END REVIEW

EEA GRANTS 2009-2014 CIVIL SOCIETY PROGRAMMES

Iceland
Liechtenstein
Norway

Active citizens fund

NCG Nordic Consulting Group

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Disclosure Statement

The views and opinions expressed in this document do not necessarily reflect the official policy or position of the client, EEA Grants, or that of its partners. Rather they are the direct product of the methodology applied to the assignment.

Executive Summary

From 2009 to 2014, EEA Grants' non-governmental organisation (NGO[1]) funding, supported some 3000 interventions and constituted an investment of €160 million plus €13 million in in co-financing, pursued a strategy to help strengthen civil society actors and secure their important role in the democratic process.[2] This financial support also aimed to ensure that international and European commitments on human rights and fundamental freedoms, rule of law and democratic institution-building, and sustainable development were met or strengthened.[3] Shifts in local context threaten the civil society sector—and, thus, the civic space—meaning that supporting NGOs has become increasingly important.

EEA Grants outcomes of focus for this assignment

1. Active citizenship fostered
2. Increased involvement of NGOs in policy- and decision-making processes with local, regional, and national governments
3. Cross-sectorial partnerships developed
4. Democratic values, including human rights, promoted
5. Advocacy and watchdog role developed
6. Developed networks and coalitions of NGOs working in partnership
7. Strengthened capacity of NGOs and an enabling environment for the sector promoted.

Nordic Consulting Group conducted a rapid assessment of civil society funding by EEA Grants from November 2018 to June 2019. The assessment examined the grants' institutional set-up and support provided to civil society work on democratic principles and fundamental rights. The assessment also investigated efforts to build the capacity and resilience/sustainability of civil society.

Overall, this assessment has aimed to document achievements, identify the main factors leading to results, and pinpoint a set of lessons learned and actionable recommendations. It focused on seven of the 10 outcomes that are pursued by the EEA Grants NGO funding (see box).

Methodology

The rapid assessment focused on seven countries: Bulgaria, Greece, Hungary, Lithuania, Poland, Romania, and Slovakia. In addition to a document review, the assessment team collected original data using interviews, focus groups, and a series of online surveys. A total sample of 146 projects was closely assessed, with an additional 48 included in the statistical analysis only. Overall, the findings were consistent across the individual countries and themes; therefore, the team is confident its findings reflect the EEA Grants NGO funding experience more broadly. Importantly, the findings detailed in this report, as well as the lessons learned and recommendations, are a product of the data collected, including data analysis/interpretation discussions with those interviewed, and do not reflect the unsubstantiated or expert opinions, views or perspectives of the evaluation team.

Key Findings and Lessons Learned

Institutional Set-Up

The fund operator (FO) plays a key role in the institutional set-up of the funding. Therefore, identifying the right FO can considerably influence a programme's likelihood of success. The assessment identified four FO characteristics as decisive:

[1] In this report, at the request of the client, the terms NGO and Civil Society Organization (CSO) are used interchangeably.
[2] EEA and Norway Grants. (2010). *Programmed areas 2009-2014. Blue book*, p. 26-27.
[3] EEA and Norway Grants. (2010). *Programmed areas 2009-2014. Blue book*, p. 26-27.

- **Capacity and resources.** FOs must be able to fulfil their obligations, meaning they must have a solid understanding of the NGO sector and the experience and capacity to manage grant-making programmes. They must also have the human and time resources to actively engage with and support the project promoters (PPs) in their respective countries. The resources required to do this should not be underestimated: A large proportion of PPs are weak institutions that need considerable attention and support to meet their programmatic and administrative requirements for the funds received.
- **Credentials.** FOs must have the right 'credentials'. Strong organisations with solid knowledge of the civil society sector and subject matter competence can play an important role in reducing the threat of government encroachment.
- **Independence.** FOs must be independent of the government according to EEA Grants requirements, and this should not be changed. However, FOs must also be able to carefully navigate their role as independent actors to ensure their organisations and PPs are able to work freely.
- **Ability to foster links.** Time and again, the importance of networks, coalitions, and collaborations has emerged as a crucial contributor to project-level success. However, PPs have a limited ability to identify and develop these connections on their own. Therefore the FOs' ability to foster links between PPs is important. In this context, there is a pressing need for FOs to focus considerable time, attention, and effort on building coalitions, networks, and collaborations. Overall, respondents emphasised the value of real collaborations. Indeed, a number of collaborations and partnerships initiated with EEA Grants NGO funding continued after funding ended – in Bulgaria, Greece, Hungary, Lithuania, Romania - showing the partnerships could demonstrate sufficient added value to warrant continuation. The best results from collaborations are achieved, according to PPs, when multiple projects target the same concern (or facets of the same concern) from multiple angles and intervention modalities. This could include, for example, engaging youth as potential volunteers and improving the knowledge of their rights and obligations, while simultaneously engaging them in issues such as the negative impact of hate speech.

In addition, this rapid assessment found that, according to both FOs and PPs, targeting organisations locally requires a concerted effort and that the best method for this varies depending on the country and thematic area. Therefore, FOs must develop a case-specific strategy to reach organisations. Examples of how to do this successfully could include mapping the NGO sector first, approaching grassroot organisations through local community associations or popular radio programmes, reaching out to local governments, etc.

Although not strictly relevant to the institutional set up or specific to the FO, it is also worth noting that efforts to address systemic issues faced by civil society actors, and specifically when working in a restricted civic space, the development of a 'roadmap' that can serve to guide civil society actors towards joint common objectives. Poland's experience in the development, use and value of a roadmap showed the positive aspects of such an approach.

Flexible Responses to Emerging Needs

Emerging needs can be precipitated by changes in context or by the identification of an existing issue that had not attracted attention. Few projects specifically aimed to respond to changing needs. The efforts that did exist focused on developing specific activities or products to address a well-defined issue: action grants in Hungary, for example, allowed for limited funds to focus on advocacy efforts to respond to changing or emerging needs. Another example was the permission to reallocate unspent funds in both Hungary and Romania.

Overall, the EEA Grants NGO funding has demonstrated a degree of flexibility that has been important but not been consistently utilised to achieve the maximum benefit. Importantly, the costs of flexibility should not go unnoticed; a larger number of grants means more administrative and oversight responsibilities. In addition, grant time frames (i.e. too short implementation periods) have been a concern, particularly for smaller PPs with limited, if any, staff. Combined, this demonstrates that EEA Grants NGO funding has

opportunities to respond to changing needs, but more concerted efforts must be made if this is to be a priority.

Reaching Smaller and Remote Organisations

Attention to smaller and/or remote organisations is important because a considerable proportion of organisations are small and populations in rural areas, and smaller urban areas away from the capital, are comparatively underserved. Overall, the assessment found that smaller and rural/smaller urban centre organisations tend to have more limited capacity and experience. This is important because the assessment also found that stronger CSOs are more effective members of the civil society sector and contribute to its strengthening.

Across the assessment countries, there were some clear successes and good practices on targeting small and rural organisations: 'twinning' larger urban-based organisations with rural smaller ones (e.g., in Hungary), making specific efforts to reach rural and smaller potential PPs (e.g., in Lithuania), and training all potential PPs, including smaller and rural ones (e.g., in Poland). In many instances, building capacity of these type of organisations can require considerable time and attention, as organisations that are small or far from the capital may experience clear challenges attending training in terms of time or expenses for what might be considered 'non-essential activities.' To achieve success, FOs must specifically target rural and smaller organisations and accompany this with a clear effort to understand PPs' limitations and necessary adaptation (such as ensuring reporting requirements and project implementation timelines are realistic).

Democratic Principles and Fundamental Rights

In pursuit of supporting democratic principles and fundamental rights, projects focused on one or more of the following topics: the watchdog role, advocacy, and monitoring; civic education and communicating democratic values and rights; participation, active citizenship, and good governance; and human rights and countering discrimination, as well as on-line hate speech and hate speech in generally. An overview of the of the type of results achieved and the factors that led to success is presented here.

Watchdog, advocacy and monitoring: activities that pursued these objectives found that demonstrating the value of the activities to all stakeholders was of considerable benefit. Indeed, across countries and experiences, PPs consistently reported their success was directly contingent on their ability to demonstrate that transparency was advantageous to decision-makers. A review of projects showed that the most meaningful ones were those that increased government accountability and that allowed both government and the general population to see that transparency is beneficial both to the public and to individual politicians and/or civil servants. Projects that successfully achieved this overarching result required that PPs work directly with politicians and public servants to secure buy-in, which was regarded as essential but difficult at times. Moreover, and specifically relating to advocacy, in Greece, where advocacy largely focused on specific issues or events, participants listed *consistency* as the single most important factor influencing success—that is, an advocacy campaign should be sustained over a long period of time. In relation to on-line hate speech, FOs across all seven countries agreed that the ability to address this issue—generally, across society—is underdeveloped and requires considerable support. Unsurprisingly, therefore, despite some successes, PPs across the countries studied felt ill equipped to effectively address on-line hate speech and felt they require more support in terms of capacity. Specific examples of successful interventions included watchdog efforts on specific areas such as voter transparency,[4] local government budgeting,[5]

[4] See, for example: HU05-0144–"Your Vote = My Vote / 2"
[5] See, for example: RO09-0246–Transparency and Integrity in the Management of Local Budgets

municipal-level decision-making[6] and district level monitoring activities.[7] Other succesful projects included activities aiming to support a more democratic process included the development of a set of standards for transparency, integrity, and responsible appointments in Nulgaria,[8] as well as standards on public-sector financial accountability in Lithuania[9] and the development of policies for asset recovery in Romania.[10]

Civic education: an overarching lesson related to these interventions is that while significant results can be achieved in terms of outputs, sustained support is needed to achieve sustainable, long-term change. Within this context, several elements were consistently useful across countries: using first-hand experiences to highlight issues faced by minority groups, simultaneously engaging different segments of the population, and applying audience-specific approaches. Using the media to promote work by CSOs was found to be a positive strategy. However, in some instances the strategy did not work, for example in Romania, where engaging the media to support democratic values and human rights was difficult because the subject was not considered marketable. There were a number of successful efforts to engage and raise awareness in the community. For example, projects which helped mobilising disenfranchised communities,[11] created a register of NGOs to provide an overview of 'who does what',[12] and promoting freedom of the media and discussing the value of a free press for diverse audiences.[13] Other efforts successfully targeted specific audiences such as students, children, and youth. For example, efforts which focused on developing and disseminating curricula to highlight the importance of human rights and civic engagement[14] and efforts focused on increasing knowledge on human rights.[15] Additional successful examples included efforts that focused specifically on changing perceptions, demystification, and integration. Specific success stories of shifting popular perceptions of minority groups, specifically of Roma populations[16] and asylum seekers,[17] and more generally on stereotypes of minority groups,[18] were found. Aligned with these efforts, others successfully aimed to promoted non-discrimination. For example efforts that targeted hate speech in schools,[19] building awareness of religious freedoms through the media,[20] or improved awareness on gender inequality through efforts targeting the NGO sector, government agencies, and the general public.[21]

Promoting active citizenship: The assessment found active citizenship does not have a long or solid history in any of the included countries, although each has a strong grassroot response to identified needs in this area. This is one reason why a large number of small organisations exist to address active citizenship. Still, despite a relatively limited history, there are some good examples of efforts pursuing this objective. For example the use of social media and o on-line platforms as tools to promote active citizenship: In Hungary, social media was effectively used to reach the population and promote their active participation in the democratic process, specifically on nuclear issues related to the construction of new plants.[22] In Romania, a platform for public participation through online campaigning encouraged wider civic engagement.[23] Other

[6] See, for example: LT04-0028–Towards More Transparent Lithuania
[7] See, for example: PL05-0195 - Open Lublin - Monitoring the Performance of City District Councils in Lublin
[8] See, for example: BG05-0188 - The Lay Judges – Active Citizens for Real Participation in the Judicial Process
[9] See, for example: LT04-0020–Creation and Implementation of the Model for Early Prevention and Intervention Work with Families at Risk in the Municipalities of Lithuania
[10] See, for example: RO09-0064–Social Reuse of Confiscated Assets; RO09-0271–Initiative for a Clean Justice
[11] See HU05-0181–RehabCriticalMass - Active Citizenship
[12] See LT04-0058–Mapping of NGO Sector in Lithuania: Assessment Study with Recommendations
[13] See RO09-0063–FreeEx Map and RO09-0053–Media Literacy for High School Students against Discrimination
[14] See HU05-0300–Integration of Human Rights Education into Public Education - Civic Education; PL05-0407 - Citizen PRO; PL05-0050 - A Declaration of Kindness: I Do Not Exclude
[15] See HU05-0304 - Fighting prejudice and promoting human rights in after-schools
[16] See BG05-0150 - Promoting Democratic Values with the TV Programme "Small Stories from Roma World"
[17] See BG05-0324 - Blowup (The Strange Other); BG05-0132 - National Media Campaign: Cuisine Against Xenophobia
[18] See BG05-0136 - The Living Books
[19] See LT04-0026–All Different, All Equal: Human Rights, Active Participation and Variety
[20] See LT04-0015–Religious Diversity Awareness and Its Dissemination in Lithuania
[21] See LT04-0038–WIP: Women Initiative for Parity
[22] See HU05-0160 - Enforcement of democratic values in connection with the construction of the new nuclear blocks of Paks
[23] See RO09-0290–DeClic - The First Romanian Platform for Online Campaigning

examples included efforts to improve engagement focused on reaching out to the general population as donors of civil society activities,[24] as well as mobilising volunteers and particularly youth.[25] Opportunities for engagement also ventured into the broader use of tools, including social media as a platform to discuss and campaign.[26] Some projects looked to build civil society actors' capacity, increasing opportunities for partnerships,[27] building advocacy skills, and promoting the role that advocacy can play.[28] Other succesful efforts focused specifically on specific subject areas and CSOs' valuable role in that sector;[29] or specific skills such as improving the watchdog function.[30]

Human Rights and Countering Discrimination: A number of approaches were found to be particularly useful. For example, it was also noted that across all countries, the most successful interventions were those using personal histories. The experiences from Greece, Hungary, Romania, and Poland demonstrate that using multiple approaches to convey messages to hard-to-reach populations can be essential. A considerable portion of successful activities focused on mobilising and raising awareness on the rights of minority and under-served groups. Specific examples focused on empowering the target group to demand their rights be met—for example, people with disabilities[31] and Roma populations in Hungary;[32] mental health patients[33] and victims of gender-based violence in Greece;[34] and children who had been institutionalised in Bulgaria.[35] Other efforts aimed to make the general public aware of violations of rights or exclusion as a catalyst for change—for example, on the conditions faced by children with disabilities who had been institutionalised in Romania;[36] or focused on efforts to bring attention on the rights of minorities to specific groups, such as lawyers.[37] Still a couple of projects addressed economic status as a source of discrimination;[38] while these two examples do not address what would be commonly understood as 'protection of human rights', they do point to how wealth can translate to an inability to secure rights and participate in democratic processes. Other successful efforts to counter discrimination and promote human rights focused on challenging stereotypes and promoting integration. Specific examples of effective interventions included efforts to challenge popular perceptions on mental health issues,[39] gender-based violence,[40] and gender equality,[41] religious freedom,[42] and marriage equality.[43] Other efforts focused on the inclusion of ethnic minorities and asylum seekers, as well as on the impact of stereotypes.[44] Few

[24] See, for example: BG05-0294 - Enhancing the Capacity of NGOs from Varna Region for Fundraising from Private Donors and Development of a Culture of Giving
[25] See, for example: BG05-0150 - Promoting Democratic Values with the TV Programme "Small Stories from Roma World"; RO09-0186–Volunteering Map in Romania; and RO09-0092–Young People from Romania and Norway - Promoters of Civic Community Volunteering
[26] See, for example: HU05-0160 - Enforcement of democratic values in connection with the construction of the new nuclear blocks of Pak; RO-0290–DeClic - The First Romanian Platform for Online Campaigning
[27]See, for example: SK03-0070 - Activity Opens Door
[28] See, for example: HU05-0134–There Is No Cap On!
[29] See, for example: LT04-0038–WIP: Women Initiative for Parity
[30] See, for example: PL05-0158 – Watchdog Activity - permanently and professionally in the public interest
[31] See, for example: HU05-0181–RehabCriticalMass - Active Citizenship
[32] See, for example: HU05-0283–We Are Here! - Human Rights
[33] See, for example: GR04-0077 - Strengthening and Networking of Mental Health Organizations to Improve Services to the Community
[34] See, for example: GR04-0049 – Legal Aid and Empowerment of Gendered Violence Victims
[35] See, for example: BG05-0193 - Deinstitutionalization Regional Coordination Mechanism - Model for Effective Partnership and Cooperation between Civil Society Sector, Regional and Municipal Structures
[36] See, for example: RO09-0165–The Death Camps Next to You
[37] See, for example: PL05-0421 - Observatory for anti-discrimination legislation
[38] See, for example: SK03 - Funds for Non-governmental Organisations - Democracy and Human Rights; RO09-0131–Every Child in Preschool - Reduction of Poverty and Social Exclusion through Early Education
[39] See, for example: GR04-0077 - Strengthening and Networking of Mental Health Organizations to Improve Services to the Community; GR04-0056 – See and Act Differently
[40] See, for example: SK03-0020 - Increasing availability and quality of specialized protection, help and support for women experiencing gender based violence; GR04-0049 – Legal Aid and Empowerment of Gendered Violence Victims
[41] See, for example: LT04-0038–WIP: Women Initiative for Parity
[42] See, for example: LT04-0026–All Different, All Equal: Human Rights, Active Participation and Variety
[43] See, for example: PL05-0391 - Marital equality for all
[44] See, for example: BG05-0150 - Promoting Democratic Values with the TV Programme "Small Stories from Roma World"; BG05-0324 - Blowup (The Strange Other); BG05-0132 - National Media Campaign: Cuisine Against Xenophobia; BG05-0136 - The Living Books; LT04-0022–Ethnic Kitchen: Human Rights Advocacy Campaign to Combat Xenophobia, Racism, Sexism, and Ageism in Lithuania

projects specifically targeted on-line hate speech, but some did focus on hate speech in general[45] or on the specific needs of victims.[46]

Overarching findings. A few elements were found to have clear implication for all themes. These included:

Research. It was generally found that research could play an important role in furthering the objectives of CSOs. A key finding suggests that funding for research efforts must be accompanied by funding to actively disseminate and advocate for the findings. Alternatively, research can be used as a basis to conduct advocacy activities that have already been planned. Engaging the media to disseminate research findings also proved a positive strategy. Notably, efforts to ensure media engagement worked best when organisations operated in networks and when they conducted advocacy to highlight their findings or used the findings to support their advocacy campaigns.

Targeting. The assessment also found that projects work best when they target multiple audiences or aspects of a problem, such as working with police, the judiciary, victims, and the general public on issues related to gender-based violence. Importantly, this does not mean that a single organisation must 'do it all'. Rather, coalitions or collaborations can be an important asset to adequately supporting or tackling a problem.

Accessing hard-to-reach populations. Hard-to-reach populations presented a clear access issue: In some instances, the project's message was not welcome; in others, the target population was hard to reach. In both cases, finding a trustworthy conduit was of key importance. Smaller organisations originating as grassroots entities play a valuable role in reaching these groups.

Capacity Building

FOs and the PPs listed overall capacity development as essential. This includes not only the administrative and subject matter expertise but also a broader range of activities on developing organisations' institutional identity. Respondents said the most important capacity development effort was sometimes not building capacity per se but rather reshaping institutions away from grant-dependency and towards a grassroots, civic model; this was particularly true in Hungary. According to some respondents, this was an essential focus that began with the EEA Grants NGO funding and that can counter the ever-changing and restrictive civil society environment. While true, this should not discount the importance and value of technical capacity, specifically in research, for example. The rapid assessment found that even in hostile environments, CSO actors can make themselves better heard when they have the skills to conduct robust research and follow this research with substantive advocacy efforts. The assessment also found that capacity development should use a wide range of tools and approaches beyond traditional seminars and workshops. Approaches such as hands-on workshops, mentoring, and study tours should be used more actively. FOs must also have the human and time resources to actively engage with and support the project promoters PPs in their respective countries. The resources required to do this should not be underestimated: A large proportion of PPs are weak institutions that need considerable attention and support to meet their programmatic and administrative requirements for the funds received. The rapid assessment also found that by actively supporting civil society actors different from themselves, FOs have developed a deeper understanding of the challenges organisations face and how to solve them, as well as of civil society more broadly—lessons that have served them in resolving their own challenges. FOs also noted that successful umbrella organisations understand their member organisations' needs, clearly articulate their capacity as an umbrella, and can use their capacity to meet members' needs in a way that meets members' expectations.

The value and importance of capacity development was underscored by the finding that, particularly for smaller, less professionalised organisations, limited funding opportunities exist. Many organisations in the

[45] See, for example: LT04-0026–All Different- All Equal: Human Rights, Active Participation and Variety; PL05-0050 - A Declaration of Kindness: I Do Not Exclude; PL05-0065 - Youth in the Web – ENTER!; PL05-0422 – Meeting with Islam

[46] See, for example: GR04-0062 - React: Recording - Intervening - Tackling Discrimination - Protecting Human Rights

assessment countries are small and have limited personnel and skills, and it is important to focus on building their capacity and on providing them with grant agreements they can fulfil. For example, reporting requirements and project time frames must consider that many smaller organisations rely entirely on volunteers. Overall it was found that smaller organizations have difficulty meeting current requirements and hence often desist from applying or encounter challenges during project implementation. In line with this finding, it was also noted that the value of networks and coalitions was considerable. The findings show that these can play a crucial role in securing outcomes, and in expanding both the geographical and thematic engagement of PPs.

Recommendations (Full Format)

Based on these findings, the following recommendations can help build the EEA Grants' work in the areas noted in the terms of reference. Specifically these have been divided into recommendations for the FMO, the FO and recommendations that target both the FMO and FO. The numbers reflect those in the report and hence due to the format used in the conclusions, are not in sequential order here.

Financial Mechanism Office

1. FO Selection: When selecting the FO, the FMO should focus specifically on key attributes including the potential FO's resources and capacity, credentials, independence and ability to foster links. To do this, it could consider not only the applicant's track record but also include a workshop or other participatory event in the selection process that demonstrates the potential FO's convening power amongst local NGOs. Workshops and like events have been arranged by some FOs and were found to be a realistic and effective tool/approach.

2. Flexibility in grant making: The FMO should consider expanding opportunities for FOs to be flexible in using funds. Specifically, this could include smaller grants that allow for changes in response when the context shifts, as well as grants that specifically focus on capacity development. This type of flexibility in granting offered as part of the standard package of support would allow PPs to be better able to respond to changing needs, conduct smaller interventions which are manageable for them and strengthen their capacity.

Financial Mechanism Office and Fund Operators

3. Reaching smaller and rural[47] organizations: The FMO should specifically direct FOs to develop a strategy to reach smaller and rural-based organisations, as well as those that are based outside major metropolitan areas. This could include, for example, conducting workshops and other events showcasing the grants and explaining application processes. In addition, the FMO should consider building flexibility into reporting processes that allow FOs to request more limited reporting from smaller organisations, and ones that are based outside the metropolitan area in either rural areas or smaller urban centres, which have limited capacity and are receiving more modest funds. This should ensure that reporting requirements encourage these organizations to apply.

4. Capitalizing on research, advocacy, and watchdog roles: The FMO should openly and deliberately support research-backed advocacy efforts, and FOs should call for applications that combine research and advocacy. This may sometimes require that PPs work as part of a network, coalition, or collaboration.

Additionally, when reviewing applications for watchdog projects, FOs must clearly assess the degree to which those being 'watched' have been engaged; similarly, PPs applying for watchdog projects must ensure they find clear mechanisms to both engage the watched party and convince them of the project's potential personal benefit. The FMO should also ensure local projects with a limited audience are specifically

[47] Reference to rural organizations in the ToR as organizations found outside the metropolitan area

targeted. Since a watchdog function is a relatively new concept in these countries, focusing on a more targeted audience is one way to help demonstrate the activity's value.

The FMO should also further explore/use opportunities to facilitate FOs and PPs engaging with foreign organisations (in Norway or elsewhere) that have solid advocacy experience to share. These efforts could be included into current bilateral cooperation efforts.

9. Building capacity: FOs should expand capacity development to include not only administrative capacity and subject matter expertise but also training to help strengthen PPs' institutional identity (e.g., training on how to develop a mission statement, multiyear strategies, and tying funding applications to institutional objectives). Training provided to both FOs and PPs should use a wide range of approaches, including workshops, seminars, mentoring (institutional 'twinning'), and study tours.

Additionally, the FMO should continue to foster connections among FOs across countries, which should lead to the development of joint capacity-building efforts, such as study visits. Along the same lines, FOs should develop a plan to support exchanges among PPs both within their country and between countries; this should include workshops that bring together PPs working on the same topic and/or study visits.

10. Networks, umbrella organizations and collaborations: FOs should identify opportunities to allow PPs to come together, such as workshops, seminars, conferences, PP meetings, and online opportunities such as closed Facebook groups or WhatsApp discussion groups. The objective should be to make PPs aware of each other and foster organic collaborations and networks. Additionally, the FMO must support the active development of umbrella organisations and networks by funding collaborative efforts as projects, which should be used as opportunities to further develop members' skills and capacity.

8. Increasing specific technical capacity (on-line hate speech): The FMO should support collaborations with experienced agencies and organisations outside their project country that can engage with FOs and PPs (e.g., delivering trainings and experience-sharing). FOs should consider including experience exchanges and inter-country project 'twinning' (between beneficiary countries) to support cross-context learning.

Fund Operators

5. Types of efforts to focus on: FOs must specifically support activities that lead to an improved public perception of civil society—actively engaging grassroots and small organisations with a specific target audience (as these organisations were generally set up to respond to an identified need and the audiences already value what they do); actively pursuing research-based advocacy demonstrating the role and value of a vibrant civil society; and advertising civil society-led activities to show to the general public what CSOs do. FOs should also include advocacy-related capacity development in the activity plan, which will help PPs working in advocacy to successfully develop and implement advocacy efforts. More broadly, support for the development of a roadmap to guide civil society along a clear strategic pathway could also serve as a fruitful endeavour. The experience from Poland appears to show the success of this type of investment.

6. Addressing challenging themes: FOs should specifically support projects that promote activities which target an issue from a variety of different angles, including a wide range of target groups and employ a diverse number of methodologies or approaches.

7. Engaging the general population: FOs should specifically support activities that promote volunteerism, which will sometimes mean training PPs on how to best engage volunteers. FOs should also capitalise on the efforts of small organisations targeting specific audiences, advertising these as a way to demonstrate CSOs' utility and role. Projects that use innovative methods to engage the general population—such as film, sport, food, festivals, and other activities with a 'fun' element—should be actively encouraged.

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Acronyms and Abbreviations

CSO	Civil Society Organisation
DoRIS	Documentation, Reporting, and Information System
EEA	European Economic Area
EQ	Evaluation Question
EU	European Union
FMO	Financial Mechanism Office
FO	Fund Operator
NGO	Non-Governmental Organisation
PP	Project Promoter

Country Abbreviations

Bulgaria	BG
Greece	GR
Hungary	HU
Lithuania	LT
Poland	PL
Romania	RO
Slovakia	SK

I. Assignment Scope and Approach

A team of Nordic Consulting Group experts and associates implemented this rapid assessment from November 2018 to June 2019 in accordance with the contract signed with the Financial Mechanism Office (FMO), the Brussels-based secretariat for European Economic Area (EEA) Grants.

A. Background, Objectives, and Scope

EEA Grants are based on joint funding contributions by Iceland, Liechtenstein, and Norway. The grants' overarching goal is twofold: to reduce economic and social disparities in Europe and to strengthen bilateral relations with beneficiary countries. Between 2009 and 2014,[48] EEA Grants provided €993.5 million in funding to 16 beneficiary countries in Central and Southern Europe to pursue these aims. Of this, €160 million supported non-governmental organisations (NGOs),[49] and €13 million was co-financing. The overall objective of the EEA Grants NGO fund was 'strengthened civil society development and enhanced contribution to social justice, democracy and sustainable development'.[50] The 2009–2014 EEA Grants blue book notes, 'A strong and vibrant civil society is important for democratic development'[51] and that support provided to the NGO sector serve to ensure that international and European commitments on human rights and fundamental freedoms, rule of law and democratic institution-building, and sustainable development are kept.[52]

This rapid assessment was summative in nature. Its overall objective was to examine the achievements of EEA Grants' NGO programmes from 2009 to 2014 in terms of strengthening civil society and supporting its ability to uphold and promote democratic principles and fundamental rights. Specifically, the assessment aimed to:

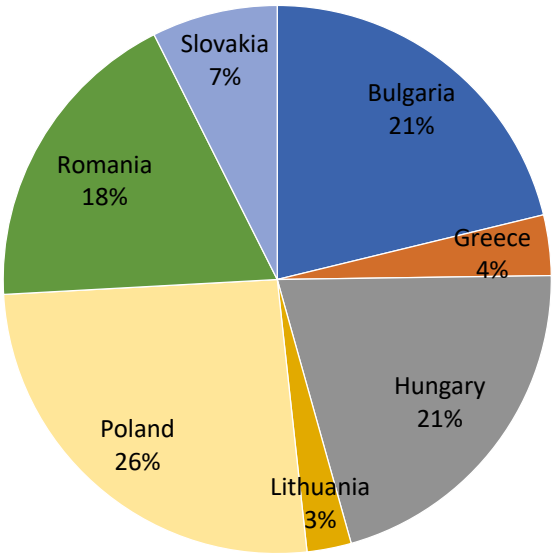
- Document and assess results and achievements of the programmes in selected countries, providing both aggregated results across the programmes and specific examples of best practice.
- Identify the main factors influencing the (non-)achievement of the objectives, including where projects/programmes addressed similar challenges using the same/different approaches in different contexts, and identify success factors.
- Draw conclusions on best practices for supporting civil society to protect fundamental rights and democratic principles.
- Examine the capacity development and/or technical support provided by fund operators (FOs) to both project applicants and project promoters (PPs).
- Examine relevant complementary actions that facilitated or supported engagement and exchange between FOs and civil society actors, as well as relevant bilateral cooperation opportunities.

The assessment focused on a series of questions broadly falling into three categories: (a) institutional set-up, (b) support for civil society work on democratic principles and fundamental rights, and (c) building the capacity and resilience/sustainability of civil society and the sector. **Annex 1** details the specific questions answered by this rapid assessment. In addition, during the inception period, the FMO expressed interest in using qualitative comparative analysis (see **Section IB**) to systematically explore the best method to obtain certain results. Specifically, the following questions were agreed upon and explored using this data analysis method:

[48] EEA and Norway Grants. (2010). *Programme areas 2009-2014. Blue book*.
[49] In this report, at the request of the client, the terms NGO and Civil Society Organization (CSO) are used interchangeably.
[50] EEA and Norway Grants. (2010). *Programme areas 2009-2014. Blue book*, p. 26-27.
[51] EEA and Norway Grants. (2010). *Programme areas 2009-2014. Blue book*, p. 26-27.
[52] EEA and Norway Grants. (2010). *Programme areas 2009-2014. Blue book*, p. 26-27.

- What factors contribute to the passing of new laws that support a freer civil society?
- What factors contribute to the media reporting on outcomes of research conducted by civil society actors?
- What factors contribute to the government referencing research conducted by civil society actors and using said research as a justification for policy changes?
- What factors contribute to civil society organisations' ability to expand the activities they do?
- What factors contribute to civil society organisations' ability to expand the number of beneficiaries they reach?
- What factors contribute to civil society organisations' ability to expand the type of beneficiaries they reach?

Figure 1. Proportion of projects per country



The assignment focused on interventions in seven of the 16 NGO programme countries: Bulgaria, Greece, Hungary, Poland, Lithuania, Romania, and Slovakia. The assessment covered a sample of 194 projects (146 in-depth and 48 in statistical analysis only) of some 3,000 interventions as part of the EEA Grants 2009–14 NGO funding. The FMO selected the sample based on programmes' funding level and respective number of projects; it also considered geographic spread, reporting quality, and the relevance of the issues under review. The FMO also determined the sample size of the core sample. The consultants selected additional cases to expand the sample where needed. The terms of reference further noted the chosen programmes would constitute approximately 75 per cent of EEA Grants' financial allocation for civil society projects. This, in turn, meant the selected sample was expected to be representative even though the number of projects was a small proportion of more than 2,200 funded across the seven countries as part of the EEA Grants 2009–14 NGO funding.

Box 1. EEA Grants outcomes for civil society support

8. Active citizenship fostered
9. Increased involvement of NGOs in policy- and decision-making processes with local, regional, and national governments
10. Cross-sectoral partnerships developed
11. Democratic values, including human rights, promoted
12. Advocacy and watchdog role developed
13. Developed networks and coalitions of NGOs working in partnership
14. Strengthened capacity of NGOs and an enabling environment for the sector promoted.

Three additional outcomes were not included in this evaluation but are part of the grant:

15. Increased contribution to sustainable development achieved
16. Provision of welfare and basic services to defined target groups increased
17. Empowerment of vulnerable groups

The sample included a range of projects pursuing one or more of the following seven outcomes (see **Box 1**).[53] From the seven outcomes, the FMO generated five 'topics' that could be used to describe the projects under review (**Table 1**). Importantly, this assignment

[53] See the programme area descriptions for civil society and for NGO programmes.

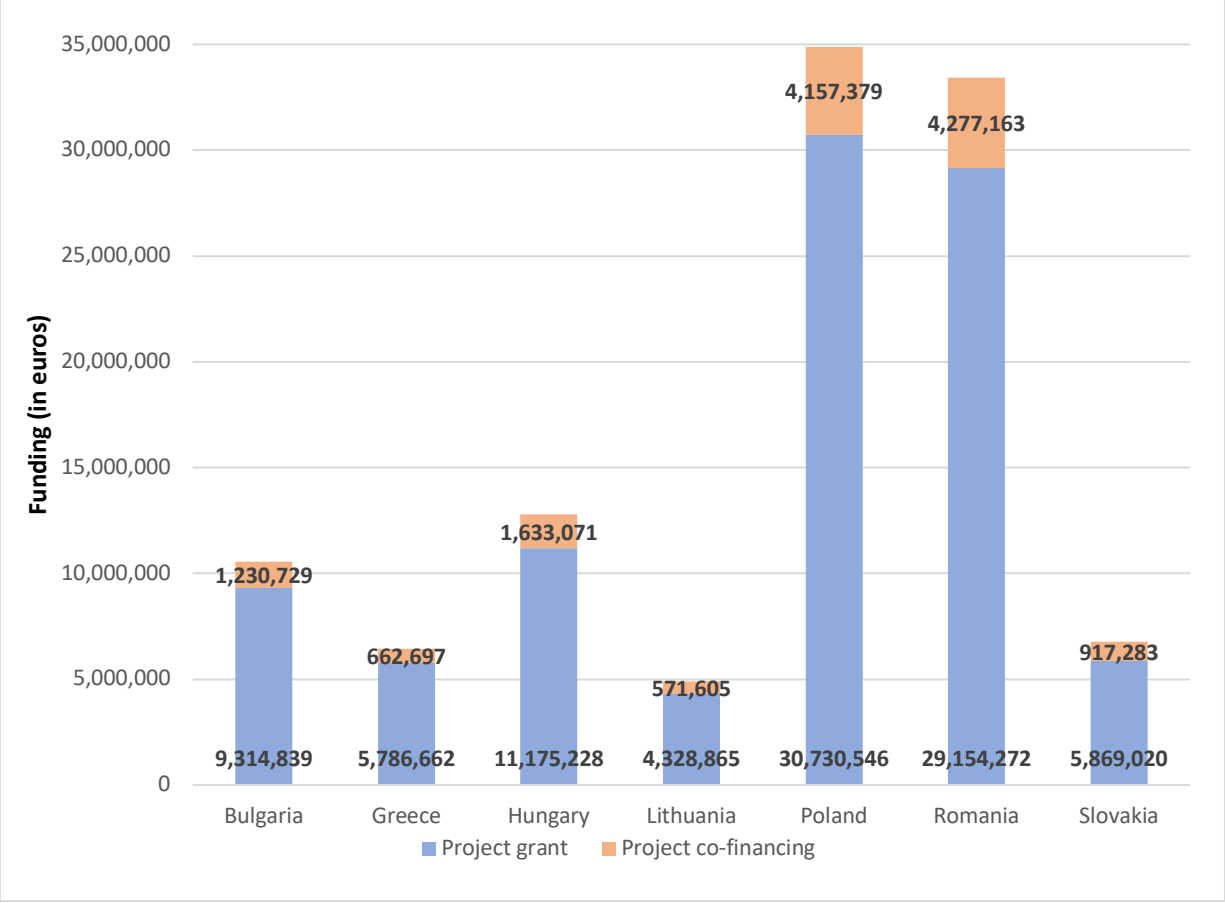
does not address each topic in its totality. Rather, its focus is limited to targeted programme areas and the seven EEA Grants outcomes presented above.

Table 1. Programmes supported in the seven beneficiary states, per five preselected topics of interest

	Country	Topic			
	Watchdog role, advocacy, monitoring	**Civic education, communicating democratic values and rights**	**Participation, active citizenship, good governance**	**Human rights and countering discrimination**	**Building capacity of fund operators, civil society organisations, and the sector**
Bulgaria	BG05	BG05	BG05	BG05	BG05
Greece	GR04	GR04	GR04	GR04	GR04
Hungary	HU05	HU05	HU05	HU05	HU05
Lithuania	LT04	LT04	LT04	LT04	LT04
Poland	PL05	PL05	PL05	PL05	PL05
Romania	RO09	RO09	RO09	RO09	RO09
Slovakia	SK03	SK03, SK10	SK03	SK03	SK03, SK10

Source: Documentation, Reporting and Information System (DoRIS) and terms of reference

Figure 2. EEA Grants funding (2009–2014) and co-financing included in this assignment



Source: Project long list provided by the Financial Mechanism Office (FMO) and the Documentation, Reporting, and Information System (DoRIS). These figures have not been confirmed by the FMO.

B. Methodology

1. *Approach and Methods*

The assignment adopted an approach inspired by utilisation-focused evaluation and used a number of complementary data collection and analysis tools. A considerable number of project documents were reviewed, as were earlier assessments and support materials supplied by the FMO and EEA Grants. **Annex 2** provides a bibliography of the documents examined.

Primary data were collected through interviews, focus group discussions, and three online questionnaires:

- **Interviews** were carried out with FMO staff responsible for the civil society sector in the seven countries included in the study. These were conducted in two steps: interviews were held early in the assessment process to gain a general contextual understanding of civil society in each country, and a second interview was conducted at the end of data collection to focus on more specific aspects of the experience in each country (what had or had not worked, how, and why). In addition, FOs were interviewed on their role, the state of civil society in their respective countries, and the successes and challenges faced. For a select number of projects in each country, PPs were also interviewed to gain a more in-depth understanding of their efforts, experience working with EEA Grants funding, and experience as members of civil society more generally. Project objectives, challenges, and successes were also explored. Finally, where relevant, subject matter experts were interviewed for a more in-depth understanding of the civil society sector in individual countries. **Annex 3** provides a list of interviewees.
- **Focus group discussions** were held at two stages of the data collection process: First, the FO, PPs, and (in some cases) selected civil society experts discussed general questions on the civil society experience in the respective country. A second focus group at the end of the assessment convened PPs and (in some cases) subject matter experts; FOs participated when they were available and felt their presence would contribute positively to the discussion. The objective of the second focus group discussion was to explore some of the key findings in greater depth, as well as expected future developments and support needed to strengthen the civil society sector. The discussions included individuals who were, first and foremost, willing to engage in such a discussion—the importance of will to participate should not be underestimated. Second, those invited were identified (by the respective country expert from the evaluation team) as having specific experiences and views that would complement those of other participants and thereby foster a healthy discussion. **Annex 3** provides a list of focus groups conducted.
- **Three online questionnaires** were fielded to collect comparable data. Two focused on FOs and PPs, collecting standardised data to supplement and provide a more standardised view of experiences across countries. While these surveys were not used to provide a statistically representative view of experiences across countries, the data were important in developing a picture of how these experiences have differed and/or been similar. **Table 2** details the sample and response by country. A third questionnaire collected data from PPs on a set of indicators in order to conduct a qualitative comparative analysis. This survey was sent to 19 projects per country. The response rate varied between countries (see **Table 3**). However, upon examining the data, the variation in response rate is not believed to have meaningfully affected results.

Table 2. Survey sample and response rate

Recipient	Target (#)	Responses (#)	Response rate
Fund operators	11	11	100.0%
Project promoters—response rate by country (both surveys combined)			
Bulgaria	27	11	40.7%
Greece	22	16	72.7%
Hungary	27	8	29.6%
Lithuania	26	14	53.8%
Poland	40	24	60.0%
Romania	26	12	46.1%
Slovakia	26	8	30.7%

Table 3. Survey sample and response rate for qualitative comparative analysis survey

Recipient country	Target (#)	Responses (#)	Response rate
Bulgaria	19	11	57.8%
Greece	19	11	57.8%
Hungary	19	10	52.6%
Lithuania	19	10	52.6%
Poland	19	9	47.3%
Romania	19	10	52.6%
Slovakia	19	9	47.3%

2. *Data Analysis*

Analysing the data involved several distinct processes: The general data analysis—including the review of documents, interviews, and focus group discussions—comprised collating data into a table organised by evaluation question from the terms of reference. This allowed for systematically reviewing the data relevant to specific questions. The data presented here have been triangulated, which in this context means that all data sources agreed with the finding (unless otherwise noted).

In addition, qualitative comparative analysis was conducted on a number of indicators. These indicators were identified in coordination with the FMO and were approved by the FMO during the inception period. The indicators pursued specific information that was believed to be key to determining the factors contributing to specific results (see **Section IA**). **Annex 4** provides the qualitative comparative analysis truth tables and raw data, as well as methodology-specific issues. It is important to highlight that qualitative comparative analysis aims to mathematically identify complex combinations of factors based on qualitative data. In some instances, as during this rapid assessment, certain factors appear to influence many outcomes while others are less prominent. This may appear to generate repetition in results.

Annex 5 includes all of the data collection tools used**.** In addition, a series of 21 noteworthy project stories are included in **Annex 6**, which is available as a separate document.

It is worth noting that at FMO's request, most country-specific mentions were removed and replaced with a general statement such as, 'One or two countries…' This means the reader will not know which specific country had a certain experience, and thus, it will be impossible for readers to understand if context has played a specific role in decisions made.

It is important to underscore, particularly given the sensitivity of the subject matter, that this document does not reflect the opinions, perceptions or perspectives of the evaluation team. Rather, it is a direct reflection of the experiences, perspectives and understandings of the parties interviewed, surveyed and which were part of the focus group discussions. Moreover, the analysis process included discussions on findings and on what may be realistic recommendations. Therefore, recommendations also reflect what FOs, PPs and Subject Area Experts consider might be the best solution to identified challenges.

3. Limitations and Challenges

Several key limitations and challenges affected this study:

- **Institutional memory.** A number of staff engaged in projects during the time period covered by this rapid assessment were no longer with the institutions when data collection occurred. This created difficulty establishing what transpired in some cases and points to a second challenge: most organisations have limited, if any, mechanisms to safeguard institutional memory and, thus, to ensure lessons learned are documented and used.
- **Willingness to actively engage in the evaluation.** There was some difficulty in ensuring organisations actively participated in the assessment. While some were eager to take part, many saw no value in engaging with the assessment team. The second focus group discussion addressed this issue; both focus group participants and civil society experts from the seven countries included in this assignment said readiness to participate correlated with the state of civil society in the respective country. Specifically, they said, limited or no experience with evaluation is a key reason that some organisations tend not to understand evaluation processes as valuable to them and/or as a gateway to secure future funding from other donors. Another barrier to participation relates to capacity: some organisations had no or few full-time staff and relied on volunteers, making it more difficult to engage in the evaluation.

  As an example, the evaluation team found it difficult to engage PPs, which was due to the current threatening environment for CSOs and due to civil society actors failing to see the value of participation in that environment. Unique among the assessment countries, Bulgarian PPs expressed few—if any—reservations in engaging actively despite a threatening civil society atmosphere. Their lack of reservations was credited to the FO's engagement with PPs, which was seen as reflecting of how the FO and PPs collaborated throughout the funding period.
- **Timming of the evaluation:** Most of the data collection occurred in December and January, which was challenging since many potential participants were engaged in activities associated with end-of-the-year or New Year festivities and holidays.
- **Representativeness.** It is also worth stressing that while the sample is considered to be largely representative, it is possible that some results have not been captured by this assessment. These findings may not fully capture all experiences due to the considerable diversity of the portfolio and the limited number of projects selected.

Despite these limitations and challenges, the consistency observed across the data suggests considerable validity. Therefore, there is no reason to believe these findings lack validity or reliability.

II. Findings

This section presents the rapid assessment findings within the framework of the questions listed in the terms of reference. It also presents findings related to the questions added during the inception period on identifying the combination of factors with the highest statistical probability of leading to expected results.

Several aspects of the civil society sector in the assessment countries frame this rapid assessment. According to FOs, PPs, and civil society experts alike, the civil society space is shrinking in the majority of these countries. It is noted however, that this data reflects the perspectives and points of those surveyed and interviewed. General data regarding the freedoms enjoyed by NGO actors would suggest that Slovakia can also be categorized as a country with a shrinking space. In some cases, such as Hungary, the situation has become alarming, with legislation and policy mechanisms further constraining organisations' ability to operate. Some restrictions directly affect access to funds and the activities organisations can engage in. Although less severe than in Hungary, restrictions in other countries have led to the fragmentation of the civil society sector. This fragmentation means that organisations are less unified in responding to these threats—and, hence, weaker.

Additionally, these countries' civil society sector is populated by a wide range of organisations, some of which focus on issues unrelated to democratic values and principles—or even clash with these values. Therefore, a growing sector does not necessarily mean a stronger democratic system. Another characteristic observed across all countries is reduced funding available from both the state and other sources. Considering the vast majority of organisations are small, this means their opportunities to secure funding are largely limited, particularly since large donors tend not to provide small grants. Finally, it is important to note the sector is characterised by a lack of capacity. Many institutions rely on volunteers and cannot secure staff with solid knowledge and/or experience.

Overall restriction on the sector[54]—as well as a large number of small organisations, unclear organisational objectives/identity, and limited capacity in terms of resources and staff—are all factors that contribute to the sector's overall weakness.

A. Institutional Set-Up

This section focuses on the institutional set-up of EEA Grants NGO funds from 2009 to 2014 and related elements that have contributed to these funds' success or failure. Exploring the institutional set-up of the NGO funds, the assessment team found a number of moving parts play a role: In terms of specific tasks, the FO administers the funds along predefined guidelines and serves as the direct interlocutor with the PPs executing projects or activities with EEA Grants funds. Their role includes selecting PPs using predefined parameters and procedures, as well as following up on activities and reporting to the FMO.

Additionally, while the national government does not have a formal relationship with either the FO or the FMO in terms of the NGO funds—and, indeed, the FO's independence is a prerequisite—the government affects civil society actors generally and the FO and PP specifically. All respondents noted the government's important role in both the FO's and PP's ability to fulfil their respective obligations. While the FOs must remain independent from the government, the degree to which the government accepts and does not actively inhibit their activities is a key factor which can easily result in the failure to fulfil contractual obligations. Clearly, the degree to which government agents find FOs acceptable may or may not be in the hands of the FO, but rather is reflective of the state of the civic space. Still, the role played by the

[54] In this report, reference to restrictions on the civil society sector pertain specifically to organisations that work on democratic values and principles, human rights, and general aspects of good governance and democracy.

government, despite the FOs independence from it, should not be overlooked and hence it is highlighted here.

1. Institutional Set-Up and Achieving Programme Objectives[55]

Interviews conducted for this rapid assessment suggest the FO is the most important link in the institutional chain influencing project outcomes. Given this, the focus here is on FO attributes that can influence the achievement of project objectives. It is important to stress that the following factors promote or facilitate achieving programme objectives; no one factor can secure success—or guarantee failure—on its own.

FO capacity and resources. Some aspects of FO capacity and tasks are clear. FOs must have knowledge and understanding of the NGO sector, independence from the government, and the experience and capacity to manage grant-making programmes. Similarly, their tasks include administering funds, appropriately reporting to the donor, and adequately and transparently advertising for, evaluating, and selecting project proposals.

However, the assessment also found that PPs often require additional support to achieve project outcomes. The amount and type of resources needed depend on the PP's capacity, the type of project, and the PP's experience with a given project, including the sector and specific activities conducted. The best results occurred when FOs could actively and continually engage with PPs: for example, in assessing the civil society sector's needs and current realities, as well as in responding to PPs' challenges using capacity development, guidance, mentoring, or even serving as a conduit between organisations. Participants said it was particularly valuable when FOs provided PPs with, or made them aware of, materials and technical[56] training to engage more effectively in specific activities.

Box 2. Overcoming mistrust between FOs and CSOs

Respondents noted a number of methods to reduce mistrust between FOs and potential or current PPs. In Greece, respondents suggested that FOs should reach out to as many NGOs as possible before launching calls for proposals and provide clear explanations and training on the open call procedures; this would ensure there are as many legitimate applicants as possible. In addition, they suggested the FO should be well established and credible, as this would reduce mistrust among potential PPs towards the FO.

The assessment also found that mistrust was expressely noted as non existent between FOs and PPs in a number of countries. This does not mean that in other countries there was mistrust per se, but rather that respondents did not feel confortable highlighting that mistrust did not exist. In Poland, many PPs said they implicitly trusted the FO because they are known for competence in the sector and supporting individual PPs, with multiple respondents saying the FO is widely known as anchoring and stabilising the county's civil society sector. In Romania, the FO focuses considerable attention on nurturing their relationship with potential applicants and funding recipients by participating in events such as NGO fairs, offering access to different capacity-building resources (published on the FO's website) and free trainings, and engaging with potential applicants in various surveys. The Romania FO's overall objective is to build long-term, meaningful collaboration with other civil society actors, which could become PPs at some stage. A similar approach is implemented in Lithuania, and Bulgaria, where efforts to engage and support potential PPs are also actively pursued.

[55] Terms of reference question *Evaluation Question 1 (EQ1):* Identify the main factors with regards to the institutional set-up for managing the Funds which influenced the achievement/non-achievement of programme objectives. What aspects of the institutional framework were most important to the programmes' work on democratic principles and fundamental rights (e.g., independence of FOs from national governments)?

[56] Responding to a request by the FMO, the authors wish to highlight that in this context the term " technical" refers to both types of activities and thematic/subject areas, as well as efforts that may affect target groups. For example, supporting organizations to expand their target base to include a new target group, and/or expand the themes they work on, and/or expand the type of work they do (e.g.advocacy work, trainings, technical support, etc).

Importantly, however, respondents were acutely aware that FOs administer significant funds spread over many relatively small grants, meaning that FOs often oversee a wide range of PPs and that one-on-one support may not be possible. Respondents consistently regarded any effort to increase FOs' ability to provide individual support as beneficial.

Credentials. The assessment found credibility amongst potential PPs and with the national government was a key contributor to good programme results. Credibility was best when the FO had—and/or was perceived as having—substantive knowledge both on the civil society sector generally and on subjects relevant to the funded projects. This sometimes, but not necessarily always, meant a consortium of CSOs was most appropriate or qualified to serve as an FO (i.e., in Bulgaria, Hungary, Lithuania, Romania, and Slovakia).

The findings suggest that, in some instances, FOs experience less government restriction or encroachment when they are nationally recognised as civil society actors of renown. This means they can navigate the civil society sector and also are subject matter experts. Importantly, being a subject area expert or being well established is not always successful in limiting encroachment. The findings simply show that the likelihood that governments will actively encroach upon organizations that are better established, or widely considered as experts, appear to be lower. Indeed, respondents themselves noted that they used their recognition and expertise to push back against encroachment, while also recognizing that their efforts may not always succeed. At the same time, credibility with PPs was important: It meant PPs were willing to apply for funds and believed they would be justly distributed and legitimately awarded, as well as that they could seek the support of an FO they trust as knowledgeable. Respected FOs are more likely to influence PPs and, thus, strengthen the civil society sector.

Independence. In countries where, according to PPs and FOs interviewed and surveyed, civil society is under ever-growing threat, supporting civil society means not only supporting activities but also protecting the civil society space (and, by extension, the civic space), from further encroachment. This includes ensuring FOs can operate independently of the government. Respondents highlighted the fine line between aligning with the government and pushing back in a way that does not threaten the organisation's existence. Many respondents and focus group discussion participants recognised that while maintaining the civil society space, FOs ability to work unhindered is dependent on the degree to which the government finds them to be threatening. FOs may engage in certain activities to limit the degree to which they are seen as a threat, for example, by actively engaging with government agencies and demonstrating the value of serving as a watchdog (ex: showing that no malfeasance has occurred). However, in some instances it is far harder than in others to change the government's perception of civil society actors. Thus, FOs must be credible actors on the one hand and sufficiently agreeable to the government on the other, and this balance varies by country and is not necessarily under the control or influence of FOs themselves. Respondents also felt that civil society actors, FOs among them, can sometimes be firmer than expected because governments depend on them to maintain the veneer of a 'respectable' civil society and civic space (see **Box 3**). Clearly, civil society spaces that are less closed present less of a challenge in this respect.

Foster links. The data collected from interviews and focus groups also point to the importance of FOs' ability to foster links among PPs at the national level. PPs said engaging in coalitions, networks, and more informal bilateral agreements with other PPs helped strengthen their overall capacity and subject matter knowledge. Specifically, PPs mentioned help in solidifying their identity, strengthening their administration and financial management mechanisms, and expanding their technical knowledge. Across countries, the predominant view was that learning from each other and collaborating on a common goal was essential to success. In addition, fostering links between PPs was seen as an excellent method to overcome the previously mentioned FO capacity constraints.

It is important to note that having a strong FO able to support PPs, maintain the civil society space, and develop networks does not always lead to success. Nevertheless, respondents consistently argued that a strong FO was a key contributor to securing the best possible results in their respective country context.

Box 3. The veneer of democracy

Many of the countries included in this rapid assessment have a noticeably shrinking civic space. This is occurring even though these countries are relatively new European Union members and, thus, widely presumed to share common European values such as a belief in open democratic societies. Some respondents argued that what protects civil society actors in these countries is that governments cannot openly object to the existence of civil society. Therefore, in an effort to pretend to align with basic European principles, they 'allow' civil society actors to carry out their activities somewhat freely.

2. *Flexible Responses to Emerging Needs*[57]

Respondents across categories agreed on the importance of flexible responses to emerging needs. Emerging needs can be precipitated by changes in context or by the identification of an existing issue that had not attracted attention. This could include, for example, a perceived or real shift in the number of refugees arriving or transiting through a country, changes to government or government policy, or the publication of statistics (such as on gender-based violence, online hate speech, or discrimination). This rapid assessment identified several examples of specific efforts to respond to changing needs in individual countries. One tool seen as a good option to respond to changing needs was the action grants used in Hungary. These grants provided limited funds exclusively to conduct campaigns and had a maximum value of €10,000. Action grants did not discriminate among bidding organisations, allowing both small and large institutions to apply. Respondents regarded this method as a way to more easily allocate funds to tangible activities and as a good practice that could be emulated elsewhere, although it was not used in the other countries examined during the grant period. Participants also noted another opportunity to reallocate funds to emerging issues: The FOs in Romania and Hungary were allowed to reallocate unspent funds to other activities (although only in exceptional situations and, thus, cannot be regarded as a solid example of how to address changing or emerging needs).

Across all of the countries studied, respondents consistently noted that unlike other donors, EEA Grants' NGO funds allowed for small grants (limited funds) that are both shorter- and longer-term. This enables organisations that are generally unable to secure funds from external donors to access funding. In addition, individual FOs can make the disbursement process swift. Respondents regarded this more flexible approach as a positive means to support a rather weak civil society sector because it allows for supporting more, and more diverse, organisations. However, this level of flexibility was not always adequately utilised and is not without costs: FOs must have sufficient size and capacity to administer a wide range of grants (many of those being small) and handle a considerable volume of tenders since grants are distributed

[57] Terms of reference question *EQ2*: How did the programmes enable flexible responses to emerging issues (e.g., action grants, short-term projects)?

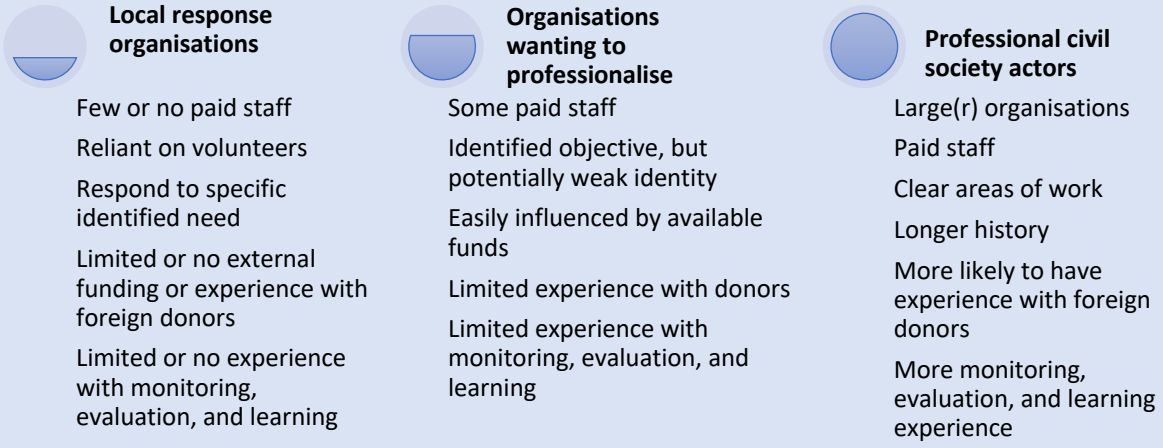
following an open call for proposals within each rapid assessment country. Across the seven countries, PPs generally felt that FOs were understanding, knowledgeable, and flexible, although not all FOs administered grants in a streamlined manner. In Romania, for example, some respondents said PPs found securing funding to be cumbersome and attributed this issue to PPs' lack of contract management experience, which meant PPs failed to consider the effort required for them to secure funds. Participants also noted the need to use Romania's inflexible and complex public procurement rules, which required procurement times to be set according to local regulations, a wide range of documentation to support the application, and a financial proposal that was difficult to secure and often unfamiliar to applicants.

Box 4. A diverse civil society environment and the benefit of funding flexibility

The importance of being able to fund organisations that are not necessarily well-established is particularly noteworthy, and respondents said CSOs in all countries included in this rapid assessment generally fall into one of three categories: local response organisations, organisations wanting to professionalise, and professional CSOs (see **Figure 3**). This diversity of civil society actors has significantly impacted the ability of EEA Grants' NGO funds to address changing needs: Organisations that are more 'professionalised', generally those that have existed the longest and solidified their identity, may be able to respond well to changes in environment with smaller projects; however, they may also lack the flexibility to alter their core activities in order to better respond to these contextual changes. At the other extreme, small organisations may lack name recognition or depth of experience—and may even lack staff, relying mainly on volunteers—but their specific focus means small grants enable them to respond to needs that arise in their niche area of competence. This means FOs must be able to identify changes in the sector and adequately target funding, and they must understand how to reach specialised organisations that may be able to respond to emerging needs. This relates back to institutional set-up—it is important to have FOs with a strong understanding of the sector from a subject matter perspective and who are familiar with the actors.

Adding to this, civil society actors in all of the countries are divided between organisations that provide services that should arguably be provided by the state but are not (e.g., for people with special needs or minority groups) and organisations that focus more broadly on democratic values and principles, securing and defending the rights of the population more generally, and ensuring the existence of governmental checks and balances. In terms of checks and balances specifically, establishing a watchdog role is most difficult in countries that lack a history of civil society overseeing state actions, which applies to most of the countries in this review. During a time when populism is on the rise, these characteristics become even more troubling.

Figure 2. Types of civil society actors



Some PPs, particularly in Greece, also discussed how the short timeline to execute project activities was problematic for some organisations, particularly smaller ones that lack staff and rely on volunteers or part-time staff. These PPs stressed that being able to visualise results, and see if the activities led to expected longer-term outcomes and impact, was more difficult due to a limited implementation timeframe, specifically in terms of activities involving advocacy efforts.

3. *Funding: Reaching Smaller and Remote Organisations*[58]

Respondents stressed that smaller organisations tend to have more limited capacity, a lack of paid staff, and staff with less experience and fewer skills (see **Figure 2**). They may not be well versed on how to establish themselves, secure funds, or engage with a donor, meaning they often need more support from the FO. This also means that they are less likely to submit proposals following open calls for tenders on their own, either because they are unaware of the funding opportunity or because the application process appears too cumbersome or overwhelming.

Not all countries in the programme made specific and consistent efforts to target smaller, rural, and remote organisations, or ones based outside of major urban centres. The FO in Poland reported the efforts to target small or rural organisations, or organisations based outside of major urban centres, should not be the only focus when targeting under represented populations. Equally important, they noted, is a focus on specific subjects, particularly topics that are important to Polish democracy (e.g., watchdog activities). However, in the other countries, respondents highlighted the need for specific attention to smaller, rural-based organisations or organisations based outside major urban centres, specifically noting that overlooking organisations based outside major urban centres could lead to further divides between major urban centres (the capital) and other regions/areas of the country, to reduced understanding of and opportunities for representation of populations based outside major urban hubs, and to overlooking interesting and innovative responses to local challenges. Still, although FOs often recognised the importance of engaging smaller organisations based outside major urban centres, they did not always conduct concerted efforts to effectively target these organisations due to barriers and difficulties doing so, as noted above. Additionally, in some countries—ironically—it was difficult to even secure basic public information on CSOs in order to include them in a project to build CSO capacity to secure public information.[59]

Overall, despite the challenges, most respondents across the countries regarded effectively engaging smaller, rural, and remote actors as an important way to support the overall strengthening of the civil society sector.

In all countries, the majority of funding did not go to small organisations or ones based outside the major urban centres, and targeting them was a perennial problem. Nevertheless, a number of efforts attempted to reach these organisations. In Hungary, for example, Civic College, Transparency International, and the Hungarian Civil Liberties Union—all of which are PPs based in the capital—formed partnerships with local organisations pursuing similar subjects, allowing for knowledge transfer from the larger, established organisations to the smaller, less professionalised ones while also providing the larger organisations with the legitimacy to work locally (see **Box 5**). As another example, one organisation in Lithuania (the Charity and Support Foundation SOS Children's Villages Association) reported its regional office in Alyus attended capacity-building trainings organised by the FO, which increased their capacity and skills at the regional level.

[58] Terms of reference question *EQ3*: What specific measures did the programmes take to reach out to smaller/remote organisations, and what were most effective?
[59] See as an example BG05-0440–Enhancing the Capacity of Nongovernmental Organizations to Seek Public Information.

However, it is also important to stress that these experiences—while positive—were not standard. In Hungary, for example, rural organisations were largely not selected as PPs (a little over 7 per cent of organizations were besed in rural areas); instead, urban-based PPs were often chosen to conduct activities or support rural areas. This approach had drawbacks, as CSO experts and some PPs said they had challenges reaching populations they were unfamiliar with and/or which were unfamiliar with them. In Bulgaria and Lithuania, funding provided to smaller organisations tended to be very small grants. Bulgaria did not have a concerted programme to target smaller organisations or ones outside of major urban centres. The FO in Lithuania, by contrast, reached out to rural areas and more remotely based organisations by organising meetings with potential applicants in the regions—as a result, recognising early on that capacity differences would frequently exist between the capital of a country and other areas including rural areas and smaller urban centres requiring additional support. In Poland, similarly, PPs recognised the need for rural organisations to receive extra support. Although rural organisations were not specifically targeted for funding, the Poland FO provided training, practical workshops, and ongoing support to PPs generally. The same is true of the Bulgarian experience. Overall, across countries, there was a need for additional support to smaller and/or rural-based organisations and a number of efforts to address these gaps.[60]

Box 5. Translating experiences

Organisations consistently agreed that securing the trust of the beneficiary or target group is a key element to an intervention's success. This trust is not always derived from actual experience or subject matter knowledge. In fact, some respondents noted translating urban concepts and experiences to rural areas, or having large organisations from the capital take their efforts to rural areas or smaller urban areas, could result in failure due to lack of trust. Smaller organisations, or ones based in rural or smaller urban areas, across all countries tend to begin as a direct response to a tangible need—meaning efforts more often aligned with the views and perceptions of the local population. Within this general context, how organisations are perceived is important. Rural communities, as well as communities in smaller urban centers, or more isolated ones, tend to be more close-knit and to feel that 'outsiders' cannot identify with their realities and are ill-suited to deliver a result. Other factors that contribute to challenges building trust include language (how they express themselves) and the perceived socioeconomic and academic background of staff. These difficulties have been overcome in some instances, however. Specific examples include organisations that were able to form partnerships with local organisations or engage local staff that could advocate for their good intentions and qualifications.

Another key lesson, which emerged from Slovakia, is the need to modify reporting requirements for smaller organisations and ones based outside major urban centres. Not doing so consistently, Slovakian respondents said, would lead to some organisations' inability to meet reporting requirements. Respondents also listed general support and oversight as particularly important for small organisations and ones based outside major urban centres, which tend to be less professionalised. FOs said having the resources to effectively support smaller organisations was a key concern in terms of their ability to effectively engage with them. They noted, however, that working with coalitions and/or supporting partnerships ('twinning')—as in Hungary and Lithuania—could secure needed support for organisations and reduce the burden on the FO. Additionally, focus group participants in Lithuania agreed that umbrella organisations could play a central role in engaging smaller organisations, making them aware of funds, and supporting them in submitting reports and adequately administering projects. In Hungary, for example, a

[60] See as examples BG05-0294–Enhancing the Capacity of NGOs from Varna Region for Fundraising from Private Donors and Development of a Culture of Giving Oriented to Development (which enabled the Community Foundation for Varna to train other local foundations on how to fundraise) and RO09-0013–Voice of NGOs (which created a coalition of NGOs working in social services in the North-Eastern region that included both experienced and inexperienced NGOs, which were supported through methods such as meetings, plans, strategies, teamwork, and an e-newspaper).

non-profit information centre developed a website to collect grassroots donations; the site, which allowed users to post comments, became a platform to bring together potential coalition partners. Civic College in Hungary used an offline direct community development method to similar effect.

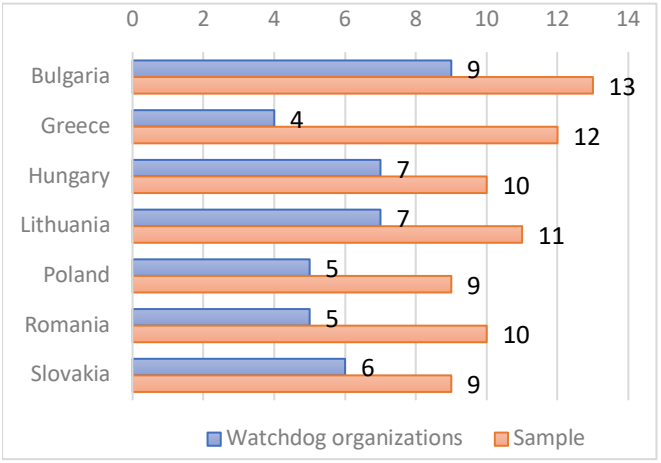
B. Democratic Principles and Fundamental Rights

This section presents findings related to interventions supporting democratic principles and fundamental rights, including responding to the questions on efforts to conduct advocacy and monitoring and fulfil a watchdog role. The section also addresses issues related to civic education, promoting active citizenship, human rights, and response to online hate speech.

1. Watchdog Role, Advocacy, and Monitoring[61]

Watchdog role. The rapid assessment found progress in pursuit of Outcome 5, which focuses on the development of advocacy and watchdog role roles. Of 73 organisations responding to this question in the survey, 43 had been able to establish a watchdog function (59 per cent, see **Figure 3**). These data, however, do not tell us how well the function is covered or how widely. Also worth noting, the number of organisations fulfilling this role is largely comparable across countries despite the vast differences in size and population. Slovakia and Lithuania, for example, have smaller populations but a greater number of watchdog NGOs than Romania and Poland. However, these data are based only on the survey and do not count all organisations fulfilling a watchdog role. From this perspective, the data's value is in demonstrating that environment does not appear to substantially impede establishing this role.

Figure 3. Organisations with a watchdog function in the sample



Still the majority of FOs perceive their country's 'watchdog sector' to be very small; the only exceptions were the FOs in Slovakia and Bulgaria, who felt that the sector was medium-sized. Expert respondents reported the watchdog sector in Greece is very small, although the data collected from PPs suggests it is larger than these experts believe. This contradiction could be the result of experts misunderstanding PPs' activities or due to watchdog efforts/project being very small in size. Overall, it is important to note that the watchdog function in Greece requires ongoing support and development. FOs agreed their determination of 'small' or 'medium' was relative to their respective civil society sector, with a sector considered 'small' when it was comprised of small or relatively unknown organisations or involved activities that were not well recognised or widely accepted.

[61] Terms of reference question *EQ4*: What were some key results/achievements of the supported civil society organisations working on monitoring, transparency, watchdog role and advocacy, including advocacy aimed at improving the operating environment for civil society? What best practice examples exist for support to platforms and networks for advocacy? What support did the programme/FO provide which was key to ensuring the success and achievements of the supported NGOs?

The key results achieved by programmes in this area were tied to the project objectives. Projects on raising awareness for a particular vulnerable group (e.g., people with disabilities or victims of gender-based violence) vastly differed from those focused on broader governmental accountability. Some notable achievements include:

- **Mobilising minority and underserved groups.** Projects were able to help mobilise groups such as people with disabilities, helping empower these individuals to highlight the challenges they face and their rights among the general public. This also helped bring together individuals with similar experiences (see HU05-0181–RehabCriticalMass - Active Citizenship).
- **Highlighting the rights of minority and disempowered groups.** Projects aimed to publicly address the rights of a wide range of historically underserved communities. This included, for example, ensuring the Greek government's support, treatment, and care for mental health patients, which was particularly well received by the police (GR04-0077 - Strengthening and Networking of Mental Health Organizations to Improve Services to the Community). Similar projects in Greece focused on access to psychological care and legal aid for members of minority groups (although the PP noted Roma populations were particularly hard to reach; GR04-0062 - React: Recording - Intervening - Tackling Discrimination - Protecting Human Rights) and on support for women victims of gender-based violence that focused on advocating for their rights and providing psychosocial and legal support (GR04-0049 – Legal Aid and Empowerment of Gendered Violence Victims). In Lithuania, efforts focused on securing children's rights, particularly in relation to the labour environment (LT04-0026–All Different, All Equal: Human Rights, Active Participation and Variety). Projects in Bulgaria also focused on children, and specifically on supporting and defending children who had been institutionalised (BG05-0193 - Deinstitutionalization Regional Coordination Mechanism - Model for Effective Partnership and Cooperation between Civil).
- **Monitoring government agencies.** In Bulgaria, this included monitoring parliamentary appointments and developing a set of standards for transparency, integrity, and responsibility for parliamentary appointments (see BG05-0188 - The Lay Judges – Active Citizens for Real Participation in the Judicial Process), in Poland an effort that also aimed to generate wider impact focused on transferring good practices on governmental accountability from the United Kingdom to the Polish context focusing specifically on transparency issues during the electoral period (PL05-0186 - Promises vs. Reality: Taxes and Benefits in the Election Year). Other projects that focused on this area included: supporting increased public-sector financial accountability in Lithuania (LT04-0020–Creation and Implementation of the Model for Early Prevention and Intervention Work with Families at Risk in the Municipalities of Lithuania), establishing a new policy on asset recovery in Romania that ensures resources confiscated in crimes are redirected to prevention activities (RO09-0064–Social Reuse of Confiscated Assets; RO09-0271–Initiative for a Clean Justice), engaging and informing the Romanian general public on major issues relevant to government corruption, specifically focusing on energy concerns (RO09-0199–Your Energy Bill), and focusing on increased transparency regarding government activities at the district level in Poland (PL05-0195 - Open Lublin - Monitoring the Performance of City District Councils in Lublin).
- **Strengthening NGO capacity.** These projects worked to improve awareness on the role and importance of research in advocacy (see HU05-0134–There Is No Cap On!) and on awareness of

'In order to be an efficient and effective watchdog, the population must understand that government accountability is an essential part of the democratic process, and being part of a solid democracy is important rather than seeing any challenge to the government as unpatriotic'.

Focus group discussion participant
Sofia, Bulgaria

women's rights NGOs' role and advocacy in order to increase the impact of their monitoring, advocacy, and watchdog activities (LT04-0038 WIP: Women Initiative for Parity).

- **Conducting watchdog efforts**. Projects in this area supported clearer government accountability on voter transparency (HU05-0144–"Your Vote = My Vote / 2", PL05-0412 - www.MamPrawoWiedziec.pl (IhavetheRighttoKnow) and MojaPolis.pl (My Polis) in the election year: on politics and data), public engagement on local government budgeting (RO09-0246–Transparency and Integrity in the Management of Local Budgets), general increased transparency on municipal-level decision-making (LT04-0028–Towards More Transparent Lithuania), as well as on building capacity amongst civil society actors on the watchdog role (PL05-0158 – Watchdog Activity - permanently and professionally in the public interest).

Lessons Learned and Best Practices

A number of issues, including lessons learned and best practices, deserve special focus:

Pursuing democratic values. In this area, the most meaningful projects at the national level were those that increased government accountability and that allowed both government and the general population to see the broader benefits of monitoring and the watchdog role. This is not to say support for specific target groups is unimportant or that other results lack meaning. Rather, it is important to note that efforts to support governmental transparency are more easily tied to the pursuit of democratic principles. To this end, the single most important result was showing that transparency is beneficial both to the public and to individual politicians and/or civil servants. Projects that successfully achieved this overarching result required that PPs work directly with politicians and public servants to secure buy-in, which was regarded as essential but difficult at times. Indeed, all categories of interviewees (including civil society experts) agreed that for projects aiming to work with politicians or civil servants, failing to secure their buy-in rendered the efforts meaningless and ostensibly contributed to civil society actors being regarded as the 'the enemy' rather than essential to the democratic process.

Some interviewees noted that across all countries in the assessment, few democratic traditions exist and this contributes to a society that does not value the watchdog role. To address this challenge, some organisations have advocated for transparency and accountability with decision-makers instead of the general public. Across countries and experiences, PPs consistently reported their success was directly contingent on their ability to demonstrate that transparency was advantageous to decision-makers. In Bulgaria, for example, two organisations in the sample focused on securing buy-in from political candidates and decision-makers on transparency and accountability. This included drafting a set of standards for transparency, integrity, and responsibility that candidates were encouraged to uphold (BG05-0124–Initiative for Transparent Parliamentary Appointments). Similar projects in Poland encountered pushback from the authorities and, hence, had more difficulty achieving success.[62] One project in Lithuania (LT04-0035–Conscious and Active Citizens' Participation in Public Life) was the first project in this subject area to receive support, and it resulted in increased CSO visibility and government institutions beginning to invite this CSO to working groups and events. In Romania, a public spending-centred project with advocacy and watchdog functions is another example of successfully engaging the watched entities (RO09-0246–Transparency and Integrity in the Management of Local Budgets).

In addition to securing decision-maker buy-in, consistency was seen as a key contributor to success. In Greece, where advocacy largely focused on specific issues or events, participants listed consistency as the single most important factor influencing success—that is, an advocacy campaign should be sustained over a long period of time. Similar findings were true for Hungary, where the focus was also on advocacy for

[62] See PL05-0195–Open Lublin–Monitoring the Performance of City District Councils in Lublin; PL05-0186–Promises vs. Reality: Taxes and Benefits in the Election Year; and PL05-0013–Parliament and Local Government – We Are Watching. Use Our Methods.

specific groups such as people with disabilities and young voters; in both instances, awareness-raising was at the core of the projects and required time.

FO role. The FO's chief value was their ability to increase PP capacity through materials and technical[63] training to engage more effectively in advocacy, watchdog, or monitoring activities. Respondents in Bulgaria, Lithuania, and Poland specifically highlighted technical support provision. Lithuanian respondents said that training combining theory and practice was particularly useful; participating organisations were invited to bring their fundraising and/or advocacy plans to trainings to be analysed. Additionally, the trainings were organised as retreats, which allowed participants to concentrate on the training topics as they applied to the participants' work and, thus, to start thinking about advocacy in a systematic way. Respondents in Poland remarked on the FO's value as an institutional partner of sorts for organisations engaged in advocacy, monitoring, or watchdog roles, as well as in supporting coalition-building for organisations working on the same issues. This approach has been considered particularly important given the limited experience in—and support for—this type of activity in most of the assessment countries.

Respondents also noted the need to highlight funding availability for watchdog, monitoring, and advocacy activities, saying many potential PPs do not know that funds are available. Although this view was not universal, it fits well with other discussions on the general state of the civil society sector. Countries with limited experience of openly challenging the government or of civil society playing a critical role in ensuring democratic processes may lack a clear understanding—even amongst civil society actors—on what these activities are, their purpose, or the funding available for them. This can easily apply to many NGOs, particularly smaller ones. Thus, it appears critical to more openly advertise funds available to support watchdog, monitoring, and advocacy activities, as well as to explain their purpose and provide training and tools. Respondents also felt that the very process of advertising funding for this type of activity would have the added value of stressing the activity's importance.

Challenges. In countries where the civil society space (and, by extension, civic space) is restricted fulfilling a watchdog role can lead to challenges. This includes being seen as 'dangerous elements' mobilising the public toward 'controversial beliefs' which are regarded as subersive. In Slovakia, although the space is not under the same threat, watchdog organisations are nevertheless seen as dangerous for this reason. Similarly, focus group discussion participants in Bulgaria noted a regional shift towards identifying organisations that 'question' or 'watch' the government as unpatriotic. In the focus groups across countries with restricted civil society and civic spaces, participants also agreed the general public does not recognise civil society as an essential element of the democratic process and as institutions that ensure government accountability. In this type of environment, while serving as a 'watchdog' might be theoretically possible, it remains challenging to use the information collected to strengthen democracy—hence, the importance of securing buy-in from key parties early in the intervention.

Additional difficulties relate to coverage (for example, how to effectively reach rural populations). An example of this challenge was experienced by a Romanian project, which drafted booklets for different audiences on government budgeting. In an effort to further disseminate key information, the project included an array of additional activities to support the booklets; this included, for example, information campaigns and trainings targeting members of the general population, as well as representatives from NGOs, public institutions, and businesses (RO09-0246 - Transparency and integrity in the management of local budgets). Workshops and seminars to share information directly generally appeared successful across countries. Online platforms were also regarded as valuable, but it remains less clear how well these can reach rural or harder-to-reach populations.

[63] Responding to a request by the FMO, the authors wish to highlight that in this context the term " technical" refers to both types of activities and thematic/subject areas, as well as efforts that may affect target groups. For example, supporting organizations to expand their target base to include a new target group, and/or expand the themes they work on, and/or expand the type of work they do (e.g.advocacy work, trainings, technical support, etc).

Additionally, some focus group discussion participants in multiple countries (e.g., Greece) noted the short-term nature of many projects presents a specific challenge to setting up advocacy, monitoring systems, and/or watchdog capacity. In all instances, the Greece FO noted, establishing a working platform from which the activities can be conducted and maintained over time has proven difficult in the short term; thus, efforts to endorse democratic values should be understood as requiring a long-term plan of action/intervention.

2. Civic Education focused on Democratic Values and Rights [64]

Civic education sector. In all countries, FOs noted that the civic education sector was either 'small' or 'medium' in size. The legislative environment was described as conducive, but this was not necessarily coupled with an enabling overall environment. Indeed, civil society actors' experiences demonstrate how organisations often encounter considerable obstructions that are either the direct result of government activities or contextual issues that impede progress. This has meant that CSOs working in this area have needed to find ways to navigate local political, historical, and social contexts.

Adding to the complexity, in each of the countries included in this rapid assessment, there is a large number of civil society actors—into the thousands—with many organisations having core values that differ from those of EEA Grants' NGO funds and whose independence from their respective government is unclear. Therefore, the FO must ensure the civil society actor awarded funding reflects donor values—a deceptively complex task given the open calls used for all funding. This was noted as generating an atmosphere of mistrust between the FO and potential funding recipients in multiple cases, which might result in the exclusion of legitimate applicants (see **Box 2)**.

Additionally, although there is a general understanding that equity is positive and rights are universal, the process of securing and supporting equitable rights for the entire population is not as straightforward. Indeed, many experience considerable challenges in securing the equitable representation, treatment, and care for their entire population, including minority groups.

Despite the challenges, some clear progress has been made. Notably, some FOs considered civic education and raising awareness on democratic values to be very similar to, or even the same as, advocacy issues. Therefore, many of the findings discussed earlier in this report may be relevant to those introduced in this section. Key achievements specifically related to civic education include:

- **Engaging and raising awareness in the community.** Projects helped mobilise disenfranchised communities (HU05-0181–RehabCriticalMass - Active Citizenship), created a register of NGOs to provide an overview of 'who does what' (LT04-0058–Mapping of NGO Sector in Lithuania: Assessment Study with Recommendations), and promoting freedom of the media and discussing the value of a free press for diverse audiences (RO09-0063–FreeEx Map and RO09-0053–Media Literacy for High School Students against Discrimination).

[64] Terms of reference question *EQ5*: What were the achievements of supported NGOs working on civic education, promoting human rights norms, informing the public as to the meaning and importance of democratic principles and fundamental rights? What were the achievements and lessons in communicating with the general public, and also with disengaged segments of the population – e.g., which tools, channels and strategies were able to reach disengaged segments of the public? Give some examples of the most effective approaches. What support did the programme/FO provide which was key to ensuring the success and achievements of the supported NGOs? What were some of the communications challenges when communicating on 'sensitive' issues, and what approaches were effective?

- **Engaging students, children, and youth.** Student participants were actively targeted and engaged in civil society activities (see HU05-0439–Writing and Solidarity - Civic Education). Projects also developed and disseminated curricula to highlight the importance of human rights and civic engagement (HU05-0300–Integration of Human Rights Education into Public Education - Civic Education; PL05-0407 - Citizen PRO; PL05-0050 - A Declaration of Kindness: I Do Not Exclude). Similarly, children were specifically targeted to increase their knowledge on human rights (HU05-0304 - Fighting prejudice and promoting human rights in after-schools). Along these lines, some projects engaged children on their rights specifically to prepare them for the future work environment or for life outside of institutional care (LT04-0013 Sustained Transition from Children's Institutional Care to Family-Based and Community-Based Alternatives).
- **Increasing knowledge.** This included promoting rights through trainings and education and through mobilising the general public (GR04-0056 – See and Act Differently; GR04 - Funds for Non-governmental Organisations), as well as increasing awareness of corruption's negative impact on the general public using a film festival (LT04-0028– Towards More Transparent Lithuania) and on the rights of minorities by specific groups such as lawyers, and civil society actors (PL05-0421 - Observatory for anti-discrimination legislation).
- **Changing perceptions, demystification, and integration.** Projects reported success in shifting popular perceptions of minority groups, specifically of Roma populations (BG05-0150 - Promoting Democratic Values with the TV Programme "Small Stories from Roma World") and asylum seekers (BG05-0324 - Blowup (The Strange Other); BG05-0132 - National Media Campaign: Cuisine Against Xenophobia) and more generally on stereotypes of minority groups (BG05-0136 - The Living Books). This also involved promoting the social integration of ethnic minorities through municipal-level education (see LT04-0022–Ethnic Kitchen: Human Rights Advocacy Campaign to Combat Xenophobia, Racism, Sexism, and Ageism in Lithuania).
- **Actively promoting non-discrimination.** This included work fighting hate speech in schools (LT04-0026–All Different, All Equal: Human Rights, Active Participation and Variety), building awareness of religious freedoms through the media (LT04-0015–Religious Diversity Awareness and Its Dissemination in Lithuania), and improving awareness on gender inequality through efforts targeting the NGO sector, government agencies, and the general public (LT04-0038–WIP: Women Initiative for Parity), as well as issues such as marriage equality (PL05-0391 - Marital equality for all).

Lessons Learned and Best Practices

Several issues, including lessons learned and best practices, deserve special focus related to civic education:

Funding. Respondents said that in certain cases (e.g., Poland and Bulgaria), these interventions had previously received government funds but this is no longer possible. In Romania, no change occurred in funding—that is, the government had not been allocating funds for projects and activities developed mainly by civil society actors but instead only for civic education in schools as per the school curricula.This is particularly problematic at present for civil society given the increase in discrimination and in populist governments that often promulgate these discriminatory views.

Focusing on police and security services. In Poland (PL05-0128 - Programme for the Prevention of the Discrimination of Foreigners), work with the police was appreciated but initially difficult, although two projects in Greece (GR04-0077 - BONDS: Strengthening and Networking of Mental Health Organizations to Improve Services to the Community and GR04-0062 - React: Recording - Intervening - Tackling Discrimination - Protecting Human Rights) found reaching the police to be fairly easy. Indeed, the police requested the continuation of capacity-strengthening support begun through *BONDS: Strengthening and Networking of Mental Health Organizations to Improve Services to the Community* (GR04-0077). The Polish experience points to the need to engage security services in training and in better understanding

democratic principles and rights and their role in a democratic environment. Echoing the findings on engaging political actors and civil servants, this may underscore the need to adapt the experiences working with politicians to police—mainly, stressing the importance of demonstrating the personal value of the activity. On the whole, Polish projects experienced difficulty early on but had positive end results. At the same time, however, the Polish PPs emphasised their lack of visible effect on a global scale, attributed to 'culturally alien' immigrants being a relatively new phenomenon in Poland and to the lack of previous relevant experiences.

Personal histories. Across countries, the most successful interventions were those using personal histories. For example, the *Programme for the Prevention of the Discrimination of Foreigners in Poland (*PL05-0128) allowed for direct contact with emigrants who told their stories. A similar experience in Bulgaria (BG05-0136–The Living Books) demonstrates how prejudice can emerge over time and underscores how different generations can influence its existence.

Media. In Romania, the focus on the media demonstrates how these actors can create a 'multiplier effect' in carrying messages to the general population. One project (RO09-0016–Political discourse without discrimination!) targeted journalists and how they can better counteract hate speech during the electoral campaigns, and another (RO09-0366 - Community Journalists for Social Responsibility: StReEt) was a 12.5-month initiative to teach 20 young people to use community journalism as a tool for getting actively involved in multi-ethnic communities of Transylvania, as well as developing their competence in media advocacy and their role as a watchdog for social justice. Another successful experience involved developing and expanding a national network dedicated to freedom of expression in Romania (RO09-0063-FreeEx Map project–Freedom of Expression Interactive Map). The project encouraged active citizenship and developed a communication platform for a practice community—including journalists, human rights activists, lawyers, students, professors, artists, and others—interested in freedom of expression, freedom of the press, access to public information, and other human rights issues. However, while respondents widely valued this approach, the media does not always support civil society, which means consistently securing media support is one area requiring attention for all civil society actors.

In Lithuania, engaging journalists in open discussions with individuals from minority groups helped to broaden their views and perceptions. One project (LT04-0015 – Religious Diversity Awareness and Its Dissemination in Lithuania) invited representatives of religious minority groups to participate in journalist trainings—appearing to be the first time many of these journalists had communicated with the religious minorities they had been writing about.

Discussions with PPs, the FO, and civil society experts in Bulgaria revealed the media often hinders rather than promotes democratic values. The same was true in Hungary, where the government actively uses many media outlets to disseminate political propaganda. Still, even in countries where the mainstream media is potentially hostile—like Bulgaria and Hungary—other forms of media can be effectively used; for example, a documentary focused on the plight of migrants and refugees in Hungary and the campaign *I'm a Roma not a lifestyle!* (HU05-0138) used online videos to share its message. Other activities in Hungary largely focused on specific groups rather than the general public, which is indicative of conditions in the sector (see **Box 6**). In Bulgaria, the media was also used to highlight the experiences of vulnerable groups, specifically refugees. However, in Romania, engaging the media to support democratic values and human rights was difficult because the subject was not considered marketable.

Addressing systemic issues through a 'road map'. Two key lessons learned in Poland that could be translated to other countries are the need to target the existing system and the value of a road map on how systemic change could be achieved. In Poland, this included drafting the Strategic Civil Society Roadmap (PL05-0160 - Nationwide debate - the Third Sector for Poland). The document was developed with the collaboration of 17 working groups, 16 at the regional level that included representatives from 250 organisations and one at the national level including representatives from 100 organisations. The document was the first of its kind and detailed the civil society sector's potential role, as well as how different elements within the sector might better serve the public—for example, how to be an effective watchdog or how to work in rural areas. While a road map is valuable, flexibility is also needed to address changing needs. In Bulgaria, respondents noted a key to success was the PP's ability to adapt its approach and activities to meet contextual challenges; this meant the FO needed to be willing and able to work with the PP to explore needed changes. To this end, the FO requires FMO support to pursue a highly flexible approach. The Polish and Bulgarian experiences demonstrate these dual needs: first, to ensure guidelines, parameters, and mechanisms based on existing knowledge are in place that can guide future PPs in their activities and ensure civil society actors are working towards a common goal. Second, there is a need to create a high level of flexibility and responsiveness in response to contextual shifts while continuing to build capacity and support a common long-term strategy.

Box 6. Sliding away from democracy

Respondents noted in Hungary, many efforts focused on specific groups and service delivery rather than on activities clearly promoting democratic values or rights more broadly. This can be seen as a result of continuous threats to civil society, meaning tight constrictions on their ability to work, as well as a response to the government not currently providing many basic services to marginalised and minority groups. While individual efforts can be commended, in many instances, it is difficult to see how these directly and fundamentally strengthen democracy or the acquision of rights.

By providing for those who otherwise are neglected, these efforts attempt to minimise the impact of restrictions—which, while valuable, might obscure that the Hungarian government is sliding toward restrictions on citizens and a lack of transparency and away from a solid democracy and fulfilment of duty of care and rights of all. Still, it is important to recognise that at some level (albeit less tangibly), fulfilling obligations of the state and thereby promoting the rights of individual groups whose rights are not fully recognised does support democracy and highlights the importance of rights. Particularly those of the target group, which often is a neglected, underservices or ignored sub group of the population.

An overarching lesson related to civic education is that while significant results can be achieved in terms of outputs, sustained support is needed to achieve sustainable, long-term change. Within this context, several elements were consistently useful across countries: using first-hand experiences to highlight issues faced by minority groups, simultaneously engaging different segments of the population, and applying audience-specific approaches. One successful approach includes the television series *'Small Stories from Roma World'*, which allowed the public to see the day-to-day realities of Roma life in Bulgaria (BG05-0150–Promoting Democratic Values with the TV Programme). In Greece, respondents generally felt efforts focused on experience-based training had better results and were more welcome. In Romania, the main takeaway was to involve both easy- and difficult-to-reach groups, with a common task enabling them to work together and build trust. Additionally, participants felt it was useful to involve representatives of underaged groups in promoting the project within their own communities.[65] Lithuanian projects

[65] See RO09-0118–We Are the Community! and RO09-0165–The Death Camps Next to You.

demonstrated the importance of opening spaces for dialogue and how summer camps can enable children in institutional care to transition into family- and community-based alternatives. Movie festivals in which the public could see films for free and discuss the issues raised were also organised.[66]

3. *Promoting Active Citizenship*[67]

Promoting active citizenship was a key area of engagement for CSOs across all seven countries, and challenges regarding the civil society sector's composition and make-up affected interventions to promote active citizenship. The assessment found active citizenship does not have a long or solid history in any of the included countries, although each has a strong grassroots response to identified needs in this area. This is one reason a large number of small organisations exist to address active citizenship.

The key achievements related to active citizenship, and the reasons underpinning their success, include:

- **Promoting active engagement of disenfranchised populations.** One project in Hungary brought together people with disabilities to raise public awareness on these individuals' challenges and experiences, as well as to help empower people with disabilities to fulfil their role in the democratic process (HU05-0181–RehabCriticalMass – Active Citizenship). In Greece, attention was on promoting mental health patients' engagement in demanding their needs are met (GR04-0077 - BONDS: Strengthening and Networking of Mental Health Organizations to Improve Services to the Community). Another project in Hungary worked toward more actively engaging Roma populations in electoral processes using a wide range of media platforms (HU05-0283–We Are Here! - Human Rights).
- **Promoting youth engagement.** In Lithuania and Poland a number of projects focused on building youth interest in actively engaging in the democratic process (LT04-0026–All Different- All Equal: Human Rights, Active Participation and Variety, PL05-0053 - Now, It's Us, Pro-active Young People in the Community of Wińsko, PL05-0444 - Praga - My Passion! Praga Youth Participation in Community Revitalisation). Other examples included projects engaging youth in active citizenship efforts (RO09-0118–We Are the Community), promoting the active engagement of a disadvantaged group (Roma youth) in the democratic process (HU05-0201–UCCU Pécs - Human Rights), and training young people to effectively participate in CSO careers (BG05-0022 - Key Academy).
- **Helping CSOs engage more actively with the public and each other.** In this area, projects involved the public as donors to civil society activities (BG05-0294 - Enhancing the Capacity of NGOs from Varna Region for Fundraising from Private Donors and Development of a Culture of Giving), worked to mobilise volunteers (BG05-0150 - Promoting Democratic Values with the TV Programme "Small Stories from Roma World"), looked to engage youth volunteers (RO09-0186–Volunteering Map in Romania; RO09-0092–Young People from Romania and Norway - Promoters of Civic Community Volunteering), and promoted NGO leaders' collaboration in order to support joint strategies and a more streamlined CSO environment (SK03-0070 - Activity Opens Door).

[66] See LT04-0015–Open Discussions Involving All Journalists and Religious Minorities; LT04-0013 - Sustained transition from children's institutional care to family-based and community-based alternatives; and LT04-0028 - Towards more transparent Lithuania, SK03-0072 - Female First Educational Campaign.

[67] Terms of reference question *EQ6*: What were the achievements of supported NGOs working on citizen engagement and participation in democratic life? Give some examples of the most effective actions, in particular good practices for engaging with young people. What were the key factors underpinning successful actions in terms of the support provided by the programme?

- **Challenging stereotypes and ensuring equal rights.** In Lithuania, one project focused on challenging discriminatory perceptions, encouraging discussion on key issues that affect equal access to rights and a sense of equity within society (LT04-0022–Ethnic Kitchen: Human Rights Advocacy Campaign to Combat Xenophobia, Racism, Sexism, and Ageism in Lithuania). Other efforts focused on promoting or increasing the general public's knowledge on human rights using radio messages and shows (BG05-0005 - "Do They have Someone to Love Them" - Weekly Anti-Discrimination Programme on Darik Radio and Radio Internships for Roma).
- **Social media and online platforms as tools to promote active citizenship:** In Hungary, social media was effectively used to reach the population and promote their active participation in the democratic process, specifically on nuclear issues and the development of new plants (HU05-0160 - Enforcement of democratic values in connection with the construction of the new nuclear blocks of Paks). In Romania, a platform for public participation through online campaigning encouraged wider civic engagement (RO09-0290–DeClic - The First Romanian Platform for Online Campaigning).

Lessons Learned and Best Practices

PPs continually raised several critical factors to attain expected results (see also **Annex 6**, which includes stories of successful interventions):

Using the voices of marginalised groups to share experiences. Film and other audio-visual media were used to convey the real (or real-life-inspired) experiences of these groups. It was also done by promoting the active engagement of disenfranchised groups in public events, such as marches.

Using media to convey messages and encourage discussion. This included, for example, using film or radio to share experiences, humanise subjects, voice concerns, and engage in discussions on sensitive issues. Numerous respondents said discussions must be monitored carefully to ensure they do not exacerbate the problem; rather, they should be constructive discussions on the challenges faced, their root causes, and why the population benefits from finding effective, inclusive solutions.

Collaborating. PPs said the best results occur when multiple projects target the same concern (or facets of the same concern) from multiple angles and intervention modalities. This could include, for example, engaging youth as potential volunteers and improving their knowledge of their rights and obligations, while simultaneously engaging them on issues such as the negative impact of hate speech. Another example would be working with victims of gender-based violence, police, and the judiciary simultaneously (e.g., training for police, legislators, and the media, engaging in legislative reform, and supporting victims in receiving psychological and financial support). These tasks should be coupled with efforts to engage the general public to demystify gender-based violence and help prevent further victimisation.

In terms of specific successes related to active citizenship, projects in Bulgaria,[68] Greece,[69] Hungary,[70] Lithuania,[71] and Romania[72] engaged citizens in participatory action by promoting volunteerism; these were also perceived as strengthening the role and value of civil society actors. Volunteerism was seen as a way

[68] Bulgaria-specific projects include BG05-0022 - Key Academy, and BG05-0014 - Project for Urban Renovation with Youth Participation - SCAN

[69] Greece-specific projects included GR04-0009–Volunteerism in Schools in Greece (which falls under both 'civic education' and 'promoting active citizenship' and GR04-0006–Platform for Political Innovation.

[70] Hungary-specific Iinclude HU05-0201- UCCU Pécs - Human rights, and HU05-0301 - Pere to say, Pere to stay: volunteer program and social enterprise in Pere

[71] Lithuania-specific projects include LT04-0022 Ethnic Kitchen: Human Rights Advocacy Campaign to Combat Xenophobia, Racism, Sexism, and Ageism in Lithuania, and LT04-0013 Sustained transition from children's institutional care to family-based and community-based alternatives

[72] Romania-specific projects include RO09-0186 - Volunteering Map in Romania, and RO09-0092 - Young people from Romania and Norway - Promoters of Civic Community Volunteering

also to ensure the public better understood specific issues. Projects also pursued other means of engaging with the civil society sector; for example, fundraising for the sector was seen as a valuable way to reach the public and highlight issues of concern in Bulgaria.

Other efforts targeted specific groups such as people with disabilities or with mental health issues, supporting their efforts to participate in civil action (such as marches in Hungary[73] or street photo exhibitions in Romania[74]) or in more open discussions of their plight (Greece[75]). Efforts targeting specific groups were seen as a way to promote specific neglected or under-represented issues of concern and mainly focused on empowering the affected group and providing them with a public voice and attention.

Additionally, projects supported information dissemination, including through social media such as Facebook (Hungary[76]) or through similar forums that addressed questions relevant to active citizenship (Lithuania[77]). Respondents noted, however, that any discussion or forum must be established as a safe place where dissenting views are likely to arise and healthy debate and dissent should be fostered. A particularly innovative effort in Romania (RO09-0290–DeClic – The First Romanian Platform for Online Campaigning) involved developing an online platform to support citizen engagement with authorities. This platform allows for citizens' online engagement on issues of concern (such as discrimination), and respondents credited the project's success to it providing an opportunity for like-minded citizens to collectively make demands while sometimes protected by anonymity. Respondents highlighted that while important, anonymity was not seen as a decisive factor in individual's decision to participate.

As with civic education, working with children and youth was the easiest method to generate change in terms of promoting active citizenship. This target group was hailed as the most accessible audience because they were most receptive, although they presented unique challenges. Specifically, parental consent was important (and often required) when working with children; gaining support and approval from the ministry of education and/or other government bodies was also necessary and, at times, difficult. In addition, PPs and civil society experts said these challenges are most noticeable in countries which shift towards populism and a narrowing civic space. This affects youth's current ability to participate and their expectations of what is 'normal' in this regard, although it also makes these activities particularly essential.

4. Human Rights and Countering Discrimination[78]

Discrimination was found to be endemic to most countries included in this rapid assessment, taking many forms and affecting a wide range of groups and individuals. Generally, the assessment found that human rights and anti-discrimination efforts can occur on many fronts, including engaging with the public, engaging with the media to ensure outlets do not purposefully or inadvertently promote discrimination, and engaging with policymakers to ensure guidelines and legislation exist to support equal rights and counter discriminatory actions. Methods to engage audiences also differ: for example, workshops, seminars, changes to school curricula, and the use of social and mainstream media to share anti-discrimination messages.

Within this context, some successes can be attributed to the EEA Grants NGO funding. The projects have experienced considerable success in raising awareness of specific groups experiencing discrimination and countering this—for example, in terms of people with disabilities, ethnic minorities (including Roma populations), and women, as well as on specific issues such as violence against women.

[73] See HU05-0181–RehabCriticalMass – Active Citizenship
[74] See RO05-0165 The Death camps next to you
[75] See GR04-0077 - BONDS: Strengthening and Networking of Mental Health Organizations to Improve Services to the Community).
[76] See HU05-0283- We are here! - Human rights
[77] See LT04-0022 Ethnic Kitchen: Human Rights Advocacy Campaign to Combat Xenophobia, Racism, Sexism, and Ageism in Lithuania
[78] Terms of reference question *EQ7*: What were the achievements of supported NGOs in protecting and promoting human rights, supporting human rights defenders, inclusion of minorities/marginalised groups (especially Roma), promoting gender equality, countering discrimination and hate speech? What were the key factors underpinning successful actions in terms of the support provided by the programme?

Key achievements related to human rights and countering discrimination include:

- **Countering discrimination through knowledge.** Projects sought to train youth on human rights and countering discrimination (SK03-0048 - Film Club Amnesty, PL05-0050 - A Declaration of Kindness: I Do Not Exclude, and PL05-0232 - Start up! Action and ideas laboratory against hate speech), provide support to victims of gender-based violence and educate the general public on the subject (SK03-0020 - Increasing availability and quality of specialized protection, help and support for women experiencing gender based violence), ensure the history and lessons of the Holocaust are not lost (SK03-0010 - Sereď Testimonies), and provide education to both patients and caregivers to support a more open dialogue on needs and potential discrimination (GR04-0077 - BONDS: Strengthening and Networking of Mental Health Organizations to Improve Services to the Community). Another project focused on raising awareness on disabilities—and, by extension, the rights and challenges faced by people with disabilities—amongst youth and the general public (GR04-0056 – See and Act Differently). Efforts also included support to the media to ensure electoral reporting does not promulgate discriminatory rhetoric (RO09-0016 - Political discourse without discrimination!), as well as work to increase general knowledge on human rights (LT04-0026–All Different- All Equal: Human Rights, Active Participation and Variety) and more specifically on an improved understanding of Islam and women who practice it (PL05-0422 - Meetings with Islam).
- **Focusing on low-income populations.** The rights of low-income and under-employed people are often affected by their economic status. Projects worked to reduce discrimination against them in securing housing (SK03 - Funds for Non-governmental Organisations - Democracy and Human Rights) and to reduce poverty through early inclusion in education programmes (RO09-0131–Every Child in Preschool - Reduction of Poverty and Social Exclusion through Early Education).
- **Securing the human rights of disenfranchised groups.** Projects focused on ensuring the rights of children and youth with mental disabilities who are in state care through advocacy and adequate monitoring (RO09-0165–The Death Camps Next to You), as well as on the transition of children in institutional care to family- and community-based settings (LT04-0013–Sustained Transition from Children's Institutional Care to Family-Based and Community-Based Alternatives)
- **Supporting minority rights.** Efforts in this area included a project conducting legislative engagement to secure the rights of trans community members (SK03-0022 - TransFúzia - capacity building of trans* organisation), one conducting a range of legislative and advocacy activities with Roma populations to help ensure their rights (SK03 - Funds for Non-governmental Organisations - Democracy and Human Rights), and one to promote the rights of religious minorities and religious diversity using visual exhibitions to convey key messages (LT04-0015–Religious Diversity Awareness and Its Dissemination in Lithuania).
- **Securing the rights of the general population.** One project worked to secure the population's right to privacy through a legislative effort (RO09-0084–Privacy Is a Human Right!). Another focused on improving knowledge on children's rights amongst key protection actors (LT04-0020–Creation and Implementation of the Model for Early Prevention and Intervention Work with Families at Risk in the Municipalities of Lithuania). Lastly, a project in Poland focused on anti-discrimination training for Police. These focused on securing compliance with rights through training those who are in position to both protect them and or violate them (PL05-0127 - Antivirus Programme: No to Internet Hate Speech!)

Lessons Learned and Best Practices

Several central lessons learned and best practice deserve highlighting: First, the Greek, Hungarian, Romanian, and Polish experiences demonstrate that using multiple approaches to convey messages to hard-to-reach populations can be essential. Additionally, motivating target groups was of concern, although this was not exclusive to hard-to-reach populations. The general consensus among PPs and across

countries was that holistic interventions—multi-pronged approaches to target audiences that demonstrate the intervention's relevance—tend to have better results. Another common characteristic across successful interventions was the 'fun' factor; activities aiming to share their message in a fun, participatory way tended to have better results than those with a more stern or dry manner. This is unsurprising, as discrimination is not without blame and countering it, at the very least, leads to blame. Thus, projects must recognise these social ills without alienating anyone.

Targeting was generally not an issue among the projects in the sample, although some difficulties existed. For example, a project in Romania found children with disabilities whose rights are under threat were harder to access than most other populations targeted, and a project in Greece found mental health patients were particularly difficult to reach. Homeless individuals were also identified as difficult to access, and police were difficult to reach with messages on violence against women or abuses where their performance might be implicated. This means interventions must consider targeting concerns in their intervention designs.

When discussing hard-to-reach populations, it is important to note that *'reaching populations'* presents two distinct challenges that must be addressed:

a) Reaching populations that are 'hidden' or neglected, such as minority groups, homeless individuals, or populations that face social exclusion or stigma (such as people with disabilities or mental health issues).
b) Reaching populations where the target can be easily identified, but where the target group does not readily welcome the message (e.g., police behaviour).

Box 7. Tackling online hate speech

The project 'Youth on the Web – Enter!' responded to online hate speech and cyberbullying in Poland, involving almost 900 young people from three high schools in Kraków (see **Annex 6**). The project started with a series of workshops in each participating school, in which trainers provided students with knowledge and skills related to online communication and assertiveness. From amongst workshop participants, a group of 30 young leaders was selected to take part in the summer training camp 'Dialogue Leader'. During the camp, young people learned how to act effectively as a team, share tasks, and plan their work to achieve goals. While collaborating, they practised effective communication, expressing their opinions, and constructively solving problems. After returning from the summer holiday, young leaders prepared to conduct educational workshops for peers in their schools on constructive communication and creative online self-presentation. As a result, in each school, the groups implemented educational, journalistic, and social media projects devoted to counteracting hate speech and promoting positive models of online behaviour; the projects included films, photojournalism, and an organized flash mob.

5. Online Hate Speech (and Hate Speech Generally)[79]

Online hate speech was not an area of focus for the majority of PPs in the sample, and few projects in the sample targeted this sector. However, there was some general discussion on hate speech, including online hate speech. In the interviews and focus group discussions, participants most noted as challenges issues related to (racist or discriminatory) symbolism, securing a receptive audience, and being able to adequately manage their messaging. In Greece, a PP working on this issue said they lacked sufficient experience, and this was an area where learning from successes elsewhere would be particularly important. In Poland, another country where efforts to counter online hate speech were included in the sample, participants said partnerships were hard to identify; in one case, the partner organisation was not forward-thinking on information technology questions.

[79] Terms of reference question *EQ8*: What were the achievements and challenges in this area? What partnerships (e.g., with non-traditional partners such as bloggers) were effective and why?

Despite the limited efforts focused on online hate speech, and the challenges related to this field, several key achievements are worth highlighting:

- A small intervention in Greece aimed to increased awareness amongst the district attorney and the police on the needs of victims of hate speech (GR04-0062 - React: Recording - Intervening - Tackling Discrimination - Protecting Human Rights).
- A campaign worked to raise awareness on online hate speech (LT04-0026–All Different- All Equal: Human Rights, Active Participation and Variety).
- In Poland, three projects targeted online hate speech. Their main achievements included increased awareness of the problem and its psychological costs (PL05-0050 - A Declaration of Kindness: I Do Not Exclude); increased awareness, particularly focusing on youth leaders (PL05-0065 - Youth in the Web – ENTER!); a study that explored the magnitude of the problem and highlighted the importance of symbols and their meaning (PL05-0422 – Meeting with Islam).

Lessons Learned and Best Practices

It is important to reiterate that despite these successes, PPs across the countries studied felt ill equipped to effectively address this challenge and require more support in terms of capacity. FOs across all seven countries agreed the ability to address hate speech—generally, across society—is underdeveloped and requires considerable support. They noted that online dialogue has considerable influence and that methods to curb negative speech are important. How this can be done effectively, however, remains an important question. The key result emerging from this study is that the data do not show conclusively that any of the efforts could be considered best practice or at the forefront of combating online hate speech. Respondents generally agreed considerable knowledge exists on online hate speech globally. However, they added that their respective countries would need foreign support to build effective capacity on the issue. This points to the need for networks or bilateral cooperation with foreign organisations and individuals with expertise on the subject.

C. Building Capacity

This section discusses the evaluation questions on building the capacity, resilience, and sustainability of civil society actors and of the sector. It is important to stress that across all countries in this rapid assessment, the civil society sector is largely underdeveloped and includes many organisations across a range of sizes, focuses, interests, organisational structures, and levels of professionalism. Therefore, any attempt to respond to these questions must first determine which group of civil society actors should be included in capacity-building efforts. All respondents, irrespective of background, agreed that strengthening civil society actors is a key step toward strengthening the civil society sector as a whole and toward building a stronger democracy. However, determining how and what should be strengthened is neither simple nor straightforward.

1. Supporting FO Capacity[80]

Respondents presented a diverse range of perspectives on FOs' capacity development across the seven countries. The majority of FOs felt EEA Grants offered valuable opportunities for capacity development, although an FO remarked it was unnecessary since they already had the knowledge and skills to fulfil their FO duties. Overall, with one exception, all FOs saw building their capacity as having long lasting benefits. For example, the Greek FO said they developed a management control system (based on results-based management) as a response to a specific request from the FMO. It was the first time they had used such a system, but it has now been integrated into the management of all of their programmes. In a similar vein,

[80] Terms of reference question *EQ09*: How did the programmes support the capacity development of the FOs themselves - what opportunities were given to the FOs to build their own capacity?

the FOs in Bulgaria, Lithuania, Slovakia, and Greece said capacity-building helped not only to build their administrative competence but also to expand their role and strengthen their respective positions as civil society actors in their country. Strengthening their institutions and positions could lead to—and, in some cases, has already led to—improved funding opportunities, strengthened international networks, the identification of new approaches, and an improved ability to support other actors in the sector.

The provision of capacity-building support, and its funding, varied significantly across the seven countries. In Poland and Romania, any support received by the FOs for capacity development was integrated into other activities. In Romania, the FMO agreed to allow leftover funds to be used by the Bilateral Relations Fund. This permitted these funds to be used for the capacity development of the FO and civil society organisations. In Lithuania, in 2013, the FO and FMO agreed to divert €30,000 from the complementary actions budget (originally intended for capacity development) to fund the FO's implementation of core human rights activities. In Greece, the FO underscored the importance of capacity development but said they relied entirely on ad hoc trainings led by the FMO. Notably, funding to develop FO capacity was generally not a principal allocation, although respondents felt the FMO's open, collaborative approach to its relationship with FOs was highly beneficial. FOs said being able to reach out to the FMO for support or advice significantly helped them meet the position's demands and served as a safety net to discuss and resolve problems as they arose.

Lessons Learned and Best Practices

According to respondents, their role as FOs has also strengthened their individual capacity because they must be able to support a wide range of civil society actors in their country, which work across a diverse range of fields, approaches, histories, and institutional set-ups. By actively supporting civil society actors different from themselves, FOs have developed a deeper understanding of the challenges organisations face and how to solve them, as well as of civil society more broadly—lessons that have served them in resolving their own challenges. While FO capacity development was not at the core of the support provided, as reflected by the ad hoc, limited nature of interventions, it is important to underscore that those receiving support—be it workshops directly from the FMO or study visits and exchanges with FOs elsewhere—agreed it was highly beneficial.

Overall, while direct FO capacity development was limited, many indirect capacity development opportunities existed, including exposure to how other organisations operate. Specifically, the importance of networks in-country is well established, although less emphasis has been placed on the need for and value of cross-country networks. FOs described exchange visits as important not only as a way to identify and benefit from new learning opportunities but also because they can lead to long-term relationships. Given threats to the civil society sector in most of the countries visited, there is considerable potential value in enabling organisations to build relationships and establish networks beyond their country's borders.

Unsurprisingly, the data reveal the FOs with a more established learning culture and reflective nature took better advantage of their opportunity as FOs and learned from it. These same FO were able to use their experience as FOs as a learning opportunity which in turn lead to broader and more long lasting impact for said FO.[81] As an example, the Greece FO's 'Social Dynamo' programme offers capacity building to PPs as well as professional and networking support for NGOs and groups of active citizens. This programme was

[81] According to the FOs, this includes the Open Society Foundation in Bulgaria; the Batory Foundation in Poland; the Human Rights Monitoring Institute and 'OSFL projektai' in Lithuania; and the Civil Society Development Foundation, one of the Romanian FOs. In Slovakia, Ekopolis and Opena Society Fund were also able to provide this support and gain from it.

initiated after the EEA Grants funding under evaluation had ended, but it is based on the knowledge and experience gained by the FO during the funding period.

2. Supporting Civil Society Organisations[82]

Administrative capacity and subject matter expertise. Respondents said capacity development targeting civil society actors tends to fall into two categories: administrative capacity, which focuses on enabling organisations to effectively and efficiently report on funds and activities, and subject matter expertise, [83] which relates to supporting the organisation's ability to conduct activities. Most organisations received one or both types of support, with participants noting that capacity building had much greater sustainability than some direct project funding. Mainly, they reported being able to use their improved capacity to secure funding, relate to partners, or conduct future projects. All organisations agreed this form of support was highly valuable, particularly for smaller organisations with less experience.

Capacity-building for PPs varied across the countries. According to the Greece FO, all organisations in the country that received funding were required to attend support sessions. In Poland, sessions to build administrative capacity were mandatory for all PPs. Whilecapacity-building workshops were not compulsory across all countries, two-thirds of the PPs who answered the survey participated in one or several events. Additionally, according to the FO, almost 90 per cent of organisations dedicated part of the grants to capacity-building activities. Examining the survey results further, it appears most PP capacity development should go beyond helping organisations meet the contractual obligations of the grant (e.g., how to report or account for funds). Rather, considerable attention should be on supporting subject matter expertise. This is not to suggest organisations are ill equipped to conduct their tasks. Rather, since many organisations are relatively small, helping develop their subject matter knowledge was consistently considered a clear asset.

Smaller entities, in particular, noted that through capacity building, they had been able to identify their potential and aspire to greater reach and/or impact. For example, one respondent from Slovakia said they identified improved methods to recruit and retain volunteers, an essential element of their work. Additionally, in Greece, a rural organisation initially consisting of two women was able to strengthen its capacity, expand its staff, and expand its activities as a direct result of the capacity building and funding they received. Also of note, a key challenge in Lithuania was staff retention after the project; often, due to a lack of continuous financing, staff leave and, with them, the capacity built.

Lessons Learned and Best Practices

Specific lessons learned and best practices related to supporting CSO development included:

Supporting strategic development. Many organisations do not have a long-term strategy, which respondents across countries felt it was important to note. A solid longer-term strategy is an important element to ensuring attention focuses on developing and strengthening the right capacities. This also has implications for securing funding as a solid strategy allows organizations to plan longer term and develop/solidify a clear line of work.

Targeted capacity development. Across multiple countries—and emphasised in particular by respondents in Lithuania and Slovakia—respondents stressed the need to differentiate between smaller and larger organisations in terms of capacity building, as they face different challenges. Similarly, the existing capacity

[82] Terms of reference question *EQ10*: What were the achievements and lessons in building the resilience and capacities of CSOs, especially smaller/remote/informal group organisations? Please give examples of best practice. What was the impact of working with small/weak/rural CSOs on overall programme results?

[83] Responding to a request by the FMO, the authors wish to highlight that in this context the term "subject matter expertice" refers to the target group (beneficiary), the thematic area, as well as the programmatic approach used. This caregory would include capacity development which, for example, helped organizations expand to include a new target group, and/or expand the themes they work on, and/or expand the type of work they do (e.g.advocacy work, trainings, technical support, etc)

of actors varies a great deal. This means organisations must develop multiple training packages, not a single set for all PPs. Specifically, a number of approaches to improve capacity were highlighted as particularly successful:

- **Study trips and mentoring.** These were seen as providing participants with real-world experiences they could emulate and, therefore, as far more valuable than efforts focused more on theoretical knowledge or non-real-world exercises.
- **Different teaching methodologies.** Effective methodologies varied among organisations. For example, in Romania, online training resources were better suited to larger urban organisations rather than smaller rural entities. Individual consultations, according to some FOs, were particularly valuable for smaller CSOs.
- **Including real-world examples.** This approach was valuable in instances where more classical or traditional capacity-development approaches were used (such as seminars or workshops).
- **'Twinning' and mentoring**. These were also found to be effective means of sharing knowledge, with 'twinning' allowing for more mutual gain and thus being preferable to more traditional mentoring systems.
- **Events.** Respondents across countries noted that capacity-building events such as workshops had the added value of allowing organisations to meet and discover common experiences and interests, thus creating a stronger network of organisations.

Difficulty accessing training. In Romania, respondents said small organisations do not always have the time or budget to come to Bucharest, where presentations, seminars, and trainings are held. Therefore, the FO organised a webinar on the NGO fund, for potential applicants, which was later made available on its website. This online information was designed to support NGOs interested in applying for funding during the second round of the fund's call for proposals. Potential applicants were able to secure responses to questions on the programme, eligibility, deadlines, filing procedures, and other key issues. This can be a useful approach for other programmes that experience similar challenges related to access.

Technical support.[84] In some instances, technical support was highly specific. For example, one organisation in Hungary received support to develop a website. While they stressed this was central to meeting project objectives, it was unclear if this skill would be used in the future for other projects. This suggests limited, if any, consideration for the longer-term impact or sustainability of capacity development focused on subject matter expertise. This finding suggests that when providing technical expertise, the information's future utility should be considered versus, for example, outsourcing the task at hand.

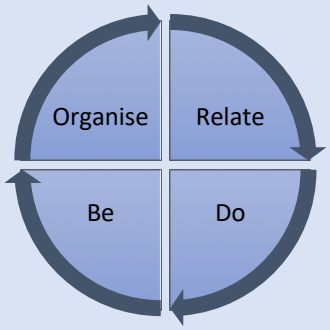
Identifying the most meaningful audience. Who should be the focus of capacity development support? Organisations across all seven countries (particularly in Bulgaria) tended to agree that smaller organisations were in greater need of capacity development than larger, better-established ones. However, an argument could be made for strengthening larger organisations to then work with smaller organisations and thus

[84] Responding to a request by the FMO, the authors wish to highlight that in this context the term "technical support" refers to both types of activities and thematic/subject areas. Specifically, here it referes to trainings that would focus on best practice, new approaches, or general skills that may be relevant to the conduct of advocacy, watchdog, or monitoring activities.

Box 8. Building strong CSOs

Focus group discussions in Lithuania, Bulgaria, and Hungary discussed elements of establishing strong, well-rounded organisations as part of analysing the rapid assessment results. These discussions used the civil society actor abilities framework* to examine organisational capacity as a starting point. The abilities model sees four fundamental elements of strong, effective institutions (see **Figure 4**). The framework highlights the importance of having a strong identity ('be'), meaning a clear sense of who they are as an institution and adequate mechanisms to ensure they stay on course; a strong organisational structure, allowing them to administer the institution well ('organise'); strong capacity to understand their environment and relate to other institutions, organisations, and their target group ('relate'); and the ability to execute their projects ('do'). This assessment found capacity-building focused mainly on aspects of 'organise' and 'do' and less on 'be' (identity) and only somewhat on 'relate'.

Figure 4. Organisational abilities framework



*Kruse, S. E. (1999). *How to assess NGO capacity*. Oslo.

serve as 'multipliers'. In Greece, participants generally felt that partnering larger organisations with smaller ones was an effective way to develop smaller organisations' capacity, as well as to create benefits such as expanding larger organisations' beneficiary groups by accessing the smaller ones' beneficiaries. The latter was an approach successfully used in Hungary. In Poland, participants said smaller NGOs and ones based outside major hubs need technical and administrative support while larger organisations need support in strategic thinking and developing a longer-term perspective (institutionalisation).[85]

Supporting rural[86] versus urban, and large versus small, CSOs. Overall, it was difficult to identify aspects specific to rural (versus urban) institutions; similarities and differences were more closely tied to organisation size and history. Many civil society actors across the seven countries were created to respond to a specific need, and they tend to be small grassroots institutions composed of like-minded individuals who did not necessarily have civil society experience. These organisations have specific needs not necessarily tied to location, and they mainly lack the structures and experience to approach donors and conduct projects in a manner acceptable to donors (i.e., financial and administrative capacity). Additionally, FOs and PPs alike said reaching smaller organisations is difficult and, ultimately, there is considerable reliance on organisations approaching the FO for funding through the open calls. While the calls are openly advertised and efforts are made to publicise them, it is also important to recognise that many smaller organisations may not apply because they do not see themselves as potential funding recipients. In addition, smaller organisations with less experience applying for funding may also struggle with writing proposals. One way to address these challenges is by inviting potential grant recipients to trainings where the application process is presented and discussed. Importantly, FOs and PPs said that targeting organisations locally requires a concerted effort and that the best method for this varies depending on the country and thematic area. Therefore, FOs must develop a case-specific strategy to reach organisations. Examples of how

[85] Responding to a request by the FMO, the authors wish to highlight that in this context institutionalisation refers to activities which are intended to support organizations to develop institutional elements which are not necessarily linked to a single project or projects, but rather aim to strengthen institutional identity. For example, mission statements, multi year strategies; as well as the establishment of governance mechanims that aim to strengthen the organization overall, such as a board of directors.

[86] The client understands rural to also mean organizations based outside major urban centres. This has been highlighted elsewhere in the text, but for brevity and alignement with the ToR the term "rural" is used in this heading.

to do this successfully could include mapping the NGO sector first, approaching grass root organisations through local community associations or popular radio programmes, reaching out to local government, etc.

Institutionalisation. Respondents consistently agreed administrative capacity (support to ensure they meet donor financial and reporting requirements) and subject-matter expertise are important but noted a third type of support is needed: *institutionalisation*—supporting organisations in becoming stronger as entities. This involves working with organisations to identify and develop a stronger institutional identity, clearly outlining roles and objectives.[87] Focus group discussion participants said weak institutionalisation means that organisations are more likely to shift their allegiances, areas of focus, and interests depending on available funding, which weakens local civil society and further threatens the civic space. Indeed, respondents agreed that since they depend on each other, strong individual organisations are key to a stronger civil society space (see **Box 8**).

Reshaping organisations. In addition, participants said the most important capacity development effort was sometimes not building capacity per se but rather reshaping institutions away from grant-dependency and towards a grassroots, civic model; this was particularly true in Hungary. According to some respondents, this was an essential focus that began with the EEA Grants NGO funding and that can counter the ever-changing and restrictive civil society environment.

3. Supporting the Sector (Platforms, Networks, and Civil Society Infrastructure)[88]

Generally speaking, the civil society sector and civil society actors in all of the assessment countries are underdeveloped and have varying degrees of competence; in many cases, they operate in a space that is increasingly shrinking and lacks an established history of civil society actors. In terms of Outcomes 3 and 6 (‘*cross-sectorial partnerships developed’* and ‘*developed networks and coalitions of NGOs working in partnership’*) and 7 (*‘strengthened capacity of NGOs and an enabling environment for the sector promoted’*), the interviewees and focus groups participants suggested that strengthening the capacity of civil society actors (as discussed in **Section IIC.2**) can help promote a stronger sector—that is, one element is inextricably linked to another. At the same time, factors in addition to capacity development foster an enabling environment, including support for networks and coalitions.

Collaborations and partnerships can be important in securing improved results by capitalising on complementary skills. However, care should be taken to ensure they are ‘true’ partnerships.

Civil society experts, as well as FOs and PPs, generally agreed that an important way to strengthen civil society and protect it against encroachment is through establishing and supporting partnerships, umbrella organisations, networks, and/or coalitions. These were said to be beneficial, first and foremost, in helping secure the civil society space, as well as in fostering the professionalisation of organisations through mentoring and sharing experiences and information. Respondents also said engaging in coalitions, partnerships, and networks organisations could leverage existing resources and could help identify and better meet the needs of hard-to-reach populations. Hard-

[87] See foot notes 85, 86 and Box 8.

[88] Terms of reference questions *EQ11* and *EQ12: EQ11*: What were the approaches, achievements and lessons in strengthening the capacity of the civil society sector. Support for platforms, networks and other types of civil society ‘infrastructure’: How did the programmes enhance collaboration between CSOs? How were umbrella organisations, networks and platforms supported, and what was considered by FOs and CSOs to be effective? How were partnerships supported, what were the achievements, best practice and lessons in promoting partnerships within civil society and with the public/private sectors? *EQ12*: How did the programmes enhance collaboration between CSOs? How were umbrella organisations, networks, and platforms supported, and what was considered by FOs and CSOs to be effective? How were partnerships supported, what were the achievements, best practice, and lessons in promoting partnerships within civil society and with the public/private sectors?

to-reach populations often are supported by smaller, less-known organisations, and bringing these organisations into larger coalitions, networks, or umbrella set-ups helps identify complementary methods of support. FOs noted that successful umbrella organisations understand their member organisations' needs, clearly articulate their capacity as an umbrella, and can use their capacity to meet members' needs in a way that meets members' expectations.

Generally speaking, this rapid assessment found coalitions, networks, and umbrella organisations did not yield consistent results during the funding period under review, meaning their performance and ability to operate varied. The FO in Greece particularly encouraged coalitions, saying the positive results demonstrate that coordinated efforts yield much better results. However, the number of coalitions was limited and, therefore, it is impossible to establish if the positive experience was tied to its small scope or reflective of a larger trend. In Romania, the NGO funding had a specific component dedicated to coalitions and networks; while funding allocation worked well, the results varied based on the entity created or supported. For example, one project created a network that has helped change public policies and ensure the sustainability of social services offered by NGOs in Romania's North-East region (RO09-0013-NGO Voice for Community). This example illustrates how—as was also the case in Lithuania and Slovakia—developing networks requires specific attention, and while the partnerships can include organisations from different sectors the goal/objective must be a common one.

Coalitions also were able to bring different sectors together: for example, one Romanian coalition involved civil society actors working with public service actors, which proved to be an effective means to promote better governance. In general, working in partnerships or coalitions led to an increased ability to broaden activity types, expand the beneficiary pool, and better highlight issues. The Polish project *My Place* (PL05-0257) is one example of how organisations can work together to reach a larger beneficiary group; for this project, the local government association, a local CSO (Konin), and the local art centre collaborated to improve their targeting of youth, as well as to offer a wider range of community activities.

Lessons Learned and Best Practices

Shared objectives and desired results. The Lithuanian and Slovakian coalitions and networks proved successful only if they shared the same objectives and pursued the same results, demonstrating the need to ensure these factors are well established and clear and to focus on their value. In Slovakia, respondents suspected success was because coalitions required parties to have a clear vision of how they could work together based on a clear understanding of the different parties' capacity and how to capitalise on it.

Opportunities that promote networks, coalitions, and collaborations. In Romania, respondents noted that bringing parties together for workshops and conferences had the added value of ensuring organisations were better aware of others working in the sector and, hence, able to identify opportunities for collaboration. In Bulgaria, events allowing organisations to meet were valuable for the same reason. Hungary's focus group participants said the focus groups conducted for this assignment themselves were also a good opportunity to learn about other entities working in their country, their challenges, and how they had overcome them.

Supporting existing collaborations. Respondents also stressed that supporting existing collaborations can be a positive step forward. In Bulgaria, for example, organisations already had solid working relationships and funding allowed them to continue working jointly and further strengthen their partnership. In Poland, by contrast, the FO remarked that while partnerships and collaborative work were valued—and, indeed, efforts to identify and foster partnerships were made—these efforts could also encourage organisations to build partnerships that existed only on paper. Overall, however, respondents emphasised the value of real collaborations, and a number of collaborations and partnerships initiated with EEA Grants NGO funding continued after funding ended – in Bulgaria, Greece, Hungary, Lithuania, Romania - showing the

partnership could demonstrate sufficient added value to warrant continuation.[89] In Lithuania, focus groups discussed umbrella organisations as a linchpin for the civil society sector: a key opportunity to bring together, build capacity amongst, and secure a louder/stronger civil society.

Building capacity. Assessment participants also noted the importance of building capacity amongst networks, coalitions, and umbrella organisations to ensure these mechanisms serve their overall purpose. In Slovakia, for example, respondents said umbrella organisations lacked the capacity to actually support their members. In Lithuania, a representative of an umbrella organisation said not all of its members have similar levels of capacity and, in turn, their ability to benefit from the umbrella entity also varies considerably.

Threats related to coalitions and networks. In Hungary, for example, experts agreed that focusing on institutionalising umbrellas or coalition entities would be politically dangerous. However, more informal groups could be less threatening to members and offer some of the benefits (e.g., knowledge-sharing and support). Indeed one EEA Grants-funded projects in Hungary brought together organisations in a way that led to the spontaneous development of coalitions between EEA-funded PPs, particularly amongst organisations working in Pécs and Debrecen. This is a good example of the organic development of a coalition that was less (or not) threatening to the government.

Box 9: Understanding context indicators

Legal context/framework: This indicator explored whether the legal framework on how CSOs can operate was conducive for CSO actors. A negative legal environment refers to one in which laws restrict CSOs' ability to register or secure funding and/or from whom they can secure funding.

Operating environment: This indicator focused on whether CSOs could work freely—that is, conduct their desired activities without fear of government retaliation (e.g., being shut down or harassed).

Perception of civil society: This indicator looked at how mainstream media has portrayed civil society. Unfavourable portrayals were defined as a minimum of two negative stories, in the six months prior to the data collection, about civil society activities by mainstream media outlets.

D. Achieving Outcomes[90]

This section focuses on the interventions' achievements, as well as on how to improve the odds of success and reduce the odds that efforts do not lead to the desired outcomes. It uses the six questions agreed upon during the inception period to not only explore examples of success and failure but also systematically investigate what factors led to these outcomes. The aim is to provide guidance on what should be supported, or not, in future efforts.[91] Most importantly, this section focuses on how to circumvent contextual issues that impede success—for example, by adding activities or changing approach.

Indicators were selected based on the assessment results; this meant indicators not appearing to impact the final outcome were excluded from the analysis presented here, as were indicators for which there appeared to be no differences within or between countries. During analysis, the following indicators

[89] Examples of successful partnerships that started during an EEA-funded intervention and have continued to date include: the Community Foundation for Varna's engagement with the Bulgarian donor forum (triggered by PA1007–Strengthened Capacity of NGOs and an Enabling Environment for the Sector Promoted); the relationship established between the 'Animus Association' foundation and the Norwegian organisation Adults for Children (Voksne for Barn), which began during BG05-0084–Zippy's Friends–The Future Citizens of Bulgaria and has included the development of new projects and joint efforts; GR04-0009–Volunteerism in Schools in Greece, in which two organisations have continued to partner following project completion and have found ways to sustain the activities initiated with EEA Grants funding; several projects in Hungary that aimed to establish partnerships (e.g., Civic College, Non-Profit Information Centre) that sustained cooperation; LT04-0020–Implemented by Children's Support Centre, which reported that some partnerships established with municipalities across the country have remained effective; and partnerships that have remained in place following the end of RO09-0271–Initiative for a Clean Justice.
[90] This section responds to questions identified in coordination with the client during the inception phase (see **Section IB** on methodology).
[91] More extensive details, including the original results, can be found in **Annex 4**.

emerged as the most important in terms of their effect on results: legal context/framework, the operational environment, and the perception of civil society actors (see **Box 9**). These indicators seemed to most influence outcomes when combined with factors speaking to whether organisations were part of a network, whether they received capacity development (administrative capacity and/or subject matter expertise), the type of activity, and if actors had engaged in an advocacy, research, or watchdog role or in litigation focused on rights or democracy issues.[92]

For the analysis presented in this section, it is important to underscore that the indicators may be interlinked—for example, how the government influences the media or how the operational environment reflects legislation. However, in this analysis, indicators are deliberately separated to explore the statistical probability of linkages or the absence thereof. The objective is to identify patterns across countries that can inform future work in similar circumstances. It is not to provide nuanced case studies, and thus, the data's utility is in providing guidelines for how EEA Grants, FOs, and PPs can design individual interventions and the elements that must be present to counter environmental or contextual challenges.

1. What factors contribute to the passing of new laws that support a freer civil society?

To respond to this question, PPs were asked to reflect on whether new policies had been passed supporting a freer civil society in general; this was described as one in which civil society actors could secure funds and work on issues of interest without legal restrictions. Determining the exact number of related policies that passed in each country, or these policies' specific content, was outside the scope of this rapid assessment. However, the assessment did examine the factors that led to legislation being passed more generally.

Data across all seven countries were examined to identify the specific combinations of factors that tend to lead to new policies. The analysis found no 'failproof' model that led to favourable new policies—indeed, no single model consistently applied to all, or even the majority of, successful or unsuccessful cases. However, 45 per cent of instances in which policies were passed shared a particular combination of indicators (also see **Annex 4**):

- **Negative legal environment.** The legal context was unfavourable to begin with, which meant new legislation was a clear step toward strengthening the civil society (and civic) space by providing civil society actors with an improved legal framework. This is important because while supportive legislation (and even small legislative changes) can be important, legislative changes are even more crucial when the legal framework is hostile.
- **Positive perception of civil society among the general public.** Since this perception has been measured in relation to how the media portrays civil society, this indicates the mainstream media can play a clear role in supporting (or not) a stronger civil society and civic space.
- **Receiving capacity building support on operational or governance issues.** Importantly, the type of capacity (administrative/financial or technical) appeared less important. This demonstrates that any effort to strengthen the capacity of civil society will help them claim their own space.
- **Civil society actors working as part of networks.** Unsurprisingly, the presence of networks or coalitions was evident in the passage of policies.

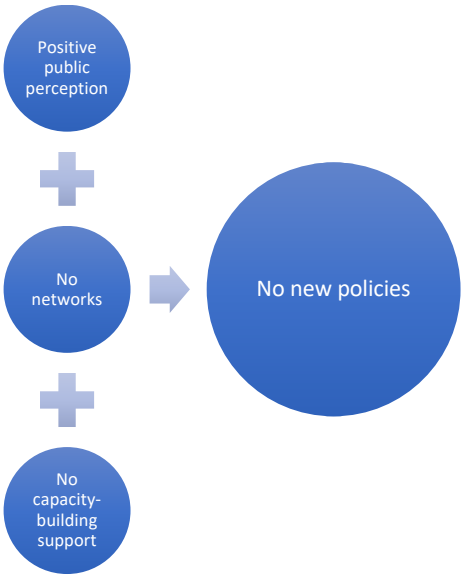
The final two indicators speak to the importance of strengthening individual institutions and the links between them as a way to support their ability to demand improved conditions for their work.

[92] A detailed list of indicators can be found in **Annex 4**

These results are encouraging, as they show an unfavourable legal environment can be overcome. However, the data also show that 12 per cent of cases with this combination of factors did not achieve their goals. This means that even when civil society is perceived positively, and the activities include capacity development and supporting networks, a number of cases will still fail to secure new legislation.

It is also important to note this combination is not the only path to success: 33 per cent of cases in which new policies were enacted did not include these four conducive factors. Nevertheless, these factors are notable because in 81 per cent of cases where networks or capacity support on institutional and governance issues did not exist, the result was no new policies despite positive public perception (**Figure 5**).

Figure 5. When policies are not passed



The data also show that when the legal environment is positive—meaning that legislation exists to protect civil society and their work already exists—civil society networks are less important to legislative progress. The analysis also found that a favourable legal environment meant negative perceptions of civil society are less important. In fact, legislation to further protect the rights of civil society actors was achieved in 73 per cent of the cases where a favourable legal environment already existed but perceptions of civil society were negative. This suggests the legal environment and perception of civil society can 'balance out' to a certain degree. Importantly, 73 per cent of cases in which legislation passed also involved providing capacity building for civil society actors even though networks were not present.

The statistical analysis also shows that when both the legal framework and perception of civil society are unfavourable, opportunities still exist to pass new legislation. However, there is a far greater reliance on individual organisations' capacity and on their ability to work together toward a common goal. The latter is important because while likelihood of success is greater when at least one contextual factor is positive (i.e., the legal framework or perception of civil society actors), legislation can still pass in the absence of both. However, it is important to note that the nature of the data collected does not permit a more detailed exploration into what level of capacity development would be required or what level of prominence networks must have. But based on other findings related to advocacy, as well as relevant research (see **Questions IID.2 and 3**), it can be assumed that skills in using research to support advocacy could play a key role in securing legislative progress.

2. What factors contribute to the media reporting on outcomes of research conducted by civil society actors?

It is important to understand which factors contribute to the media's reporting on research outcomes, as more broadly publicised findings can play a significant role in improving how civil society actors are perceived and can enable these actors to use findings with the government when pursuing objectives for which evidence exists.

Unlike the findings on passing legislation that supports CSOs, the findings on which factors lead the media to report on research findings were more consistent: cases with certain characteristics consistently demonstrated the same results. Thus, the model presented here has a greater probability of achieving the expected result than the options discussed in **Question IID.1**.

In terms of the media reporting on research findings, positive results were achieved when organisations worked in networks and when they conducted advocacy to highlight their findings or used the findings to support their advocacy campaigns. These positive results were attained even if the environment was not conducive, showing how the combination of networks, research to support advocacy, and advocacy to highlight research can help ensure the media reports on research findings. Further exploration of the data reveals that of the three factors leading to positive outcomes, the least important appears to be the existence of networks. Essentially, regardless of the initial intention of the research—if it was conducted to support an already conceptualised advocacy campaign or not—advocacy is a key component needed for research findings to be publicised.

To secure positive media coverage, the CSO actor must first conduct research and then conduct advocacy to disseminate this research.

These findings are important because they show civil society actors' technical capacity is important and that, even in hostile environments, these actors can make themselves heard when they have the skills to conduct robust research and follow this research with substantive advocacy efforts. However, when only research was conducted (without advocacy work or establishment of networks), the likelihood of the media paying attention to the results decreased to 67 per cent (four in six cases). This indicates that regardless of how important or relevant the findings are, research alone does not lead to media attention.

From a donor perspective, these findings suggest that funding for research efforts must be accompanied by funding to actively disseminate and advocate for the findings. Alternatively, research can be used as a basis to conduct advocacy activities that have already been planned. Across the countries studied in this rapid assessment, the media is not actively searching for civil society-led research and neither the government nor the general public expects findings from civil society-led research to be published or widely shared. In fact, a general observation across the countries was that the public had few expectations or demands of the role of civil society actors.

3. What factors contribute to the government referencing research conducted by civil society actors and using said research as a justification for policy changes?

Unsurprisingly, given the country-level context, identifying what could prompt governments to justify changes through civil society-led research was not straightforward. Indeed, an analysis of factors led to a myriad of possible contributing factors for both success and failure, and it was extremely difficult to determine a combination of 'success factors'. However, several elements can be highlighted as important.

First, the data show when the general population holds a negative perception of civil society, the likelihood that government will use civil society-led research to justify its decisions is low. In this sense, society's perception of civil society is important. Second, and perhaps somewhat counterintuitively, the government not advertising that it has used findings from civil society-led research does not mean the government has not been influenced by this research. This is an important distinction because civil society could continue to play a key role in supporting policy changes even when the public does not know it has influence.

Overall, in terms of ensuring the government used CSO-led research to support or justify policy changes, the best results occurred when CSOs worked in networks and met the key criteria to have their research reported on by the media (present in 66 per cent of cases in which the government used this research; also see **Question IID.2**). This demonstrates that while networks are not essential to ensuring media coverage of research findings, they are important if CSOs want to influence policy change. Success in ensuring the government used research findings in policy-making increased to 76 per cent of cases when civil society actors had a track record of supporting litigation on democratic rights and values. Importantly, this track record did not have to be related to the CSO's research or advocacy work. These success rates are hardly

conclusive, but they show that regardless of context indicators (see **Box 9**), CSOs can and do have opportunities to influence government policy with their research findings.

4. What factors contribute to civil society organisations' ability to expand the activities they do?

The two main takeaways from this question include that context can be, in some instances, counterbalanced or offset and that the composition of civil society generally limits the ability of individual organisations to expand their activities. Across all seven countries, the single most important factor in CSOs expanding their activities was being part of a network. This is somewhat obvious, as network participation means access to a broader range of skills and more capacity (in people and resources). Interestingly, though, networks of CSOs are still able to expand activities even when the legal context/framework and operating environments are not conducive (e.g., existing legislation restricts the ability of CSOs to work, harassment from government or even active governmental restrictions exist). Specifically, the assessment found that when CSOs work in a network, they can offset these environmental restrictions, supporting findings discussed earlier in this report on the importance of networking (see **Question IID.1, and section IIC.3**). Additionally, focus group discussion participants in Bulgaria, Lithuania, and Poland stressed the 'safety in numbers' and 'louder voice' that can be gained from working as part of networks or coalitions—views supported by these findings.

Importantly, networks' value is also evident even when the legal and operating environment are conducive and the general public has a positive perception of civil society. Indeed, across all seven countries, the assessment found that context is not the only factor limiting the civil society sector's potential; the size, composition, and capacity of civil society actors also play a role. Additionally, as previously noted, a large proportion of civil society actors across the countries are small and have limited skillsets. This means they often need to limit their activities to ones they are familiar with, regardless of whether they are the most effective activities to achieve their overall goals.

5. What factors contribute to civil society organisations' ability to expand the number of beneficiaries they reach?

Networks are also an important contributor to success in reaching a larger beneficiary group—although they are not failproof. Statistically, the assessment found that when organisations wanted to expand their beneficiary groups, networks could overcome a negative perception of civil society and negative legal environment (when there was a negative legal environment, CSOs were successfully able to expand their beneficiary group in 26 per cent of cases, with a 91 per cent success rate, by working in a network); they could also counter the impact of an operating environment that is not conducive (success expanding the beneficiary group in 35 per cent of cases). Using research to support advocacy could also counter the influence of a negative legal and operational environment. Indeed, for 35 per cent of cases (with a success rate of 91 per cent) in which efforts to expand the beneficiary group were successful, research-supported advocacy—and not network(s)—was the key support tool.

Overall the most important and encouraging finding is that even when the legal environment, the operating environment, or popular perceptions are not conducive, CSOs can find ways to expand their beneficiary groups. However, this expansion cannot be based simply on their technical ability or resources. Rather, CSOs must enact a strategy to reach beneficiaries, which may include networks as an avenue for outreach and/or research-based advocacy.

6. What factors contribute to civil society organisations' ability to expand the type of beneficiaries they reach?

Networks appear to again play an important role in enabling civil society actors to reach new categories of beneficiaries. Research-backed advocacy efforts were also important, with 37 per cent of CSOs having a 95 per cent chance of successfully expanding their target groups when they were part of an effective network, engaged in research-backed advocacy, and had experience working with minority groups; this success rate was not affected by the presence of an unfavourable legal environment. These factors also resulted in success for a further 27 per cent of cases in which organisations wishing to expand their beneficiary base had not engaged in litigation processes. In this context, it is important to note that less than 2 per cent of organisations that had engaged in litigation successfully expanded their beneficiary types. While the available data cannot fully explain this, it suggests engaging in litigation may negatively affect organisations' ability to reach broader target groups. Moreover, although a clear pattern existed for success, it is important to underscore that in some instances (14 per cent), CSO failed to expand their beneficiary group even when they met all of the key criteria noted above or when legal context was favourable.

These findings fit well with data collected through focus groups and interviews, in which respondents said expanding beneficiary target groups was easiest when organisations built a network or other form of partnership with organisation(s) that had existing ties to the new target beneficiaries. Respondents said the general difficulty in reaching new target groups without a clear strategy/entry point was directly tied to a short national history of civil society actors (except in Greece). They added that across all countries, civil society actors tended to have clearly defined target groups that have been identified and nurtured over long periods—in short, target groups (CSO beneficiaries) tended to work with organisations they knew. From this perspective, it is unsurprising that experience with other minority groups figured so greatly as a contributing factor alongside networks.

III. Conclusions and Recommendations

This section provides conclusions and recommendations based on the analysis presented in **Chapter II**. Following general conclusions, this section is structured along the evaluation's three main themes: institutional set-up, democratic principles and fundamental rights, and capacity development. When relevant, links to the seven EEA Grants NGO funds general objectives for civil society support are considered (see **Box 1** in **Chapter I**).

A. General Conclusions

The data across all seven countries consistently show the civil society—and, by extension, civic space remains underdeveloped and in need of continued support across all assessment countries. According to representatives from PPs and FOs interviewed, additional challenges exist in countries where the space is under increasing threat.

Additionally, it is important to note that EEA Grants has, thus far, been general in how it defines its objectives and in openly recognising that many of the supported countries are experiencing an ever-narrowing civic space. For the 2009–14 grant period, EEA Grants NGO funds' stated programme objective was to achieve a 'strengthened civil society development and enhanced contribution to social justice, democracy and sustainable development'; the objective for the current funding period is 'civil society and active citizenship strengthened, and vulnerable groups empowered'.[93] While the latter is somewhat more straightforward, neither openly acknowledges the serious threat faced by civil society in many of the countries supported. The fact remains that many European Union countries, including among those receiving grant support, do not—but should—meet basic requirements for an active, free civic space. Indeed, many organisations find themselves serving as 'legitimisers' for a government that is not fully democratic. Therefore, more openly recognising CSOs' challenges could be an important step in addressing the current situation. Mainly, that according to respondents it would be beneficial to their ability to work and to the civil society more generally if the EEA Grants openly confronted the fact that some governments do not adhere to or support the basic democratic values that the NGO programme supports.

Another issue is that grants were given during the funding period both for service provision activities and for furthering the civil society sector and promoting democratic governance and participation. This is not to say activities to support disadvantaged or underserved populations are unimportant; rather, the funds focused on a broad range of objectives (including the three not included in this evaluation, which focus on broader development objectives). This may have, in a sense, 'watered down' the focus on supporting and developing democratic values by linking it to rather unrelated activities. When exploring the 2014–21 funding period, however, welfare and basic services provision is only supported as part of wider efforts to address awareness-raising, advocacy, empowerment, and reform initiatives.[94] This might better highlight the importance EEA Grants places on democratic processes.

B. Area-Specific Conclusions and Recommendations

This section provides more specific conclusions and recommendations relevant to each of the three main areas examined: institutional set-up, democratic principles and fundamental rights, and capacity development.

[93] Source: EEA factsheets for respective funding periods *Programme areas 2009-2014 and 2014-2021. Blue book*
[94] EEA and Norway Grants. *Programme areas 2014-2021. Blue book*

1. Institutional Set-Up

a) FOs

Unlike other grants, EEA Grants NGO funding does not rely on a direct relationship between the FO and the government. Indeed, the FO's independence from the government is a prerequisite. However, the relationship between the FO and the country government remains important, mainly due to the shrinking civil society—and civic—space in most of the assessment countries. This assessment has found that FOs must be able to navigate their environment in a manner that is independent of—but also sufficiently agreeable to—government. This does not mean that the responsibility is theirs alone, or that the conditions are even there to allow them to do so. Indeed, in many instances due to issues out of the control of FOs it is not possible to meet these requisites. Still, FOs consistently highlighted that not being able to do so risks being unable to operate at all or losing their independence and by so doing becoming non-compliant with basic EEA regulations for this grant. The FO must also be able to effectively engage with the FMO and with PPs, which makes the FO a central actor to the grant. Indeed, their importance cannot be overstated.

Additionally, the assessment found FOs must have the following key attributes to be effective:

- **Resources and capacity.** The ability to provide the support demanded by PPs requires FOs have the time to do so, as well as the skills to meet the needs of current and prospective PPs.
- **Credentials.** FOs need to be knowledgeable and recognised not only as important civil society actors generally but also as experts in the supported areas of focus.
- **Independence**. FOs must be—and perceived to be—independent of government while also sufficiently agreeable to government to ensure they can operate without major impediments.
- **Foster links.** FOs must have the knowledge of the sector and contacts to foster links both among PPs and between PPs and other actors, both within and outside of their country of operation.

Recommendation 1: The FMO should focus specifically on these key attributes when selecting FOs. To do this, it could consider not only the applicant's track record but also include a workshop or other participatory event in the selection process that demonstrates the potential FO's convening power amongst local NGOs. Workshops and like events have been done by some FOs and were found to be a realistic and effective tool/approach.

b) Flexibility

Respondents found the FMO's general flexibility in how it works with FOs to be highly positive. Opportunities to fund small efforts and respond to changing needs were also welcomed. While there were few flexible grant options that deliberately responded to changing needs, a number of countries were able to divert funds with prior authorisation. Still, despite these positive attributes, respondents felt that a wider range of smaller flexible grants, where the tasks were not strictly defined from the start, but could be moulded to changing needs and real-world leaning, would be positive. It was also noted that in many instances programmes needed to change during implementation because contextual changes so demanded it. Flexibility that allowed for this would also be important.

Recommendation 2: The FMO should consider expanding opportunities for FOs to be flexible in using funds. Specifically, this could include smaller grants that allow for changes in response when the context shifts, as well as grants that specifically focus on capacity development. This type of flexibility in granting offered as part of the standard package of support would allow PPs to be better able to respond to changing needs, conduct smaller interventions which are manageable for them and strengthen their capacity.

c) Targeting Smaller and/or Rural Organisations

Few active efforts deliberately and actively targeted smaller and/or rural-based organisations, according to the assessment. However, some of these organisations did receive funds and support for their specific needs. The assessment identified a number of ways that FOs can improve their support for smaller or rural NGOs: addressing how smaller and/or rural organisations are identified and made aware of the grants, building their capacity, and facilitating their ability to effectively report on activities conducted.

Recommendation 3: The FMO should specifically direct FOs to develop a strategy to reach smaller and rural-based organisations* , as well as those that are based outside major metropolitan areas*. This could include, for example, conducting workshops and other events showcasing the grants and explaining application processes. In addition, the FMO should consider building flexibility into reporting processes that allow FOs to request more limited reporting from smaller organisations, and ones that are based outside the metropolitan area in either rural areas or smaller urban centres, which have limited capacity and are receiving more modest funds. This should ensure that reporting requirements encourage these organisations to apply.

2. Democratic Principles and Fundamental Rights

a) Advocacy and Monitoring

The EEA Grants NGO funding pursued its support of democratic principles in a number of ways, making considerable headway in several areas. One key finding is that methods exist to counter the restrictions and challenges that civil society actors face in the assignment countries; important contributing factors to success are how capacity is used and how activities are combined.

In all countries included in this rapid assessment, organisations have been able to establish a watchdog role, albeit while facing clear difficulties. Watchdog functions are new in many contexts, and the notion of civilian oversight of government affairs is also a relatively new concept for much of the population. Additionally, successful efforts have varied in terms of areas of coverage and long-term sustainability. Despite these challenges, the EEA Grants support has demonstrated that watchdog roles can be established and even, in some instances, be recognised as beneficial by those being 'watched'. In most cases, however, the public has a limited appreciation of civil society's value as a watchdog—in the most severe instances (Bulgaria and Hungary) regarding 'questioning' or 'challenging' the government as unpatriotic. These sentiments challenge watchdog efforts and demonstrate additional work must be done in this area. Participants also said the most fruitful efforts to increase transparency were those in which all stakeholders were able to understand the value and personal benefit of more transparent activities and approaches to work.

In terms of advocacy and monitoring activities, some progress has been made. However, participants said capacity, and capacity support, are needed more widely to ensure that advocacy efforts are successful and that monitoring is properly performed. In multiple instances, peer-to-peer efforts were particularly successful ways to support capacity on advocacy issues, as were efforts to train on advocacy specifically, but these appear to have been insufficient to meet the respective needs.

Recommendations 4: The FMO should openly and deliberately support research-backed advocacy efforts, and FOs should call for applications that combine research and advocacy. This may sometimes require that PPs work as part of a network, coalition, or collaboration.

Additionally, when reviewing applications for watchdog projects, FOs must clearly assess the degree to which those being 'watched' have been engaged; similarly, PPs applying for watchdog projects must ensure they find clear mechanisms to both engage the watched party and convince them of the project's potential personal benefit. The FMO should also ensure local projects with a limited audience are

specifically targeted. Since a watchdog function is a relatively new concept in these countries, focusing on a more targeted audience is one way to help demonstrate the activity's value.

The FMO should also further explore/use opportunities to facilitate FOs and PPs engaging with foreign agencies or organisations (in Norway or elsewhere) that have solid advocacy experience to share. These efforts could be included into current bilateral cooperation efforts.

b) Civic education

Conducting civic education and raising awareness on democratic values remain challenging across all of the assessment countries, as the environments are generally unfavourable. Efforts to raise awareness on democratic values tended to work best when they included engaging the government and when government agencies or candidates understood how they could benefit from further engagement, transparency, and related concepts. After officials saw these benefits, it was easier to engage the public. In addition, projects made efforts to inform specific groups of their rights, which appeared to yield better results when they specifically targeted clearly defined populations, such as people with disabilities or minority groups.

Recommendations 5: FOs must specifically support activities that lead to an improved public perception of civil society—actively engaging grassroots and small organisations with a specific target audience (as these organisations were generally set up to respond to an identified need and the audiences already value what they do); actively pursuing research-based advocacy demonstrating the role and value of a vibrant civil society; and advertising civil society-led activities to show to the general public what CSOs do. FOs should also include advocacy-related capacity development in the activity plan, which will help PPs working in advocacy to successfully develop and implement advocacy efforts (see Section III.3). More broadly, support for the development of a Roadmap to guide civil society along a clear strategic pathway could also serve as a fruitful endeavour. The experience from Poland appears to show the success of this type of investment.

c) Human Rights and discrimination

Discrimination was found to be endemic to most countries included in this rapid assessment, taking many forms and affecting a wide range of groups and individuals. Generally, the assessment found that human rights and anti-discrimination efforts can take many forms. In terms of countering discrimination and addressing human rights, successful efforts utilised a wide range of activities (including culinary activities, film, and other means of artistic expression) to promote an improved understanding of other people and of the contributions different groups can make to society.

One key challenge is ensuring that hard to reach populations are not overlooked. These groups can fall into two main categories: populations that are 'hidden' or neglected, such as minority groups, homeless individuals, or populations that face social exclusion or stigma (such as people with disabilities or mental health issues); and populations that can be easily identified but which do not readily welcome the message being shared. Overall it was found that consistently more holistic approaches to programming yielded the best results.

Recommendations 6: FOs should specifically support projects that promote activities which target an issue from a variety of different angles, including a wide range of target groups and employ a diverse number of methodologies or approaches.

d) Active Citizenship

Promoting active citizenship presented challenges. However, one effective method to pursue this goal was supporting volunteerism, which allowed organisations to engage more of the public in their activities.

Efforts to promote active citizenship were most successful when they focused on well-defined population groups and when the target populations knew the organisation(s).

Recommendations 7: FOs should specifically support activities that promote volunteerism, which will sometimes mean training PPs on how to best engage volunteers. FOs should also capitalise on the efforts of small organisations targeting specific audiences, advertising these as a way to demonstrate CSOs' utility and role. Projects that use innovative methods to engage the general population—such as film, sport, food, festivals, and other activities with a 'fun' element—should be actively encouraged.

e) Online Hate Speech

Efforts to counter online hate speech saw the fewest efforts and successes, not because the issue is considered unimportant but rather because it is recognised as a sector in which the countries lacked capacity. Across respondent categories, there was a keen understanding that online hate speech is increasing and must be curbed. However, respondents also stressed that effectively countering this type of rhetoric requires tools and support that are currently unavailable. It is also worth noting that respondents said tested approaches exist worldwide from which to draw and that there were efforts, and successes in this area—albeit proportionally fewer than for other themes.

Recommendations 8: The FMO should support collaborations with experienced agencies and organisations outside their project country that can engage with FOs and PPs (e.g., delivering trainings and experience-sharing). FOs should consider including experience exchanges and inter-country project 'twinning' (between beneficiary countries) to support cross-context learning.

3. Capacity Development

a) General Capacity Development

The rapid assessment found FOs and PPs generally needed and appreciated capacity development across all countries. In only one instance the FO felt their capacity was sufficient to engage in the activities demanded of them. Capacity development generally focused either on technical skills to conduct a type of activity or engage in a particular sector or on organisational skills (specifically, administrative and financial). While the data show these forms of support are important, an additional type of support is clearly required, particularly for PPs: help developing stronger institutional identities (institutionalisation).[95] The general consensus among respondents was that strengthening the identity of civil society actors would help strengthen the sector overall. PPs and FOs also stressed that the opportunities they have had to share experiences with other organisations across different countries have been very beneficial.

Recommendations 9: FOs should expand capacity development to include not only administrative capacity and subject matter expertise but also training to help strengthen PPs' institutional identity (e.g., training on how to develop a mission statement, multiyear strategies, and tying funding applications to institutional objectives). Training provided to both FOs and PPs should use a wide range of approaches, including workshops, seminars, mentoring (institutional 'twinning'), and study tours.

Additionally, the FMO should continue to foster connections among FOs across countries, which should lead to the development of joint capacity-building efforts, such as study visits. Along the same lines, FOs should develop a plan to support exchanges among PPs both within their country and between countries; this should include workshops that bring together PPs working on the same topic and/or study visits.

[95] See footnotes 56, 64, 84, 85,86 to secure clarity on terminology.

b) Coalitions, Networks, and Partnerships

Additionally, the data consistently show efforts to support networks, coalitions, and partnerships can play an instrumental role in achieving project objectives. Respondents noted networks and coalitions are important to reach larger audiences, expand thematic areas of work, and target specific vulnerable groups, as well as to have a safety measure against ever-shrinking civil society spaces.

Recommendations 10: FOs should identify opportunities to allow PPs to come together, such as workshops, seminars, conferences, PP meetings, and online opportunities such as closed Facebook groups or WhatsApp discussion groups. The objective should be to make PPs aware of each other and foster organic collaborations and networks. Additionally, the FMO must support the active development of umbrella organisations and networks by funding collaborative efforts as projects, which should be used as opportunities to further develop members' skills and capacity.

Annexes

Annex 1. Terms of Reference

30 August 2018

Terms of Reference: Rapid Assessment

EEA Grants 2009-2014 Civil Society Programmes

1. Context

Civil society plays a vital role in upholding democracy and fundamental rights in Europe. NGOs facilitate democratic participation, engage and inform the public about democratic principles, and give voice to groups that can otherwise be marginalised. They promote fundamental rights, accountability and respect for the rule of law through their watchdog and monitoring role. They address corruption and promote transparency in decision-making, especially in public institutions.

In recent years, there has been increasing pressure on fundamental rights and democratic principles in many EU member states that are beneficiaries of the Grants. In 2017, six of these countries suffered a decline in their democracy scores (Bulgaria, Croatia, Czech Republic, Hungary, Poland and Slovenia).[96] Countries in which civic space has narrowed or been obstructed include Bulgaria, Hungary, Croatia, Poland, Slovakia, Romania, Latvia, Lithuania, Croatia and Greece.[97] Media freedom also declined in recent years: Bulgaria, Croatia, Greece, Hungary and Poland rank at the bottom of the EU for media freedom, independence, pluralism and transparency, and Slovakia and Malta saw attacks on investigative journalists.[98] Freedom House scores on civil society participation and empowerment declined in Bulgaria, Czech Republic, Hungary, Poland and Slovakia.[99]

Increasingly, a broad range of stakeholders are voicing concern regarding challenges to fundamental rights and democratic principles in Europe. The 2018 report by the EU's Fundamental Rights Agency (FRA) highlighted challenges facing civil society organisations working on human rights across the EU, including (1) regulatory changes that negatively affect civil society; (2) funding cuts and administrative hurdles to accessing resources; (3) reluctance to involve civil society in law- and policy-making; and (4) harassment and negative discourse aimed at delegitimising civil society[100].

2. Background to this Rapid Assessment

The EEA Grants represent the contribution of Iceland, Liechtenstein and Norway to:

- reducing economic and social disparities in Europe; and
- strengthening bilateral relations between the Donor States and the Beneficiary States.

For the period 2009-2014, the donors supported NGO programmes (under Priority Sector Civil Society, Programme area 10) in 16 beneficiary countries: Bulgaria, Croatia, Cyprus, Czech Republic, Estonia, Greece, Hungary, Latvia, Lithuania, Malta, Poland, Portugal, Romania, Slovakia, Slovenia and Spain[101].

[96] Freedom House (2017) 'Freedom in the World 2017: Populists and Autocrats – the Dual Threat to Global Democracy'
[97] https://monitor.civicus.org/
[98] Reporters without Borders (2017) 'World Press Freedom Index 2017'
[99] Freedom House (2017) 'Nations in Transit 2017: The False Promise of Populism'
[100] European Union Agency for Fundamental Rights (2018) 'Challenges Facing Civil Society Organisations Working on Human Rights in the EU'
[101] NGOs were also eligible for funding under many of the other thematic EEA Grants programmes, but that will not be included in the scope of this assessment.

The NGO programmes under the 2009-2014 EEA Financial Mechanism had the objective of strengthening civil society development and enhancing its contribution to social justice, democracy and sustainable development. The programmes supported more than 3,000 NGOs to promote democratic values including human rights, strengthen the capacity of NGOs and promote an enabling environment for the sector. They fostered active citizenship, developed civil society's advocacy and watchdog role and supported networks and coalitions of NGOs, as well as cross-sectoral partnerships. €160 million was allocated to the NGO programmes by the 2009-2014 EEA Grants, making the Grants one of the main sources of support to NGOs in the beneficiary states. According to an independent mid-term evaluation of the NGO funds, the Grants were the primary or the only source of funding for NGOs working on fundamental rights, democracy, advocacy and watchdog activities in the beneficiary countries. The same evaluation found that the NGO programmes modelled an effective and innovative approach to managing public funds for civil society.[102] A specific focus was placed on building the capacity and resilience of the sector itself, through organisational development, support for networks and platforms, peer exchanges and civil society collaboration within and among the beneficiary countries.

Due to the increased concern for safeguarding and promoting fundamental rights and democratic values in the EU, the European institutions are exploring new initiatives and instruments to strengthen the EU's support for the role civil society organisations play within the EU in upholding democratic values and human rights[103].

It is therefore timely to review and highlight the achievements of the EEA Grants NGO programmes in in the area of supporting civil society's role in promoting democratic values and fundamental rights.

3. Purpose of the Assessment

This assessment is summative in nature. Its overall objective is to document and assess the achievements of the NGO programmes 2009-2014 in strengthening civil society to uphold and promote democratic principles and fundamental rights.

Its specific objectives are to:

- **Document and assess results and achievements** of the programmes in selected countries (see below), providing both aggregated results across the programmes and specific examples of best practice
- **Identify the main factors influencing the achievement/non-achievement of the objectives**. The assessment should identify where projects/programmes addressed similar challenges using the same/different approaches in different contexts and identify success factors.
- Draw conclusions on best practice approaches for supporting civil society to protect fundamental rights and democratic principles.

4. Scope of the Assessment

The review will focus on 7 of the 16 NGO programmes (Hungary, Poland, Lithuania, Slovakia, Romania, Bulgaria and Greece), in the priority sector Civil Society. The programmes have been selected based on the amount of funding provided and number of projects, (together, these programmes cover approximately

[102] CREDA Consulting Ltd. (2014) 'Out of the Box: Providing Oxygen to Civil Society – Mid-term Evaluation of NGO Programmes under the EEA and Norway Grants 2009-2014'

[103] In April 2018, the European Parliament endorsed the idea of a new EU fund to support civil society organisations promoting democratic values and fundamental rights across the EU - see http://www.europarl.europa.eu/news/en/press-room/20180412IPR01607/eu-must-support-civil-society-organisations-promoting-european-values. The Commission published a proposal to establish a 'rights and values' programme in June 2018 – see https://ec.europa.eu/commission/publications/investing-people_en

75 per cent of the financial allocation and civil society projects), geographic spread and quality of reporting, as well as relevance of the issues under review.

A sub-set of approximately 150 to 200 projects from the total number of civil society projects in these countries will be identified by the consultants together with the FMO and the FOs. In the bid, the consultants should propose criteria/methodology for selecting a representative set of projects for review. An indicative list of projects has been provided in this Terms of Reference (see Annex), based on relevance, availability of the project promoter, documentation of the project, etc, and a long list of relevant 'best practice' projects is annexed.

Projects relevant to this assessment will generally be found under the following outcomes[104]:

- Outcome 1: active citizenship fostered;
- Outcome 2: increased involvement of NGOs in policy and decision-making processes with local, regional and national governments;
- Outcome 3: cross-sectoral partnerships developed;
- Outcome 4: democratic values, including human rights, promoted;
- Outcome 5: advocacy and watchdog role developed;
- Outcome 6: developed networks and coalitions of NGOs working in partnership;
- Outcome 7: strengthened capacity of NGOs and an enabling environment for the sector promoted.
-

In addition, the consultants shall include within the scope of the assessment:

(1) the capacity development/technical support provided by Fund Operators to project applicants and promoters (funded under the management fee);

(2) relevant Complementary Actions that supported exchange between Fund Operators and civil society stakeholders on the topics of the assessment; and

(3) relevant bilateral cooperation. These shall be identified in consultation with FMO and the relevant FOs.

5. Assessment Questions

The following questions shall guide the assessment.

c) Institutional Set-Up

Across the NGO programmes:

1. Identify the main factors with regards to the institutional set-up for managing the Funds which influenced the achievement/non-achievement of programme objectives. What aspects of the institutional framework were most important to the programmes' work on democratic principles and fundamental rights (e.g. independence of FOs from national governments)[105]?
2. How did the programmes enable flexible responses to emerging issues, e.g. action grants, short-term projects etc?
3. Ensuring accessible/flexible funding: What specific measures did the programmes take to reach out to smaller/remote organisations and what were most effective?
-

[104] See the Programme Area description for Civil Society https://eeagrants.org/Results-data/Documents/Publications/Brochures/Programme-Areas-2009-2014-brochure and NGO programmes here https://eeagrants.org/What-we-do/Programme-areas/Civil-society/NGO-Programmes-2009-2014/Overview

[105] The description of the institutional set-up should be brief and drawn from existing information.

d) Support for Civil Society Work on Democratic Principles and Fundamental Rights

1. **Watchdog role, advocacy and monitoring:** What were some key results/achievements of the supported civil society organisations working on monitoring, transparency, [106] watchdog role and advocacy, including advocacy aimed at improving the operating environment for civil society? What best practice examples exist for support to platforms and networks for advocacy? What support did the programme/FO provide which was key to ensuring the success and achievements of the supported NGOs?
2. **Civic education, communicating and raising awareness around democratic values and rights:** what were the achievements of supported NGOs working on civic education, promoting human rights norms, informing public as to the meaning and importance of democratic principles and fundamental rights? What were the achievements and lessons in communicating with the general public, and also with disengaged segments of the population – e.g. which tools, channels and strategies were able to reach disengaged segments of the public? Give some examples of the most effective approaches. What support did the programme/FO provide which was key to ensuring the success and achievements of the supported NGOs? What were some of the communications challenges when communicating on 'sensitive' issues, and what approaches were effective?

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3. **Promoting active citizenship:** what were the achievements of supported NGOs working on citizen engagement and participation in democratic life? Give some examples of the most effective actions, in particular good practices for engaging with young people. What were the key factors underpinning successful actions in terms of the support provided by the programme?

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4. **Human rights and countering discrimination:** what were the achievements of supported NGOs in protecting and promoting human rights, supporting human rights defenders, inclusion of minorities/marginalized groups (especially Roma), promoting gender equality, countering discrimination and hate speech? What were the key factors underpinning successful actions in terms of the support provided by the programme?

-

5. Some programmes specifically worked on countering **on-line hate speech** and addressing the quality of public discourse in the digital sphere. What were the achievements and challenges in this area? What partnerships (e.g. with non-traditional partners such as bloggers) were effective and why?.

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[106] eg monitoring electoral processes and outcomes, monitoring compliance with European and international standards, monitoring judicial independence (including political influence over appointments)

e) Building Capacity and Resilience/Sustainability of Civil Society and the Sector[107]

- **Capacity of the FO**). How did the programmes support the capacity development of the FOs themselves - what opportunities were given to the FOs to build their own capacity? [108]
- **Capacity building of civil society organisations:** what were the achievements and lessons in building the resilience and capacities of CSOs, especially smaller/remote/informal group organisations? Please give examples of best practice. What was the impact of working with small/weak/rural CSOs on overall programme results?
- **Capacity building of the sector:** What were the approaches, achievements and lessons in strengthening the capacity of the civil society sector? In particular:
  - **Support for platforms, networks and other types of civil society 'infrastructure'**: How did the programmes enhance collaboration between CSOs? How were umbrella organisations, networks and platforms supported, and what was considered by FOs and CSOs to be effective? How were partnerships supported, what were the achievements, best practice and lessons in promoting partnerships within civil society and with the public/private sectors?

6. Methodology

The team should propose methodological approaches that optimise the possibility of producing a robust, evidence-based assessment.

This might include:

- a **desk review** of available documentation (such as the final programme reports and previously-conducted programme evaluations/assessments and evaluations of the programmes). It will include the Project Completion Reports for the selected projects, as well as other DoRIS reports (e.g. Report 44, Report 15).
- **In-country and/or phone interviews** with the FOs for the 7 focus countries and relevant FMO staff, and with selected project promoters (where it is possible to interview them). The consultants should ask the Fund Operators for additional relevant information on the programmes, which may include capacity assessments, surveys/questionnaires of project promoters, programme evaluations and good practices notes. Regarding data on capacity development, FO's were encouraged to use a capacity building matrix to map capacity development of project promoters. Some FOs have relevant data that maps progress, but the matrix was not applied in all beneficiary countries, or in the same way.
- **focus groups** with project promoters, the FO and relevant civil society experts, to be identified with the FMO[109].
- A **survey** of selected project promoters should be carried out to complement the information available in the FMO's electronic files.

The FMO will give access rights for selected online information and make the necessary documents available to the appointed contractor.

[107] Projects and activities supported by the programmes that are most relevant to capacity building will generally be found under the management fee, complementary actions, and re-granting funds allocated to the following programme outcomes: Outcome 3: cross-sectoral partnerships developed; Outcome 5: advocacy and watchdog role developed; Outcome 6: developed networks and coalitions of NGOs working in partnership; Outcome 7: strengthened capacity of NGOs and an enabling environment for the sector promoted

[108] This information will mainly be found via the analysis of complementary actions

[109] Regarding interview with project promoters, it should be borne in mind that many relevant projects were completed more than 3 years ago. It may be difficult to organise interviews or survey the project promoters due to the lapse of time and/or fluctuation of the staff, especially in smaller organisations. FOs can help to identify project staff to interview.

7. Tasks to Be Carried Out (this is an indicative list only)

- Kick-off meeting in Brussels in [date to be confirmed, likely second week of October] to discuss the work plan, methodology and available documentation.
- Desk review and analysis of relevant documentation in the FMO Grant Management Information System (Doris) and the selected project information (includes Final Programme Reports, indicator achievements, project summaries, Doris report 44 on aggregated priority sectors results, DORIS report 15 on programme summaries)
- Phone interviews with 7/8 FOs, selected PPs in the 7 countries and relevant FMO staff
- Development and implementation of a survey for project promoters (draft questions for the survey to be agreed with the FMO)
- In-country interviews with selected project promoters in the 7 countries
- Focus group preparations, coordination with FO/ FMO and focus group meeting in each of the 7 countries. Draft questions, agenda for and participants in the focus group meetings to be agreed with the FMO.
- Drafting of inception report, draft and final reports, including incorporating views from FMO and the steering group. Drafting of user-friendly brief, best practice Annex.
- Meeting in Brussels with stakeholders.
- Other tasks as necessary.

8. Deliverables

The deliverables consist of the following:

Kick-off meeting in Brussels in [date to be confirmed, likely second week of October] to discuss the work plan and methodology.

A short inception report within 2 weeks of the kick-off meeting.

First Draft by close of business on [date to be confirmed, likely 25 October]. The FMO shall have the opportunity to make comments and corrections to the draft.

The Draft Final Report not exceeding 50 pages, excluding annexes, to be delivered by [date to be confirmed, likely end January 2019]. The report shall be in a communication-friendly format and should be proof-read for language quality and consistency. The FMO shall have the opportunity to make comments and corrections on the Final Report.

a) Additional Deliverables

A communication-friendly brief summarising the report which can be used as stand-alone document.

Annex with high quality project stories and/or best practice examples from projects and/or programmes illustrating the main achievements, including bilateral results (from a few paragraphs to max. 1 page per example/project story).

Workshop/presentation of the findings in Brussels. Consultants will present and facilitate the meeting, and incorporate stakeholder input into the final version of the report.

All written deliverables (drafts and final reports) shall be proofread for spelling, grammar and style prior to being submitted to the FMO.

9. Team

The team shall be composed of at least two consultants, plus some in country expertise. The following skills and competencies are expected of the team:

- Knowledge of the civil society sector, previous experience of analysing or evaluating the NGO sector in the focus countries
- Strong qualitative analysis skills, extensive knowledge of designing and using qualitative evaluation methods;
- Data analysis skills
- Strong command of results-based management;
- Excellent written and/oral proficiency in English;
- Team leader: A strong record in designing/carrying out/leading similar assessments
- Familiarity with the EEA Grants and the NGO Funds in particular is an advantage.

For each team member, please attach signed declarations stating there is no conflict of interest for this particular assignment. [110]

10. Available Documentation

Annual and Final programme reports

EEA and Norway Grants website: https://eeagrants.org/What-we-do/Programme-areas/Civil-society/NGO-Programmes-2009-2014/Overview

https://eeagrants.org/Results-data/Documents/Publications/Brochures/Programme-Areas-2009-2014-brochure

Capacity Building in Practice: good practices and lessons learned (EEA Grants/Bodossaki Foundation)

Project Completion Reports

Doris Reports

Mid-term Evaluation of the EEA Grants NGO Funds - https://eeagrants.org/News/2015/Mid-term-NGO-evaluation-released

For examples of projects supporting NGOs working on litigating cases relating to violations of democracy, rule of law and fundamental rights (see document saved on F drive: F:\Work in progress FMO TEAM FOLDERS\Sector Team\Civil Society\External Meetings\EC). Good governance, transparency and anti-corruption

HU05 Programme review: https://norvegcivilalap.hu/en/node/188694

Background information:

European Union Agency for Fundamental Rights (2018) 'Challenges Facing Civil Society Organisations Working on Human Rights in the EU'
https://www.liberties.eu/en/news/ec-commission-evi-proposal-rights-and-values-fund/15107
Fifth annual report on the state of democracy, human rights and the rule of law in Europe by Thorbjørn Jagland, Secretary General of the Council of Europe
USAID CSO sustainability index
CIVICUS monitor
Freedom House: Nations in Transit

[110] See the separate Tender Instructions document.

11. Timeline

The expected maximum duration of the work is 4 months, commencing in October and finishing in January/February 2019.

12. FMO Contact Persons

Juliet Martinez, Results-based Management and Evaluation Officer, jma@efta.int, +32 2211 1867; Catherine McSweeney, Senior Sector Officer Civil Society cmc@efta.int, +32 2 211 1871.

13. Indicative List of Projects

Countries	Topics				
	Watchdog role, advocacy, and monitoring	**Civic education, communicating democratic values and rights**	**Participation, active citizenship, good governance**	**Human rights and countering discrimination**	**Capacity building of the FO, CSOs, and the sector**
Bulgaria	To become active citizens and consumers BG05-0017 I. Enhancing the Capacity of Nongovernmental Organisations to Seek Public Information BG05-0440 II. III. Deinstitutionalisation Regional Coordination Mechanism - Model for Effective Partnership and Cooperation between Civil Society Sector, Regional and Municipal Structures IV. BG05-0193	National Media Campaign: Cuisine Against Xenophobia BG05-0132 Promoting Democratic Values with the TV Programme "Small Stories from Roma World" BG05-0150 "Do They have Someone to Love Them" - Weekly Anti-Discrimination Programme on Darik Radio and Radio Internships for Roma BG05-0005	Civic Platform for Open Government BG05-0090 Initiative for Transparent Parliamentary Appointments BG05-0124 KEY Academy BG05-0022 Project for Urban Renovation with Youth Participation – SCAN BG05-0014	Cultural "Adequation" BG05-0008 The UnBulgarians BG05-0137 The Living Books BG05-0136 Blowup (The Strange Other) BG05-0324	Impact Assessment of Activities of NGOs in the Social Sphere BG05-0434 Enhancing the Capacity of NGOs from Varna Region for Fundraising from Private Donors and Development of a Culture of Giving Oriented to Development Projects BG05-0294
Lithuania/	Strategic litigation EE03-0046	Coalition of Citizenship Education	Toolbox for deliberate democracy EE03-0038	Human Rights Education - Networking, Teachers'	Development of

Countries	Topics				
	Watchdog role, advocacy, and monitoring	**Civic education, communicating democratic values and rights**	**Participation, active citizenship, good governance**	**Human rights and countering discrimination**	**Capacity building of the FO, CSOs, and the sector**
Estonia[111]	Network of advocacy on equal treatment issues EE03-0031 Creating a future vision of neighbourhood associations in Tallinn in the context of local elections EE03-0034	EE03-0043 A Guide to Becoming an e-Citizen EE03-0004 My Rights – Active Participation LT04-0024 All different- All equal: Human rights, active participation and variety LT04-0026	Open government partnership in local governments EE03-0041 Conscious and active citizens' participation in public life LT04-0035 Towards more transparent Lithuania LT04-0028	Training and Empowerment of Youth EE03-0006 Religious diversity awareness and its dissemination in Lithuania LT04-0015 LT04-0005, LT04-0013 or LT04-0041	strategies for NGOs sustainability and diversifying their sources of income complemented by tailor-suited long-term fundraising strategies LT04-0056 Mapping of NGO sector in Lithuania: assessment study with recommendations LT04-0058

[111] Estonia projects are only to be used if the necessary data and interviews for Lithuania are unavailable.

Countries	Topics				
	Watchdog role, advocacy, and monitoring	**Civic education, communicating democratic values and rights**	**Participation, active citizenship, good governance**	**Human rights and countering discrimination**	**Capacity building of the FO, CSOs, and the sector**
Greece	Platform for Political Innovation GR04-0006 Water Bridges: Let's unite our voices for Water! GR04-0007	Activities for the awareness raising of the Youth, through Compass Compassito manuals GR04-0004 Multicultural troupe ANASA: A caravan without borders GR04-0053 See and Act Differently GR04-0056 Friktoria: Paving the way for the citizens of tomorrow). Implemented by Antirropon[112].	Volunteerism in Schools in Greece GR04-0009	React: Recording - Intervening - Tackling Discrimination - Protecting Human Rights GR04-0062 GR04-0049 - LEGAL AID AND EMPOWERMENT OF GENDERED VIOLENCE VICTIMS (implemented by DIOTIMA).[113]	Social Return on Investment GR04-0066 Capacity assessment tools; compulsory self-assessment + participation in CB programme BONDS: Strengthening and Networking of Mental Health Organisations to Improve

[112] FO comment: This is a Roma project

[113] FO comment: It was one of the best projects implemented under the expected Outcome of "Democratic values, incl. human rights promoted", providing legal aid and empowerment for women survivors of gender based violence. The said project surpassed its targets and set a new paradigm as a pilot project, setting the standards for similar projects, securing funding from other Donors such as UNCHR, UNICEF, IRC and expanding its activities and its outreach in even more vulnerable groups such as women refugees.

Countries	Topics				
	Watchdog role, advocacy, and monitoring	**Civic education, communicating democratic values and rights**	**Participation, active citizenship, good governance**	**Human rights and countering discrimination**	**Capacity building of the FO, CSOs, and the sector**
					Services to the Community" (GR04-0077[114]), implemented by SOCIETY OF SOCIAL PSYCHIATRY AND MENTAL HEALTH.
Hungary	Best practices in protection of fundamental rights HU05-0089 Freedom of speech, the politician mission HU05-0431 "Your Vote = My Vote / 2" HU05-0144 There is no cap on!	I'm a Roma not a lifestyle![115] HU05-0138 Enforcement of democratic values in connection with the construction of the new nuclear blocks of Paks HU05-0160 HU05-0300	Volunteering against exclusion HU05-0128 Pere to say, Pere to stay: volunteer program and social enterprise in Pere HU05-0301 HU05-0181	We are here! HU05-0283 "En route" - facts and myths about migration HU05-0379 Way to the heart through flavors HU05-0331 Law enforcement initiative for the development of	Private fundraising: a key to independence – Development of CSO fundraising in Hungary HU05-0206 HU-0158

[114] FO comment: especially relevant to Support for platforms, networks and other types of civil society 'infrastructure'.
[115] FO comment: project promoter closed due to lack of funding – might not be good choice for interview/review

Countries	Topics				
	Watchdog role, advocacy, and monitoring	**Civic education, communicating democratic values and rights**	**Participation, active citizenship, good governance**	**Human rights and countering discrimination**	**Capacity building of the FO, CSOs, and the sector**
	HU05-0134 HU05-0070	Writing and Solidarity – A Dialogue of Generations HU05-0439 Fighting prejudice and promoting human rights in after-schools HU05-0304 Human rights education at Ózd microregion HU05-0047		hate incidents' treatment and prevention HU05-0156 Uccu Pécs Branch HU05-0201	HU05-0428
Poland	Public monitoring of the process of electing judges PL05-0400 Observatory for anti-discrimination legislation PL05-0421 Marital equality for all PL05-0391 PL05-0195 Open Lublin – Monitoring the Performance of	Youth Councils: Hands-on Civic Education PL05-0448 Anti-discrimination education - check! PL05-0290 I Know Why I Vote: Promoting Civic Attitudes Among Students PL05-0188 Youth in the Web – ENTER! PL05-0065	Monitoring judiciary legislation PL05-0214 Silesian Leadership Academy PL05-0052 Drama Citizens PL05-0071 Lubuskie Academy of School Debates PL05-0486 My Place PL05-0257 Now, It's Us, Pro-active Young People in the Community of Wińsko	Open Zgierz PL05-0294 Antivirus Programme: No to Internet Hate Speech! PL05-0127 Meetings with Islam PL05-0422 Development of Live Libraries in Poland - counteracting discrimination on the local level PL05-0511	Non-governmental Center for Information, Knowledge and Opinion ngo.pl PL05-0159 Nationwide debate - the Third Sector for Poland PL05-0160

Countries	Topics				
	Watchdog role, advocacy, and monitoring	**Civic education, communicating democratic values and rights**	**Participation, active citizenship, good governance**	**Human rights and countering discrimination**	**Capacity building of the FO, CSOs, and the sector**
	City District Councils in Lublin[116] Kraków Legislative Observatory PL05-0103 Promises vs. Reality: Taxes and Benefits in the Election Year PL05-0186 Parliament and Local Government – We Are Watching. Use Our Methods PL05-0013	A Declaration of Kindness: I Do Not Exclude PL05-0050 School of Democracy PL05-0488	PL05-0053 Participatory budget in Kutno PL05-0522 Praga - My Passion! Praga Youth Participation in Community Revitalisation PL05-0444 Audio Volunteering PL05-0176 Volunteering – We Can Do More Together PL05-0046 PL05-0274	Polish Phrasebook PL05-0267 To understand the evil - workshops for higher ranks of the police PL05-0230 PL05-0325 MultiTolerance[121] PL05-0459 Project: Antidiscrimination perspective in programmes against violence[122]	Thematic villages - diversification of income for NGOs from rural areas PL05-0156 PL05-0158 WATCHDOG ACTIVITY permanently and professionally in the public interest[123]

[116] FO comment: - thanks to the project, council members changed their approach to public character of their work. They recognised the fact that the residents ought to have easier access to their councils

[121] FO comment: Multitolerance project which contributed to an expansion of the police officers' knowledge of the culture and religion of foreigner residents in Poland and changed their attitudes.

122 FO comment: This empowering women project was also important for the Programme because it focused on implementation of amendments in the anti-violence programmes of local governments to take into account the gender and diversity perspectives.

123 FO comment: this is a good example of developed networking - watchdog organisations are prepared to jointly voice their opinions, have arguments to defend the right to information.

Countries	Topics				
	Watchdog role, advocacy, and monitoring	**Civic education, communicating democratic values and rights**	**Participation, active citizenship, good governance**	**Human rights and countering discrimination**	**Capacity building of the FO, CSOs, and the sector**
			Project: City for people. Standards for pedestrian infrastructure in Lublin[117]. PL05-0079 Project: "This is My Bit of the Park..." – Participation for Nature in the City[118] PL05-0250 Project: Consensus conferences on energy in Pomorze region[119] PL05-0273 Project: Market square in Old Fordon - return to meetings[120]		
Romania[124]	Train NGOs to go in justice RO09-0078 Initiative for a Clean Justice RO09-0271	Media Literacy for High School Students against Discrimination RO09-0053 FreeEx Map RO09-0063	V.G.L. – Volunteering, Green, Life: Volunteering Programme for Youth and Adults in Turda RO09-0204	Political discourse without discrimination! RO09-0016 RO09-0165 - The death camps next to you	Improving legal framework for NGOs in

[117] FO comment: We would like to add this project because it had very practical results - the Draft of Lublin Pedestrian Standards was developed through consultations that now is realised by local government
[118] FO comment: Civic projects for refurbishment of parks in Jaworzno became documents based on which municipal authorities called for tenders for preparation of project documentation. In addition, inhabitants engaged in the project filed an application under the participatory budget to renovate the playing ground.
[119] FO comment: Social recommendations put together by citizens from 4 municipalities were embedded in the County Program for Low-Carbon Development, while local authorities signed the letter of intent on cooperation related to implementation of recommendations and promotion of the citizens summit method.
[120] FO comment: Inhabitants in cooperation with the city authorities developed the program of revitalisation for Stary Fordon, that will be implemented in coming years. Stary Fordons is one of the most neglected districts of Bydgoszcz.
[124] Some organisations were already subject to audits and evaluations (such as in case of RO09-0234, RO09-0063)

Countries	Topics				
	Watchdog role, advocacy, and monitoring	**Civic education, communicating democratic values and rights**	**Participation, active citizenship, good governance**	**Human rights and countering discrimination**	**Capacity building of the FO, CSOs, and the sector**
	This is how you demand RO09-0234 Transparency and integrity in the management of local budgets RO09-0246 RO09-0064 - Social reuse of confiscated assets (it was under Outcome: Increased involvement of NGOs in policy and decision-making processes with local, regional and national governments)		Urban Spaces in Action RO09-0086 We are the Community RO09-0118 Young people from Romania and Norway - Promoters of Civic Community Volunteering RO09-0092 Participatory Budgeting for Youth RO09-0097 Volunteering Map in Romania RO09-0186 RO09-0290 - DeClic - The first Romanian[125] platform for online campaigning RO09-0186 - Volunteering Map in Romania	RO09-0084 - The protection of personal data is a fundamental right!	Romania RO09-0272 Creating an NGO Coalition interested in opening up the political market/competition RO09-0213 Online NGO: online abilities for more efficient nongovernmental organisations RO09-0258

[125] FO comment: we consider very relevant to this evaluation one of the project indicated by us (RO09-0290 - DeClic - The first Romanian platform for online campaigning) as is it a project that continue at this moment and the NGO and the platform created through the project were extremely successful in activating citizens.

Countries	Topics				
	Watchdog role, advocacy, and monitoring	**Civic education, communicating democratic values and rights**	**Participation, active citizenship, good governance**	**Human rights and countering discrimination**	**Capacity building of the FO, CSOs, and the sector**
			RO09-0055 - Active citizens for Bacau		Humans of the South RO09-0230[126] Volunteers Management from A to Z RO09-0029 RO09-0013 - NGO Voice for the community! (the project was under Outcome: Developed networks and coalitions of NGOs working in partnership)

[126] FO comment: Project RO09-0230 was implemented by PACT Foundation which is our current Consortium partner for the new ACF Programme

Countries	Topics				
	Watchdog role, advocacy, and monitoring	**Civic education, communicating democratic values and rights**	**Participation, active citizenship, good governance**	**Human rights and countering discrimination**	**Capacity building of the FO, CSOs, and the sector**
Slovakia	Personality of judge – key to good judiciary SK03-0005 Public procurement monitoring SK03-0003 Public officials under public oversight SK03-0004 Improving access to justice in cases of discrimination in Slovakia SK03-0015 Public interests - public needs SK03-0065 SK03-0004: Aliancia fair play[127] : Public officials under public oversight and SK03-0005: VIA IURIS: Personality of judge - Key to good judiciary	School of human rights - developing informal education and promoting activism in young people in the field of human rights protection in Eastern Slovakia SK10-0056 Campaign to keep the freedom of information law powerful SK10-0047 Sered' Testimonies SK03-0010 Film Club Amnesty SK03-0048 My world -my rights SK03-0027	With citizen comes law SK10-0046 Public awareness and participation in decision-making processes SK03-0091 White crow SK10-0010 Youth for Democracy SK03-0026	Slovakia for all SK03-0060 Rainbow Education SK03-0047 TransFúzia - capacity building of trans* organisation SK03-0022	Heads are helping: Professionals advance public good through pro bono services SK03-0058 Activity Opens Door SK03-0070 Active citizens everywhere SK10-0035

[127] FO comment: Their activities in the field of justice, open data have long term impact. They are also nowadays playing active role in preparing legal proposals, and other activities in defence of civil society as such.

Annex 2. Documents Reviewed

Author	Title	Date
Beáta Sándor	Monitoring how courts treat domestic violence in Hungary: a court watch program	2016
Blomeyer & Sanz in partnership with CREDA consulting	Increasing Roma Inclusion via the EEA and Norway Grants: Roma Rapid Assessment report	16 October 2017
Bodossaki Foundation	Final Programme Report: We are all Citizens	July 2017
Bodossaki Foundation	Final Programme Report GR08 Solidarity and Social Inclusion in Greece EEA and Norwegian Financial Mechanisms 2009-2014	
Centre for Strategy & Evaluation Services LLP	Mid-Term Review of the EEA and Norway Grants 2009-14	October 2016
Coffey International, a Tetra Tech company	RAPID ASSESSMENT OF RESEARCH PROGRAMMES 2004-2009 and 2009-2014 Final Report	November 2017
Coordinating Institution: University of the Peloponnese Scientific Coordinator: Huliaras Asteris Research Team 2 Leader: Pagoulatos George Research Team 3 Leader: Papadopoulos Apostolos Research Team 4 Leader: Frangonikolopoulos Christos	"Thales I" research project: Evaluation of the NGO sector in Greece. Presentation of results. Evaluation covers the period: March 2012 – November 2015	2015
CREDA	Mid Term Evaluation of the NGO Programmes EEA and Norway Grants (2009-2015)	2014
CREDA consulting	Out of the box: Providing oxygen to civil society Mid-term evaluation of the NGO programmes under the EEA and Norway grants (2009-2014)	December 2014
CREDA Consulting Ltd	Out of the box: Providing Oxygen to Civil Society. Mid-term evaluation of the NGO programmes under the EEA and Norway grants (2009-2014). Attachments	2014
CREDA Consulting Ltd	Citizens' summary: mid-term review of the EEA and Norway grants 2009-2014	2014
CREDA Consulting Ltd	Out of the box: Providing Oxygen to Civil Society. Mid-term evaluation of the NGO programmes under the EEA and Norway grants (2009-2014). PART TWO: COUNTRY REPORTS	2014

CSDF(FO)	Final brochure of NGO Fund 2009-2014	Dec 2018-Feb 2019
CSDF(FO)	Bookmarksro-Manual re the speech and education for human rights(2017)	Dec 2018-Feb 2019
CSDF(FO)	Romania 2017-CSO sector-profile, challenges, trends	Dec 2018-Feb 2019
CSDF(FO)	Study on hate speech in Romania,2014	Dec 2018-Feb 2019
CSDF(FO)	Barometer of CSOs leaders, 2010,2011	Dec 2018-Feb 2019
CSDF(FO)	NGO Fund grants programme documents & tools	Dec 2018-Feb 2019
Directorate General For External Policies, Policy Department	Shrinking space for civil society: the EU response	April 2017
Directorate General For External Policies, Policy Department	Shrinking space for civil society: the EU response	April 2017
EEA &Norway Grants	Annual report 2016-2017	Jan -Feb 2019
EEA and Norway Grants	Citizens' summary: mid-term review of the EEA and Norway grants 2009-2014	2014
EEA and Norway Grants	EEA and Norway Grants website: https://eeagrants.org/What-we-do/Programme-areas/Civil-society/NGO-Programmes-2009-2014/Overview	
EEA and Norway Grants	Programme-Areas-2009-2014-brochure	
EEA and Norway Grants	Programme areas (blue book) 2009-2010	2010
EEA and Norway Grants 2009-2014	Romania final strategic report	Dec 2018
EEA and Norway Grants 2009-2014	Romania Long List of Projects	Dec 2018
EEA Grants - Norway Grants	Annual Report 2016 - 2017: Working together for a better future	
EEA Grants - Norway Grants	Mid-term Evaluation of NGO Programmes under EEA Grants 2009 -2014. Evaluation Report 1/2015	
EEA Grants - Norway Grants	Programme areas 2009 - 2014	
EEA Grants/Bodossaki Foundation	Capacity Building in Practice: good practices and lessons learned	June 2016
EEA Grants/Bodossaki Foundation	Capacity Building in Practice: good practices and lessons learned	June 2016
Ekopolis Foundation	Final Programme Report. Programme SK-10 Active Citizenship and Inclusion	October 13, 2017
Ekopolis Foundation	Annual Programme Report 2013. EEA Financial Mechanism 2009-2014. Programme SK-10 Active Citizenship and Inclusion	February 15, 2014
Ekopolis Foundation	Annual Programme Report 2014. EEA Financial Mechanism 2009-2014. Programme SK-10 Active Citizenship and Inclusion	February 15, 2015
Ekopolis Foundation	Annual Programme Report 2015. EEA Financial Mechanism 2009-2014. Programme SK-10 Active Citizenship and Inclusion	February 15, 2016

Ekopolis Foundation	Final Programme Report. Programme SK-10 Active Citizenship and Inclusion	October 13, 2017
Ekopolis Foundation	Annual Programme Report 2013. EEA Financial Mechanism 2009-2014. Programme SK-10 Active Citizenship and Inclusion	February 15, 2014
Ekopolis Foundation	Annual Programme Report 2014. EEA Financial Mechanism 2009-2014. Programme SK-10 Active Citizenship and Inclusion	February 15, 2015
Ekopolis Foundation	Annual Programme Report 2015. EEA Financial Mechanism 2009-2014. Programme SK-10 Active Citizenship and Inclusion	February 15, 2016
European Union Agency for Fundamental Rights (FRA)	Challenges facing civil society organisations working on human rights in the EU	2017
European Union Agency for Fundamental Rights (FRA)	Challenges facing civil society organisations working on human rights in the EU	2017
European Foundation Centre	The Shrinking Space for Civil Society. Philanthropic Perspectives From Across the Globe	2016
European Foundation Centre	The Shrinking Space for Civil Society. Philanthropic Perspectives From Across the Globe	2016
European Union Agency for Fundamental Rights	Challenges Facing Civil Society Organisations Working on Human Rights in the EU	January 2018
Eva Fodor	The policy on gender equality in Hungary - update 2013	2013
FILIP PAZDERSKI Institute of Public Affairs (IPA)	Indeks poziomu rozwoju i stabilnosci organizacji obywatelskich w polsce w roku 2017 (index of the level of development and stability of civic organizations in Poland in 2017)	2018
FMO & FO	Agreement between the Financial Mechanism Office and the Human Rights Monitoring Institute	13 December 2012
Grzegorz Makowski	Rozwój sektora organizacji pozarządowych w Polsce po 1989 r. W Polsce po 1989 r. (Growth of the non-governmental sector in Poland after 1989) In: Bureau of Research, BAS 4(44) 2015, s. 57–85	2015
Hellenic Republic - Ministry of Economy and Development	EEA Grants 2009 - 2014 Strategic Report - Annual Report on Technical Assistance (covering year 2016)	Mar-17
Hellenic Republic - Ministry of Economy and Development	EEA Grants 2009 - 2014 Strategic Report - Annual Report on Technical Assistance (covering year 2015)	28-Mar-16
Human Rights Monitoring Institute & OSFL projektai	Annual programme report 2014	5 October 2015
Human Rights Monitoring Institute & OSFL projektai	Annual programme report 2015	18 May 2016
Immigration and Refugee Board of Canada	Responses to Information Requests	2018
International Center for Not-for-Profit Law (ICNL)	Effective Donor Responses to the Challenge of Closing Civic Space	April 2018

International Center for Not-for-Profit Law (ICNL)	Effective Donor Responses to the Challenge of Closing Civic Space	April 2018
László, Flóra	Let's do it. The dual function and effect of UCCU Roma Informal Educational Foundation	2014
Loukas Bartatilas	Mapping of New Forms of Civic Engagement in Greece	Published on July 12 2017
National Focal Point (Ministry of Finance)	Implementation of the EEA Financial Mechanism 2009-2014 in Lithuania, Final Strategic Report	1 January 2017
NCTA Hungary	4 YEARS, 448 Projects, Evaluation of the EEA Grants NGO Programme strengthening civil society in Hungary	2017
NCTA Hungary	4 YEARS, 448 Projects, Evaluation of the EEA Grants NGO Programme strengthening civil society in Hungary	2017
ÖKOTÁRS	Annual report 2015	2015
ÖKOTÁRS	Annual report 2014	2014
Ökotárs - Hungarian Environmental Partnership Foundation	NGO Programme Report, EEA and Norwegian Financial Mechanisms 2009-2014, HU05	2018
Ökotárs Alapítvány	Éves jelentés 2014	
Open Society Foundation Slovakia	Final Programme Report 2015. Programme SK03 Human Rights and Democracy	
Open Society Foundation Slovakia	Final Programme Report 2015. Programme SK03 Human Rights and Democracy	
Open Society Institute - Sofia	Short stories about good deeds, A Collection of Inspiring Projects from the NGO Programme in Bulgaria under the Financial Mechanism of the European Economic Area 2009-2014, ISBN 978-954-2933-35-9	2017
Open Society Institute Bulgaria	Annual Programme Report EEA and Norwegian Financial Mechanisms 2009-2014 BG05 Fund for Non-governmental Organisations	2015
PTIJA	Evaluation of EEA and Norway Grants NGOS funds 2010	2010
Secretary General of the Council of Europe	State of democracy, human rights and the rule of law Role of institutions Threats to institutions	May 2018
Secretary General of the Council of Europe	State of democracy, human rights and the rule of law Populism – how strong are Europe's checks and balances?	May 2017
Secretary General of the Council of Europe	State of democracy, human rights and the rule of law A security imperative for Europe	May 2016
Secretary General of the Council of Europe	State of democracy, human rights and the rule of law A shared responsibility for democratic security in Europe	May 2015
Secretary General of the Council of Europe	State of democracy, human rights and the rule of law	May 2014
Stefan Batory Foundation	Annual programme report (2015) EEA and Norwegian financial mechanisms 2009-2014 Ngo programme, Poland	April 2016
Stefan Batory Foundation	Annual programme report (2014) EEA and Norwegian financial mechanisms 2009-2014	April 2015

	Ngo programme, Poland	
Stefan Batory Foundation	Pl05 final NGO programme report EEA and Norwegian financial mechanisms 2009-2014	
Stefan Batory Foundation	LEARN ABOUT… Citizens for Democracy programme	2017
TASZ	Electoral procedural rules violate suffrage	2013
UNICEF Bulgaria	Deinstitutionalisation of children in Bulgaria – how far and where to? Independent review of progress and challenges	2014

Additional web pages reviewed:

http://www.politicalinnovation.gr/?lang=en
http://abouthungary.hu/issues/the-case-of-the-norway-grants-and-ngos-in-hungary/
http://arhiv.cfcf.hu/hu/programjaink/roma-vagyok-nem-eletformaq-.html
http://arhiv.cfcf.hu/images/S%C3%A1rgalapot%20a%20b%C3%ADr%C3%B3nak.pdf
http://diotima.org.gr
http://ekpse.gr/el/
http://mentalhelpnet.gr
http://pea.lib.pte.hu/bitstream/handle/pea/14320/Romologia-Folyoirat-2evf-2014-04sz-05sz.pdf?sequence=1&isAllowed=y
http://www.europarl.europa.eu/RegData/etudes/note/join/2013/493017/IPOL-FEMM_NT(2013)493017_EN.pdf
http://www.weareallcitizens.gr
https://hclu.hu/en/articles/electoral-procedural-rules-violate-suffrage-1
https://noiazomaikaidrw.gr
https://norvegcivilalap.hu/sites/default/files/anyagok/ncta_book_angol_epdf.pdf
https://theorangefiles.hu/the-orban-government-and-eea-and-norway-grants/
https://www.desmos.org
https://www.energiaklub.hu/temak/paks
https://www.justice.gov/eoir/page/file/1092406/download
https://www.skep.gr
www.biekontroll.hu
www.energiakontrollprogram.hu
www.socialdynamo.gr

Annex 3. Interviewees and Focus Group Participants*

Country	Name	Organisation	Date
BG	Angel Burov	Div Roshkov Foundation	January 3, 2019
BG	Anna Radeva	Community Foundation for Varna	December 12, 2018
BG	Boryana Klimentova	Hope and Homes for Children - Branch Bulgaria	December 18, 2018
BG	Desislava Velkova	Open Society Institute and FLGR	December 14, 2018
BG	Eliza Markova	Open Society Institute and FLGR	December 13, 2018
BG	Emma Baruh	FotoFabrika	December 19, 2018
BG	Georgi Simeonov	Hope and Homes for Children - Branch Bulgaria	December 18, 2018
BG	Iva Dudlekova	Foundation founders	December 14, 2018
BG	Ivanka Ivanova	Open Society Institute and FLGR	December 16, 2018
BG	Kremena Budinova	Foundation 'Roma World - 21st Century'	December 21, 2019
BG	Kremena Hristova	Foundation founders	December 14, 2018
BG	Maria Tchomarova	Foundation 'Animus Association'	December 19, 2018
BG	Milena Zaharieva	SMART Foundation	January 3, 2019
BG	Petar Genev	United Youth Councils Association	January 6, 2019
BG	Prolet Velkova	Darik foundation	January 3, 2019
BG	Teodor Slavev	Foundation 'Bulgarian Institute for Legal Initiatives'	December 18, 2018
BG	Valeri Pandjarov	Open Society Institute and FLGR	December 15, 2018
GR	Despoina Chalvatzi	SciFy	February 5, 2019
GR	Despoina Tsouma	DIOTIMA - CENTRE FOR RESEARCH ON WOMEN'S ISSUES (CRWI)	January 11, 2019
GR	Dina Vardaramatou	PRAKSIS	January 15, 2019
GR	Ekavi Vallera	DESMOS	January 15, 2019
GR	Eleni Roditi	Open Door:	January 15, 2019
GR	Fotis Spiropoulos	Equal Society	January 14, 2019
GR	Giannos Livanos	Positive voice	January 15, 2019
GR	Ileana Vasdeki	SKEP - Association of Social Responsibility for Children and Youth	January 11, 2019
GR	Jennifer Clarke	Bodossaki Foundation, Subject Area Expert	January 15, 2019
GR	Kallia Armaganidou	MERIMNA	January 15, 2019
GR	Katerina Matiatou	Subject Matter Expert	February 5, 2019
GR	Kleio Monokrousou	MEDSOS	January 16, 2019
GR	Lora Pappa	Metadrasi	January 15, 2019
GR	Michael-Bamidele Afolayan	Anasa Cultural Center	January 11, 2019
GR	Nefeli-Murto Pandiri	ARSIS - Association for the Social Support of Youth	January 11, 2019
GR	Panagiota Fitsiou	EKPSE - Society of Social Psychiatry and Mental Health	February 5, 2019
GR	Panagiotis Chondros,	The Association for Regional Development and Mental Health	January 15, 2019
GR	Sotiris Laganopoulos	Bodossaki Foundation	December 21, 2018

GR	Sotiris Petropoulos	HIGGS, Subject Area Expert	January 16, 2019
GR	Stephania Xydia	Place Identity	January 13, 2019
GR	Vassilis Kassimatis & Giorgos Retsos	ESEEPA: Special Vocational Training Center	January 15, 2019
HU	(Kelemen Zoltánné) Anna Várnai	Colorful Pearls for Southerner Roma Women	January 12, 2019
HU	Balázs Gerencsér	Nonprofit Information Centre	January 13, 2019
HU	Erzsébet Mohácsi	CFCF (recently a "sleeping organization"	January 12, 2019
HU	Fruzsina Benkő	Social Innovation Foundation - InDaHouse Program	January 5, 2019
HU	Gabor Orban	Energy Club	January 8, 2019
HU	György Makula	Európai Roma Rendvédelmi Intézet Egyesület / European Roma Law Enforcement Institute Association	January 5, 2019
HU	Máté Szabó	Hungarian Civil Liberties Union	January 8, 2019
HU	Máté Varga	Civil College	January 14, 2019
HU	Tornóczi Zsófia	CROMO Foundation	January 14, 2019
HU	Veronika Mora	Ökotárs Foundation	January 14, 2019
HU	Zsófia Gere	Amnesty International, Hungary	January 14, 2019
HU	Zsófia Gere	Amnesty International, Hungary	January 14, 2019
LT	Aistė Ptakauskienė	Non-government organization "Pasaulio virtuvė" (Ethnic kitchen)	December 29, 2018
LT	Arūnas Survila	National Institute for Social Integration	December 19, 2018
LT	Birutė Jatautaitė	Žemaičiai Community Fund	January 6, 2019
LT	Giedrė Šopaitė-Šilinskienė / Živilė Pikturnaitė	Public entity Good Will Projects	December 19, 2018
LT	Ieva Daniūnaitė	Childrens support centre	January 3, 2019
LT	Julija Motiejūnienė	OSFL Projektai	December 19, 2018
LT	Kristina Mišinienė	'Caritas Lithuania / KOPŽI	January 17, 2019
LT	Marta Gadeikienė	Open Lithuanian Foundation	January 3, 2019
LT	Milda Ališauskienė	New Religions Research and Information Center	December 27, 2018
LT	Monika Čepienė	Kaunas Women Employment Information Centre	January 9, 2019
LT	Rimvydas Augutavičius	Charity and support foundation SOS children's villages association	January 11, 2019
LT	Sergejus Muravjovas	Transparency International Lithuanian Chapter	January 9, 2019
LT	Sergejus Muravjovas / Rugilė Trumpytė	Transparency International Lithuanian Chapter	January 9, 2020
LT	Tomas Kubilius	Human Rights Monitoring Institute	December 19, 2019
PL	Katarzyna Komar-Michalczyk	Hereditas Foundation	January 21, 2019
PL	Dariusz Waligórski	The Network of Support for Non-Governmental Organisation	January 18, 2019
PL	Dorota Bregin	Anti-discrimination Education Association	January 16, 2019
PL	Dorota Parzymies	Foundation 'MultiOcalenie'	January 11, 2019
PL	Elżbieta Morawska	Association 61	January 14, 2019
PL	Iwona Szablewska	Foundation in Support of Local Democracy	January 17, 2019
PL	Kamil Kamiński	Common Space	January 14, 2019

PL	Karolina Kędziora	Polish Society of Antidiscrimination Law	January 10, 2019
PL	Katarzyna Batko-Tołuć	Citizens Network Watchdog Poland	January 16, 2019
PL	Katarzyna Komar-Michalczyk	Hereditas Foundation	January 21, 2019
PL	Krzysztof Jakubowski	Freedom Foundation	January 11, 2019
PL	Krzysztof Margol	Nidzica Development NIDA Foundation	January 17, 2019
PL	Krzysztof Więckiewicz	Public Benefit Department of the current Ministry of Family, Labour and Social Policy	January 17, 2019
PL	Maciej Zabierowski	Auschwitz Jewish Center	January 15, 2019
PL	Magdalena Arczewska	Warsaw University	January 14, 2019
PL	Magdalena Korona	Autonomy Foundation	January 15, 2019
PL	Maja Korzeniewska	Love Does Not Exclude Association	January 10, 2019
PL	Marta Kurowska	Around the corner foundation	January 16, 2019
PL	Michał Myck	Centre for Economic Analysis	January 14, 2019
PL	Monika Mazur-Rafał	Foundation Humanity in Action Poland	January 15, 2019
PL	Sylwia Sobiepan	Batory Foundation	January 11, 2019
PL	Urszula Krasnodębska-Maciuła	Klon/Jawor Association	January 18, 2019
RO	Ana Maria Stancu	E-Civis Association	January 15, 2019
RO	Ana Stamatescu	Techsoup Association	January 17, 2019
RO	Andrei Tiut	Civitas '99 Association	January 18, 2019
RO	Angela Achitei	Alaturi de Voi Romania Foundation (AdV)	January 23,2019
RO	Georgiana Pascu	Center for legal resources (CLR-CRJ)	January 22,2019
RO	Nicoleta Racolta	Cluj-Napoca Volunteer Centre	January 23,.2019
RO	Oana Stanescu	OvidiuRo Association	January 23,2019
RO	Valentina Nicolae	Center for legal resources (CLR-CRJ)	January 22,2019
SK	Barbara Feglova	CHARACTER – Film Development Association	January 17, 2019
SK	Barbara Kollarova; Laura Dittel	Carpathian Foundation	January 16,2019 January 17, 2019
SK	Christian Havlicek	TransFuzia	January 15, 2019
SK	Jana Pindrochova	SED Lutheran Deacon Centre	January 12, 2019
SK	Karolina Mikova	Partners for Democratic Change Slovakia	January 17, 2019
SK	Martin Korcok	EDAH	January 17, 2019
SK	Martin Sykora	Amnesty International Slovakia	January 11, 2019
SK	Martina Paulikova	SLATINKA	January 17, 2019
SK	Martina Sekulova, Miroslava Hlincikova	Institute for Public Affairs	January 12, 2019
SK	Michal Pisko	Transparency International Slovakia	January 14, 2019
SK	Milan Sagat	VIA IURIS	January 15, 2019
SK	Monika Dessuet	SPOKOJNOST – social services center	January 14, 2019
SK	Peter Medved	Ekopolis	January 18, 2019
SK	Stefan Ivanco	Council for Civic and Human Rights	January 17, 2019
SK	Sylvia Kralova	Fenestra	January 16, 2019
SK	Zuzana Cacova	Open Society Foundation Slovakia	January 23, 2019
SK	Zuzana Polackova	EPIC	January 17, 2019

SK	Zuzana Wienk	Fair Play Alliance	January 18, 2019
FMO	Bendik Elstad	Focal Point Lithuania, Slovakia	February 6, 2019
FMO	Catherine Mc Sweeney	Focal Point Bulgaria, Greece, Poland, Slovakia	February 4, 2019
FMO	Paivi Anttila	Focal Point Hungary	February 4, 2019
FMO	Thea Beck Syversen	Focal Poin Romania	February 6, 2019

*not all participated in all events

Country	First Focus Group		Second Focus Group	
BL	Men	3	Men	5
	Women	12	Women	10
	Date	12.01.2019	Date	31.01.2019
GR	Men	6	Men	1
	Women	6	Women	4
	Date	15.01.2019	Date	05.02.2019
HU	Men	4	Men	3
	Women	2	Women	4
	Date	08.01.2019	Date	31.01.2019
LI	Men	2	Men	3
	Women	4	Women	0
	Date	04.01. 2019	Date	29.01.2019
PL	Men	4	Men	3
	Women	6	Women	3
	Date	10.01.2019	Date	31.01.2019
RO	Men	3	Men	1
	Women	8	Women	6
	Date	21.12 2018	Date	07.02.2019
SK	Men		Men	1
	Women		Women	2
	Date		Date	04.02.2010

*The first focus group in HU was divided into 2.

Annex 4. Qualitative Comparative Analysis Truth Tables and Analysis

This annex first provides a truth table (including a key listing the issues in the table), then discusses the findings by outcome and provides raw data for further analysis.

Key for Truth Table

Context	Issue 1	Unfavourable legal framework (for CSOs)	Defined as laws that restrict funding to CSOs and/or CSO registrations. There are laws that restrict how CSO can be registered, how they can secure funding, who they can secure funding from)
	Issue 2	Unfavourable CSO operating environment	Defined as CSO has been raided by the police, CSO activities have not been permitted to happen.
	Issue 3	Negative perception of civil society by the general public or general negative perception of CSOs promoted by the media	Defined as main stream media reporting badly on the role of CSOs. Specifically, there must be a minimum of 2 negative mentions of CSO activities that have been reported in more than one media outlet in the last 6 months.
Intervention	Issue 4	Your organisation is part of a network or coalition	All questions refer to the PPs own experience
	Issue 5	Your organisation received capacity building on operational or governance aspects/issues	
	Issue 6	Your organisation received technical subject area capacity-building	
	Issue 7	Your organisation has engaged in advocacy and/or lobbying activities	
	Issue 8	Your organisation has been engaged in awareness-raising activities	
	Issue 9	Your organisation has been engaged in support to litigation cases	
	Issue 10	Your organisation has been able to target group that have included a minority or hard-to-reach population	
	Issue 11	Your organisation used social media as a means to communicate with the general public	
	Issue 12	Research has been used by your organisation to support an advocacy effort	
Outcome	Issue 13	In your organisation's opinion, new policies have been passed that support a more open and free civil society (this means where civil society organisations are able to secure funds and work on subjects without legal restrictions)	All questions refer to the PPs own experience

	Issue 14	The media has reported on outcomes of research conducted by your organisation or organisations that do activities like yours	
	Issue 15	The government cites research conducted by your organisation or organisations that do activities like yours as a justification for changes in policy	
	Issue 16	Your organisation has expanded the number of activities you carry out since capacity-building was provided	
	Issue 17	Your organisation has expanded the number of beneficiaries you reach since capacity-building was provided	
	Issue 18	Your organisation has expanded the categories (groups) of beneficiaries you reach since capacity-building was provided	

Truth Table

Country	#	Context			Intervention									Outcome					
		Issue 1	Issue 2	Issue 3	Issue 4	Issue 5	Issue 6	Issue 7	Issue 8	Issue 9	Issue 10	Issue 11	Issue 12	Issue 13	Issue 14	Issue 15	Issue 16	Issue 17	Issue 18
Lithuania	1	1	1	0	1	1	1	0	1	0	0	1	0	0	0	1	1	1	0
	2	1	1	0	0	0	1	0	1	0	0	1	0	0	1	1	1	1	1
	3	1	1	0	1	1	1	1	1	0	1	1	1	0	1	1	1	1	1
	4	1	1	0	1	1	1	1	1	0	1	1	1	0	1	1	1	1	1
	5	1	1	0	1	1	0	1	1	0	0	1	1	0	1	1	1	1	1
	6	1	1	0	0	0	1	1	1	0	1	1	1	1	1	1	0	1	0
	7	1	1	0	1	1	1	1	1	1	1	1	0	1	0	1	1	1	0
	8	1	1	0	1	1	1	1	1	0	1	1	1	0	1	1	1	1	1
	9	1	1	0	0	0	0	0	1	0	1	1	0	0	1	0	1	1	1
	10	1	1	0	1	1	1	1	1	0	1	1	1	0	1	0	1	0	0
	11	1	1	0	1	1	1	1	1	0	0	1	1	0	1	1	1	1	0
Romania	12	1	1	0	0	0	0	1	1	0	0	1	1	0	0	0	0	1	1
	13	1	1	0	1	1	1	1	1	0	0	1	1	1	1	0	1	1	1
	14	1	1	0	1	1	1	1	1	1	1	1	1	0	1	1	1	1	1
	15	1	1	0	1	1	1	1	1	0	1	1	1	0	1	1	1	1	1
	16	1	1	0	0	0	0	1	1	0	1	1	0	0	0	0	0	0	0
	17	1	1	0	1	1	1	0	1	0	1	1	0	0	1	0	1	1	1
	18	1	1	0	0	1	0	0	1	0	1	1	0	1	1	1	1	1	0
	19	1	1	0	0	0	0	0	1	0	1	1	0	0	1	0	1	1	1
	20	1	1	0	1	0	0	1	1	1	1	1	1	0	1	0	1	1	1
	21	1	1	0	0	1	1	1	1	1	1	1	1	0	1	0	1	1	1
Bulgaria	22	0	0	1	1	1	1	1	1	0	1	1	1	1	1	1	1	1	1
	23	0	0	1	1	1	1	0	1	0	1	1	0	1	1	0	1	1	0
	24	0	0	1	0	0	0	1	1	0	1	1	1	0	1	1	0	1	1
	25	0	0	1	0	0	0	1	1	0	0	1	1	1	1	1	0	0	0
	26	0	0	1	0	1	1	1	1	0	0	1	1	1	1	1	1	1	1
	27	0	0	1	1	1	1	1	1	0	1	1	1	1	1	0	1	1	1

Country	#	Context			Intervention									Outcome					
		Issue 1	Issue 2	Issue 3	Issue 4	Issue 5	Issue 6	Issue 7	Issue 8	Issue 9	Issue 10	Issue 11	Issue 12	Issue 13	Issue 14	Issue 15	Issue 16	Issue 17	Issue 18
	28	0	0	1	0	1	0	0	1	0	1	1	0	1	1	0	1	1	1
	29	0	0	1	0	0	0	0	1	0	1	1	0	0	1	1	0	1	1
	30	0	0	1	0	0	0	1	0	1	1	1	1	1	1	0	0	0	0
	31	0	0	1	1	0	0	1	1	1	1	1	1	1	1	1	0	0	0
	32	0	0	1	1	1	1	1	1	0	1	1	1	1	1	1	1	1	1
	33	0	0	1	0	1	1	0	0	0	1	1	1	1	1	0	1	1	1
	34	0	0	1	1	1	0	0	1	0	0	0	0	1	1	1	1	1	1
Poland	35	0	1	1	1	0	1	0	1	0	0	1	1	0	1	1	1	0	0
	36	0	1	1	0	1	1	0	1	0	1	1	1	0	1	0	1	0	0
	37	0	1	1	0	0	0	0	1	0	0	1	0	0	0	0	1	1	1
	38	0	1	1	1	1	0	1	1	1	0	1	1	1	1	1	1	1	1
	39	0	1	1	0	1	1	1	1	1	1	1	1	1	1	0	0	0	0
	40	0	1	1	0	1	1	1	1	0	0	1	1	0	1	0	1	1	1
	41	0	1	1	0	1	0	1	1	1	0	1	1	1	1	0	1	1	0
	42	0	1	1	1	1	1	1	1	0	0	1	1	0	1	1	0	0	0
	43	0	1	1	1	1	0	0	1	0	0	0	0	0	1	0	1	1	1
Greece	44	1	0	1	1	1	0	0	1	0	1	1	1	1	1	0	1	1	1
	45	1	0	1	1	0	1	0	1	0	1	1	0	0	0	0	1	1	1
	46	1	0	1	1	1	1	1	1	1	1	1	1	1	1	0	1	1	1
	47	1	0	1	0	0	0	0	1	0	0	1	1	0	1	1	0	0	1
	48	1	0	1	1	0	1	0	1	1	1	1	1	1	1	1	1	1	1
	49	1	0	1	0	1	1	0	1	1	1	1	1	0	0	1	0	0	0
	50	1	0	1	0	1	1	0	1	0	0	1	0	0	0	0	1	1	1
	51	1	0	1	0	0	0	1	1	0	1	1	1	0	1	0	1	1	1
	52	1	0	1	0	0	0	1	1	0	1	1	1	0	1	0	1	1	1
	53	1	0	1	1	0	0	1	1	0	1	1	1	1	1	1	1	1	1
	54	1	0	1	1	0	0	1	1	1	1	1	1	0	1	0	1	1	1
	55	1	0	1	1	1	1	1	1	0	1	1	1	1	1	1	1	1	1

Country	#	Context			Intervention									Outcome					
		Issue 1	Issue 2	Issue 3	Issue 4	Issue 5	Issue 6	Issue 7	Issue 8	Issue 9	Issue 10	Issue 11	Issue 12	Issue 13	Issue 14	Issue 15	Issue 16	Issue 17	Issue 18
Hungary	56	1	1	1	0	1	1	0	0	0	1	1	1	0	0	0	0	1	1
	57	1	1	1	1	0	0	1	1	0	1	1	1	0	1	1	0	1	1
	58	1	1	1	1	1	0	0	1	0	1	1	1	1	1	0	1	0	1
	59	1	1	1	1	1	1	1	1	0	1	1	1	1	1	0	1	1	1
	60	1	1	1	1	1	1	0	1	1	1	1	1	1	0	0	1	1	1
	61	1	1	1	1	0	0	1	0	0	1	1	0	1	0	0	1	1	1
	62	1	1	1	1	1	1	0	1	0	0	1	1	1	1	0	1	1	1
	63	1	1	1	1	1	1	0	0	0	1	1	1	1	0	0	1	1	1
	64	1	1	1	1	0	1	0	1	1	1	1	1	0	1	1	1	1	1
	65	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	1	1	1
Slovakia	66	0	0	0	0	0	0	0	1	0	1	1	0	1	1	0	0	1	1
	67	0	0	0	1	0	0	0	1	0	0	1	0	0	0	0	0	1	1
	68	0	0	0	0	0	0	1	1	1	1	1	1	0	1	1	0	0	0
	69	0	0	0	1	1	0	0	1	0	1	1	0	1	0	1	0	1	1
	70	0	0	0	0	0	0	1	1	0	0	1	0	0	1	1	0	0	0
	71	0	0	0	0	0	0	1	1	0	0	1	1	0	1	0	1	1	1
	72	0	0	0	0	0	0	0	1	0	1	1	1	0	1	1	0	0	0
	73	0	0	0	1	1	0	0	0	0	1	1	0	0	0	0	1	0	0
	74	0	0	0	1	0	0	1	1	0	0	1	1	1	1	1	0	0	0

First Outcome: NEWPOL

'In your organisation's opinion, new policies have been passed which support a more open and free civil society (this means where civil society organisations are able to secure funds, and work on subjects without legal restrictions)'

Assessment

The best-fitting simple model for this outcome includes four conditions: NEGLEG + NEGPRCPT + NETWORK + CAPGOV = NEWPOL

The complex solution with a consistency cut-off of 0.71 covers 61 per cent of the positive outcomes and has 83 per cent consistency. It consists of the following two combinations:

	Raw Coverage	Unique Coverage	Consistency
negleg*NEGPRCPT*CAPGOV	0.333333	0.151515	0.733333
NEGPRCPT*NETWORK*CAPGOV	0.454545	0.272727	0.882353

For the negative outcomes, the complex solution with a consistency cut-off of 0.80 covers 63 per cent of the negative outcomes and has 87 per cent consistency. It consists of the following three combinations:

	Raw Coverage	Unique Coverage	Consistency
negprcpt*network*capgov	0.219512	0.219512	0.818182
NEGLEG*NEGPRCPT*network	0.146341	0.146341	1.000000
NEGLEG*negprcpt*NETWORK	0.268293	0.268293	0.846154

Raw Data

NEWPOL
NEC
1 SMEDIA 0.970 0.048 0.444
SUF
1 LITIG*resadv 1.000 1.000 0.030
2 LITIG*minor 1.000 1.000 0.061
3 negenv*smedia 1.000 1.000 0.030
4 negenv*CAPGOV 0.800 0.800 0.364
5 negleg*LITIG 0.833 0.833 0.152
6 CAPGOV*ADVOC*resadv 1.000 1.000 0.030
7 NETWORK*ADVOC*resadv 1.000 1.000 0.061
8 NETWORK*CAPGOV*LITIG 0.833 0.833 0.152
9 NEGPRCPT*ADVOC*resadv 1.000 1.000 0.030
10 NEGPRCPT*ADVOC*LITIG 0.875 0.875 0.212
11 NEGPRCPT*CAPGOV*MINOR 0.833 0.833 0.455
12 NEGPRCPT*CAPGOV*LITIG 0.857 0.857 0.182
13 NEGPRCPT*CAPGOV*ADVOC 0.846 0.846 0.333
14 NEGPRCPT*NETWORK*MINOR 0.800 0.800 0.485
15 NEGPRCPT*NETWORK*CAPGOV 0.882 0.882 0.455
16 negenv*NETWORK*RESADV 0.909 0.909 0.303
17 negenv*NETWORK*ADVOC 0.889 0.889 0.242
18 negenv*NEGPRCPT*NETWORK 0.846 0.846 0.333
19 NEGENV*NEGPRCPT*LITIG 0.833 0.833 0.152
20 negleg*CAPGOV*MINOR 0.800 0.800 0.242
21 negleg*NETWORK*MINOR 0.857 0.857 0.182
22 negleg*NETWORK*ADVOC 0.857 0.857 0.182

23 negleg*negenv*NETWORK 0.800 0.800 0.242
24 negleg*negenv*NEGPRCPT 0.846 0.846 0.333

capgov*network*negprcpt*negleg*negenv*litig
File: C:/Users/Barbara/Dropbox/Ananda/second project/NEWPOL.csv
Model: newpol = f(negleg, negenv, negprcpt, network, capgov, litig)

Rows: 33

Algorithm: Quine-McCluskey
True: 1

--- COMPLEX SOLUTION ---
frequency cutoff: 1.000000
consistency cutoff: 1.000000

	raw coverage	unique coverage	consistency
negleg*negprcpt*network*capgov	0.272727	0.272727	1.000000
~negleg*~negenv*negprcpt*capgov*~litig	0.242424	0.242424	1.000000
~negleg*~negenv*negprcpt*~capgov*litig	0.060606	0.060606	1.000000
~negleg*negenv*negprcpt*capgov*litig	0.090909	0.090909	1.000000
negleg*negenv*~negprcpt*~network*capgov*~litig	0.030303	0.030303	1.000000

solution coverage: 0.696970
solution consistency: 1.000000

NEG
File: C:/Users/Barbara/Dropbox/Ananda/second project/NEWPOL.csv
Model: ~newpol = f(negleg, negenv, negprcpt, network, capgov, litig)

Rows: 33

Algorithm: Quine-McCluskey
True: 1

--- COMPLEX SOLUTION ---
frequency cutoff: 1.000000
consistency cutoff: 0.666667

	raw coverage	unique coverage	consistency
~negleg*negenv*negprcpt*~litig	0.146341	0.097561	1.000000
~negleg*~negenv*~negprcpt*~network*~capgov	0.097561	0.097561	0.800000
~negenv*negprcpt*~network*~capgov*~litig	0.121951	0.121951	0.833333

negleg*~negenv*negprcpt*~network*capgov 0.048780 0.024390 1.000000
negleg*negenv*network*~capgov*litig 0.048780 0.048781 1.000000
negleg*negenv*~negprcpt*~network*~capgov*~litig 0.121951 0.121951 0.833333
negleg*negenv*~negprcpt*network*capgov*~litig 0.219512 0.219512 0.900000
negleg*negenv*~negprcpt*~network*capgov*litig 0.024390 0.024390 1.000000
negleg*negprcpt*~network*capgov*~litig 0.048780 0.000000 1.000000
negenv*negprcpt*~network*capgov*~litig 0.073171 0.000000 1.000000
solution coverage: 0.853659
solution consistency: 0.897436

File: C:/Users/Barbara/Dropbox/Ananda/second project/NEWPOL.csv
Model: newpol = f(negleg, negprcpt, network, capgov)

Rows: 15

Algorithm: Quine-McCluskey
True: 1

--- COMPLEX SOLUTION ---
frequency cutoff: 1.000000
consistency cutoff: 0.714286

	raw coverage	unique coverage	consistency
~negleg*negprcpt*capgov	0.333333	0.151515	0.733333
negprcpt*network*capgov	0.454545	0.272727	0.882353

solution coverage: 0.606061
solution consistency: 0.833333

NEG
File: C:/Users/Barbara/Dropbox/Ananda/second project/NEWPOL.csv
Model: ~newpol = f(negleg, negprcpt, network, capgov)

Rows: 15

Algorithm: Quine-McCluskey
True: 1

--- COMPLEX SOLUTION ---
frequency cutoff: 1.000000
consistency cutoff: 0.800000

	raw coverage	unique coverage	consistency

~negprcpt*~network*~capgov 0.219512 0.219512 0.818182
negleg*negprcpt*~network 0.146341 0.146341 1.000000
negleg*~negprcpt*network 0.268293 0.268293 0.846154
solution coverage: 0.634146
solution consistency: 0.866667

Second Outcome: MEDIAREP

'The media has reported on outcomes of research conducted by your organisation or organisations that do activities like yours'

Assessment

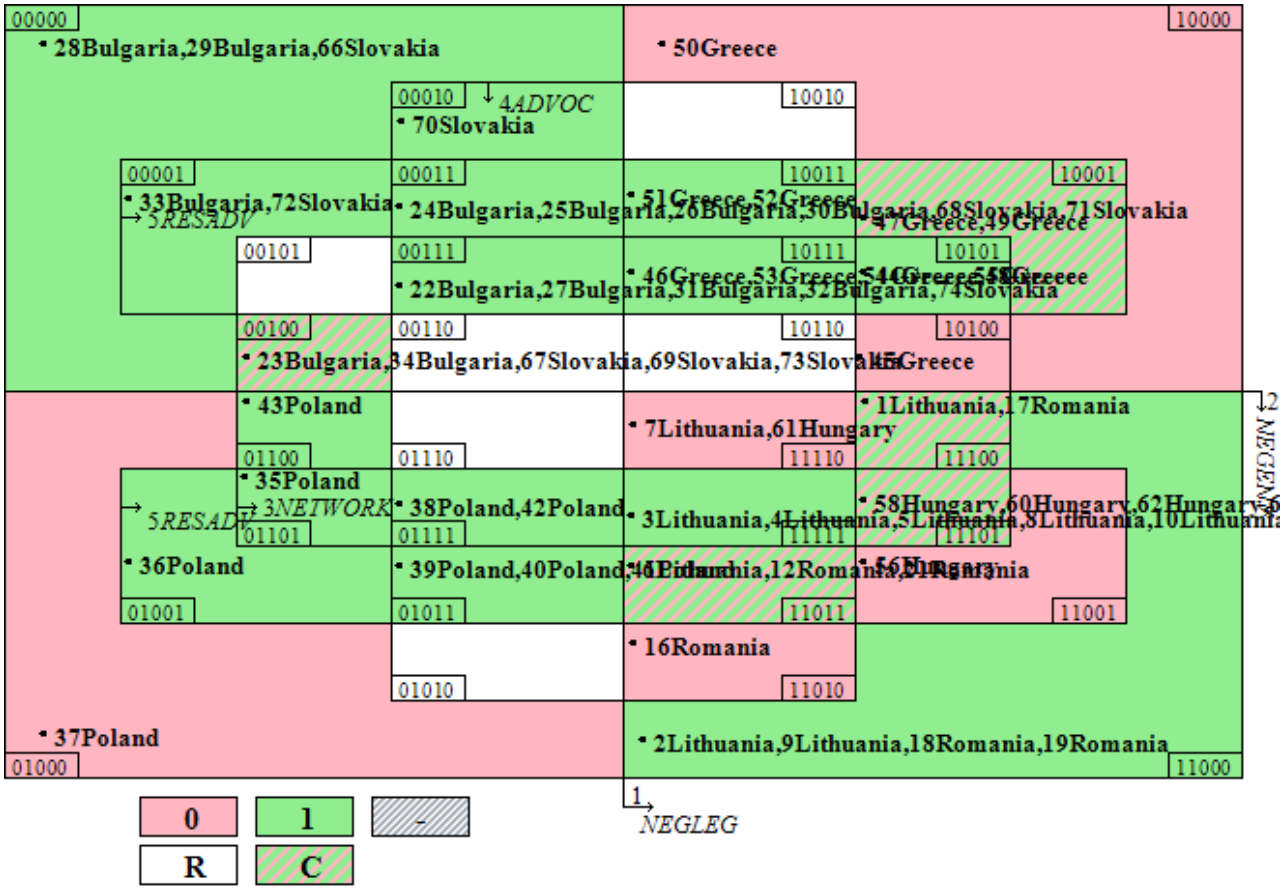
The best-fitting simple model for this outcome includes five conditions: NEGLEG + NEGENV + NETWORK + ADVOC + RESADV = MEDIAREP
The complex solution covers 85 per cent of the positive outcomes and has 100 per cent consistency. It consists of eight combinations, and we have highlighted (in bold) the most important three:

	Raw Coverage	Unique Coverage	Consistency
negleg*negenv*network	0.203390	0.067797	1.000000
negenv*ADVOC*RESADV	0.288136	0.033898	1.000000
NETWORK*ADVOC*RESADV	0.406780	0.220339	1.000000
negleg*NEGENV*NETWORK*advoc	0.033898	0.016949	1.000000
NEGLEG*negenv*NETWORK*RESADV	0.101695	0.033898	1.000000
NEGLEG*NEGENV*network*advoc*resadv	0.067797	0.067797	1.000000
negleg*network*RESADV	0.203390	0.000000	1.000000
negleg*NEGENV*RESADV	0.118644	0.000000	1.000000

For the negative outcomes, the complex solution covers 47 per cent of the negative outcomes and has 100 per cent consistency. It consists of the following four combinations:

	Raw Coverage	Unique Coverage	Consistency
NEGLEG*negenv*advoc*resadv	0.133333	0.133333	1.000000
NEGLEG*NEGENV*ADVOC*resadv	0.200000	0.200000	1.000000
negleg*NEGENV*network*advoc*resadv	0.066667	0.066667	1.000000
NEGLEG*NEGENV*network*advoc*RESADV	0.066667	0.066667	1.000000

The following Venn diagram shows which countries are covered by which combinations.



Raw Data

MEDIAREP
NEC
1 SMEDIA 0.966 0.118 0.792

SUF
1 RESADV 0.904 0.904 0.797
2 smedia 1.000 1.000 0.034
3 MINOR 0.804 0.804 0.695
4 LITIG 0.824 0.824 0.237
5 ADVOC 0.905 0.905 0.644
6 capgov 0.806 0.806 0.424
7 network 0.806 0.806 0.424
8 NEGPRCPT 0.818 0.818 0.610
9 negenv 0.824 0.824 0.475
10 negleg 0.871 0.871 0.458
11 CAPGOV*minor 0.846 0.846 0.186
12 CAPGOV*litig 0.818 0.818 0.458
13 NETWORK*minor 0.833 0.833 0.169
14 NETWORK*CAPGOV 0.806 0.806 0.424
15 NEGENV*CAPGOV 0.821 0.821 0.390
16 NEGENV*NETWORK 0.808 0.808 0.356
17 NEGENV*negprcpt 0.810 0.810 0.288
18 NEGLEG*negprcpt 0.810 0.810 0.288

File: C:/Users/Barbara/Dropbox/Ananda/second project/MEDIAREP.csv
Model: mediarep = f(resadv, minor, litig, advoc, capgov, network, negprcpt, negenv, negleg)

Rows: 2462

Algorithm: Quine-McCluskey
True: 1
0 Matrix: 0L
Don't Care: -

--- INTERMEDIATE SOLUTION ---
frequency cutoff: 1.000000
consistency cutoff: 1.000000
Assumptions:
resadv (present)
minor (present)
litig (present)
advoc (present)
capgov (present)
network (present)
~negprcpt (absent)
~negenv (absent)
~negleg (absent)

	raw coverage	unique coverage	consistency
~advoc*~network*~negprcpt	0.101695	0.016949	1.000000
resadv*~capgov*~negenv	0.237288	-0.000000	1.000000
resadv*~litig*~negenv	0.271186	-0.000000	1.000000
resadv*minor*~negprcpt	0.186441	0.033898	1.000000
resadv*network*~negleg	0.135593	0.016949	1.000000
resadv*network*~negenv	0.186441	-0.000000	1.000000
advoc*~negprcpt*~negenv*~negleg	0.067797	0.016949	1.000000
resadv*~minor*negprcpt*~negenv	0.050847	-0.000000	1.000000
minor*negprcpt*~negenv*~negleg	0.169492	0.033898	1.000000
resadv*minor*capgov*~negleg	0.101695	0.016949	1.000000
resadv*advoc*capgov*~negleg	0.152542	0.033898	1.000000
resadv*~minor*capgov*network	0.101695	0.067797	1.000000
resadv*advoc*negprcpt*~negenv	0.237288	-0.000000	1.000000
capgov*network*negprcpt*~negleg	0.135593	0.033898	1.000000
resadv*minor*advoc*network	0.305085	0.050847	1.000000
~advoc*~capgov*~negprcpt*negenv*negleg	0.050847	-0.000000	1.000000
minor*~litig*advoc*capgov*~negprcpt	0.084746	-0.000000	1.000000
minor*~advoc*capgov*~negprcpt*negleg	0.033898	-0.000000	1.000000
resadv*minor*litig*~capgov*network	0.084746	0.016949	1.000000
minor*~advoc*capgov*~negprcpt*negenv	0.033898	-0.000000	1.000000
minor*~advoc*capgov*network*negenv*~negleg	0.000000	-0.000000	-1.#IND00

solution coverage: 0.983051
solution consistency: 1.000000

resadv minor advoc network
File: C:/Users/Barbara/Dropbox/Ananda/second project/MEDIAREP.csv
Model: mediarep = f(advoc, minor, resadv, network, negprcpt, negenv, negleg)

Rows: 374

Algorithm: Quine-McCluskey
True: 1
0 Matrix: 0L
Don't Care: -

--- INTERMEDIATE SOLUTION ---
frequency cutoff: 1.000000
consistency cutoff: 1.000000
Assumptions:
advoc (present)
minor (present)
resadv (present)
network (present)
~negprcpt (absent)
~negenv (absent)
~negleg (absent)

	raw coverage	unique coverage	consistency
~advoc*~network*~negprcpt	0.101695	0.016949	1.000000
~minor*resadv*~negenv	0.084746	0.016949	1.000000
advoc*resadv*~negleg	0.271186	0.033898	1.000000
advoc*resadv*~negenv	0.288136	0.033898	1.000000
minor*resadv*~negleg	0.186441	0.016949	1.000000
minor*resadv*~negprcpt	0.186441	0.033898	1.000000
resadv*network*~negenv	0.186441	0.033898	1.000000
~minor*resadv*network	0.135593	0.016949	1.000000
network*negprcpt*~negleg	0.169492	0.033898	1.000000
advoc*resadv*network	0.406780	0.050847	1.000000
advoc*~negprcpt*~negenv*~negleg	0.067797	0.016949	1.000000
~advoc*minor*~negprcpt*negleg	0.067797	0.000000	1.000000
minor*~network*~negenv*~negleg	0.135593	0.000000	1.000000
minor*negprcpt*~negenv*~negleg	0.169492	0.000000	1.000000
~advoc*minor*~negprcpt*negenv	0.067797	0.000000	1.000000
~advoc*minor*network*negenv*~negleg	0.000000	0.000000	-1.#IND00

solution coverage: 0.966102
solution consistency: 1.000000

resadv advoc network

File: C:/Users/Barbara/Dropbox/Ananda/second project/MEDIAREP.csv
Model: mediarep = f(advoc, resadv, network, negprcpt, negenv, negleg)

Rows: 76

Algorithm: Quine-McCluskey
True: 1
0 Matrix: 0L
Don't Care: -

--- INTERMEDIATE SOLUTION ---
frequency cutoff: 1.000000
consistency cutoff: 1.000000
Assumptions:
advoc (present)
resadv (present)
network (present)
~negprcpt (absent)
~negenv (absent)
~negleg (absent)

	raw coverage	unique coverage	consistency
resadv*~negleg	0.338983	0.067797	1.000000
~network*~negenv*~negleg	0.203390	0.050847	1.000000
~advoc*~network*~negprcpt	0.101695	0.067797	1.000000
advoc*resadv*~negenv	0.288136	0.033898	1.000000
resadv*network*~negenv	0.186441	0.033898	1.000000
network*negprcpt*~negleg	0.169492	0.050847	1.000000
advoc*resadv*network	0.406780	0.220339	1.000000

solution coverage: 0.881356
solution consistency: 1.000000

NEG
File: C:/Users/Barbara/Dropbox/Ananda/second project/MEDIAREP.csv
Model: ~mediarep = f(resadv, advoc, network, negprcpt, negenv, negleg)

Rows: 36

Algorithm: Quine-McCluskey
True: 1
0 Matrix: 0L
Don't Care: -

--- INTERMEDIATE SOLUTION ---

frequency cutoff: 1.000000
consistency cutoff: 1.000000
Assumptions:
~resadv (absent)
~advoc (absent)
~network (absent)
negprcpt (present)
negenv (present)
negleg (present)

	raw coverage	unique coverage	consistency
~resadv*~advoc*negprcpt*negleg	0.133333	0.066667	1.000000
~resadv*advoc*negenv*negleg	0.200000	0.200000	1.000000
~resadv*~advoc*network*~negprcpt*~negleg	0.200000	0.000000	1.000000
~resadv*~advoc*~network*negprcpt*negenv	0.066667	0.066667	1.000000
~advoc*~network*negprcpt*negenv*negleg	0.066667	0.066667	1.000000
~resadv*~advoc*network*~negprcpt*~negenv	0.200000	0.000000	1.000000
~resadv*~advoc*network*~negenv*negleg	0.066667	0.000000	1.000000

solution coverage: 0.666667
solution consistency: 1.000000

resadv advoc network negleg negenv

File: C:/Users/Barbara/Dropbox/Ananda/second project/MEDIAREP.csv
Model: mediarep = f(negleg, negenv, network, advoc, resadv)

Rows: 26

Algorithm: Quine-McCluskey
True: 1

--- COMPLEX SOLUTION ---
frequency cutoff: 1.000000
consistency cutoff: 1.000000

	raw coverage	unique coverage	consistency
~negleg*~negenv*~network	0.203390	0.067797	1.000000
~negenv*advoc*resadv	0.288136	0.033898	1.000000
network*advoc*resadv	0.406780	0.220339	1.000000
~negleg*negenv*network*~advoc	0.033898	0.016949	1.000000
negleg*~negenv*network*resadv	0.101695	0.033898	1.000000
negleg*negenv*~network*~advoc*~resadv	0.067797	0.067797	1.000000
~negleg*~network*resadv	0.203390	0.000000	1.000000
~negleg*negenv*resadv	0.118644	0.000000	1.000000

solution coverage: 0.847458

solution consistency: 1.000000

NEG
File: C:/Users/Barbara/Dropbox/Ananda/second project/MEDIAREP.csv
Model: ~mediarep = f(negleg, negenv, network, advoc, resadv)

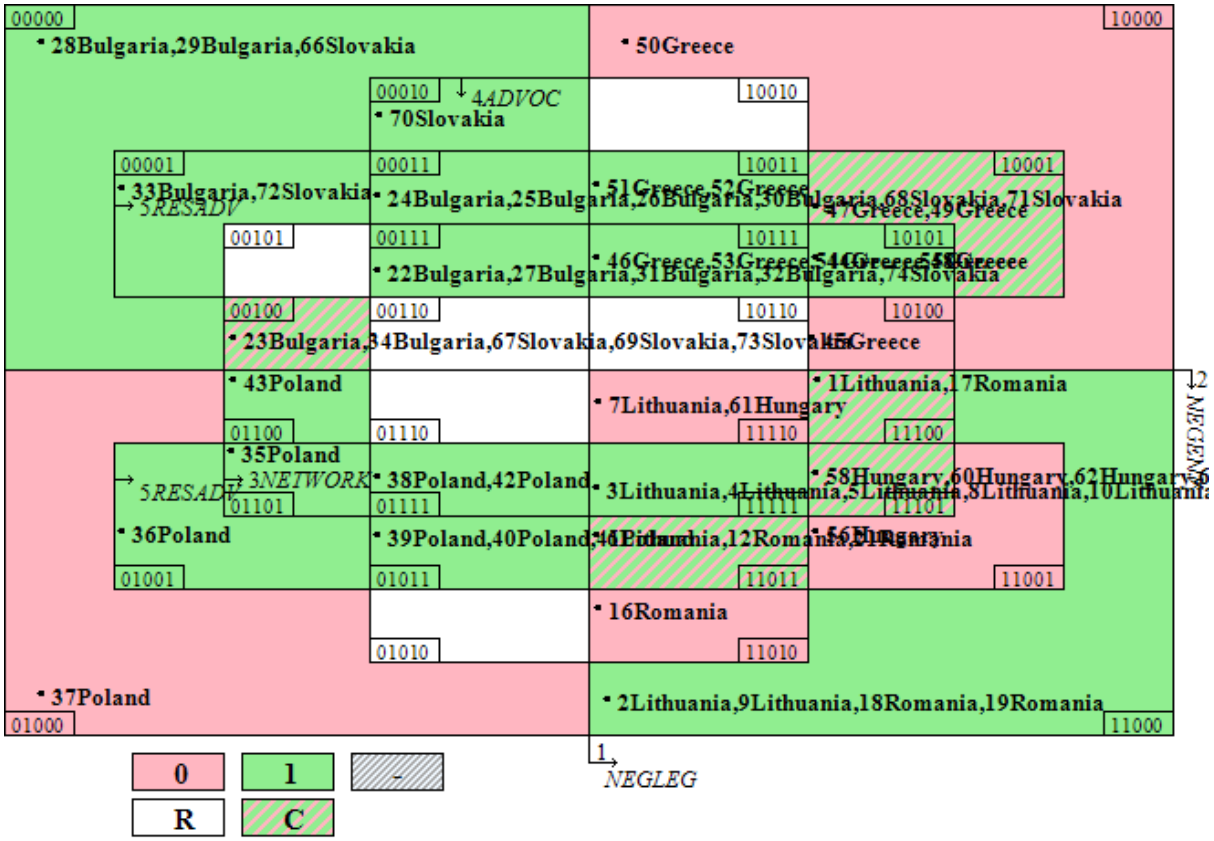
Rows: 26

Algorithm: Quine-McCluskey
True: 1

--- COMPLEX SOLUTION ---
frequency cutoff: 1.000000
consistency cutoff: 1.000000

	raw coverage	unique coverage	consistency
negleg*~negenv*~advoc*~resadv	0.133333	0.133333	1.000000
negleg*negenv*advoc*~resadv	0.200000	0.200000	1.000000
~negleg*negenv*~network*~advoc*~resadv	0.066667	0.066667	1.000000
negleg*negenv*~network*~advoc*resadv	0.066667	0.066667	1.000000

solution coverage: 0.466667
solution consistency: 1.000000


00000
28Bulgaria,29Bulgaria,66Slovakia
50Greece
10000
00010
4ADVOC
70Slovakia
10010
00001
00011
10011
10001
33Bulgaria,72Slovakia
24Bulgaria,25Bulgaria,26Bulgaria,30Bulgaria,68Slovakia,71Slovakia
51Greece,52Greece
47Greece,49Greece
5RESADV
00101
00111
10111
10101
22Bulgaria,27Bulgaria,31Bulgaria,32Bulgaria,74Slovakia
46Greece,53Greece,54Greece,55Greece
00100
00110
10110
10100
23Bulgaria,34Bulgaria,67Slovakia,69Slovakia,73Slovakia
45Greece
43Poland
1Lithuania,17Romania
7Lithuania,61Hungary
01100
01110
11110
11100
2NEGLEG
35Poland
5RESADV
3NETWORK
38Poland,42Poland
3Lithuania,4Lithuania,5Lithuania,8Lithuania,10Lithuania
58Hungary,60Hungary,62Hungary
01101
01111
11111
11101
36Poland
39Poland,40Poland,41Poland
12Romania,21Romania
56Hungary
01001
01011
11011
11001
16Romania
01010
11010
37Poland
2Lithuania,9Lithuania,18Romania,19Romania
01000
11000
1
NEGLEG
0
1
R
C

Third Outcome: GOVCIT

'The government cites research conducted by your organisation or organisations that do activities like yours as a justification for changes in policy

Analysis

The best-fitting simple model for this outcome includes the following five conditions: NEGPRCPT + NETWORK + ADVOC + LITIG + RESADV = GOVCIT
The complex solution with a consistency cut-off of 0.75 covers only 46 per cent of the positive outcomes and has 80 per cent consistency. It consists of four combinations, of which we have highlighted the most important one—perhaps the most chaotic outcome in terms of the qualitative comparative analysis models.

	Raw Coverage	Unique Coverage	Consistency
NETWORK*ADVOC*litig*RESADV	0.371429	0.371429	0.764706
negprcpt*network*advoc*litig*RESADV	0.028571	0.028571	1.000000
negprcpt*NETWORK*ADVOC*LITIG*resadv	0.028571	0.028571	1.000000
NEGPRCPT*network*advoc*LITIG*RESADV	0.028571	0.028571	1.000000

For the negative outcomes, the intermediate solution with a consistency cut-off of 0.75 covers only 44 per cent of the negative outcomes and has 81 per cent consistency. All directional expectations are 'absent' except NEGPRCPT, and the solution consists of the following three combinations:

	Raw Coverage	Unique Coverage	Consistency
litig*advoc*NEGPRCPT	0.333333	0.179487	0.764706
resadv*litig*NEGPRCPT	0.179487	0.025641	0.777778
LITIG*ADVOC*network*NEGPRCPT	0.076923	0.076923	1.000000

Raw data

GOVCIT
NEC
1 SMEDIA 0.971 0.050 0.472

SUF
1 LITIG*resadv 1.000 1.000 0.029
2 negenv*smedia 1.000 1.000 0.029
3 ADVOC*minor*resadv 1.000 1.000 0.029
4 CAPTECH*ADVOC*resadv 1.000 1.000 0.029
5 network*advoc*LITIG 1.000 1.000 0.029
6 NETWORK*LITIG*minor 1.000 1.000 0.029
7 NETWORK*ADVOC*minor 0.833 0.833 0.143
8 negprcpt*advoc*RESADV 1.000 1.000 0.029
9 negenv*minor*RESADV 0.800 0.800 0.114
10 negenv*advoc*LITIG 1.000 1.000 0.057
11 negenv*ADVOC*resadv 1.000 1.000 0.029
12 negenv*ADVOC*minor 0.800 0.800 0.114
13 negenv*negprcpt*LITIG 1.000 1.000 0.029
14 negenv*NEGPRCPT*minor 0.800 0.800 0.114
15 negleg*ADVOC*resadv 1.000 1.000 0.029
16 negleg*NETWORK*RESADV 0.875 0.875 0.200
17 negleg*NETWORK*LITIG 1.000 1.000 0.057
18 negleg*NETWORK*ADVOC 0.857 0.857 0.171
19 negleg*negprcpt*LITIG 1.000 1.000 0.029

```
LITIG*resadv                        1.000  1.000  0.029
 2  negenv*smedia                   1.000  1.000  0.029
 3  ADVOC*minor*resadv              1.000  1.000  0.029
 4  CAPTECH*ADVOC*resadv            1.000  1.000  0.029
 5  network*advoc*LITIG             1.000  1.000  0.029
 6  NETWORK*LITIG*minor             1.000  1.000  0.029
 8  negprcpt*advoc*RESADV           1.000  1.000  0.029
10  negenv*advoc*LITIG              1.000  1.000  0.057
11  negenv*ADVOC*resadv             1.000  1.000  0.029
13  negenv*negprcpt*LITIG           1.000  1.000  0.029
15  negleg*ADVOC*resadv             1.000  1.000  0.029
16  negleg*NETWORK*RESADV           0.875  0.875  0.200
17  negleg*NETWORK*LITIG            1.000  1.000  0.057
18  negleg*NETWORK*ADVOC            0.857  0.857  0.171
19  negleg*negprcpt*LITIG           1.000  1.000  0.029

File:  C:/Users/Barbara/Dropbox/Ananda/second project/GOVCIT.csv
Model: govcit = f(negprcpt, negenv, litig, resadv, advoc, network, negleg)

 Rows:     61



 Algorithm: Quine-McCluskey
     True: 1
  0 Matrix: 0L
Don't Care: -

--- INTERMEDIATE SOLUTION ---
frequency cutoff: 1.000000
consistency cutoff: 0.750000
Assumptions:
~negprcpt (absent)
~negenv (absent)
litig (present)
resadv (present)
advoc (present)
network (present)
~negleg (absent)

                                      raw      unique
                                    coverage   coverage   consistency
                                   ---------- ---------- ----------
~negenv*litig*resadv*~advoc         0.057143   0.028571   1.000000
negenv*resadv*network*~negleg       0.085714   0.057143   1.000000
litig*resadv*network*~negleg        0.057143   0.028571   1.000000
~negprcpt*~negenv*resadv*~advoc*~negleg   0.028571   0.028571   1.000000
~negprcpt*~negenv*~resadv*advoc*~negleg   0.028571   0.028571   1.000000
~negenv*resadv*~advoc*~network*negleg     0.057143   0.028571   1.000000
~negprcpt*litig*~resadv*advoc*network     0.028571   0.028571   1.000000
```

~negprcpt*~litig*resadv*advoc*network 0.200000 0.200000 0.777778
~negenv*~litig*resadv*advoc*network*negleg 0.057143 0.057143 1.000000
negprcpt*~negenv*~litig*resadv*advoc*~network*~negleg 0.085714 0.085714 1.000000
~negprcpt*~negenv*litig*resadv*~negleg 0.028571 0.000000 1.000000
~negprcpt*~negenv*litig*advoc*~negleg 0.028571 0.000000 1.000000
solution coverage: 0.657143
solution consistency: 0.920000

File: C:/Users/Barbara/Dropbox/Ananda/second project/GOVCIT.csv
Model: govcit = f(negprcpt, network, advoc, litig, resadv)

Rows: 20

Algorithm: Quine-McCluskey
True: 1

--- COMPLEX SOLUTION ---
frequency cutoff: 1.000000
consistency cutoff: 0.750000

	raw coverage	unique coverage	consistency
network*advoc*~litig*resadv	0.371429	0.371429	0.764706
~negprcpt*~network*~advoc*~litig*resadv	0.028571	0.028571	1.000000
~negprcpt*network*advoc*litig*~resadv	0.028571	0.028571	1.000000
negprcpt*~network*~advoc*litig*resadv	0.028571	0.028571	1.000000

solution coverage: 0.457143
solution consistency: 0.800000

NEG
File: C:/Users/Barbara/Dropbox/Ananda/second project/GOVCIT.csv
Model: ~govcit = f(resadv, litig, advoc, network, negprcpt)

Rows: 10

Algorithm: Quine-McCluskey
True: 1
0 Matrix: 0L
Don't Care: -

--- INTERMEDIATE SOLUTION ---
frequency cutoff: 1.000000
consistency cutoff: 0.750000
Assumptions:
~resadv (absent)

~litig (absent)
~advoc (absent)
~network (absent)
negprcpt (present)

	raw coverage	unique coverage	consistency
~litig*~advoc*negprcpt	0.333333	0.179487	0.764706
~resadv*~litig*negprcpt	0.179487	0.025641	0.777778
litig*advoc*~network*negprcpt	0.076923	0.076923	1.000000

solution coverage: 0.435897
solution consistency: 0.809524

Fourth Outcome: EXPANDACT

'Your organisation has expanded the number of activities you carry out since capacity-building was provided'

Analysis

The best-fitting simple model for this outcome includes five conditions: NEGLEG + NEGENV + NEGPRCPT + NETWORK + MINOR = EXPANDACT
The complex solution with a consistency cut-off of 0.75 covers 74 per cent of the positive outcomes and has 93 per cent consistency. It consists of four combinations, of which we have highlighted the two most important (in bold):

	Raw Coverage	Unique Coverage	Consistency
NEGLEG*NEGENV*NETWORK	0.396226	0.396226	0.954545
negleg*NEGENV*NEGPRCPT*minor	0.113208	0.113208	0.857143
negleg*negenv*NEGPRCPT*NETWORK	0.094340	0.018868	0.833333
negenv*NEGPRCPT*NETWORK*MINOR	0.207547	0.132075	0.916667

For the negative outcomes, the complex solution only covers 29 per cent of the negative outcomes but has 100 per cent consistency. It consists of the following three combinations:

	Raw Coverage	Unique Coverage	Consistency
negleg*negenv*negprcpt*NETWORK*minor	0.095238	0.095238	1.000000
negleg*negenv*negprcpt*network*MINOR	0.142857	0.142857	1.000000
NEGLEG*NEGENV*NEGPRCPT*network*MINOR	0.047619	0.047619	1.000000

Raw Data

EXPANDACT
NEC
1 SMEDIA 0.962 0.087 0.708

SUF
1 smedia 1.000 1.000 0.038
2 CAPGOV 0.884 0.884 0.717
3 NETWORK 0.860 0.860 0.698
4 NEGENV 0.825 0.825 0.623
5 NEGLEG 0.837 0.837 0.679
6 LITIG*resadv 1.000 1.000 0.019
7 LITIG*minor 1.000 1.000 0.038
8 advoc*minor 0.800 0.800 0.151
9 negprcpt*LITIG 0.800 0.800 0.075
10 NEGPRCPT*resadv 0.889 0.889 0.151
11 NEGPRCPT*advoc 0.810 0.810 0.321
12 capgov*advoc*LITIG 1.000 1.000 0.038
13 NEGPRCPT*litig*MINOR 0.810 0.810 0.321
14 negleg*NEGPRCPT*minor 0.800 0.800 0.151
15 ADVOC*litig*MINOR*RESADV 0.812 0.812 0.245
16 negprcpt*ADVOC*MINOR*RESADV 0.800 0.800 0.151
17 negprcpt*network*advoc*resadv 0.800 0.800 0.075
18 negenv*litig*MINOR*RESADV 0.818 0.818 0.170
19 negenv*ADVOC*litig*MINOR 0.875 0.875 0.132
20 negenv*NEGPRCPT*ADVOC*litig 0.800 0.800 0.151

21 negleg*network*minor*RESADV 0.800 0.800 0.075
22 negenv*negprcpt*network*minor*RESADV 1.000 1.000 0.019
23 negenv*negprcpt*network*ADVOC*litig*RESADV 1.000 1.000 0.019
24 negleg*negprcpt*network*ADVOC*litig*RESADV 1.000 1.000 0.019

File: C:/Users/Barbara/Dropbox/Ananda/second project/EXPANDACT.csv
Model: expandact = f(minor, litig, advoc, capgov, network, negprcpt, negenv, negleg)

Rows: 748

Algorithm: Quine-McCluskey
True: 1
0 Matrix: 0L
Don't Care: -

--- INTERMEDIATE SOLUTION ---
frequency cutoff: 1.000000
consistency cutoff: 1.000000
Assumptions:
minor (present)
litig (present)
advoc (present)
capgov (present)
network (present)
~negprcpt (absent)
~negenv (absent)
~negleg (absent)

	raw coverage	unique coverage	consistency
~advoc*negenv*~negleg	0.075472	-0.000000	1.000000
~advoc*~negprcpt*negleg	0.113208	0.056604	1.000000
capgov*network*negleg	0.396226	0.113208	1.000000
~minor*~advoc*capgov*~negenv	0.037736	-0.000000	1.000000
~minor*~advoc*negprcpt*~negleg	0.075472	-0.000000	1.000000
~advoc*capgov*negprcpt*~negleg	0.113208	-0.000000	1.000000
capgov*~negprcpt*negenv*~negleg	0.000000	-0.000000	-1.#IND00
minor*capgov*~negprcpt*negenv	0.188679	0.018868	1.000000
minor*advoc*~negenv*negleg	0.113208	0.037736	1.000000
minor*network*~negenv*negleg	0.132075	0.018868	1.000000
minor*litig*network*negenv	0.113208	0.018868	1.000000
~litig*capgov*~network*~negleg	0.094340	-0.000000	1.000000
~litig*capgov*~network*~negenv	0.075472	-0.000000	1.000000
~minor*capgov*~network*~negleg	0.056604	-0.000000	1.000000
~minor*capgov*~network*~negenv	0.037736	-0.000000	1.000000
~minor*litig*capgov*~negleg	0.037736	-0.000000	1.000000
~minor*litig*capgov*~negenv	0.000000	-0.000000	-1.#IND00
~litig*capgov*negprcpt*~negenv	0.207547	-0.000000	1.000000

~minor*capgov*negprcpt*~negenv 0.056604 -0.000000 1.000000
~minor*capgov*~negenv*negleg 0.018868 -0.000000 1.000000
minor*advoc*capgov*network 0.264151 -0.000000 1.000000
litig*advoc*capgov*network 0.094340 -0.000000 1.000000
minor*~litig*advoc*capgov*~negleg 0.056604 -0.000000 1.000000
litig*~advoc*network*negprcpt*~negleg 0.000000 -0.000000 -1.#IND00
minor*litig*~advoc*network*negprcpt 0.056604 -0.000000 1.000000
solution coverage: 0.943396
solution consistency: 1.000000

File: C:/Users/Barbara/Dropbox/Ananda/second project/EXPANDACT.csv
Model: expandact = f(minor, advoc, capgov, network, negprcpt, negenv, negleg)

Rows: 294

Algorithm: Quine-McCluskey
True: 1
0 Matrix: 0L
Don't Care: -

--- INTERMEDIATE SOLUTION ---
frequency cutoff: 1.000000
consistency cutoff: 1.000000
Assumptions:
minor (present)
advoc (present)
capgov (present)
network (present)
~negprcpt (absent)
~negenv (absent)
~negleg (absent)

	raw coverage	unique coverage	consistency
~minor*capgov*~negenv	0.056604	0.018868	1.000000
~advoc*negenv*~negleg	0.075472	-0.000000	1.000000
~advoc*~negprcpt*negleg	0.113208	0.056604	1.000000
~minor*capgov*~network*~negleg	0.056604	0.037736	1.000000
~minor*~advoc*negprcpt*~negleg	0.075472	-0.000000	1.000000
~advoc*capgov*negprcpt*~negleg	0.113208	0.037736	1.000000
minor*~advoc*network*negprcpt	0.150943	0.056604	1.000000
minor*capgov*~negprcpt*negenv	0.188679	0.018868	1.000000
minor*network*~negprcpt*negenv	0.169811	0.018868	1.000000
minor*advoc*~negenv*negleg	0.113208	0.075472	1.000000
minor*capgov*network*negprcpt	0.226415	0.094340	1.000000
~minor*capgov*network*~negprcpt	0.075472	-0.000000	1.000000
~minor*~advoc*capgov*network	0.075472	-0.000000	1.000000

~advoc*capgov*network*negprcpt 0.150943 -0.000000 1.000000
capgov*network*~negprcpt*negenv 0.226415 -0.000000 1.000000
~advoc*capgov*network*negenv 0.132075 -0.000000 1.000000
~advoc*capgov*network*negleg 0.132075 -0.000000 1.000000
solution coverage: 0.924528
solution consistency: 1.000000

advoc network minor
File: C:/Users/Barbara/Dropbox/Ananda/second project/EXPANDACT.csv
Model: expandact = f(minor, advoc, network, negprcpt, negenv, negleg)

Rows: 60

Algorithm: Quine-McCluskey
True: 1
0 Matrix: 0L
Don't Care: -

--- INTERMEDIATE SOLUTION ---
frequency cutoff: 1.000000
consistency cutoff: 0.750000
Assumptions:
minor (present)
advoc (present)
network (present)
~negprcpt (absent)
~negenv (absent)
~negleg (absent)

	raw coverage	unique coverage	consistency
~advoc*negenv*~negleg	0.075472	0.056604	1.000000
~advoc*~negprcpt*negleg	0.113208	0.075472	1.000000
network*~negprcpt*negleg	0.245283	0.056604	1.000000
minor*network*negleg	0.433962	0.132075	0.958333
~minor*~network*negenv*~negleg	0.056604	0.037736	1.000000
minor*network*negprcpt*~negenv	0.207547	0.075472	0.916667
minor*advoc*negprcpt*~negenv*negleg	0.113208	0.037736	1.000000

solution coverage: 0.811321
solution consistency: 0.955556

File: C:/Users/Barbara/Dropbox/Ananda/second project/EXPANDACT.csv
Model: expandact = f(negleg, negenv, negprcpt, network, minor)

Rows: 21

Algorithm: Quine-McCluskey
True: 1

--- COMPLEX SOLUTION ---
frequency cutoff: 1.000000
consistency cutoff: 0.750000

	raw coverage	unique coverage	consistency
negleg*negenv*network	0.396226	0.396226	0.954545
~negleg*negenv*negprcpt*~minor	0.113208	0.113208	0.857143
~negleg*~negenv*negprcpt*network	0.094340	0.018868	0.833333
~negenv*negprcpt*network*minor	0.207547	0.132075	0.916667

solution coverage: 0.735849
solution consistency: 0.928571

NEG
File: C:/Users/Barbara/Dropbox/Ananda/second project/EXPANDACT.csv
Model: ~expandact = f(negleg, negenv, negprcpt, network, minor)

Rows: 21

Algorithm: Quine-McCluskey
True: 1

--- COMPLEX SOLUTION ---
frequency cutoff: 1.000000
consistency cutoff: 1.000000

	raw coverage	unique coverage	consistency
~negleg*~negenv*~negprcpt*network*~minor	0.095238	0.095238	1.000000
~negleg*~negenv*~negprcpt*~network*minor	0.142857	0.142857	1.000000
negleg*negenv*negprcpt*~network*minor	0.047619	0.047619	1.000000

solution coverage: 0.285714
solution consistency: 1.000000

Fifth Outcome: EXPANDNUM

"Your organisation has expanded the number of beneficiaries you reach since capacity-building was provided"

Analysis

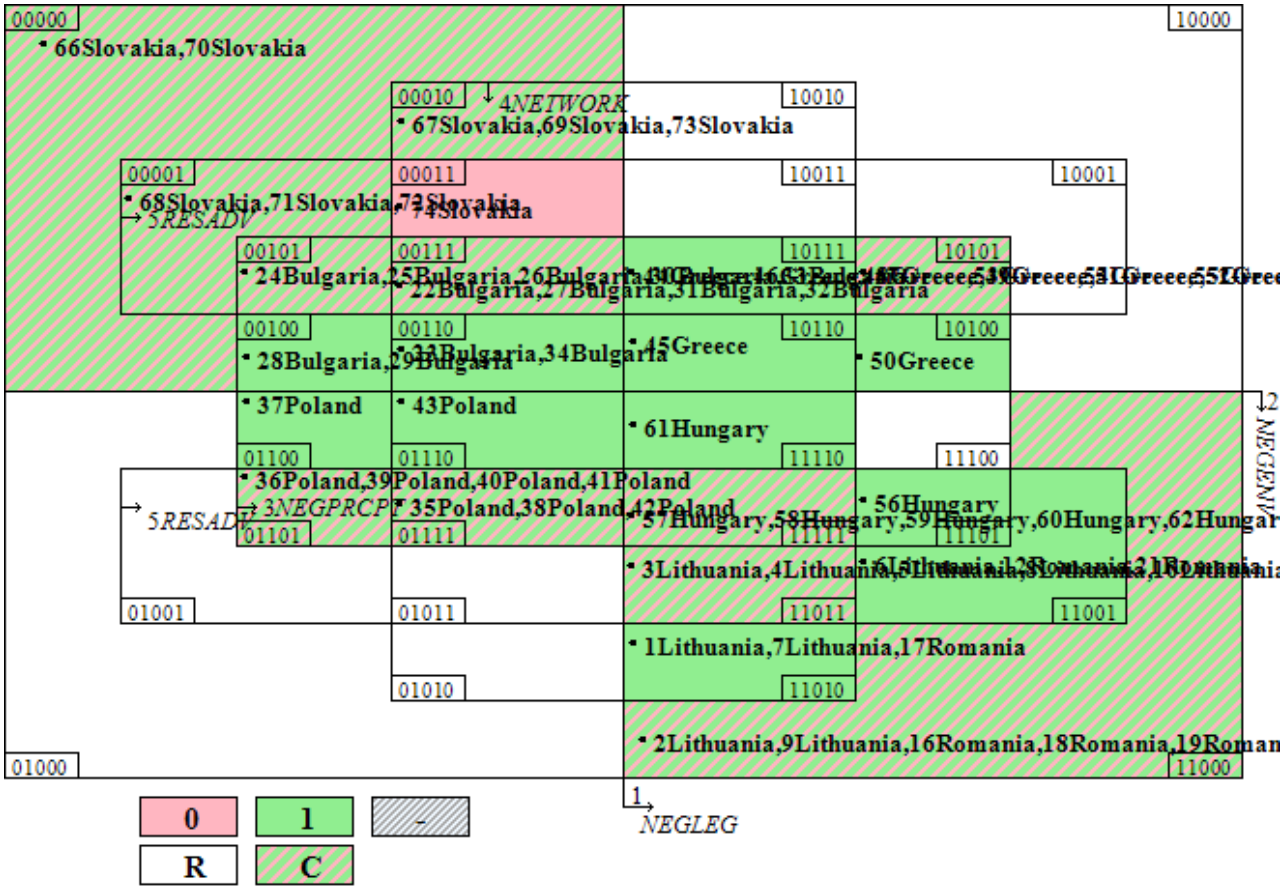
The best-fitting simple model for this outcome includes five conditions:
NEGLEG + NEGENV + NEGPRCPT + NETWORK + RESADV = EXPANDNUM
The complex solution with a consistency cutoff of 0.75 covers 79 per cent of the positive outcomes and has 92 per cent consistency. It consists of eight combinations, of which we have highlighted the five most important (in bold):

	Raw Coverage	Unique Coverage	Consistency
negenv*NEGPRCPT*resadv	0.105263	0.017544	1.000000
negleg*NEGPRCPT*resadv	0.105263	0.017544	1.000000
NEGLEG*NEGENV*negprcpt	0.333333	0.070175	0.904762
negenv*NEGPRCPT*NETWORK	0.210526	0.052632	0.923077
NEGLEG*NEGENV*RESADV	0.350877	0.017544	0.909091
NEGPRCPT*NETWORK*resadv	0.087719	0.000000	1.000000
NEGLEG*NEGENV*NETWORK	0.350877	0.000000	0.909091
NEGLEG*NEGPRCPT*NETWORK	0.263158	0.000000	0.937500

For the negative outcomes, the complex solution only covers 6 per cent of the negative outcomes and consists of only one perfectly consistent combination:

	Raw Coverage	Unique Coverage	Consistency
negleg*negenv*negprcpt*NETWORK*RESADV	0.058824	0.058824	1.000000

The following Venn diagram shows which countries are covered by which combinations:



Raw Data

EXPANDNUM
NEC
1 SMEDIA 0.965 0.105 0.764

SUF
1 resadv 0.864 0.864 0.333
2 smedia 1.000 1.000 0.035
3 CAPGOV 0.837 0.837 0.632
4 NETWORK 0.837 0.837 0.632
5 NEGENV 0.825 0.825 0.579
6 NEGLEG 0.884 0.884 0.667
7 litig*MINOR 0.833 0.833 0.526
8 LITIG*minor 1.000 1.000 0.035
9 advoc*minor 0.800 0.800 0.140
10 negprcpt*minor 0.800 0.800 0.140
11 negprcpt*LITIG 0.800 0.800 0.070
12 negprcpt*advoc 0.818 0.818 0.158
13 NEGPRCPT*MINOR 0.806 0.806 0.439
14 NEGPRCPT*litig 0.812 0.812 0.456
15 negenv*NEGPRCPT 0.800 0.800 0.351
16 ADVOC*MINOR*RESADV 0.808 0.808 0.368

17 ADVOC*litig*RESADV 0.846 0.846 0.386
18 capgov*advoc*MINOR 0.875 0.875 0.123
19 capgov*advoc*LITIG 1.000 1.000 0.035
20 negprcpt*ADVOC*RESADV 0.812 0.812 0.228
21 negleg*negenv*advoc 0.800 0.800 0.140
22 network*ADVOC*minor*RESADV 0.833 0.833 0.088
23 negleg*network*minor*RESADV 0.800 0.800 0.070
24 negleg*NEGPRCPT*network*minor 0.800 0.800 0.070
25 negleg*NEGPRCPT*network*advoc 0.800 0.800 0.070

Capgov network resadv litig minor

File: C:/Users/Barbara/Dropbox/Ananda/second project/EXPANDNUM.csv
Model: expandnum = f(resadv, minor, litig, capgov, network, negprcpt, negenv, negleg)

Rows: 590

Algorithm: Quine-McCluskey
True: 1
0 Matrix: 0L
Don't Care: -

--- INTERMEDIATE SOLUTION ---
frequency cutoff: 1.000000
consistency cutoff: 0.800000
Assumptions:
resadv (present)
minor (present)
litig (present)
capgov (present)
network (present)
~negprcpt (absent)
~negenv (absent)
~negleg (absent)

	raw coverage	unique coverage	consistency
~resadv*negprcpt*~negleg	0.105263	-0.000000	1.000000
~minor*~negprcpt*negenv	0.105263	0.017544	1.000000
resadv*~negprcpt*negenv	0.210526	-0.000000	0.923077
capgov*~negprcpt*negenv	0.228070	0.017544	0.928571
resadv*~negprcpt*negleg	0.210526	-0.000000	0.923077
resadv*~minor*~network*~negprcpt	0.035088	0.017544	1.000000
~minor*capgov*~network*~negenv	0.035088	-0.000000	1.000000
~minor*~network*negenv*~negleg	0.052632	0.035088	1.000000
~litig*capgov*negprcpt*~negenv	0.192982	-0.000000	1.000000
resadv*minor*~litig*negprcpt*~negenv	0.175439	0.052632	1.000000
minor*~capgov*network*negprcpt*negenv	0.052632	-0.000000	1.000000

resadv*~minor*capgov*network*negleg 0.070175 0.017544 1.000000
resadv*minor*litig*network*negenv 0.087719 0.035088 1.000000
resadv*minor*capgov*~network*negenv*negleg 0.035088 0.017544 1.000000
~resadv*capgov*~network*~negenv 0.035088 -0.000000 1.000000
~resadv*~minor*capgov*~negenv 0.035088 -0.000000 1.000000
~resadv*~minor*network*~negleg 0.052632 -0.000000 1.000000
~resadv*capgov*~negenv*negleg 0.017544 -0.000000 1.000000
minor*network*~negenv*negleg 0.122807 -0.000000 1.000000
minor*network*~negprcpt*negleg 0.140351 -0.000000 0.888889
minor*~capgov*network*negleg 0.140351 -0.000000 1.000000
capgov*network*~negenv*negleg 0.052632 -0.000000 1.000000
~resadv*minor*~network*~negenv*~negleg 0.052632 -0.000000 1.000000
~resadv*minor*~capgov*~negenv*~negleg 0.035088 -0.000000 1.000000
~resadv*~capgov*network*~negenv*~negleg 0.017544 -0.000000 1.000000
~resadv*minor*~capgov*network*~negenv 0.017544 -0.000000 1.000000
solution coverage: 0.894737
solution consistency: 0.980769

File: C:/Users/Barbara/Dropbox/Ananda/second project/EXPANDNUM.csv
Model: expandnum = f(resadv, minor, litig, network, negprcpt, negenv, negleg)

Rows: 158

Algorithm: Quine-McCluskey
True: 1
0 Matrix: 0L
Don't Care: -

--- INTERMEDIATE SOLUTION ---
frequency cutoff: 1.000000
consistency cutoff: 0.750000
Assumptions:
resadv (present)
minor (present)
litig (present)
network (present)
~negprcpt (absent)
~negenv (absent)
~negleg (absent)

	raw coverage	unique coverage	consistency
~resadv*negprcpt*~negleg	0.105263	0.017544	1.000000
~resadv*~negenv*negleg	0.035088	0.017544	1.000000
~negprcpt*negenv*negleg	0.333333	0.140351	0.904762
resadv*network*negleg	0.385965	0.017544	0.916667
~resadv*minor*~network*~negenv	0.052632	0.017544	1.000000
~resadv*~minor*network*~negenv	0.035088	0.017544	1.000000

~minor*~network*negenv*~negleg 0.052632 0.017544 1.000000
resadv*~minor*litig*~negleg 0.035088 0.017544 1.000000
resadv*~minor*~network*~negprcpt*~negleg 0.017544 0.017544 1.000000
minor*~litig*negprcpt*~negenv*~negleg 0.140351 0.087719 1.000000
minor*network*negleg 0.385965 -0.000000 0.916667
~resadv*minor*network*negprcpt 0.052632 -0.000000 1.000000
solution coverage: 0.912281
solution consistency: 0.945455

resadv network
File: C:/Users/Barbara/Dropbox/Ananda/second project/EXPANDNUM.csv
Model: expandnum = f(negleg, negenv, negprcpt, network, resadv)

Rows: 23

Algorithm: Quine-McCluskey
True: 1

--- COMPLEX SOLUTION ---
frequency cutoff: 1.000000
consistency cutoff: 0.750000

	raw coverage	unique coverage	consistency
~negenv*negprcpt*~resadv	0.105263	0.017544	1.000000
~negleg*negprcpt*~resadv	0.105263	0.017544	1.000000
negleg*negenv*~negprcpt	0.333333	0.070175	0.904762
~negenv*negprcpt*network	0.210526	0.052632	0.923077
negleg*negenv*resadv	0.350877	0.017544	0.909091
negprcpt*network*~resadv	0.087719	0.000000	1.000000
negleg*negenv*network	0.350877	0.000000	0.909091
negleg*negprcpt*network	0.263158	0.000000	0.937500

solution coverage: 0.789474
solution consistency: 0.918367

NEG WTF?
File: C:/Users/Barbara/Dropbox/Ananda/second project/EXPANDNUM.csv
Model: ~expandnum = f(negleg, negenv, negprcpt, network, resadv)

Rows: 23

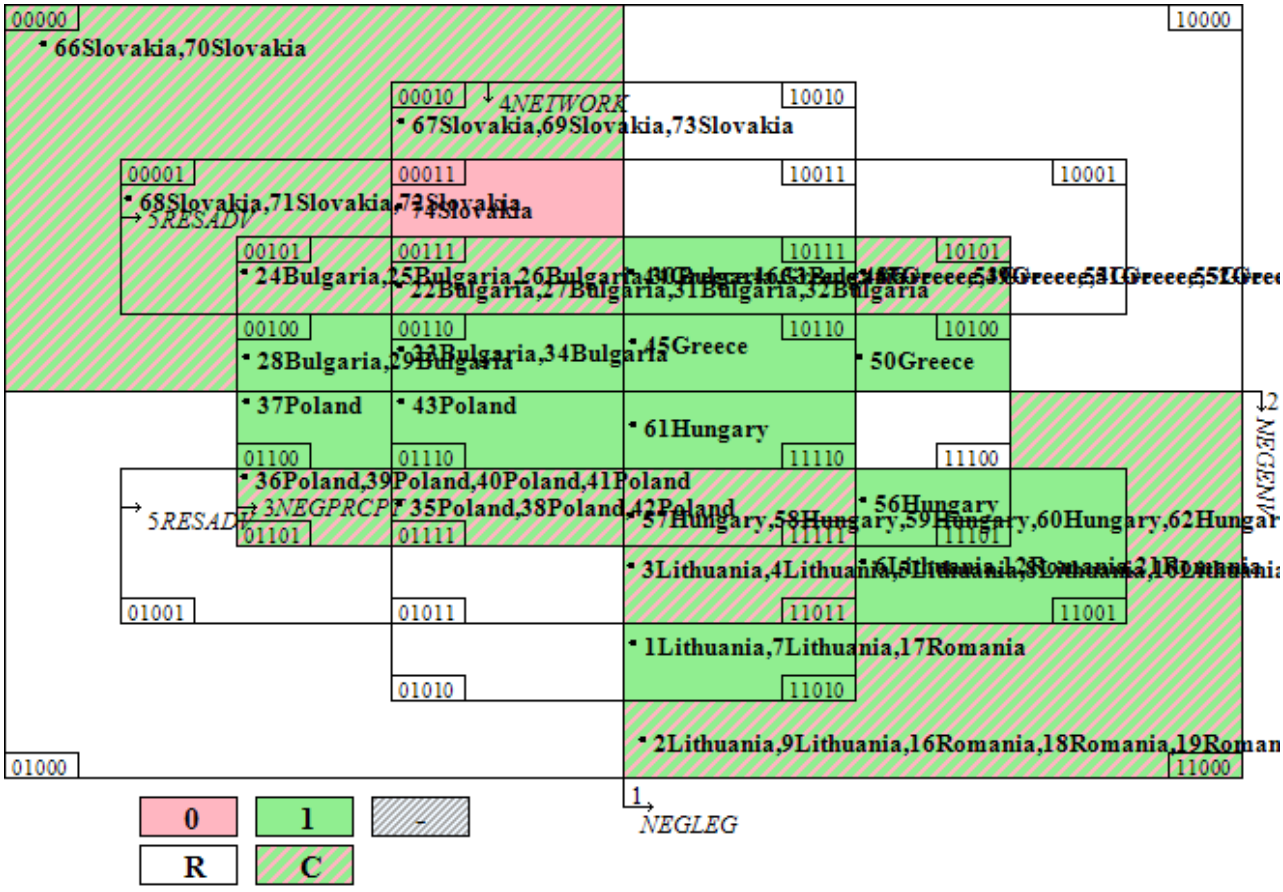
Algorithm: Quine-McCluskey
True: 1

--- COMPLEX SOLUTION ---

frequency cutoff: 1.000000
consistency cutoff: 1.000000

	raw coverage	unique coverage	consistency
~negleg*~negenv*~negprcpt*network*resadv	0.058824	0.058824	1.000000

solution coverage: 0.058824
solution consistency: 1.000000



Sixth Outcome: EXPANDCAT

'Your organisation has expanded the categories (groups) of beneficiaries you reach since capacity-building was provided'

Analysis

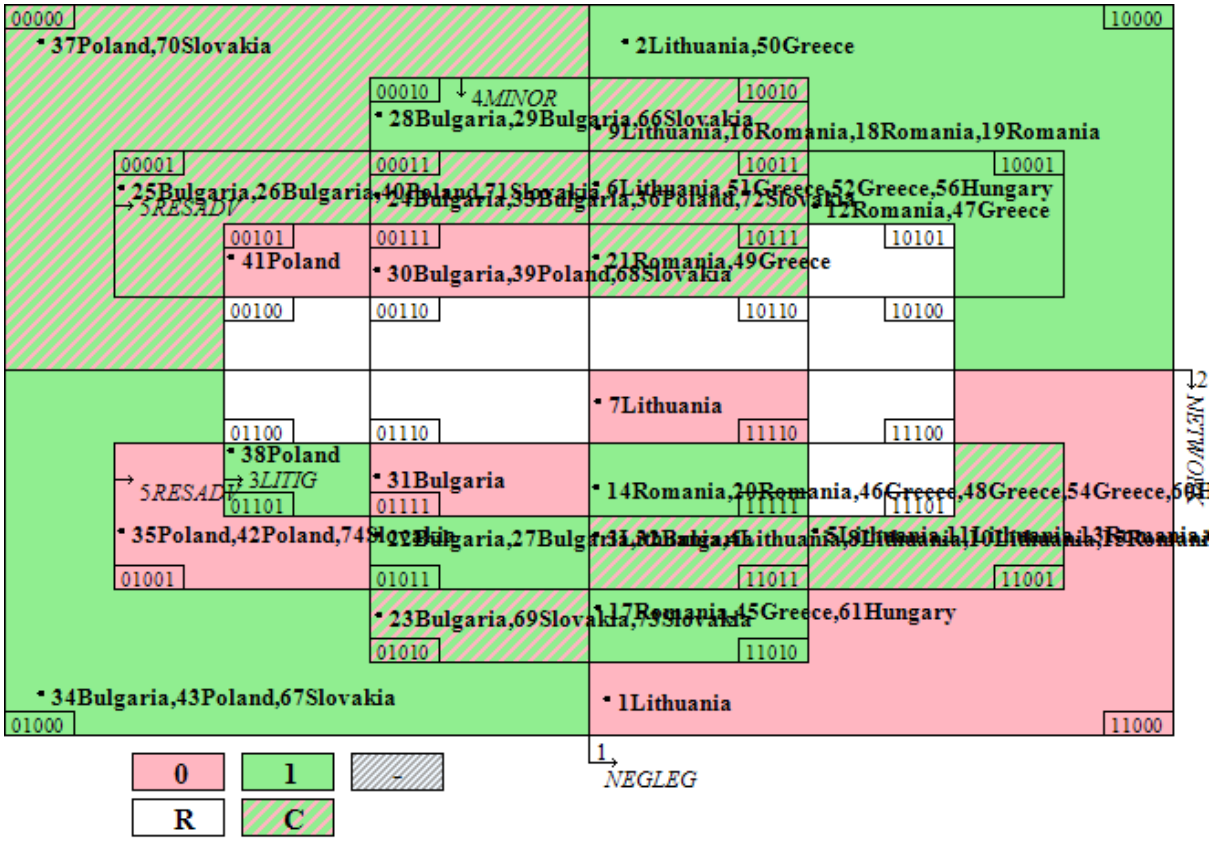
The best-fitting simple model for this outcome includes five conditions: RESADV + MINOR + LITIG + NETWORK + NEGLEG = EXPANDCAT
The intermediate solution with a consistency cut-off of 0.75 covers 87 per cent of the positive outcomes and has 92 per cent consistency. All directional expectations are 'present'. The solution consists of nine combinations, of which we have highlighted the four most important (in bold):

	Raw Coverage	Unique Coverage	Consistency
minor*network*NEGLEG	0.076923	0.038462	1.000000
RESADV*litig*NEGLEG	0.365385	0.115385	0.863636
RESADV*minor*litig*network	0.096154	0.057692	0.833333
resadv*MINOR*network*negleg	0.057692	0.057692	1.000000
resadv*minor*NETWORK*negleg	0.057692	0.057692	1.000000
minor*LITIG*NETWORK*negleg	0.019231	0.019231	1.000000
RESADV*MINOR*litig*NETWORK	0.269231	0.057692	0.933333
MINOR*litig*NETWORK*NEGLEG	0.269231	0.057692	0.933333
RESADV*MINOR*NETWORK*NEGLEG	0.365385	0.153846	0.950000

For the negative outcomes, the intermediate solution covers only 45 per cent of the negative outcomes but has 100 per cent consistency. All directional expectations are 'absent'. The solution consists of five combinations:

	Raw Coverage	Unique Coverage	Consistency
LITIG*network*negleg	0.181818	0.045455	1.000000
MINOR*LITIG*negleg	0.181818	0.045455	1.000000
resadv*LITIG*NEGLEG	0.045455	0.045455	1.000000
resadv*minor*NETWORK*NEGLEG	0.045455	0.045455	1.000000
RESADV*minor*litig*NETWORK*negleg	0.136364	0.136364	1.000000

The following Venn diagram shows which countries are covered by which combinations:



Raw Data

EXPANDCAT

NEC

1	SMEDIA	0.962	0.083	0.694
2	litig	0.808	0.531	0.737

SUF

1	smedia	1.000	1.000	0.038
2	NEGLEG	0.814	0.814	0.673
3	advoc*minor	0.800	0.800	0.154
4	capgov*resadv	0.818	0.818	0.173
5	capgov*advoc	0.846	0.846	0.212
6	NETWORK*RESADV	0.812	0.812	0.500
7	NETWORK*MINOR	0.839	0.839	0.500
8	NETWORK*LITIG	0.818	0.818	0.173
9	NEGPRCPT*resadv	0.889	0.889	0.154
10	NEGPRCPT*MINOR	0.806	0.806	0.481
11	NEGPRCPT*litig	0.844	0.844	0.519
12	NEGPRCPT*advoc	0.810	0.810	0.327
13	NEGPRCPT*NETWORK	0.846	0.846	0.423
14	negenv*CAPGOV	0.800	0.800	0.231
15	negenv*NEGPRCPT	0.800	0.800	0.385
16	litig*MINOR*RESADV	0.826	0.826	0.365
17	ADVOC*litig*MINOR	0.833	0.833	0.288
18	CAPGOV*MINOR*RESADV	0.826	0.826	0.365
19	CAPGOV*litig*RESADV	0.826	0.826	0.365
20	CAPGOV*ADVOC*MINOR	0.812	0.812	0.250

```
21  CAPGOV*ADVOC*litig              0.812  0.812  0.250
22  network*litig*minor             0.800  0.800  0.154
23  network*advoc*resadv            0.889  0.889  0.154
24  negprcpt*CAPGOV*RESADV          0.800  0.800  0.154
25  negenv*litig*RESADV             0.812  0.812  0.250
26  negenv*litig*MINOR              0.833  0.833  0.288

File:  C:/Users/Barbara/Dropbox/Ananda/second project/EXPANDCAT.csv
Model: expandcat = f(resadv, minor, litig, network, negprcpt, negleg)

 Rows:     64



 Algorithm: Quine-McCluskey
     True: 1
  0 Matrix: 0L
Don't Care: -

--- INTERMEDIATE SOLUTION ---
frequency cutoff: 1.000000
consistency cutoff: 0.800000
Assumptions:
resadv (present)
minor (present)
litig (present)
network (present)
~negprcpt (absent)
~negleg (absent)

                              raw      unique
                            coverage   coverage   consistency
                           ---------- ---------- ----------
~resadv*~network*negprcpt             0.076923   -0.000000   1.000000
~resadv*~minor*negprcpt               0.076923   -0.000000   1.000000
~minor*~network*negleg                0.076923    0.019231   1.000000
~litig*negprcpt*negleg                0.288462    0.076923   1.000000
resadv*~minor*~network*~negprcpt      0.038462    0.019231   1.000000
~resadv*minor*~network*~negleg        0.057692    0.019231   1.000000
~resadv*~minor*network*~negleg        0.057692    0.019231   1.000000
~minor*litig*network*~negleg          0.019231    0.019231   1.000000
resadv*minor*~litig*network           0.269231    0.057692   0.933333
minor*~litig*network*negleg           0.269231    0.019231   0.933333
resadv*minor*network*negleg           0.365385    0.115385   0.950000
resadv*litig*~network*~negprcpt*negleg  0.019231   -0.000000   1.000000
resadv*minor*litig*~negprcpt*negleg   0.057692   -0.000000   1.000000
solution coverage: 0.826923
solution consistency: 0.977273


File:  C:/Users/Barbara/Dropbox/Ananda/second project/EXPANDCAT.csv
```

Model: expandcat = f(resadv, minor, litig, network, negleg)

Rows: 21

Algorithm: Quine-McCluskey
True: 1
0 Matrix: 0L
Don't Care: -

--- INTERMEDIATE SOLUTION ---
frequency cutoff: 1.000000
consistency cutoff: 0.750000
Assumptions:
resadv (present)
minor (present)
litig (present)
network (present)
~negleg (absent)

	raw coverage	unique coverage	consistency
~minor*~network*negleg	0.076923	0.038462	1.000000
resadv*~litig*negleg	0.365385	0.115385	0.863636
resadv*~minor*~litig*~network	0.096154	0.057692	0.833333
~resadv*minor*~network*~negleg	0.057692	0.057692	1.000000
~resadv*~minor*network*~negleg	0.057692	0.057692	1.000000
~minor*litig*network*~negleg	0.019231	0.019231	1.000000
resadv*minor*~litig*network	0.269231	0.057692	0.933333
minor*~litig*network*negleg	0.269231	0.057692	0.933333
resadv*minor*network*negleg	0.365385	0.153846	0.950000

solution coverage: 0.865385
solution consistency: 0.918367

NEG
File: C:/Users/Barbara/Dropbox/Ananda/second project/EXPANDCAT.csv
Model: ~expandcat = f(resadv, minor, litig, network, negleg)

Rows: 14

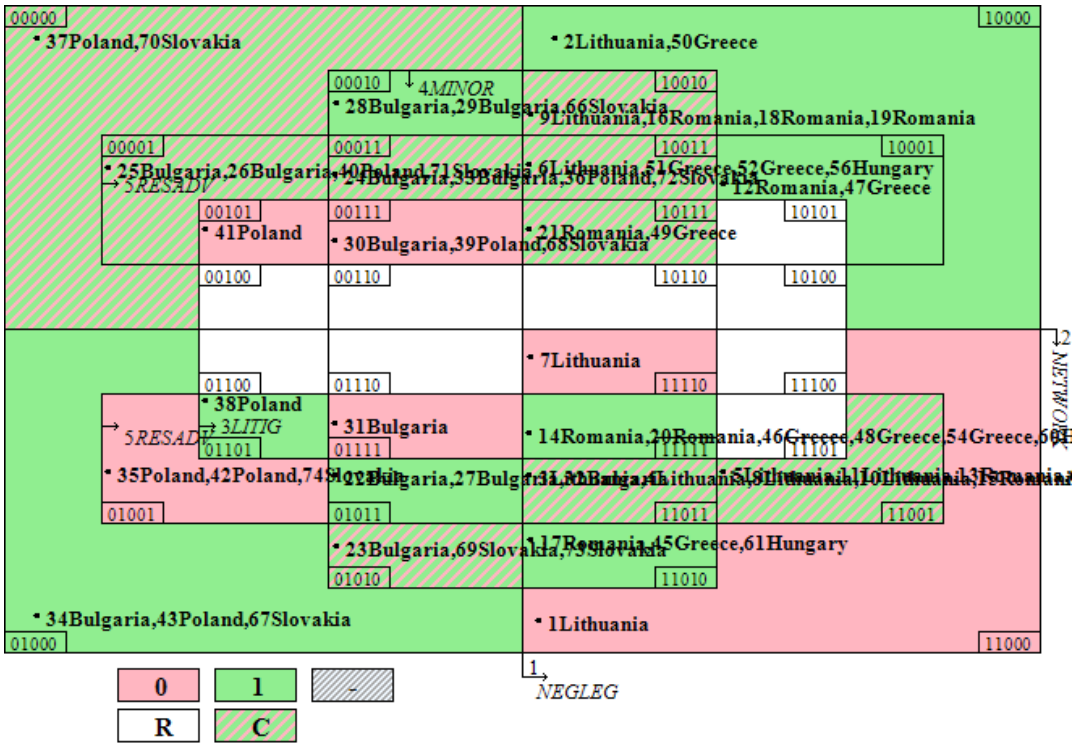
Algorithm: Quine-McCluskey
True: 1
0 Matrix: 0L
Don't Care: -

--- INTERMEDIATE SOLUTION ---

frequency cutoff: 1.000000
consistency cutoff: 1.000000
Assumptions:
~resadv (absent)
~minor (absent)
~litig (absent)
~network (absent)
negleg (present)

	raw coverage	unique coverage	consistency
litig*~network*~negleg	0.181818	0.045455	1.000000
minor*litig*~negleg	0.181818	0.045455	1.000000
~resadv*litig*negleg	0.045455	0.045455	1.000000
~resadv*~minor*network*negleg	0.045455	0.045455	1.000000
resadv*~minor*~litig*network*~negleg	0.136364	0.136364	1.000000

solution coverage: 0.454545
solution consistency: 1.000000



Annex 5. Data Collection Tools

Questions for subject matter experts:

Introduction:

Hello, my name is (our names are). I am/ we are currently engaged in the evaluation of the civil society sector for the FMO. We are exploring the experiences of the civil society sector across 8 countries, Bulgaria, Estonia/Lithuania, Hungary, Romania, Poland, Slovakia and Greece. We/I have contacted you because you are considered an authority/expert on issues of civil society in this country. Therefore your expert opinion is of considerable value to us. We would like to stress that your participation is voluntary and that we will not keep any information for any purpose other than foe the assessment. The information you provide will not be attributed to you personally, but your name will be listed as a person who was included in this assignment.

Name(s):

Position(s):

Contact details (of all if more than one participant):

Gender:

Organization:

Interviewer:

Location:

Date

1. How would you describe the state of the CSO space in (country)? (context question. Focus on current realities, challenges, ways forward)

2. Then ask the questions below as relevant to each of the following areas:
    a. Watchdog role, advocacy and/or monitoring
    b. Civic education, communicating and raising awareness around democratic values and rights:
    c. Promoting active citizenship:
    d. Human rights and countering discrimination
    e. On-line hate speech (if this is included with hate speech generally also ok, but please distinguish)

- 3. Questions for each area:
    a. What are the specific realities are faced by organizations engaged in area XXXX?
    b. What type of support do organizations engaged in area XXXX need?
    c. Are you aware of any support that organizations engaged in area XXXX have received that was particularly beneficial?
    d. Are there any specific capacity concerns that you feel are worth noting for the civil society sector? (thematic or institutional capacity development needed)

e. Are you aware of any organization or project that has may headway for introducing notable best practice or lessons learned.

Interview parameters

Sample:

National team members will identify a minimum of two key informants who are experts in the sector.

Deviation: Any changes that may occur to this protocol as the assessment is carried out will be carefully documented by the national team member.

Change: (explanation)

Reason: (explanation)

Who did the change apply to (explanation)

What is the implication of the change: (explanation)

Changes could include questions that were not asked, or modified

Questions for fund operators

Introduction:

Hello, my name is (our names are). I am/ we are currently engaged in the evaluation of the civil society sector for the FMO. We are exploring the experiences of the civil society sector across 8 countries, Bulgaria, Estonia/Lithuania, Hungary, Romania, Poland, Slovakia and Greece. You are a key person for us to interview as you are the Fund Operator for this grant. We would like to stress that your participation is voluntary and that we will not keep any information for any purpose other than foe the assessment. The information you provide will not be attributed to you personally, but your name will be listed as a person who was included in this assignment.

Name(s):

Position(s):

Contact details (of all if more than one participant):

Gender:

Organization:

Interviewer:

Location:

Date

1. How would you describe the state of the CSO space in (country)? (context question. Focus on current realities, challenges, expected/predicted changes in the near future. It's important to ensure that we understand what is coming so that in our findings we are able to determine if a best practice could/could not be applied in the future)
2. Please describe your role and activities as Fund Operator?
3. Have you as a fund been subjected to threats by the government or government agencies? (for example office raids, unscheduled audits, overt threats, etc)
4. How did the programmes support the capacity development of the FOs themselves - what opportunities were given to the FOs to build their own capacity?
5. Have you received capacity development as part of the EEA and Norway Grants funding?
    a. If yes, what was the capacity building for (thematic, organizational, operational)? Please [provide details.
    b. If yes, how was the capacity building provided? Please [provide details.
    c. Was the capacity building effective, and if so how and which was most effective?
    d. What are the main capacity building gaps for civil society in your country/by area? (please be precise, not funding, focus on what knowledge gaps they have and how they could fill them). What would be the most effective way to fill these gaps?
6. What type of funded interventions yields the best results and why?
7. Does working with small/weak/rural CSOs have an impact on overall programme results?
8. Did the programmes serve to enhance collaboration between CSOs? If yes how?
9. Were umbrella organisations, networks and platforms support? If yes, how?
10. Were partnerships supported? If yes, now?
11. What were the results of collaborations and support models, if any were used?

12. What lessons were learned from the experience of working/supporting partnerships, umbrella organizations and collaborations? Are there any key best practices that you feel are worth noting?
13. Were you engaged in any bilateral cooperation? If yes, what Relevant bilateral cooperation have been important ?
14. Then ask the questions below as relevant to each of the following areas:
    a. Watchdog role, advocacy and/or monitoring
    b. Civic education, communicating and raising awareness around democratic values and rights:
    c. Promoting active citizenship:
    d. Human rights and countering discrimination
    e. On-line hate speech (if this is included with hate speech generally also ok, but please distinguish)

15. Questions for each area:
    a. What type of activities have you engaged in in this **area**? What type of activities have been funded? What type of target groups?
    b. How were Project Promoters identified? (if there is documentation on this, please request supporting documents).
    c. How many applications for funding were received, and how many were awarded?
    d. What are the specific realities faced by organizations engaged in activities in this area?
    e. What type of support (financial and non-financial) do organizations engaged in this area need?
    f. Are you aware of any support that organizations engaged in **area** have received that was particularly beneficial?
    g. As a Fund Operator, what type of support did you provide to the Project Promoters funded by the EEA and Norway Grants? (Only to be asked of Fund Operators)
    h. Was the EES and Norway Grants support (funding and non-financial) support matched to the needs (answers to point c and e above)
    i. How did the support you provided as a Fund Operator influence the outcome of the work conducted by the Civil Society Organization? (Only to be asked of Fund Operators)
    j. Have any of the fund operators received capacity building for this area of work (thematic capacity building)
    k. What are the main lessons that can be learned from efforts to build capacity in this area/CSO sector? Are the differences in lessons, in what is achieved, in impact, etc when we compare organizations (small, large, urban, rural, etc)

16. General closing questions
    a. Do any of the projects that have been funded (project promoters) strike you as particularly interesting interventions? (best or innovative practice)
    b. Of your experience as fund operator, what are the key lessons learned?

Interview Parameters

Sample:

- All Fund Operators (when a consortium, lead agencies) will be interviewed

Deviation: Any changes that may occur to this protocol as the assessment is carried out will be carefully documented by the national team member.

Change: (explanation)

Reason: (explanation)

Who did the change apply to (explanation)

What is the implication of the change: (explanation)

Changes could include questions that were not asked, or modified

Questions for project promoters

At a minimum 5 project promoters will be interviewed for each country for each thematic area. In some countries less than 5 projects have been identified, in which cases the aim will be to interview all. Importantly, in the event that it is not possible to reach this number, within reason, the evaluation team will not hold back deliverables due to this. However, a clear explanation detailing why the interview numbers were reduced will be made.

Introduction:

Hello, my name is (our names are). I am/ we are currently engaged in the evaluation of the civil society sector for the FMO. We are exploring the experiences of the civil society sector across 8 countries, Bulgaria, Estonia/Lithuania, Hungary, Romania, Poland, Slovakia and Greece. Your project has been selected as an important project for us to examine in more depth. Your project is 1 of XX that we are looking at in (country). We would like to stress that your participation is voluntary and that we will not keep any information for any purpose other than foe the assessment. The information you provide will not be attributed to you personally, but your name will be listed as a person who was included in this assignment.

Name(s):

Position(s):

Contact details (of all if more than one participant):

Gender:

Organization:

Interviewer:

Location:

Date

1. How would you describe the state of the CSO space in (country)? (context question. Focus on current realities, challenges, ways forward)
2. Please describe your organization (background, large, small, urban, rural, type of target, etc)
3. What type of activities do you carry out? (describe in detail) limit to work funded under the 2009-2014 mechanism. May include activities that were under way after 2014.
4. How was your organization selected for funding (what was the process)?
5. Did your organization receive capacity building support? If yes, was this support organizational or thematic?
6. What do you think are the main lessons that can be learned from the capacity building support provided?
7. Are there any examples of best practice related to the building capacity component of the EEA and Norway Grants support?
8. What approaches were used to build capacity?
9. What do you think the capacity building support efforts have achieved? (more funds, better staff, more donors, better able to meet beneficiary needs, etc)
10. Was your organization engaged in capacity building that included other organizations also funded by the EEA and Norway grants?
11. What are the key lessons from capacity building efforts (positive or negative)? Please give examples.

12. Is your organization part of an umbrella organization, or CSO partnership? If yes, please describe.
13. Has the EEA and Norway Grants funding supported collaboration between CSOs? If yes, what has been the impact of this (what has worked, or not, and why).
14. How were partnerships supported, what were the achievements, best practice and lessons in promoting partnerships within civil society and with the public/private sectors?
15. Do you think that partnerships are valuable? If yes, why/what for?
16. Then ask the questions below as relevant to each of the following areas:
17. Did you engage in activities in area….
    a. Watchdog role, advocacy and/or monitoring
    b. Civic education, communicating and raising awareness around democratic values and rights:
    c. Promoting active citizenship:
    d. Human rights and countering discrimination
    e. On-line hate speech (if this is included with hate speech generally also ok, but please distinguish)

18. Questions:
    a. Please describe in detail which activities you engaged in (area)
    b. Please describe in detail which target group you focused on (area)
    c. Were some target groups harder/easier to reach?
    d. What were your main results?
    e. What were the main lessons learned?
    f. Were there any activities that you feel were particularly interesting/best practice?
    g. Did you achieve the results you hoped for? If yes please explain what these were. If no, please explain what happened.
19. Now ask the following specifically according to the relevant field:
    a. Watchdog role, advocacy and monitoring:
        i. What were some key results/achievements of the supported civil society organisations working on monitoring, transparency, [128] watchdog role and advocacy, including advocacy aimed at improving the operating environment for civil society?
        ii. Are there any best practices that can be extracted from these interventions? If yes, what best practice examples exist for support to platforms and networks for advocacy?
        iii. Did the FO provide any support which proved to be key to ensuring the success and achievements of the supported NGOs? Please explain how this worked and what would have happened if the support had not been provided?
    b. Civic education, communicating and raising awareness around democratic values and rights:
        i. what were the achievements of supported NGOs working on civic education, promoting human rights norms, informing public as to the meaning and importance of democratic principles and fundamental rights?
        ii. What were the achievements and lessons in communicating with the general public, and also with disengaged segments of the population – e.g. which tools, channels and strategies were able to reach disengaged segments of the public?
        iii. Give some examples of the most effective approaches. What support did the programme/FO provide which was key to ensuring the success and achievements of the supported NGOs?

[128] eg monitoring electoral processes and outcomes, monitoring compliance with European and international standards, monitoring judicial independence (including political influence over appointments)

iv. Were there communication challenges when communicating sensitive issues? If yes, what were some of the communications challenges when communicating on 'sensitive' issues, and what approaches were effective?

c. Promoting active citizenship:

i. what were the achievements of supported NGOs working on citizen engagement and participation in democratic life?
ii. Were there any examples of the most effective actions, in particular good practices for engaging with young people? If yes, could you share those with us?
iii. Were there any factors that were key to underpinning the success/ or failure of the intervention? If yes, what were these key factors ? Specifically did any relate to the support provided by the programme?

d. Human rights and countering discrimination:

i. what were the achievements of supported NGOs in protecting and promoting human rights, supporting human rights defenders, inclusion of minorities/marginalized groups (especially Roma), promoting gender equality, countering discrimination and hate speech?
ii. What were the key factors underpinning successful actions in terms of the support provided by the programme?

e. **on-line hate speech** (and addressing the quality of public discourse in the digital sphere).

i. What were the achievements and challenges in this area?
ii. What partnerships (e.g. with non-traditional partners such as bloggers) were effective and why?.

Interview parameters

Sample

All project promoters from the selected cases will be interviewed. For each area 5 interviews will be conducted. In cases where less than 5 projects belong to this area all will be included. In cases where more are available, TM will focus on the most responsive. Some questions are only relevant to specific areas; therefore TM will ask all general, but only relevant specific questions.

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Change: (explanation)

Reason: (explanation)

Who did the change apply to (explanation)

What is the implication of the change: (explanation)

Changes could include questions that were not asked, or modified

Interviews with civil society officers at the FMO

Hello, my name is (our names are). I am/ we are currently engaged in the evaluation of the civil society sector for the FMO. We are exploring the experiences of the civil society sector across 7 countries, Bulgaria, Estonia/Lithuania, Hungary, Romania, Poland, Slovakia and Greece. For these purposes we feel it would be a good place to start to discuss with you directly regarding your experience as the Civil Society Officer at the FMO for the country/ies that you work with. It will be important that I mention that your participation is voluntary, this session will be recorded and I/we will be taking notes. Therefore, if there is something that is off the record, please let me/us know. You will not be quoted in the report, but your name will figure as someone we interviewed. The data we collect in relation to this assignment will be destroyed once the assignment is finalised. During the assessment process data will be shared between team members as may be relevant.

Name:

Country over which you have oversight:

Team members present:

Date

1. How would you describe the state of the CSO space in (country)? If you cover multiple countries, please feel free to compare and contrast the experiences. (context question. Focus on current realities, challenges, ways forward)
2. Are there any issues that we should be aware of regarding the negotiations with the specific country during the negotiations for the previous mechanism which we are looking at? Or during the current mechanism in so far as it may affect our ability to collect data? Or should consider in assessing the data we collect?
3. What is your assessment of the Fund Operator in the previous mechanism?
    a. Are they competent?
    b. Are they engaged?
    c. Do you think they facilitate or hinder the work of the project promoters?
    d. Are there any specific areas which experience more difficulty than others? (types of work or target beneficiary categories)?
4. Is there anything we have not discussed that you feel is important to cover?

Interview parameters

All relevant desk officer will be interviewed at the start of the assignment via skype by the Country area experts, when possible the TL and/or RA will join. **Once, the data is collected the TM and RA will interview/meet with them again to discuss preliminary findings. In addition, the following questions will be asked during the second interview:**

1) Could you list the main factors with regards to the institutional set-up for managing the Funds which in your view have influenced the achievement/non-achievement of programme objectives?
2) In your view, which aspects of the institutional framework were most important to the programmes' work on democratic principles and fundamental rights (e.g. independence of FOs from national governments)?
3) In your view did the programmes enable flexible responses to emerging issues, e.g. action grants, short-term projects etc.? If so, how was this materialized?
4) Could you share with us how if, and if so how, flexibility around funding opportunities was made possible?
5) Could you share with us your experience regarding how programmes specifically focused on reaching out to smaller/remote organisations? Are you aware of any best practice around these efforts?
6) Generally, can you think of any project or effort that was particularly innovative or which in your view constitutes a best practice? This could include actual activities, management modalities or something in between.
7) What in your view makes (the stated example) particularly noticeable?
8) Is there any other information which you think is key for the team to consider as it moves forward to the analysis phase of the rapid assessment?

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Change: (explanation)

Reason: (explanation)

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What is the implication of the change: (explanation)

Changes could include questions that were not asked, or modified

Online survey for fund operators (this survey will be in English)

Name of respondent:

Contact details:

Name of Organization:

Role (if working with others as fund operator):

How long have you been the fund operator:

1. What country do you work in? (drop down list)
   a. Hungary
   b. Poland
   c. Lithuania
   d. Slovakia
   e. Romania
   f. Bulgaria
   g. Greece
2. Please mark all categories that apply to describe the CSO space in your country?

	This sector is large	This sector is medium	This sector is small	This sector is permitted by the law	Organizations working in this sector can register	Organizations working in this sector can secure foreign funding	CSOs working in this sector are able to influence policy
Watchdog role over activities of the state (for example, independent monitoring offices such as ombudsmen offices)							
Civic education							
Communicating and raising awareness around democratic values and rights							
Promoting active citizenship							

Human rights and countering discrimination							
On-line hate speech							

3. Did Fund Operators (you and other consortium member if you are a consortium) receive capacity development as part of the EEA and Norway Grants funding?
4. If yes, what type of capacity support did you receive?
5. Has the capacity building support been useful to you? If yes, how and if no, why do you think it was not useful?
6. What types of capacity building were provided to project promoters?
   a. Workshops
   b. Tutoring
   c. Manuals
   d. Expert advice
   e. Conferences
   f. Courses
   g. Other
7. Does the government itself have mechanism to engage in the following sectors? (mark all that apply)
   a. Watchdog role over activities of the state (for example, independent monitoring offices such as ombudsmen offices)
   b. Civic education
   c. Communicating and raising awareness around democratic values and rights
   d. Promoting active citizenship
   e. Human rights and countering discrimination
   f. On-line hate speech
8. In which of the areas below (please mark 3) do you think that CSO engagement is the most important?
   a. Watchdog role
   b. Advocacy
   c. Monitoring
   d. Civic education,
   e. Communicating and raising awareness around democratic values and rights
   f. Promoting active citizenship
   g. Human rights and countering discrimination
   h. On-line hate speech
9. Do you have any other donors that fund this type of intervention?
   a. Yes
   b. No
10. If yes, areas get funded in which ways? (mark all that apply)

	National	International	Crow-funding

Watchdog role over activities of the state (for example, independent monitoring offices such as ombudsmen offices)			
Civic education			
Communicating and raising awareness around democratic values and rights			
Promoting active citizenship			
Human rights and countering discrimination			
On-line hate speech			

11. What are the main areas for development for the civil society sector in your country?
12. What do you think has been the greatest success of the programme?
13. Did the programme have any unintended positive side effects/impacts? If yes, what were these (pls describe)
14. Did the programme have any unintended negative side effects/impacts? If yes, what were these (pls describe)
15. In your opinion, why is it important to support civil society in your country?

Note: since FO will be interviewed also, this survey is a way of collecting comparable data and hence the focus is on numeric, not qualitative findings.

Online survey for project promoters (in local language)

Name:

Organization:

Contact details:

Project name:

Project code:

Funding amount received:

1. What country do you work in? (drop down list)
   a. Hungary
   b. Poland
   c. Lithuania
   d. Slovakia
   e. Romania
   f. Bulgaria
   g. Greece.

2. Did your organization receive capacity development support?
   a. Yes
   b. No

3. If yes, please describe.

4. Did you receive thematic capacity development?
   a. Yes
   b. No

5. If yes, please select for which areas you received support?(select all that apply)
   a. Watchdog role
   b. Advocacy
   c. Monitoring
   d. Civic education,
   e. Communicating and raising awareness around democratic values and rights
   f. Promoting active citizenship
   g. Human rights and countering discrimination
   h. on-line hate speech

6. What types of capacity building were provided to your organization?
   a. Workshops
   b. Tutoring
   c. Manuals
   d. Expert advice
   e. Conferences
   f. Courses
   g. Other

7. In your view which type of capacity development support were most useful

8. What type of activities have the projects you have worked on engaged in?(mark all that apply)
   a. Watchdog role
   b. Advocacy
   c. Monitoring
   d. Civic education,

e. Communicating and raising awareness around democratic values and rights
f. Promoting active citizenship
g. Human rights and countering discrimination
h. on-line hate speech

9. Please select the target group for your activities (Select all that apply)
    a. women
    b. men
    c. children
    d. elderly
    e. ethnic minorities
    f. people in rural areas
    g. urban zones
    h. migrants
    i. refugees
    j. people with disabilities
    k. LGBTI
10. Have you targeted any group that was not listed above, if yes, which ones?
11. Were you able to reach all your target groups?
    a. Yes, all of them and fully
    b. Yes, some of them, but those which I could reach I reached fully
    c. Yes, some of them and only partially
    d. No, I could not reach my target groups
12. If you answered c, d or d, please explain why this was the case?
13. Please select the all the activity types you used to reach your target group
    a. Trainings and workshops
    b. Radio or TV advertisement
    c. Visual medium (video, photography/film)
    d. Social Media
    e. Posters on streets
    f. Rally and protests
    g. Reports to the government
    h. Publicly available reports
    i. Web pages
    j. Art (exhibitions, promotion)
    k. Research material
    l. Organizing groups (such as local council groups for youth, or other groups that facilitate/open opportunities for
    m. Cultural activities (social activities that foster cultural exchange and understanding)
    n. Other (please explain)
14. Which activities were most useful to reach your target group ?(This question will be listed with 3 drop down lists so that they can select 3 answers only)
    a. Trainings and workshops
    b. Radio advertisement
    c. TV advertisement
    d. Videos/short films
    e. Photography
    f. Social Media
    g. Posters on streets
    h. Rally and protests
    i. Reports to the government
    j. Publicly available reports

k. Web pages
l. Art (exhibitions, promotion)
m. Research material
n. Organizing groups (such as local council groups for youth, or other groups that facilitate/open opportunities for
o. Cultural activities (social activities that foster cultural exchange and understanding)
p. Other

15. Were there some activity types that only worked when used in conjunction with each other?
    a. Yes
    b. No
16. If yes, Which ones?
17. Were you able to reach the expected results?
    a. Yes
    b. No
    c. Partially
18. If b or c, please explain why.
19. How have you measured success rates?
20. Are there contextual factors that support the intervention (make easier)?
    a. Yes
    b. No
21. Ifyes, please explain what these were. (please write in detail)
22. Are there contextual factors that hinder the intervention (make harder)?
    a. Yes
    b. No
23. If yes, please explain what these were. (please write in detail)
24. What do you think has been the greatest success of the programme?
25. What were **positive** side effects to the programme?
26. What were **negative** side effects to the programme?
27. What were **both positive and negative** side effects to the programme?
28. Do you encounter problems securing funding to strengthen civil society?
    a. Yes
    b. No
29. If yes, what is the main issue that leads to these challenges?
30. Do you have any other donors that fund this type of intervention?
    a. Yes
    b. No
31. If yes, areas get funded in which ways? (mark all that apply)

	National	International	Crow-funding
Watchdog role over activities of the state (for example, independent monitoring offices such as ombudsmen offices)			
Civic education			
Communicating and raising awareness around democratic values and rights			
Promoting active citizenship			

Human rights and countering discrimination			
On-line hate speech			

32. How important do you think it is to strengthen the civil society sector in your country? (Please explain in detail)

33. In which of the areas below (please mark 3) do you think that CSO engagement is the most important in your country?

    a. Watchdog role
    b. Advocacy
    c. Monitoring
    d. Civic education,
    e. Communicating and raising awareness around democratic values and rights
    f. Promoting active citizenship
    g. Human rights and countering discrimination
    h. On-line hate speech

34. Does the government itself have mechanism to engage in the following sectors? (mark all that apply)

    a. Watchdog role over activities of the state (for example, independent monitoring offices such as ombudsmen offices)
    b. Civic education
    c. Communicating and raising awareness around democratic values and rights
    d. Promoting active citizenship
    e. Human rights and countering discrimination
    f. On-line hate speech