback from people about the services it provides
6. An organization evaluates its programs/projects
7. An organization attracts external experts to conduct evaluations
8. Target groups are engaged in the programs/projects implementation
9. An organization has a mechanism for ensuring service quality control.

**Table 12.1. The CSO Legitimacy Index, 2009 – 2013**

QUESTION	2009	2010	2011	2013
1. Target group representatives are part of the collective body of the organization	0.78	0.76	0.79	0.80
2. Participation of the organization's clients in the program activities' planning	0.06	0.05	0.05	0.59
3. An organization conducts needs assessment of the target group the project is designed for	0.92	0.89	0.92	0.78
4. An organization keeps track of the clients it delivers services to	0.55	0.54	0.54	0.62
5. An organization has a mechanism in place to ensure feedback from people about the services it provides	0.69	0.69	0.60	0.70
6. An organization evaluates its programs/projects	0.79	0.78	0.70	0.60
7. An organization attracts external experts to conduct evaluations	0.22	0.23	0.19	0.38
8. Target groups are engaged in the programs/projects implementation	–	–	–	0.60
9. An organization has a mechanism for ensuring service quality control	–	–	–	0.61
<b>Mean Value</b>	<b>0.67</b>	<b>0.56</b>	<b>0.58</b>	<b>0.47</b>

### Conclusion

In 2014 two new indicators were added to the Index and they affected its mean value. Therefore, it is impossible to compare the findings of 2014 with the outcomes of the previous years. The study of certain index components has demonstrated that representation of target groups in the governing bodies of organizations and their engagement in program activities' planning are increasing slowly but surely. More and more organizations keep track of the clients they provide services to and they use mechanisms to receive feedback from these clients about the provided services. Unfortunately, everything that is related to target groups' needs assessment and evaluation of the implemented program is overlooked by the organizations. That can be attributed to a lack and/or shortage of resources and also lack of understanding by surveyed CSOs of how evaluation findings affect project management and weak dependency of organizational performance on its target groups.

# 13. The Problems and Needs of the Ukrainian CSOs

IV

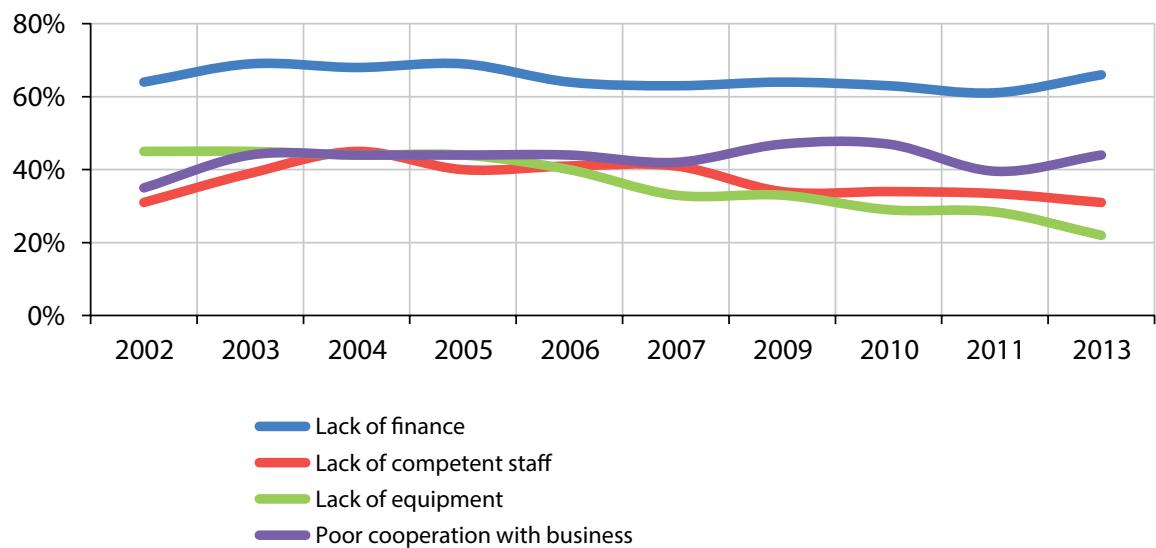
This section presents a comparative analysis of the Ukrainian CSOs needs over the period of 2002 – 2013; in particular, general needs, internal and external challenges an organization faces and its training/learning needs. The respondents were in position to choose as many suitable options as they wished.

In general, having analyzed the respondents' answers pertinent to the Current Needs of CSOs chapter of the Questionnaire Form, the following groups of needs can be identified: physical/financial resources, effective cooperation with business and the government and better legislation.

The representatives of CSOs estimated their own organizational capacity as well as their cooperation with other CSOs and community as being quite high. Thus, they do not see any serious problems in these aspects of their activities.

**Internal Challenges.** Poor finance remains the biggest internal challenge for the Ukrainian CSOs for ten years in a row. The funding deficit is 22% above other internal challenges in 2014.

Graph 13.1. CSOs' Internal Challenges\*, (N=563)

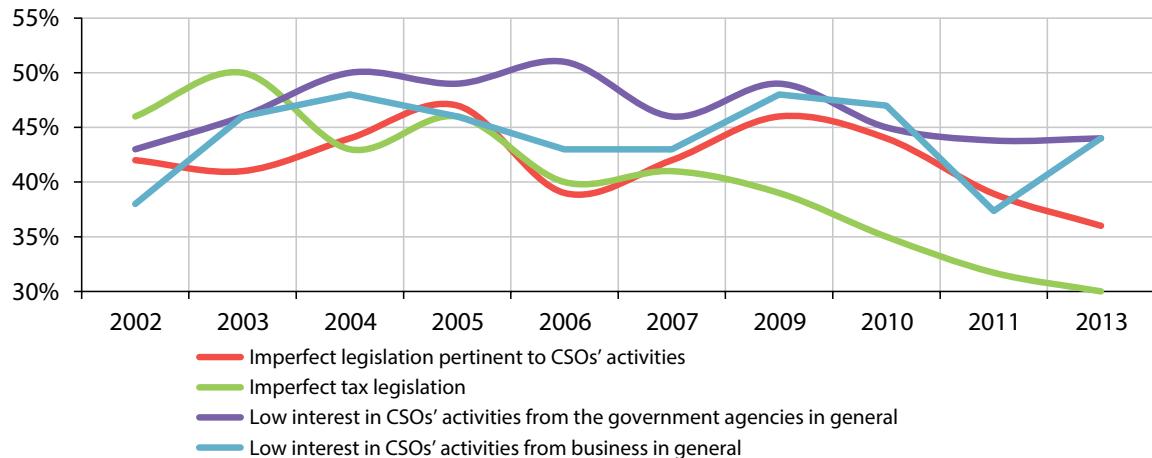


In 2014 the issue of lack of funding noticeably increased; however, the lack of equipment was addressed to a major extent. The issue of low level of cooperation with business is not that big when compared to 2011; but it is not as big as it used to be in the previous years.

**External Issues.** Graph 13.2. lists major external challenges identified by CSOs in the period of 2002 – 2013. The main issues are lack of interest from business as reported by 37% of CSOs and lack of interest from the government agencies as reported by 44% of CSOs, imperfect legislation, in general, as reported by 39% of CSOs and the tax legislation, in particular, as reported by 32% of CSOs. Legislation-related challenges, including the tax issues, decreased once new laws for civil society organizations and charitable foundations were adopted in 2012 and came into force in 2013. The indicator of “*low interest in CSOs' activities from the business in general*” has noticeably decreased since 2011. These developments can be attributed to an increased support of CSOs' activities by the business.

According to Graph 13.2., the biggest external challenges of CSOs are low interest in CSOs from business and the government agencies. Besides, regardless of changes introduced to the legislation pertinent to CSOs' activities, the issue of imperfect legislation, including the legislation on taxation, in particular, traditionally remains a major problem.

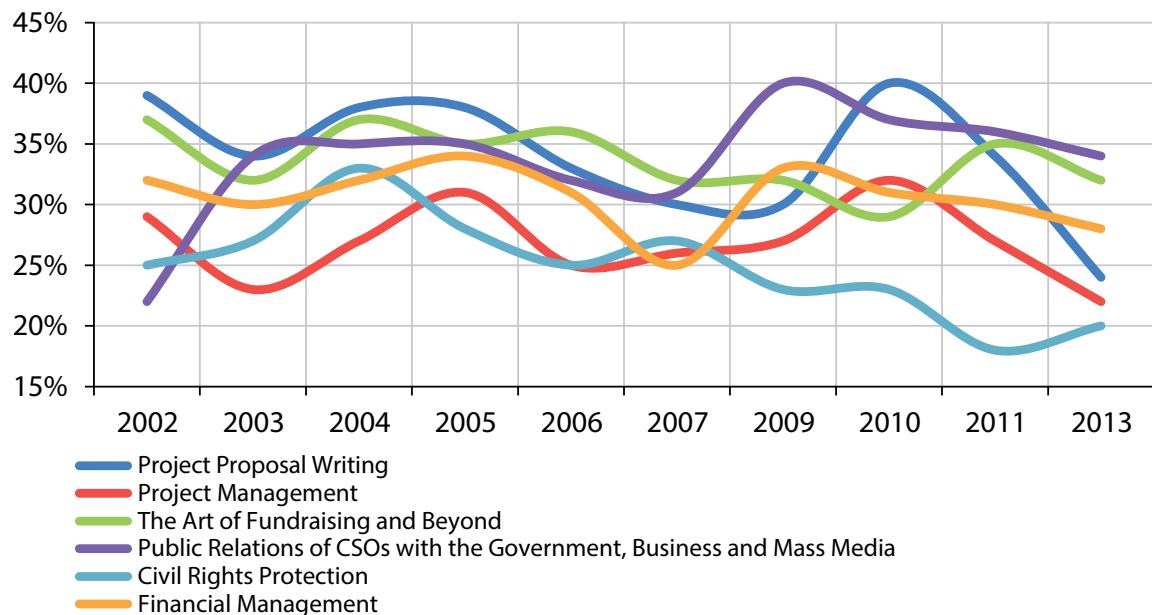
\* Question No 148 of the Questionnaire Form.

**Graph 13.2. CSOs' External Issues\*, (N=563)**

### Conclusion

**Lack of finance, poor staff competence and low cooperation of CSOs and the government agencies are the main internal challenges of the Ukrainian CSOs. The large majority of surveyed CSOs reported low interest in CSOs' work from the government agencies to be the main external challenge.**

**Trainings/Learning Needs.** Graph 13.3. shows the rating of the most popular trainings/workshops in the period of 2002 – 2013.

**Graph 13.3. Trainings Rating\*\*, 2002 – 2013**

Having analyzed Graph 13.3., a conclusion can be made that in 2014 the number of CSOs that wanted to attend trainings on project proposal writing and project management drastically fell down. Also in 2014 the number of CSOs that wanted to attend trainings on strategic planning greatly increased. The demand for other trainings that were super-popular back 2011, in particular, the art of fundraising, civil rights protection, public relations of CSOs with the government agencies) has not changed much.

### Conclusion

**Having analyzed the data for the past twelve years, a conclusion can be made that CSOs' needs in trainings have not changed much. Every year there is a little fluctuation of percentages between popular trainings. However, the main topics do not change. In 2014 the number of CSOs interested in strategic planning increased; however, the number of CSOs interested in project proposal writing and project management decreased.**

\* Question No 149 of the Questionnaire Form.  
\*\* Question No 151 of the Questionnaire Form.

## Part V

## Conclusions and Recommendations

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This chapter presents conclusions about the dynamics of the Ukrainian CSOs' development and civil society organizations' needs in the period of 2002 – 2013. These recommendations are designed for civil society organizations, interested stakeholders who cooperate with CSOs, in particular, public executive authorities, local self-government bodies, international donor organizations and international technical assistance projects.

# 14. Conclusions

The findings of the study on the Ukrainian CSOs development in the period of 2002 – 2013 enable us to make the following conclusions about the development dynamics of the institutionalized part of the civil society. The large majority of surveyed organizations were registered in the period of 2002 and 2009. The most common areas of activities include *children and youth, civic education, human rights and social issues* as reported by the surveyed CSOs. *Information dissemination, trainings and consulting, advocacy and lobbying* have been identified as the most popular types of activities over the past twelve years. *Youth, all people, members of the organization, children* and CSOs represent the largest groups of clients for the Ukrainian CSOs. They have not experienced major changes in the period of 2003 – 2013.

## CSOs' Organizational Capacity

Since 2002 the organizational capacity of the Ukrainian CSOs has been fluctuating and gradually deteriorating. Over the past twelve years there has been a downward trend in the number of CSOs that have a written mission and a strategic plan. The number of organizations that have a permanent staff is going down as well; although the percentage of CSOs that have written job descriptions for their staff and clear administrative rules and procedures as well as the internal control procedures has increased. The number of members in the organizations and ways of attracting them have not changed much. The large majority of CSOs work with volunteers; the volunteers are primarily students, service recipients, senior people and housewives. Since 2002 there has been a downward trend in the number of organizations that engage volunteers.

The majority of CSOs have physical resources and adequate infrastructure, they have computers, office furniture etc. Only some organizations have own office facilities or a car. Over the years the infrastructure of CSOs has not been renewed and computers and other types of office furniture are gradually aging.

The surveyed CSOs typically receive finance from the international organizations, business, citizens and their members. But the shares of various sources of finances in the CSOs' budgets fluctuate. There has been an upward trend in the percentage of citizen contributions, local donors and membership dues, while the share of finance received from the state, business and international organizations has greatly decreased. The percentage of CSOs that have a budget up to 500 USD has gone down, whereas the share of CSOs that have a budget over 50 000 USD has nearly doubled. But, the average budget of a Ukrainian CSO does not exceed 10 000 USD, tentatively speaking.

There are regional differences as regards the CSOs' organizational capacity. The organizations from the Western and Southern Ukraine are the most developed ones from the institutional point of view. And while the CSOs from the Southern Ukraine are strong when it comes to strategic management and they are known for having effective governance structures, the CSOs from the Western Ukraine are more effective when it comes to fundraising, they are better in financial management and they have proper procedures to manage human and physical resources.

## CSOs' External Relations

As for CSOs' external relations, the study findings suggest that the organizations cooperate and interact with a wide range of different institutions, formal and informal groups operating in the society. However, the reasons and extent of such cooperation might differ. For instance, CSOs keep in contact with the government agencies on a regular basis; and for the most part, both sides are interested in cooperation. The number of CSOs that believe that their activities complement the work of the public authorities and that the coordination has improved is increasing. The number of CSOs that are in conflict with the government agencies and that think that the state simply uses them is going down.

The level of cooperation between CSOs has remained high over the past twelve years. This cooperation is limited to information and experience sharing, participation in the events organized by each other. Unfortunately, the ambitiousness of CSOs' leaders, competition for finance and resources, lack of information about what each organization does can be qualified as the key reasons of underdeveloped cooperation between CSOs.

Since 2002 there has been an upward trend in the number of CSOs that cooperate with business and the business' interest in this cooperation is also on the rise.

In 2013, similar to the previous years, the majority of organizations worked with the donors as their grantees. The majority of CSOs work with the American donor organizations, in particular, with the contractors of the United States Agency for International Development, directly with the US Embassy and the Renaissance International Foundation.

Cooperation of CSOs and the general public is limited to disseminating information about their

**4** Since the base research unit of this study is institutionalized CSOs registered in compliance with the Law of Ukraine On Public Associations and the Law of Ukraine On Charity and Charitable Organizations

activities via the social and conventional media. Unfortunately, CSOs themselves comment that the general public awareness about their activities remains rather low, although it has somewhat improved over the past twelve years.

## CSOs' Program Activities

The 2014 study was focused on two main functions of the civil society organizations, in particular, service provision and advocacy and lobbying for their target groups. These two aspects were not separated during the previous years, although advocacy always received a special attention in the report. Interestingly, this year the large majority of surveyed organizations reported that they were engaged in advocacy and lobbying activities and only 64% of surveyed organizations noted that they were engaged in service delivery. Around 38% of CSOs work in both directions. The result is alarming but expected. Since 2002 the largest donor organizations, in particular, the United States Agency for International Development, have been actively supporting the advocacy activities of CSOs. Back in the 90s of the last century the donors actively supported CSOs in social service provision. It should be noted that around 80 – 90% of CSOs from the Western European countries traditionally are engaged in service provision, whereas only a small percentage of them works in the field of advocacy and lobbying. It is not unique to have these two functions combined, but it is not that common either since it requires from an organization to have two different sets of knowledge and skills.

The findings of the study have demonstrated that the large majority of surveyed CSOs **deliver** training, consulting and information **services**; this trend has not changed since 2002. Only one in six organizations engaged in service delivery provides social, health care and employment services, which are in demand by the community. The study has revealed that the majority of surveyed organizations engaged in service provision conduct needs assessment of their clients and involve them in the program implementation, they also keep track of their clients and monitor the services quality level. Unfortunately, many organizations do not know how to promote their services and they do not interact with the government authorities and do not seek their support and finance to meet the needs of their target groups in services. The organizations do not work on expanding the range of their services and reimbursement of respective costs. Performance monitoring of the government agencies when it comes to service provision and pressuring them to improve the quality of these services remain the biggest weakness of the Ukrainian CSOs. The organizations from the Southern regions of Ukraine are the most developed ones in the field of service provision.

The CSOs' **advocacy and lobbying functions** are more developed than the service provision aspect. The advocacy index is above average. Up to 2011 the advocacy and lobbying capacity of CSOs was on the rise but in 2014 this index plunged. The Ukrainian CSOs collect information and conduct studies on issues important for their clients on a regular basis; they conduct follow-up events to affect social and political development and raise people's awareness. At the same time, the formulation/articulation of a viable and steadfast position, involvement of CSOs' members in the review and adjustment of this position in line with the changing environment on a regular basis remain the weakness of the Ukrainian CSOs. CSOs are good at implementing standard advocacy and lobbying activities, for instance, organizing meetings and workshops, ensuring feedback from the community, conducting monitoring of the external environment. But CSOs are not used to implementing more complicated activities that envisage interaction with the legislators and public officials, formulation/articulation of a viable and steadfast stand on issues crucial to the clients, monitoring development and implementation of regulations. CSOs initiate coalitions and associations. But that does not mean that these coalitions can be qualified as effective advocacy and lobbying tools. The role of CSOs as representatives of the Ukrainian citizens' interests has been strengthened lately. However, the CSOs are still lagging behind when it comes to coordination of their advocacy and lobbying efforts with respective activities planning, resources allocation, regular monitoring and adjustment to changes in the external environment. The majority of the Ukrainian CSOs are members of various coalitions or working groups. They find their membership to be instrumental. As a result of this cooperation, CSOs have gotten publicity, they have started planning joint campaigns with other organizations; they have met the leaders of other CSOs and increased ways for attracting new clients. The study has shown that the large majority of surveyed organizations engaged in advocacy and lobbying are located in the central regions of Ukraine. There are regional differences in terms of the advocacy and lobbying capacity of CSOs. Apart from the last year's study, the civil society organizations from the Southern regions have the highest advocacy and lobbying capacity. In 2013 the CSOs from the Western Ukraine got ahead of them.

The **legitimacy** of CSOs is increasing slowly but surely. More and more organizations have representatives of their target groups in the governing bodies in their organizations and their engagement in program activities planning is going up as well. More and more organizations keep track of the clients they provide services to and use mechanisms for ensuring feedback from them about the quality of provided services. Unfortunately, everything that is related to the target groups' needs assessment and evaluation of implemented programs falls outside the CSOs' scope of interest. The reason for that is not only the lack and/or unavailability of resources but also is a

lack of understanding of how the evaluation findings might affect the project management and weak dependency of the organization's performance on the target groups.

The legitimacy of CSOs can be also ensured with the help of the single representative body. The 2014 study studied the necessity of the single representative body for civil society organizations. The opinions of respondents were divided. While 40% of surveyed CSOs supported the idea of the single representative body, one in three surveyed organizations did not deem it necessary to have such a body. One in five surveyed organizations did not have any opinion on that. The representatives of surveyed CSOs believe that the single representative body should represent CSOs from all regions of Ukraine and cover all areas of activities and that it should be formed in line with the bottom-up principle and have the term limit. Their members should be selected in compliance with the clear-cut criteria, on the competition and participatory basis. The members of the representative body should be committed, proactive and professional; they should represent respected organizations that have unspotted reputation. The functions of the single representative body should include advocacy and lobbying of CSOs and their target groups; monitoring and cooperation with the government agencies and rendering consulting and advisory support to CSOs.

The majority of Ukrainian CSOs report to their members, the donor organizations and the government agencies. In 2013 the number of organizations that had written codes of ethics increased by contrast to the previous years. Nearly fifty per cent of surveyed CSOs prepare annual reports about their activities. The CSOs tend to distribute their annual reports at various events organized by the organizations and on own websites, via the electronic mailing list and by publishing them in media.

### **Challenges CSOs Face**

The main internal challenges CSOs face include lack of finance, low competence of their staff and poor cooperation with the government agencies. The large majority of surveyed CSOs commented that the low interest in CSOs' activities from the government agencies was the main external problem of the Ukrainian CSOs. The CSOs' training needs have not changed much over the past twelve years. The demand for trainings on project proposal writing and project management, the art of fundraising and financial management, civil rights protection/advocacy and public and business relations fluctuates but remains steady.

# 15. Recommendations

This chapter includes recommendations to CSOs themselves and other interested stakeholders. The recommendations are unique for each group.

## **Recommendations to the Civil Society Organizations**

The sustainability and finance are two major hurdles CSOs have. To a large extent, these problems should be addressed by CSOs themselves. Acknowledging the role of CSOs in transforming Ukraine and their development level and taking into consideration the findings of this study, the CSOs are recommended to focus on the following three objectives (not in the supremacy order):

- To strengthen contacts with the target groups, in particular, to define them clearly, to engage them in management of the organization and organization's activities, to assess their needs on a regular basis in order to better outline the areas of organization's activities in general and not only when preparing certain projects and programs; to conduct organization's performance evaluation with participation of the target groups.
- To enhance interaction with the government agencies and local self-government bodies on principle of equality and keep it constructive in order to implement consolidated reforms in the priority areas at the local and national levels.
- To focus on the development of service provision. Taking into consideration the profile of the organization, each organization should clearly define types of services it renders to its target groups, prepare a protocol (checklist) of how the services should be provided, study the demand for services, calculate how much the services would cost taking into consideration the financial solvency of potential clients and introduce the systemic evaluation of the services quality in order to improve it based on the evaluation outcomes. The CSOs should coordinate own activities aimed at service provision capacity improvement with the government agencies and local self-government bodies in order to ensure the introduction of contractual system for ordering services based on public or grant contracts in the long run. This system will enable to deregulate and reduce state involvement in the service provision system, decentralize it and improve their quality and increase their availability and also ensure overall sustainability of CSOs, including their financial sustainability.

## **Recommendations to the Government Agencies and Local Self-Government Bodies**

Taking into consideration the undisputable role of CSOs in country's transformation, the following recommendations can be made to the government agencies of various levels and the local self-government bodies:

- To get an effective dialogue going with CSOs at the local, regional and national levels in order to engage them in day-to-day cooperation pertinent to conducting reforms in the priority areas in the country. The dialogue should be real, not a token or showcase.
- To contribute to CSOs capacity building in the field of service provision by supporting organizations that already deliver services and organization that are willing to provide services. The support should be concentrated on the following: i) joint definition of list of services crucial to the community or certain social groups in the regions, services, which are not provided by the state or municipal institutions/organizations and business, and services of poor quality or quantity, services, which are not available; ii) joint development of standards of these services, procedures (methods) of their provision, quality monitoring and ways to improve these services; iii) development and implementation of campaigns to promote these services amongst the target groups; iv) ensuring relevant funding for these services in the national and local budgets.

## **Recommendations to the International Donor Organizations and International Technical Assistance Programs**

Acknowledging the role of the civil society in reforming the country, the international donor organizations and the international technical assistance programs are recommended to provide expert and financial support with the following:

- To develop capacity of the public executive authorities and the local self-government bodies to enable their effective interaction with CSOs when it comes to the development and implementation of policy on service provision and also to service delivery and evaluation of public services.
- To assist CSOs in capacity building and to increase the number of organizations that provide services on i) identifying a list of services crucial to their target groups, community and certain social groups in the regions, services, which are not provided by the government agencies and business and/or services of poor quality and quantity, services, which are not available; ii) certification/standardization of necessary services, development of checklists and procedures for their delivery, monitoring of quality improvement and ensuring its implementation; iii) development and implementation of CSOs' marketing strategies on service provision, campaigns to promote systems and mechanisms for engaging CSOs in service delivery, especially services that the government or municipal institutions fail to either deliver or to ensure the availability to all groups of people.

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## For Notes





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