STATUS AND DYNAMICS OF CIVIL SOCIETY ORGANIZATIONS DEVELOPMENT IN UKRAINE

2002-2018

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This publication presents the findings of annual survey of civil society organizations in Ukraine conducted in May – August 2018. The goal of the survey was to assess the level of development of civil society organizations in Ukraine in 2002 – 2018 as well as the trends in their development over sixteen years (2002-2017). Furthermore, the report contains results of in-depth analysis of the problems and needs of civil society organizations both at the national and regional levels.

ACKNOWLEDGEMENTS

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[1] ICNP/TSO – International Classification of Nonprofit and Third Sector Organizations

LIST OF ABBREVIATIONS

ATO/UFO	Anti-terrorist operation
CO	Charity organization
IDP	Internally displaced persons
CA	Civic associations
GURT	Resource Center
OC Index	Organizational Capacity Index
MM	Mass Media
CSO	Civil Society Organization
OLF	Organizational and legal form
UTC	United territorial communities
UNDP	UNDP Project Democracy, Human Rights and Civil Society Development in Ukraine
CCC	Charity Foundation CCC Creative Center
INTRAC	International NGO Training and Research Centre (Great Britain)
ISC	Institute for Sustainable Communities (USA)
UCAN	Project Network of Civic Action in Ukraine
USAID	U.S. Agency for International Development
UNITER	Project Unite for Reforms (USAID)

■ LIST OF TABLES

■ LIST OF FIGURES

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[2] Only public associations and charity organizations

TABLE OF CONTENTS

SUMMARY

The CCC Creative Center studies the status and dynamics of development of Ukrainian civil society organizations (CSOs) since 2002. **The goal of the study** is to identify the level of development of Ukrainian CSOs in accordance with the three areas of the CSO sustainable development, namely: organizational capacity of CSOs; external relations of organizations; program activities of organizations. In addition, several areas of CSOs activities/features were studied, including: CSOs' capacity in providing services and conducting advocacy activity; legitimacy of CSOs; needs of CSOs over fifteen years (2002-2018). **The object of the study** is the sector of active Ukrainian CSOs[3]. **The tool of the study** is a questionnaire[4].

The data presented in the study provide an **overall portray of surveyed CSOs**. In 2018[5], 741 active CSOs were surveyed in 25 geographic units (24 oblasts as well as the city of Kyiv)[6]. The majority of surveyed CSOs – 55% – were registered as public associations, 18% as associations of co-owners of multi-apartment buildings (condominiums), 11% as charity organizations, 5% were religious organizations, 3% were trade unions, and the remaining 8% have other forms of registration – creative unions, chambers of commerce, etc. More than a half of the surveyed organizations (52%) were registered between 1998 and 2013. Since 2013, there has been a significant increase of the number of registered CSOs, particularly 48%. The survey demonstrated that in 2016 it was a peak of registration of CSOs in all regions. A considerable increase of the number of CSOs can be seen in the East and in the Center of Ukraine[7].

The most popular sector of CSOs activities is the sphere of *development and housing* (32%), *education and research* (25%), *culture and entertainment* (24%), *social services* (20%) and *legislation, advocacy and politics* (15%). Thus, the most common types of activities among the respondents in 2017 are *provision of services*, *protection of rights* and *representation of interests* (42% and 44% respectively). Compared to the trends of the previous years[8], there was a growth of the share of CSOs providing services in 2017.

Comparing the results of studies for the period between 2002 and 2017, one can make a conclusion that during fifteen years, the most common groups of clients of CSOs have not changed significantly. The *youth* (31%) traditionally remains the most important group of clients for the surveyed organizations as well as the *entire population* (31%), followed by *members of the organization* (25%) and *children* (18%). Change of the political situation, one of the consequences of which is emergence of IDPs, and the decentralization reform led to the growth of a share of organizations addressing the problems of *internally displaced persons, communities, ATO soldiers/veterans*, and others.

The study demonstrates two basic roles of CSOs – *provision of services* and *advocacy*. The main goals of establishment of an organization include *a possibility to influence development of the society* and *a desire to help others*. These two goals were indicated by two-three times more than those CSOs who indicated *assistance for members of the organization* or *self-fulfillment of the founders*. In addition to this, as of the previous year, the trend toward an increase of the number of organization that selected *a possibility to influence development of the society* was interrupted, and the respective indicator began to decline (70% in 2002, 78% in 2013 and 63% in 2017).

The findings of the study on the stage of development of Ukrainian civil society organizations in 2002-2018 make it possible to make the following

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[3] The totality consists of 76 835 civil society organizations with eleven organizational forms that are registered in the Register of Non-Profit Organizations and Institutions that submitted financial reports for 2017. In 2018, traditional participants of the survey for public associations and charity organizations were joined by further nine organizational and level forms of CSOs that meet the definition adopted at an international level

[4] In this survey, the number of questions in the questionnaire was decreased by 29 questions, whereas eight additional questions were added to establish and assess the institutionalized practices of interaction between the government and the public. Therefore, in 2018 the questionnaire consisted of 131 questions

[5] Survey was conducted in 2018 but CSOs provided 2017 data of their activity

[6] It should be mentioned that the number of respondents decreased significantly in the Southern and Eastern regions, which is a result of occupation of the Autonomous Republic of Crimea and the war in the east of Ukraine

[7] The surveyed CSOs were divided into four regional groups – Western, Central, Southern, and Eastern

[8] It should be reminded here, that only public associations and charity organizations were surveyed

CONCLUSIONS concerning the trends characterizing development of the institutionalized part of civil society.

Since 2002, the **level of internal organizational capacity of Ukrainian CSOs** continues to fluctuate with regard to numerous positions. Over the last fifteen years, there has been a trend toward a decrease of the number of CSOs that have a written **mission** (from 89% in 2002 to 68% in 2017). 56% CSOs in 2017 same as in 2013 had a **strategic plan** covering three or more years. In 2017, 64% respondents of those that carry out organizational evaluation indicated that they take the results of such evaluation for the purposes of strategic planning.

There is a trend toward a slight increase of the size of permanent **staff** in CSOs. In 2017, less than a half of the surveyed CSOs (46%) had permanent paid staff. An average surveyed CSO has 7 full-time employees. An average salary of full-time staff in the surveyed CSOs in 2017 totaled 7,452 UAH (or $ 287[9]), which is 347 UAH (or $13) more compared to the average salary for Ukraine, and 2,475 UAH (or $95) more than that for public servants working in the social assistance sphere. One third of the respondents (39%) have written job descriptions for their personnel, which is a half compared to the figures reported in the previous research (in 2013, this indicator totaled 81%). A half (53%) of organizations surveyed in 2018 have written internal administrative rules and procedures. The indicators characterizing the decision-making process in 2017 compared to 2013 demonstrate a noticeable increase of the manager's role (by 13%) with regard to CSO programs and activities.

In 2018, 75% responding organizations stated to have **members.** During the last sixteen years, the number of organizations having members and the ways to involve them has not changed significantly, but at the same time the used methods have become more diverse.

A half of the surveyed organizations (52%) work with **volunteers.** Comparing the data for 2002-2017, one can see a gradual decrease of the number of organizations working with volunteers. Most frequently, CSO volunteers are students, service recipients, elderly people and housewives. 45% respondents offer remuneration to volunteers for their work (in 2013 – 60%). In the majority of such CSOs (98%) this is done in the form of a possibility to receive knowledge (compared to 2013, this indicator increased by 10%), in 72% – provision of information assistance, and in 43% – career development.

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[9]   Exchange rate $1 = 26 UAH

Analysis of material resources of CSOs in 2002-2017 continued to demonstrate correspondence of the **material resources** of CSOs to general social trends in Ukraine. At the same time, not many can boast that they have their own free or leased-out premises or a car.

The majority of organizations receive **income** from membership fees, and their share in the budget totals 23%, which fact can be explained by a large share of member organizations (trade unions, condominiums, etc.) surveyed this year. Not less popular source of income for CSOs is grants from international organizations, the share of which in the budget of organizations somewhat decreased compared to 2013 and totaled 33% of the budget. Since 2013, there has been a decrease of dependence of CSOs on international donors. The share of charity contributions from citizens and from business has also decreased slightly, as well as grants from local organizations. There has been no change in CSOs incomes from the state budget and their own commercial activities. Domination of specific incomes in terms of regional breakdown looks as follows: in westerns CSOs the dominating source in their budget is charity donations from citizens, in southern – membership fees, in central and eastern – grants from international organizations.

Every fifth CSO in 2017 had a **budget** from $1,000 to $4,999. A conventionally "medium" level of the CSO budget (median) remains at the level from $5,000 to $9,999 with a trend towards growing. The largest number of organizations with a small, under $4,999 budget is found in the southern region, and with the largest budget – in the central region. 18% CSOs received financial and 12% in-kind assistance from the state or local self-government bodies. 24% CSOs received financial and 20% in-kind assistance from local business structures. 33% CSOs received financial assistance from citizens (in amounts under $1,000) and 25% received in-kind assistance (in amounts under $500).

Only one third of the surveyed organizations have a **fundraising plan**. 38% respondents raise funds according to a strategic plan of the organizations, 23% respondents – spontaneously, 19% organizations carried out fundraising campaigns. In 2017, the number of surveyed CSOs whole level of financing did not change or increase was the same – 40% and 39% respectively.

In 2018, CSOs demonstrated almost the same indicators compared to 2013 characterizing the presence of such formal **systems of management** in organizations as an internal financial control system, a decision-making system and involving members of organization into decision-making on pro-

grams and activities of the CSO. Only 24% (and in 2013 – 38%) organizations involve external experts for evaluation, which also demonstrates a decrease of the indicator compared to the previous research (by 14%).

Findings on external relations of CSOs as of today demonstrate that communication between CSOs and *state authorities and local self-government bodies* is still most frequently (60%) initiated by both sides. This indicator has somewhat decreased compared to 2013 (65%). Less than a half of the surveyed CSOs believe that CSOs and state authorities have the same goals but different ways to achieve them (complementing); every fifth respondent believes that CSOs and state authorities are in conflict (confronting) while the same number think the opposite – CSOs and governmental organizations have the same goals and the same ways to achieve them (coordinating) whereas every tenth respondent believes that CSOs and governmental organizations have the same ways of achieving the goals, but the goals are different (co-opting). In 2017, there was a significant increase of the number of organizations that selected *coordinating* answer, and a decrease of the number of respondents that selected the *complementing* answer. Analyzing the reasons of insufficient cooperation between CSOs and state authorities at the national and regional levels, one can see that in 2005-2017 dynamics was stable for two reasons: lack of understanding the usefulness of such cooperation by CSOs, and unwillingness to cooperate on the part of CSOs. The cause for the lack of understanding of usefulness of such cooperation by governmental organization is the most volatile with a trend towards growth.

The level of cooperation **among CSOs** during fifteen years has remained high. Representatives of civil society organizations exchange information, participate in joint activities and meetings as well as projects. Such types of cooperation as exchange of experience, meetings and joint activities are the most popular types of cooperation among CSOs. Based on the results of the 2018 study, the share of responses to the answer concerning advantage of cooperation with other CSOs has not changed significantly but the number of responses concerning expanding activities and efficiency of programs has decreased from 74% to 68%. However, regarding the reasons for insufficient cooperation among CSOs, there was an increase of the number of organizations that selected such answers as *problems arising in the process of cooperation* and *there is no need for it*. Furthermore, 41% respondents indicated that their organizations are members of coalitions, CSO networks or working groups. On average, they belong to 3 such coalition groups.

In 2017, as in the previous years, CSOs see **business** structures in the first place as a source of financing. At the same time, in 2002-2017 there was a gradual increase of the number of CSOs that cooperate with business organizations as partners. Almost a half of respondents work with **donors** (47%), and almost half of those cooperate with the US Agency for International Development.

Ukrainian CSOs most frequently publish information about their activities in the Internet.

In 2018, survey among CSOs concerning **their program activities** was focused on two main functions of civil society organizations, namely: provision of services and advocacy activity for their target groups. The majority of respondents mentioned that activities of their organizations are aimed at provision of services (72% (64% in 2013)), and a slightly lower number – at advocacy (64% (70% in 2013)), while 36% (38% in 2013) – combine the first and the second type of activities. However, the previous study demonstrated an opposite situation: in the first place, organizations were focused on advocacy, and then – on providing services.

When compared to 2013, the most common **services** provided by CSO still are educational, advisory and information services. The majority of the surveyed CSOs aim their activities to satisfy the needs of their target groups for services. They are focused on improving the quality of services and are working to impact policies at the local level. The most significant factor influencing the CSO capacity to provide services is the CSO organizational capacity, which fact was indicated by more than a half of the surveyed organizations. Two largest challenges faced by CSOs when providing services are absence of the state support and imperfect legislation. Corruption, the need to obtain a license for provision of services, and the ability to identify the needs of target groups are the smallest problems for the surveyed CSOs. The majority of CSOs (71% (in 2013 – 77%)) keep records of their clients, have an established mechanism of cooperation with them, and evaluate their programs. 44% (in 2013 – 46%) of the surveyed organizations evaluate the level of organizational development of their organization. The main reason for evaluating programs and projects is the internal management needs followed by donors' requirements. Compared to the previous study, donors began to require internal evaluation of programs less often.

In 2017, there was a significant increase of the number of organizations that have written **ethical norms**. More than a half of the surveyed CSOs prepare an **annual report** on their activities. Most frequently, CSOs present the annual report at or-

ganization's event and share it on their web-sites, through social media, e-mails, and less frequently publish it in the media. The majority of organizations has an accountant and believes that their accounting system meets national and/or international standards. However, only every fifth organization had an external financial audit – less than in the previous research.

With regard to assessment of **institutionalized practices of cooperation of governmental institutions with the public**, the highest assessment was given to the practices of a preparatory stage of cooperation (provision of information, consultations), and the lowest – to the practices of active cooperation (involvement in the policy-making process and partnership). Governmental institutions and the public, in the respondents' experience, more frequently cooperate at the stage of provision of information, and less frequently – at the stage of partnership.

At the level of provision of information, the most active are both, the public and CSOs, and at all other levels – only CSOs. With regard to the level of cooperation between the public and governmental organizations at various levels – local, regional, and national – it can be seen that the highest assessment is given to local authorities for all stages of cooperation – from provision of information to partnership. There are no significant differences for the level of authorities – executive or local self-government bodies – also with regard to selection of the methods of cooperation. At the state of provision of information, the authorities most frequently use such methods of publications and posting information on the web-sites, while the least frequent method is information campaigns. It is known that at the stage of consultations such methods as survey, study, monitoring, collection of comments, and others have a function of studying the needs of target groups before policy-making. During the policy-making process, these methods play a role in evaluation and monitoring of the developed policy, and their function is to correct the policy to ensure its efficiency. This study demonstrates that this rule is not used in real communication between state authorities and the public.

The value of the **index of organizational capacity** of Ukrainian CSOS increased in 2017 slightly compared to 2013, from 2.69 to 2.75[10]. This demonstrates that in general, the level of CSOs capacity in the contexts of organizational development is medium, or 2.75. Public associations and charity organizations demonstrate a somewhat higher level of organizational capacity compare to

CSO with other organizational legal forms (2.75 v. 2.39 on 5-point scale). The biggest strength of CSO organizational development includes components such as *organization of the system of management* and *strategic planning of activities*. However, the absence of *efficient of management procedures* in practice is the biggest weakness of organizational development for all types of CSOs in all regions of the country. Against the background of a developed system of strategic planning of activities, CSOs still demonstrate a low capacity for strategic planning of fundraising for their activities.

In 2017, assessment of the **level of CSOs capacity to provide services** was done for the second time. The results demonstrate that the level of such CSOs capacity is below average, or 2.48 on 5-point scale. The majority surveyed CSOs do not know *how to promote their services*, and they do not *cooperate with state authorities and local self-government bodies* seeking their support and financing for satisfying the needs of respective groups of population for social services. Those organizations that provide services do not work sufficiently to *expand the range of their services* and *reimbursement of expenses* related to their provision. *Monitoring of provision of services by state authorities* and pressure on them in order to *improve the quality of public services* still is the largest weakness in activities of Ukrainian CSOs.

The level of CSOs advocacy capacity is slightly above average, or 0.62. Since the Revolution of Dignity, the level of CSOs[11] advocacy capacity has not changes regardless significant social and political changes that took place in the country. This can be explained by the fact that the level of CSO advocacy capacity was quite high despite the fact that sector was joined by organizations of a new type and orientation. CSOs weaknesses include *organization of activities aimed at influencing political decisions* and *support of the public interest in a specific issue*. Even the advocacy role of CSOs is significant, yet CSOs still do not have sufficient *coordination of their activities* related to representation and protection of rights with *respective planning of activities, allocation of resources, permanent monitoring and adjustment to changes in the environment*. The majority of surveyed CSOs is members of coalitions or working groups and believe that it is useful for their organizations. As a result of such cooperation, CSOs became better known, began to plan joint campaigns with other organizations, received a possibility to meet with leaders of other CSOs, and increased opportunities for attracting clients.

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[10] By 5-point scale, where 1 – very low capacity, and 5- significant capacity

[11] 1 - maximum

Legitimacy index in 2017 somewhat improved compared to 2013, although it should be remembered that in 2017 a new component was added to the Index. Analysis of individual components demonstrates a trend towards growth, although very slow, of the number of the surveyed CSOs that involve target groups into planning and implementation of programmatic activities. An increasing number of CSOs study the needs of their target groups, keep records of clients receiving their services, and use mechanisms for collecting feedback from clients about provided services. Unfortunately, everything related to evaluation of the implemented programs involving external experts and with control of the quality of services does not receive appropriate attention from the surveyed CSOs. This is related not only to the need and/or the lack of resources, but also to the lack of understanding by the surveyed CSOs of the impact of evaluation results on project management, and low dependence of the results of activities of organizations on their target groups.

The main internal problems of CSOs, similarly to the previous years, include a lack of financing, a low level of cooperation between CSOs and business, and insufficient qualification of CSO staff. The main issues for Ukrainian CSOs are the absence of interest from the state authorities (42%) and business (31%), legislation in general (29%) and tax legisla-

tion in particular (25%). However, all these indicators are the lowest compared to the previous years, starting from 2002. Such dynamics can be related to the growing support from the stat authorities, business and legislation for CSOs activities. Ukrainian CSOs have problems with the lack of qualified staff (29% in 2017) and insufficient cooperation with the state authorities (28% in 2017). The relevance of the lack of qualified staff and insufficient equipment remained almost at the same level as in 2013, yet lower than during the previous years.

The CSOs' needs for **_training_** have not changed significantly over fifteen years. Every year, there is a fluctuation of percentage between popular training topics such as _project writing, financial management, the art of fundraising, project management, public relations of CSOs,_ and _civil society advocacy._ In 2017, there was a growth of CSOs' interest in _strategic planning_, yet the number of CSOs interested in _project writing_ and _project management_ somewhat decreased. There was also a significant decrease of the number of CSOs willing to participate in training on _public relations of CSOs_, and _civil society advocacy_. Topics of interest for CSOs from all four regions to a more or less equal degree include _project writing_ and _project management_, which are topics related to project activities, and legal topics are of the least interest.

INTRODUCTION

In May – August 2018, an annual survey was conducted among active Ukrainian civil society organizations (CSOs). This survey has been conducted by the CCC Creative Center since 1998. The survey objective was to assess the level of development of Ukrainian CSOs in line with three areas of the INTRAC Model of CSO sustainable development. The focus of study was the sector of active Ukrainian CSOs. The scope of study was development of the Ukrainian CSO sector assessed in areas such as organizational capacity, external interaction of organizations, and their program activities. Furthermore, the level of capacity of CSOs in provision of services, advocacy activities, the level of their legitimacy and work in partnerships and coalitions. Furthermore, specific questions were added to the 2018 survey concerning institutionalized practices of interaction of governmental organizations with the public.

Unlike the previous years, the list of organizational forms was expanded. Whereas during the previous years only legal entities were survey with such organizational forms as public associations and charity organizations, this year we added organizations with the following organizational forms: civic unions, religious organizations, associations of owners of multi-apartment houses, creative unions, trade unions, organizations of employers, chambers of commerce,, other associations of legal entities (economic associations), and private organizations (agencies, institutions).

The organizations, leaders of which took part in the survey, represent all regions of Ukraine and the city of Kyiv, except for the Autonomous republic of Crimea, and occupied territories of Donetsk and Luhansk regions.

In 2018, survey of the status and dynamics of Ukrainian CSOs development was carried out with financial support from *ENGAGE – Enhance Non-Governmental Actors and Grassroots Engagement* program financed by the U.S. Agency for International Development (USAID) and implemented by Pact in Ukraine.

This report contains complete information about the survey findings about the status and development of Ukrainian CSOs in 2017 as well as a description of their activities in 2002-2017. Furthermore, the report presents results of the in-depth analysis of problems and needs of civil society organizations, and specific regional features of CSOs.

This report consists of an introduction, five parts, and appendices. Part 1 describes the study methodology, namely – objective, tasks, object and subject of the survey, sampling, overview of the surveyed organizations broken by the date and form of their registration, sectors, types of activities and customers of the CSO, and information about existence of its web site.

Part 2 of this report consists of three basic sections corresponding to the three components of INTRAC CSO Sustainable Development Model, namely – Internal capacity of a civil society organization, analysis of external relations, and analysis of CSO program activities.

Part 3 contains information about the established institutionalized practices of interaction between governmental institutions and the public.

Part 4 presents the results of individual aspects of CSO development and activities, namely – analysis of the CSO organizational capacity, CSO capacity to provide services, Ukrainian CSO advocacy capacity, and the level of CSO legitimacy. In addition to this, results of analysis of the problems and needs of Ukrainian CSO are also described here.

Part 5 presents conclusions related to the changes that took place in the surveyed CSOs from 2002 to 2017 as well as the trends in development of the sector of civil society organizations over the recent years.

The information presented in this report may be useful for the leaders of civil society organizations, state and political figures authorized to make decisions in the social policy sphere, researchers and experts on civil society, representatives of organizations providing international technical assistance as well as international consultants in the sphere civil society development.

1 SURVEY METHODOLOGY

The first part of the report describes methodology of the survey. The first section contains information about the goal, tasks, focus and object of the survey, describes the sampling and the questionnaire used to survey CSO leaders, specific organizational features of the present survey as well as limitations of the survey. The second section presents an overall description of the surveyed organizations, namely, there is an overview of respondents by the date and form of their registration, sectors and types of activities as well as CSO clients.

1. SURVEY METHODOLOGY

1.1 GOAL, TASKS, FOCUS AND OBJECT OF SURVEY

Since 1998, the CCC Creative Center has studied the needs and the status of development of civil society organizations in Ukraine. From 2002 to 2007, the survey was carried out within the framework of the program *Network of Civic Action in Ukraine* (UCAN). In 2008, the study of needs and the status of development of Ukrainian civil society organizations was not carried out. In 2009–2011, the study was conducted within the framework of the project *Unite for Reforms* (UNITER). In 2014, the study was carried out with financial support of the UNDP Project *Democracy, Human Rights and Civil Society Development in Ukraine*. This year, the study was support by the *ENGAGE – Enhance Non-Governmental Actors and Grassroots Engagement* activity financed by the U.S. Agency for International Development (USAID) and implemented by Pact in Ukraine. Participants of the survey were some organizations that took part in the previous nine surveys as well as new organizations that meet the methodological requirements for the survey[12]. In view of this, the survey can be considered a *panel study*.

The goal of the survey is to determine the level of development of Ukrainian CSOs[13].

In the course of this study, the following *tasks* were carried out*:*

- The level of organizational capacity of CSOs was determined.
- External relations of organizations were studied as well as their cooperation with the government, business, mass media, communities, and other civil society organizations.
- Program activities of organizations were assessed.
- The level of capacity and efficiency of CSOs in provision of services, representing interests, and protecting rights was determined.
- The level of CSO legitimacy was determined.
- The needs of CSOs were identified.
- The dynamics of CSOs activities over sixteen years was identified (2002–2018) in the aforementioned spheres.

The focus of the survey was development of the Ukrainian CSOs sector.

The object of the survey is the sector of active CSOs in Ukraine. Pursuant to the tasks of the survey, a surveyed unit is a civil society organization. The source of information about CSOs was representatives of organization having complete information about their activities, a general level of development of a CSO, legislative and normative framework of Ukraine regulating activities of civil society organizations. In view of this, participants of the survey were representatives of the CSO management: the head or the deputy head of the organization.

1.2 SAMPLING

For participation in the 2018 survey, civil society organizations that complied with the CSO definition were selected. Out of the list of organizational forms[14] of CSOs existing in Ukraine, only eleven types

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[12] It should be mentioned that the study was conducted in 2018, but CSOs provided the requested data for 2017. This refers also to all previous surveys. it is related to reports for a calendar year as adopted in Ukraine

[13] For the purposes of this survey, CSOs are defined as civil society organizations – organizations that were established and registered as provided for by law, entered in the Register of non-profit institutions and organizations that are self-governing; these organizations ensure voluntary participation of individuals and/or legal entities o private law; the do not perform public government managerial functions; they do not distribute income (profit) among the founders, members, employees and members of managerial bodies

[14] 19 forms: Civil Society in Ukraine: Report on survey findings / L. Palyvoda, O. Vinnikov, V. Kuprii [et al.]; compiled by: L. Palyvoda. – K.: CF CCC Creative Center. 2016. – 74 pages

of organizations for participating in the survey (Table 1) were selected. During the previous years, participants of the survey were only civil society organizations that were registered as provided for in the Law of Ukraine On Public Associations, and charity organizations that were registered as provided for in the Law of Ukraine On Charity Activities and Charity Organizations. In 2015, a group of experts gave a clear definition of CSOs, revised a list of organizational form, and defined a list of organizations based on five criteria[15] that comply with the CSO definition adopted at an international level.

Table 1. List of CSOs by organizational legal forms entered in the Register of non-profit organizations and institutions used as a basis for calculating survey participants

№	Organizational legal form	Entered in the Register of non-profit organizations and institutions						Total number of Cos and %	
		Non-profit characteristics	Total	Out of them: submit/ do not submit reports as non-profit organizations					
				Submit reports: number and share		Do not submit reports: number and share			
1	Public associations	0032	33,643	30,432	90	3,211	10	300	40
2	Civic unions	0038	393	298	76	95	24	25	
3	Religious organizations	0035	15,921	14,027	88	1,894	12	135	18
4	Charity organizations	0036	8,522	8,174	96	348	4	83	11
5	Associations of owners of multi-apartment houses (condominiums)	0043	20,528	18,109	88	2,419	12	180	24
6	Creative unions	0034	144	115	80	29	20	15	
7	Trade unions:	0044	17,995	4,863	27	13,132	73	45	6
8	Organizations of employers	0045	238	204	86	34	14	10	
9	Chambers of commerce	Not in the Register						25	
10	Other associations of legal entities (business associations)	0039	718	579	81	139	19	8	1
11	Private organizations (agencies, institutions)	0048	34	34	100		0	2	
	TOTAL		**98,136**	**76,835**	**78**	**21,301**	**22**	**828**	**100**

The overall totality consists of 76,835 civil society organizations having eleven organizational forms, which are entered in the Register of non-profit organizations and which submitted financial reports for 2017. The sampling for the general population of this size is 625 units.

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[15] According to the structural operational definition offered by Salamon and Anhaer (1992), a civil society organization has to possess the following characteristics: it has defined objectives and activity areas as well as internal structure; it has a non-governmental nature; it bans distribution of profit among the founders, members and managers; the organization is self-governing; and participation in it is voluntary

The list of organizations to be surveyed included 828 CSOs (see Table 2) and 78 grantees of the USAID/ENGAGE activity. As a result of the survey, 669 questionnaires were returned by 828 organizations and 72 grantees out of 78 those supported within the framework of the USAID/ENGAGE activity. Some of representatives of CSOs that were present in both lists of respondents were not surveyed for the following reasons: a CSO changed its contact information or ceased its activities, the respondent had no time to fill out the questionnaire, the respondent did not return the questionnaire, refused to respond without stating a reason, etc.

Table 2. Number of surveyed CSOs by organizational legal forms and samplings

	Organizational legal form	Number of surveyed CSOs	Number of USAID/ENGAGE activity CSO – awardees
1.	Chambers of commerce	9	
2.	Private organizations	3	
3.	Public associations	348	60
4.	Creative unions	12	
5.	Religious organizations	39	1
6.	Charity organizations	69	10
7.	Unions	12	1
8.	Other associations of legal entities	11	
9.	Condominiums	134	
10.	Trade unions, their associations	25	
11.	Organizations of employers, their associations	3	
12.	Branches/representative offices	4	
	Total	**669**	**72**

It should be mentioned that analysis of various issues was carried out with regard both to the entire totally of surveyed CSOs (i.e. 741) and with regard to different subgroups combined according to certain characteristics (organizational forms, grantees/non-grantees of the USAID/ENGAGE activity).

1.3 SURVEY TOOL DESCRIPTION

The questionnaire that was used for the present survey consists of 131 questions. In 2018, the number of questions in the questionnaire was decreased by 29, and eight additional questions were added in order to identify and assess institutionalized practices of interaction between state authorities and public. In addition to the questions, the questionnaire contains a detailed instruction on how to fill it out, and information about the survey. Below, there is a list of the principal sections of the questionnaire.

Information about the organization

This section of the questionnaire contains main data about the surveyed organization, contact information, date and form of registration, sector of CSO activities, types of activities, and categories of clients.

Organizational development

In this part of the questionnaire, information about the goal of establishment of the organization, area of its activities, experience and practice of strategic planning, the structure of CSO management, availability and functions of the management body, organizational assessment, human resources of CSO, sources of financing and budget of the organizations, financial management systems was collected. There is a description of the main sources of financing and it is specified whether the CSO receives support from the state structures, business or community – whether financial or in-kind.

External relations

When answering questions in this section, the respondents provided information about the organization's relations with its external environment as well as basic characteristics of cooperation with state agencies and business structures, the public and mass media, donors, and other CSOs. Unlike in the previous year, this questionnaire included a question about the nature of cooperation with state authorities.

Program activities

This section deals with the issues related to two main roles of CSOs, namely: provision of services and advocacy activities. The respondents also answered questions about accountability, ethical norms and their knowledge of the norms of applicable legislation. Compared to the previous years, the questions about provision of services were separated in a special block.

Advocacy activities

Answers to the questions in this part of the questionnaire provided information, to which extent civil society organizations represent interests and protect rights of their clients or members. It contains an index developed for assessing the level of CSO capacity to represent interests and protect rights.

Special questions included in the present survey

This section includes questions aimed at exploring and assessing institutionalized practices of cooperation between state authorities and public, namely: effort of state authorities to inform the public and hold consultations, involve the public in decision making and partnership in order to implement joint projects. Furthermore, CSOs were asked questions about the methods used by executive bodies and local self-government bodies at various stages of cooperation with the society.

Special Questions of This Year's Study

Issues related to evaluation of the institutionalized practices of interaction of the government agencies and the civil society organizations were included to this section. They included the following aspects of interaction: how public authorities inform the general public/CSOs, how they conduct consultations with the general public/CSOs, in what way the general public is engaged in decision making and whether partnerships are formed to implement joint projects. CSOs were also asked about methods public authorities and local self-government bodies use when interacting with the general public at different levels.

Current Needs and Required Assistance

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

1.4 STUDY ORGANIZATION

The main stages of the study were as follows:
- Methodology Revision including update of the sampling and the questionnaire
- Field mission
- Data processing includes questionnaires coding, quality control, and data analysis
- Synthesis and report preparation.

| Methodology Revision | Field Mission | Data Processing | Synthesis/Report preparation |

Methodology Revision

This stage starts from defining unit of analysis, their legal forms and sampling size. Then the study instruments were revised (survey questionnaire).

The survey questionnaire to assess the development level of CSOs was prepared back in 2002. New questions were introduced to the questionnaire in 2008. They were related to organizational development and financial issues. In 2009 more questions were introduced to the questionnaire as well. They dealt with various aspects of institutional development and program activities. In 2012 questions related to annual report production and advocacy campaign outcomes were added to the questionnaire. Special topical questions are introduced to the questionnaire every year. In 2018 a number of questions related to sectors and types of activities of CSOs were changed; some questions that had not been used for the analysis were removed and new questions about the institutionalized practices of interaction of the government and the general public were added. The final version of the study's tool includes the following sections: CSOs' profile, institutional capacity, external relations, program activities, internal and external challenges CSOs face, special issues of this year's study and the assessment of current needs of CSOs.

Field Mission (Survey and Interviews)

The field studies included two phases. The first one commenced in the second half of May after the list of the CSOs – awardees of the USAID/ENGAGE activity was finalized and it was finished at the end of August. The CCC managers sent a questionnaire form and a cover letter to the ENGAGE CSOs - awardees. The organizations filled in the questionnaire themselves. The manager's task was to explain how it should be filled in, to check if all questions had been answered to and, when and if needed, to re-send the questionnaire for a follow-up.

Data processing

Data processing stage consisted of questionnaire coding, entering information from questionnaires to PC and its quality followed by data analysis.

Coding of questionnaires was done in the following way: first, filled in questionnaires were registered and a unique code was given to each questionnaire form. Then the questionnaire forms were checked in terms of their accuracy to make sure they had been filled in in line with the respective guidelines.

Data Entry. This year an online questionnaire was developed in order to get by without the assistance of external operators who used to enter the data before. This time it was the staff of the CCC Creative Center and coordinators who worked on data entry. Selected records were checked in terms of their accuracy and compliance with the original questionnaire.

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

Report Preparation

The CCC Creative Center was responsible for the report preparation. When preparing the report, the goal was to present data that would describe the development level of the CSOs in 2017 in line with the basic three areas of the INTRAC Model of CSO sustainable development.

1.5 STUDY CHALLENGES/LIMITATIONS

The following factors can be qualified as the study challenges/limitations:

- Respondents were asked to fill in questionnaires themselves and that influenced the quality of these questionnaires as well as influence duration of field mission. First, every other questionnaire form had to be returned to a respondent because answers to some questions were missing and it took time and efforts to fix that. Second, some organizations tended to have a wishful thinking for they had not been monitoring their program activities during the year.
- While the number of questions was reduced, for organizations that had participated in the survey for the first time it took longer to get their answers and often some of these organizations, while thinking of themselves as civil society organizations, believed they were an exception to the general rules applied to CSOs.

● Social-political and economic developments in Ukraine continue to influence civil society organizations. Although the state is no longer questioning the importance of the civil society, the civil society organizations lack capacity to perform of the government roles, like social service providers; and instead of criticizing the government they need to start cooperating with it for the benefit of the community and the society in general (CSOs' roles in transformative democracy[16]). At the same time, organizations tend to change their addresses and contact information. For the most part, this happens due to the lack of finance. And they do not inform anyone about these changes. Therefore, the study coordinators were not able to find some of the organizations in the regions.

[16] Mercer, Claire. (2002). NGOs, Civil Society and Democratization: A Critical Review of the Literature. Progress in Development Studies - Progr Dev Stud. 2. 5-22. 10.1191/1464993402ps027ra

2. SURVEY PARTICIPANTS – UKRAINIAN CSOs

Data quoted in this survey present an overall portray of studied CSOs reflecting their geographic local, date and for of registration, sector and types of activities, main clients as well as availability of an e-mail address and their own web site. The focus of the study in 2018 as in the previous years was the sector of Ukrainian civil society organizations. The source of information was representatives of the management level of CSOs that have complete information about activities of the organization.

2.1 GEOGRAPHIC DISTRIBUTION OF SURVEYED CSOs

The number of completed questionnaires from each regional unit is shown in Figure 1.

During the fieldwork stage, **741** leaders of CSOs were surveyed (Table 3) in **25** geographic units (**24** oblasts and the city of Kyiv).

Figure 1. Geographic distribution of surveyed CSOs, N=741
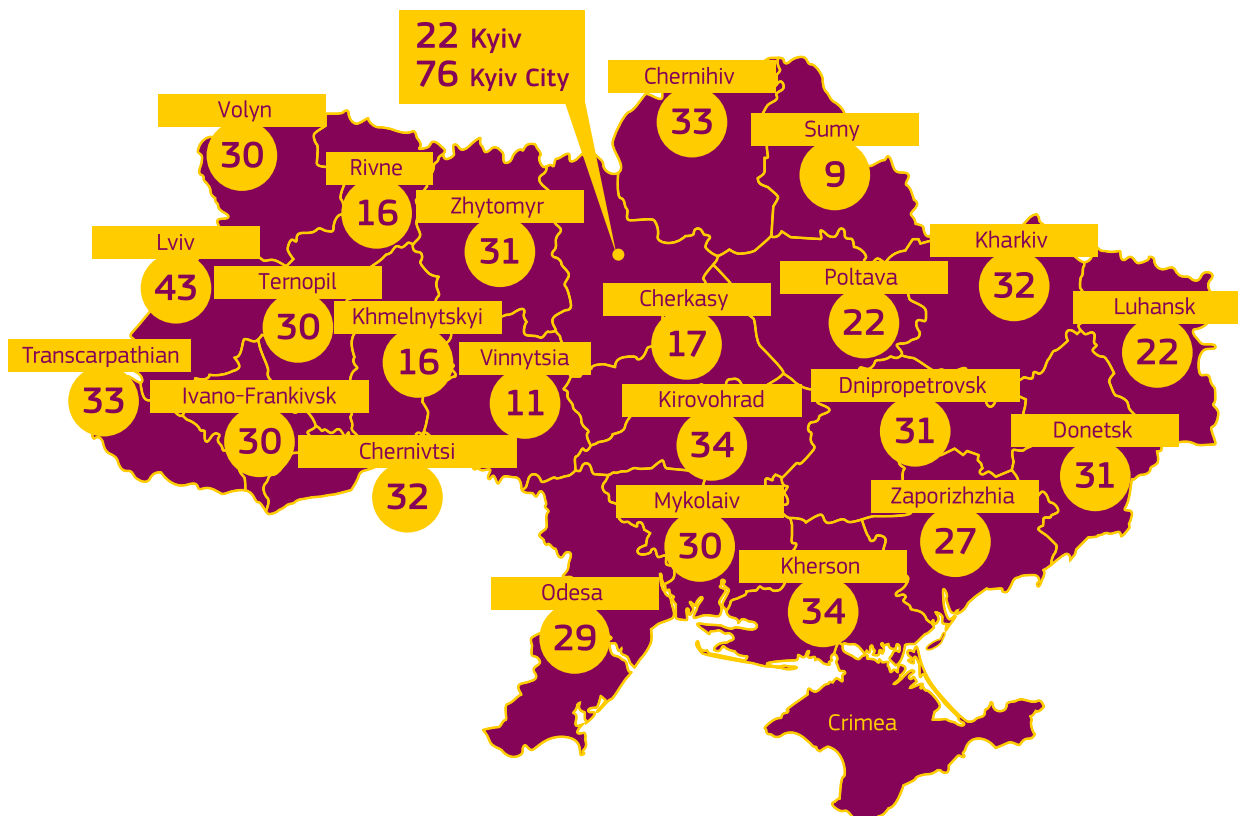
Proceeding from the assumption about geographic dependence of the CSO development based on simi-lar surveys held in the previous years, and in order to study regional trends, CSOs were divided into four groups representing four conventional regions of Ukraine: Western, Central, Southern, and Eastern. The Western regions included CSOs from the following regions Volyn, Rivne, Lviv, Ivano-Frankivsk, Ternopil, Transcarpathian, Chernivtsi, Khmelnytskyi. The Eastern region consists of CSOs from Kharkiv, Donetsk, Dnipropetrovsk, Zaporizhzhia, and Luhansk regions. The Central region is represented by organizations

from Zhytomyr, Cherkasy, Kirovohrad, Vinnytsia, Chernihiv, Sumy, Poltava, and Kyiv regions and the city of Kyiv. The Southern region includes CSOs of Kherson, Mykolaiv, and Odesa regions. The number of surveyed organizations from each of the four regions is shown on Figure 2.

Table 3. Regional breakdown of surveyed CSOs, N=741

	Oblast	Number of CSOs	Number of USAID/ENGAGE CSO – awardees
1.	Vinnytsia	30	1
2.	Volyn	30	0
3.	Dnipropetrovsk	29	2
4.	Donetsk	30	1
5.	Zhytomyr	30	1
6.	Transcarpathian	31	2
7.	Zaporizhzhia	26	1
8.	Ivano-Frankivsk	30	0
9.	Kyiv	21	1
10.	Kirovohrad	30	4
11.	Luhansk	21	1
12.	Lviv	41	2
13.	Kyiv City	34	42
14.	Mykolaiv	30	0
15.	Odesa	29	0
16.	Poltava	20	2
17.	Rivne	16	0
18.	Sumy	8	1
19.	Ternopil	30	0
20.	Kharkiv	29	3
21.	Kherson	32	2
22.	Khmelnytskyi	16	0
23.	Cherkasy	16	1
24.	Chernivtsi	30	2
25.	Chernihiv	30	3
Total		**669**	**72**

Figure 2. CSO distribution by regions, N=741
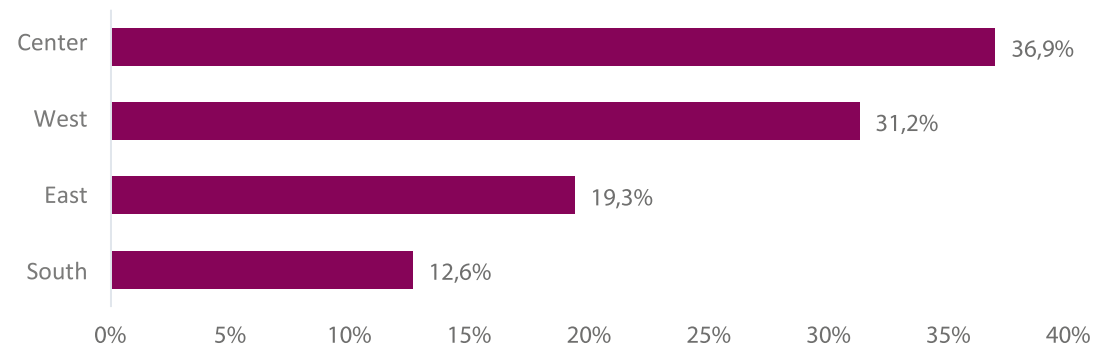
It should be mentioned here that the number of respondents from the Southern and Eastern regions decreased significantly because of the occupation of the Autonomous Republic of Crimea and the war in the east of Ukraine.

2.2 DATE AND FORM OF REGISTRATION OF CSO

FORM OF REGISTRATION OF CSOS

Pursuant to the applicable Ukrainian legislation, civil society organization may be registered pursuant to certain legislative documents. In 2018 other nine organizational legal forms of CSOs were added to traditional survey participants, namely public associations and charity organizations, which comply with the structural operational definition suggested by Salamon and Anhaer in 1992[17] that is in line with the definition adopted at an international level.

Table 4. Organizational forms of surveyed CSOs and respective laws regulating their activities

№	Organizational legal form	Special legislative documents
1	Public associations	Law of Ukraine On Public Associations
2	Civic unions	Law of Ukraine On State Registration of Legal Entities, Individual Entrepreneurs, and Civic Formations
3	Religious organizations	On Freedom of Consciousness and Religious Organizations in Ukraine
4	Charity organizations	La of Ukraine On Charity Activities and Charity Organizations
5	Associations of co-owners of multi-apartment houses (condominiums)	• On Associations of Co-Owners of Multi-Apartment Houses; • On Ensuring Implementation of Housing Rights of Residents of Dormitories; • On Specific Feature of Exercising Housing Rights in a Multi-Apartment House
6	Creative unions	• Law of Ukraine On Professional Creative Workers and Creative Unions; • Law of Ukraine On State Registration of Legal Entities, Individual Entrepreneurs, and Civic Formations
7	Trade unions	• On Trade Unions, Their Associations, Rights, and Guarantees of Their Activities; • Code of Labor Laws of Ukraine; • on Social Dialog in Ukraine; • Law of Ukraine On State Registration of Legal Entities, Individual Entrepreneurs, and Civic Formations
8	Organizations of employers	On Organizations of Employers, Their Associations, Rights, and Guarantees of Their Activities
9	Chambers of commerce	On Chambers of Commerce and Industry in Ukraine
10	Other associations of legal entities (business associations)	Commercial Code
11	Private organizations (agencies, institutions)	Civil Code

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[17]   According to the structural operational definition offered by Salamon and Anhaer (1992), a civil society organization has to possess the following characteristics: it has defined objectives and activity areas as well as internal structure; it has a non-governmental nature; it bans distribution of profit among the founders, members and managers

Figure 3 demonstrates the data on the form of registration of the surveyed CSOs.

Figure 3. Form of CSO registration, N=741

Form	Value
Public associations	408
Condominiums	134
Charity organizations	79
Religious organizations	40
Trade unions, their associations	25
Unions	13
Creative unions	12
Other associations of legal entities	11
Chambers of commerce and industry	9
Branches/representatives offices	4
Organizations of employers and their associations	3
Private organizations	3
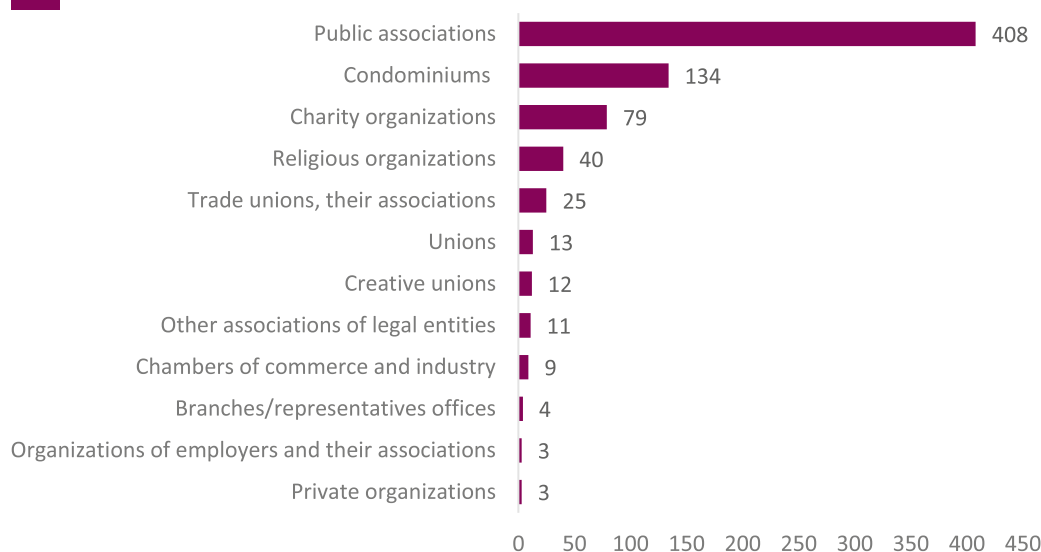
According to the 2018 survey, the majority of surveyed CSOs (that totals 55.1% or 408 organizations) registered as public associations, 18% (134 organizations) as condominiums, 10.7% (or 79) as charity organizations, 5.4% (40 organizations) are religious organizations, 3.4% (or 25 organizations) are trade unions, and the remaining 7.4% have other forms of registration – creative unions, chambers of commerce and industry, and others.

DATE OF CSO REGISTRATION

The distribution of surveyed organizations by the date of registration in 2017 does not differ significantly from the data of previous surveys. Figure 4 shows the breakdown of organizations surveyed this year by the date of registration. As it is shown on Figure 4, 38% surveyed organizations were registered after 2014, and only 4% CSOs were registered before 1994; during the period from 1994 to 1997 (included) – 6%; during the period from 1998 to 2012 every year from 20 to 27 organizations were registered; since 2013, the trend began toward the increase of the number of organizations, which achieved its peak in 2016.

Figure 4. Year of CSO registration, data of the 2017 survey[18], N=741
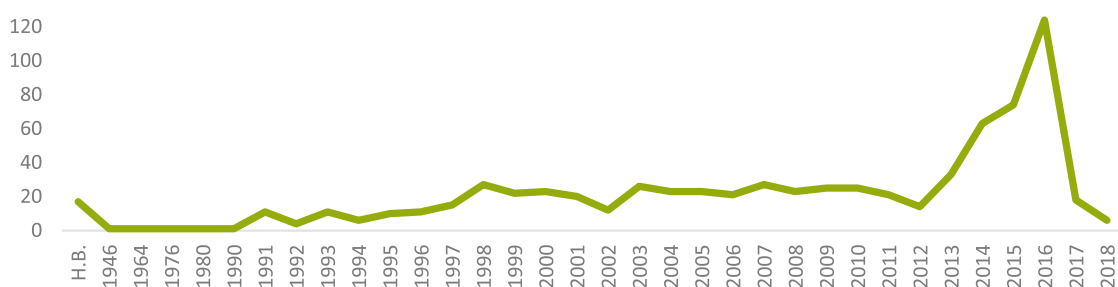
Figure 5 shows the distribution of registration of the surveyed CSOs by years and regions. It can be seen from the figures that the trends of the age of organizations in the regions are in line with general trends in the country. In all regions, the peak in the number of registered CSOs was in 2016. Except for the Western region where in 2015 registration of civil society organizations slowed down, other three regions demonstrated a steady growth starting from 2013. A significant increase of the number of CSOs in the East (from 5 organizations in 2013 to 37 in 2016) and in the Center of Ukraine (from 16 organizations in 2013 to 51

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[18] Question №8 in the questionnaire

in 2016) that can be explained by a significant increase of civic activism resulting from the developments in the Maidan in 2013-2014, arrival of internally displaced persons after the occupation of Crimean by Russia and the war in the east of Ukraine. It should be mentioned that 2016 was the peak year in terms of CSOs registration in all regions (Table 5).

Table 5. Dynamics of new CSOs registration by regions, 2013 – 2017

Year	West	South	East	Center
2013	11	1	5	16
2014	18	6	12	28
2015	14	8	19	34
2016	21	16	37	51
2017	2	0	8	8

Figure 5. Year of CSO registration by regions, 2017[19], N=741
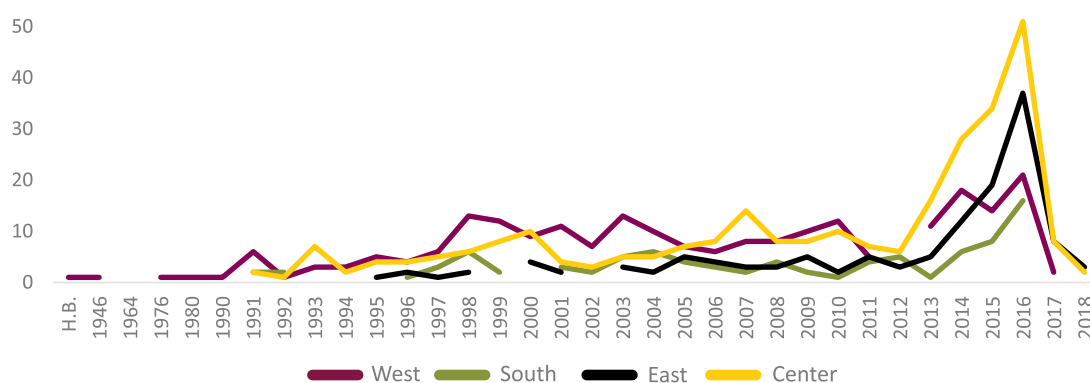
Conclusion

The majority of surveyed organizations (52%) was registered during the period between 1998 and 2013, and since 2013 there has been a significant increase of the number of registered CSOs (48%). This can be a sign both of an increase of civic activism and consciousness related to the Revolution of Dignity in 2013-14 and of emergence of other (for instance, condominiums) organizational forms according to which newly established organizations are registered.

2.3 MAIN SECTORS OF ACTIVITIES, TYPES OF ACTIVITIES AND CLIENTS OF CSOs

SECTORS OF CSOS ACTIVITIES

The respondents could select up to two principal sectors, in which their organization works, out of suggested 11. In the case when the sector of specific CSO activities was not in the list, the respondents could select Other and specify, in which sector their organization works. It should be mentioned that the number of sectors was decreased from 21 to 11, which is in line with the International Classification of Non-Profit Organizations[20]. When selecting a sector, the respondent could clarify in which activity sphere the organization is involved. For instance, when selecting education as the activity sphere, the respondents could clarify whether it is primary or secondary education, higher or other types of education (for instance, adult learning) or a research sphere. Figure 6 shows the number of organizations working in one of eleven sectors.

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[19] Question №8 in the questionnaire
[20] International Classification of Non-Profit Organizations, ICNPO

Figure 6. Sectors of CSO activities, 2017[21], N=741

Sector	Percentage
Development and housing	32,3%
Education and research	25,2%
Culture and entertainment	24,4%
Social services	20,2%
Legislation, advocacy, and policy	15,1%
Religious congregations and associations	5,7%
Business and professional organizations/unions	5,5%
Environment	5,5%
Philanthropism and volunteerism	3,9%
International activities	3,8%
Health care	3,5%
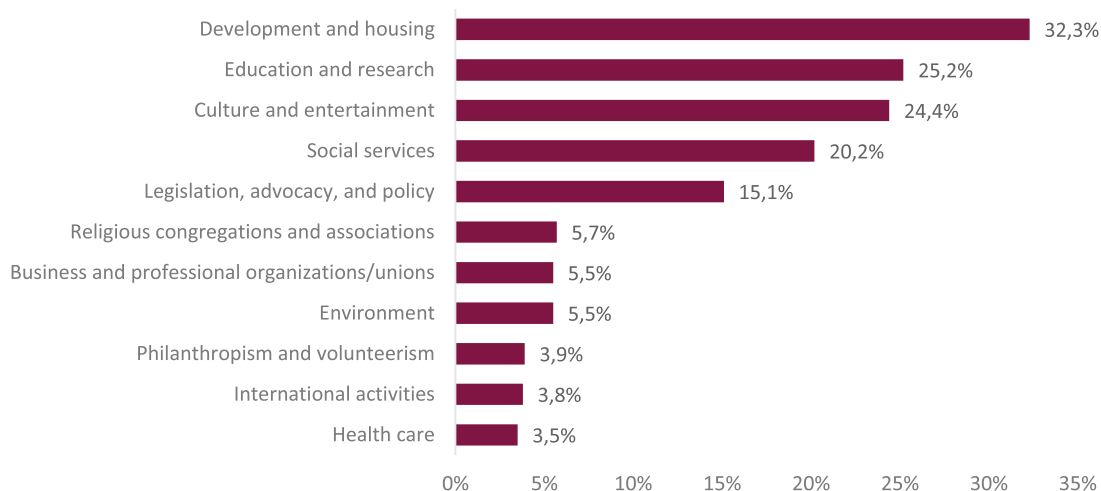
The most popular sector, in which the respondents are active, is the *Development and housing* sector (32.3% respondents). This can be explained by the fact that a lot of organizations associate themselves with activities related to economic and social development, development of communities as well as employment and training. Not less popular sectors are *Education and research* and *Culture and entertainment* (25.2% and 24.4% respondents respectively). They are followed by such sectors as *Social services* (20.2% respondents) and *Legislation, advocacy and policy (15.1%)*. The lowest number of organizations mentioned that they work in such sectors as *International activities* (3.8% respondents) and *Health care* (3.5% respondents).

Regional breakdown of the surveyed CSOs by activity sectors (Figure 7) demonstrates the following. The sphere *Development and housing* is the most popular in all regions except for the Center. CSOs in the central region are mostly involved in such activity sphere as *Education and research*. The least popular spheres of CSOs activities in the Eastern and Western regions is *Health care* (0.8% and 0.5% respondents involved in this sphere respectively). Organizations in the central region are the least involved in *Religious congregations and associations* (0.7% respondents). In the Southern region, CSOs are the least interested in *international activities* (0.9% respondents).

More detailed analysis of subsectors of CSOs activities demonstrates the following. *Housing* is the sphere where the majority of respondents work (18.1%), which is understandable in view of the fact that 18% of the surveyed CSOs were condominiums whose interests are focused on housing maintenance. *Other education* is the sphere, in which almost every fifth organization is involved, whereas provision of services is the sphere where almost 16% CSOs are involved. 14% respondents mentioned their organizations are active in *economic and social development, and community development,* 12.8% CSOs are involved in *culture and art,* and 11.5% in *leisure.* Less than one per cent of the surveyed CSOs are involved in such spheres as work in *elderly homes and mental institutions* and *other health care institutions* as well as in activities of *political organizations and parties* and *professional associations*. From 5% to 10% CSOs or involved in activities of *religious congregations and associations, provision of material assistance and services, conducting research* as well as work in the sphere of *legislation and legal protection* and activities of *human rights organizations*. Detailed information about involvement of the surveyed organization in various activity subsectors is shown on Figure 8.

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[21] Question №11 in the questionnaire

Figure 7. Sectors of CSO activity by regions, 2017[22], N=741

Sector	Center	East	South	West
Business and professional organizations/unions	5,1%	6,3%	4,3%	6,1%
Religious congregations and associations	2,2%	3,5%	5,4%	11,3%
International activities	4,4%	4,2%	2,2%	3,5%
Philanthropism and volunteerism	6,2%	2,8%	4,3%	1,7%
Legislation, advocacy and policy	17,6%	14,7%	10,8%	14,3%
Development and housing	31,5%	34,3%	35,5%	30,7%
Environment	5,5%	5,6%	6,5%	5,2%
Social services	18,7%	24,5%	12,9%	22,5%
Health care	5,1%	2,1%	6,5%	1,3%
Education and research	33,0%	24,5%	21,5%	18,2%
Culture and entertainment	25,6%	29,4%	28,0%	18,6%

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[22] Question №11 in the questionnaire

Figure 8. Distribution of CSOs according to activity subsectors, 2017, N=741

Subsector	Percentage
Housing	18,1%
Other education	17,8%
Social services	15,9%
Economic and social development and community development	13,9%
Culture and art	12,8%
Leisure and social clubs	11,5%
Human rights organizations	9,1%
Legislation and legal protection	8,9%
Research	7,7%
Provision of material assistance and services	6,4%
Religious congregations and associations	5,7%
Environment	4,9%
Sport	4,6%
International activities	3,8%
Primary secondary education	3,1%
Other organization promoting philanthropism and volunteerism	2,7%
Business associations	2,6%
Employment and training	2,6%
Trade unions	2,4%
Hospitals and rehabilitation institutions	2,3%
Higher education	2,0%
Emergency situations and emergency aid	1,6%
Grant-providing funds	1,4%
Protection of animals	0,9%
Other health care institutions	0,9%
Professional associations	0,8%
Political organizations and parties	0,8%
Mental institutions and crisis interventions	0,5%
Elderly homes	0,1%

Conclusion

Analyzing the data of the present survey, one can conclude that the most popular sectors of CSOs activities are the spheres of *development and housing* (32.3%), *education and research* (25.2%), *culture and entertainment* (24.4%), *social services* (20.2%) and *legislation, advocacy and policy (15.1%)*. The lowest number of organizations working in such sectors as *international activities* (3.8%) and *health care* (3.5%). At the regional level, the list of popular activities of CSOs coincides with the national list although the priority can vary. As to the least popular spheres, the *religious* sphere is added to *health care* and *international activities.*

TYPES OF CSO ACTIVITIES

An important characteristic of a CSO is types of activities of the organizations. The respondents could select from a list up to three main types of activities or select Other stating their own type of activities. Figure 9 illustrates the types of activities of organizations that participated in the survey this year.

The most popular types of activities among respondents in 2017 is provision of services and advocacy (41.9% and 41.4% respondents respectively selected these types of activities). Traditionally, a lot of organizations deliver trainings and provide consultations (34.9% organizations), provide information and carry out education activities (20% organizations each). A small number of organizations heal with such issues as rehabilitation (3.1%), administration of grant programs (7.2%) and provision of legal assistance (7.7%), which is logical in view of expertise that an organization should have in order to provide such services.

The most popular types of activities in 2013 among respondents were provision of services and advocacy

Figure 10. Types of CSO activities[23], 2013 - 2017, N=741
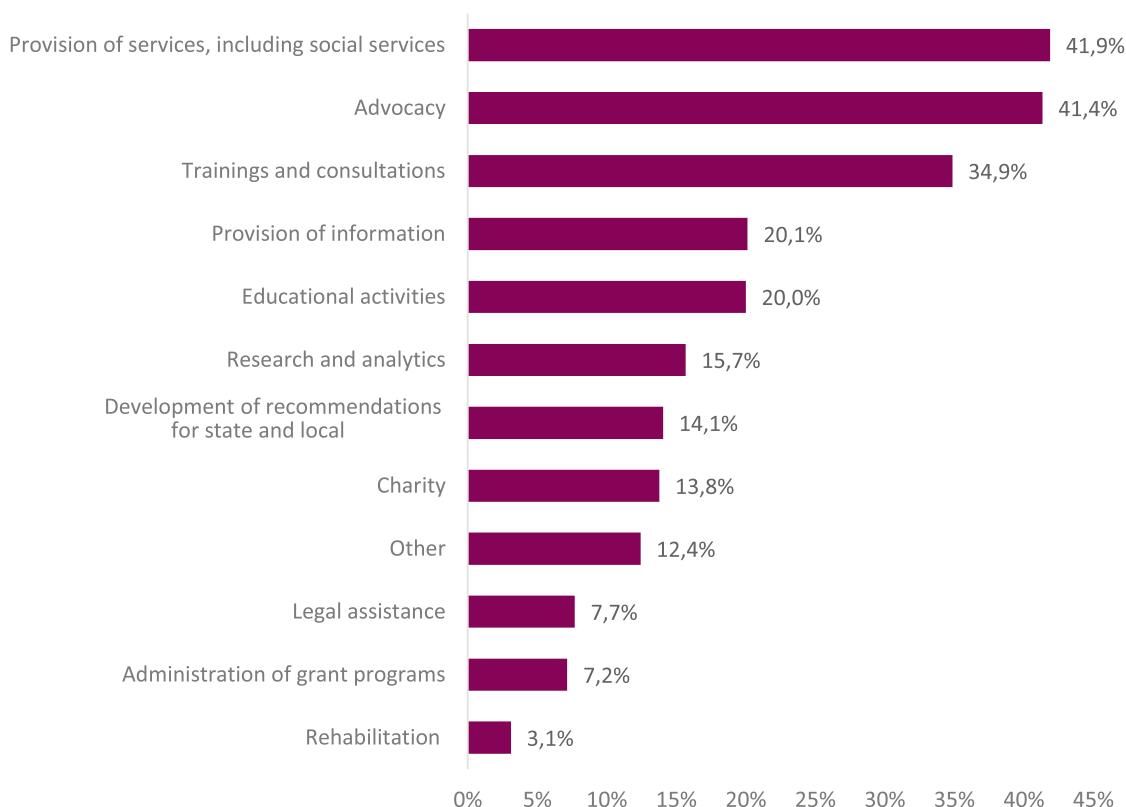
Provision of services, including social services	41,9%
Advocacy	41,4%
Trainings and consultations	34,9%
Provision of information	20,1%
Educational activities	20,0%
Research and analytics	15,7%
Development of recommendations for state and local	14,1%
Charity	13,8%
Other	12,4%
Legal assistance	7,7%
Administration of grant programs	7,2%
Rehabilitation	3,1%

The most popular types of activities among respondents in 2017 is provision of services and advocacy (41.9% and 41.4% respondents respectively selected these types of activities). Traditionally, a lot of organizations deliver trainings and provide consultations (34.9% organizations), provide information and carry out education activities (20% organizations each). A small number of organizations heal with such issues as rehabilitation (3.1%), administration of grant programs (7.2%) and provision of legal assistance (7.7%), which is logical in view of expertise that an organization should have in order to provide such services.

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[23] Question №12 in the questionnaire

Figure 10. Types of CSO activities[24], 2013 – 2017, N=741

Activity	2013 Year	2017 Year
Provision of services, including social services	23,1%	41,9%
Advocacy	42,1%	41,4%
Trainings and consultations	46,7%	34,9%
Provision of information	30,9%	20,1%
Educational activities	29,8%	20,0%
Research and analytics	25,2%	15,7%
Development of recommendation for state and local…	17,1%	14,1%
Charity	16,3%	13,8%
Other	4,8%	12,4%
Legal assistance	14,0%	7,7%
Administration of grant programs	13,7%	7,2%
Rehabilitation	7,1%	3,1%

Comparing 2017 data this with the trends of previous years (when only public associations and charity organizations were surveyed), it can be noted that in 2017 there was a decrease of the number of organizations that provide information and an increase of the share of CSOs that provide services. However, the three least popular types of activities remained the same as in the previous years.

Conclusion

When analyzing the survey data, it can be seen that almost 84% of the surveyed organizations are involved in the types of activities that are typical for CSOs, namely provision of services as well as advocacy. Including CSOs with other organizational forms in addition to public associations and charity organizations did not change the types of CSOs activities very much. In 2017, there was a decrease of the number of organizations providing information (although during twelve years they was the most popular type of activities) but an increase of the share of CSOs providing services. At the same time, the list of the least popular types of activities remained unchanged, and a only small number of organizations deal with the issues related to rehabilitation, administration of grant programs, and provision of legal assistance.

CSO TARGET GROUPS

The respondents identified CSO target groups/clients similarly to the sectors and types of activities selecting up to three options. Among the groups representing CSO clients, the largest is that of *young people* (almost 31% respondents). The next popular groups are such categories as *entire population* (30.5%), *members of the organization* (25%), and *children* (17.8%).

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[24] Question №12 in the questionnaire

Figure 11. Breakdown of CSOs by target groups[25], 2017, N=741

Target group	%
Youth	30,9%
Entire population	30,5%
Members of the organization	25,0%
Children	17,8%
Women	12,7%
Students	12,0%
Others	11,4%
UTCs	8,8%
IDPs	8,2%
Professional groups	8,0%
CSOs	7,7%
Persons with disabilities	7,6%
ATO participants	7,2%
Pensioners/elderly people	7,0%
Civil servants	6,5%
Local self-government bodies	5,9%
Businessmen	4,9%
People of art	4,6%
Mass media	4,5%
Orphans	4,1%
Consumers	3,6%
Impecunious and poor people	3,1%
National minorities	2,3%
Farmers	2,3%
Refugees	1,9%
Scholars	0,9%
LGBT	0,9%

With regard to the target groups/clients of public associations and charity organizations, there were no significant changes. They are the *youth*, *entire population* and *members of the organization* constituting the priority target groups for the surveyed CSOs. However, there was a re-distribution of the share of CSOs whose clients are other groups of the population. For instance, 41% public associations and charity organizations dealt with the youth in 2013 whereas now their number is only 31%. The decrease in the figure can be explained by an extension of organizational forms of the surveyed CSOs. At the same time, inclusion of new organizational forms did not influence such target groups of CSOs as the *entire population*, the figures of which remained almost the same. The specific feature of the 2018 survey was an increase of the share (number) of organizations whose target groups are women, IDPs, UTCs, and professional groups, which can be explained both by an extension of organizational forms of the surveyed organizations and by the situation in the country, namely emergence of 1.7 million internally displaced persons and decentralization reform that strengthens the role of CSOs in the life of communities.

Conclusion

With the extension of organizational form of CSOs surveyed within the framework of the study, the list of the most popular target groups of CSOs did not change compared to the previous years when only public associations and charity organizations were surveyed; these are the *youth*, *entire population* and *members of the organization*. The change of political situation, one of the results of which is emergence of IDPs, and decentralization reform lead to the growth of the share (number) of organizations dealing with the problems of IDPs, communities, ATO soldiers, and others.

Comparing findings of the 2002 and 2018 surveys, it can be conclude that over sixteen years, the most popular groups of target groups/clients did not change significantly.

[25] Question №12 in the questionnaire

2 SURVEY FINDINGS

The second part of this publication consists of three sections in line with the INTRAC CSO Sustainability Model, namely: internal capacity of CSOs, external relations, and program activities of CSOs. The first section is a description of data about the purpose of establishment and mission of the organization, strategic planning, leadership and management systems in the organization, human and material resources, work with volunteers and membership in the organization, sources of financing and fundraising strategies. The second section presents the results of studying interaction of CSOs with state authorities and local self-government bodies, business, donors, public, mass media, and other CSOs. The third section of this part describes program activities of CSOs namely provision of services, presentation of interests and protection rights, reporting, CSO involvement in partnerships and coalitions, observation of ethical norms by CSOs, knowledge of changes in legislation on CSOs.

In the second part of the report, results of the 2018 survey (data for 2017) are compared with the results of the previous year surveys. The purpose of such analysis is to identify trends in development of the Ukrainian CSOs in 2002–2017.

INTRAC MODEL OF CSO SUSTAINABLE DEVELOPMENT

According to this model, there are three key factors that determined the CSO capacity for sustainable development and influence the level of development of any organization:

1 Components of the CSO organizational capacity or internal capacity of the organization "TO BE":

- Self-identification of the organization (availability of the vision, mission and development strategy)
- Legal and social legitimacy
- Structure of the organization, structure of its management bodies and their responsibilities
- System of planning and management, work with personnel and volunteers, administrative management of the organization, monitoring and evaluation
- System of financial management and fundraising plan
- Organizational assessment and audit, availability of an annual report
- Decision-making procedure and inclusion in the decision-making process
- Internal documentation system
- Resources of the organization: human, financial, material and technical

2 Components of external relations of the organization or capacity of the organization "TO RELATE":

- Relations of CSOs with the state, business, mass media, the public, donors, and other CSOs

3 Components of program activities of the organization or capacity of the organization "TO IMPACT":

- Role of the organization – to provide services and/or civic representation
- Influence of the organization on human lives (micro-level)
- Influence of the organization on the state policy development (macro-level)
- Transparency and accountability of CSOs
- CSO openness
- Level of knowledge of laws regulating activities of CSOs

3. INTERNAL CAPACITY OF THE ORGANIZATION, OR CAPACITY OF THE ORGANIZATION "TO BE"

This section presents the results of analysis of internal capacity of CSOs based on the data of the survey of Ukrainian CSOs in 2018 and of the identified trends in development of internal capacity of CSOs over the last fifteen years (2002-2017).

3.1. GOAL OF ESTABLISHMENT AND MISSION OF THE CSO

Self-identification of the organization is one of the determining components of its internal capacity and the foundation for its programmatic activities. The purpose of establishment of the organization and its mission is one of the basic characteristics of the organization. The respondents were asked a question about the purpose of establishment of their organization. The receive data demonstrate that the main reasons for establishing a CSOs named by its leaders include a *possibility to influence development of the society* (63%) and the *desire to help others* (53%). *Helping members of the organization* was mentioned by 29% respondents*, self-fulfillment of the founders* was named by 18% respondents whereas the *existing circumstances* and the *possibility to receive financing* was selected only by 12% and 11% respondents respectively. The distribution of respondents in the 2018 survey regarding the reasons for establishing the organization is shown on Figure 12.

Figure 12. Purpose of creation of the organization[26], 2017, N=741

Category	%
Possibility to influence development of the society	62,6%
Desire to help others	53,1%
Helping members of the organization	28,6%
Self-fulfilment of the founders	18,1%
Existing circumstances	11,8%
Possibility to receive financing	10,5%
Other	8,5%

Comparison of the purposes for establishing the organization is shown on Figure 13. When analyzing the responses, one can come to a conclusion that, compared to the data of the previous years, there were some changes: the values decreased practically for all responses except for the *existing circumstances* (compared to 2002, responses to this question in 2017 remained at the same level – 12%, however compared to 2013, there was a slight increase of value). From 2002 to 2017, the number of CSOs selecting the response *self-fulfillment of the founders* decreased by 23% (2002 – 41%, 2004 – 40%, 2005 – 37%, 2006 – 36%, 2007 – 40%, 2009 – 34%, 2010 – 33%, 2011 – 34%, 2013 – 31%, 2017 – 18%)[27]. As of the latest year, the trend toward an increase of the number of organizations selecting the answer *possibility to influence development of the society* stopped and began to decrease (70% in 2002, 78% in 2013 and 63% in 2017)[28].

Figure 13. Purpose of establishment of the organization, 2002-2017[29]

Legend:
- Desire to help others
- Existing circumstances
- Possibility to receive financing
- Possibility to influence
- Helping members of the organization
- Self-fulfilment

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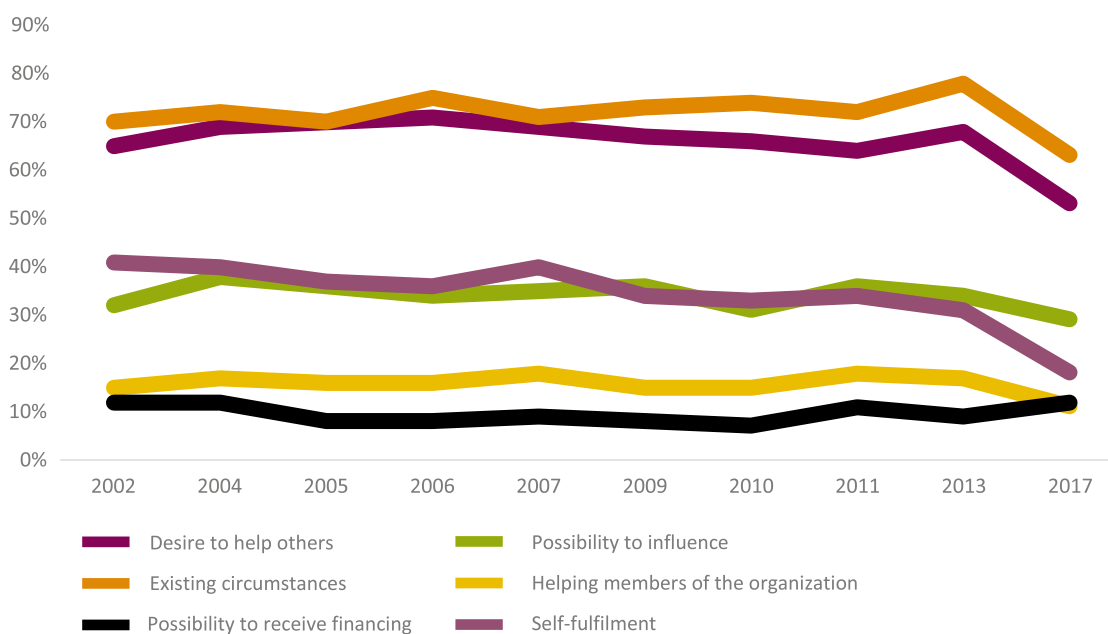
[26] Question №15 of the questionnaire
[27] Difference is not meaningful at the level of 1%
[28] Difference is not meaningful at the level of 1%
[29] Before 2018, only public and charity organizations were surveyed, and in 2018 the list was extended to include 11 organizational forms of CSOs

CSO MISSION

The majority of CSOs (68%) surveyed in 2018 have a written mission that defines the goal of activities of the organization (79% in 2010-2012, 78% in 2009, 86% in 2006, 83% in 2005, 87% in 2004, and 89% in 2002 and in 2003). However, statistical analysis of values received during the years of survey (Figure 14) confirms a decrease of the number of organizations having a mission stated in a written form[30].

Over the last sixteen years, there is a trend toward a decrease of the number of CSOs that have a written mission (from 89% in 2002 to 68% in 2017)

Figure 14. CSOs that have a written mission, 2013 – 2017[31]
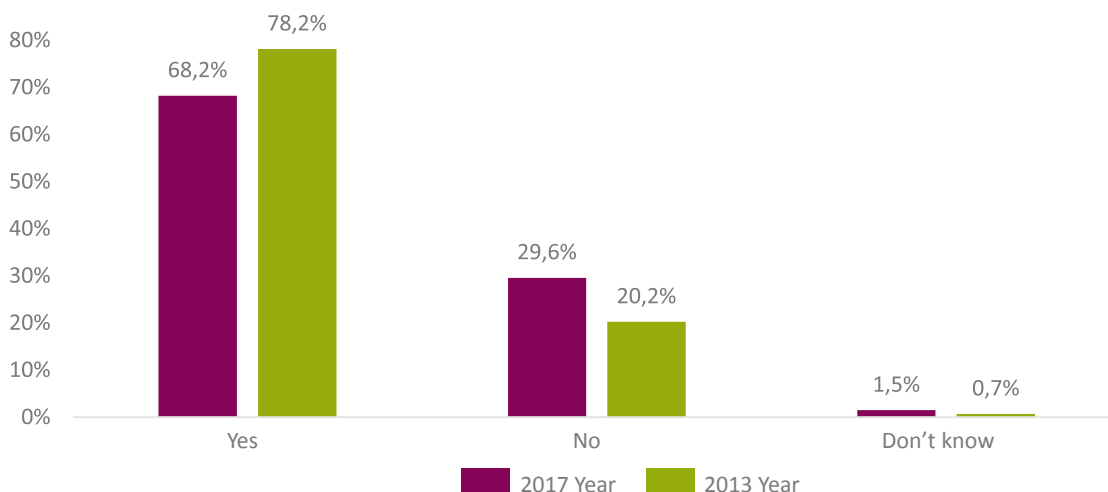
Conclusion

The received data reflect two main roles of the CSOs and the fact they are established for providing services and representing interests of the public since the main purposes of establishing an organization were the *possibility to influence development of the society* and the *desire to help others.* These options were selected by two or three more times more CSOs that were surveyed compared to *helping members or the organization* or *self-fulfillment of the founders* respectively. At the same time, a small number of respondents acknowledged that the purpose of establishment of their organization was the *possibility to receive financing* or the *existing circumstances.* The option of the *existing circumstances* this year was selected by a slightly higher number of respondents compared to the previous survey – this is the only indicator that increased compared to the previous survey conducted in 2014. During the last sixteen years, one could see the trend toward a decrease of the number of CSOs that have a writing mission of their activities.

3.2. STRATEGIC PLANNING

Strategic planning is an inseparable component of viability of an organization and part of its strategic development. Only 56% respondents in 2018 mentioned that they have a strategic plan.

Having analyzed the data of the previous surveys, one can see a general trend toward a decrease of the number of organizations (Figure 15) that have a written strategic plan – from 75% organizations in 2002 that had such plan to 56% in 2017. Over the years, the share fluctuates: first it decreased to 61%[32] in 2005. In 2006 it increased to 68%, and in 2007 there was a significant decrease to 59%, then it remained unchanged in 2009, and decreased to 55% in 2010[33] and 54% in 2011. In 2013, this value increased slightly and totaled 56%, and in 2017 it remained the same.

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[30] Difference is not meaningful at the level of 1%
[31] Question №16 in the questionnaire
[32] Difference is not meaningful at the level of 5%.
[33] Difference is not meaningful at the level of 1%.

56%
of the surveyed CSOs had a strategic plan in 2017 similarly to 2013

Analyzing the data shown in Figure 17, one can see that in 2004-2017 there was a significant increase of the number of CSOs that have a strategic plan for three or more years (13% in 2004[34] and 49% in 2017), regardless of a decrease of the respective value between 2013 and 2017.

Figure 15. CSOs that have written strategic plans[35], 2002 – 2017
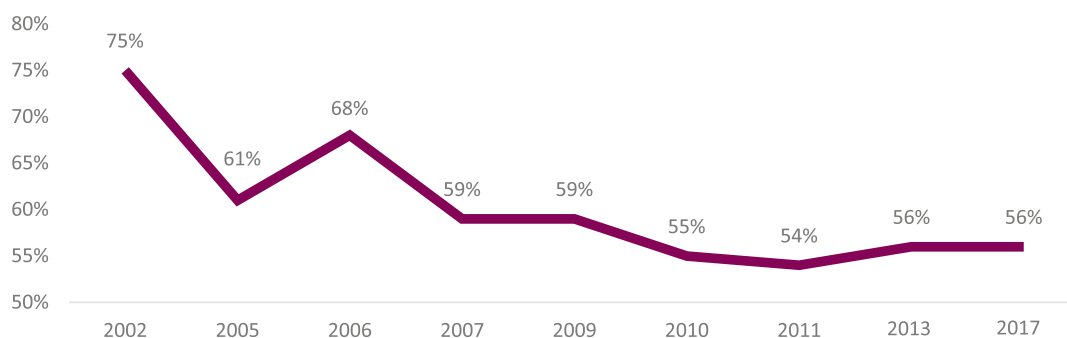
According to the 2018 survey data concerning the period covered by a strategic plan (see Figure 16), 49% of the surveyed organizations having a plan indicated that it covers three or more years. This is 6% less than in 2013[36]. As of 2017, 27% respondents have a strategic plan for one year, and 21% surveyed CSOs have a strategic plan for two years.

Figure 16. Period covered by a strategic plan[37], 2017, N=436
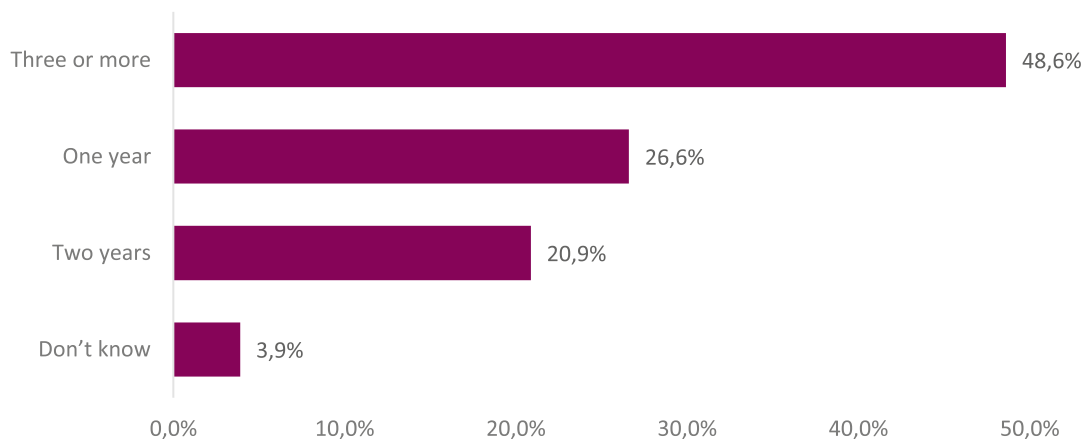
Analyzing the data shown in Figure 17, one can see that in 2004 – 2017 there was a significant increase of the number of CSOs that have a strategic plan for three or more years (13% in 2004[32] and 49% in 2017), regardless of a decrease of the respective value between 2013 and 2017.

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[34] Difference is not meaningful at the level of 1%
[35] Question №17 of the questionnaire
[36] Difference is not meaningful at the level of 1%
[37] Question №17 of the questionnaire
[38] Difference is not meaningful at the level of 1%

Figure 17. Period covered by a strategic plan in 2004 – 2017, N=436

One year   Two years   Three or more years
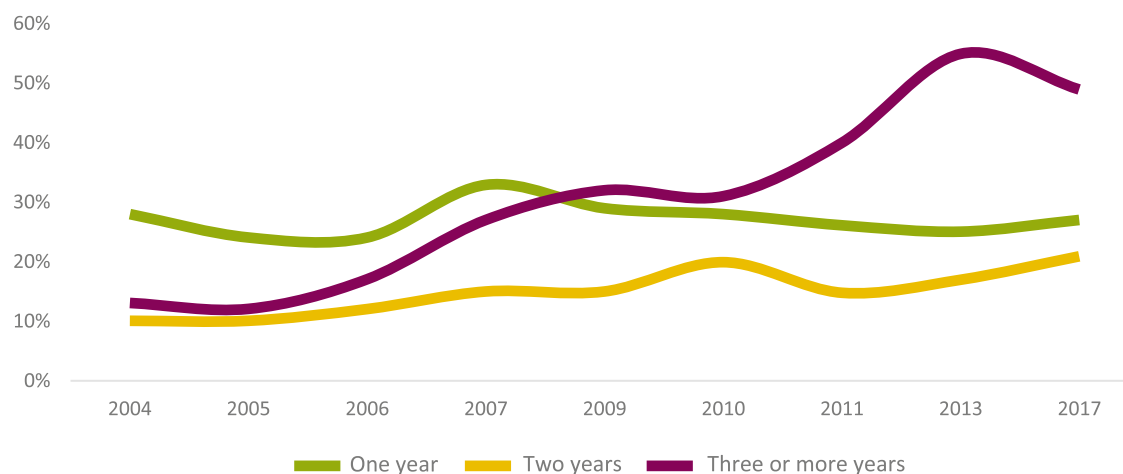
Figure 18. Involvement of governing bodies in strategic planning, 2013 – 2017

2017 Year   2013 Year
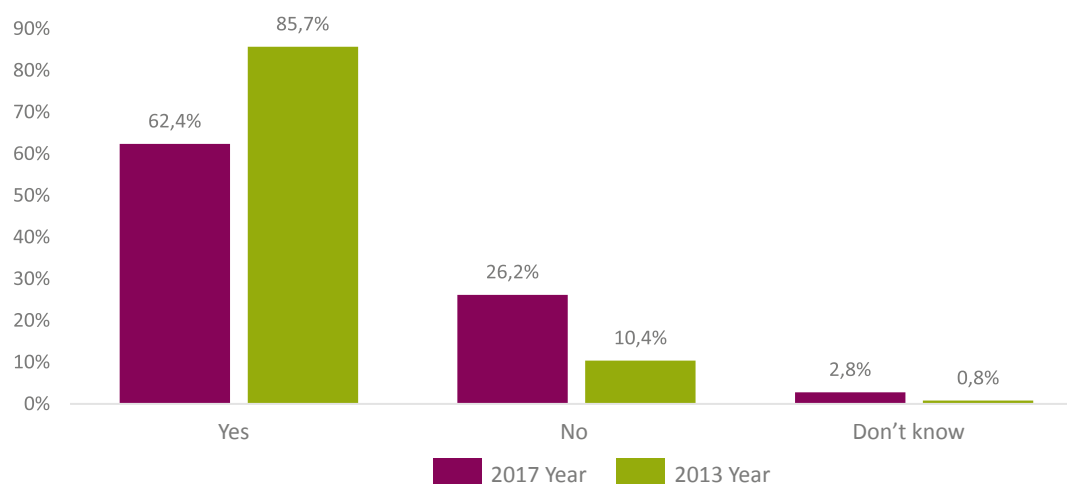
In 2018, the respondents were asked whether they carry put an organizational analysis before strategic planning. Only 44% respondents said Yes (almost the same as in 2014). At the same time, 64% respondents out of those that carry out organizational analysis mentioned that they take into consideration the results of such assessment during strategic planning, which is by one third less than in 2014.

Conclusion

The received data demonstrate that slightly more than a half of the surveyed organizations have a strategic plan. Over the last fifteen years, one can see a trend toward a decrease of the share of CSOs having a strategic plan. The period covered by the plan in the majority of CSOs that have it totals three or more years. Although in the majority of organizations (62%) the strategic plan is developed by a collective governing body, the head of members of the organization, the level of their involvement decreased compared to 2013. In 2017, the number of organizations that carry out strategic assessment before strategic planning remained at the level of 2013, but in 2017 every third CSO did not take its results into account during strategic planning.

On average, a surveyed CSOs has

7 permanent employees

3.3. GOVERNING BODIES AND LEADERSHIP. HUMAN RESOURCES

In 2017, 76% surveyed CSOs have at least one representative of the target group in their collective governing body. This is 8% less compared to the results of the 2014 survey.

In 2017, less than a half of the surveyed CSOs (46%) had permanent salaried staff. This figure fluctuates from year to year. For instance, in 2013 it totaled 41%, in 2011 – 45% of the surveyed CSOs, and in 2010 there were 41% (same as in 2013). It should be mentioned that the largest number of permanent salaried employees was reported by the organizations during the period from 2002 to 2007 (in 2007 – 58%, in 2006 – 61%, in 2005 – 57%, in 2002 – 64%). Analyzing data in Figure 19, one can see a trend toward an insignificant increase of permanent staff in CSOs starting from 2010.

Figure 19. Share of CSOs that have permanent staff[39] in 2002-2017, N=341
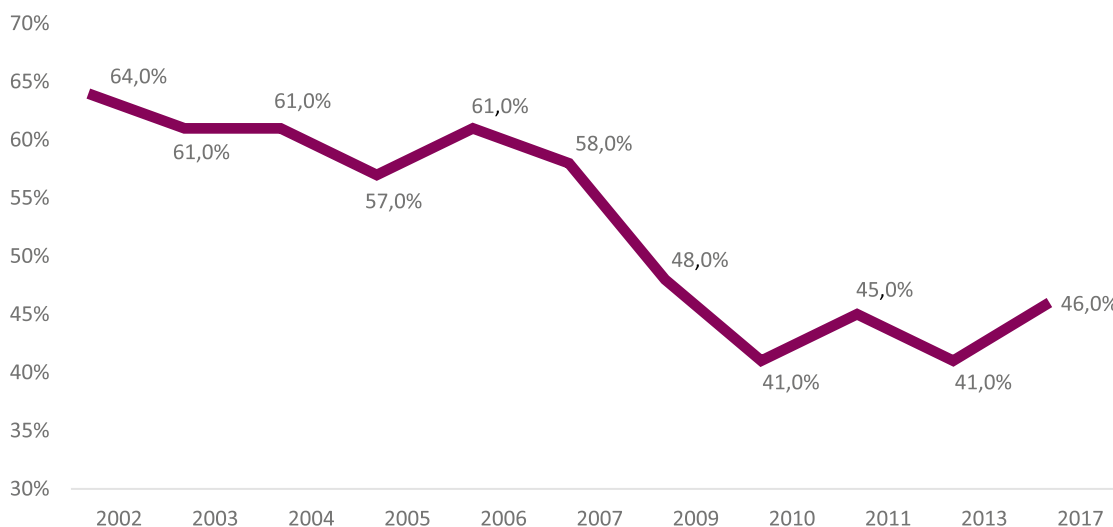
In terms of the regional breakdown, there are no significant differences among CSOs. However, the largest number of organizations having salaried employees are found in the Central region (almost a half of CSOs have paid personnel – 49%), and the lowest number – in Western and Southern CSOs (43% CSOs in each have paid personnel). In the East, 47% CSOs have paid personnel.

Taking into consideration that in the 2018 survey there were CSOs of different organizational legal forms, the average value of the number of permanent (employed) staff members in 2017 totaled 7 persons (in 2013 the maximum number of employees involved in activities of the surveyed CSOs totaled 5). On average, nine persons worked for the surveyed organization under a civil legal agreement, and also nine persons on average worked under an agreement on provision of services.

More than one third of respondents (36%) mentioned that the number of salaried employees in their organizations did not change over the last year. Even if there were some changes, they were mostly related to the changes in financing, and only then to the organizational capacity and changes in activities of the organization (40% and 20% respectively). However, the reported number of permanent employees in 2017 is still higher compared to the previous years, which can be explained by the fact that the 2018 survey sampling included all forms of civil society organizations, and not only public associations and charity organizations like in the previous surveys.

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[39] Question №21 in the questionnaire

An average salary of employed staff of the surveyed CSOs in 2017 fluctuated from 4,535UAH ($174[40]) to 10,369UAH ($399), and totaled 7,452UAH ($287). It should be reminded here that, according to the data provided by the State Statistics Service of Ukraine[41], an average salary in Ukraine in 2017 totaled 7,105UAH ($273) per one full-time employee. For comparison, an average monthly salary of a worked in the social assistance sphere in 2017 totaled 4,977UAH ($191). At the same time, an average amount of payments/honorarium for implementers under a civil legal agreement signed by the surveyed CSOs in 2017 fluctuated from 2,650UAH ($102) to 12,257UAH ($471), and under an agreement on provision of services (individual entrepreneurs) – from 3,768UAH ($145) to 72,050UAH ($2,771).

> **An average salary of full-time employees of the surveyed CSOs in 2017 totaled 7,452UAH ($287), which is 3,47UAH ($13) more than an average salary in Ukraine, and 2,475UAH ($95) compared to the salary of workers in the social assistance sphere**

It would be interesting to compare that from July to August (included) in 2018, GURT was carrying out a mini-survey, within which the users were asked, *Which salary is paid to a qualified middle-level manager in Ukrainian CSOs?*[42]. As a result, 52% respondents said that, in their opinion, a middle-level manager receives a salary below 5,000UAH ($192), and 36% respondents indicated a salary from 5,000UAH ($192) to 10,000UAH ($385). In other words, according to the findings of online survey conducted by GURT, a half of managers in Ukrainian CSOs receive a salary below average[43].

More than one third of the surveyed organizations (39%) have written job descriptions for employees, which is a half compared to the results of the previous survey (in 2013 this figure totaled 81%). A half (53%) of organizations surveyed in 2018 have written internal administrative rules and procedures that is 5% more compared to 2013 (when it totaled 48%).

In the majority (86%) of the surveyed CSOs, decision making on programs and activities of the CSO always involves the head of the organization, always or in the majority of cases (41% and 33% respective) this process involves a collective government body, salaried employees – mostly in the majority of cases (18%), members of the organization – in the majority of cases or from time to time (28% and 27% respectively). As to the including volunteers in the decision-making process in organizations, a half of them (49%) are included to some extent (from "always" (3%) – to "sometimes" (20%)) in the decision-making process while one third of them (34%) are "never" involved in decision making.

Therefore, a governing management body and members of the CSO as well as staff of the organizations and volunteers are rather often involved in development of administrative rules and procedures. This demonstrates that management in the organization includes all shareholders and those who it concerns. Heads of CSOs mostly (74% of the surveyed organizations) delegate their authorities related to program-matic and/or administrative tasks so that the organization can work in their absence.

Conclusion

In 2017, there was an in crease of the number of CSOs that have permanent staff. With regard to other indicators related to human resources of CSOs, there were no significant changes, except for an increase of the number of permanent employees by 2 persons. There was a decrease by a half of the number of organizations having written job descriptions of their employees. The indicators characterizing the process of making decisions in programs and activities of CSOs, in 2017 the role of the head increased significantly (by 13%) compared to 2013.

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[40] Using the average annual exchange rate $1 = 26,00 UAH
[41] Dynamics of an average salary by types of economic activities in 2010 - 2017 // Health care and provision of social services // http://www.ukrstat.gov.ua/
[42] In our survey, we asked a question, "What are the boundaries of salary/honorarium for salaried implementers – staff members?"
[43] https://gurt.org.ua/news/recent/47860/

75%
of the surveyed CSOs are membership organizations

3.4. MEMBERSHIP

In 2018, 75% of the surveyed organizations responded that they are membership organizations. Out of them, 27% have from 11 to 30 members, and 23% of civil society organizations have more than 100 members. Figure 20 shows the breakdown of CSOs by the number of members

Figure 20. Breakdown of CSOs by number of members[44], persons, %, 2017, N=580
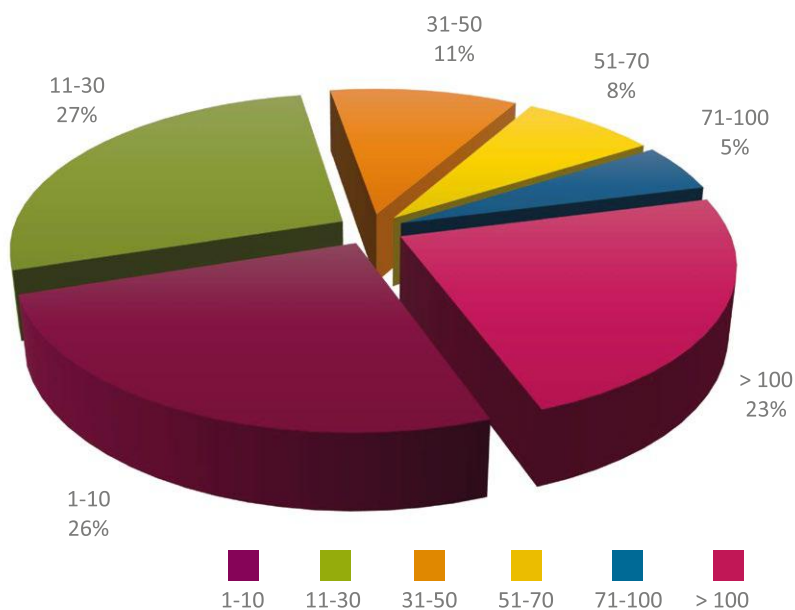
31% of the organizations surveyed in 2018 (37% in 2014) responded that the number of members in their organizations increased compared to the previous year, 54% organizations mentioned the number of members remained the same, and 12% respondents indicated that the number of members decreased.

Figure 21. Who involves new members in CSO activities[45], 2013 – 2017

- Initiative of the new members: 87,5% / 25,5%
- Through personal contacts: 72,8% / 25,1%
- Through employees: 35,3% / 13,1%
- Organize special campaigns: 26,1% / 14,0%
- Publication of information in mass media: 20,1% / 9,0%
- Other: 8,2% / 3,4%

2017 Year | 2013 Year
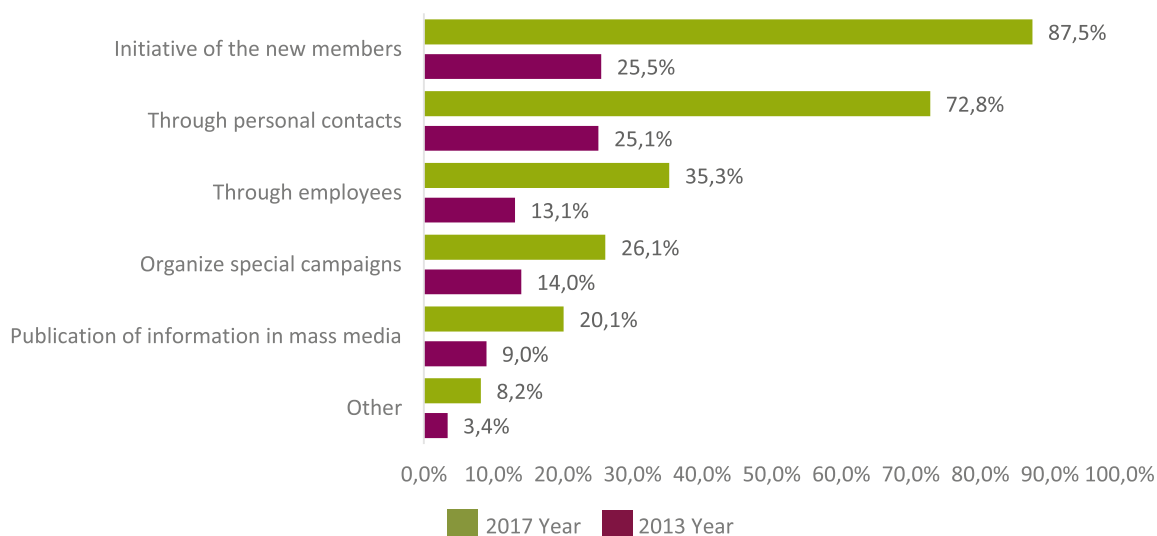
[44] Question №31 in the questionnaire
[45] Question №33 in the questionnaire

The surveyed CSOs were able to select all possible answers that suited them about who involves new members. In 2017, 88% of the surveyed organizations (26% in 2014) stated that the method of involving new members was the initiative of new members as well as personal contacts of CSO members (in 2018, this was mentioned by 73% respondents, and in 2014 – 25% respondents – Figure 21). 26% respondents organized special campaigns to involved new members, and 35% respondents involved new members through their own employees. Announcements and publication of information in mass media lead to an increase of the number of members only in 20% civil society organizations. A significant difference in the values of the 2018 survey compared to the previous survey held in 2014 is the fact that respondents indicated several options more frequently.

> **Conclusion**
>
> Reponses of CSOs leaders in the 2018 survey demonstrate that over the last fifteen years, the number of membership organizations and the methods of involving new members did not change significantly but became more diverse.

3.5. WORK WITH VOLUNTEERS

Based on the results of the 2018 survey, 52% of the surveyed organizations work with volunteers (this value is the lowest for the last sixteen years; for instance, in 2013 it totaled 67%). On average, a CSO has 17 volunteers (this figure is almost the same compared to the 2014 survey (16 individuals)). Such a large average number can be explained by the fact that some organizations have a big number of volunteers, and this, in its turn, influences the average figure for the sector. On average, a volunteer spends 5 hours per week working for the organization (in 2013 – 6 hours). Figure 22 shows a social portray of volunteers working for CSOs that participated in the survey in 2002–2017.

52%
of surveyed CSOs work with volunteers

Figure 22. CSO volunteers[46] in 2002-2017

Legend: Students, Service recipients, Others, Elderly people

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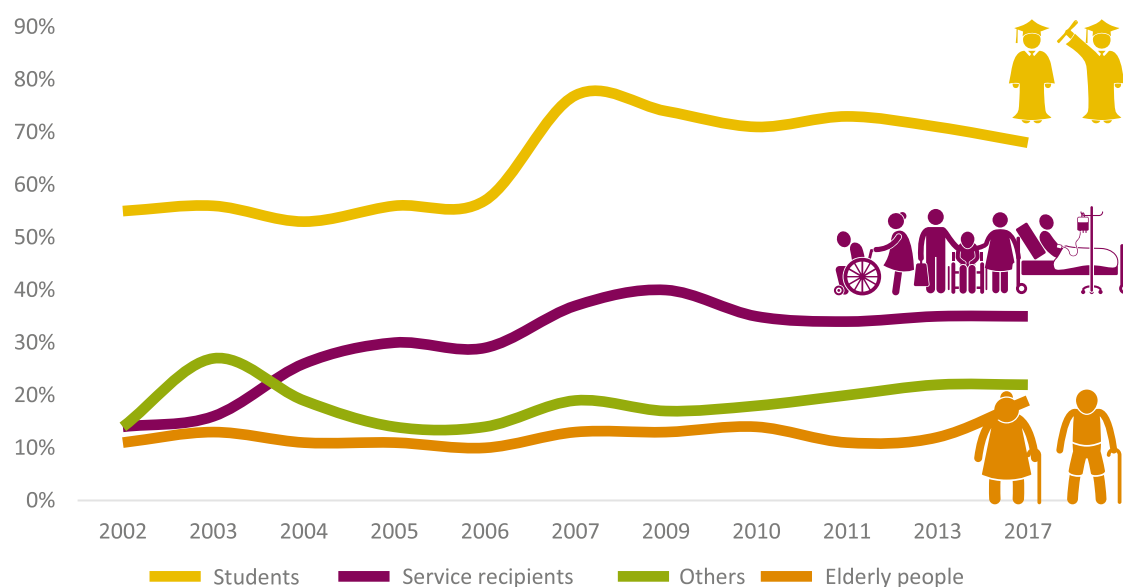
[46] Question №37 in the questionnaire

The results of the 2018 survey demonstrate that in the majority of CSOs, volunteers are again students (68%) (14% in 2002, and the highest number reported in 2007 – 77%, 71% – in 2013). Among other groups of volunteers, there are service recipients (35%), unemployed individuals (9%), elderly people (19%) (the lowest number reported in 2002 – 11%), housewives (17%). If we compare this to 2013, we see that the number of volunteers among elderly people increased by 6%, and among housewives – by 7% whereas there is a slight decreased of the number of volunteers among students and unemployed individuals (both – by 3%). During the last sixteen years, there has been an increase of the number of CSOs that involve recipients of services as volunteers, and this trend stays at the level of 2017. For instance, in 2002 only 14% respondents involved service recipients as volunteers compared to 35% in 2013 and in 2017[47].

In 2018, remuneration of volunteers for their work was studied. The survey results demonstrated that 45% respondents remunerate volunteers for their work (in 2013 – 60%). In the majority of such CSOs (98%) this is done in the form of the possibility to receive knowledge (compared to 2013, this indicator increased by 10%), in 72% – to receive information assistance, and in 43% – career promotion.

Conclusion

A half of the surveyed organizations work with volunteers. Comparing data for 2002-2017, it can be seen that there is a gradual growth of the number of organizations cooperating with volunteers. Most frequently, volunteers are students, recipients of services, elderly people, and housewives.

3.6. MATERIAL RESOURCES OF CSO

Availability of material resources is an important element of the organization's capacity to perform its mission and carry out respective activities. Furthermore, material resources of CSOs demonstrate the level of viability and independence of the organization. For instance, availability of its own office premises enables the organization to work and provide services even in the absence of financial support from external sources. However, recently there has been a trend toward remote work or work in co-working spaces, yet such forms of work can influence performance. Available material resources mentioned by CSOs leaders are shown in Table 6.

Analyzing the data shown in Table 6. One can see that in 2017 there was a significant decrease of the number of organizations having certain types of material resources. Having analyzed the survey data we can conclude that the number of surveyed CSOs that received office furniture free of charge fluctuated at around 20% during 2002-2017. The number of organizations having premises provided free of charge in 2017 is at the lowest level for all years of survey – 23% (the highest number – 40% – was reported in 2002). Furthermore, there is a decrease of the number of organizations that have *rented premises* – in 2017, this is the lowest figure for all years (in 2007, the highest figure achieved 53%, and in 2017 – 36%). Instead, there is an increase of the number of organizations that have their *own premises*[48], especially when compared to the previous research conducted in 2014, with the 2017 figure increase by 6%.

The number of computers increased significantly in 2009 and 2013, but there was a sharp decrease in 2017 – by 9%. In 2017, 28% CSOs still had no access to the Internet and e-mail. The level of access to the Internet and e-mail, if comparing with the highest indicator of 2013, decreased by 8%. Furthermore, one can see a gradual decrease of the difference between the number of organizations having computers and the organizations having access to the Internet.

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[47] Difference is not meaningful at the level of 1%
[48] Difference is not meaningful at the level of 1%

Table 6. Material resources of CSOs[49] in 2002–2017, %

Elements of material resources	2002		2003		2004		2005		2006		2007		2009		2010		2011		2013		2017	
Premises provided free of charge	40	–	38	–	37	–	35	–	30	–	28	▲	35	–	35	–	31	–	33	▼	23	▼
Own premises	–		11	–	13	–	14	–	12		11	–	11	–	12	–	11	–	9	▲	15	▲
Rented premises	40	▲	47	–	44	–	45	–	48	▲	53	▼	47	–	46	–	47	–	43	▲	36	▼
Office furniture	59		70	–	70	–	71	–	70	–	73	–	74	–	72	▼	66	▲	72	▼	54	▼
Phone	65	▲	82	–	79	▲	83	–	84	–	82	–	84	▼	76	–	75	▼	66		–	
Fax	40	▲	50	–	48	–	51	–	51	▲	59	–	54	–	50	–	49	–	44		–	
Photocopier	37	▲	45	–	43	–	46	–	47	▲	55	–	56	–	59	–	62	–	65	▼	57	▼
Computer	55		76	–	75	–	79	–	81	–	82	–	84	–	82	–	82	–	84	▼	75	▼
E-mail and Internet access	47	▲	67	–	65	–	67	▲	75	–	75	–	79	–	77	–	79	–	80	▼	72	▼
Vehicle	9	–	12	–	11	–	9	–	12	–	11	–	10	–	11	–	12	–	10	–	8	▼
Presentation equipment	–		–		–		–		–		–		–		–		–		–		38	

Conclusion

Analysis of material resources of CSOs in 2002–2017 continued to demonstrate compliance of material resources of CSOs with overall social trends in Ukraine. However, compared to the previous years, 2017 saw a significant decrease of the number of organizations having some type of material resources. For Ukrainian CSOs, the most accessible items are computers, Internet, photocopiers, office furniture, and presentation equipment. At the same time, not many can boast they have their own premises or a vehicle, or premises or a vehicle provided free of charge or rented.

3.7. SOURCES OF CSO FINANCING

This section describes the sources of financing of Ukrainian CSOs, analyzes the shares of financing provided from different sources, and provides information about the size of the budget of organizations. In this way, it assesses diversity and intensiveness of involvement of sources of financing by organizations, the share of each sources, and the amount of provided funds as well as shows the dynamics of the change in the size of annual budgets of the surveyed civil society organizations.

In addition to financial issues as such, the respondents also answered questions about availability of the written plan of fundraising for at least a year. Availability of such plan demonstrates that the organization has financial planning in accordance with its mission, strategic plan and activity areas, and not just a response to the donor's announcements about competitions and grants. As of 2017, only 30% surveyed organizations have a written plan of fundraising. This figure decreased by 4% compared to the results of the 2014 survey (34%)[50] and, eventually, returned to the positions of 2010.

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[49] Question №63 in the questionnaire
[50] Difference is not meaningful at the level of 1%

Only **30%** of CSOs have a fundraising plan

More than a half of respondents develop annual budgets (54%). However, the situation with availability of written financial administrative expenses of the organization separate from financial plans of the projects remains at a some-what lower level than availability of a fundraising plan. In 2017, the number of organizations whose administrative budget is separated from project budgets increased to 39% (in 2013 and in 2011 it totaled 26%, and in 2010 – 32%[51]).

Figure 23 demonstrates the sources of CSO financing. Percentage shown in the figure reflects the number of organizations that receive financing from a respective source. All questions related to financing in the questionnaire referred to a calendar year.

An average share of a specific source of financing in the budget of the organization provides a more complete picture of the sources of financing of the Ukrainian CSOs sector. Analyzing the data shown in Figure 23 and Table 6, one can come to conclusions on the budget of an average CSO. For instance, support from the business sector was mentioned by 22% of the surveyed CSOs (in 2013 – 40%, yet the share of charity donations from business in 2017 totals 8% in the budget of organizations (here and further – taking into consideration all organizations, including those that do not mention assistance from the business sector). The number of CSOs that received financing from international donors decreased significantly compared to 2013 and totaled 40% of surveyed CSOs (2013 – 53%), but in the annual budget, the share of grants from international organizations totaled 33% (2013 – 36%). Analyzing the data shown in Table 7 one can come to a conclusion that in 2017 the share of grants from international organizations decreased compared to 2013. Payments from the state and local budgets were received by 20% of respondents (same as in 2013), but they account only to 7% in the CSOs budget (the figure of 2013 did not change). Donations from citizens are received by 31% (2013 – 43%) of the surveyed organizations, and their share in the budget totals only 12% (14% in 2014). Grants from local organizations are received by 14% CSOs (2013 – 13%), and their share in the budget totals 5% (2% lower than in 2014). The organization own commercial activities were a source of financing for 6% (figures in 2013 were 4% higher) of respondents, but their share in the budget accounts only for 3%, as in 2014. The share of membership fees in the CSOs budget increased significantly – from 13% to 23%, which is explained by inclusion in the survey of such organizations as trade unions and condominiums.

Table 7 gives a possibility to see the share of each source in the CSOs budget and the changes of these indicators that took place in 2002 - 2017.

Table 7. Share of various sources of financing in the budget of an average CSO[52] in 2002-2017, %

Sources of income	2002		2003		2004		2005		2006		2008		2009		2011		2013		2017
Charity donations from citizens	11	–	11	–	12	–	11	–	12	–	11	–	12	–	12	–	14	▼	12
Grants from local organizations	3	–	3	–	4	–	5	–	5	–	4	–	5	–	3	–	7	▼	5
Membership fees	12	–	14	–	12	–	9	–	12	–	10	-	10	–	13	–	13	▲	23
Organization's own commercial activities such as social entrepreneurship	4	–	3	–	4	–	4	–	4	–	3	–	3	–	3	–	3	–	3
State budget	11	–	10	–	9	–	10	–	10	–	13	–	10	–	8	–	7	–	7
Charity donations from business	20	–	21	–	19	–	19	▼	15	–	16	–	14	–	13	–	13	▼	8
Grants from international organizations	35	–	32	▲	37	–	38	–	39	–	41	–	43	–	45	▼	36	▼	33
Other sources	4	–	6	–	3	–	4	–	3	–	2	–	3	–	3	–	7	▲	9
Total	100		100		100		100		100		100		100		100		100		100

[51] Difference is not meaningful at the level of 1%
[52] Question №46 in the questionnaire

Figure 23. Sources of CSO financing[53] in 2002 – 2017, N=741

Membership fees
- 28,0%
- 33,0%
- 39,0%
- 55,0%
- 33,0%
- 36%
- 35,0%
- 33,0%
- 35%
- 39,0%

Charity donations from citizens
- 22,0%
- 26,0%
- 44,0%
- 52,0%
- 40,0%
- 42%
- 41,0%
- 38,0%
- 43%
- 31,0%

State budget
- 36,0%
- 36,0%
- 26,0%
- 44,0%
- 28,0%
- 36%
- 22,0%
- 21,0%
- 20%
- 20,0%

Charity donations from business
- 37,0%
- 38,0%
- 51,0%
- 34,0%
- 41,0%
- 45%
- 40,0%
- 38,0%
- 40%
- 22,0%

Grants from international organizations
- 69,0%
- 68,0%
- 51,0%
- 27,0%
- 53,0%
- 55%
- 53,0%
- 56,0%
- 53%
- 14,0%

Grants from local organizations
- 22,0%
- 29,0%
- 12,0%
- 13,0%
- 17,0%
- 15%
- 12,0%
- 13,0%
- 20%
- 20,0%

Organization's own commercial activities
- 30,0%
- 32,0%
- 12,0%
- 11,0%
- 11,0%
- 10%
- 9,0%
- 9,0%
- 10%
- 6,0%

Other
- 44,0%
- 55,0%
- 7,0%
- 10,0%
- 7,0%
- 6%
- 8,0%
- 8,0%
- 10%
- 11,0%

Legend: 2002, 2003, 2004, 2005, 2006, 2008, 2009, 2011, 2013, 2017

[53] Question №45 in the questionnaire

Figure 24. Sources of CSO financing and their share in the organization's budget, 2017, N=741

Source	Sources of financing	Share of organizations receiving financing
Grants from international organizations	33,2%	40,4%
Membership fees	23,2%	38,8%
Charity donations from citizens	11,6%	31,1%
Other	8,1%	10,9%
Charity donations from business	7,9%	22,2%
State and local bidet	7,3%	19,6%
Grants from local organizations	5,3%	13,8%
Organization's own commercial activities	3,3%	5,9%

■ Sources of financing   ■ Share of organizations receiving financing

From Figure 24 one can see a share of sources of financing in the budget by regions. Membership fees has a larger share for CSOs in the South, and the lowest – for the Western CSOs. The share of the state and local budget is higher for CSOs in the Center, and equal for CSOs in the West and in the East. The budget share of such source as grants from local organizations, similar to the share of grants from international organizations, is higher for Eastern organizations and lower for Southern organizations. The share to charity donations from citizens is higher for Western CSOs and almost equal for Eastern and Central organizations. The share of charity donations from business is almost the same for CSOs in the East and in the West, and the lowest for the Southern CSOs. The share of the organization own commercial activities is the lowest in the budgets of Southern CSOs and almost equal in the budgets of Central and Eastern organizations. Domination of certain sources in regional breakdown looks as follows: for Western CSOs, the dominating source is *charity donations from citizens*, for Southern – *membership fees*, for Central and Western – *grants from international organizations*.

Figure 25. Sources of financing of CSOs in the Western region, 2017, N=231

Source	Sources of financing	Share of organizations receiving financing
Grants from international organizations	28,3%	36,8%
Charity donations from citizens	17,6%	39,4%
Membership fees	16,2%	34,6%
Charity donations from business	10,9%	27,3%
State and local budget	6,8%	19,9%
Grants from local organizations	3,7%	10,4%
Organization's own commercial activities	2,6%	4,3%

■ Sources of financing   ■ Share of organizations receiving financing

Figure 26. Sources of financing of CSOs in the Southern region, 2017, N=93

Source	Sources of financing	Share of organizations receiving financing
Membership fees	45,4%	53,8%
Grants from international organizations	19,2%	21,5%
Charity donations from citizens	17,2%	29,0%
State and local budget	4,5%	7,5%
Charity donations from business	2,9%	11,8%
Grants from local organizations	2,1%	6,5%
Organization's own commercial activities	1,2%	2,2%
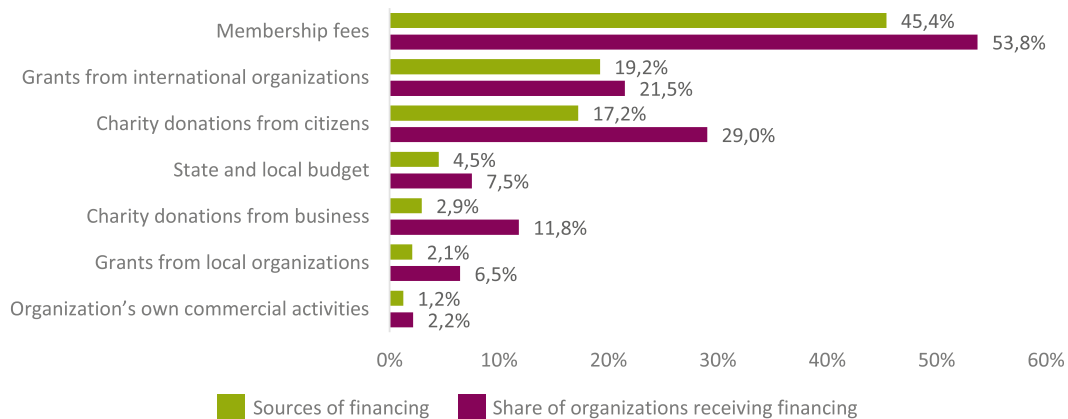
Figure 27. Sources of financing of CSOs in the Eastern region, 2017, N=143

Source	Sources of financing	Share of organizations receiving financing
Membership fees	37,9%	49,0%
Grants from local organizations	21,8%	41,3%
Charity donations from business	10,7%	23,8%
Charity donations from citizens	8,6%	25,9%
Organization's own commercial activities	7,0%	26,6%
State and local budget	5,5%	7,7%
Sources of financing	5,2%	19,6%
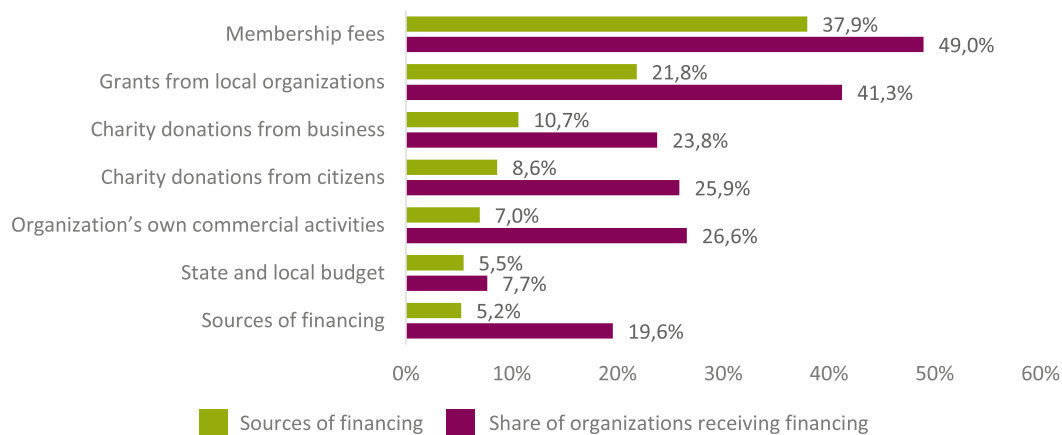
Figure 28. Sources of financing of CSOs in the Central region, 2017, N=273

Source	Sources of financing	Share of organizations receiving financing
Grants from international organizations	39,6%	45,4%
Membership fees	22,3%	35,9%
State and local budget	9,9%	23,4%
Charity donations from citizens	7,1%	27,1%
Charity donations from business	6,7%	19,4%
Grants from local organizations	5,0%	13,9%
Organization's own commercial activities	3,4%	7,7%
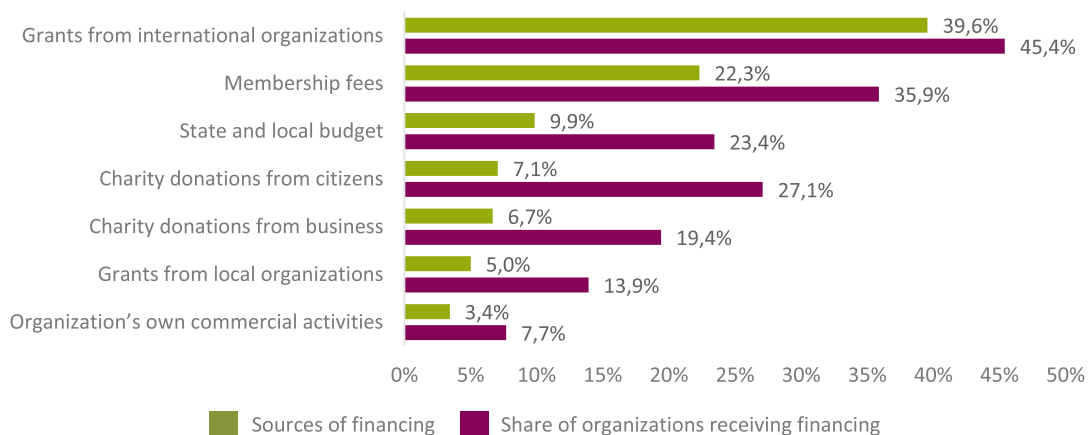
Table 8 shows the size of the budget of the surveyed organizations in 2002 – 2017.

Table 8. Breakdown of CSOs by the size of budget[54] in 2002 – 2017, %

Size of budget[55]	2002		2003		2004		2005		2006		2008		2009		2011		2013		2017
$0 – $500	26	–	25	–	24	▼	21	▼	7	▲	15	–	16	▼	13	▲	19	▼	15
$501 – $999	11	–	10	–	12	–	13	▲	18	▼	11	–	9	–	8	–	8	–	9
$1,000 – $4,999	17	–	20	–	18	–	18	▼	7	▲	16	–	17	–	18	–	16	▲	20
$5,000 – $9,999	12	–	12	–	11	–	9	▲	15	–	13	–	14	▼	11	–	12	–	11
$10,000 – $19,999	10	–	9	▲	12	–	11	▲	15	▼	10	–	11	▲	14	▼	11	–	11
$20,000 – $29,999	4	–	6	–	6	–	8	–	10	▼	7	–	7	–	9	–	7	–	5
$30,000 – $49,999	3	–	3	–	4	–	6	–	8	–	7	–	7	–	6	–	7	–	6
More than $50,000	6	–	5	▲	8	–	9	▼	5	▲	12	–	10	–	10	▲	14	–	15
Don't' know / no answer	11	–	10	▼	5	–	5	▲	15	▼	9	–	9	–	11	▼	6	–	8
Total	100		100		100		100		100		100		100		100		100		100

In 2002-2017, there were sharp fluctuations of the number of CSOs with the annual budget under $500. Whereas between 2002 2005 their share was from 26% to 21%, in 2006 this figure decreased several times, and totaled only 7%. From 2008, the share of organizations with the minimum budget stays at the level of 13-19%.

In 2017, changes in the majority of categories of the CSOs budget did not exceed 1-2%. The only exception is the share of organizations with the budget of $1,000 – $4,999, which increased by 4%, namely from 16% to 20%, and with the budget above $0 – $500, the share of which, on the contrary, decreased by 4% compared to 2013. The largest number of the surveyed CSOs (20%) have a budget of $1,000 – $4,999, 15% of the surveyed organization have the budget of $0 – $500, and the same percentage – more than $50,000.

In terms of the regional breakdown, we have the following figures (see Table 9). Out of the surveyed CSOs in the Center, there are more organizations with the budget exceeding $50,000, and the lowest number can be seen in the Southern region. On the contrary, in the Southern and Western regions (among other regions and inside the region) there are more CSOs with the budget up to $4,999.

Table 9. Breakdown of CSOs by the size of budget by regions, 2017, % N=741

Size of budget[56] / Region	West	South	East	Center
$0 – $500	10	24	15	16
$501 – $999	12	15	7	6
$1,000 – $4,999	25	26	19	14
$5,000 – $9,999	17	8	8	9
$10,000 – $19,999	10	10	11	12
$20,000 – $29,999	4	5	6	6
$30,000 – $49,999	7	3	12	4
More than $50,000	10	4	12	24
Don't' know / no answer	5	5	10	9
Total	100	100	100	100

[54] Question №47 in the questionnaire
[55] Using the average annual exchange rate $1 = 26,00 UAH
[56] Using the average annual exchange rate $1 = 26,00 UAH

Conclusion

Only one third of the surveyed organizations (30%) have a fundraising plan. The highest number of organizations receives funds from membership fees, the share of which in the budget totals 23%, which can be explained by a large number of membership organizations (trade unions, condominiums) included in the survey this year. Not less popular source of CSO financing is *grants from international organizations*, the share of which in the budget of organizations slightly decreased compared to 2013 and totaled 33% of the budget. Since 2013, one can see a decrease of dependence of CSOs on international donors, which in в 2011 totaled 45% of the CSOs budget. The share of *charity donations from citizens* and *charity donations from business* somewhat decreased, same as *grants form local organizations*. There were no changes in financing of CSOs from the *state budget* ad their *own commercial activities*. With regard to the domination of specific sources in regional breakdown: in Western CSOs the dominating source in the budget is *charity donations from citizens*, in Southern – *membership fees*, in the Central and Western – *grants from international organizations*.

Every fifth CSO in 2017 had a budget from $1,000 to $4,999. Conventionally, an average level of CSOs (median) stays between $5,000 and $9,999 with a trend toward increase. The largest number of organizations are those with a small budget, under $4,999, can be found in the Southern region, and those with the highest budget – in the Central region. In Western CSOs the dominating source in the budget is *charity donations from citizens*,

SUPPORT FROM THE STATE

This part of the report analyzes financial and in-kind assistance from the state.

18% CSOs mentioned that in 2017 they received financial assistance from the state. 25% received financial assistance in the amount under $500 (see Figure 29). It should be mentioned that this indicator decreased by 2% compared to the previous year, and is a half of the 2002 indicator. The respective amount returned to the level of 2006[57]. Attention should be paid to the growth of financial support in the amount from $1,000 to $1,999 and from $4,000 to $9,999 as well as a rapid decrease of support in the amount from $2,000 to $3,999.

Only **18%** CSOs received financial support from the state in 2017

12% CSOs received in-kind assistance from the state or local self-government bodies, namely in the form of premises provided free of charge, office furniture, etc. Therefore, one can talk about a further decrease of the number of CSOs receiving in-kind assistance from the state or local self-government bodies (16% in 2013, 20% in 2011, 47% in 2009, 41% in 2008[58], 38% in 2006[59]). In 2017, 48% of these organizations received in-kind support in the amount under $500 (2013 – 41%, 2011 – 40%, 2009 – 47%[60], 2008 – 41%[61], 2006 – 38%[62], 2005 – 49%, 2004 – 55%, 2003 – 64%, 2002 – 65%) (see Figure 30). It should be mentioned that in 2017 there was no change whatsoever in the number of respondents that received in-kind assistance in the amount between $4,000 and $9,999 (9%) (9% in 2013, 2% in 2011 and 5% in 2009[63]). At the same time, there was a return to the level of 2009-2011 of the share of respondents receiving assistance in the amount from $2,000 and $3,999 (10% in 2017, 5% in 2013, in 2011 and 2009 – 11% and 9% respectively[64]).

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[57] Difference is not meaningful at the level of 1%
[58] Difference is not meaningful at the level of 1%
[59] Difference is not meaningful at the level of 1%
[60] Difference is not meaningful at the level of 1%
[61] Difference is not meaningful at the level of 1%
[62] Difference is not meaningful at the level of 5%
[63] Difference is not meaningful at the level of 1%
[64] Difference is not meaningful at the level of 1%

Figure 29. Amount of financial assistance for CSO from the state or local self-government bodies[65] in 2002 – 2017

- $0 - $500
- $501 - $999
- $1 000 - $1 999
- $2 000 - $3 999
- $4 000 - $9 999
- More then $10 000
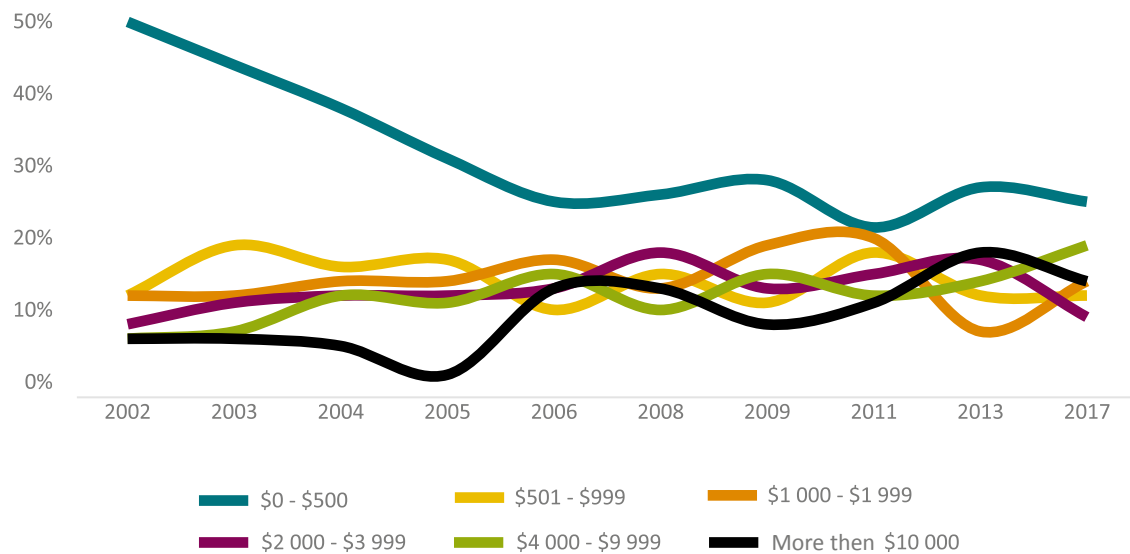
Figure 30. Amount of in-kind assistance for CSO from the state or local self-government bodies[66] in 2002-2017

- $0 - $500
- $501 - $999
- $1 000 - $1 999
- $2 000 - $3 999
- $4 000 - $9 999
- More then $10 000

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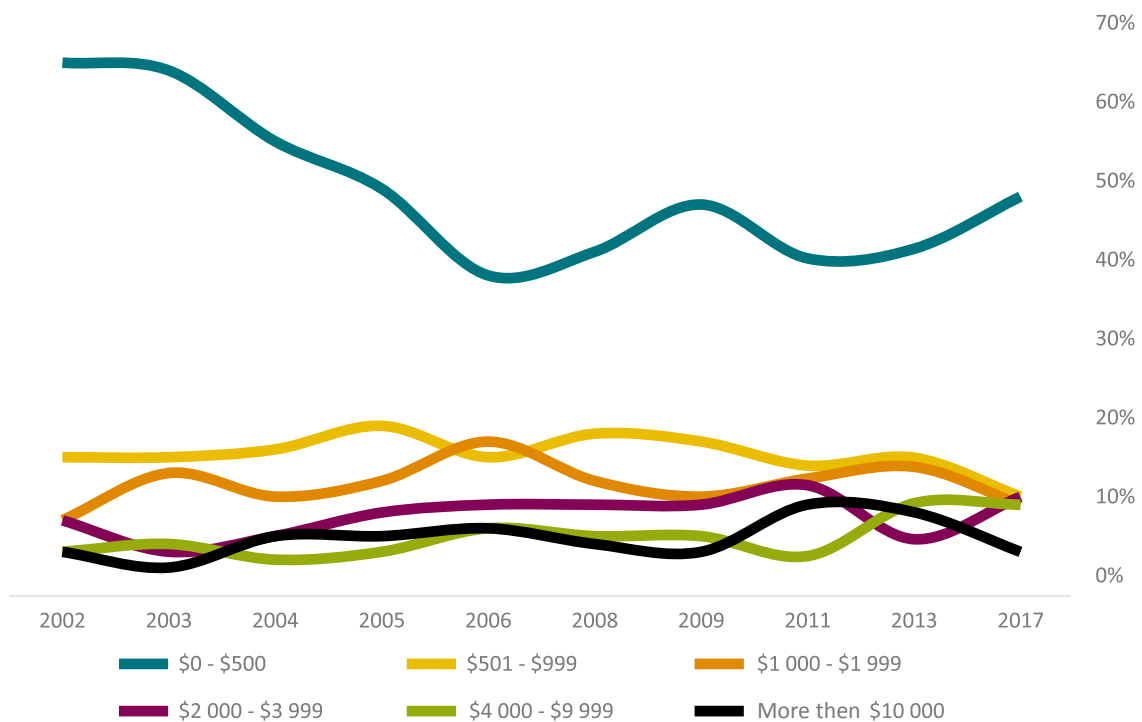
[64] Question №49 in the questionnaire
[65] Question №51 in the questionnaire

Conclusion

In 2017 compared to the previous data for 2013, there was a continued decrease of the number of organizations that received financial and in-kind assistance from executive bodies or local self-government bodies. One should also mention the increase of the uneven nature of such assistance – the increase took place in two diapasons – under $500 and from $2,000 to $3,999. Compared to 2002, one can see a trend toward an increase of in-kind assistance from the state or local self-government bodies in the amount from $4,000 to $9,999 with a slight decrease in 2004 and 2011.

ASSISTANCE FROM LOCAL BUSINESS STRUCTURES

During 2017, the surveyed CSOs received both financial and in-kind assistance from business structures.

24% of the surveyed CSOs in 2017 received financial assistance from local business structures, which is much less compared to the previous survey. 42% of them received assistance not exceeding $500 for a year (30% in 2013, 33% in 2011, 45% in 2009[66], 38% in 2008[67], 36% in 2006), 15% of the surveyed organizations received financial assistance

24% CSOs received financial assistance from local businesses in 2017

in the amount under $2,000 (15% in 2013, 18% in 2011[68]), 12% respondents received financial assistance from business structures in the amount under $1,000 (21% in 2013, 17% in 2011[69]) (see Figure 31). in other words, there was a redistribution of amounts of grants received from business structures – smaller grants are provided to a larger number of organizations.

Figure 31. Financial assistance from local business structures[70] in 2002-2017

Legend: $0 - $500 — $501 - $999 — $1 000 - $1 999
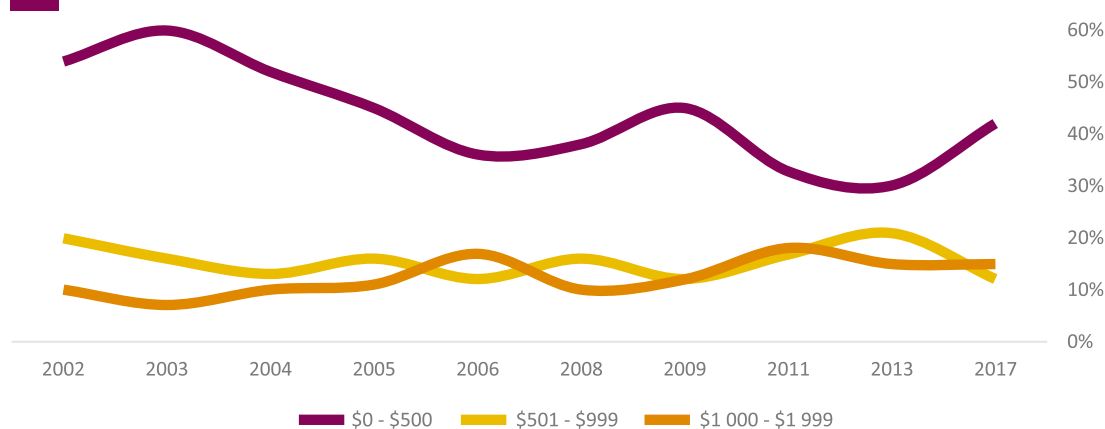
20% CSOs in 2017 received in-kind assistance from business organizations, namely office furniture, phone, presentation equipment, a photocopier, access to e-mail and the Internet, and so on. Approximately one half of the surveyed organizations (48%) out of those that received financial assistance from business organizations received it in the amount under $500 (32% in 2013, 41% in 2011, 50% in 2009[71], 47% in 2008 and 2006[72]). On should also mention a decrease of the amount of in-kind assistance from business in the amount from $501 to $999 (13% in 2017, 21% in 2013, 17% in 2011 and 14% in 2009) and in the

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[66] Difference is not meaningful at the level of 1%
[67] Difference is not meaningful at the level of 1%
[68] Difference is not meaningful at the level of 1%
[69] Difference is not meaningful at the level of 1%
[70] Question №53 in the questionnaire
[71] Difference is not meaningful at the level of 1%
[72] Difference is not meaningful at the level of 5%

amount from $1,000 to $ 1,999 (15% in 2017, 20% in 2013, 14% in 2011, 12% in 2009), and these indicators are equal approximately to the level of 2009. The amount of such assistance is shown on Figure 32.

Figure 32. In-kind assistance from business organizations[73] in 2002-2017

— $0 - $500   — $501 - $999   — $1 000 - $1 999
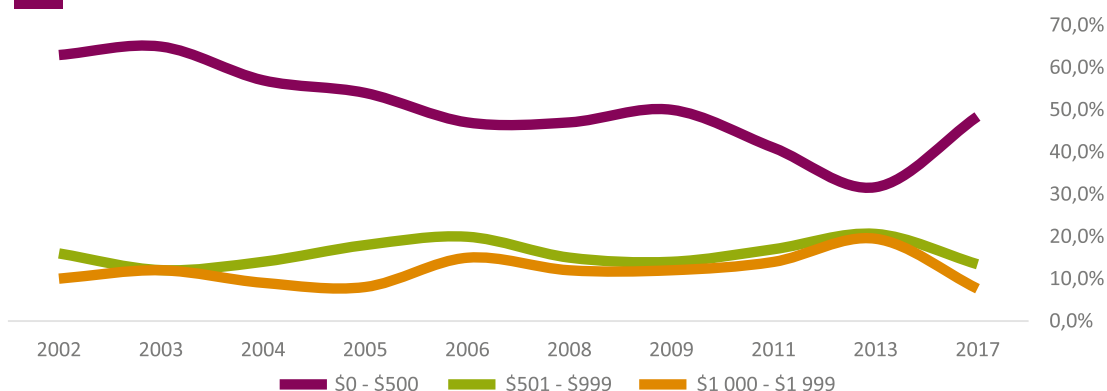
Conclusion

In 2017 compared to 2013, there was a significant decrease (by 11%) of CSOs that received financial assistance from local business structures. The amounts received by almost a half of recipients of assistance (totaling 42%), did not exceed $500 a year – this makes 12% more respondents compared to the previous research. The indicator characterizing financial assistance is approximately equal to the level of 2009. There was a significant decrease (also by 11%) of the number of surveyed CSOs that received in-kind assistance. The largest number of organizations continue to receive in-kind assistance from business in the amount under $500 a year, and their number increased considerably (by 16%). At the same time, the share of those who received in-kind assistance in larger amounts – from $501 to $1,999 (from 8% to 12%). In other words, the trends regarding financial and in-kind assistance for CSOs from business structures are similar.

In 2017, CSOs received financial assistance from citizens in the amounts under **$1,000** (33% respondents) and in-kind assistance (25% respondents), but mostly in small amounts under **$500**

ASSISTANCE FROM CITIZENS

During the financial year of 2017, the surveyed CSOs received both financial and in-kind assistance from citizens. 33% of the surveyed CSOs in 2018 received financial assistance from citizens. Mostly, this was financial assistance – under $500 (56%) and from $501 to $999 (14%). Every fourth CSO (25%) in 2017 received in-kind assistance from citizens. Mostly, this was in-kind assistance – from $500 (60%) and from $501 to $999 (15%).

38% respondents involve financing *in accordance with the strategic plan of the organization*, 23% respondents did it *spontaneously*, 19% organizations – *in the form of a campaign* for fundraising. 22% CSOs informed that they received new sources of financing compared to the previous year. Distribution of new sources of financing is shown on Figure 33.

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[73] Question №55 in the questionnaire

Figure 33. New sources of CSO financing[74] in 2017, N=190

Legend:
- Grants
- Membership fees
- State budget
- Charity donations from business
- Charity donations from citizens
- Organization's commercial activities
- Other
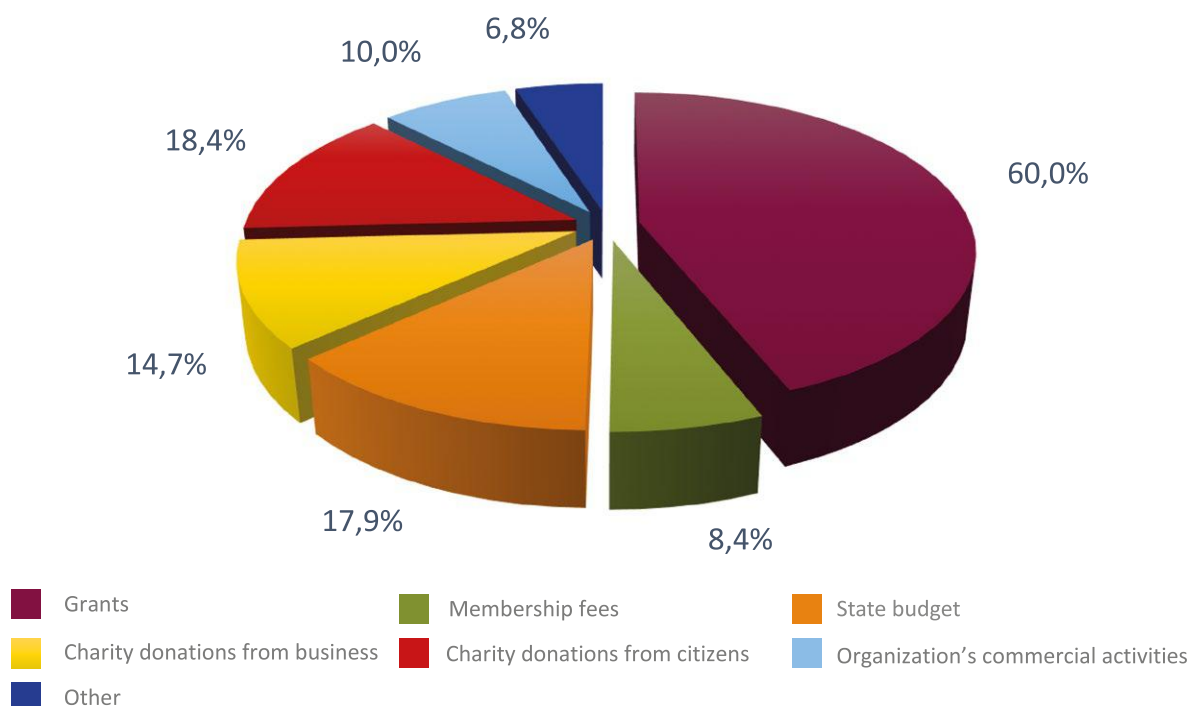
The percentage of CSOs that mentioned that the 2017 level of their financing increased compared to the previous year grew significantly comparing to the previous years (39% in 2017, 27% in 2013, 26% in 2011, 33% in 2010[75], 34% in 2009). The share of CSOs that reported a decrease of the level of financing, on the contrary, decreased more than twice and totaled 15% in 2017. In 2013, this figure totaled 34%, in 2009[76] – 35%, in 2010 – 32%, and in 2011 this indicator totaled 33%.

In 2017, the number of surveyed CSOs whose level of financing did not change or increased totaled the same amount –

40% and **39%** respectively

Conclusion

In 2017, CSOs received financial assistance from citizens in the amount under $1,000 – 33% respondents, and in-kind assistance – 25% respondents. However, these were mostly small amounts under $500. Despite the fact that fundraising is one of the most important factors influencing viability of CSOs, the level of understanding among the organizations to develop plans of fundraising for a mid-term and long-term perspective (and not only for a short period) remains low and coincides with the level of 2013; in fact, this is every third organization. CSOs are inclined to see fundraising mostly as an element of external circumstances, on which they have no impact. However, there was a positive change in this trend. In 2017, the number of surveyed CSOs whose level of financial support decreased over the last year, decreased tow times compared to 2013.

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[74] Question №62 in the questionnaire
[75] Difference is not meaningful at the level of 1%
[76] Difference is not meaningful at the level of 1%

3.8. MANAGEMENT SYSTEMS IN THE ORGANIZATION

The management system of the CSO reflects the decision-making process in the organization, the system of internal control, and procedures for delegating authorities. Existence of well-established systems of management facilitates the capacity of the organization to implement projects as well as its stable development.

In the majority of organizations, the persons responsible for decision-making are first of all the head of the organization and a collective governingt body. Inclusion of the collective management body in making decision related to activities under the projects makes it possible to conclude that the collective governing body participates not only in strategic planning but also in immediate activities of the organization, which is not in line with the primary role that it is supposed to perform in a CSO.

According to the results of the survey, the head of organization is the main person responsible for planning program activities. *Always* and *in the majority of cases* (total of 96% respondents selected these answers – same as in 2013) the head of organization is involved in the process of making decisions on programs and activities of CSOs. Similarly, a collective governing body to a certain extent – *always* and *in the majority of cases* (in 74% organizations) – was involved in planning programmatic activities.

Ukrainian CSOs, same as in 2013, in 2017 demonstrated rather high indicators concerning organization of financial management and control systems. Two thirds of organizations have an accountant (65%). 59% respondents believe their accounting system complies with national or international accounting standards. Have of the respondents (51%) answered that their organizations have financial management systems in place for the purposes of planning, use of finances, and financial reporting.

19% respondents have experience of undergoing financial audit (26% in 2013, 23% in 2011), and 44% organizations did not undergo it, but are ready to have it (43% in 2013, 23% in 2011). 19% of the surveyed CSOs stated they were not ready for this type of financial control (20% in 2013, 48% respondents in 2011).

Administrative budget of organizations is separated from project budgets in 39% CSOs (45% in 2013), and 30% respondents have a financial plan (26% in 2013).

53% organizations (70% in 2013) carry out ongoing assessment of their programs/projects, which, on the one hand, is a good indicator of CSOs awareness of advantages of assessment and importance of assessment for management systems; however, on the other hand, this indicator compared to the previous survey declined sharply by 17%. Only 24% (in 2013 – 38%) of organizations involve external experts for assessment, which is also a decline compared to the previous survey (by 14%). However, one can talk about a subjective nature of assessment since these are conducted involving internal specialists of the CSO. In 42% (46% in 2013) of respondents, target groups were included in evaluating programs/projects in which they were involved. Since there were no clarifying questions, the received answers about various types of assessment in organizations should be treated with certain caution because experience of work with CSOs shows that not all of them understand either the nature of evaluation or the notion of evaluation itself.

Conclusion

In 2017 CSOs demonstrated almost the same – compared to 2013 – indictors characterizing existence of such formal systems of management in organizations as a system of internal financial control, a system of decision making, and including members of the organization in the process of making decisions on programs and activities of CSOs. However, there is a decrease of the number of surveyed CSOs that assess their activities, namely with involvement of external experts. There is an assumption that activities of organizations are evaluated by internal specialists of CSOs.

4. EXTERNAL RELATIONS OF CSOs, OR CAPACITY OF THE ORGANIZATION "TO RELATE"

This section presents data about relations of the surveyed CSOs with the state, business, donor organizations, the public, mass media, and cooperation among civil society organizations.

4.1. COOPERATION WITH STATE AGENCIES

Cooperation of CSOs with agencies of state authorities and local self-government bodies is an important factor that influences the CSO capacity to represent and protect interests of its clients, and on the development of a democratic society. For many CSOs, productive cooperation with local authorities is a possibility to receive financing for provision of financial services, to involve representatives of state structures in activities of the organization, and get them interested in the organization's success through personal involvement in the CSO activities. Therefore, CSOs are able to effectively influence the state and local policy and achieve stable viability at a local level only if they involve state authorities in their activities and solving urgent issues of communities and the society in general.

In order to determine the types and forms of cooperation between CSOs and state authorities, a wide range of questions was offered to the respondents.

As of today, initiators of communication between CSOs and state authorities and local self-government bodies are mostly (60%) both parties. This figure is slightly lower compared to 2013 (65%), and in the previous years there was a trend toward a decrease of this indicator (62% respondents – in 2010 and 65% in 2009). From the side of CSOs, communication is more or less permanently initiated by 29% CSOs (29% in 2013, 27% CSOs in 2011 and 30% – in 2010). The initiative from the side of state authorities remains low (4% in 2017, 2% in 2013, 1% in 2011).

Figure 34. Reasons of insufficient cooperation between CSOs and state authorities at the national level[77] in 2005-2017

- Unwillingness to cooperate on the side of CSOs
- Lack of understanding of usefulness on the side of CSOs
- Lack of professionalism on the side of CSOs
- Unwillingness to cooperate on the side of governmental structures
- Lack of information in governmental structures about CSOs
- Lack of understanding of usefulness on the side of governmental structures
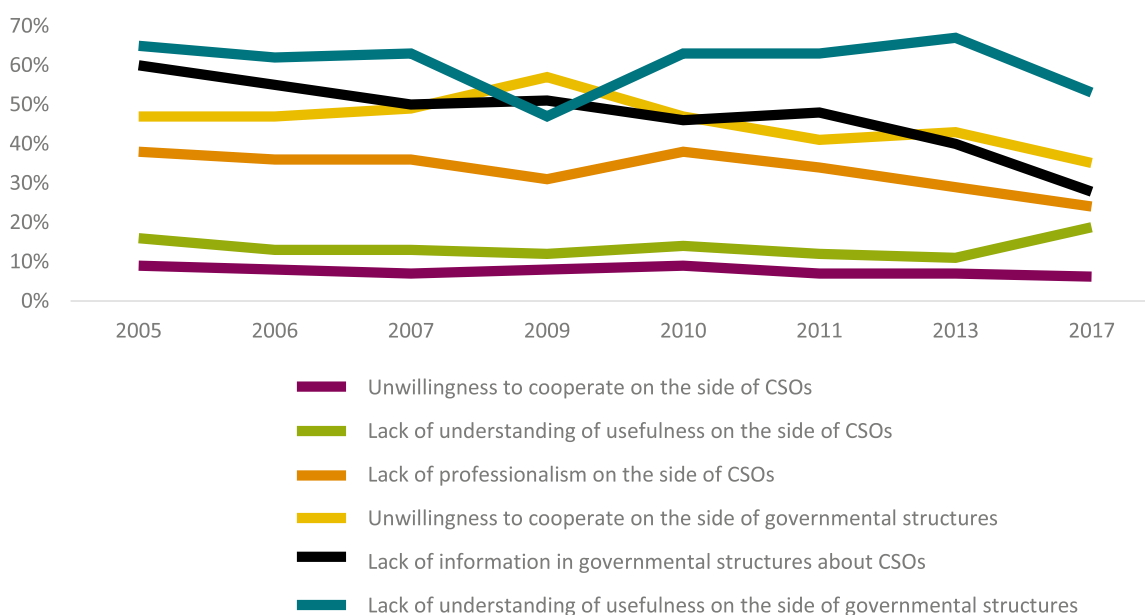
[77] Question №71 in the questionnaire

In the 2018 survey, respondents were asked to answer the question about the objective of cooperation between CSOs and state authorities. Almost a half (58%) of respondents said the objective of their cooperation with the state authorities was related to provisions of information, partnership (47%), consultations 41%) and policy making (26%) (the percentage of results is shown on Figure 34). Provision of information as an activity area between CSOs in different districts and the state authorities was dominating among CSOs in the South and in the Center, consultations – among CSOs in the Center, policy making – among Central CSOs, partnership – among Eastern CSOs, and other types of activities – also among CSOs in the East. If we look at the rating of CSOs activities in more details in the regional breakdown, we will see that dominating activities of Western CSOs are provision of information (52% CSOs mentioned this type of activities) and partnership (48%); in Southern CSOs – provision of information (65%), whereas consultations, policy making and partnership are equally distributed (29%, 30% and 29% respectively); in CSOs in the East – partnership (57%) and provision of information (53%); in Central CSOs – provision of information (63%), consultations (53%) and partnership (46%).

In 2005-2017, the majority of respondents named the main reasons of insufficient cooperation between the state authorities and CSOs at the national level as *lack of understanding of usefulness by the state* and *unwillingness to cooperate on the side of governmental structures.* However, also *lack of understanding of usefulness on the side of CSOs* for such cooperation increased if we compare 2017 and 2013 (19% and 11% respectively).

At the same time, it should be noted that compared to the data of 2013, there is a decrease of the number of respondents that selected the answer, *lack of understanding of usefulness of such cooperation by the state* (53% in 2017, 67% in 2013 and 63% in 2011). At the same time, there is a significant decrease starting in 2010-2011 of the share of CSOs that selected the main obstacle of cooperation at the national level as *lack of information in governmental structures about CSOs (*28% in 2017, 40% in 2014 and 48% in 2011) and *lack of professionalism of CSOs* (24% in 2017, 29% in 2014, 38% in 2010, 38% in 2005). A relatively stable reason is still *unwillingness to cooperate on the side of CSOs.*

The respondents were asked to identify the main reasons for insufficient cooperation also at the regional or local levels (see Figure 35).

Figure 35. Reasons of insufficient cooperation between CSOs and state authorities at the regional or local level[78] in 2005-2017

- Unwillingness to cooperate on the side of CSOs
- Lack of understanding of usefulness on the side of CSOs
- Lack of professionalism on the side of CSOs
- Unwillingness to cooperate on the side of governmental structures
- Lack of information in governmental structures about CSOs
- Lack of understanding of usefulness on the side of governmental structures

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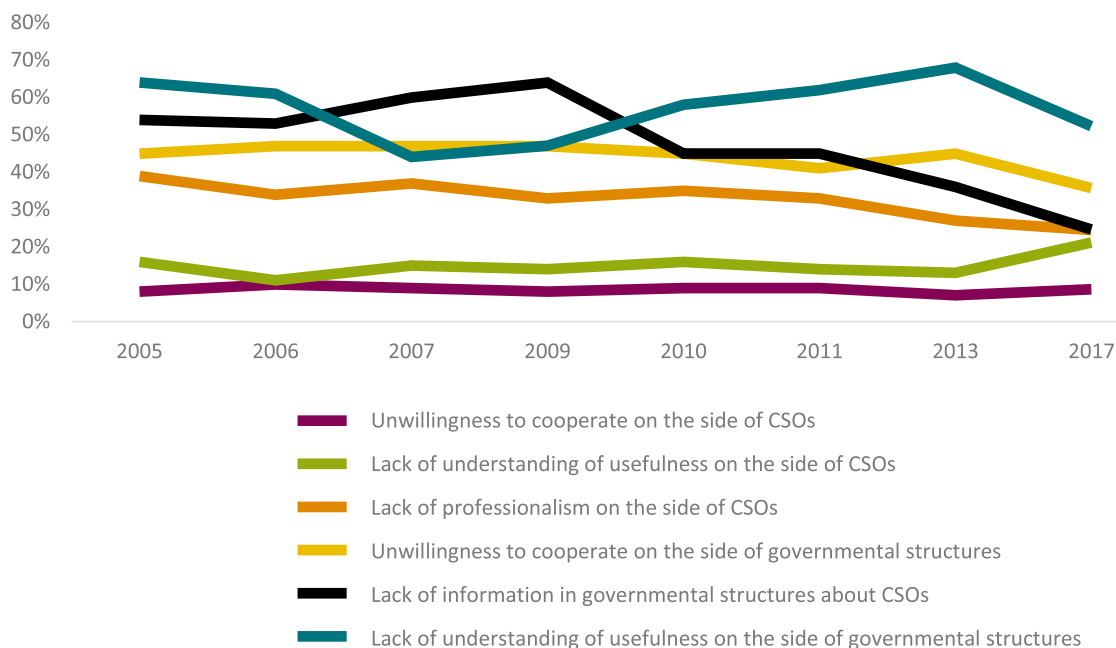
[78] Question №72 in the questionnaire

The main obstacles leading to insufficient cooperation between the state authorities and CSOs at the regional and local levels were: *lack of understanding of such cooperation on the side of governmental structures* (2017 – 52%, 2013 – 68%), *unwillingness to cooperate on the side of governmental structures* (2017 – 36%, 2013 – 45%), *lack of information in governmental structures about CSOs* (in 2017 – 25%, in 2013 – 36%, 54% in 2005) and *lack of professionalism on the side of CSOs* (in 2017 – 25%, in 2013 – 27%, 29% in 2005). Therefore, representatives of civil society in Ukraine, similarly to the previous years are inclined to accuse the governmental structures for lack of cooperation, but this trend is declining since the indicators for such answers decreased significantly. A relatively stable indicator is still *unwillingness to cooperate on the side of CSOs.*

Analysis of dynamics of the aforementioned indicators in 2005-2017 makes it possible for us to speak about an especially share decrease of the share of CSOs in 2017 that mentioned the *lack of information of governmental structures about CSOs activities.* At the same time, compared to 2013, there is a significant decrease of the share of CSOs that selected the *lack of understanding of such cooperation from the side of governmental structures* (52% in 2017, 68% in 2014 and 62% in 2011) and *unwillingness to cooperation from the side of governmental structures* (36% in 2017, 45% in 2014 and 41% in 2011) as the main reasons for insufficient cooperation with the state authorities at a local level.

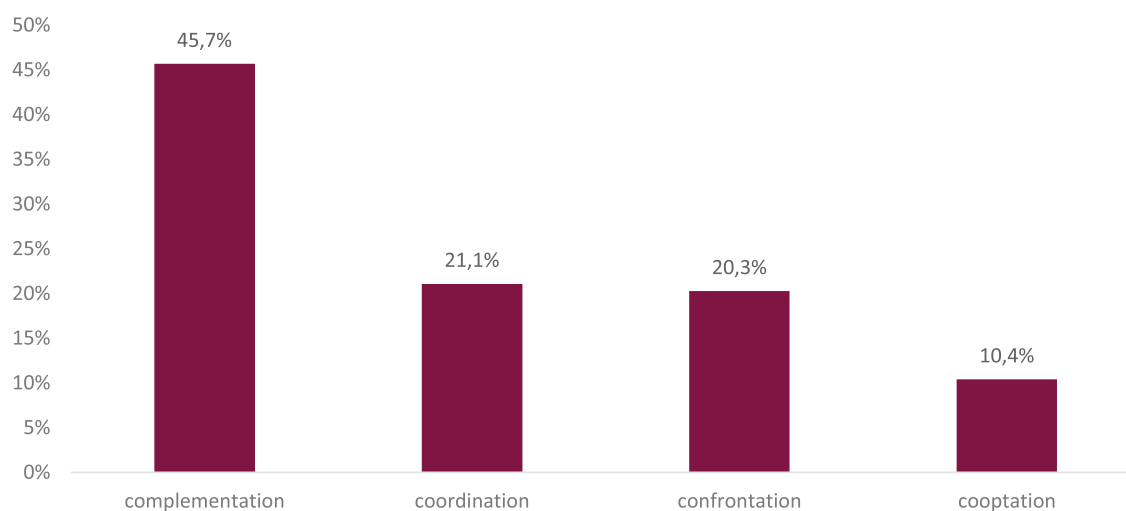Analyzing the reasons for insufficient cooperation between CSOs and state authorities at the national and regional levels, one can see that the stable reasons in 2005-20017 are still the *lack of understanding of usefulness of such cooperation from the side of CSOs* and *unwillingness to cooperate from the side of CSOs.* The difference in the answers of respondents at these levels is minimal and insignificant. The reason of the *lack of understanding of usefulness of such cooperation from the side of governmental structures* is the most variable, with a trend toward increase. As a result of decentralization of power that has been taking place during the recent years in Ukraine, local authorities less and less frequently coordinate their activities with executive bodies, this increases the space for initiatives at a local level, and this eventually began to stabilize the level of interaction between CSOs and the state authorities both at the central and at the regional levels.

Figure 36. Level of cooperation between CSOs and state authorities[79], 2017, N=741

Representatives of CSOs also identified the reasons for insufficient cooperation between CSOs and state authorities. The respondents could select only one option from the suggested list (the results in percentage are shown on Figure 36).

For better understanding of cooperation between CSOs and the state authorities in Ukraine in 2017, the respondents again were asked to describe the nature of their cooperation with the state authorities by selecting one of the four options. Less than a half of CSOs (46% in 2017, 56% in 2014 and 46% in 2011) believe that CSOs and the state authorities have similar goals, but different ways of achieving them (the

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[79] Question №73 in the questionnaire

model of cooperation is called *complementation* or mutual complementing). At the same time, almost every fifth respondent believes that civil society organizations and state authorities work in the conditions of *coordination* (having the same goal and the same ways), and the same amount of respondents believe they work in the conditions of *confrontation* (i.e. having different goals and different ways to achieve them) (21% and 20% in 2017). Those who mentioned *cooptation*, i.e. the conditions when the state authorities use CSOs and their activities for own purposes, account for 10% of the respondents in 2017.

In terms of the regional breakdown, the opinions of CSOs do not differ, and the majority of CSOs in different regions mentioned such level of cooperation of their organizations with the state authorities as complementation, while the minority mentions cooptation.

The survey also implies indirectly that there is a growth of self-assessment of CSOs professionalism since the share of respondents that sees the lack of professionalism of CSOs as one of the main obstacles for cooperation with the state authorities decreased.

Conclusion

There is a regular contact between CSOs and the state authorities, and in the majority of cases both parties are interested in cooperation. The data show that such contacts are mostly initiated by both sides. Slightly less than a half of surveyed respondents believe that CSOs and the state authorities have similar goals, but different ways to achieve them (complementation); every fifth respondent believes that CSOs and the state authorities are in the conditions of a conflict (confrontation) and the same number have a contrary opinion that CSOs and the state authorities have the same goals and ways to achieve them (coordination), while 10% respondents think that CSOs and the state authorities have same ways to achieve the goals, but the goals are different (cooptation). In 2017, there was a significant increase of the number of organizations that selected coordination, and a decrease of the number of respondents that selected complementation.

4.2. COOPERATION WITH OTHER CSO

Awareness of activities of other CSOs is the first way to establishing cooperation. The respondents were asked about the level of their awareness about activities of other CSOs dealing with the same or similar issues at the international, national regional or local levels. 20% of the surveyed CSOs have rather good information about activities at the international level (in 2013 – 24%). 39% respondents know about CSOs activities at the national level. When we talk about the regional or local level, percentage of CSOs aware of activities of other organization increases. For instance, 71% respondents said that representatives of their CSOs have rather goo information about similar organizations at the local level, and 53% – at the regional level.

Figure 37. Types of cooperation among CSOs[80] in 2003-2017

Legend:
Provision of services — Partnership projects — Consultations — Joint activities — Meetings — Exchange of information

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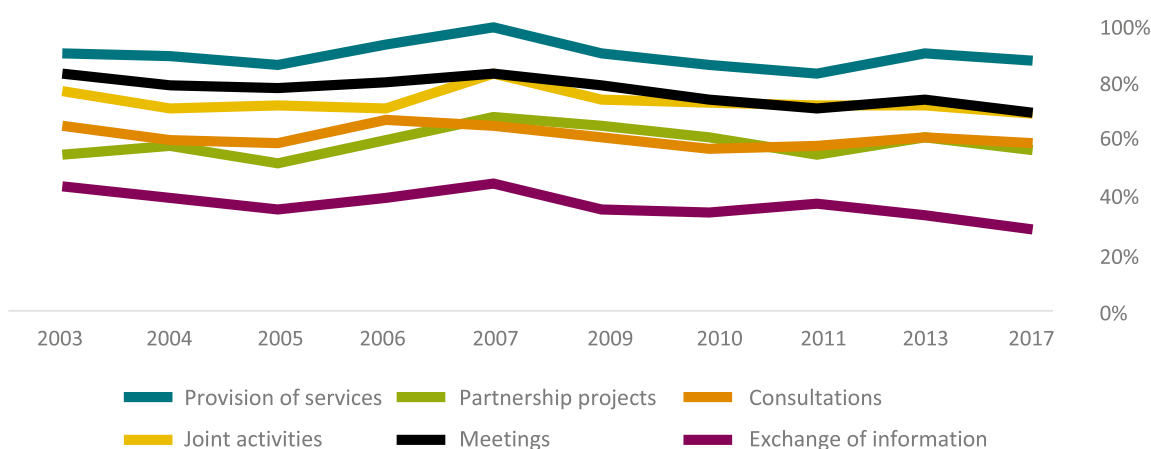
[80] Question №76 in the questionnaire

80% respondents mentioned that they cooperate with other CSOs (in 2013 – 95%). Figure 37 shows the types of cooperation among organizations (the respondents could select several answers). The answers show that a significant share of respondents (86%) are involved in the exchange of information with other CSOs. 69% respondents organize meetings, and 68% respondents are involved in joint activities. 58% are involved in providing consultations, and 56% have partnership projects. One can also see a decrease in the value of indicators characterizing cooperation in all areas, but the most significant is a decrease in provision of services in 2003-2017 (from 43% to 28%).

Figure 38. Advantages of cooperation among CSOs[81] in 2003-2017

Saved resources — Expanded activities and efficiency — Involved additional expertise for the program
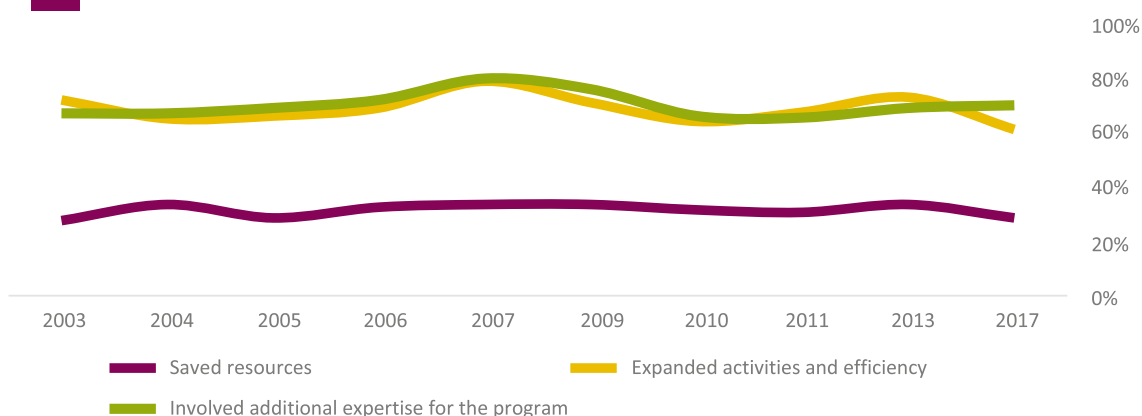
The majority of respondents believe that cooperation among CSOs enables provision and increases the quality of provided services through involvement of additional experience (71%) and expansion of activities (62%). 29% of the surveyed CSOs mentioned that joint activities helped them to save resources. Only 4% respondents mentioned joint activities were not useful. According to the results of the 2017 survey, percentage of answers to the question about advantages of cooperation with other CSOs did not change significantly, but the number of answers about expansion of activities and efficiency of programs decreased from 74% to 68%.

Despite the fact that a lot of representatives of CSOs reported cooperation with other organizations and called it successful, the respondents still believe that cooperation among CSOs is insufficient. Figure 39 shows the distribution of answers to the question about obstacles on the way to cooperation.

In 2018, 44% respondents mentioned such reason for insufficient cooperation among CSOs as *ambitions of leaders* (compared to 2013 – 46%, 48% in 2011, 37% in 2010, 42% in 2009, in 2007 – 39%, 2006 – 40%, 2005 – 44%, 2004 – 48%, 2003 – 47%, 2002 – 34%), and 38% respondents mentioned *competition for funds and resources* (in 2013 – 46%, 2011 – 45%, 2010 – 32%, 2009 – 42%, 2007 – 37%, 2006 – 40%, 2005 – 39%, 2004 – 39%, 2003 – 43%, 2002 – 29%). Hence, there are reasons to assume that the growth of competition among the surveyed CSOs during the last five years is caused by the increased requirements for projects of CSOs that are financed by international and local donors. Despite this, 41% respondents reported that their organizations are members of coalitions and networks of CSOs or working groups. On average, they belong to three such coalition groups. Representatives of the surveyed organizations described their experience mostly as resulting in *planning joint activities* (61%), *receiving a possibility to meet leaders of other CSOs* (58%), and *CSO becoming better known* (56%).

Such reason as the *lack of professionalism of CSOs* in 2018 was selected by 36% respondents compared to 41% in 2014, 40% in 2011, 36% in 2010, 37% in 2009 and 2007, in 2006 – 40%, and in 2003 – 49%.

[81] Question №77 in the questionnaire

Problems emerging in the course of cooperation (in 2018 – 29%, in 2014 – 28% respondents selected this option compared to 21% CSOs in 2010) and the option *there is no need* (2017 – 9%, 2013 – 7%, 2011 – 6% and in 2010 – 0%) were mentioned more frequently during the last years. One can assume that this is related to insufficient information activities of CSOs, competition, and to a certain extent unwillingness to cooperation with other CSOs.

Figure 39. Reasons of insufficient cooperation among CSOs[82] in 2002-2017

Legend:
- There is no need
- Problems emerging in the course of cooperation
- Lack of information about activities and missions of other NGOs
- Competition for funds and resources
- Lack of professionalism of NGOs
- Ambitions of leaders and conflicts among them
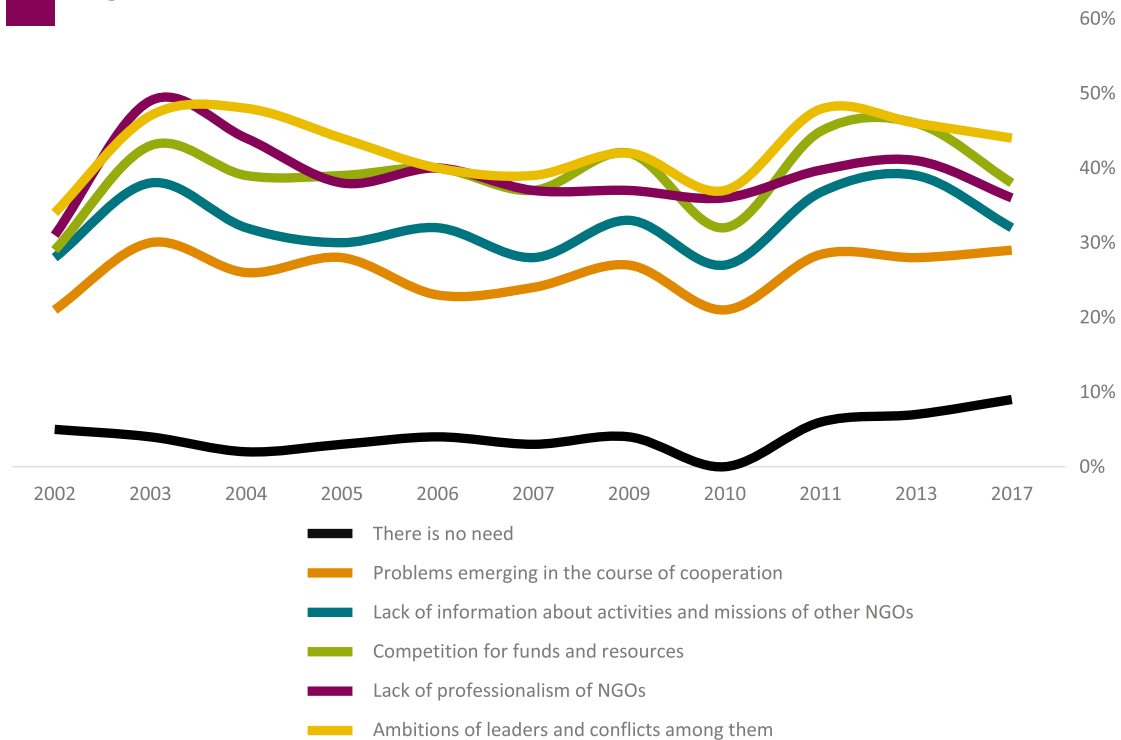
Conclusion

The level of cooperation among CSOs over fifteen years stays at a high level. Representatives of civil society organization exchange information, participate in joint activities and meetings as well as in projects. Such types of cooperation as exchange of experience, meetings and joint activities are the most popular forms of cooperation among CSOs. However, with regard to the reasons for insufficient cooperation among CSOs, one can see an increase of the number of organization selecting *problems emerging in the course of cooperation* and *there is no need.*

4.3. COOPERATION WITH BUSINESS

Cooperation with business is an important indicator characterizing ability of the CSO not only to co-exist next to this sector but also to involve local business structures in financing activities of CSOs and to establish mutually beneficial relations.

Analysis of cooperation of CSOs with the business sector is even more interesting in view of a large share of funds in the budgets of organizations received from business structures. Half of the surveyed CSOs (50%) work with business.

Similarly to the study of cooperation among CSOs, representatives of CSOs had to select the main factors encouraging them to cooperate with business (see Figure 40). The respondents could choose several answers.

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[82] Question №78 in the questionnaire

Figure 40. Reasons for cooperation of CSOs with business structures[83] in 2003-2017

Legend:
- Using experience to improve programs and/or services
- Partnership in certain types of activities
- Involving in-kind assistance
- Involving financial assistance
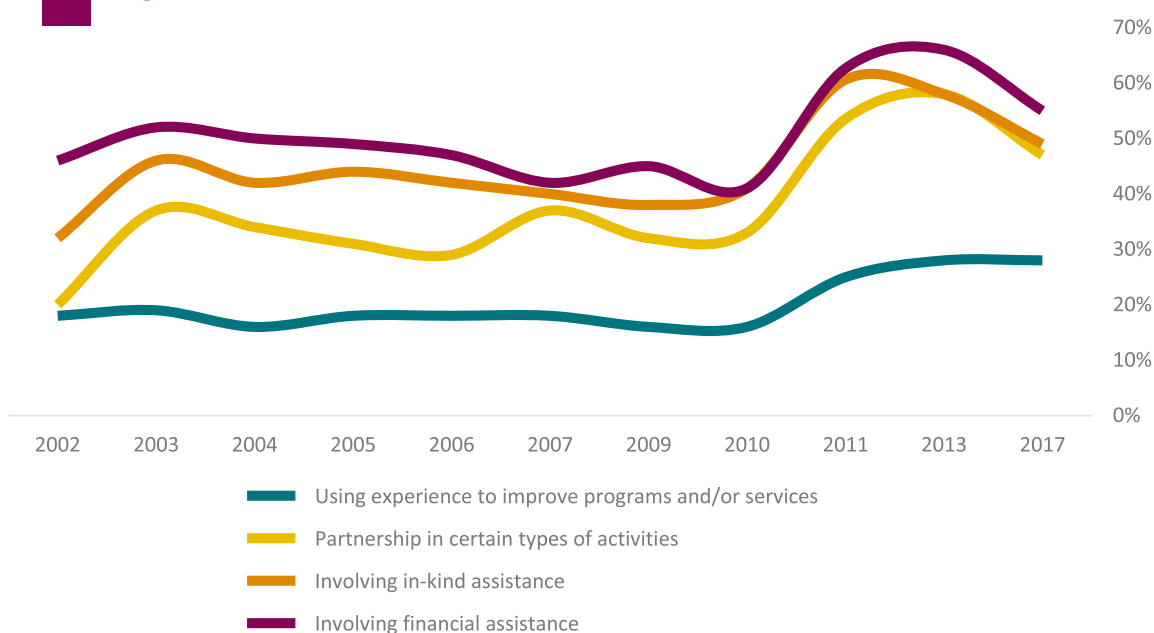
As can be seen from Figure 40, CSOs see business structures first of all as a source of financial and material assistance as well as partners in implementing certain activities, and less often – as a source of additional experience. However, the share of respondents that mentioned the use of experience of business grew significantly during 2010-2017 (16% in 2010, 25% in 2011, 28% in 2013, 26% in 2017). There was a decrease of the number of CSOs that mentioned partnership with business in certain activity areas; in 2017 it totaled 47% (in 2014 there was 58%, and 54% in 2011). Involving financial assistance also decreased in 2017 and totaled 55% compared with 2013 and 2011 (65% in 2013 and 63% in 2011). However, compared to 2002 (32%) the number of organizations that involved in-kind resources form business increased to 49% despite an increase in 2011 (61%) and the following decline of this indicator. This can be explained by a growth of possibilities for business after the end of the financial crisis as well as more efficient cooperation between CSOs and business structures.

Conclusion

In 2017, like in the previous years, CSOs saw business structures in the first place as a source of financing. One should mention that in 2002-2017 there was a gradual increase of the number of CSOs that cooperation with business organizations as partners. One should also mention a decrease of the shares of all answers to the question about the main reasons for cooperation with business structures compared to 2013, except for a fixed indicator characterizing the use of experience of business structures for improving CSO programs and services.

4.4. COOPERATION BETWEEN CSOs AND DONOR

47% of the surveyed organizations work with donors. CSOs leaders could select all existing types of cooperation. Answers of the respondents are shown on Figure 41.

Despite the fact that the most widespread type of cooperation between CSOs and donors is provision of financial or technical assistance by the latter, some organizations cooperate with donors at a higher level when a CSO is a partner or an implementing partner. Whereas in 2014 only 34% CSOs cooperated with donors as a *partner* and *implementing partner* (the sum of indicators), in 2017 this aggregate indicator achieved 43%. Before this, the maximum value of the *implementing partner* indicator was reported in 2006 – 19%, and after eleven years it again reached this position in 2017 and totaled 18%.

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[83] Question №82 in the questionnaire

Figure 41. Relations of CSOs with donor organizations[84] in 2003-2017

Subcontractor — Implementing partner — Partner — Grantee
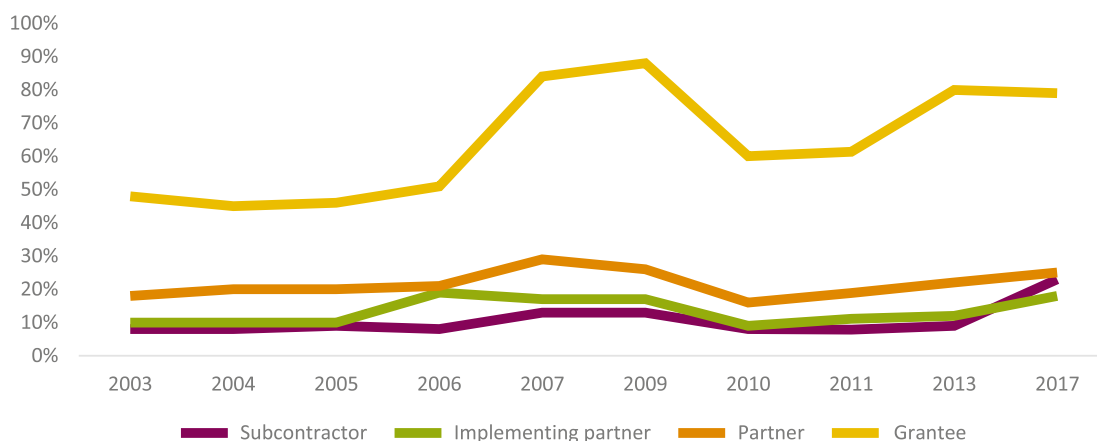
This year, there was almost no change in the number of CSOs working with donor organizations as grantees (79% in 2017, 60% in 2014, 61% CSOs in 2011 compared to 60% in 2010, 88% in 2009, 84% – 2007, 51% – 2006, 46% – 2005, 45% – 2004, 48% – in 2003).

Representatives of CSOs in 2018 were also asked to name the donors, with which they cooperate most often. Answers to this question are shown in Figure 42.

Figure 42. Cooperation with donors[85] by different donor agencies, 2017, N=346

U.S. Agency for International Development (USAID)	46,8%
Embassies and ministries of other countries	35,8%
Other	33,2%
Delegation of the European Union to Ukraine	32,1%
International Renaissance Foundation	30,9%
UNDP	26,6%
German Agency for International Cooperation (GIZ)	15,9%
Swedish Embassy (SIDA)	9,5%
Dutch Embassy (MATRA)	8,1%
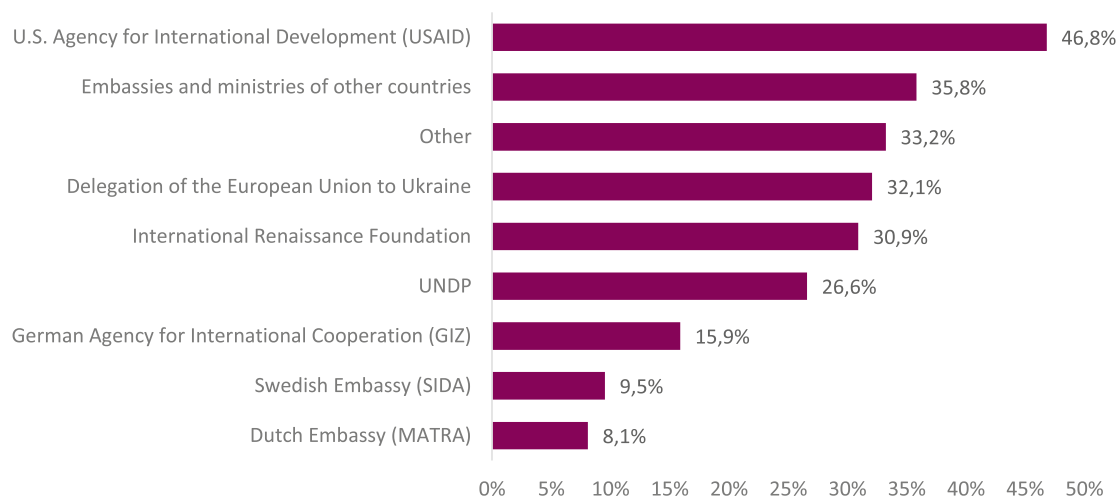
As one can see from the answers, the largest number of CSOs (47%) cooperated with the U.S. Agency for International Development (USAID), embassies and ministries of other countries (36%) and other donors (33%). One third of CSOs (32%) cooperate with the EU Delegation to Ukraine, with International renaissance Foundation (31%), with UNDP (27%). 16% of the surveyed organization cooperate with German Agency for International Cooperation, with Swedish Embassy – 10%, and with Dutch Embassy (MATRA program) – 8%.

Conclusion

Almost a half of respondents work with donors, and almost a half of them cooperates with the U.S. Agency for International Development. In 2017, like in the previous years, the majority of organizations cooperated with donors as grantee.

[84] Question №84 in the questionnaire
[85] Question №85 in the questionnaire

4.5. COOPERATION WITH THE PUBLIC

CSOs need stable and long-term cooperation with the public in order to stimulate public activism and citizens' involved in activities of the organizations. Support of CSOs activities by the public is necessary also for successful work for protection of interests and their lobbying.

Table 10 demonstrates how CSOs publish information about themselves and their activities.

Table 10. Ways of how CSOs shared information about themselves in 2002-2017, %

Year	Mass media	Booklets, leaflets	Presentations	Web pages of other CSOs	Own web page	Through social media	Publication of own newsletter	Publication of an annual report
2017	59	29	28	20	41	65	10	23
2013	82	47	41	34	43	58	13	17
2010	85	48	46	40	38	–	18	17
2009	84	55	53	39	38	–	19	19
2007	80	51	49	35	36	–	22	19
2006	78	60	51	33	31	–	22	20
2005	88	53	46	28	26	–	21	19
2004	85	50	42	27	24	–	23	23
2003	86	52	43	23	25	–	24	20
2002	81	48	39	18	18	–	19	14

In 2014, an alternative answer was added to the questionnaire about publication in social media, and this option rapidly took the first place in 2017 at the level of 65%. Publication of information about the organization on its own web site in 2017 achieved the level of 41%, and publication of information in social media, including the organization's own web page and web site or web sites of other organizations – 20%. One can see a rapid decrease of indicators characterizing the most popular way indicated in the previous surveys – publication of information about CSOs activities by publishing information in the press (still 82% in 2014 and 88% in 2005) – to 59% in 2017. Rather popular ways of presenting information about CSOs is circulation of booklets and leaflets about the organization as well as presentations.

There was also a sharp decrease of circulation of booklets or leaflets as well as presentations – from 47% and 41% respectively in 2014 to 29% and 28% in 2017.

If we analyze the trends for all years of the survey until the current year, we can see a gradual growth of popularity of such ways of presentation of information about the organization as publication in the press, presentations, and use of web pages. At the same time, over the last several years, there was a considerable increase of the number of organizations that use social media for publishing information. Internet resources are the easiest and most efficient way to publish information about the organization.

Representatives of CSOs were asked to assess the level of awareness of the public about their activities. In 2017, 26% (in 2013 – 27%) respondents said the public knows about existence of their CSO, and 48% (similarly as before) that the public knows but their activities. 16% (19% in 2013) respondents said that the public support their CSO by participating in its activities.

A trend can be seen toward the growth of the number of CSOs that publish information in social media.

4.6. COOPERATION WITH MASS MEDIA

The type and frequency of contacts of CSOs with mass media demonstrate the capacity of organizations to influence the public opinion about important issues, willingness and possibility to present information to the wider public.

The respondents were asked to answer a question about the types of media that use most frequently used during the last year to present information about activities of civil society organizations (see Figure 43).

Figure 43. Mass media that most frequently published information about CSOs[86] in 2002–2017
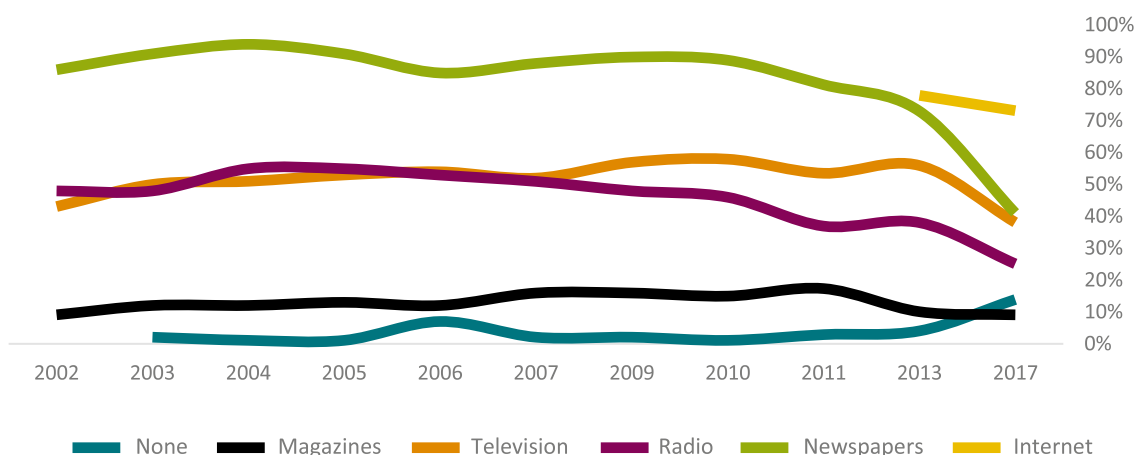
According to the received data, in order to inform the public about their activities, CSOs most frequently use Internet (73% in 2017 and 79% in 2013, no data available for other periods), yet this indicator decreased if we compare it to the previous survey. Next in the list of the top channels for presenting information are newspapers (41% in 2017, and this value decreased rapidly by 32% compared to 2013– then, it totaled 73%). The next popular channel is television that is used by CSOs for presenting information about them-selves (38% in 2017, 56% in 2013). The level of using magazines for publishing information about CSOs in 2017 decreased significantly compared to (9% в 2017 and 10% in 2013, 17% in 2011). Together with the decrease of indicators characterizing the use of certain channels for provision of information, there was an increase of the number of respondents that replied none of the suggested channels is used for publication of information about their organization.

Conclusion

Ukrainian CSOs most frequently publish information about their activities in the Internet. This trend can be explained by the increase of the number of organizations that are active in social media, and by considerable expenses related to creating and administering their own web sites.

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[86] Question №86 in the questionnaire

5. PROGRAM ACTIVITIES OF CSOs, OR CAPACITY OF THE ORGANIZATION «TO IMPACT»

The social and economic role of CSOs in Ukraine is growing. They provide services to citizens both at the national and at the local levels; they ensure availability of services that are not provided by either state authorities or business. CSOs voice citizens' needs, facilitate public and political participation of citizens in civil and political processes. Both roles – providing services and civic representation/ advocacy – are not mutually exclusive, and they are often combined in activities of one CSO. Efficiency of CSOs as providers of services can be seen in timely provision of service, low cost of services, and a possibility to establish closer cooperation with the population compared to businesses and state authorities. Furthermore, CSOs often act as agents of democratization basing it on organizational independence, closeness to the population, and the possibility to spend more time influencing citizen's opinions and developing a social dialog. That is why it is difficult to combine the functions of a provider of services and civic representation/advocacy. A common feature of both functions of CSOs are the following inter-related questions: who is the customer; which services are provided by the organization, and which mechanism is used for that; does it have and observe professional and ethical standards; does it monitor and evaluate its activities; how efficient are its services compared to the state and business standards; what is the impact of CSO activities, and to whom and how does the organization report.

5.1. PROVISION OF SERVICES AND DEVELOPMENT OF PROGRAMS BY CSO

Provision of products and services is the most visible function of a CSO that is most demanded by the society. The range of services differs from professional training and designing a survey to conflict resolution. CSOs provide services as part of the mission of their activities; the state can also commission CSOs for provision of various services.

The survey demonstrated that 64% respondents (70% in 2013) represent interests and protect rights, 72% (64% in 2013) – provide services, 36% (38% in 2013) – combine the first and the second type of activities. Figure 44 shows, which services are provided by the surveyed organization. Thus, 63% respondents (83% in 2013) provide training services and consultations. 56% respondents (67% in 2013) – information service, 22% of the surveyed CSOs (31% in 2013) – legal services, and 19% respondents (28% in 2013) – psychological services.

Figure 44. Services provided by CSOs[87], 2017, N=531
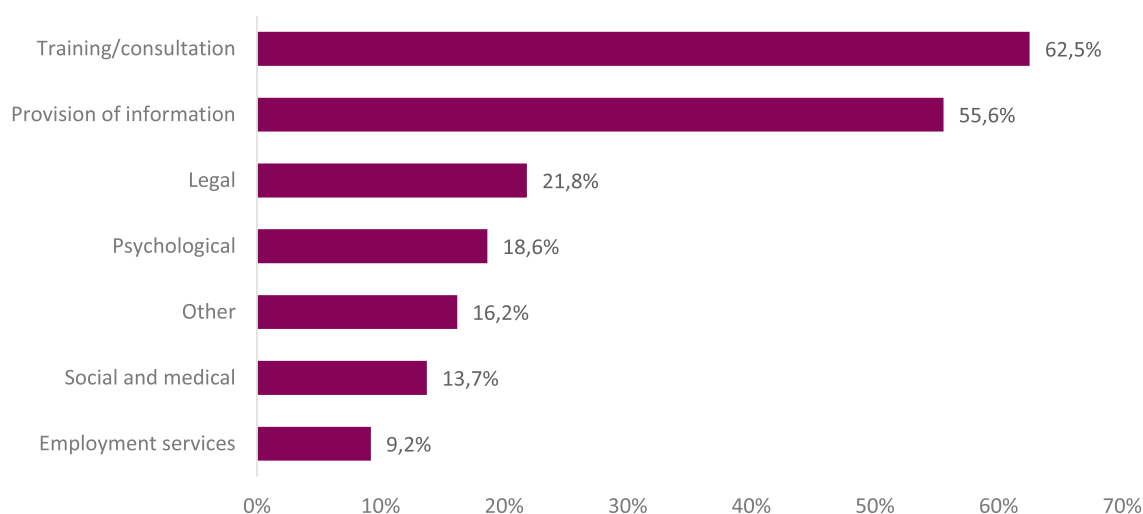
[87] Question №90 in the questionnaire

For better understanding of the number of clients, to which CSOs provide services, the respondents were asked a respective question. Table 11 demonstrates the respondents' answers.
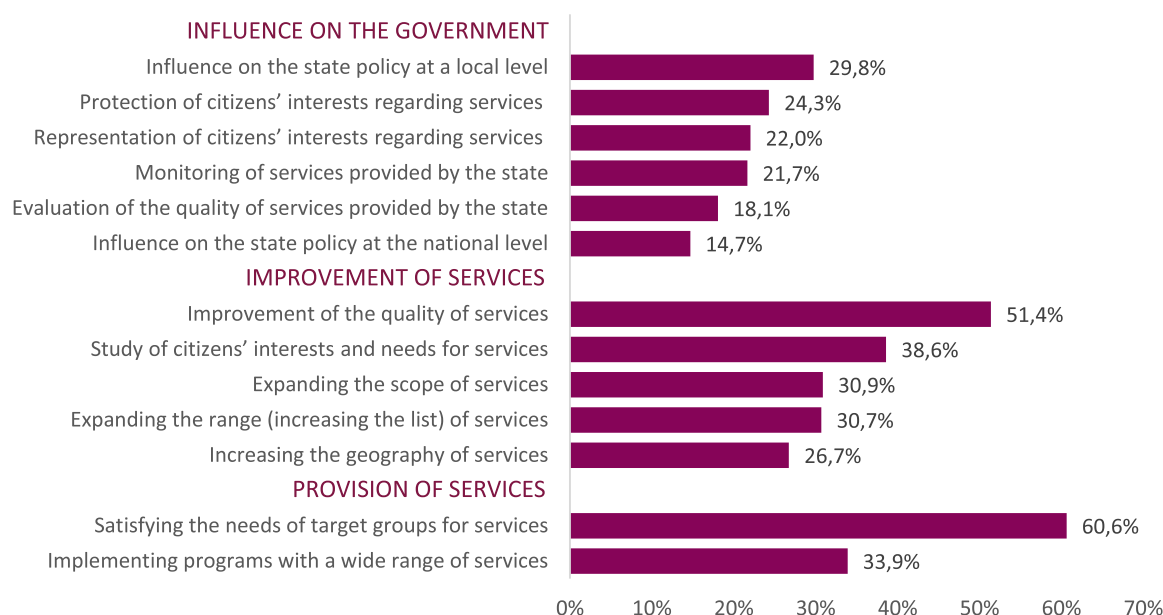
Table 11. Average number of services/clients provided by CSOs, 2017[88]

Type of activities	Per day	Per year
Number of provided services	418	4,425
Number of clients	369	7,213

According to the survey data, organizations provide up to 4,425 services per year to 4,425 unique clients.

Furthermore, the organizations could describe their own strategy of provision of services. They were asked to select from three possible strategies that correlate with three main functions of CSOs, namely: provision of services, improvement of services, and influence of the state authorities (see Figure 45). With regard to the strategy of provision of services, the majority – 61% – respondents (2013– 72%) mentioned they work on *satisfying the needs of their target groups for these services*. With regard to the strategy of improvement of services, 51% (in 2013 – 55%) of the surveyed CSOs focus on *improving the quality of services*. With regard to the strategy of influencing the government, 30% (in 2013 – 54%) respondents mentioned that *influence policy at a local level*. More details concerning other functions by strategies are shown on Figure 45. Organization's strategies of service provision.

Figure 45. Organization's strategies of service provision[89], 2017, N=531

INFLUENCE ON THE GOVERNMENT
Influence on the state policy at a local level — 29,8%
Protection of citizens' interests regarding services — 24,3%
Representation of citizens' interests regarding services — 22,0%
Monitoring of services provided by the state — 21,7%
Evaluation of the quality of services provided by the state — 18,1%
Influence on the state policy at the national level — 14,7%
IMPROVEMENT OF SERVICES
Improvement of the quality of services — 51,4%
Study of citizens' interests and needs for services — 38,6%
Expanding the scope of services — 30,9%
Expanding the range (increasing the list) of services — 30,7%
Increasing the geography of services — 26,7%
PROVISION OF SERVICES
Satisfying the needs of target groups for services — 60,6%
Implementing programs with a wide range of services — 33,9%

Approaches to involving various stakeholders are also important for better understanding of how CSOs develop their programs and projects. Therefore, the needs of target groups are studied by 81% respondents, whereas 60% of organizations include the target groups of a project into its planning and 67% – in its implementation. The majority of surveyed CSOs (60%) register the clients of their organization to whom services are provided.

Based on the data shown in Figure 46 one can make a conclusion that the majority of surveyed CSOs – 60% (65% in 2013) register clients of their organization. However, a rather high share of the surveyed CSOs – 35% (26% in 2013) does not register clients of their organization.

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[88] Question №91 in the questionnaire
[89] Question №92 in the questionnaire

Figure 46. Registration of clients of the organization[90], 2017, N=531

60%

35%

3%   2%

No anser   Yes   No   Don't know
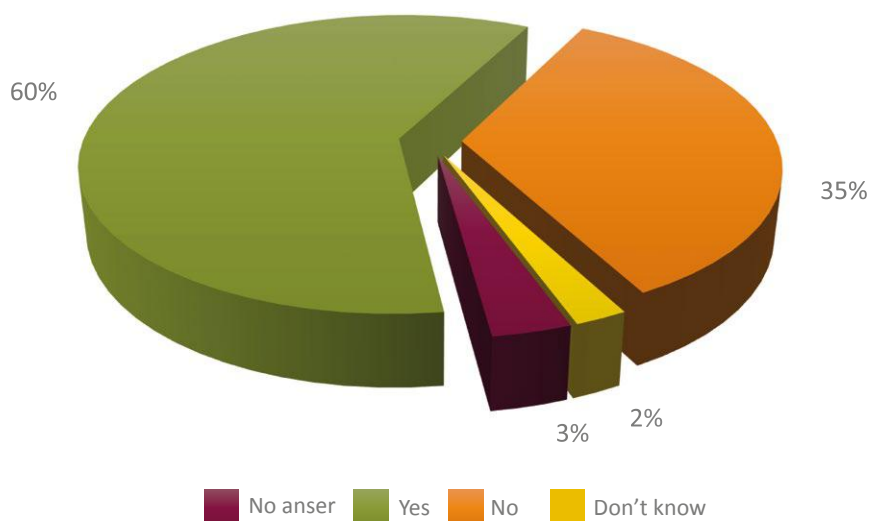
According to the data of the 2017 survey, 71% (in 2013 – 77%) of the surveyed CSOs have an established mechanism of feedback from the organization's clients, whereas 23% (in 2013 – 14%) do not have such mechanism.

Figure 47. Availability of mechanism in CSOs for receiving clients' feedback[91] in 2017, N=531

71%

23%

3%   3%

No anser   Yes   No   Don't know
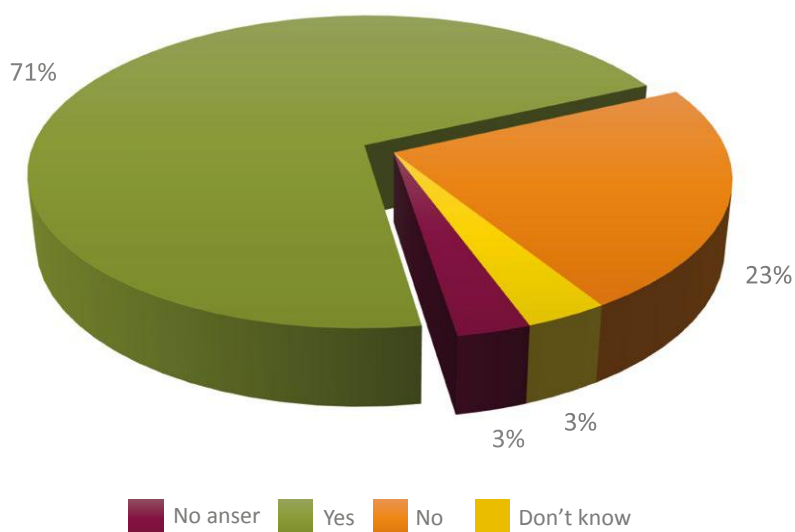
Only 44% (in 2013 – 46%) of the surveyed organizations evaluate the level of organizational development of their organization.

As can be seen from Figure 48, 53% (70% in 2013) CSOs state that they normally evaluate their programs and projects, 38% (25% in 2013) do not evaluate, while 5% do not have a definite answer (same as in 2013).

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[90] Question №96 in the questionnaire
[91] Question №98 in the questionnaire

Figure 48. CSOs evaluating their programs/projects[92], 2017, N=531

Legend: No anser | Yes | No | Don't know
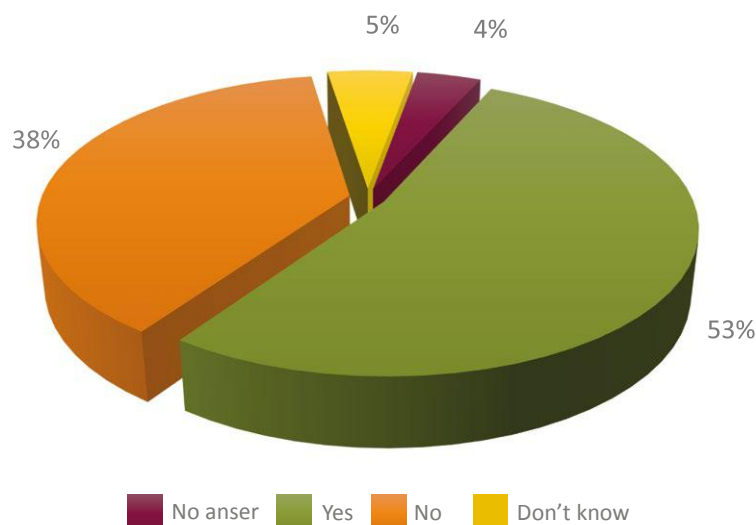
The data shown in Figure 49 gives us the possibility to compare the reasons encouraging the surveyed CSOs to evaluate their activities. The respondents were able to select all options that suited. 41% (in 2013 – 71%) followed the requirements of internal management in the organization, 21% (in 2013 – 49%) evaluate their programs and project as required by donors, 3% (6% in 2013) carry out evaluation as required by clients, and 2% (2% in 2013) – as required by the state authorities. For the purposes of evaluation, only 24% (in 2013 – 38%) use services of external experts. If we compare it to the previous years, we will see that in 2017 there was a decrease in the number of organizations that carried out evaluation as required by donors and, on the contrary, there was an increase of the number of organizations that did it on the basis of the internal management needs. External evaluation experts were less frequently invited since the donors' requirements decreased, and there was less need for evaluation by specialists.

Figure 49. Reasons for evaluating activities of CSOs[93] in 2009-2017

Legend: Required by donors | Required by clients | Required by government | Internal management needs
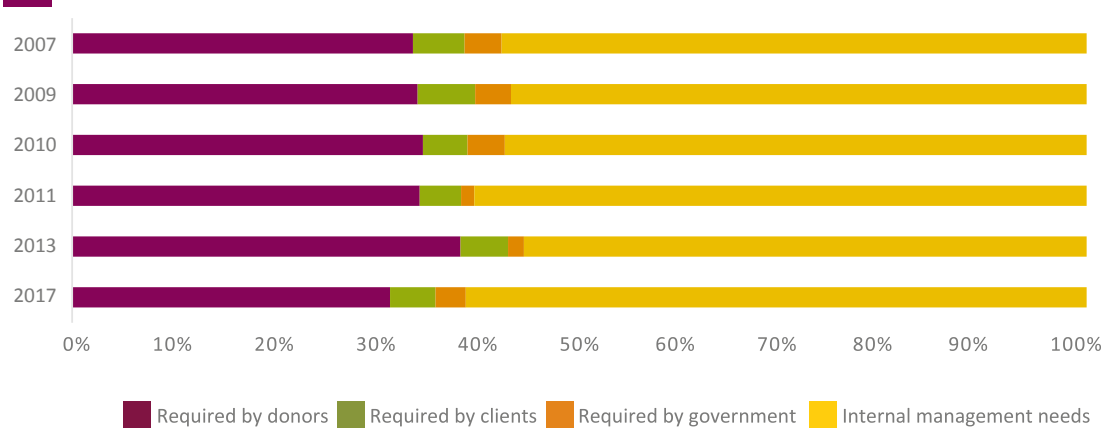
In the opinion of the surveyed CSOs, the largest impact on the CSO capacity to provide services is that of the *organizational capacity of the CSO;* this option was selected by 57% respondents (73% in 2013), 35% selected the *level of development of civil society* (53% in 2013), 29% – *relations of CSOs with state authorities* (37% in 2013) and 28% – *favorable legislation* (36% in 2013). The selected top factors that are decisive for the CSO capacity to provide services coincides with the list of 2013.

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[92] Question №99 in the questionnaire
[93] Question №101 in the questionnaire

Figure 50 presents challenges and problems encountered by CSOs during provision of services. The main problems are the *absence of state support* (45%), *imperfect legislation* (43%), *high cost of services* (26%) and *absence of specialists in CSOs* (25%).

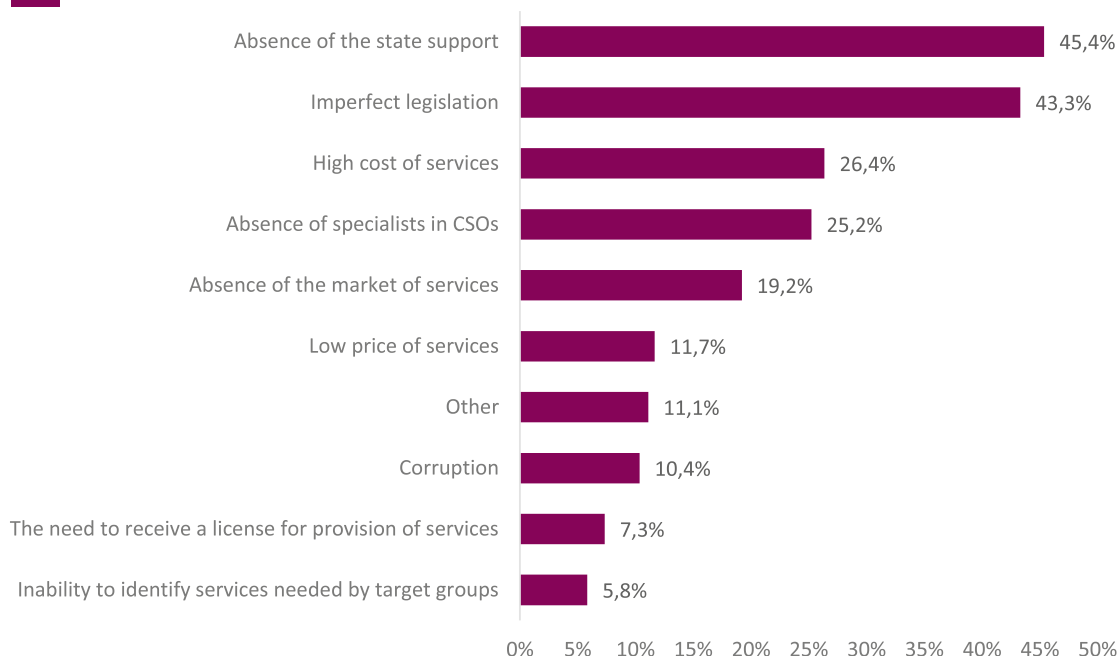**Figure 50.** Challenges and problems faced by CSOs during provision of services[94], 2017, N=531

Absence of the state support — 45,4%
Imperfect legislation — 43,3%
High cost of services — 26,4%
Absence of specialists in CSOs — 25,2%
Absence of the market of services — 19,2%
Low price of services — 11,7%
Other — 11,1%
Corruption — 10,4%
The need to receive a license for provision of services — 7,3%
Inability to identify services needed by target groups — 5,8%

Conclusion

According to the survey data, the majority of respondents mention that activities of their organizations are aimed at provision of services, and a slightly lower number mentioned representation of interests and protection of rights. In the previous research, an opposite picture could be seen: in the first place, organizations focused on presentation of interests and protection of rights, and then – provision of services. However, when compared to 2013, the most widespread services provided by CSOs are still training and consultation as well as information services. Employment services are the least popular among Ukrainian CSOs. As to the strategies of CSOs, it can be said that the majority of the surveyed CSOs work on satisfying the needs of their target groups for services, are focused on improving the quality of services, and work to influence policies at the local level. The most decisive factor influencing the CSO capacity to provide services is the organization capacity of a CSO, which was mentioned by more than a half of the surveyed organizations. Two biggest challenges encountered by CSOs during provision of services are absence of the state support and imperfect legislation. Corruption, the need to receive a license for provision of services, and ability to identify the needs of target groups are the smallest problems for the surveyed CSOs. The majority of CSOs register their clients, have an established mechanism of cooperation with them, and evaluate their programs. The main reason for evaluating programs and projects are internal management needs, and then donors' requirements. Unlike the previous survey, donors less frequently require internal evaluation of programs, and most likely, the number of evaluations by external experts increased as required by

5.2. ADVOCACY

Activities of CSOs related to civic representation/ advocacy improved significantly over the recent years. Civil society carries out advocacy campaigns and influences implementation of reforms. CSOs play a more active role in influencing state authorities at all levels, and cooperation between state agencies and CSOs improved considerably. The government and CSOs continued cooperation on improving the procedures for

[94] Question №104 in the questionnaire

involving CSOs in development and implementation of state policy as a result of development of a draft law On Public Consultations, which will regulate the issues related to public participation in decision making at the state and local levels.

The survey demonstrated that 64% (70% in 2013) respondents are involved in advocacy activities. A more detailed overview of activities of CSOs related to civic representation can be found in Part 4 of this report.

5.3 ACCOUNTABILITY. TRANSPARENCY. OPENNESS. ETHICAL NORMS. LEGISLATION

ACCOUNTABILITY

Availability of efficient, transparent and understandable systems of accounting and a system of monitoring of activities ensures long-term viability of an organization, and its efficient functioning regardless of the personality of its leader.

The data shown on Figure 51 demonstrate that organizations report to its members (78%), 42% – to donors, 40% CSOs – to the state institutions, and 20% organizations report to its clients. There is a significant decrease of the number of organization that report to the state (by 7% compared to 2013, and by 15% compared to 2004 року). There was also a significant decrease of the number of organizations that report to donors (by 19% compared to 2013 poand by 12% compared to 2004). In 2017, the number of organizations reporting to their clients decreased slightly (by 2%). At the same time, in 2017 the number of organizations reporting to their members stayed almost at the level of the previous survey. The number of "Other" answers decreased compared to 2013.

Figure 51. Institutions, to which CSOs submit their reports[95] in 2004-2017
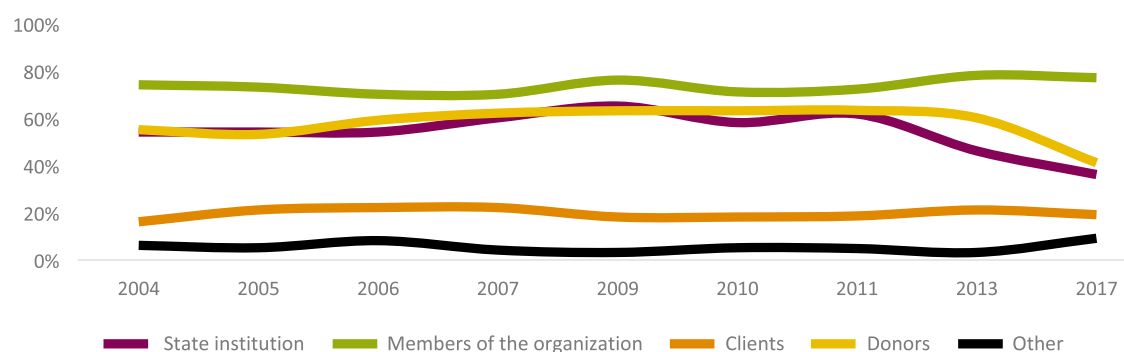
It can be said for sure that CSOs public their annual reports on activities, and they are more open to the public. The fact that their organization prepares an annual report in 2017 was stated by 67% respondents, which is 20% higher than in 2013 (47%). In terms of the regional breakdown, annual reports are prepared by CSOs in the Eastern region – 71%, in the Southern region – 70%, in the Central region – 67%, and in the Western region – 63%.

The surveyed CSOs public their reports less frequently in a printed form than electronically. For instance, the respondents mentioned that their annual report is presented during their events (52%), sent to the recipients of their mailing lists (11%), or is published in mass media (8%). An electronic form at present is more convenient and cheap, and at the same time, it is more efficient for sharing information with a larger number of people, so the organizations publish their annual report on their own web site (38%) and in social media (32%), send it via mailing lists

AN ANNUAL REPORT is an accurate comprehensive document, with the help of which you can inform others about success of your organization. An annual report confirms civic development of your organization, and it confirms its efficiency and financial capacity

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[95] Question №113 in the questionnaire

(22%), and post it on web resources of other CSOs (14%). Other forms of publication of the annual report different from the mentioned above were selected by 14% respondents.

Since annual reports are naturally presented (sent) first of all to members of the organization (65%), and the number of respondents (67%) who mentioned that they prepare annual reports is almost the same with the indicator characterizing publication, one can assume that the latter value is accurate. This can mean that the organization have a clear understanding of the nature of an annual report unlike in the previous surveys when CSOS frequently understood it not as a report on activities but only as mandatory reports for fiscal agencies.

The survey results demonstrated (see Figure 52) that 36% (46% in 2013) of the surveyed CSOs send their annual report to the state authorities and local self-government bodies, 78% (in 2013– 61%) – to members of the organization, 42% (56% in 2013) – to donors, and only 20% (17% in 2013) respondents send their annual reports to clients; the Other answer was selected by 10% respondents.

Figure 52. Institutions, to which CSOs submit their annual reports[96], 2017, N=495
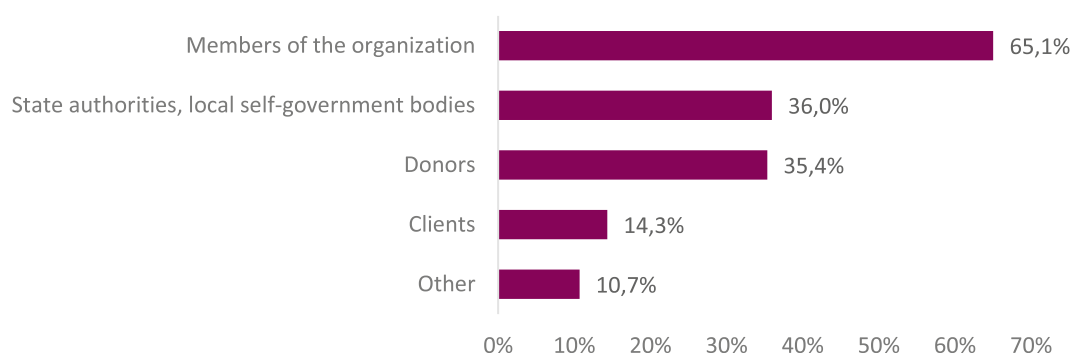
Ukrainian CSOs in general have established systems of financial management and control. More than two thirds of organizations (65%) have an accountant (same as in 2013 – 66%), 59% organizations believe that their accounting system complies with the national and\or international standards (63% in 2013). The system of financial management for respective planning, implementation and reporting can be found in 51% CSOs (55% in 2013).

In 2017, external financial audit was carried out only in 19% respondents (26% in 2013). 44% CSOs did not have but are ready to have financial audit (43% in 2013) and 19% – same as in the previous survey (20%) CSOs did not have and are not ready to have financial audit.

OPENNESS

In 81% membership organizations, CSO members may get an access, if they wish, to financial documents of the organization (85% in the previous survey).

ETHICAL NORMS

Defined and written ethical norms. According to the 2017 survey data, can be found in 42% organizations (40% in 2013, 34% in 2011) – see Figure 53.

LEGISLATION

Legislation regulating activities of CSOs is one of the most important factors that influence the capacity of such organization to carry out their activities in an efficient way, and to have an impact on the society. CSOs knowledge of the applicable legislation is necessary for avoiding a lot of problems with taxes, drafting and revising the statute, complying with the non-profit status, increasing the CSO viability, and so on.

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[96] Question №116 in the questionnaire

Figure 53. CSOs having defined and written ethical norms[97], 2017, N=741

3,5%   2,2%

52,0%

42,3%

■ No anser   ■ Yes   ■ No   ■ Don't know
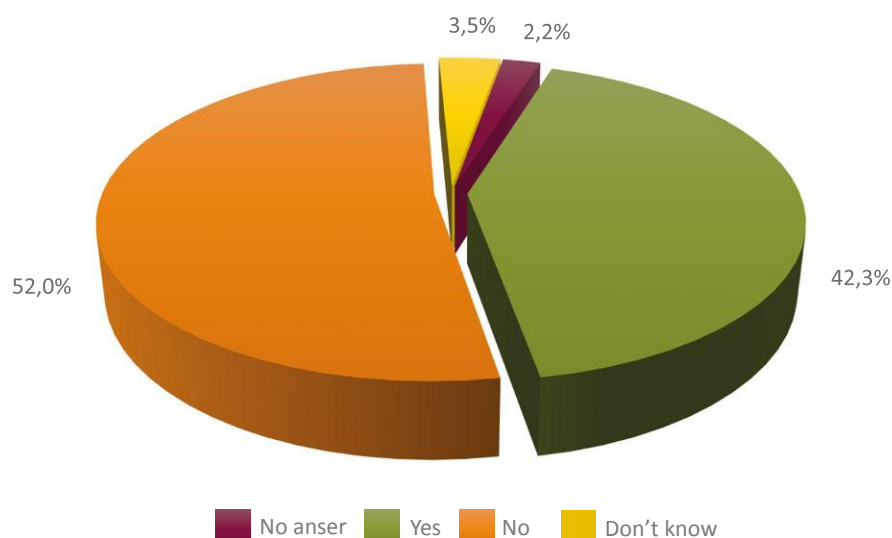
In 2013, two Laws of Ukraine came in force that regulate activities of CSOs – On Public Associations and On Charity Activities and Charity Organizations. New laws contain some new provisions. In 2018, the respondents were asked to answer a question, *Does the current legislation regulating activities of your organization facilitate conditions for activities of your organization?* 44% respondents sad that it *more or less* facilitates activities of their organization, 28% respondents answered *rather yes,* and 9% of the surveyed CSOs answered *totally yes*. For comparison, in the 2014 survey, organizations were asked to indicate, to which extent they agree with the new legislative provisions. 41% respondents answered they more or less agree with the legislative amendments, 29% respondents rather disagree, and 21% of the surveyed CSOs rather agree with amendments to the legislation. Therefore, the majority of CSOs had a positive response to the legislative amendments and believe that the current legislation regulating activities of their organizations creates favorable conditions for their activities.

Conclusion

The majority of Ukrainian CSOs report to the members of their organizations, donors and state institutions. In 2017, compared to the previous years, there was a significant increase of the number of organizations that have written ethical norms. More than a half of the surveyed CSOs prepare an annual report on their activities. Most frequently, CSOs present their annual reports and event organized by the organization and on their own web sites, in social media, via e-mail lists, and less frequently – by means of publishing them in mass media. The majority of organizations have an accountant and believe that their accounting system is in line with the national and/or international standards. However, only every fifth surveyed organization underwent external financial audit, which is less compared to the previous survey.

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[97] Question №117 in the questionnaire

3 SPECIAL QUESTIONS INCLUDED IN THIS YEAR SURVEY

Each previous survey included several special questions to explore specific topics and areas in more detail. This year survey focuses on identifying and assessing institutionalized practices of interaction of state authorities with the public. The survey findings are presented below.

6. INSTITUTIONALIZED PRACTICES OF INTERACTION OF STATE AUTHORITIES WITH THE PUBLIC

In 2018, the surveyed organizations were asked to assess frequently used practices (levels) of interaction of state authorities with the public according to a 5-point scale[98]. There are four identified typical stages[99] of inter-action – from initial – provision of information and consultations, to the most efficient stages – involvement in policymaking processes and partnership. The highest assessment was that of provision of information (2.9) followed by consultations (2.6), partnership (2.5) and involvement in policymaking (2.4). In other words, the highest assessment was that of the practices of preparatory stages of cooperation, and the lowest – respectively the practices of active cooperation. If we specify the practices of interaction by levels – from local and regional to the national – we can see that the most widespread practice in 2017– provision of information is more relevant at a local than at a national level. Provision of consultations is also more popular at a local level than at the other two levels. The same refers to involvement in the policymaking process and special partnership.

In addition to this, when comparing responses of the surveyed organizations with regard to the stages, at which their interaction with state authorities was developing more actively in 2017[100], the majority of respondents indicated the stage of provision of *information* (58%) and the stage of *partnership* (47%), which are followed by the stage of *consultations* (41%) and, in the end, the stage of *involvement in the policy development process* (26%). Perhaps, the respondents identified the stage of partnership not as a stage but as a name of interaction as such. Furthermore, the stage of provision of information is most frequently selected by the respondents which involvement in the policy making process is least frequently selected based on both their organizational experience and on their opinion in general.

Interaction with the state authorities at all levels and local self-government bodies is initiated by various participants depending on the stage of cooperation. State agencies and the public, based on the respondents' experience, more often interact at the stage of provisions of information, and less often – at the stage of partnership. On the contrary, CSOs more often interact at the stage of partnership, and less often – at the stage of provision of information; the stages of provision of consultations and involvement also demonstrate high indicators. *Other* participants more frequently appear at the last two levels that are characterized by higher efficiency, which can demonstrate that these are different implementers of partnership agreements (see Table 12). In the opinion of surveyed CSOs, if we look at initiators at some stage of cooperation, the public and CSOs are the most active at the stage of provision of information, and CSOs are also most active at all other stages. We would like to emphasize that this is a response of CSOs, which tend to give the lowest assessment to state authorities at all stages of cooperation.

Table 12. Initiators of cooperation with the public as assessed by respondents[101], 2017, %, N=741

Initiators/ Levels of cooperation	Provision of information	Consultations	Involvement in policy making process	Partnership
Authorities	45	37	27	27
Public	49	46	45	40
CSOs	49	57	62	69
Others	2	2	3	3

It can be seen in Table 13 with regard to the level of cooperation between the public and authorities at various levels – local, regional, and national – that the highest assessment is given to the state agencies at all levels of interaction – from provision of information to partnership. The second place in the list is taken by regional state authorities, and they are followed by the national authorities.

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[98] Where 1 – no interaction, and 5 – very intensive interaction
[99] Organization for Economic Cooperation and Development (OECD): Citizens as Partners
[100] Question №70 in the questionnaire
[101] Question №126 in the questionnaire

In terms of the regional breakdown, in the West and the East, the most widespread practice in 2017 was provision of information (52% in the West, and 53% in the East) and partnership (48% in the West, and 57% in the East), while in the South provision of information was significantly dominating (65%), in the Center – provision of information (63%) and consultations (53%). As to the policy making practice, this type of cooperation is more frequent among central-regional and south-regional CSOs (35% and 30% respondents respectively indicated this type of cooperation).

Table 13. Level of interaction of state authorities at various levels with the public[102] in 2017, N=741

Levels of interaction	Level of state agencies	Assessment where 1 means absence of interaction, and 5 – maximum interaction
Provision of information	Local	3.1
	Regional	2.7
	National	2.6
Consolations	Local	2.8
	Regional	2.4
	National	2.3
Involvement in policy making process	Local	2.4
	Regional	2.2
	National	2.1
Partnership	Local	2.6
	Regional	2.3
	National	2.1

The tools used for the survey include a list of methods that are used most frequently by executive bodies and local self-government bodies at a certain level of interaction between state authorities and the public. The received data demonstrate that there are no significant differences depending on the level of authorities – executive of local self-government – when selecting the methods of interaction (see Table 14).

At the stage of provision of information, state authorities more frequently use publications (executive bodies – 65% and local self-government bodies – 67%) as well as posting information on a web-site (69% and 65% respectively), and least frequently – information campaigns (20% and 22% respectively).

At the stage of consultations, the most frequently used method is round tables (executive authorities – 51% and local self-government bodies – 52%), public councils of executive bodies (50%), and meetings in local self-government bodies (51%), while the lest frequent are collection of comments at a web site (19% and 21% respectively). With regard to the latter indicator, it should be said that posting information on a web site as a method, together with dialogs (20% and 28%) and surveys (17% and 22%) is one-way communication, which does not imply feedback and study of opinions of a wider public. Such approaches to selecting methods of interaction may not be sufficient for taking the needs of target audiences into consideration, and only the opinion of immediate participants of interaction are considered.

At the stage of involvement in the policy making process, a similar picture can be seen. The most frequent method is holding public hearings (executive bodies – 42% and local self-government bodies – 49%) as well as advisory councils (37% and 36% respectively). The least frequent at this stage are conducting surveys (16% and 16% respectively), public monitoring (20% and 22% respectively) and collecting comments on a web site (18% and 18% respectively). Whereas at the stage of consultations, the latter – surveys, studies, monitoring, collecting comments and others have a function of identifying the needs of target groups before making policies, at the stage of the policy making process itself, these methods play a role in evaluation and monitoring, and they also correct the implemented policy to ensure its efficiency. A low level of selection of these methods by respondents (see Table 14), depending of the stage of interaction, demonstrate that this rule does not work in real communication between authorities and the public.

At the stage of partnership, an important role is played by such methods as joint projects ((executive bodies – 41% and local self-government bodies – 47%) and budget financing (35% and 37% respectively).

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[102] Question № 125 in the questionnaire

Table 14. Methods that, in respondents' opinion, are used by state authorities at various stages of cooperation with the public[103], 2017, %, N=741

Provision of information			Consultations			Involvement in policy making process			Partnership		
Methods	Executive bodies	Local self-government bodies	Methods	Executive bodies	Local self-government bodies	Methods	Executive bodies	Local self-government bodies	Methods	Executive bodies	Local self-government bodies
Publications	65	66	Public councils	50	46	Advisory councils	37	36	Establishing coalitions	14	12
Information on web site	69	65	Public hearings	40	47	Strategic planning	14	19	Joint projects	41	48
Presentations	27	32	Collecting comments on a web site	19	21	Conducting surveys	16	16	Budget financing	35	37
Meetings/ forums	34	37	Meetings	44	51	Public monitoring	20	22	Other (please, indicate)	11	10
Information campaigns	20	22	Round tables	51	52	Public hearings	42	49			
Other (please, indicate)	3	3	Dialogs	20	28	Collecting comments on web site	18	18			
			Surveys	17	22	Other (please, indicate)	7	6			
			Public aware-ness raising	7	8						
			Budget hearings	9	10						
			Other (please, indicate)	4	4						

Conclusion

The highest assessment was that of the practices used at a preparatory stage of interaction (provision of information, consultations), and the lowest – respectively, to the practices of active cooperation (involvement in the policy making process and partnership). More specifically, the stage of provision of information was most frequently selected by respondents, and involvement in the policy making process was the least selected based on the respondents' organizational experience and on their overall impression in general. State authorities and the public, based on the respondents' experience, more often interact at the stage of provision of information, and less often – at the stage of partnership. At the level of provision of information, the most active are the public and CSOs, and at all other levels also CSOs.

With regard to the level of interaction between the public and state authorities at different levels – local, regional, and national – it can be seen that the highest assessment is that of local authorities at all levels of cooperation – from provision of information to partnership. There are no significant differences in the level of authorities – executive or local self-government – also regarding selection of the methods of interaction.

Communication can be called somewhat narrow, since such approach to selecting the method of interaction may be insufficient for taking into consideration the needs of target audiences, when only the opinion of immediate participants is considered. At the stage of provision of information by authorities, the method of publications and posting information on a web site is more frequently used, while information campaigns are the least frequently used.

At the stage of consultations, such methods as surveys, study, monitoring, collecting comments and others perform the function of identifying the needs of target groups before making policies. At the stage of the policy making process itself, these methods play a role in evaluation and monitoring of the developed policy, and they also have a function of correcting the policy to ensure its efficiency. The present study demonstrates that this rule does not work in real communication between authorities and the public.

[103] Questions №123-124 in the questionnaire

4 STUDY FINDINGS OF INDIVIDUAL ASPECTS OF DEVELOPMENT AND ACTIVITIES OF UKRAINIAN CSOs

This part describes the findings of analysis of individual aspects of CSO development and activities, namely: analysis of the CSO organizational capacity, CSO capacity to provide services and advocate, and the level of CSO legitimacy. This part also presents the results of studying the problems and needs of Ukrainian CSOs.

7. ORGANIZATIONAL CAPACITY INDEX OF UKRAINIAN CSOs

Description of the CSO Organizational Capacity Index (OC Index)

The term "capacity development" is used for the purposes of this survey in the sense of organizational capacity (OC), which according to Peter Morgan (1996) means *"ability of groups, institutions, and organizations to determine and solve development problems in the course of their emergence"*. OC development can exist as an open or a closed system. From the point of view of a closed system, OC is focused on internal activities of an organization, while from the point of view of an open system, an organization is part of environment that influences the organization through its social values, political and economic surrounding.

Organizational capacity consists of the following components: identification of the mission and vision of the organizations, strategic goals, professionalism of members and employees of the organization, delegation of authorities and democratic style of leadership in the CSO, approaches to assessing work in the team as well as the practice of "participatory management", the degree of development of systems and structures of management, ability to use financial and material resources for maintaining activities of the organization.

The OC index has been counted since 2002 when the Institute for Sustainable Communities (USA) developed their own model of assessing such capacity for the needs of the project *Network of Civic Action in Ukraine*. The said model envisages using a 5-point scale where 1 means absence or weak capacity, and 5 – high or strong capacity. In 2009, the CCC, pursuant to the objectives of the project *Unite for Reforms* (PACT, USA), revised this model and identified six components.

The model is based on empirical data about Ukrainian CSOs that were received within the framework of surveys conducted in 2002 – 2017.

The organizational development model consists of the following components.

Component 1. Strategic management in CSO. Measured using the following indicators:
- The organization is registered as a legal entity.
- The organization has a mission and follows it.
- The organization has a written and approved strategic plan.
- Strategic goals of the organization are clear and understandable for its members.
- Members and managers of the organization hold regular meetings in order to discuss, revise, and – if necessary – amend the strategy, goals or tasks of the organization.
- The organization has and uses the system of monitoring and evaluation; the results of analysis are used in the decision-making process.

Component 2. CSO management structure. Measured using the following indicators:
- The organization has an active management body.
- Functions and duties of members of the management body are clearly defined.
- Systematic ongoing communication is maintained among members of the management body and the executive director.
- Strategic decisions are made on the basis of a common discussion among members of the management body and heads of the CSO.
- Leadership style implies involvement of employees in the decision-making process.
- The CSO executive director delegates authorities and tries to establish such management system, which would enable the organization to work sustainable even in his/her absence.
- The CSO executive director delegates authorities for implementation of certain projects or functions to employees.

Component 3. Leadership and management style in CSO. Measured using the following indicators:

● The CSO director delegates authorities and tries to create an organization that would be able to work sustainably in the event of his/her absence.

● Employees are involved in problem-solving and making decisions through the work in a team, project implementation, and so on.

● Employees feel they are authorities to manage their work, identify understandable goals, and monitor the timelines for their implementation, solve problems and make decisions within the area of their responsibility.

● The organization has documented administrative rules and procedures.

● Management bodies, employees, and members of the organization are involved in developing administrative rules and procedures.

● Administrative rules and procedures are revised on a regular basis.

Component 4. Fundraising strategy. Measured using the following indicators:

● The organization has a written plan for fundraising (minimum once a year).

● The organization has a written financial plan of administrative expenses that is separated from financial plans of the programs.

● The organization has a specially appointed individual or a group of individuals responsible for looking for new sources of financing.

● The organization has at least two different sources of financing.

● The organization demonstrated its ability to accumulate minimum 30% of financing from local sources during a year.

Component 5. Financial systems of CSO management. Measured using the following indicators:

● The organization has a system of accounting that is in line with national or international accounting standards.

● The organization has a system of internal financial control.

● An annual administrative budget of the organization is separated from project budgets.

● The organization undergoes or is ready to undergo external audit of its financial reports.

● Members of the organization have access to financial and accounting documents, reports of the organization.

● The organization has an established system of financial management.

● The organization has a full-time accountant.

Component 6. Management procedures. Measured using the following indicators:

● Job descriptions of employees are developed in a written form, and functional duties are clear and definite.

● The organization has a clearly defined policy and system of human resource management; job descriptions are developed and approved, communicated to employees; there is an established and clear procedure for hiring and dismissing employees, etc.

● A system of documents circulation is in place.

● Administrative procedures are clearly defined and approved.

● Professional development of employees is part of the overall development of the entire organization.

● The organization has salaried employees.

The values of the OC Index for 2002 – 2017 are shown in Table 15. The highest value was recorded in 2003 (**3.14** under a 5-point scale), after which the trend towards its decrease to a various extent was observed. In 2017, the value totaled **2.75**, which demonstrates the average organizational capacity of Ukrainian CSOs. At the same time, the OC Index increased compared to 2013.

Table 15. Organizational Capacity Index values by individual components[104] in 2002-2017, N=487 (only public associations and charity organizations)

Component	Index										
	2002	2003	2004	2005	2006	2007	2009	2010	2011	2013	2017
1. CSO applies strategic management in practice	3.45	3.73	3.47	3.34	3.4	2.62	2.67	2.55	2.49	2.62	**3.97**
2. CSO has an efficient management system	3.11	4.09	4.29	4.17	4.1	3.74	3.69	3.59	4.35	4.04	**4.08**
3. Efficiency of the CSO leadership and management system provided employees are involved in the decision making process	2.85	2.71	2.59	2.53	2.52	1.32	2.36	2.27	2.61	2.25	2.27
4. CSO fundraising strategy	1.67	2.29	1.50	1.49	1.49	1.68	1.79	1.66	1.63	1.7	1.60
5. CSO 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	**3.24**
6. CSO has proper procedures for managing human and material resources	3.10	2.75	2.60	2.61	2.71	2.87	2.81	2.71	3.01	2.36	1.32
General Index value	2.90	3.14	2.93	2.87	2.91	2.65	2.32	2.66	2.89	2.69	**2.75**

DESCRIPTION OF RESULTS RECEIVED IN 2018

As it has been already stated above, the OC Index value in 2017 totals 2.75 out of the maximum 5 points, which demonstrates an average level of organizational capacity of Ukrainian CSOs.

With regard to individual components of the OC Index, the received data enable us to state that the highest organizational capacity of CSOs can traditionally be found in the component of availability of an efficient management system in the CSO (see Figure 54) – the value of this indicator totals 4.08. This trend continued during 2003-2017. Ukrainian CSOs demonstrated that they have functioning management bodies with written and clear functions and rules of their work. These bodies are involved in making strategic decisions. There are mechanisms of replacement and rotation of their members. Although this component received the highest average point, it remains inefficient in practice of functioning of CSO management bodies according to proper standards compared to other components of organizational capacities of the CSOs.

One can also see significant changes under the component the CSO applies strategic management in practice. In 2017, the value of the CO Index under this component totaled 3.97, which is the highest for all years of survey starting 2002. One should also mention some increase in 2017 (3.24) compared to 2013 (3.16) of the OC Index under the component financial management of the CSO meets accounting standards. The majority of surveyed organizations have a professional accountant and believe that their financial system meets national or international standards. Not all surveyed CSOs had external financial audit, but the majority of respondents are ready to have it.

In total, under the three components mentioned above, the OC Index of Ukrainian CSOs is above average.

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[104] Applies only to public associations and charity organizations

At the same time, one has to pay attention to a significant decrease of the OC Index value in 2017 (1.32) under the component presence of proper procedures in the CSO for managing human and material resources compared to the previous years. Under this component, the organizational capacity of the CSOs is at its weakest point compared to other components, even such traditionally weak component as availability of a fundraising strategy in the CSO (during all years of survey, it had the lowest value). As to the latter component, the value of the OC Index under it continues to be one of the lowest also in 2017. Despite strengthening the strategic planning capacity in general, CSOs demonstrate low capacity with regard to development and implementation of a fundraising strategy. Whereas in 2013, only 193 out of 563 surveyed organizations had a fundraising plan for minimum one year, in 2017 – only 151 out of 487 surveyed organizations.

Figure 54. Organizational capacity index by individual components[105] in 2002 – 2017
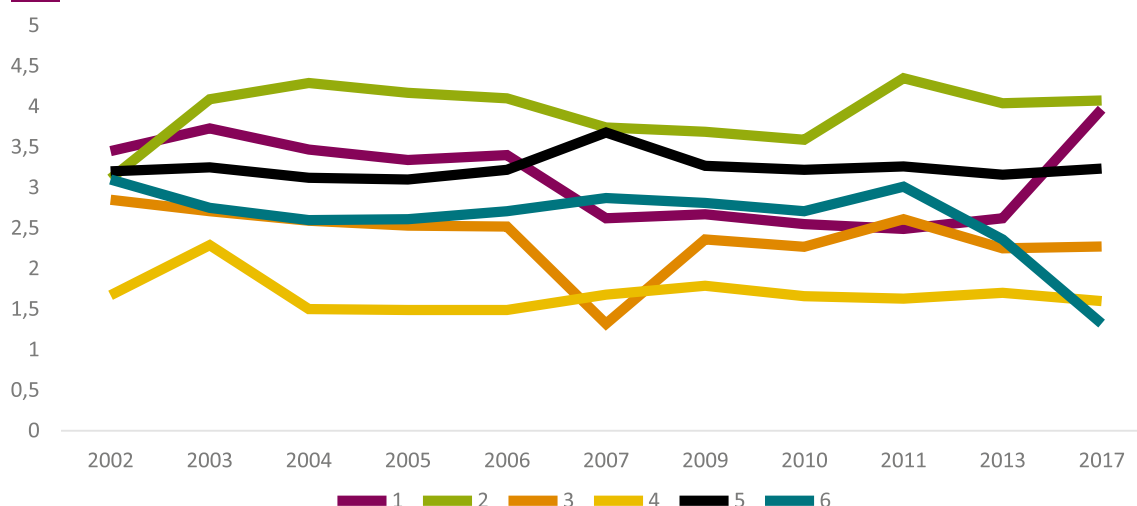
In 2017, in addition to civic associations (CA) and charity funds (CO), CSOs with other organizational legal forms were included in the survey for the first time. Table 16 shows the values of the OC Index for different components broken by various organizational legal forms of CSOs. The presented results give us a possibility to compare the data for civic associations, charity organizations, and other CSOs. As one can see, under all components the values of the OC Index for CSOs with other organizational legal forms are lower than similar values for CA and CO. In addition to this, the lowest value of the OC Index for CSOs with other organizational legal forms under the component *availability of a fundraising strategy in the CSO*, which is different compared to CA and CO, whose lowest value is found under the component *presence of proper procedures in the CSO for managing human and material resources*.

There are also regional differences in organizational development of CSOs. Analysis of the data presented in Table 17, demonstrates that CSOs in the West and in the Center have the highest level of organizational capacity. The level of their organizational development is very much ahead of organizations working in the East and especially in the South. Besides, the CO Index of CSOs in the West and in the Center is almost at the same. A symptomatic fact is that Southern CSOs demonstrate a rather low level of organizational capacity compared to other regions.

CSOs in the West and in the Center demonstrate a sufficient level of organizational capacity under the component *CSO applies strategic management in practice*. At the same time, CSOs in the West, Center, and the South demonstrate the same high level of organizational capacity under the component *presence of an efficient management system in the CSO*.

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[105] Applies only to public associations and charity organizations

Table 16. Organizational capacity index for CSOs with different legal organizational forms in 2017, N=741

Component	Index	
	Public associations and charity organizations	CSOs with other organizational legal forms
1. CSO applies strategic management in practice	**3.97**	**3.00**
2. CSO has an efficient management system	**4.08**	**3.67**
3. Efficiency of the CSO leadership and management system provided employees are involved in the decision making process	**2.27**	1,99
4. CSO fundraising strategy	1.60	1,26
5. CSO financial management is in line with the accounting standards	**3.24**	**2.95**
6. CSO has proper procedures for managing human and material resources	1.32	1,49
General Index value	**2.75**	**2.39**

Under the component *availability of a CSO fundraising strategy* no regional differences can be seen. The level of organizational capacity of all CSOs is actually similarly low. Under the component *presence of proper procedures in the CSO for managing human and material resources* the value of the OC Index is also low, yet the value demonstrated by Southern CSOs is very low.

Table 17. Regional differences[106], 2017, N=487

Region / Component	1	2	3	4	5	6	Average value
West	**4.21**	**4.13**	2.29	1.76	**3.50**	1.59	**2.87**
South	*2.98*	*4.09*	1.66	1.33	*2.53*	0.73	2.22
East	3.80	3.98	2.18	1.44	2.92	1.26	2.60
Center	**4.16**	**4.08**	*2.48*	1.64	**3.42**	1.54	**2.89**
TOTAL	**3.97**	**4.08**	**2.27**	**1.60**	**3.24**	**1.32**	**2.75**

Conclusion.

The organizational capacity index of Ukrainian CSOs in 2017 slightly increased compared to 2013. It demonstrates that in general the level of CSO capacity in the context of organizational development is moderate. Civic associations and charity organizations demonstrate a somewhat higher level of organizational capacity compared to CSOs with other organizational legal forms. The strongest aspect of organizational development of CSOs is proper establishment of the system of governance and strategic planning of activities. However, absence or inefficiency of managerial procedures in practice is the weakest point in organizational development of all types of CSOs in all regions of the country. Despite a developed system of strategic planning of activities, CSOs still demonstrate a low capacity of strategic planning for raising funds for their activities.

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[106] Applies only to public associations and charity organizations

8. INDEX OF UKRAINIAN CSOs CAPACITY TO PROVIDE SERVICES

DESCRIPTION OF THE CSO CAPACITY INDEX FOR PROVISION OF SERVICES

According to the UN definition, public services are services provided to the population by state institutions. According to the classification, such services are often very different in terms of their scope and nature. *The UN specifies:*

▶ law enforcement and rights protection services (such as police, courts, etc.);

▶ infrastructure and utility services (for instance, maintenance of roads, water pipelines, maintenance of residential and public houses);

▶ services related to economic development, financial services and services of a regulator (for instance, banking, financial, investment, currency exchange, financial protection of financially vulnerable individuals); and

▶ social services (education, health care, social insurance, protection from unemployment, protection of elderly people, orphans, and other services for people with low incomes).

The procedures for provision of such services depend to a great extent on their nature and recipient, institutions that provide services, and the level of existing monopoly and competition (UN 1999).

In Ukraine, the terms *services*, *state services*, *public services* and *social services* are often used as synonyms thus levelling the existing differences. When the notion services is used, the principal focus in on legal aspects, namely the procedures for their provision that are specified by various normative legal documents. In legal terms, the notion of a service is defined as any activity or benefit that can be offered by one party to another, and that do not have a material nature and do not result in possession of something. Ukrainian practice clearly divides the notions of a *public service* and a *state service*. State authorities use the term *service* most frequently in the sense of a *state service*. A state service is explained as one of the main forms of relations between citizens and legal entities and state authorities when the state is seen as a service provider that provides necessary and useful services for the society. In other words, the notion of state services refers to such services, provision of which is undertaken by the state. In Ukraine, one can often see the term *public services*. Public services are often identified with state services, which is further facilitated by the fact that the English term *public service* is translated as public in Ukrainian. Yet, the term *public services* is much wider in its sense than *state services* since, unlike state services that are provided exclusively by the state, the former can be provided both by state and by non-state structures. Public services are services that can be provided by state agencies or by local self-government bodies and by any other institutions if the state delegates their provision and transfers respective resources for their provision. A specific feature of public services is existence of rules and procedures for their provision specified by the state, and state oversight of their provision.

Unlike public services, social services can be provided only to individuals, and not to legal entities. The procedure for provision of social services is clearly regulated by legislation, and they are characterized by an earmarked nature. The Law of Ukraine On Social Services defines social services as a set of legal, economic, psychological, educational, medical, rehabilitation, and other activities aimed at specific social groups or individuals experiencing a difficult life situation and requiring external assistance for improving or restoring their vital activities, social adaptation and return to normal life.

Involvement of CSOs in provision of social services is very widespread in developed countries, although the depth of such involvement is rather limited. However, with the growth of the number of CSOs the balance is changing. Carrol (1992) mentioned that provision of services is one of the direct and the most noticeable functions of CSOs. However, the level of the exercise of these services by CSOs depends on many factors. Clark (197) maintains that these include traditions of volunteer activities, the level of education and the nature of relations between the CSO sector and the state. Edwards and Gulm (1997) say that CSOs should explain their role in the society, their vision of the future and "...*civil society organizations have to work in a*

constructive and creative way with sources of financing, centers of influence, and political forces". Another factor that used to influence and still influences the CSO potential is *"the totality of ideas that are called the new public management approach to the administrative reform"* (Lewis, 2001). Lewis (2001) connects the CSO potential with their management capacities proving that management is important so that organizations are able to change the existing policies and practices. Favorable environment provides a basic service infrastructure and guarantees peace and democratic order while playing the maximum important role. Furthermore, one should take into consideration other factors, which are not less important, such as traditions of charity and the role of charity organizations in the society.

DESCRIPTION OF THE MODEL

Based on the aforementioned approaches to defining and understanding the nature of services and the role of CSOs in their provision, the following model was developed for measuring the index of CSO capacity to provide services. It consists of five individual components, each of which refers to specific characteristics of organizations. The organization's capacity is assessed according to the 5-point scale where 1 means an absence or low capacity, and 5 – high or strong capacity. The index components are the following:

Component 1. Development of programs and projects. Indicators:

▶ Are representatives of target groups and clients of the organization involved and to which extent in development of programs and projects of the CSO?

▶ Is there study of the needs of target groups, at which the project/program is aimed?

▶ Are the target groups, at which the project is aimed, involved in its implementation?

Component 2. Provision of services. Indicators:

▶ Which services are provided by the organization and to whom?

▶ An average number of services provided by the organization during a year. An average number of clients who received services during a year.

▶ Does the organization use the following strategies for provision of services:
- Implementation of programs envisaging provision of a wide scope of services.
- Satisfying the needs of target groups for services.

▶ Does the organization register clients to whom services are provided?

Component 3. Improvement of existing services and ways of their provision through studying clients' needs and interests. Indicators:

▶ Does the organization use the following strategies for improvement of services:
- studying the citizens' interests and needs for services;
- expanding the spectrum (extending the list) of services;
- increasing the scope of services;
- expanding the geography of services;
- improving the quality of services.

▶ Does the organization have a mechanism of controlling the quality of provided services?

▶ Does the organization have a mechanism of receiving feedback from service recipients about the level of their satisfaction with the service provided by the organization?

▶ Does the organization typically evaluate its programs/projects?

▶ Are the target groups of programs/projects involved in evaluating programs/projects of the organizations, in which they were involved?

Component 4. Increasing pressure for provision of higher quality services by state authorities through monitoring their activities. Indicators:

▶ Does the organization use the following strategies of influencing the government:
- representing citizens' interests with regard to services;
- protecting citizens' interests with regard to services;

- monitoring services provided by the state;
- evaluation of the quality of services provided by the state;
- influencing local policy regulating provision of services;
- influencing the state policy regulating provision of services.

Component 5. Reimbursement of expenses and recognition, support from state authorities. Indicators:

▶ What were the main sources of financing of the organization in 2017?

▶ Did the organization receive financial support from executive bodies or local self-government bodies in 2017?

▶ Did the organization receive financial support from citizens in 2017?

Out of 487 surveyed CSOs[107], 354 organizations or 72.7% provide services. Figure 55 shews distribution of surveyed CSOs providing services broken down by regions.

Figure 55. Number of surveyed CSOs[108] that provide services by regions, 2017, N=354
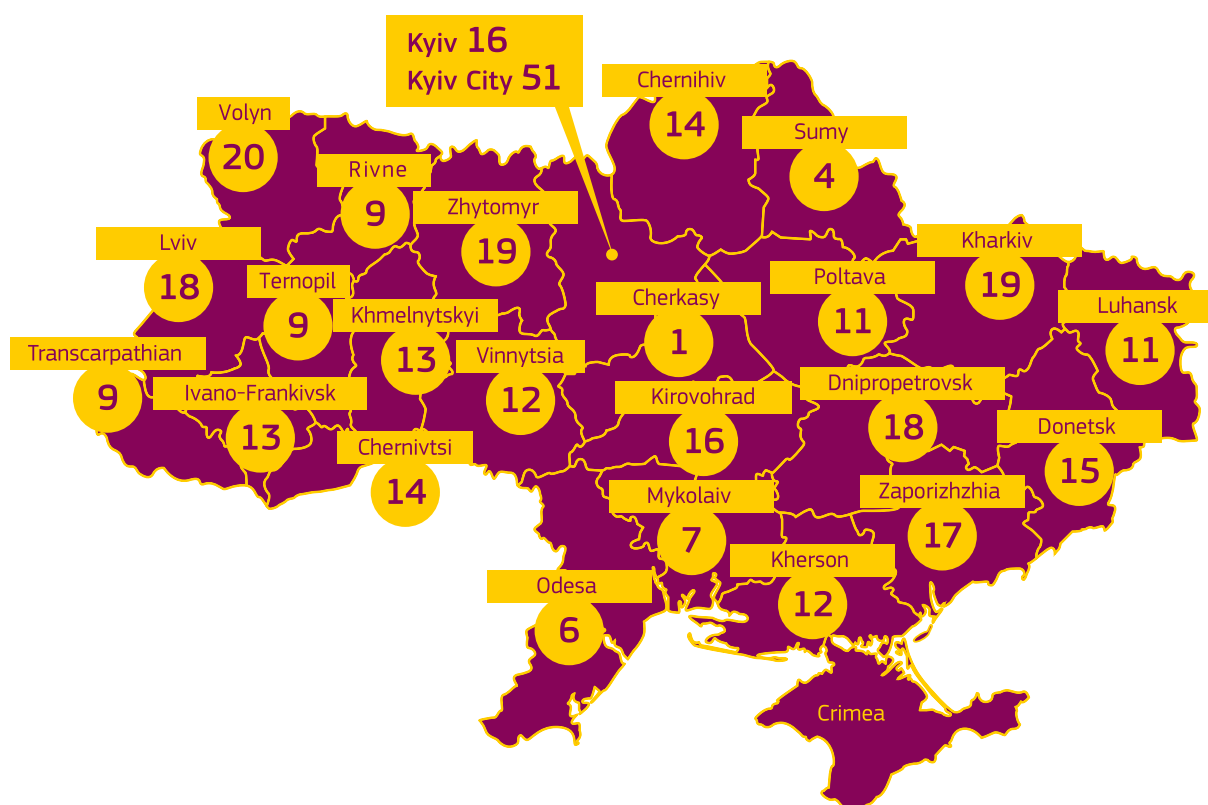
Table 18 shows the data of research conducted in 2013 and 2017 concerning the Index of CSO capacity to provide services broken down by components. Values of the Index in 2017 decreased slightly compared to 2013 and demonstrate that the capacity stays below average (*2.48*).

At the same time, under the component *improvement of currently provided services and ways of their provision through studying clients' needs and interests* CSOs demonstrate a quite high level of capacity. It has improved compared to 2013, and in 2017 it totals *4.33* according to the 5-point scale. This gives us grounds to believe that CSOs pay sufficient attention to identifying the needs of their target groups, which enables them to improve their services focusing on recipients. The growth of the capacity level can be seen also under the component *provision of services* from *2.94* in 2013 to *3.42* in 2017.

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[107] Public associations and charity organizations surveyed in 2018
[108] ibid

Table 18. Index of CSO[109] capacity to provided services by components, 2017, N=354

№	Index component	2013	2017
1	Development of programs and projects	**3.23**	2.21
2	Provision of services	2.94	3.42
3	Improvement of currently provided services and ways of their provision through studying clients' needs and interests	3.17	**4.33**
4	Strengthening pressure for provision of higher quality services by state authorities through monitoring their activities	1.68	1.56
5	Reimbursement of expenses, recognition and support from state authorities	1.80	0.89
Average value		**2.56**	**2.48**

Under other components, 2017 witnessed a decrease of the CSOs capacity to provide social services. This is most visible under the component *reimbursement of expenses, recognition and support from state authorities*. The level of CSO capacity here is the weakest among other components, which can be related to the insufficient capacity of CSOs to involve public finances for provision of social services, and the lack of such financing from budget funds. CSOs are not able to carry out proper monitoring and exercise efficient pressure on state authorities and local self-government bodies to ensure that services provided to the population are of appropriate quality, and provided in a timely and transparent manner.

In 2017, the Capacity Index of CSOs with other organizational legal forms different from civic associations and charity organizations was studied for the first time. When comparing the received data (see Table 19), we can say that the level of capacity of civic associations and charity organizations is higher than that of trade unions, religious organizations, creative unions, and others.

Table 19. Capacity Index of CSOs with different organizational legal forms for provision of services by components in 2017, N=741

№	Index component	Public associations Charity organizations	CSOs with other organizational legal forms
1	Development of programs and projects	2.21	1.77
2	Provision of services	3.42	2.76
3	Improvement of currently provided services and ways of their provision through studying clients' needs and interests	**4.33**	**3.09**
4	Strengthening pressure for provision of higher quality services by state authorities through monitoring their activities	1.56	0.74
5	Reimbursement of expenses, recognition and support from state authorities	0.89	0.68
Average value		**2.48**	**1.81**

Analysis of the values of the Capacity Index for provision of services in terms of regional breakdown (see Table 20) demonstrates the absence of significant differences in the level of CSOs capacity. A low capacity level is typical for CSOs from all macro-regions, although CSOs from the Center demonstrate an indicator almost at the level of a general value for all CSOs while the value of Southern CSOs is the highest both compared to other macro-regions and above average for all CSOs. Organizations from four southern oblasts not only receive higher support from state authorities and citizens but also cooperate better with other CSOs and authorities in order to satisfy the needs of target groups for public services.

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[109] Only public associations and charity organizations

Figure 56 presents regional breakdown of surveyed CSOs that provide services.

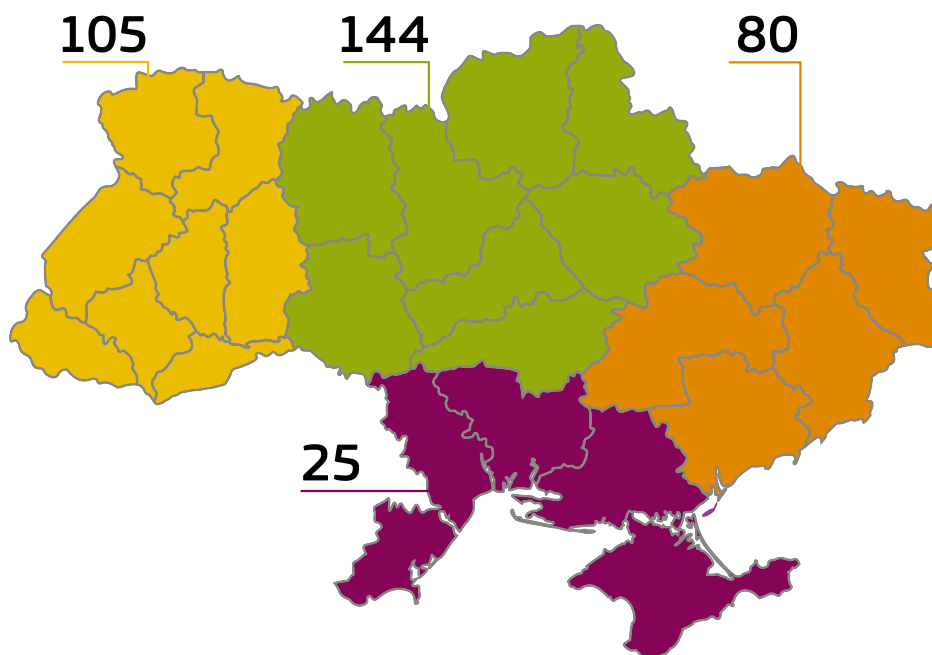**Figure 56.** Regional breakdown of CSOs[110] that provide services, 2017, N=354

105 144 80

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Table 20. Regional values of the Index[111], 2017, N=354

	Development of programs and projects	Provision of services	Improve-ment of services	Influence on govern-ment	Reimburse-ment of ex-penses	Average value
ALL	2.18	3.55	4.26	1.64	0.89	2.5
West	2.19	3.47	**4.39**	1.31	**1.08**	2.49
South	2.00	**4.13**	4.12	**2.00**	0.83	**2.62**
East	**2.34**	3.20	4.06	1.55	0.81	2.39
Center	2.20	3.39	4.48	1.68	0.80	2.51

Conclusions

In 2017, the capacity index of CSOs for provision of services was measured for the second time. The results show that the level of such capacity of CSOs is below average. In view of the fact that the majority of surveyed CSOs provide services, this result is not reassuring. The majority of organizations assess the needs of their clients, and involve them in implementation of their projects and programs, register their clients and study the level of quality of provided services. Unfortunately, the majority of surveyed CSOs o not know how to promote their services, and they do not cooperate with state authorities and local self-government bodies in searching for their support and financing for satisfying the needs of respective groups of the population for social services. The organizations that provide services carry out insufficient work to extend the range of their services and reimburse the expenses related to their provision. Monitoring of provision of services by state authorities and pressing the governmental bodies in order to improve the quality of public services remains the weakest link in activities of Ukrainian CSOs.

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[110] Only public associations and charity organizations
[111] Applies only to public associations and charity organizations

9. INDEX OF UKRAINIAN CSOs ADVOCACY CAPACITY

Representation of interests and protection of rights (advocacy) by civil society organizations can be done in the form of public awareness campaigns, publication of information in mass media, advocating interests of the population, development and promotion of draft laws and exercising other ways of influencing or achieving the desired result. Lobbying offers a possibility to improve and change laws and legal conditions that, in their turn, improve people's life.

INDEX DESCRIPTION

In order to determine the level of capacity of Ukrainian CSOs to represent interests and protect rights, the Institute for Sustainable Communities within the framework of the project *Network of Civic Action in Ukraine* (2002-2008) developed an index model that enables us to assess the CSO capacity to collect information and study issues relevant for communities, monitor communities' response to important events and decisions, determine the CSO position, raise material and financial resources for campaigning, inform the public and defend its positions, carry out activities for influencing political decisions. This index offers a possibility to analyze the progress in development of CSOs with regard to their representation of interests and protection of rights.

The index measuring the CSO capacity to represent interests and protect rights consists of seven separate components, each of which highlights certain characteristics of the CSO regarding its capacity to protect interests and represent rights. The organization's capacity is assessed according to a 5-point scale where 1 means absence or weak capacity, and 5 – high or strong capacity. The index has the following components:

Component 1. Collection and analysis of issues related to representation and protection of rights. Indicators:

- At the respective levels of government, state structures are identified as well as their role in the respective problem; the level of awareness about the problem and their position is determined.
- The position of the public with regard to solving the respective problem is determined by means of informal meetings and focus groups.
- Collection of information and actual data about the specific problem is done on a regular basis. This information contains an executive summary, overviews, statistical analysis, respective memorandums and official points of view.
- When such information is absent, the opinion of the target group of population about the problem is determined with the help of such scientific methods as sociological research.
- The organization carries out analysis or consultations on the respective aspects of the problem, for instance, legal, political, gender or health care (if available).

Component 2. Feedback from CSO members and the public about the examined issue. Indicators:

- Activity areas are identified by means of involving wider public.
- Alternative ideas and options for solving the problem are studied.
- Goals are determined to be achieved, and they exist in a written form in such format and level of dualization that they can be used for working with different audiences and different policy makers.
- The position is stated in a clear and persuasive way.
- Is information collected under Component 1 used? Are the CSO positions strengthening?
- The goals are communicated to members of the organization and other stakeholders/participants.

Component 3. Viable and sustainable policy. Indicators:

- The strategy is based on the results of analysis of the stakeholders reflecting those for whom achieving the goal (changing policy) will be beneficial or not, and identifying the resources of stakeholders and their allies.
- The strategy takes into consideration, which factors can influence transition of uninvolved groups and individuals to the group of allies.
- The strategy specifies who should be persuaded and how.
- The strategy is practical and realistic, takes into consideration the methods of influencing the problem, human and financial resources of the organization.
- The strategy/action plan is formulated in specific terms, contains clearly defined steps and distributed responsivities.

Component 4. Resources for representation and protection of rights:

- The organization has sufficient financial resources that come from different sources (or a realistic plan for raising sufficient resources).
- Increasing resources from local sources, for instance, from members of the organization, interested citizens and/or other organizations (business structures, funds, religious groups, and others).
- Financial and other resources are found inside the organization.
- There is a reserve of volunteer time that is well distributed and directed to represent interests with regard to the problem.
- There are sufficient human resources in the organization that are characterized by strong leadership and commitment to the cause of representation of interests and protection of rights.

Component 5. Establishing coalitions and networks for joint solution of the problem. Indicators:

- Groups and individuals interested in the problem are identified. They are persuaded to show more interest (these can be state and business structures that have common interests).
- Participation in coalitions/networks/associations that have a specific goal (related to representation of interests and protection of rights). When such structures are absent, a new coalition of a network is created.
- Joint meetings, identification of common interest, joint use of resources, presentation of a joint position to politicians and/or the public, etc.
- Joint or coordinated actions are planned and implemented. Groups carry out joint monitoring of activities for protection of rights and representation of interests, and plans are revised if necessary.

Component 6. Informing the public about the position on political decisions. Indicators:

- A plan is developed for informing the public about the selected position.
- Press releases are published.
- Meetings with the public are held with the following coverage by mass media.
- Mechanisms are developed for responding to the public interest and providing feedback.
- Members of the organization/citizens/clients help the organization to carry out respective activities.
- Respective efficient and well-developed channels of mass influence are used (for instance, posters, advertising, and announcements on radio and television).

Component 7. Conducting repeat actions for influence the social and political situation in the region and for involving the public. Indicators:

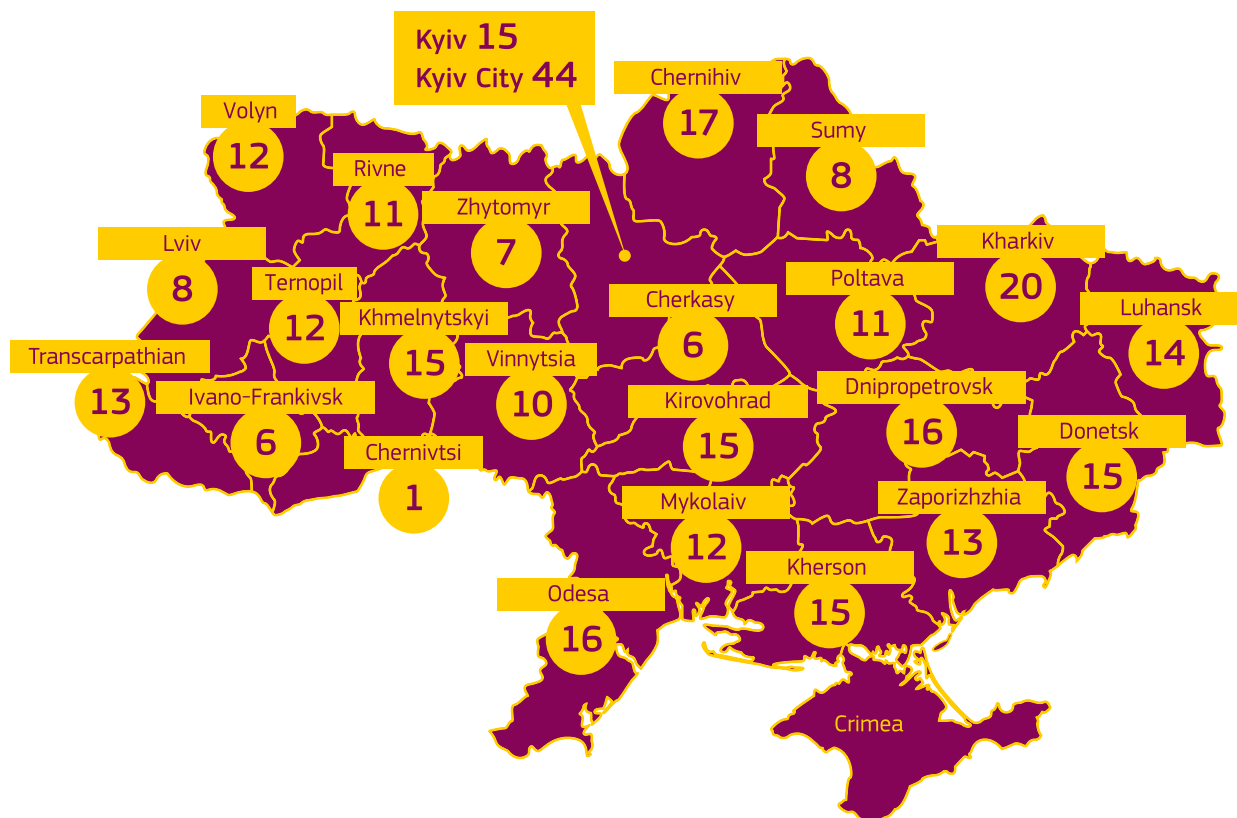- Members of the organization are encouraged to take such action as writing letters to legislators.
- Active lobbying of the declared position in the form of meetings or direct communication with respective state and business structures.
- Draft laws are developed, sections of branch-specific policy or normative documents that are later circulated among respective leaders and political strategy experts.

- Declaration of intentions are published regarding the identified objective (memorandums on position of the organization with regard to solving the specific problem) and recommendations (based on the collected information and joint interests of the coalition).

RESULTS OF THE 2018 SURVEY

Among the surveyed CSOs, 332 or 68% of the total number of respondents specified that their activity areas include advocacy. Figure 57 shows breakdown of such surveyed CSOs by regions.

Figure 57. Distribution of surveyed CSOs[112] involved in advocacy by regions, 2017, N=332

Kyiv **15**
Kyiv City **44**

Chernihiv **17**
Sumy **8**
Volyn **12**
Rivne **11**
Zhytomyr **7**
Kharkiv **20**
Lviv **8**
Ternopil **12**
Poltava **11**
Luhansk **14**
Khmelnytskyi **15**
Cherkasy **6**
Transcarpathian **13**
Vinnytsia **10**
Dnipropetrovsk **16**
Ivano-Frankivsk **6**
Kirovohrad **15**
Donetsk **15**
Chernivtsi **1**
Mykolaiv **12**
Zaporizhzhia **13**
Kherson **15**
Odesa **16**
Crimea

The level of advocacy capacity of Ukrainian CSOs based on the results of the 2017 survey, is average since the Index value totals **3.21**. Such capacity level can be seen during the period of 2004–2017 although there is a trend toward its increase from **3.06** in 2004 to **3.21** in 2017 (see Table 21).

Analysis of the data shows that under each component of the Index, there have been no significant changes compared to the previous surveys. Under each component, the CSO capacity remains at a middle level. The level of capacity under the component *CSO collects information and carries out research on the specific issue* is rather stable. If we compare data for 2013 and 2017, similar stability can be seen under the component *CSO creates coalitions and networks to unite effort for joint action on a specific issue*. An increase of the level of capacity (but still within the middle value) in 2017 compared to 2013 can be seen under the component *CSO involves and uses material, financial, and time resources for representing and protecting rights and interests regarding the specific issue*. At the same time, 2017 saw a trend toward a decrease of the Index under components *CSO systematically tries to receive assistance and feedback from its members and the public concerning the specific issue, CSO formulates/articulates and defends the selected position on the specific issue*. Under the two latter components, the Index decreased to the level below the average Index value.

[112] Applies only to public associations and charity organizations

Table 21. Advocacy Index distribution by components[113] in 2002 – 2017

	Index component	2002	2004	2005	2006	2007	2009	2010	2011	2013	2017
1	CSO collects information and carries out research on the specific issue	2.51	**3.63**	**3.60**	**3.54**	**3.64**	**3.63**	**3.61**	**3.85**	**3.62**	**3.64**
2	CSO systematically tries to receive assistance and feedback from its members and the public concerning the specific issue	**2.55**	3.28	3.24	3.22	3.28	3.26	3.27	**3.61**	3.56	3.46
3	CSO formulates a sustainable and viable position on the specific issue	2.22	3.05	3.02	3.03	2.50	2.54	2.46	2.93	2.87	3.17
4	CSO formulates/articulates and defends the selected position on the specific issue	2.2	2.73	2.69	2.72	3.04	2.99	2.94	3.26	3.14	2.88
5	CSO involves and uses material, financial, and time resources for representing and protecting rights and interests regarding the specific issue	2.3	3.07	3.05	2.95	2.71	2.72	2.64	3.07	2.93	3.18
6	CSO creates coalitions and networks to unite effort for joint action on a specific issue	2.02	3.12	3.04	3.00	3.02	3.04	3.02	3.50	3.35	3.31
7	CSO carries out follow-up activities to influence political decisions and to support interest of the public in the specific issue	2.17	2.56	2.54	2.52	3.12	3.13	3.14	3.40	3.22	2.81
	Average value	**2.28**	**3.06**	**3.03**	**3.00**	**3.04**	**3.04**	**3.01**	**3.37**	**3.22**	**3.21**

Information about the distribution of points broken by the Index components is also shown in Figure 58. The lines connect average values under the Index components of the same year.

Comparing the values of the Index broken down by public associations and charity organizations against CSOs with other organizational legal forms, it can be stated that the latter have a lower level of capacity (see Table 22). At the same time, the lowest capacity level of CSOs with other organizational legal forms can be seen under the component *CSO formulates/articulates and defends the selected position on the specific issue*. At the same time, an average level of capacity is typical equally for CSOs with different organizational legal forms under the component *CSO collects information and carries out research on the specific issue* (civic associations and charity organizations – **3.64**, CSOs with other organizational legal forms – **3.15**).

[113] Applies only to public associations and charity organizations

Figure 58. Distribution of the Advocacy Index of the Ukrainian CSOs[116] by components in 2002 – 2017
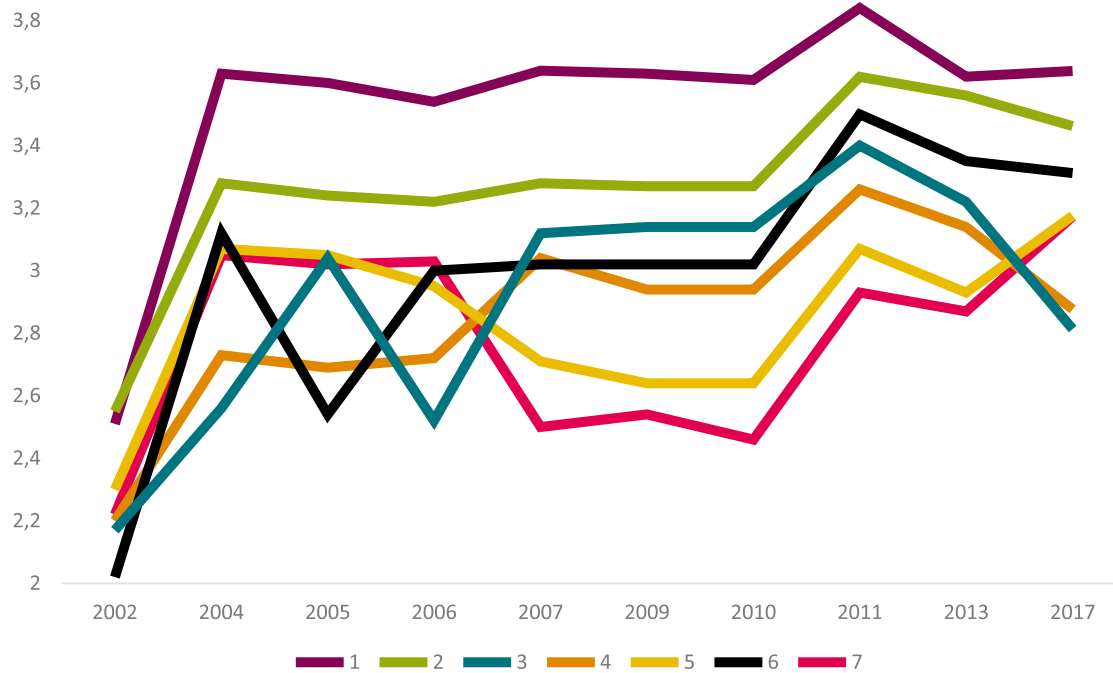
Table 22. Capacity Index of CSOs with different organizational legal forms in 2017, N=741

	Index component	Public associations Charity organizations	CSOs with different organizational
1	CSO collects information and carries out research on the specific issue	**3.64**	**3.15**
2	CSO systematically tries to receive assistance and feedback from its members and the public concerning the specific issue	3.46	2.67
3	CSO formulates a sustainable and viable position on the specific issue	3.17	2.58
4	CSO formulates/articulates and defends the selected position on the specific issue	2.88	2.11
5	CSO involves and uses material. financial. and time resources for representing and protecting rights and interests regarding the specific issue	3.18	2.67
6	CSO creates coalitions and networks to unite effort for joint action on a specific issue	3.31	2.47
7	CSO carries out follow-up activities to influence political decisions and to support interest of the public in the specific issue	2.81	2.50
	Average value	**3.21**	**2.29**

Among the surveyed CSOs involved in representation of interests and protection of rights, the largest share is that of CSOs in the Center, and the lowest share is that of CSOs in the South (see Figure 59). In the conditions when the key policies and decisions are adopted at the national level, concentration of advocacy CSOs in the Central macro-region looks obvious.

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[116] Only public associations and charity organizations

Figure 59. Regional distribution of surveyed CSOs[117] involved in advocacy, 2017, N=332
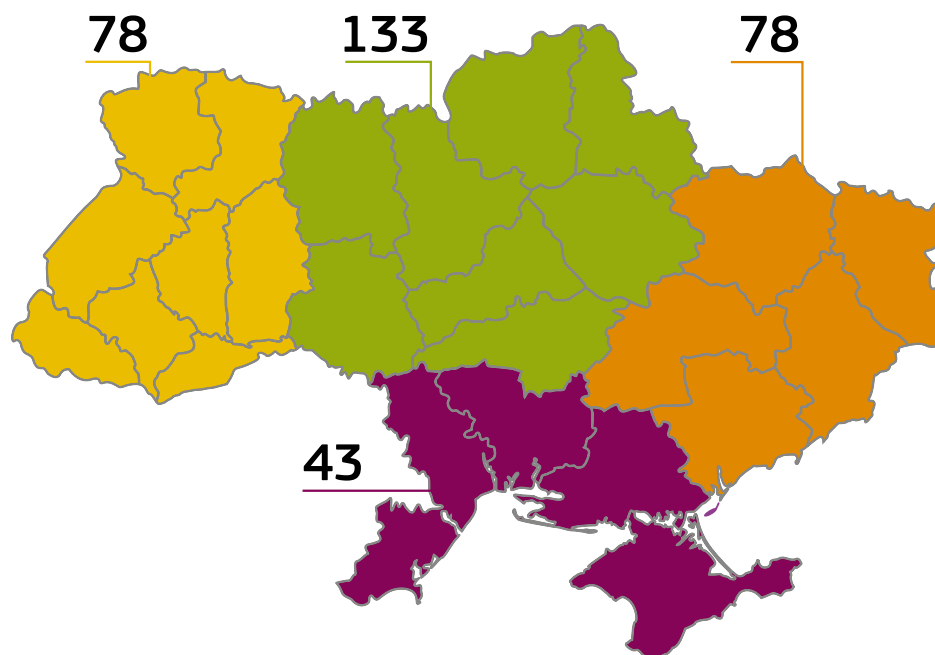
The Index values shown below demonstrate certain regional differences over the recent years (see Table 23). For instance, except for two years, the highest capacity level was demonstrated y organizations in the South. However, in 2014 they were overtaken by CSOs in the Western region, and in 2017 – CSOs in the Center. At the same time, the capacity level of CSOs in the South decreased significantly in 2017 compared both to other regions and to the previous years.

Table 23. Values of CSO Advocacy Capacity Index by regions in 2006–2017

	West	East	Center	South	Average value for Ukraine
2017	3.32	3.04	**3.39**	2.68	**3.21**
2013	**3.40**	2.94	3.19	3.35	**3.22**
2011	3.15	3.52	3.35	3.69	**3.37**
2010	3.03	2.78	3.03	3.10	**3.01**
2009	3.04	2.90	2.98	3.23	**3.63**
2006	3.01	**3.09**	2.69	3.16	**3.01**

PARTNERSHIPS. COALITIONS

The majority of organizations belong to three coalitions of CSOs

The importance of partnership and coalitions was emphasized in many parts of this report that discussed external relations of CSOs with other institutions. Development of partnership is an important indicator characterizing maturity of the organization and its readiness to work with higher output for the community. Efficient partnership among CSOs ensures success in protection of interests and their lobbying, and it is furthermore an important way of ensuring that the voice of Ukrainian citizens is heard.

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[117] Only public associations and charity organizations

62% respondents of the present survey mentioned that they are members of a coalition, a CSO network or a working group, whereas in 2013 this indicator totaled 66%. On average, organizations belong to three coalitions. Data shown on Figure 60 represent experience of CSOs participation in coalitions or working groups with other organizations. The respondents could choose all responses that suited them.

Figure 60. Results of CSOs[118] participation in coalitions or working groups[119], 2017, N=303

Legend:
- Participation was not useful
- Received a possibility to meet leaders of other CSOs
- CSO became better known
- Increased possibilities for attracting clients
- As a result, joint activities were planned
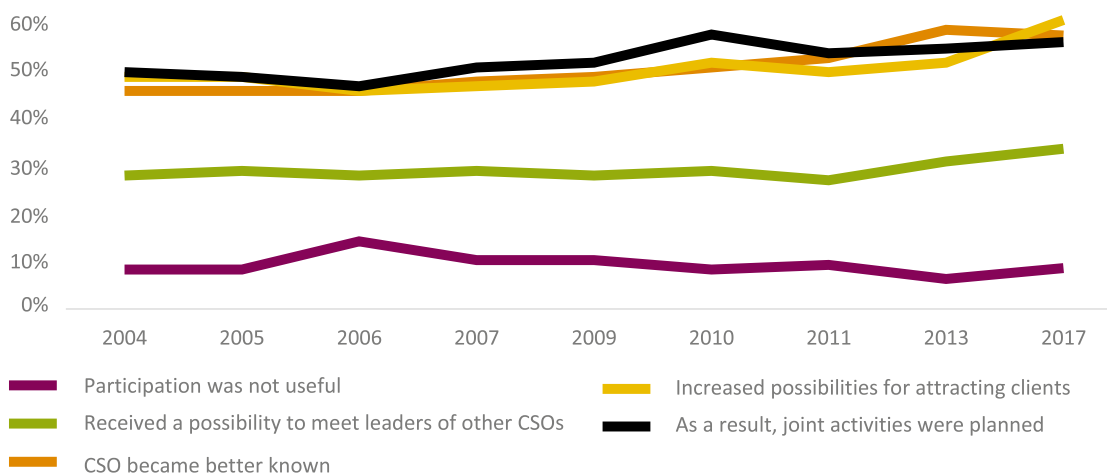
As can be seen from the data shown on Figure 60, participation in coalitions or working groups was useful for the majority of surveyed CSOs. The main reasons for participating in such coalitions, networks, and working groups stated by CSOS included, in the first place *holding planned joint activities* (61% and 52% in 2013), *becoming a better-known organization* (56%) and *a possibility to meet leaders of other CSOs* (58% and 59% in 2013). In 2017, the number of organizations increased that selected the response *increasing possibilities for attracting clients* (34% in 2017 and 31% in 2017). 8% of the surveyed CSOs again stated that *participation in coalitions or working groups was not useful for them.* The share of such respondents increased if we compare it to the data for previous years.

Conclusion.

The level of CSOs advocacy capacity is slightly above the middle. Before 2011, there was a trend toward the growth of CSO capacity to represent interests and protect rights of the citizens. However, in 2013 the Index value has decreased slightly, although the capacity level still remained above the middle. In 2017, it remained the same, i.e. since the Revolution of Dignity the level of CSO advocacy capacity has not changed despite significant social and political changes that took place in the country. This can be explained by the fact that new types of organizations joined the CSO sector. Ukrainian CSOs collect information study issues important for their clients on a rather regular basis, and they conduct repeat actions to influence the social and political situation and to draw attention of the public. At the same time, weak spots of CSOs are holding activities to influence political decision and to maintain public interest in the specific issue. The role of CSOs as representatives of interests of Ukrainian citizens has come significantly stronger recently, yet there is still not sufficient coordination among CSOs in representation and protection of rights with respective planning of activities, allocation of resources, constant monitoring and adjustment to the changes in the surrounding world. The majority of surveyed CSOs are members of coalitions or working groups, and they see their usefulness for their organizations. As a result of such cooperation, CSOs became better known, they began to plan joint activities with other organizations, received a possibility to meet leaders of other CSOs, and increased their possibilities for attracting clients.

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[118] Only public associations and charity organizations
[119] Question №81 in the questionnaire

10. LEGITIMACY INDEX OF UKRAINIAN CSOs

Legitimacy means perception by the key players in the society of the fact that existence, activities and impact of CSOs are legitimate and comply with the values determined by the society and institutions. The components of legitimacy including the following aspects: **legislative** (i.e. the organization has to be registered), **normative** (i.e. activities of the organization should be in line with social values, norms and standards), **pragmatic** (i.e. organizations provide direct services to the target groups or protect their interests) and **cognitive** (i.e. activities of the organization meet expectations of the society). CSO legitimacy is important both for activities of the organization and for development of its capacity. In order to increase the level of CSO legitimacy, clients should be involved at all levels of planning the programmatic activities. When the CSO is legitimate, its activities are support by wide groups of the population. Having social support, the CSO can speak on behalf of the community and influence the state and local policy.

Description of the CSO Legitimacy Index

The CSO Legitimacy Index was developed by the CCC and measured since 2009. In 2014, two new questions were added to the Index about involvement of target groups in project implementation and availability of the mechanism of control of the quality of services. In 2017, we added a question about CSO including its target groups in evaluation of programs/projects, in which they were involved.

Index components:

1. Is there at least on representative of the target group in the organizations' collective body?
2. Are the organization's target groups involved in planning its programmatic activities?
3. Does the organization study the needs of target groups whom the project/program will address?
4. Is there registration of the organization's clients to whom services are provided?
5. Does the organization have a mechanism for receiving feedback from service recipients about the level of their satisfaction with services provided by the organization?
6. Does the organization normally evaluate its programs/projects?
7. Does the organization involve external experts for evaluation?
8. Are the organization's target groups involved in implementing programs/projects?
9. Does the organization have a mechanism for controlling the quality of services?
10. Are target groups of programs/projects involved in assessing organizations' programs/projects, in which they were involved?

As can be seen from the data shown in Table 24, the Legitimacy Index in 2017 compared to 2010, 2011, 2013 increased slightly, although it did not exceed the 2009 Index value. Analysis of the Index broken by individual components-issues demonstrates that the surveyed CSOs have stable registration of target groups that receive services and collect feedback from them about the level of their satisfaction with received services. At the same time, there is stall a traditionally low level of involving external experts for evaluation of programmatic or organizational activities as well as a low level of including target groups in evaluation of projects, in which they were involved.

When comparing values of the Legitimacy Index for public associations and charity organizations in 2017 with the same Index for CSOs with other organizational legal forms, it can be said that the latter Index is lower (see Table 25). At the same time, CSOs with other organizational legal forms more actively involve external experts for assessing their programs and projects, and target groups for planning their programmatic activities – unlike civic associations and charity organizations. At the same time, these CSOs to a significantly lower extent use the mechanism of controlling the quality of services they provide compared to civic associations and charity organizations. The same applies to including target groups in evaluating projects and programs, in which they were involved.

Table 24. Index of Legitimacy of CSOs[120] in 2009 – 2017, N=354

QUESTIONS	2009	2010	2011	2013	2017
1. Is there at least on representative of the target group in the organizations' collective body?	0.78	0.76	0.79	**0.80**	0.72
2. Are the organization's target groups involved in planning its programmatic activities?	0.06	0.05	0.05	0.59	0.62
3. Does the organization study the needs of target groups whom the project/program will address?	**0.92**	**0.89**	**0.92**	0.78	0.86
4. Is there registration of the organization's clients to whom services are provided?	0.55	0.54	0.54	0.62	0.63
5. Does the organization have a mechanism for receiving feedback from service recipients about the level of their satisfaction with services provided by the organization?	0.69	0.69	0.60	0.70	**0.73**
6. Does the organization normally evaluate its programs/projects?	0.79	0.78	0.70	0.60	0.60
7. Does the organization involve external experts for evaluation?	0.22	0.23	0.19	0.38	0.25
8. Are the organization's target groups involved in implementing programs/projects?	-	-	-	0.60	**0.73**
9. Does the organization have a mechanism for controlling the quality of services?	-	-	-	0.61	0.57
10. Are target groups of programs/projects involved in assessing organizations' programs/projects, in which they were involved?	-	-	-	-	0.48
Average value	**0.67**	**0.56**	**0.58**	**0.47**	**0.62**

Table 25. CSO Legitimacy Index, 2017, N=741

QUESTIONS	Public associations. Charity organizations	CSOs with other organizational legal forms
1. Is there at least on representative of the target group in the organizations' collective body?	0.72	0.75
2. Are the organization's target groups involved in planning its programmatic activities?	0.62	0.69
3. Does the organization study the needs of target groups whom the project/program will address?	0.86	0.55
4. Is there registration of the organization's clients to whom services are provided?	0.63	0.53
5. Does the organization have a mechanism for receiving feedback from service recipients about the level of their satisfaction with services provided by the organization?	0.73	0.51
6. Does the organization normally evaluate its programs/projects?	0.60	0.46
7. Does the organization involve external experts for evaluation?	0.25	0.64
8. Are the organization's target groups involved in implementing programs/projects?	0.73	0.36
9. Does the organization have a mechanism for controlling the quality of services?	0.57	0.27
10. Are target groups of programs/projects involved in assessing organizations' programs/projects, in which they were involved?	0.48	0.19
Average value	**0.62**	**0.49**

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[120] Only public associations and charity organizations

Conclusion.

The Legitimacy Index improved slightly in 2017 compared to 2013 although it should be remembered that in 2017 a new component was added to the Index model. Analysis of individual components demonstrate a trend toward increase, although very slow, of the number of surveyed CSOs that include target groups in planning and implementing programmatic activities. More and more CSOs study the needs of target groups, register the clients who receive services, and use mechanisms for collecting clients' feedback about the provided services. Unfortunately, everything related to evaluation of implemented programs involving external experts and control of the quality of services does not receive proper attention from the surveyed CSOs. This is related not only to absence and/or lack of resources but also to insufficient understanding by the surveyed CSOs of the impact of the evaluation results on project management, and weak correlation of results of activities of organizations with their target groups.

11. ANALYSIS OF PROBLEMS AND NEEDS OF UKRAINIAN CSOs

This section contains comparative analysis of the needs of Ukrainian CSOs in 2002 – 2017 namely regarding such issues as general needs, internal and external problems of the organization, and training needs. The respondents were able to select all answers that suited them.

In general, when analyzing respondents' answers to the questions on *Existing problems of CSOs* in the questionnaire we can identify the following main groups: need for material resources, efficient cooperation with business and the government, improved legislation.

Representatives of CSOs assess their own organizational activities rather high as well as cooperation with other CSOs and the public, and they do not see any special problems regarding these aspects of their activities.

Ukrainian CSOs have the biggest need for financial assistance (81%) and assistance with training (50%) as well as in exchange of experience with other CSOs (45%) and cooperation with stat authorities (40%). Approximately every third organization needs equipment (39%), premises (32%), and more information (32%) and mentions the need for cooperation with other CSOs (31%). The least need indicated by respondents is access to the Internet (4%).

As to the assistance from state authorities, more than a half of Ukrainian CSOs would like to receive financial assistance (55%) and have joint projects (53%). The least required by respondents from the state authorities is moral support (18%), and in the comments it is mentioned that *they should be out of the way*.

INTERNAL PROBLEMS

For the sixtieth year in a row, financing remains the largest internal problem of Ukrainian CSOs (see Figure 61). The need for funds is 30% higher than any internal problem in 2017, which is 8% more compared to 2013. However, in 2017 the number of respondents who stated that insufficient financing is a problem for them decreased by 7%.

Figure 61. Internal problems of CSOs[121], 2017, N=741
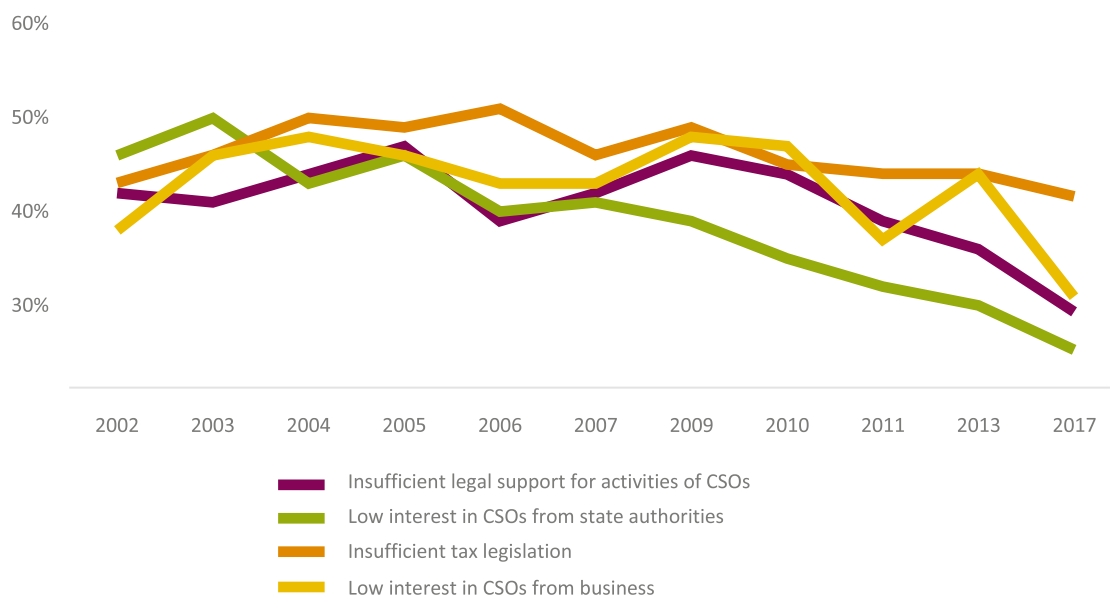

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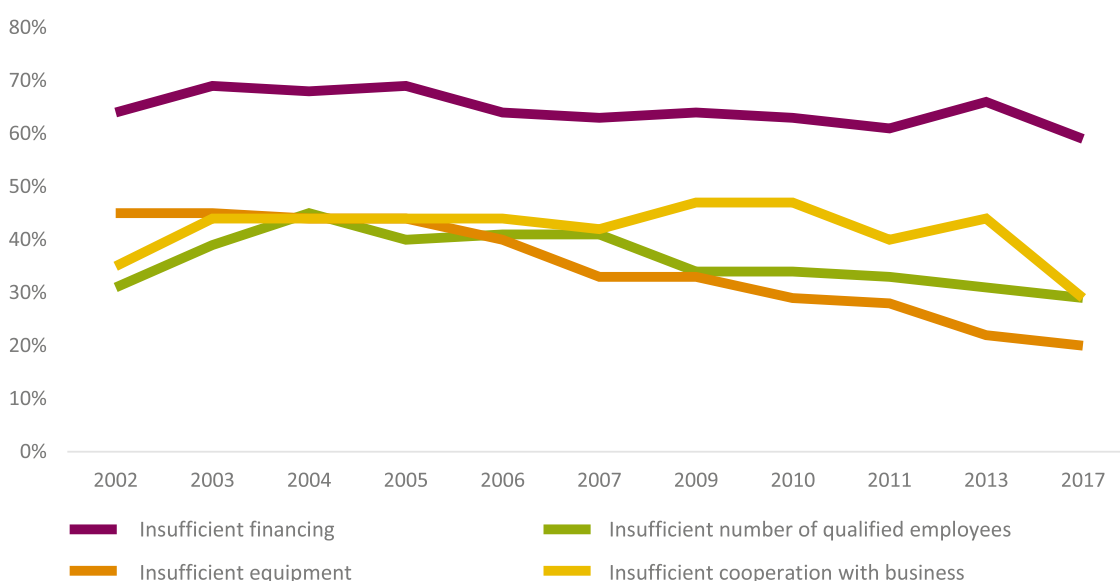
[121] Question №129 in the questionnaire

In 2017, the problem of insufficient cooperation with business decreased significantly (29%) and demonstrated the lowest value for all survey years (35% in 2002, 44% in 20013, and in 2009-2010 the maximum increase of this value to 47%). It should be mentioned here that at the level of the problem of insufficient cooperation with business, Ukrainian CSOs also have problems with a lack of qualified employees (29% in 2017) and insufficient cooperation with state authorities (28% in 2017). Relevance of the problem with an insufficient number of qualified staff and lack of equipment remain almost at the same level as in 2013, yet it is lower than during the previous years.

EXTERNAL PROBLEMS

Data shown on Figure 62 demonstrate basic external problems identified by CSOs in 2002 – 2017. The main problematic areas for Ukrainian CSOs is absence of interests from authorities (42%) and business (31%), legislation in general (29%) and tax legislation in particular (25%). However, all these indicators have the lowest value compared to the previous years starting 2002. Such dynamics can be related to the growing support from state authorities, business, and legislation of activities of CSOs.

**Figure 62.** External problems of CSOs[122] in 2002 – 2017

Legend:
- Insufficient legal support for activities of CSOs
- Low interest in CSOs from state authorities
- Insufficient tax legislation
- Low interest in CSOs from business

Conclusion

The main internal problems of CSOs, similarly to the previous years, are still lack of financing, a low level of cooperation between CSOs and business, and insufficient qualification of CSO personnel. The majority of surveyed CSOs stated that a low level of interest in CSOs activities in general from state authorities and business is the main external problem of Ukrainian CSOs. Hover, the problem of insufficient cooperation of CSOs and business decreased significantly in 2017 and demonstrated the lowest indicators during all years of survey.

TRAINING NEEDS

Figure 63 demonstrates the rating of most popular trainings in 2002 – 2017. In 2017 project activities became more relevant compared to 2013 – the can be seen in the need for training on project writing, project management, financial management, and fundraising activities.

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[122] Question №130 in the questionnaire

Figure 63. Rating of trainings[123] in 2002–2017
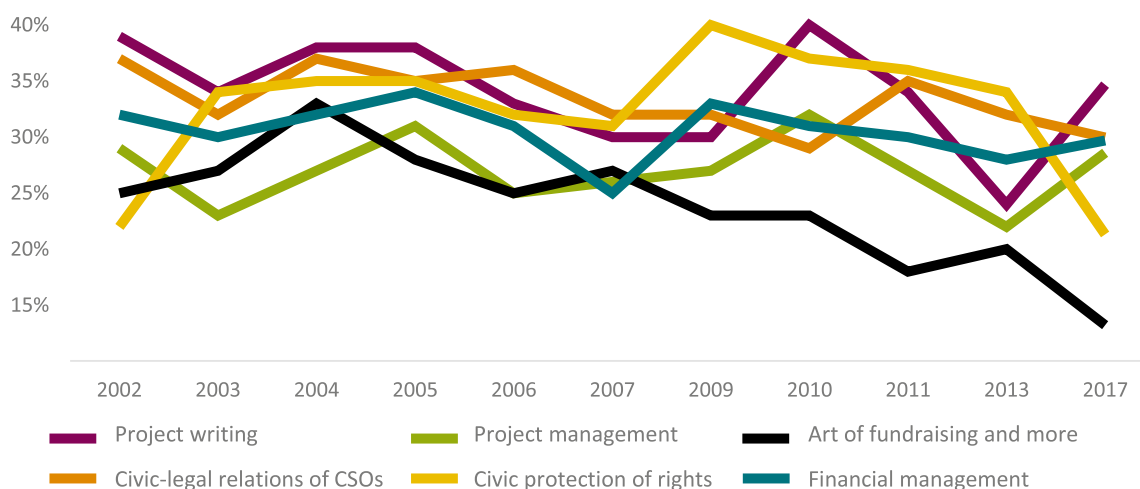
Trainings on project writing, financial management, the art of fundraising, project management, civic-business relations of CSOs, civic protection of rights are in highest demand among Ukrainian CSOs as per the 2018 survey and during the previous years of survey. The demand for these training topics remains high compared to other trainings in the list of 48 topics. However, when analyzing the state shown on Figure 63 one can come to a conclusion that in 2017 the number of CSOs willing to have trainings on civic-business relations of CSOs decreased significantly (21% in 2017 and 34% in 2013) as well as on civic protection of rights (13% in 2017 and 20% in 2013). Furthermore, in 2017 these training topics became the least popular for all years of survey.

In terms of regional breakdown, with regard to the diversity of requested topics, CSOs in the East requested the highest number of training topics. Every fourth and more "eastern" organization would like to have trainings on 11 topics, "central" CSO – on 5 topics, "southern" and "western" – on 4 and 2 topics respectively. More specifically, three most requested topics in the East include: *establishing social enterprises* (41%), *strategic planning, financial management and project writing* (40% each); in the Center – *project writing* (33%), *financial management* (30%) and *strategic planning* (28%); in the South – *project writing, financial management and strategic planning* (29% each) and in the West – *project writing* (36%), *project management* (33%) and *financial management* (22%). Two topics that are of interest for CSOs from all four regions more or less equally are *project writing* and *project management*, i.e. the topics related to project activities. The least requested topics among "eastern" CSOs are *representation and protection of rights* (15%), among "central" CSOs – *lobbying interest and building coalitions* (13%), among "southern" – *working with volunteers* (10%), and "western" – *lobbying interest and building coalitions* (9%) and *representation and protection of rights* (8%). In other words, the least popular and thus the least needed for the CSOs in all regions are "legal" topics.

Conclusion

Analyzing the data for sixteen years, one can come to a conclusion that the needs of CSOs for training do not change significantly. Every year, there are only fluctuations of percentage among the training topics related to project writing, financial management, the art of fundraising, project management, civic-business relations of CSOs, civic protection of rights (out of the entire list of training topics consisting of 48 items). In 2017, CSOs became more interests in strategic planning, yet there is a slight decrease of the number of CSOs interested in project writing and management. There is also a significant decrease of CSOs willing to participate in trainings on civic-business relations of CSOs and civic protection of rights. The topics of interest for CSOs from all four regions more or less equally are *project writing* and *project management*, i.e. the topics related to project activities, while *legal* topic are the least interesting for them.

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[123] Question №131 in the questionnaire

5 CONCLUSIONS

The findings of the study on the stage of development of Ukrainian civil society organizations in 2002 – 2018 make it possible to make the following CONCLUSIONS concerning the trends characterizing development of the institutionalized part of civil society.

Since 2002, the **level of internal organizational capacity of Ukrainian CSOs** continues to fluctuate with regard to numerous positions. Over the last fifteen years, there has been a trend toward a decrease of the number of CSOs that have a written ***mission*** (from 89% in 2002 to 68% in 2017). 56% CSOs in 2017 same as in 2013 had a ***strategic plan*** covering three or more years. In 2017, 64% respondents of those that carry out organizational evaluation indicated that they take the results of such evaluation for the purposes of strategic planning.

There is a trend toward a slight increase of the size of permanent ***staff*** in CSOs. In 2017, less than a half of the surveyed CSOs (46%) had permanent paid staff. An average surveyed CSO has 7 full-time employees. An average salary of full-time staff in the surveyed CSOs in 2017 totaled 7,452 UAH (or $ 287[124]), which is 347 UAH (or $13) more compared to the average salary for Ukraine, and 2,475 UAH (or $95) more than that for public servants working in the social assistance sphere. One third of the respondents (39%) have written job descriptions for their personnel, which is a half compared to the figures reported in the previous research (in 2013, this indicator totaled 81%). A half (53%) of organizations surveyed in 2018 have written internal administrative rules and procedures. The indicators characterizing the decision-making process in 2017 compared to 2013 demonstrate a noticeable increase of the manager's role (by 13%) with regard to CSO programs and activities.

In 2018, 75% responding organizations stated to have ***members.*** During the last sixteen years, the number of organizations having members and the ways to involve them has not changed significantly, but at the same time the used methods have become more diverse.

A half of the surveyed organizations (52%) work with ***volunteers.*** Comparing the data for 2002 – 2017, one can see a gradual decrease of the number of organizations working with volunteers. Most frequently, CSO volunteers are students, service recipients, elderly people and housewives. 45% respondents offer remuneration to volunteers for their work (in 2013 – 60%). In the majority of such CSOs (98%) this is done in the form of a possibility to receive knowledge (compared to 2013, this indicator increased by 10%), in 72% – provision of information assistance, and in 43% – career development.

Analysis of material resources of CSOs in 2002 – 2017 continued to demonstrate correspondence of the ***material resources*** of CSOs to general social trends in Ukraine. At the same time, not many can boast that they have their own free or leased-out premises or a car.

The majority of organizations receive ***income*** from membership fees, and their share in the budget totals 23%, which fact can be explained by a large share of member organizations (trade unions, condominiums, etc.) surveyed this year. Not less popular source of income for CSOs is grants from international organizations, the share of which in the budget of organizations somewhat decreased compared to 2013 and totaled 33% of the budget. Since 2013, there has been a decrease of dependence of CSOs on international donors. The share of charity contributions from citizens and from business has also decreased slightly, as well as grants from local organizations. There has been no change in CSOs incomes from the state budget and their own commercial activities. Domination of specific incomes in terms of regional breakdown looks as follows: in westerns CSOs the dominating source in their budget is charity donations from citizens, in southern – membership fees, in central and eastern – grants from international organizations.

Every fifth CSO in 2017 had a ***budget*** from $1,000 to $4,999. A conventionally "medium" level of the CSO budget (median) remains at the level from $5,000 to $9,999 with a trend towards growing. The largest number of organizations with a small, under $4,999 budget is found in the southern region, and with the largest budget – in the central region. 18% CSOs received financial and 12% in-kind assistance from the state or local self-government bodies. 24% CSOs received financial and 20% in-kind assistance from local business structures. 33% CSOs received financial assistance from citizens (in amounts under $1,000) and 25% received in-kind assistance (in amounts under $500).

Only one third of the surveyed organizations have a ***fundraising plan***. 38% respondents raise funds according to a strategic plan of the organizations, 23% respondents – spontaneously, 19% organizations carried out fundraising campaigns. In 2017, the number of surveyed CSOs whole level of financing did not change or increase was the same – 40% and 39% respectively.

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[124]   Exchange rate $1 = 26 UAH

In 2018, CSOs demonstrated almost the same indicators compared to 2013 characterizing the presence of such formal **systems of management** in organizations as an internal financial control system, a decision-making system and involving members of organization into decision-making on programs and activities of the CSO. Only 24% (and in 2013 – 38%) organizations involve external experts for evaluation, which also demonstrates a decrease of the indicator compared to the previous research (by 14%).

Findings on external relations of CSOs as of today demonstrate that communication between CSOs and **state authorities and local self-government bodies** is still most frequently (60%) initiated by both sides. This indicator has somewhat decreased compared to 2013 (65%). Less than a half of the surveyed CSOs believe that CSOs and state authorities have the same goals but different ways to achieve them (complementing); every fifth respondent believes that CSOs and state authorities are in conflict (confronting) while the same number think the opposite – CSOs and governmental organizations have the same goals and the same ways to achieve them (coordinating) whereas every tenth respondent believes that CSOs and governmental organizations have the same ways of achieving the goals, but the goals are different (co-opting). In 2017, there was a significant increase of the number of organizations that selected *coordinating* answer, and a decrease of the number of respondents that selected the *complementing* answer. Analyzing the reasons of insufficient cooperation between CSOs and state authorities at the national and regional levels, one can see that in 2005 - 2017 dynamics was stable for two reasons: lack of understanding the usefulness of such cooperation by CSOs, and unwillingness to cooperate on the part of CSOs. The cause for the lack of understanding of usefulness of such cooperation by governmental organization is the most volatile with a trend towards growth.

The level of cooperation **among CSOs** during fifteen years has remained high. Representatives of civil society organizations exchange information, participate in joint activities and meetings as well as projects. Such types of cooperation as exchange of experience, meetings and joint activities are the most popular types of cooperation among CSOs. Based on the results of the 2018 study, the share of responses to the answer concerning advantage of cooperation with other CSOs has not changed significantly but the number of responses concerning expanding activities and efficiency of programs has decreased from 74% to 68%. However, regarding the reasons for insufficient cooperation among CSOs, there was an increase of the number of organizations that selected such answers as *problems arising in the process of cooperation* and *there is no need for it*. Furthermore, 41% respondents indicated that their organizations are members of coalitions, CSO networks or working groups. On average, they belong to 3 such coalition groups.

In 2017, as in the previous years, CSOs see **business** structures in the first place as a source of financing. At the same time, in 2002-2017 there was a gradual increase of the number of CSOs that cooperate with business organizations as partners. Almost a half of respondents work with **donors** (47%), and almost half of those cooperate with the US Agency for International Development.

Ukrainian CSOs most frequently publish information about their activities in the Internet.

In 2018, survey among CSOs concerning **their program activities** was focused on two main functions of civil society organizations, namely: provision of services and advocacy activity for their target groups. The majority of respondents mentioned that activities of their organizations are aimed at provision of services (72% (64% in 2013)), and a slightly lower number – at advocacy (64% (70% in 2013)), while 36% (38% in 2013) – combine the first and the second type of activities. However, the previous study demonstrated an opposite situation: in the first place, organizations were focused on advocacy, and then – on providing services.

When compared to 2013, the most common **services** provided by CSO still are educational, advisory and information services. The majority of the surveyed CSOs aim their activities to satisfy the needs of their target groups for services. They are focused on improving the quality of services and are working to impact policies at the local level. The most significant factor influencing the CSO capacity to provide services is the CSO organizational capacity, which fact was indicated by more than a half of the surveyed organizations. Two largest challenges faced by CSOs when providing services are absence of the state support and imperfect legislation. Corruption, the need to obtain a license for provision of services, and the ability to identify the needs of target groups are the smallest problems for the surveyed CSOs. The majority of CSOs (71% (in 2013 – 77%)) keep records of their clients, have an established mechanism of cooperation with them, and evaluate their programs. 44% (in 2013 – 46%) of the surveyed organizations evaluate the level of organizational development of their organization. The main reason for evaluating programs and projects is the internal management needs followed by donors' requirements. Compared to the previous study, donors began to require internal evaluation of programs less often.

In 2017, there was a significant increase of the number of organizations that have written **ethical norms**. More than a half of the surveyed CSOs prepare an **annual report** on their activities. Most frequently, CSOs present the annual report at organization's event and share it on their web-sites, through social media, e-mails, and less frequently publish it in the media. The majority of organizations has an accountant and believes that their accounting system meets national and/or international standards. However, only every fifth organization had an external financial audit – less than in the previous research.

With regard to assessment of **institutionalized practices of cooperation of governmental institutions with the public**, the highest assessment was given to the practices of a preparatory stage of cooperation (provision of information, consultations), and the lowest – to the practices of active cooperation (involvement in the policy-making process and partnership). Governmental institutions and the public, in the respondents' experience, more frequently cooperate at the stage of provision of information, and less frequently – at the stage of partnership.

At the level of provision of information, the most active are both, the public and CSOs, and at all other levels – only CSOs. With regard to the level of cooperation between the public and governmental organizations at various levels – local, regional, and national – it can be seen that the highest assessment is given to local authorities for all stages of cooperation – from provision of information to partnership. There are no significant differences for the level of authorities – executive or local self-government bodies – also with regard to selection of the methods of cooperation. At the state of provision of information, the authorities most frequently use such methods of publications and posting information on the web-site, while the least frequent method is information campaigns. It is known that at the stage of consultations such methods as survey, study, monitoring, collection of comments, and others have a function of studying the needs of target groups before policy-making. During the policy-making process, these methods play a role in evaluation and monitoring of the developed policy, and their function is to correct the policy to ensure its efficiency. This study demonstrates that this rule is not used in real communication between state authorities and the public.

The value of the **index of organizational capacity** of Ukrainian CSOS increased in 2017 slightly compared to 2013, from 2.69 to 2.75[125]. This demonstrates that in general, the level of CSOs capacity in the contexts of organizational development is medium, or 2.75. Public associations and charity organizations demonstrate a somewhat higher level of organizational capacity compare to CSO with other organizational legal forms (2.75 v. 2.39 on 5-point scale). The biggest strength of CSO organizational development includes components such as *organization of the system of management* and *strategic planning of activities*. However, the absence of *efficient of management procedures* in practice is the biggest weakness of organizational development for all types of CSOs in all regions of the country. Against the background of a developed system of strategic planning of activities, CSOs still demonstrate a low capacity for strategic planning of fundraising for their activities.

In 2017, assessment of the **level of CSOs capacity to provide services** was done for the second time. The results demonstrate that the level of such CSOs capacity is below average, or 2.48 on 5-point scale. The majority surveyed CSOs do not know *how to promote their services*, and they do not *cooperate with state authorities and local self-government bodies* seeking their support and financing for satisfying the needs of respective groups of population for social services. Those organizations that provide services do not work sufficiently to *expand the range of their services* and *reimbursement of expenses* related to their provision. *Monitoring of provision of services by state authorities* and pressure on them in order to *improve the quality of public services* still is the largest weakness in activities of Ukrainian CSOs.

The level of CSOs advocacy capacity is slightly above average, or 0.62[126]. Since the Revolution of Dignity, the level of CSOs advocacy capacity has not changes regardless significant social and political changes that took place in the country. This can be explained by the fact that the level of CSO advocacy capacity was quite high despite the fact that sector was joined by organizations of a new type and orientation. CSOs weaknesses include *organization of activities aimed at influencing political decisions* and *support of the public interest in a specific issue*. Even the advocacy role of CSOs is significant, yet CSOs still do not have sufficient *coordination of their activities* related to representation and protection of rights with *respective planning of activities, allocation of resources, permanent monitoring and adjustment to changes in the*

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[125] By 5-point scale, where 1 – very low capacity, and 5- significant capacity
[126] 1 - maximum

environment. The majority of surveyed CSOs is members of coalitions or working groups and believe that it is useful for their organizations. As a result of such cooperation, CSOs became better known, began to plan joint campaigns with other organizations, received a possibility to meet with leaders of other CSOs, and increased opportunities for attracting clients.

Legitimacy index in 2017 somewhat improved compared to 2013, although it should be remembered that in 2017 a new component was added to the Index. Analysis of individual components demonstrates a trend towards growth, although very slow, of the number of the surveyed CSOs that involve target groups into planning and implementation of programmatic activities. An increasing number of CSOs study the needs of their target groups, keep records of clients receiving their services, and use mechanisms for collecting feedback from clients about provided services. Unfortunately, everything related to evaluation of the implemented programs involving external experts and with control of the quality of services does not receive appropriate attention from the surveyed CSOs. This is related not only to the need and/or the lack of resources, but also to the lack of understanding by the surveyed CSOs of the impact of evaluation results on project management, and low dependence of the results of activities of organizations on their target groups.

The main internal problems of CSOs, similarly to the previous years, include a lack of financing, a low level of cooperation between CSOs and business, and insufficient qualification of CSO staff. The main issues for Ukrainian CSOs are the absence of interest from the state authorities (42%) and business (31%), legislation in general (29%) and tax legislation in particular (25%). However, all these indicators are the lowest compared to the previous years, starting from 2002. Such dynamics can be related to the growing support from the stat authorities, business and legislation for CSOs activities. Ukrainian CSOs have problems with the lack of qualified staff (29% in 2017) and insufficient cooperation with the state authorities (28% in 2017). The relevance of the lack of qualified staff and insufficient equipment remained almost at the same level as in 2013, yet lower than during the previous years.

The CSOs' needs for ***training*** have not changed significantly over fifteen years. Every year, there is a fluctuation of percentage between popular training topics such as *project writing, financial management, the art of fundraising, project management, public relations of CSOs,* and *civil society advocacy*. In 2017, there was a growth of CSOs' interest in *strategic planning*, yet the number of CSOs interested in *project writing* and *project management* somewhat decreased. There was also a significant decrease of the number of CSOs willing to participate in training on *public relations of CSOs*, and *civil society advocacy*. Topics of interest for CSOs from all four regions to a more or less equal degree include *project writing* and *project management,* which are topics related to project activities, and legal topics are of the least interest.

ТВОРЧИЙ ЦЕНТР ТЦК

Mission

To enhance the development of civic initiatives aimed at strengthening of civil society in Ukraine through creative elaboration and implementation of charity programs and active support of civil society organizations, local self-governance bodies and initiative groups.

Program activity

- supporting the development of civil society organizations in Ukraine
- enhancing communities development
- enhancing the development of charity in Ukraine.
- promoting cooperation between civil society organizations at European level

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