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**Baseline study**

Project: Improving the Macedonian CSOs active participation in decision-making process through the empowerment of grass – root CSOs

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## Introduction

An empowered civil society can play an important role in ensuring a participatory democracy, especially in tackling issues connected to economic and social development. Civil society actors and organizations can make a substantial contribution to addressing many of these issues through their lobbying, advocacy and oversight activities on national, regional and local levels. Beyond this, the involvement of the civil society in the pre-accession process in Macedonia can contribute to deepening the citizens' understanding of the reforms a country needs to complete in order to qualify for EU membership. This can help ensure that EU accession is not just a government exercise that stimulates a balanced public debate, which is crucial for achieving a well-informed decision on EU membership at the end of the pre-accession process.

CSOs have formal governance and management systems, but lack the mechanisms for ensuring their functionality in practice. The law obliges registered COSs to have clear organizational structures and defines the responsibilities of assemblies/boards and management as part of the registration process; nevertheless, only more advanced CSOs implement such divisions.

Through civic initiatives both CSOs and grass-root organizations can have more opportunities for institutional benefits from the expertise of more experienced CSOs, CSOs networks and access to additional financial resources. CSOs are mostly isolated from the public due to the fact that they are more closely connected with the community without being exposed to the donors. Standardizations and development service provider schemes and public funding are the third objective of the Governmental Strategy for Cooperation with the Civil Society, thus providing a prolific environment.

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## Background

The foundation for a sustainable economic development PREDA Plus is a legal subject registered under the Macedonian Law on foundations and associations. It is registered as a legal subject in 2010, although its team has a great experience in implementing projects related to SME support, local economic development and regional development issues, CSOs management and capacity building both in Macedonia and in the Western Balkan countries. The main strength of PREDA Plus is in the experienced professionals who are active in both SMEs and regional development, by providing support in the private, civil and public sectors in Macedonia (Pelagonija, Vardar, Polog, Southwest and Northeast planning regions), South Serbia and Kosovo.

The ASB is a non-political and non-denominational charity and relief organization. ASB helps all people, regardless of their political, ethnic, national and/or religious affiliation. It enables people to develop and maintain the greatest possible degree of self-determination. As the positive consequence of its long-term presence in the South East Europe region, ASB has developed close and effective cooperation, coordination and open dialogue with state, regional and local authorities in the target countries, thus creating solid foundations for future formal partnerships with local governments aiming at joint representation in the process of attracting donors' investments in the region. Furthermore, due to the nature of its work, ASB has created a wide net of local partners. By being well-rooted in the Balkan countries and closely cooperating with their decision makers and citizens from public and civil sectors, ASB has become an inevitable actor in the region when comes to socio-economic assistance provided to the vulnerable. Such scenario continuously obliges the ASB Balkan offices to promote result-oriented, innovative ideas and initiative and provide its contribution to winds of positive change in these countries in transition towards EU.

PREDA Plus and ASB are currently partnered in an EU-funded project entitled "Improving the Macedonian CSOs' active participation in the decision-making process through the empowerment of grass-root CSOs" (currently used phrase: Active CSOs). The project will strongly emphasize the need for a civil society inclusion so that the central government's policy documents and decisions are put into a real practice, ensuring active citizen participation with representatives from the CSOs. The bottom-up approach will be utilized for the organization of national and regional CSO networks/coalitions defining a common interest of grass-roots and CSOs organizations. The organizations, part of this Action, which have a diverse experience, will cover the topic from different perspectives, thus bringing a wide range of expertise. The proposed project will strongly emphasize the need for civil

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society organizations to be empowered to manage funds and act as effective and accountable independent actors. The national authorities will recognize CSOs as equal partners in the implementation of future actions and that partnering with CSOs is a crucial resource for effective implementation of policies and participation. The national and local authorities should recognize the civil society organizations as equal partners in the implementation of future actions concerning the wider population. The national and local authorities definitely need a support for the development of strategic documents, followed by action plans, on regional and local levels.

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## Objectives

The objectives of this assignment is the development of a high-quality professional analysis of the current conditions related to the legal and social frameworks which affect the potential opportunities, in particular the inclusion of CSOs in decision-making processes in Macedonia, along with a critical review of past and current efforts to advance the related interests of CSOs and their respective target groups. The result of this analysis is a Study that presents the current situation with the identified areas and topics with the biggest potential for changes that could be initiated by CSOs, which should be designed to serve as a resource document for all planned activities within the Project. The Baseline Study also specifies a set of measures, data sources and baseline history for objectively verifiable indicators to permit the evaluation of the progress in achieving the Project's overall and specific goals.

The Baseline Study gives a relevant information of the current state of affairs as a basis for advocacy plans and policy papers, public debates, conferences and meetings, study visits, traineeships, public and advocacy campaigns. In that regard, the Baseline Study identifies key sectors in which key changes in decision-making processes can be achieved by CSOs actions. Additionally, the Study considers the relations between the key public sector initiatives and reforms along with the good community practices that promote CSOs involvement in the decision-making processes.

The Study encompass analyses on the legal and institutional framework of the civil society sector in Macedonia, and incorporates both desk and field research. Moreover, the Study considers the relations between the key public sector initiatives and reforms, and good community practices that promote the CSOs involvement in decision-making processes. The Baseline Study findings and recommendations also provide opportunities for familiarization and improvement of the national legislation in the R. Macedonia, in line with the EU reform processes in order to achieve benchmarks set in DG Enlargement Guidelines for EU support to civil societies in developing countries, 2014-2020.

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## Methodology

A 25-item questionnaire was developed for the purpose of this research. In order to reach the final goal, the questions were so designed as to provide a complete outlook of the sector. Six of the 25 questions were meant to provide general information about the organizations, 9 of the questions referred to the functioning of the organizations, as well as their activities and main goals, 3 of the questions were associated with the inclusion in the legal legislative, 5 questions were developed in order to provide information about the assessment of the organization capacities, while 2 were composed to provide information about the areas in which the organizations need assistance to build the capacities. Furthermore, on the base of these groups of questions recommendations were developed in order to detect the key areas for further activities under this Project.

EPI CENTAR International provided a base of 5490 registered CSOs from the Central Register of the Republic of Macedonia from July, 2017. Contact information existed only for 3115 of the registered CSOs and due to this reason 3115 CSOs were contacted. The questionnaire was sent by e-mail to the base provided by EPI CENTAR International while in the background of the entire process was the EPI CENTAR International team that was additionally telephonically engaged to ensure the receipt of the questionnaire by each of the CSO organizations, as well as to contribute to increasing the quality of the entire analysis. The total number of respondents of this survey was 252, or 4,6% from the total number of registered CSOs, which according to us is a representative data that reflects the opinion of the CSO sector.

EPI CENTAR's personal system for statistical analyses – ESPAI provided a complete synthesis of the collected data into one statistical elaboration.

Furthermore, EPI CENTAR International was responsible for data processing and graphical presentation of the results obtained.

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## Results

**The CSOs with an annual income of larger than 0 and up to 10.000 €** (56% of the interviewers) were taken as a criterion for the needs of this research, because they have the greatest need for support from the grants which are envisioned to be provided as part of the Project. The reason for selecting these organization lies in the fact that the CSOs that provide up to 10,000 € annually need this type of grants in order to strengthen their capacities as organizations, while organizations that provide annual funds of over 10.000 € are considered to be self-sustaining and this type of support would make insignificant changes in their scope of work. CSOs with annual turnover 0 (21% of the interviewers), have been excluded from the survey, because in our opinion this type of CSOs have limited activities.

The following four areas were identified as areas in which this type of CSOs were included in the Study and the following sectors were identified as **4 key sectors** in which key changes in the decision-making processes can be made:

- Sports and recreation
- Culture and arts
- Education and research
- Health, Social work and Humanitarian work

The cross analysis that is referring to the **capacities of the CSOs** which were taken as a criterion for this survey **in the terms of lobbying and advocacy**, indicate that the following sectors have the greatest need for support:

- Ecology, Environment and Animals
- Youth activism and Student organizations
- Economic development, Technology and Innovation
- Sports and Recreation

The reason for selecting this sectors lies in the fact that, the determined sectors are corresponding with the sectors which were less represented in the area of actions, which once again proves that these sectors are considered to be the sectors which need the greatest support for this type of grants.

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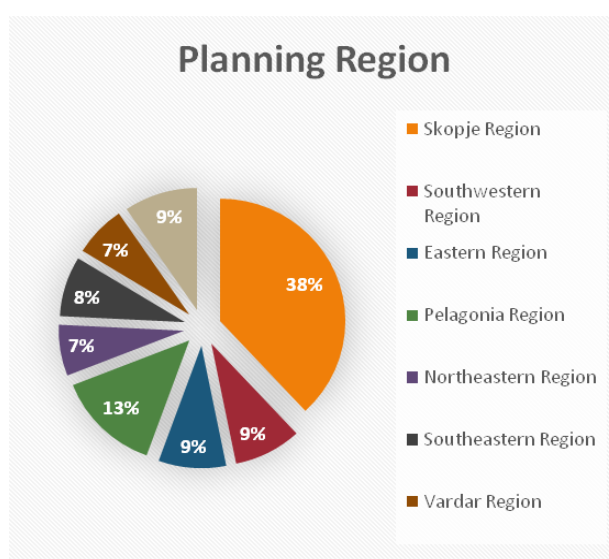


According to the results of the cross analysis which was referring to the **inclusion of the CSOs** which provide annual income of up to 10.000€ **in changing the legislative**, the following 4 sectors were determined:

- Education and research
- Health, Social work and Humanitarian work
- Economic development, Technology and Innovation
- Culture and Arts

Based on all data EPI CENTAR International is proposing the following **four success indicators**, referring to the target criteria (CSOs which provide up to 10.000 €) which will be able to measure the successful implementation of the Project:

1. The extent to which the CSOs initiatives are included in changing the legislation, specifically number of changed legislation, initiated discussions on changing legislations and policies. (Monitoring tools will be introduced for the monitoring of this indicator)
2. The number of employees (Would it be increased or reduced in the next monitoring?)
3. Trainings as a capacity building tool (An evaluation will be made at the beginning of the trainings and at the end of the Project, only for the persons included in the trainings)
4. The last indicator is planned to be established through research in the chosen sectors, where 15 topics for each sector will be proposed, of which 10 topics will be suggested by the CSOs and at least 5 are supposed to be accepted by the legislation.



At the end of the project a Final Monitoring Report will be developed, reporting against baseline indicators and overall project impact and implemented activities.

The CSOs selected by the research from the entire territory of Macedonia, which is divided into 8 planning regions are

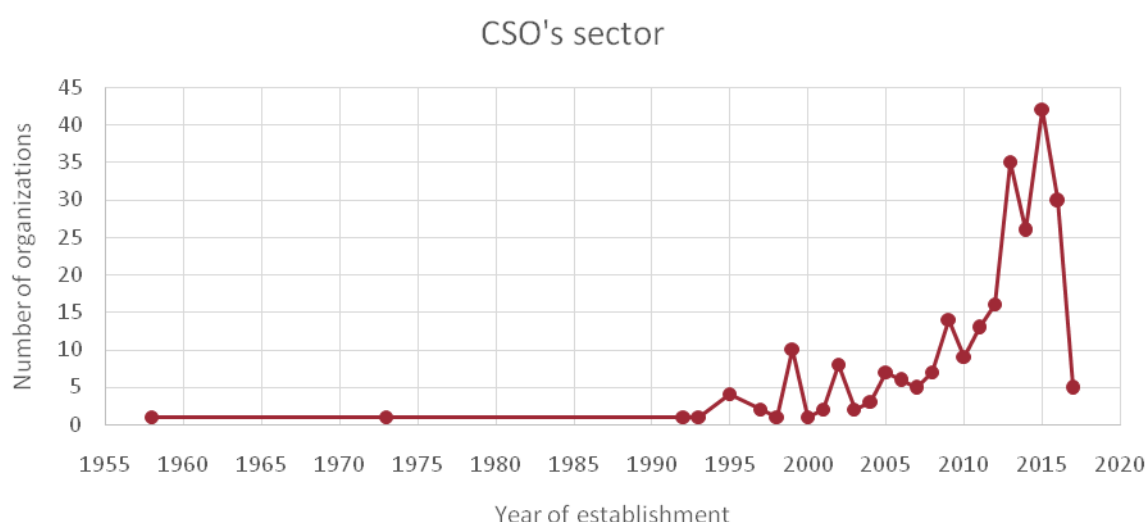
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presented in the figure. From the results obtained, it can be concluded that, as expected, the Skopje region has the highest number of CSOs (38%), while the presence of the CSOs in the other planning regions ranges between 7% and 9%, with the exception the Pelagonia region where 13% of the total percentage are active CSOs.

The municipalities included in the survey from the Pelagonia region were: Bitola, Prilep, Novaci and Krivogashtani, while the Polog region covered the municipalities: Tetovo, Gostivar, Jegunovce and Tearce. In the Southwestern region, the municipalities covered by the survey were: Ohrid, Struga, Debar and Kicevo. In the eastern region, Stip, Kocani, Delchevo, Berovo and Pehchevo were the municipalities which were included in the project and the municipalities Gevgelija, Strumica and Radovich prevailed in the southeastern region. Furthermore, Veles, Sveti Nikole and Kavadarci were present as municipalities representative of the region Vardar, while in the Northeastern region, the municipalities included in the survey were: Kumanovo and Kriva Palanka.

From the figure below can be stated that the first organization was established in the year 1958, but there were also established organizations in the current year. Fluctuation can be noted in some periods, in the year 1999 a positive fluctuation is noted, then again in 2009, but most of the CSOs were established in the period from 2013 to 2015, where the year 2015 is noted as a year with highest peak of established organizations, according to our research. As a result from the general unstable and uncertain political situation in the country in the past several years, the need for establishment of CSOs was increased due to this type of reasons.



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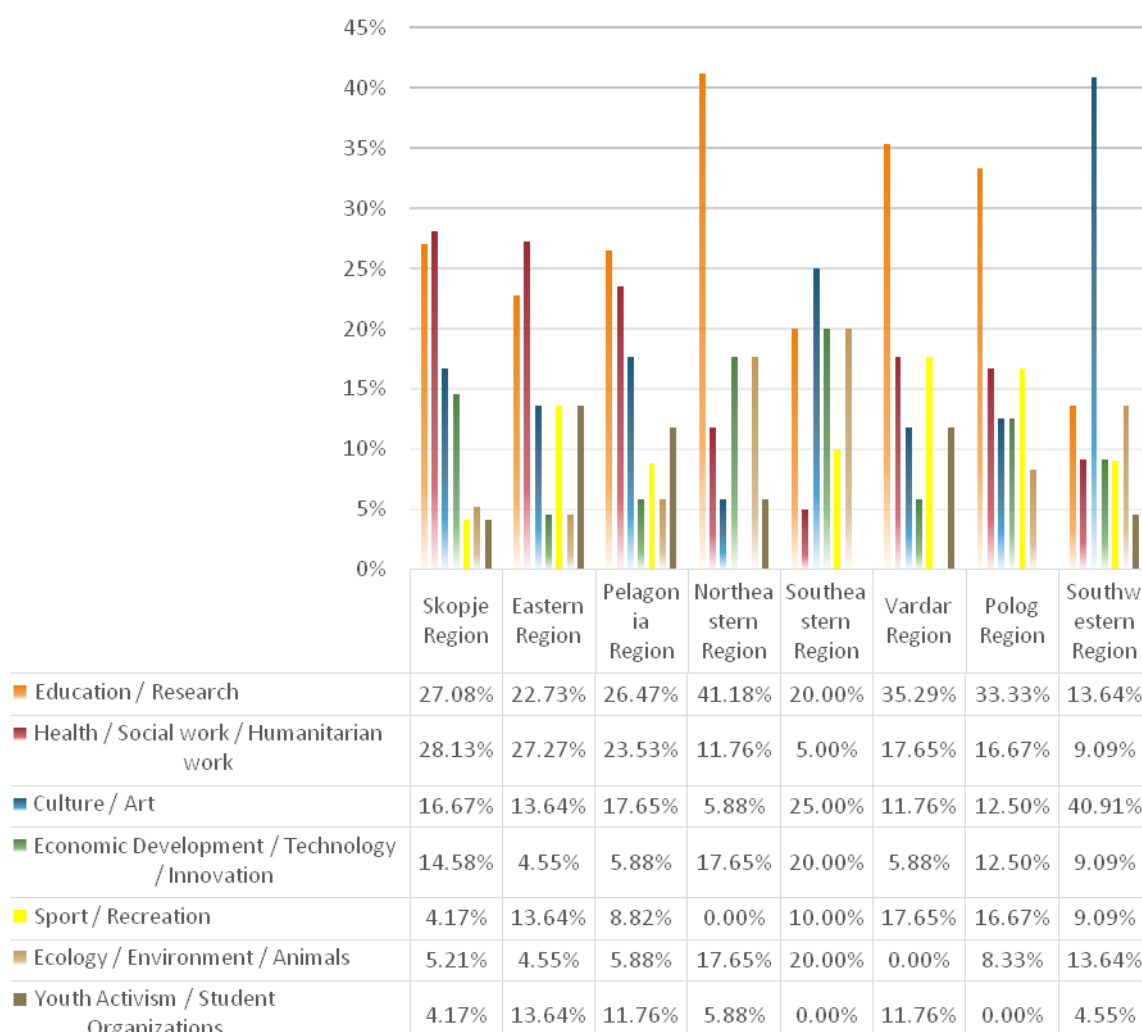


From the figure above, it can be noted that most of the organizations are active in the education and research sector (27%), followed by organizations that operate in the health field and social work with a coverage of 21%, while 18% of the respondents are active in the field of arts and culture. Twelve percent of the respondents operate in the field of economic development and technologies, 8% of the CSOs are oriented towards the field of sports and recreation, 8% of the respondents answered that they are engaged in the field of ecology and environment protection and the rest 6% of the total number of respondents answered that they are involved in the field of youth activism.

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## CROSS ANALISYS ( PLANNING REGION - AREA OF ACTION)

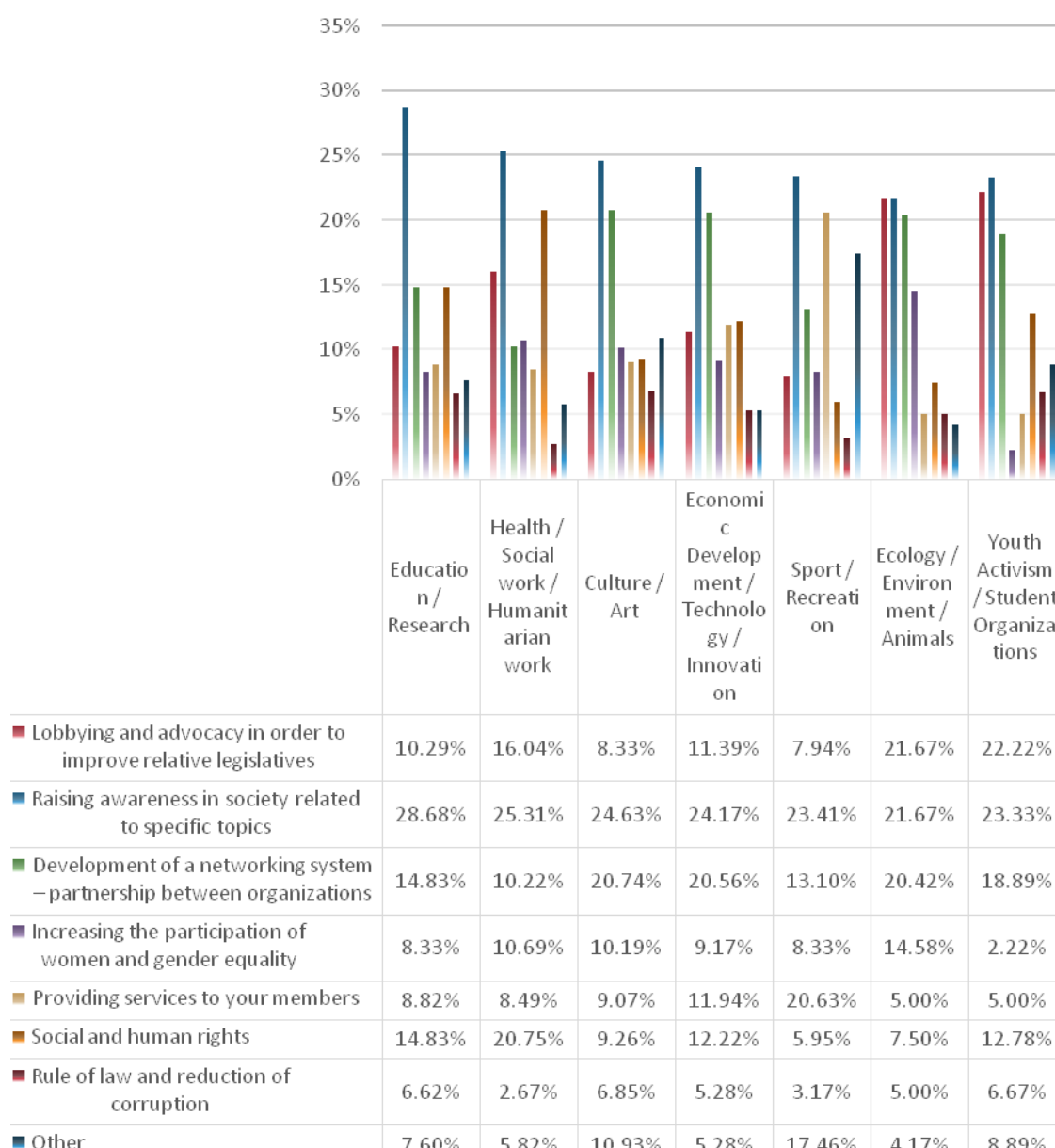


The cross analysis shows that the CSOs which are oriented towards the education and research sector are mainly present in the Northwestern, Vardar and Polog regions compared with the other regions, while the health and social work-oriented organizations are present mostly in the Skopje and Pelagonia regions. Furthermore, the CSOs which are active in the field of economic development and technology prevail in the Southeastern and Northeastern regions, and a fluctuation is noted in the Southwestern region referring to the CSOs which are oriented in the field of culture and arts. Moreover, the CSOs regions which are oriented mainly towards sports and recreation are Polog and Vardar, while the regions in which the ecology and environment topics prevail are the Northwestern and Southeastern regions. The youth activism oriented CSOs are found mainly in the Eastern, Pelagonia and Vardar regions.

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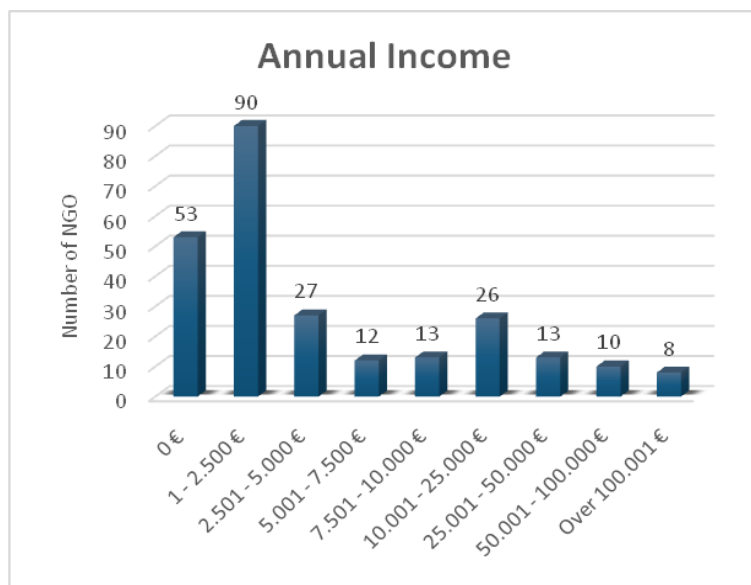
## CROSS ANALISYS (AREA OF ACTION - MAIN GOAL)



According to the cross-analysis, the main goal of the CSOs activities was to raise the awareness of the society related to specific topics in each of the sectors included in the survey. Apart from this, lobbying and advocacy, along with the development of a network system, are considered to be the most important goals for most of the CSOs. Exception is made regarding the health and social work sector, where as expected, the second most important goal, besides raising the awareness of the society, is providing social and human rights. Another exception is made referring to the sports and recreation sector, where one of the most important goals was shown to be providing services for its members.

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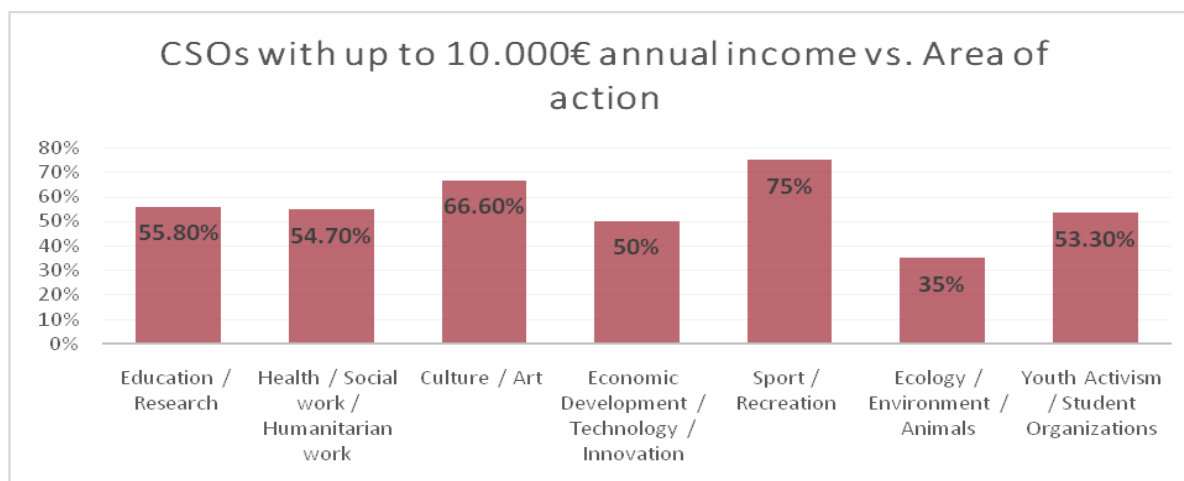
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The data obtained show that most of the organizations (36%) have an annual income of up to 2,500 Euros, while the number of organizations which do not provide any annual income is also high (21%), which raises the question of how effective the non-governmental organizations actually are in reality. Furthermore, the percentage of CSOs that generate an annual

income from 50,000 to 100,000 € is 4% and CSOs that make over 100,000 € per year is 3% which is significant, but nevertheless an insignificant percentage compared to the total percent of the CSOs involved in this research.

This research will take into consideration only the CSOs which provide an annual income up to 10,000 € (the CSOs which do not provide any income are not taken into consideration) whose number is 142 or 56% of the total number of respondents included in the survey.



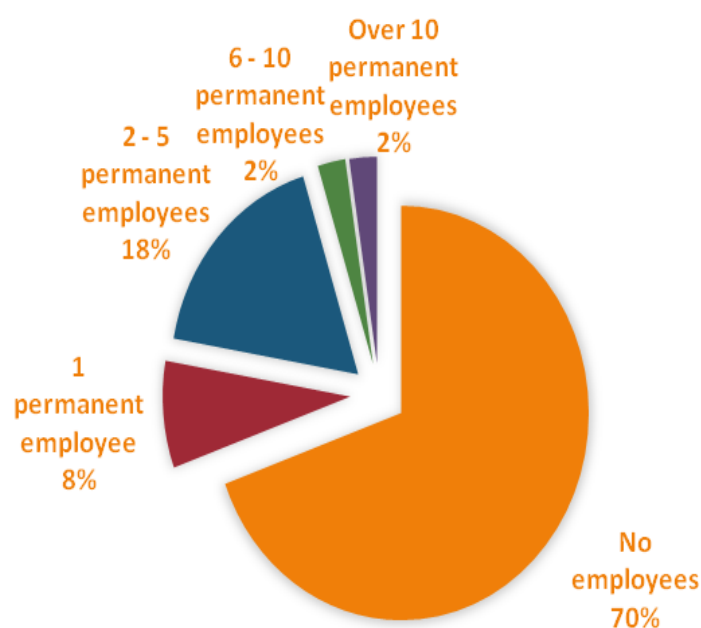
According to the cross-analysis, the following three areas of action were determined to be the main objectives of this research:

1. Sports and recreation
2. Culture and arts
3. Education and research

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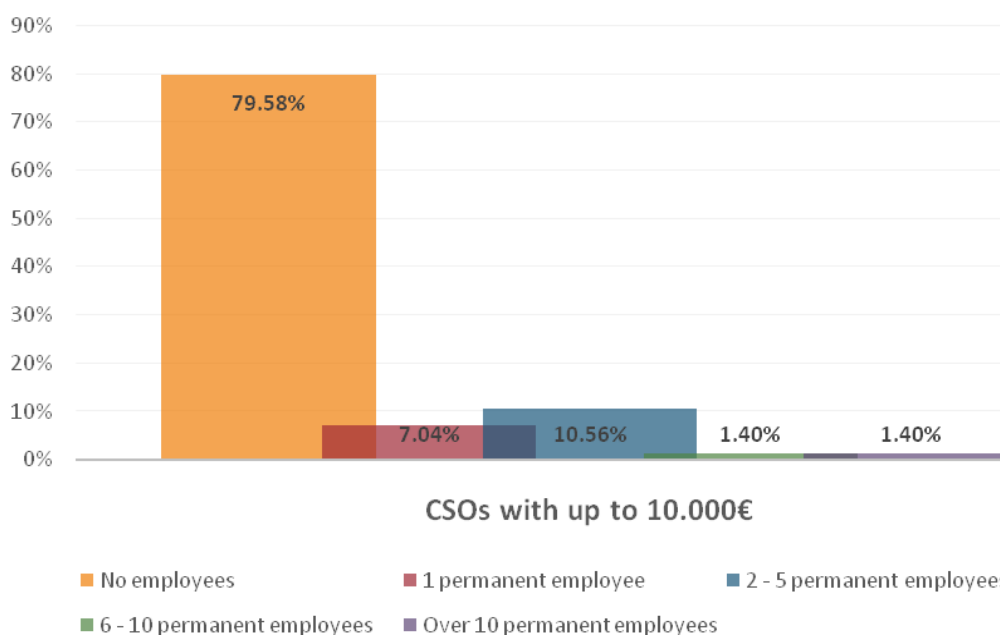
## AVERAGE NUMBER OF PERMANENT EMPLOYEES IN 2016



CSOs.

The figure shows that 70% of the CSOs do not have permanent employees, which raises the question – Are these CSOs considered to be active in providing annual income and do they have opportunities for building their capacities and if not what can be done about it? The research results showed that the CSOs which do have permanent employees are 30% of the total number of respondents, while 18% stated that they have between 2 and 5 permanent employees in their

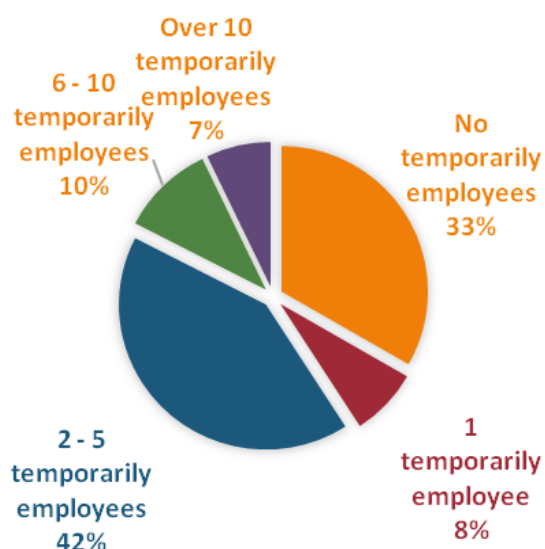
## Permanent Employees in 2016



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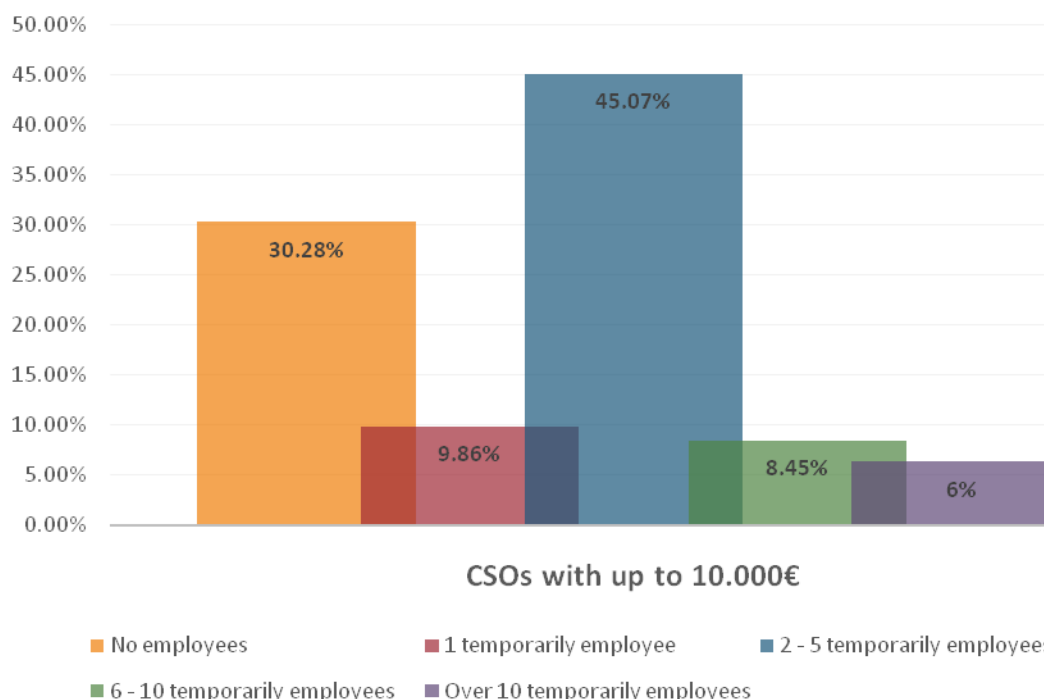
## AVERAGE NUMBER OF TEMPORARILY EMPLOYEES IN 2016



When this figure is compared to the one above, it can be noted that the percentage of 70% of the organizations which do not have permanent employees in the above figure is reduced to 33% in this figure. The data obtained lead to the conclusion that from the total number of 252 CSOs included in this research, 33%, which represents one third of the included organizations, do not have any employees, while 37% are only

partly active, which means that they most likely have employees in the periods when they can provide incomes. The data obtained indicate that according to the number of permanent and temporarily engaged employees, only 30% of the total number of the CSOs, which were included in this research, are active CSOs which provide income throughout the year.

## Temporarily Employees in 2016

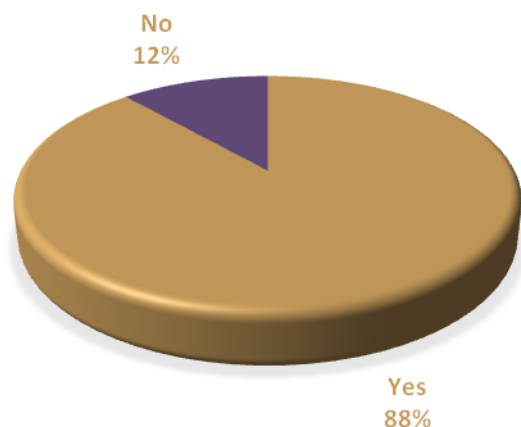


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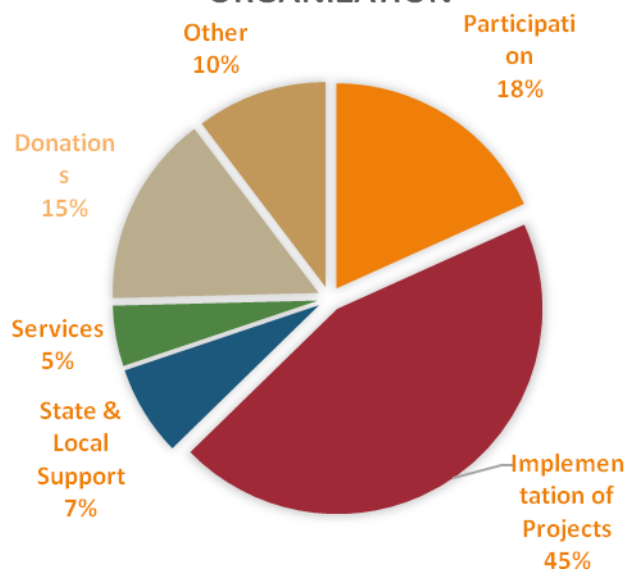
### DO YOU HIRE VOLUNTEERS FOR THE REALIZATION OF YOUR ACTIVITIES



On the other hand, the above mentioned statement, which CSOs are “active”, cannot be taken as a conclusion, because according to this figure, 88% of the CSOs stated that they hire volunteers for the realization of their activities, which again leads to the question whether or not the number of employees should be taken as a criterium when deciding which CSOs should be considered as active.

Nevertheless, this criterium could be considered as an important indicator regarding the inclusion of the citizens in the civil sector for a more effective resolution of their daily life problems, as well as for the opportunity to provide and raise the awareness regarding the topic of their interest.

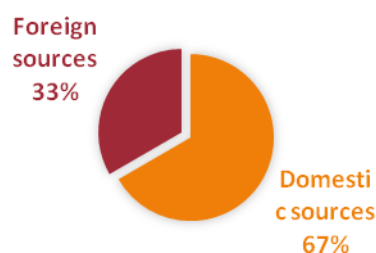
### WHAT IS MOST COMMON SOURCE OF FUNDING OF YOUR ORGANIZATION



The implementation of projects is the main source of funding, according to the analysis, i.e. 45% of the CSOs provide funds through the implementation of projects. Donations and participations are also considered to be important ways of providing funds, because these two sources are represented in one third of the graphic pie.

Furthermore, the obtained results show that the origin of these sources is mainly domestic.

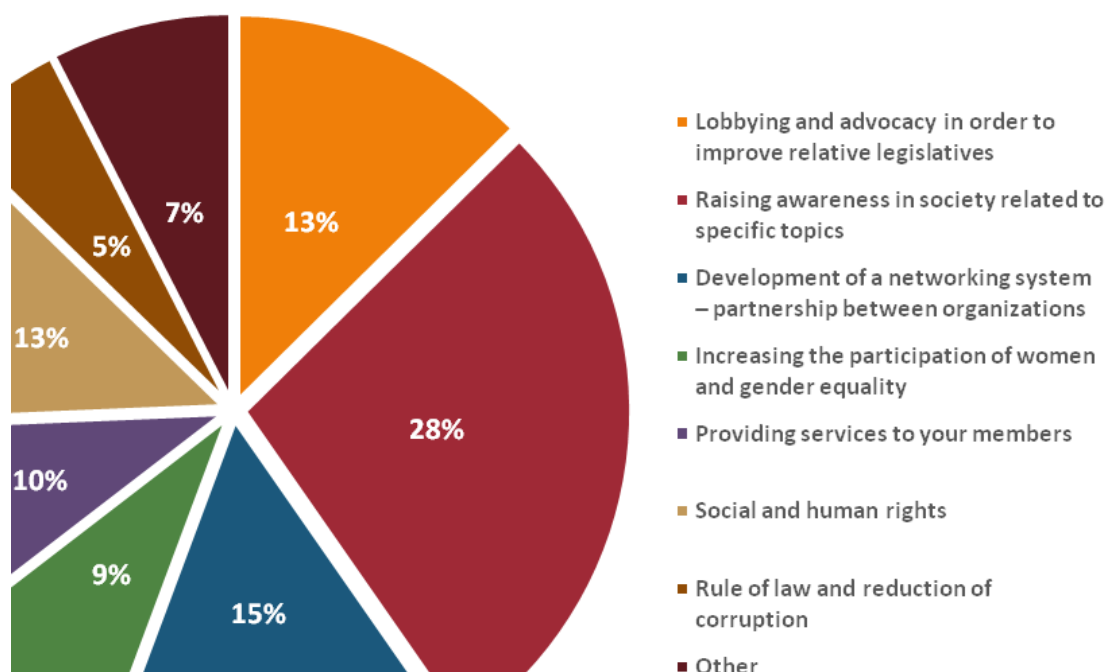
### MOST OF THE FUNDS THAT YOU PROVIDED IN 2016 WERE FROM?



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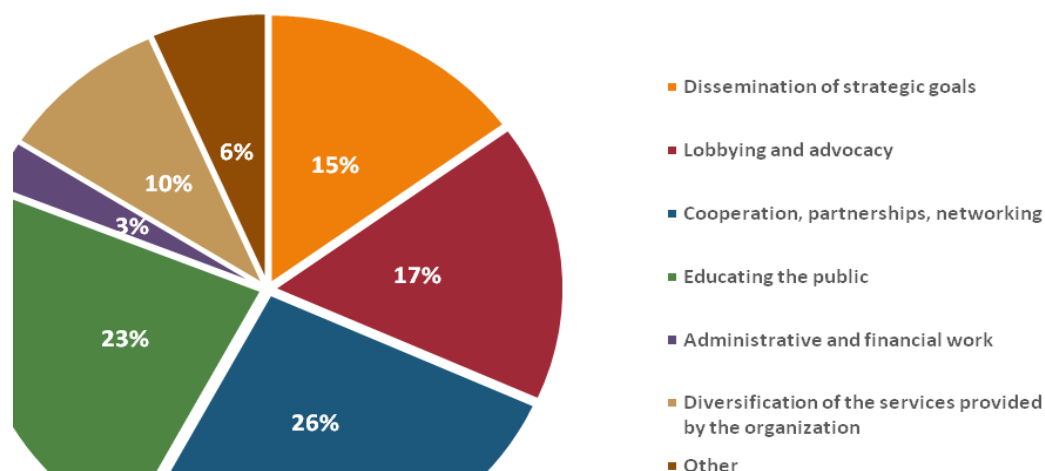
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### What is your main goal as an organization?



Almost one third of the CSOs answered that their main goal is raising the awareness of the society related to some topics of their expertise; on the other hand, the development of a partnership between the organizations is also considered to be of a great importance, as well as lobbying and advocacy in order to improve the relative legislative. The data provided lead us to the determination of one of the objectives of the research, – providing 3 topics of outmost urgency in which the CSOs will be supported. Considering the results, the above mentioned topics will be the ones that will be further supported.

### What is the most important strategic activity your organization is targeting on, in order to strengthen the existing resources

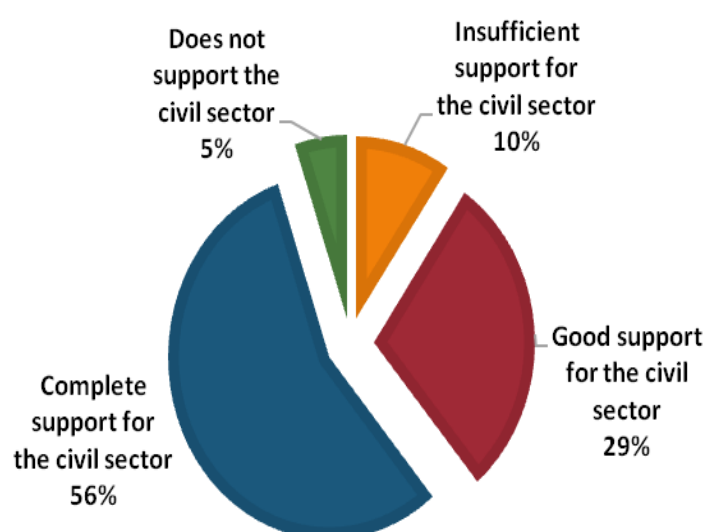


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Again, the strategic activities of the CSOs are aligned with their main goals as organizations. The results obtained indicate once more that educating the public or raising the awareness of the society is one of the most important strategic activities the CSOs aim at, as well as the cooperation and networking, and lobbying and advocacy. Moreover, the results prove once again that the topics of the previous question correspond with the strategic activities the CSOs are targeting.

### TO WHAT EXTENT DOES THE LEGISLATION SUPPORTS THE FUNCTIONING OF THE CIVIL SECTOR



According to the results obtained, a statement can be made that generally, the legislation provides support for the functioning of the civil sector. Only 15% of the respondents are of the opinion that there is insufficient or no support for the civil sector by the legislation. This leads us to a conclusion that the majority of the CSOs are satisfied with the legislation support that is provided for them.

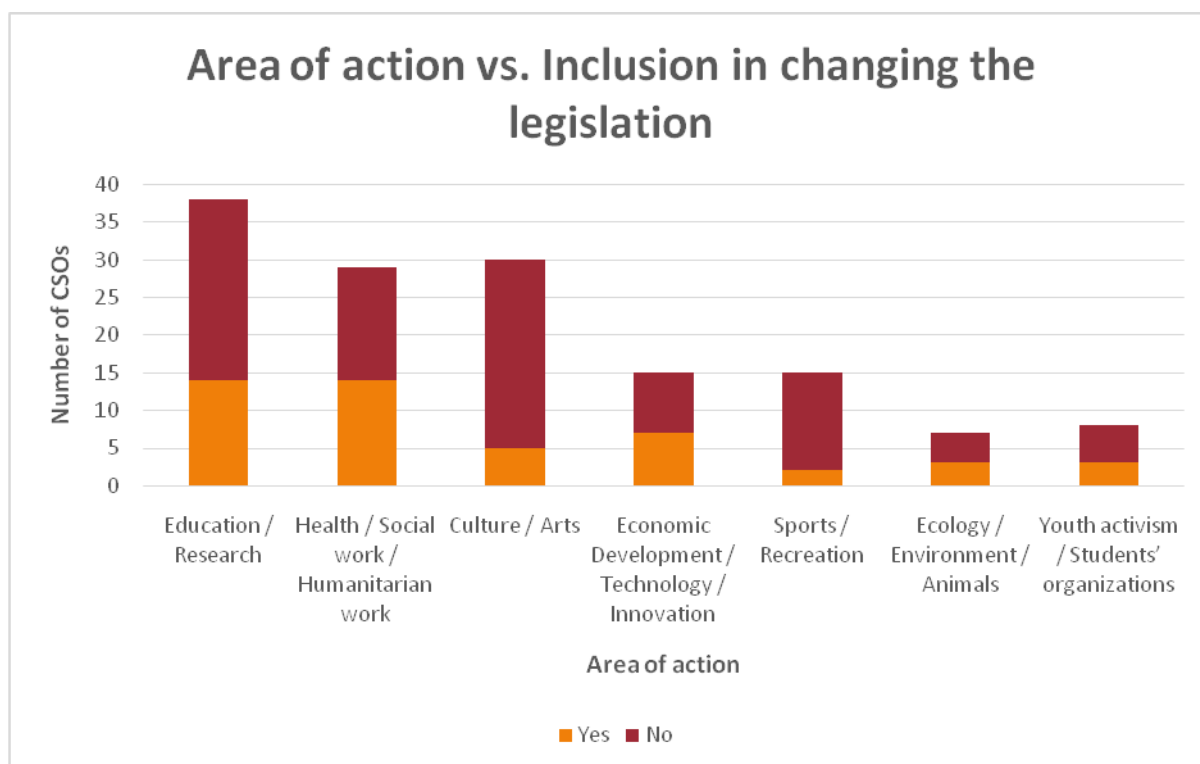
### HAVE YOU EVER BEEN INVOLVED IN CHANGING LEGISLATION BY PROPOSING SOLUTIONS THAT HAVE ARISEN FROM YOUR WORK?



This figure illustrates that 64% of the CSOs which participated in the survey have never been involved in a process of changing the legislation by proposing solutions that have arisen from their work, while 36% of the respondents answered that they have been involved in such activities and 25% of them declared that they had a successful initiative.

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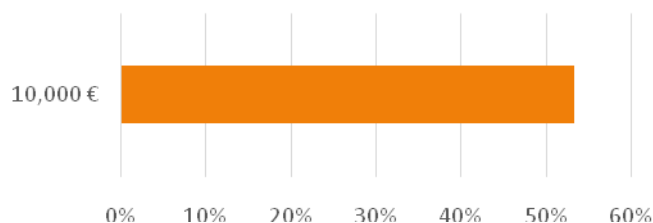
The cross-analysis shows the inclusion of the target CSOs in the process of changing the legislation by proposing solutions that have arisen from their work. The result of this analysis lead to revelation of the four sectors which are mainly included in changing the regulation, the sectors are as follows:

- Education and research
- Health, Social work and Humanitarian work
- Economic development, Technology and Innovation
- Ecology, Environment and Animals

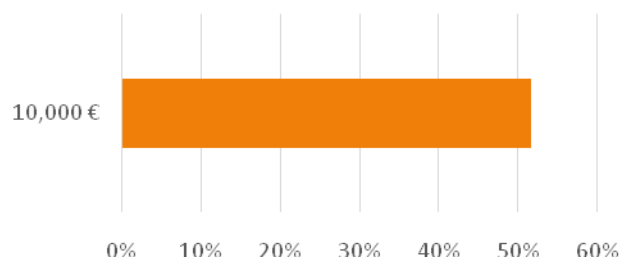
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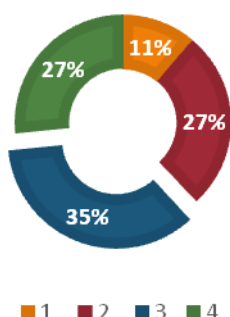
Involved in changing legislation by proposing solutions vs CSOs with up to 10.000€ annual income



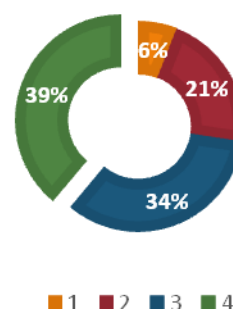
Initiative successful vs CSOs with up to 10.000€ annual income



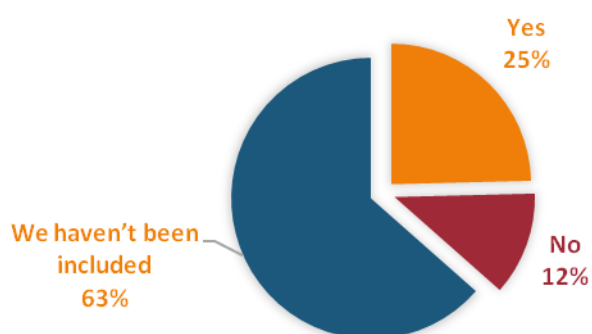
ASSESS THE ORGANIZATION CAPACITY IN TERMS OF LOBBYING AND ADVOCACY TO RELEVANT INSTITUTIONS?



ASSESS THE ORGANIZATION CAPACITY IN TERMS OF PARTNERSHIPS - NETWORKING?



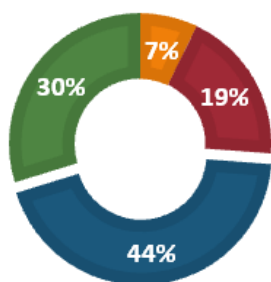
IF THE ANSWER TO THE PREVIOUS QUESTION IS YES, WAS YOUR INITIATIVE SUCCESSFUL?



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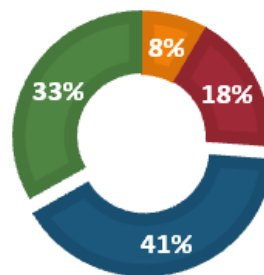
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### ASSESS THE ORGANIZATION CAPACITY IN TERMS OF WRITING AND IMPLEMENTING PROJECTS?



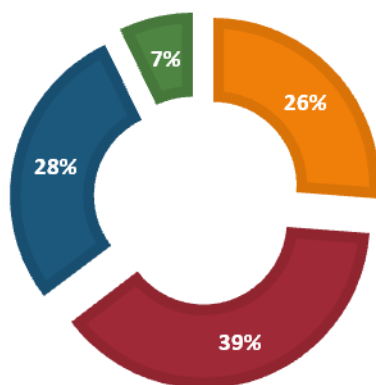
1 2 3 4

### ASSESS THE ORGANIZATION CAPACITY IN TERMS OF HUMAN RESOURCES?



1 2 3 4

### ASSESS THE ORGANIZATION CAPACITY IN TERMS OF PROVIDING FUNDING?



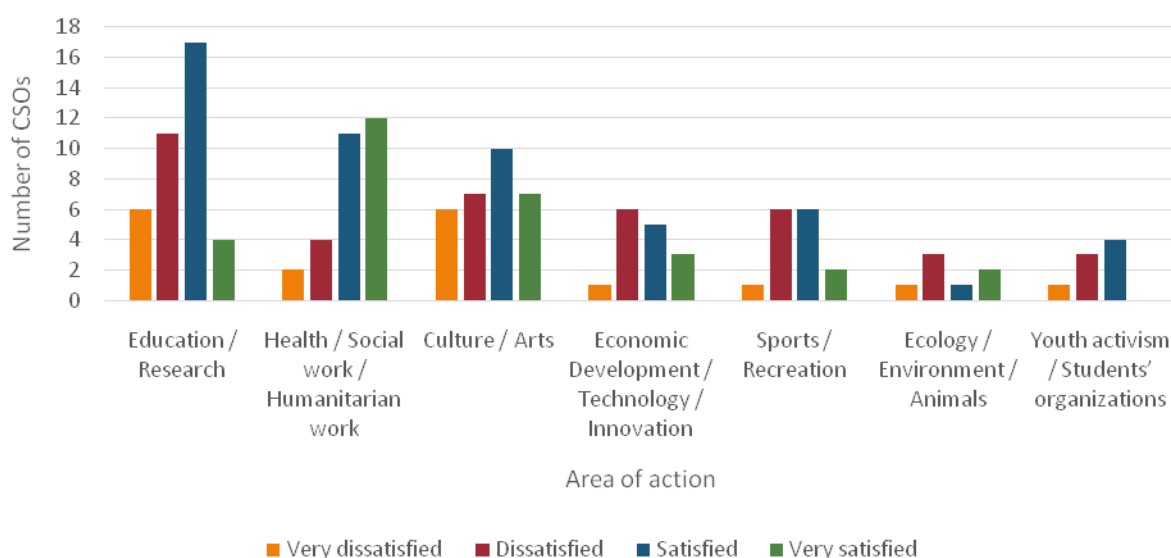
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In order to establish the capacities and detect the critical areas of the CSOs, questions regarding the evaluation of their own capacities were included in the given questionnaire. It was discovered that the capacity of providing funds was one of the weakest areas, since, according to the results obtained, 65% of the CSOs were not satisfied with the funds they could provide at the moment. The human resources area was found to be one of the strongest points of the CSOs, where almost 75% of the respondents assessed this area with positive ratings. The views regarding the lobbying and advocacy capacities of the CSOS were divided, with dominant positive ratings, where around 60% of the participants in the survey were satisfied with the capacities they provided, while about 40% were not fully satisfied and believed that an improvement can be made. According to the assessment of the lobbying and advocacy capacities of the CSOs, this area can be targeted as critical and further support regarding this activity is needed so that the CSOs could properly build their capacities. Furthermore, the capacities of the CSOs regarding writing and implementing projects, along with the capacities of networking were considered to be satisfactory, but an improvement in these areas is also more than welcomed in order to increase the capacities and then synchronically increase the number of active CSOs in the country.

### Area of action vs. Assessment of the capacities in terms of lobbying and advocacy



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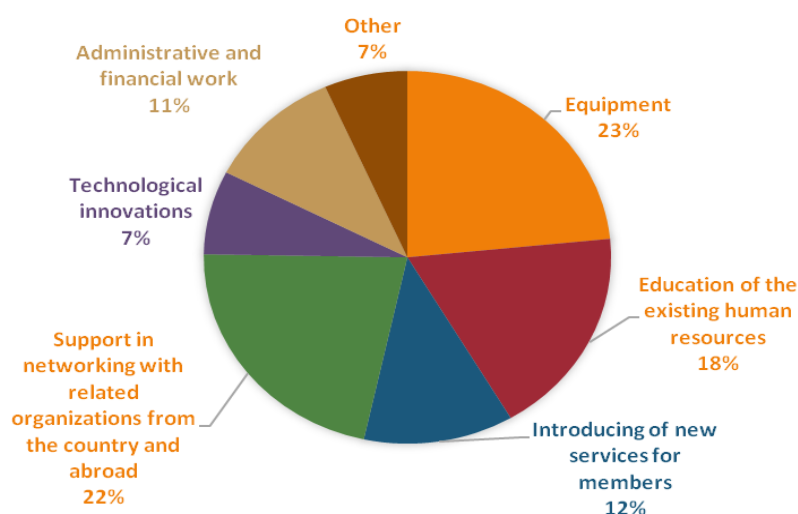
From the cross-analysis can be estimated that the most prominent sectors i.e. the sectors which have bigger number of CSOs are mainly satisfied with the capacities they are providing, on the other hand the smaller sectors by number of participants declared that mostly need assistance in terms of lobbying and advocacy. In order to provide more precise data referring to the sectors which need assistance in terms of lobbying and advocacy, additional cross-analysis was made, where only the dissatisfied factors were taken into consideration in order to provide relevant data. The following four sectors referring to the target criteria were determined:

- Ecology, Environment and Animals
- Youth activism and Students organizations
- Economic development, Technology and Innovation
- Sports and recreation

### Areas vs. CSOs with up to 10.000€ who need support for lobbying and advocacy



### WHAT DO YOU NEED SUPPORT FOR?



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According to the survey results, the following 3 targets were identified for the empowerment of the CSOs position: Equipment (23%), Networking (22%) and Education of the human resources (18%). The feedback provided by this question generally corresponded to the results obtained from the questions referring to the assessment of their own capacities.

### WHAT KIND OF TRAININGS DO YOU NEED FOR BUILDING YOUR CAPACITIES?



Regarding the training needs, the assessments of the CSOs included in the survey confirmed that providing funds for developing and implementing projects were the capacity building topics of outmost urgency. Training for lobbying and advocacy also proved to be of a great importance for the CSOs in providing a better quality of their work.

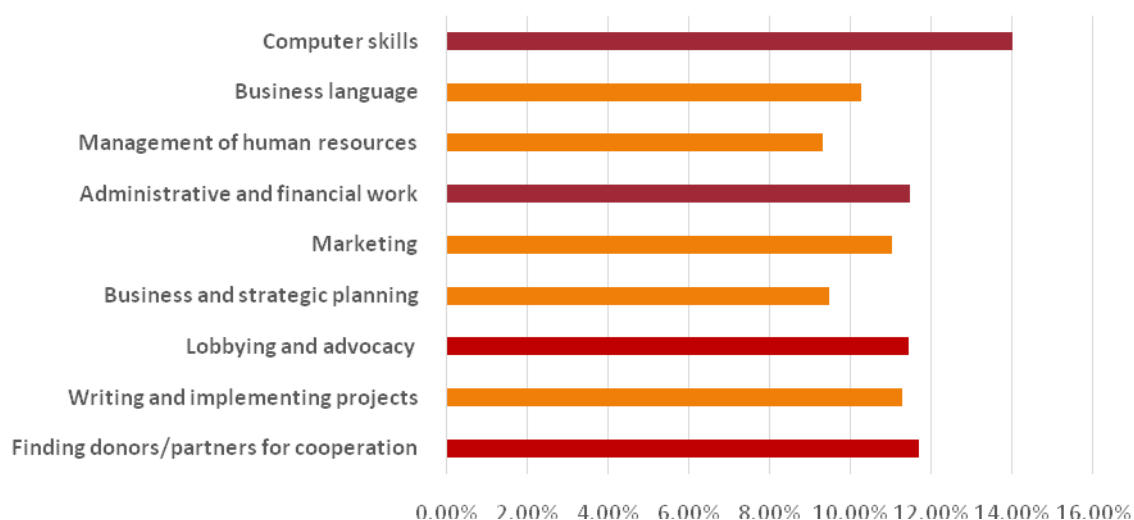
On the other hand, when a cross-analysis was made referring to the target criteria, the results obtained gave other directions. The following four trainings were determined, according to the target CSOs:

- Computer skills
- Administrative and financial work
- Lobbying and advocacy
- Finding donors/partners for cooperation

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## KIND OF TRAININGS vs. CSOs WITH UP TO 10.000€ ANNUAL INCOME



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## ANNEX

### Questionnaire used:

**01. Name of the organization:**

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**02. Contact:**

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**03. Contact data:**

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**04. Year of establishment:**

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**05. City:**

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**06. Planning region:**

- Skopje region
- Pelagonia region
- Polog region
- Southwestern region
- Eastern region
- Southeastern region
- Vardar region
- Northeastern region

\*) Please choose where your organization belongs according to the registered seat

**07. Area of action:**

- Education / Research
- Health / Social work / Humanitarian work
- Culture / Art
- Economic Development / Technology / Innovation
- Sports / Recreation
- Ecology / Environment / Animals
- Youth activism / Student organizations

\*) Please select an area of action where your organization is most directed towards

**08. Annual income:**

- 0 €
- 1 - 2.500 €
- 2.501 - 5.000 €
- 5.001 - 7.500 €
- 7.501 - 10.000 €

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- 10.001 - 25.000 €
- 25.001 - 50.000 €
- 50.001 - 100.000 €
- Over 100.001 €

\*) Please select your annual income that you have registered with your final account for 2016

**09. Average number of permanent employees in 2016:**

- 0
- 1
- 2 – 5
- 6 – 10
- Over 10

\*) Please choose one of the presented options that are referring to the average number of employed persons in your organization for 2016 (permanently or for a limited period of time)

**10. Average number of temporarily employees in 2016:**

- 0
- 1
- 2 – 5
- 6 – 10
- Over 10

\*) Please choose one of the presented options which are referring to the average number of persons engaged in 2016 (through a copyright agency or a work contract)

**11. Do you hire volunteers for realization of your activities?**

- Yes
- No

\*) Please choose one of the presented answers

**12. What is the most common source of funding of your organization?**

- Implementation of Projects
- Participation
- Donations
- State and local support
- Services
- Other

\*) Please choose one of the presented answers – what was the most common financial fund that your organization was using in 2016

**13. Most of the funds that you had provided in 2016 were from:**

- Domestic sources
- Foreign sources

\*) Please choose one of the presented answers

**14. What is your main goal as organization?**

- Raising awareness in society related to specific topics
- Providing services to your members
- Development of a networking system – partnership between organizations

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- Social and human rights
- Lobbying and advocacy in order to improve relative legislatives
- Increasing the inclusion of women and gender equality
- Rule of law and reduction of corruption
- Other

\*) Please enter the answers by a prioritization principle (with 1,2,3 points), where 3 points = the highest priority and 1 point = the lowest priority. You can give different points to different questions. The options that will remain without points are considered to be of the lowest importance for the respondent.

**15. What is the most important strategic activity your organization is targeting on, in order to strengthen the existing resources?**

- Educating the public
- Lobbying and advocacy
- Cooperation, partnerships, networking
- Diversification of the services provided by the organization
- Dissemination of strategic goals
- Administrative and financial work
- Other

\*) Please enter the answers by a prioritization principle (with 1,2,3 points), where 3 points = the highest priority and 1 point = the lowest priority. You can give different points to different questions. The options that will remain without points are considered to be of the lowest importance for the respondent.

**16. To what extent does the legislation support the functioning of the civil sector?**

- Does not support the civil sector
- Insufficient support for the civil sector
- Sufficient support for the civil sector
- Complete support for the civil sector

\*) Please choose one of the presented answers

**17. Have you ever been involved in changing legislation by proposing solutions that have arisen from your work?**

- Yes
- No

\*) Please choose one of the presented answers

**18. If the answer to the previous question is Yes, was your initiative successful?**

- Yes
- No
- We haven't been included

\*) Please choose one of the presented answers

**19. Assess the organization capacity in terms of providing funding?**

- 1
- 2
- 3

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- 4

\*) Please choose one of the presented answers, where 4 = highest score and 1 = lowest score

**20. Assess the organization capacity in terms of human resources?**

- 1
- 2
- 3
- 4

\*) Please choose one of the presented answers, where 4 = highest score and 1 = lowest score

**21. Assess the organization capacity in terms of writing and implementing projects?**

- 1
- 2
- 3
- 4

\*) Please choose one of the presented answers, where 4 = highest score and 1 = lowest score

**22. Assess the organization capacity in terms of partnerships - networking?**

- 1
- 2
- 3
- 4

\*) Please choose one of the presented answers, where 4 = highest score and 1 = lowest score

**23. Assess the organization capacity in terms of lobbying and advocacy to relevant institutions?**

- 1
- 2
- 3
- 4

\*) Please choose one of the presented answers, where 4 = highest score and 1 = lowest score

**24. What kind of trainings do you need for building your capacities?**

- Finding donors/partners for cooperation
- Writing and implementing Projects
- Lobbying and advocacy
- Business and strategic planning
- Marketing
- Computer skills
- Business language
- Management with human resources
- Administrative and financial work

\*) Please enter the answers by a prioritization principle (with 1,2,3 points), where 3 points = the highest priority and 1 point = the lowest priority. You can give different points to different questions. The options that will remain without points are considered to be of the lowest importance for the respondent.

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## **25. What do you need support for?**

- Support in networking with related organizations from the country and abroad
- Education of the existing human resources
- Equipment
- Introducing of new services for members
- Technological innovations
- Administrative and financial work
- Other

\*) Please enter the answers by a prioritization principle (with 1,2,3 points), where 3 points = the highest priority and 1 point = the lowest priority. You can give different points to different questions. The options that will remain without points are considered to be of the lowest importance for the respondent.