

Guidelines for EU Support to Civil Society in Enlargement Region, 2021-2027

First draft

Guidelines for EU Support to Civil Society in Enlargement Countries, 2014-2020 (EUCSG) have been developed during 2013 with the aim to clarify European Commission's expectations with regards to development of civil society and related measures and policies in countries aspiring accession to the European Union (EU).

The present document, which presents an initial first draft of the Guidelines result framework for the new period 2021-2027 to be subject to consultation, is based on the revised version of the EUCSG for the period 2014-2020. It is based on lessons-learned and feedback received from representatives of CSOs, public institutions and other stakeholders at the Western Balkans and Turkey Civil Society Forum held in Skopje, North Macedonia on 22 and 23 January, 2020.

The final EUCSG result framework will be accompanied with an elaborate introduction expressing EU's understanding of civil society in Enlargement process and approach to its support.

Basis:

The EUCSG are anchored in the international and regional human rights framework, including the European Charter of Fundamental Rights and the Convention for the Protection of Human Rights and Fundamental Freedoms (ECHR). Additionally, the EUCSG are aligned to numerous recommendations, opinions, guidelines, codes of conduct and other bodies of documents adopted by CoE¹, OSCE² and EU and other internal inter-governmental fora to guide countries in implementation of the said standards.

In the context of the EU integration, the Treaty on the European Union (TEU) Article 49 establishes that any European State which respects and is committed to promoting the principles of human dignity, freedom, equality, the rule of law and respect for human rights, including the rights of persons belonging to minorities, may apply to become a member of the Union. Moreover, the Commission has set up a new annual European Rule of Law Mechanism, with annual Rule of Law Report at its centre. The aim of the Mechanism is to prevent rule of law challenges from emerging or deepening, to allow Member States to learn from each other and to strengthen the inter-institutional cooperation in this field. The Mechanism covers the justice systems, the anti-corruption framework, media pluralism and freedom, and other institutional issues linked to checks and balances, including the framework for civil society.

In parallel, civil society development and civil society dialogue have been laid down as one of the priorities of the Enlargement policy. More globally, with the publication of the Communication "The Roots of Democracy and Sustainable Development: Europe's Engagement with Civil Society in External Relations"³ in 2012, the European Commission (EC) laid down the set of preconditions and priorities for EU support to civil society organisations in the external relation context.

¹ <https://rm.coe.int/16802eed5c>

² <https://www.osce.org/files/f/documents/a/c/185841.pdf>

³ <https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2012:0492:FIN:EN:PDF>

For the Enlargement region, these conditions were “translated” into a more detailed tool for monitoring of the civil society development for Enlargement countries in 2013 – the *Guidelines for EU Support to Civil Society in Enlargement Countries, 2014-2020* (EUCSG). A similar framework for media – the *Guidelines for EU support to media freedom and media integrity in enlargement countries, 2014-20* – has been laid out in 2014. Since 2014, civil society has been treated as a sub-chapter of “Democracy” under the Political criteria in the EC Annual Country Reports and as of 2008, a single comprehensive financial framework for support to civil society in the region – the Civil Society Facility (CSF) – has been established.

Aims:

- To clearly **define objectives** and provide a **framework** for **guiding EU’s political and financial support** in the area of civil society engagement, participation and development in Enlargement region;
- To **guide** aspirant countries in the **adoption of strategic frameworks** or specific actions and their **implementation** in support of creating stimulating participatory democracy, especially with regards to civil society **participation to public-policy** making and EU integration process;
- To **define objectives** with regards to **environment** that is **conducive** to civil society activities and **building of capacity and resilience of CSOs** to be effective and accountable independent actors.

Links:

Where possible, the EUCSG is directly associated and linked to both **EU political processes** with the EU aspirant countries, i.e. EU Acquis and the EU financial assistance underpinning the reform process in the countries, i.e. mainly but not only through the **Instrument for Pre-accession Assistance (IPA) II and III**. These are to be updated as some of the instruments are enhanced (e.g. negotiation frameworks, IPA III regulation adoption).

Moreover, links with the **national-level civil society frameworks**, such as **strategies, roadmaps** etc. that guide public authorities’ actions with regards to the conducive environment and civil society development are to be established to the extent possible in the final version of the framework. This is to be done through identification of baselines, sources of verification and national targets to be achieved in order to enable the EUCSG expectations to be “translated” effectively into concrete actions on the part of public authorities and provide for a consistent approach in implementation and monitoring of the EUCSG indicators, benchmarks and national targets. These links will be addressed as part of the upcoming consultation process.

Structure of the framework⁴:

- **Objectives:** the broader, long-term **general situation** to be achieved; it is standard level enshrined in international and European-level human rights legal framework and EU best practices;
- **Results:** specific **effects** to be achieved;
- **Indicators:** measures of progress in the achieving of results across the Enlargement region (regional (benchmark level) and country level (national target level));
- **Benchmark:** situation attainable under ideal conditions and representing a concrete **optimum situation** to be achieved within the time period. Benchmarks are defined in reference to existing regional standards (for Area 1 and 2) for which aspirant countries already have obligations derived

⁴ Detailed definition of the structure will be available as part of the second element of the review process and will follow once the first draft Guidelines review is confirmed jointly through the consultation process and the EC.

from them, while for Area 3 these contain existing recognized civil society self-regulating frameworks or assessment tools in the area of civil society development;

- **Target:** a specified level of performance for an indicator at a predetermined point in time. Since benchmarks for indicators cannot be achieved until 2027, ***national targets represent a step towards achieving the benchmark and are set to 2027.*** *Targets will be defined once the Indicators are confirmed;*
- **Baseline:** the level of performance at a specified starting point. Provides the initial point of comparison for the future measures of performance. For determining a baseline, the EU TACSO 3 Annual Monitoring Report 2020 (available in spring 2021) is to be used alongside other relevant reports;
- **Source of verification (SoV):** Primary and secondary information sources used to monitor and assess the situation in the given time period, i.e. annually. *This will be defined once the Indicators are confirmed;*
- **National targets (2027):** Specific measure to be achieved at country level (and linked to the national strategic frameworks). *This will be defined once the Indicators are confirmed.*

Specific **definitions** and **typology** of terminology used in the result framework will be presented in a separate section/document to accompany the final approved Guidelines result framework.

First Draft Guidelines for EU Support to Civil Society in Enlargement Region, 2021-2027: Result Framework

Objectives	Results	Indicator	Benchmarks/ Reference to Regional Standards	Baseline/ Current Value	Source of Verification (SoV)	National target (2027)
Conducive environment						
<p>1. An enabling legal and policy environment, for the exercise of fundamental freedoms and rights, with focus on associations, assembly and expression.</p> <p>Explanation of changes: Objective is rephrased. Key point is still the same, but the order of rights is changed according to the relevance to civil society (first associations, then assembly and expression). Also, the term right to freedom is not usual, thus it was deleted. Alt. right to liberty (term used in the (ECHR) could be used instead of right to freedom.</p> <p>In addition, two new Results have been added (Result 1.2. and 1.3.) to strength the Objective. Both are related to the protection of state interference in the work of CSOs, respect the privacy as well as to practice proportional measures when fight corruption, terrorism and money laundering. Also, the equal treatment of CSOs with other legal (business) entities, is proposed. Former 1.2 related to volunteering is moved to Objective 2 (as discussed during the Regional Civil Society conference in January 2020)</p> <p>Some of the indicators contain additional explanations aiming for better understanding and unified and easier measuring (example: 1.1.c; 1.2.a; 1.2.b)</p>	<p>1.1. All individuals and legal entities can establish, join and participate in non-formal and/or registered organisations, can assemble peacefully and can express themselves freely</p>	<p>1.1.a. Number of cases of infringement of basic constitutional rights of individuals and legal entities to express freely, to assemble, to join and/or participate in non-formal and/or registered organisation, and of these, the number of cases duly investigated and sanctioned (disaggregated to show human rights defender cases)</p> <p>1.1.b. There is no case of grave violation or infringement of the freedom of association, assembly and expression in practice</p> <p>1.1.c. Progress with the adoption and implementation of relevant legislation in terms of: - establishing/registration requirements without discrimination (age, nationality, legal capacity, gender, etc); - no restrictions in determination of the scope of activities, and pursuing of their objectives; - rules for dissolution and termination meet the standards of international law; - adequate (appropriate and justified) restriction of freedom of assembly (in line with international standards); - freedom of expression for all, with limited restriction for hate speech (for example).</p>	<p>EU Charter of Fundamental Rights: Article 12 - Freedom of assembly and of association Article 11: Freedom of expression</p> <p>European Convention on Human Rights (ECHR) Article 11 – freedom of assembly and association Article 10 – freedom of expression</p> <p>Joint Guidelines on Freedom of Association European Commission for Democracy Through Law (Venice Commission)</p> <p>Acquis Chapter 6: Company law (registration process)</p> <p>Acquis Chapter 23: Judiciary and fundamental rights</p>	<p>Based on EU TACSO 3 Annual Monitoring Report 2020 (available in spring 2021) and other relevant reports.</p>		<p><i>To be defined as part of the upcoming consultation process</i></p>
		<p>1.2. The state protects CSOs from interference and attacks, respects privacy and has targeted and proportional measures for CSOs when fighting extremism, terrorism, money laundering and corruption</p>	<p>1.2.a. Existence of law provisions that clearly protect the right of CSOs and CSOs have access to effective complaint and appeal mechanism to challenge or seek review of decisions affecting exercise of their rights measured in terms of: - number of complaints concerning lack of protection of CSOs;</p>	<p>EU Charter of Fundamental Rights: Article 7 Charter – Respect for private and family life</p> <p>Article 8– Protection of personal data</p>		

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<p><i>Issue for discussion: Grassroot as a term is not common in the countries concerned. Local legislation does not include this term at all. We are therefore proposing to use the term: small community/local organisations and civic initiatives to replace the term grassroots organizations.</i></p>		<ul style="list-style-type: none"> - number of attacks on civil society activists, and undertaken measures by the state institutions to protect; - number of attacks on CSOs and their members (in forms of: threats, defamation, smear campaign, intimidation, harassment, hate speech on-line and off-line), and undertaken measures by the state institutions to protect; - number of reported damages to property, and undertaken measures by the state institutions to protect. <p>1.2.b. Laws to combat extremism, terrorism, money laundering and corruption do not include provisions that restrict or make it impossible for CSOs to undertake legitimate activities or enjoy fundamental rights, as well as in practice CSOs activities are not limited due to unjustified or disproportionate claims of connections with all these deviations to be measured in terms of:</p> <ul style="list-style-type: none"> - number of organisations unjustly accused and convicted for their alleged connections with extremism, terrorism, money laundering and corruption; - disproportionality of measures for restriction of funding applied to CSOs in comparison to other entities, e.g. political parties; - number of cases where state authorities or banks disrupt or discourage CSOs to open bank accounts, to send or receive money. 	<p>Acquis Chapter 4: Free movement of capital ((<i>relevance and proportionality of measures for CSOs</i>))</p> <p>Acquis Chapter 23: Judiciary and fundamental rights</p> <p>Acquis Chapter 24: Justice, freedom and security</p>	Based on EU TACSO 3 Annual Monitoring Report 2020 (available in spring 2021) and other relevant reports		<i>To be defined as part of the upcoming consultation process</i>
	1.3. The state treats all CSOs equally with regards to their operation, and equitably with business entities	<p>1.3.a. CSOs are treated equally and any preferential treatment is based on clear and objective criteria such as:</p> <ul style="list-style-type: none"> - number of cases where state bodies, have preferential and/or discriminative treatment toward specific CSOs. <p>1.3.b. CSOs are not subject to stricter administrative and operational requirements than business</p>	<p>EU Charter of Fundamental Rights: Article 21 – non-discrimination</p> <p>ECHR: Article 14 - Prohibition of discrimination</p> <p>Acquis Chapter 3: Right of establishment and</p>	Based on EU TACSO 3 Annual		<i>To be defined as part of the</i>

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		<p>entities, can receive benefits and compete in public procurement on equal basis with business entities:</p> <ul style="list-style-type: none"> - number/percentage of inspections and sanctions for CSOs comparing to other business entities; - numbers of rejections or limited CSOs access to public procurement competition; - reporting requirements are proportional to the size and operation of CSOs. 	<p>freedom to provide services (equal access by CSOs to providing services)</p> <p>Acquis Chapter 5: Public procurement</p> <p>Acquis Chapter 6: Company law (<i>proportionate reporting requirements for CSOs, request for audits etc.</i>)</p> <p>Acquis Chapter 22: Regional policy and coordination of structural instruments (<i>CSOs as beneficiaries of EU funds, or contractors</i>)</p>	<p>Monitoring Report 2020 (available in spring 2021) and other relevant reports</p>		<p><i>upcoming consultation process</i></p>
	<p>1.4. National and/or local authorities have enabling policies and rules for small community organizations and civic initiatives (grass-roots organisations*)</p>	<p>1.4.a Small community/local organisations and civic initiatives are recognised by the law or in case not, can operate freely without registering</p> <p><i>Definition of grassroots: *A grass-roots organisation is a self-organised group of individuals pursuing common interests through a volunteer-based, non-profit organisation. Grassroots organisations usually have a low degree of formality but a broader purpose than issue-based self-help groups, community-based organisations or neighbourhood-associations.</i></p>	<p>Acquis Chapter 23: Judiciary and fundamental rights</p>			
<p>2. An enabling financial environment, which supports sustainability of CSOs, and ensures CSOs are adequately funded.</p>	<p>2.1. CSOs are free to solicit and receive funding</p>	<p>2.1.a. Legislation stimulates and practice allows all kind of donations (including from abroad) according to international standards measured in terms of:</p> <ul style="list-style-type: none"> - regulated and practiced cash and in-kind donations from all sources; - possibility for funding from public bodies; - possibility for funding from institutional/corporate or individual donors 	<p>Council of Europe Recommendation CM/Rec (2007)14 of the Committee of Ministers to member states on the legal status of non-governmental organisations in Europe</p>	<p>Based on EU TACSO 3 Annual Monitoring Report 2020</p>		<p><i>To be defined as part of the upcoming</i></p>

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<p>Explanation of changes: On the level of Results, the issue of volunteering has been moved under this Objective (Result 2.5.).</p> <p>New Result 2.1. affirms the right of CSOs receiving funding in line with CoE Recommendation and in light of the growing practices in restrictions in some of the countries concerned.</p> <p>Previous result 2.1. (easy financial rules) has been moved to Indicators, because of the lower importance comparing to the other results. The newly introduced Results 1.2. and 1.3. also cover this issue.</p> <p>Result 2.3. is rephrased and now includes also practice (previously only legislation).</p> <p><i>Issue for discussion: Should result and indicators on local level be introduced? If yes, two main issues to be considered: difficulties with availability of data (to many local units in all seven countries) and potential misleading conclusions due to lack of data</i></p>		<ul style="list-style-type: none"> -no obstacles for funding from other states or multilateral agencies; - subject only to the laws generally applicable to customs, foreign exchange and money laundering, counter terrorism and those of the funding of elections and political parties. 		(available in spring 2021) and other relevant reports		<i>consultation process</i>
	2.2. Public institution support to CSOs is available and provided in a transparent, accountable, fair and non-discriminatory manner.	<p>2.2.a. CSO's perception of the provision of funds in terms of transparency, fairness and non-discrimination</p> <p>2.2.b. Ratio of amount sought vs. amount approved/disbursed annually through public funding to CSOs (proves availability of funds) and trend/increase of funding each year</p> <p>2.2.c. Quality of state funding frameworks for CSOs (focusing on procedural document) in terms of:</p> <ul style="list-style-type: none"> - clear and objective criteria; - regulated conflict of interests; - monitoring and evaluation of used public fund; - regular reporting for used public funds <p>2.2.d The application process for public funding is simple, transparent, information is widely published and selection criteria are publicly announced in advance.</p>	<p>CoE Recommendation CM/Rec (2007)14 of the Committee of Ministers to member states on the legal status of non-governmental organisations in Europe</p> <p>No. 57 "<i>NGOs should be assisted in the pursuit of their objectives <u>through public funding</u> and other forms of support (...)</i>"</p> <p>No. 58. "<i>Any form of public support for NGOs should be governed by clear and objective criteria</i>"</p>			
	2.3 Individuals and corporates enjoy tax benefits for their donations for CSOs.	<p>2.3.a. Number and kind of donations to CSOs from individual and corporate donors (specified in monetary values)</p> <p>2.3.b. Individuals and corporates can use clearly defined and available tax benefits without administrative burdens.</p> <p>Sub-indicators to be considered:</p> <ul style="list-style-type: none"> - Tax deductions for individual (including philanthropy) and corporate donations are provided in the legislation (with clear requirements and conditions) - CSOs involved in creation of state policies for Corporate Social responsibility 	<p>CoE Recommendation CM/Rec (2007)14</p> <p>No. 57 "<i>NGOs should be assisted in the pursuit of their objectives through public funding and other forms of support, such as exemption from income and other taxes or duties on membership fees, funds and goods received from donors or governmental and</i>"</p>	Based on EU TACSO 3 Annual Monitoring		<i>To be defined as part of the upcoming</i>

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			<p><i>international agencies, income from investments, rent, royalties, economic activities and property transactions, as well as incentives for donations through income tax deductions or credits.”</i></p> <p>Acquis Chapter 16: Taxation ((donations are not-taxed or preferably there are tax benefits for such activities)</p>	Report 2020 (available in spring 2021) and other relevant reports		<i>consultation process</i>
	2.4. Financial (e.g. tax or in-kind) benefits are available for CSOs	<p>2.4.a. Percentage of CSOs aware of tax incentives and benefiting from them.</p> <p>2.4.b.: The legislation provides and practice supports favourable tax benefits for grants, donations, economic activities, passive investments, endowments, membership fees, etc. that support non-profit activities, and does not provide for additional taxation in case of donation to CSOs.</p>	<p>CoE Recommendation CM/Rec (2007)14</p> <p><i>No. 57 “NGOs should be assisted in the pursuit of their objectives through public funding and other forms of support, such as exemption from income and other taxes (...).”</i></p> <p>Acquis Chapter 16: Taxation ((donations are not-taxed or preferably there are tax benefits for such activities)</p>			
	2.5. The policies and legal environment stimulate and facilitate volunteering and employment in CSOs	<p>2.5. a. Number of employees in CSO (permanent and part-time) and number of volunteers in CSOs (both subject to availability of data)</p> <p>2.5.b. Number and type of incentives and state supported programs for the development and promotion of volunteering. Alt.: Number of hours that citizens spent in volunteering annually.</p>	<p>EC Communication on EU Policies and Volunteering: Recognizing and Promoting Cross- border Voluntary Activities in the EU, COM (2011) 568 final</p> <p>Acquis Chapter 2: Freedom of movement for workers</p>	Based on EU TACSO 3 Annual Monitoring Report 2020		<i>To be defined as part of the upcoming</i>

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		2.5.c. Quality of legislative framework for employment and volunteering in terms of: <ul style="list-style-type: none"> - supportive employment policy and incentive programs for employment in CSOs; - Clearly defined and non-discriminatory contractual relationships and protections covering organized volunteering. 	Acquis Chapter 24: Justice, freedom and security (ability for easy and effective cross-border volunteering)	(available in spring 2021) and other relevant reports		<i>consultation process</i>
Changing relations CSOs and public institutions						
<p>3. Civil society and public institutions work in partnership through dialogue and cooperation, based on willingness, trust and mutual acknowledgment around common interests</p> <p>Explanation of changes: New Result .3.2 on strategic framework and institutions for civil society development was added. Indicators in 3.1.a and 3.1.b were further elaborated to allow for clarity. Several new dimensions were added, e.g. use of extraordinary procedure.</p> <p><i>Issue for discussion: Should result and indicators on local level be introduced? If yes, two main issues to be considered: difficulties with availability of data (to many local units in all seven countries) and potential misleading conclusions due to lack of data</i></p>	3.1. Public institutions include CSOs in decision- and policy-making process and acknowledge the importance of CSOs in improving good governance	<p>3.1.a. Percentage of laws/bylaws, strategies, other acts of public interest and policy reforms effectively*⁵ consulted with CSOs * in terms of:</p> <ul style="list-style-type: none"> - access to information on draft policy/legal act from the beginning of its drafting until the end of the adoption procedure - sufficient time (min 15 days) for commenting prior the sending of draft/policy act into the procedure for adoption - use of extraordinary/expedited procedures in adopting legislation without adhering to minimum standards of consultation is an exception and dully justified - timely publication of reports on results of public consultations, with elaboration of reasons for not accepting certain comments - selection of working groups members from CSOs, based on public call, equal treatment and clear criteria ensuring diversity and balance between quality and quantity representativeness of CSOs. <p>3.1.b. Mechanisms for dialogue are clear, open, accessible and efficient* (issues are resolved in</p>	<p>CoE Declaration by the Committee of Ministers on the Code of Good Practice for Civil Participation in the Decision-Making Process, 2009</p> <p>EC Communication - Towards a Reinforced Culture of Consultation and Dialogue – General principles and minim standards for consultation of interested parties by the Commission, COM (2002) 704</p> <p>Principles of Public Administration – Principle 11: Policies and</p>			

⁵ For the purpose of Guidelines and monitoring effective consultations are those when minimum standards of consultations, as follows, are respected:

1. there is a legal obligation to publish draft laws on the Internet and drafts are regularly published,
2. sufficient time to comment: minimum 15 *working days*,
3. if there is a working group or other advisory body established for the preparation of specific draft, the working group members represent various stakeholders and criteria for appointment of the representatives are transparent, open, inclusive and known in advance,
4. there is an obligation to publish a feedback report with a summary of consultation process, list of involved stakeholders, summary of received comments/proposals, their impact on the draft law and justification of rejected comments/proposals.

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	3.2 The State is capable to mainstream civil society and to acknowledge importance of development and cooperation with civil society. through a strategic framework, polices and which is based on adequate basic data and needs	<p>timely manner) on state (government, ministries, parliament) and local level (mayor, local administration, municipality council) efficient* in terms of:</p> <ul style="list-style-type: none"> - frequency (regularity) of sessions - right of CSOs members to initiate the session and agenda items - adequate follow-up of conclusions and recommendations etc. <p>3.2.a Strategic framework or measures are efficiently * (see definition above) drafted in cooperation with civil society</p> <p>3.2.b National level institution or mechanism(s) have sufficient (HR, financial) resources and mandate for facilitating CSO-government dialogue, discussing the challenges and proposing the main policies for the development of civil society</p>	<p>legislation are designed in an inclusive manner that enables active participation of society and allows for co-ordination of different perspectives within the government, 2014</p> <p>Acquis Chapter 6: Company law</p> <p>Acquis Chapter 18: Statistics (<i>the issue of CSO data</i>)</p> <p>Acquis Chapter 28: Consumer and health protection (<i>role for consumer associations ensured in line with the acquis</i>)</p>	Report 2020 (available in spring 2021) and other relevant reports		<i>consultation process</i>
CSOs Resilience⁶ and capacities						

⁶ The concept of sustainability implies statics and predictability; the assumption that if certain procedures are continuously followed civil society will be sustained. This side-lines the importance of national and regional contexts and indeed innovation in the sector – factors that are far less predictable. The idea of resilience is perhaps more useful for reflecting the inherently variable, dynamic, and fluid nature of civil society. These inevitable fluctuations make being part of civil society exciting and challenging, and the need to be flexible, adaptable and resurgent in the face of change is critical. Resilience in this context can be

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<p>NOTE: <i>This area is adjusted to the Assessment on the State of the Enabling Environment and Capacities of Civil Society against the Guidelines for EU support to Civil Society in Enlargement Region, 2014-2020 for the period 2018-2019 and COVID-19 effects on CSOs</i> <i>Assumption: CSOs in WBT in the period 2021-2027 will work in unstable (political, socio-economic) environment and therefore, affecting their ability for using strategic approach in their actions.</i> <i>While Indicators measure performance, this shall be focused on measuring EU-funded interventions.</i></p>						
<p>4. Capable, transparent and accountable CSOs</p> <p>Explanation of changes: Clarification of Result and further definition of indicators against available data</p>	<p>4.1. CSOs' internal governance structures follows the principles of good governance*</p> <p><i>*CSOs have clearly defined management structure, including a recognised division of responsibilities between the governance (governing board) and executive bodies (director, staff members).</i></p>	<p>4.1.a. CSOs follow legal obligation for internal governance structures (which are not excessive) in everyday work</p> <p>4.1.b. Percentage of CSOs publishing their organizational structure and internal documents (statutes, financial regulations, rulebooks, codes of conduct etc.), incl. gender balance policies</p> <p>4.1.c. Actual role of governing and/executive bodies is in line with their legal role/expectations of members/constituencies</p> <p>4.1.d. Existence/establishment of sub-sector or sector-wide initiative for self-regulation in the area of transparency and accountability</p> <p>4.1.e. Gender balance in organization structures</p>	<p>Global Standard for CSO Accountability</p> <p>Civics Civil Society Index</p> <p>Civics Civil Society Index Rapid Assessment (CSI-RA)</p>	<p>Based on EU TACSO 3 Annual Monitoring Report 2020 (available in spring 2021) and other relevant reports</p>		<p><i>To be defined as part of the upcoming consultation process</i></p>
	<p>4.2. CSOs are able to communicate the results of their activities to the public</p>	<p>4.2.a. Percentage of CSOs having at least one on-line channel (website, social media etc.)</p> <p>4.2.b. Presence of specialized PR/Communication staff in organizations structure (except in small local organizations)</p> <p>4.2.c. Cases of cooperation between CSOs and media Alt: Level of media coverage of CSOs activities and number of cases of positive analysis of the role CSOs play in civil society</p>				

thought of as ways of rearranging the status quo and taking control of the complexities that are part of civil society work. (Definition as per: <https://commonwealthfoundation.com/when-the-tough-get-going-civil-society-resilience/>)

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	4.3. CSOs are transparent about their programme activities and financial management	4.3.a. Percentage of CSOs making their (audited) financial accounts and annual reports publicly available				
	4.4. CSOs monitor and evaluate the results and impact of their work	4.4.a. Share of CSOs that monitor and evaluate their projects and programmes funded by the EU using baselines and quality indicators (alt. Share of CSOs that engage in data collection) 4.4.c. Cases of conducted evaluation of EU-funded project and programme				
5. Strategically-led and supported CSOs Explanation of changes: In line with the new resilience approach, the Objective is reformulated to focus on organization being led and rooted by its members/ constituency . Accordingly, Results and Indicators are also reformulated	5.1. CSO activities are guided by long-term mission, vision and goals (VMG) defined by its members and are able to consistently follow it in their actions	5.1.a. Number of CSOs, which have clearly defined VMG by its members 5.1.b Use of stakeholder analysis and feedback mechanisms from constituency/members	Civicus Civil Society Index Civicus Civil Society Index Rapid Assessment (CSI-RA)			
	5.2. CSOs use research and other forms of evidence to underpin their activities as well as their advocacy addresses root causes	5.2.a. Number of CSOs ⁷ who use adequate argumentation and analysis for achieving advocacy goals , incl. gender equality 5.2.b. Cases of use of evidence in EU-funded project activities focused on advocacy				
	5.3. CSOs regularly network within and outside country borders and make use of coalition-building for increased impact in campaigning and advocacy	5.3.a. Number of CSOs taking part in local, national, regional and international networks and cases of cross-sectoral partnership (academia, private sector) 5.3.b. Cases of start/boost of networking through EU-funded projects aiming at campaign and advocacy				
	5.4. CSOs pursue public good ⁷ in their work	5.4.a Percentage of public trust in CSOs (in general population surveys vis-à-vis other institutions)				

⁷ Benefits or well-being of the public. In contrast to private, individual good of a group or individual.

Objectives	Results	Indicator	Benchmarks/ Reference to Regional Standards	Baseline/ Current Value	Source of Verification (SoV)	National target (2027)
6. Resource-based CSOs Explanation of changes: In line with the new resilience approach, the Objective is reformulated to focus on organization having both human and financial resources and thus widening the understanding of CSO development . Such a definition is also more suitable for small local organizations , which is usually based on volunteer work. Accordingly, Results and Indicators are also reformulated.	6.1. Fund-raising activities are underpinned by CSOs' core VMG	6.1.a. Percentage of CSOs that confirm that they are able to raise funds according to their planning and in line with their VMG 6.1.b. Donor policies are based on and inclusive of CSOs needs (indirect indicator) 6.1.c. Data on sources of CSOs funding are available (incl. disclosure of names of the donors in line with data protection regulations)	Global Standard for CSO Accountability Civicus Civil Society Index Civicus Civil Society Index Rapid Assessment (CSI-RA) Acquis Chapter 9: Financial services (<i>occupational insurance</i>) Acquis Chapter 22: Regional policy and coordination of structural instruments (<i>CSOs as beneficiaries of EU funds, or contractors</i>)	Based on EU TACSO 3 Annual Monitoring Report 2020 (available in spring 2021) and other relevant reports		<i>To be defined as part of the upcoming consultation process</i>
	6.2. CSO have a diversified funding base, including reliance on membership fees, corporate/ individual giving and social entrepreneurship	6.2.a. Diversity in CSO sources of income, e.g. at least 2 different donor types, no single donor is more than 50% of the organization's budget 6.2.b. Cases of alternative funding sources (i.e. crowdfunding) practiced by CSOs	Acquis Chapter 19: Social policy and employment (treatment of staff in CSOs)			
	6.3 Effective, empowered and developed human resources (employees, volunteer)	6.3.a. Existence of internal codes of conducts for employees and staff 6.3.b Cases of support to exchange know-how, learning by staff and volunteers 6.3.c. Hiring process are transparent and fundamental labour rights and standards are upheld, incl. gender policies	Acquis Chapter 19: Social policy and employment (treatment of staff in CSOs)			