ASSESSING AND STRENGTHENING CIVIL SOCIETY WORLDWIDE

**A Project Description of
the CIVICUS Civil Society Index:
A Participatory Needs Assessment &
Action-Planning Tool for Civil Society**

Volkhart Finn Heinrich

Preface

It is with a sense of both achievement and joy that I contribute the preface to this series of papers on the CIVICUS Civil Society Index (CSI), especially since the CSI has accompanied me during most of my time at CIVICUS. When I first proposed the idea of a civil society index in December 1998, some of those initially consulted were concerned that the timing was not appropriate, the methodological challenges were insurmountable, and the value added by the work was questionable. It is for the reader to judge the scale of achievements described in this paper and it is to you that we look for further critical comments as we continue to improve the quality of the project.

I must confess, in all honesty, that when we initiated the CSI project in the late 1990s, I did not envision that the project would take on the immense scope it now enjoys, with CSI applications being conducted in more than 60 countries around the world. The project was conceived at a time when the public discourse around civil society was thriving and the sky seemed to be the limit for civil society and its role in governance and development around the world. However, there appeared to be a certain mismatch between the widespread use of the civil society term among policy-makers and the limited knowledge the international community possessed around civil society issues. Thus, a project which aimed to increase knowledge of civil society, particularly in the global South, and at the same time sought to utilise this knowledge to build a stronger civil society, seemed to be a timely and worthwhile initiative.

This thinking was strongly supported by CIVICUS' members and other stakeholders we consulted in the initial design phase of the project. The link between knowledge generation and policy and action, albeit extremely difficult, was regarded as the overarching task for such a civil society assessment. And even now, more than five years into the project, creating and sustaining this link continues to be a challenging and exciting component of the CSI.

The project, of course, faced and still faces a myriad of additional challenges, starting with how to define civil society, and how to develop a research framework which is applicable across countries to issues around local ownership and resource mobilisation. The project in its early days was driven primarily by Project Co-ordinator Volkhart Finn Heinrich and myself with important support from interns and other colleagues, both within CIVICUS and in the broader civil society community. To say that our resources were modest would be an understatement.

In tackling the above-mentioned challenges, CIVICUS adopted a highly consultative approach, involving well over 100 individuals and organisations. Without attempting to be exhaustive, I would like to particularly thank all the persons who volunteered their time to provide input and expertise into the project design. These included the Project Advisory Group members during the pilot phase[1]; the members of the CIVICUS board, in particular the programme committee under the able leadership of Alan Fowler, the current President of the International Society for Third Sector Research; and the participants of the CSI re-design workshop in Cape Town in 2002.

---

[1] It is especially important to mention the valuable input from Bob Bothwell, Nilda Bullain, Ed Crane, Julie Fisher, Leslie Fox, Alan Fowler, Richard Holloway and Reinhard Pollak.

I would also like to express, on behalf of CIVICUS, gratitude to the following CSI donors: Aga Khan Foundation Canada; Canadian International Development Agency (CIDA); Commonwealth Foundation; David & Lucile Packard Foundation; Novib; Swedish International Development Cooperation (SIDA); and the UNDP. Many of these donors regarded their engagement with the CSI not as a usual funding relationship, but as an opportunity to learn more about assessing and strengthening civil society.

The contribution of Professor Helmut Anheier, who developed the Civil Society Diamond as the basic conceptual framework for the CSI, was critically important, as was the contribution of Carmen Malena, who worked with Finn Heinrich on shaping the current state of the project design. Sincere thanks is also due to the country partners in the CSI pilot phase and the first implementation phase, who proved by their strong commitment and professionalism that such a project was not only viable, but would also add value to the development of civil society in their countries. One of the best indications of their commitment to the CSI's goals, is that, even though country partners are responsible for raising the necessary resources to implement the CSI, CIVICUS received more than 90 applications from national-level organisations to apply the CSI tool in their country and is now working with 64 partner-organisations in 61 countries.

It is this extraordinary level of commitment that I have encountered at every occasion where I interacted with the CSI, be it among the country partners, project advisors, CIVICUS Board members or among CSI staff, which to me was most remarkable. I realised that it must be the highly empowering and participatory nature of the project - running through every aspect of it - which triggered this strong dedication by so many diverse participants. In this sense, the CSI signifies the essence of what CIVICUS stands for, namely the belief in the vital role of citizens in confronting the challenges facing humanity worldwide.

I reserve my greatest appreciation for Volkhart Heinrich, fondly known as Finn in many countries around the world where we now work. Finn joined CIVICUS five years ago when we were still developing the initial approach to this work. Finn brought to this work energy, intellect and a genuine commitment and passion for the role civil society could play in creating a more just and equitable world. His ability to build, over the last two years, a small team of five staff who embody creativity, diversity and passion has been wonderful to witness.

I am very grateful to Finn, the hardworking CSI staff, my colleagues on the CIVICUS Board and CIVICUS staff, but most importantly the members of CIVICUS and the partners that we work with now in so many countries around the world. Indeed, this publication signifies an important milestone in the conceptual, methodological and operational aspects of the CSI. In celebrating how far we have progressed with only modest resources, we also acknowledge that there is still a long way to travel on the journey to greater conceptual and strategic clarity in understanding the potential of civil society to contribute to a more just world.

Kumi Naidoo

Secretary General and CEO
CIVICUS: World Alliance for Citizen Participation
Johannesburg, South Africa
March 2004

Acknowledgements

This paper outlines the project design of the CIVICUS Civil Society Index, initiated in 1999 by the international civil society alliance CIVICUS: World Alliance for Citizen Participation. Over the past five years, a large number of individuals and organisations have contributed to the project's development. CIVICUS Secretary General and Chief Executive Officer, Kumi Naidoo, came up with the initial idea of a Civil Society Index in 1999 and has, since then, constantly provided strategic guidance and advice to the CSI project as well as to me personally, for which I owe him much. Professor Helmut Anheier developed the initial research framework, known as the Civil Society Diamond, which is still at the heart of today's CSI.[2] Then, in 2000/2001, during the CSI's pilot phase, the national partners brought the project to life in their countries and provided useful input to the subsequent evaluation phase. During the re-design phase, Carmen Malena worked with me on revising the CSI's methodology and approach and significantly shaped its design. The results of this truly collaborative and highly enjoyable effort on the CSI re-design, which took the form of three week-long face-to-face sessions and countless phone calls between a small German town and a village near Quebec City, Canada, are presented in this paper. Since 2002, the CIVICUS CSI Team, together with our national partners in 61 countries, have turned the abstract letters and numbers of the CSI documents into an engaging hands-on initiative. The immense drive of the CSI Team and the national partners bodes well in making the project a groundbreaking initiative on participatory civil society assessment and the strengthening of civil society.

Volkhart Finn Heinrich

---

[2] For a detailed account of Anheier's approach, see his recent publication 'Civil Society - Measurement, Evaluation, Policy', published by Earthscan.

Contents

Part I

Introduction

The CIVICUS Civil Society Index (CSI) is a participatory action-research project assessing the state of civil society in countries around the world. The project links this assessment with a reflection and action-planning process by civil society stakeholders, aiming to strengthen civil society in those areas where weaknesses or challenges are detected. By seeking to combine valid assessment, broad-based reflection and joint action, the CSI attempts to make a contribution to the perennial debate on how research can inform policy and practice.

This paper introduces the conceptual and methodological building blocks of the CSI. It does so against a backdrop of the current state of research and practice on civil society and civil society strengthening, as outlined in this introductory chapter, and against the CSI's historical development from 1998 to the present, which can be found in Section 2. Section 3 provides basic information on the CSI, including its goals, implementation process and expected outcomes. The following section is devoted to an in-depth discussion of the CSI's conceptual foundations, including the definition of civil society and the project's analytical and operational framework, and also discusses the challenges faced by the task of conceptualising civil society. Section 5 introduces the specific research methodology developed for the CSI and Section 6 outlines the rationale and steps involved in linking research with action within the project. The paper concludes with a discussion on the broader relevance of the CSI initiative for global civil society research and practice. Whereas this paper focuses on the technical design features of the CSI, subsequent papers will provide insights into applications of the CSI in countries around the world.

A paper focusing on the assessment and strengthening of civil society must necessarily provide a perspective on what civil society is and why it is deemed relevant as a topic of inquiry and action. Civil society, broadly defined as the sphere of voluntary action between the market and the state, is one of today's most frequently encountered social science and public policy buzzwords. Over the past two decades, the number of civil society actors at local, national and global levels has grown significantly, as has their influence in public life. Many scholars and policy-makers now see civil society as an important factor in consolidating and sustaining democracy, fostering pro-poor development policies, achieving gender equality and fighting corruption. Consequently, the interest in the topic is burgeoning. Interestingly, civil society is praised by proponents of very different ideologies, ranging from neo-liberal thinkers to radical democrats, communitarians, and neo-marxists (Cohen/Arato 1992; Chandhoke 1995; Etzioni 1995; Gellner 1994; Putnam 2000).

Despite this 'civil society hype', the understanding of civil society - especially in countries of the global South - is still limited. There has certainly been a growth in descriptive studies of specific components and actors within civil society, as well as some groundbreaking research on related topics such as social capital and the non-profit sector (Putnam 1993; Salamon 1999). However, empirical information on civil society as a whole is still scarce.

A major reason for this lack of empirical knowledge is the inherent difficulty in conceptualising and operationalising civil society for empirical research. Here, the elusiveness of the civil society concept, misused as an 'analytical hat-stand' (van Rooy 1998:6) for widely diverging ideologies and policy agendas, has proved to be as challenging as the greatly differing manifestations of civil society around the world. It is indicative that from the immense body of research that has been conducted on the topic, no widely used conceptual framework for analysing civil society has emerged.

However, some authors contend that the civil society concept cannot, and should not, be subjected to empirical measurement at all. They argue that civil society is primarily a theoretical, normative and abstract idea without any clear, distinct and measurable empirical manifestations in social life (Tester 1992:124). Yet, there are convincing analytical and policy-related reasons for a desired and actual measurability of the concept.

Firstly, the civil society concept clearly denotes a distinct social reality which is not captured by any other analytical concept. In a nutshell, this distinct social reality can be defined as the particular space in society where collective citizen action takes place. Concepts such as social movements, social participation, social capital or voluntary organisations, while related, are not able to fully and validly describe this important social space. The term 'civil society' has thus emerged to represent the space for collective action and can therefore, if appropriately conceptualised, serve as a useful analytical category in the inventory of empirical social science (Howard 2003: 48).

Secondly, many authors postulate the relevance of collective citizen action - civil society - for many crucial aspects of social and political life, such as good governance, people-centred development and the fight against corruption (e.g. Putnam 1993; Galtung 2000; Burbidge 1997; Edwards/Gaventa 2001; Lewis/Wallace 2000). Yet, as empirically grounded studies of civil society and its contribution to human development are rare, and the findings of the few existing studies tend to be disputed, the jury is still out as to whether civil society is the 'magic bullet' ensuring sustainable human progress or yet another grand idea which fails miserably in practice (Edwards 2004). In fact, if anything, one notices a growing realism - or even disillusionment - in development and democracy circles regarding civil society's progressive potential. Arguably, this is both a consequence of a more realistic appreciation of social change and civil society' role within it, as well as of a limited understanding of what constitutes civil society, how it works and what it can offer.

It is now increasingly recognised that the scientific and practitioner communities know little about the strength, shape and development of civil society around the world, let alone the factors fostering or inhibiting a strong civil society (Anheier 2004: 11; Edwards 2004:108; Knight/Chigudu et al. 2002:54). Similarly, many of the international agencies and institutions that support civil society have come to realise that limited knowledge hampers effective support and that a contextual analysis of civil society in a given country is an essential precondition for successful programmatic activity on strengthening civil society (SIDA 2003; Dutch Foreign Ministry 2003, NORAD 2002:2).

The lack of an overall understanding of civil society's empirical manifestations has thus hampered both the advancement of scientific knowledge on the subject, as well as an appreciation by practitioners and the development community of civil society's actual role in governance and development (Uphoff/Krishna 2001; Howell/Pearce 2002). These are clearly relevant practical and scientific reasons for improving the understanding of civil society through empirical measurement and analysis.

In fact, and at the risk of sounding alarmist, time might slowly be running out for civil society. If advocates of civil society do not provide sound arguments and practical evidence supporting its crucial relevance for today's societies, the concept is in danger of reverting to the same level of obscurity in which it has existed for the greater part of its historical trajectory before re-emerging in the course of the democratisation processes of the 1980s.

Similarly, the record of turning civil society into an "operational reality" in terms of discourse, engagement, or even joint actions by its diverse members, is mixed. In many countries, civil society is increasingly used in the discourse of policy-makers and donor agencies and also by Civil Society Organisations (CSOs) themselves. However, it is rarely brought to life by bringing various civil society actors together at a public forum, let alone behind a common goal. Yet, where such engagements are taking place, the immense collective power of civil society is evident (Knight/Chigudu et al. 2002: 56). What comes to mind here is not only the crucial role of broad civil society movements in the dramatic overthrow of the Apartheid regime in South Africa and in other instances of democratic revolutions, but also the more mundane and more commonly encountered advocacy coalitions of CSOs at national and local level.

Even if collective actions are often impossible due to fundamental differences in values and interests among diverse civil society actors, dialogue and exchange are essential for the cohesiveness and sustainability of the civil society arena: "For a civil society to develop, then, it is necessary to establish arenas in which civil organizations can meet, negotiate and cooperate. Such arenas serve as fora for dialogue, understanding and compromise, and they provide a means for the coordination of relations between civil society and the state" (Hadenius/Uggla 1996: 28).

CIVICUS' own experience shows that for such fora to have impact beyond simply ad-hoc networking, they require a carefully and realistically structured agenda and a consultative process, both before and after. There are also clear benefits form declaring certain highly contentious issues as 'off-limits' and focusing on shared concerns, such as the protection or enlargement of common civic space. Yet, in reality, spaces for such engagement among the broad ambit of civil society actors are extremely rare.

This brief review of the current state of civil society research and action has identified two gaps: (a) a contextual and valid tool to assess the state of civil society at country level; and (b) a framework and forum for civil society actors to engage and co-ordinate at national level. Together, these two contributions are likely to address some aspects of the current impasse surrounding civil society. In a bold attempt, the international civil society network *CIVICUS: World Alliance for Citizen Participation* has initiated the CIVICUS Civil Society Index (CSI), a programme seeking to address both of these needs simultaneously.

Part II

"An Exercise in Madness"? A Brief History of the CIVICUS Civil Society Index[3]

From its inception in 1993, CIVICUS strived to make a significant contribution to recording the rise of civil society around the world and to build the knowledge base of civil society-related issues. To achieve this, CIVICUS compiled civil society profiles of 60 countries around the world in the *New Civic Atlas*, published in 1997. This provided concise and current information on the basic features of the sector, though it lacked a certain consistency with regard to the issues covered. When the question of an updated version of the *New Civic Atlas* was put on the CIVICUS agenda in early 1998, some members voiced their preference for a more rigid comparative framework of analysis that would allow valuable lessons to be drawn across countries. Responding to this feedback, the Secretary General and CEO of CIVICUS, Kumi Naidoo, presented a proposal to the CIVICUS Board to undertake an exploratory consultative process for the development of a *Civil Society Index* project. With financial assistance from the United Nations Development Programme (UNDP), the Netherlands Organisation for International Development Cooperation (NOVIB), and the Commonwealth Foundation, CIVICUS began to explore the option of designing a Civil Society Index.

CIVICUS developed a concept note, distributed it to its members and partners and conducted a number of consultations around the world. One participant described the project as "an exercise in madness", highlighting the contextual nature of civil society, insufficient data on the topic in many countries and the absence of a widely accepted definition of civil society. Others felt the time was right for such an initiative, notwithstanding the numerous challenges of the project design.

The criticisms raised in these consultations focused on two general issues. The first concerned the unidimensional ranking of countries. In the interest of easy measurement and generating straightforward "sound-bite" results, the CSI could have chosen to use a small number of general indicators and to create a simple ranking of countries on the basis of the state of their civil society (analogous to the UNDP's Human Development Index). However, CIVICUS reasoned that it would be counter-productive to over-simplify the concept of civil society in this way. Firstly, it was widely believed that this approach could result in policy-makers and civil society organisations (CSOs) in top-ranking countries becoming complacent about the apparently healthy state of their civil society, and those in bottom-ranking countries criticising the findings on methodological grounds. Secondly, it was considered difficult, if not impossible, to capture the complex reality of civil societies across the globe with only a small number of indicators, no matter how carefully chosen.

The second concern centred around the fact that such a ranking would also be of limited practical value, since a low score, for example, would indicate that 'something is wrong' but would not help to detect specific strengths and weaknesses or to understand the underlying causes. Instead, CIVICUS decided to develop multiple indicators and to strive for a comprehensive assessment that can identify

---

civil society's major strengths and weaknesses and explore their underlying causes. The CSI does not reduce the assessment of civil society to a single numerical score, but rather assesses and scores multiple dimensions of civil society, accompanied by a detailed description and analysis.

The third criticism, which was especially prevalent among individuals from the global South, concerned the need to balance the incentives of a comparative framework with the need to maintain country-specific circumstances and manifestations of civil society. Equipped with these insights and concerns, CIVICUS engaged Dr. Helmut Anheier, then director of the Centre for Civil Society at the London School of Economics, to develop a basic methodological approach for the CIVICUS Civil Society Index.

At the CIVICUS World Assembly in Manila in late September 1999, Kumi Naidoo presented the Diamond Tool as the preliminary methodological design for the CSI project, for acceptance by CIVICUS members and partners. Even though the four-dimensional approach of the Diamond Tool does not generate an Index in the strict technical sense of a single additive score, CIVICUS employs a broader interpretation of the term "Index" as concise and comparable information on a phenomenon in different contexts and consequently retained the project's name of CIVICUS Civil Society Index.

In March 2000, CIVICUS issued a request for statements of interest to organisations interested in participating as National Lead Organisations (NLO) in the CSI's pilot phase. The pilot implementation phase began in October 2000 in thirteen countries world-wide[4] with organisations that had been selected as NLOs to carry out the project in partnership with CIVICUS. The selection was not based on strategic or methodological considerations, but on an organisation's expression of interest and an assessment of their capability. This approach led to a strong representation by Central & Eastern European countries, where a civil society needs assessment and action-planning project was regarded as relevant and timely. The global co-ordination of the pilot implementation phase was financially support by the Canadian International Development Agency (CIDA), the Commonwealth Foundation, the David and Lucile Packard Foundation, and NOVIB.

A capacity-building workshop was held for the national partners of the pilot implementation countries in Mainz, Germany in February 2001. The national partners subsequently intensified their work on the project, completing the data collection and analysis and presenting their findings at the CIVICUS World Assembly in Vancouver in August 2001 as well as in the form of country reports, most of which are available on the CIVICUS website. To assess the success of the pilot phase, one must consider the specific aim, which was to test the project approach. Given this limited focus, the work conducted during the CSI pilot was very valuable in identifying the project's strengths and weaknesses and in proving the general relevance and soundness of a civil society assessment and strengthening initiative.

To gain a thorough understanding of its achievements and challenges, an independent consultative evaluation study was conducted by Srilatha Batliwala from the Hauser Center for Nonprofit Organizations at Harvard University, involving the pilot phase NLOs, CIVICUS staff and board members and external experts. The evaluation summarises the CSI's pilot phase as follows:

---

[4] The pilot countries were Belarus, Canada, Croatia, Estonia, Indonesia, Mexico, New Zealand, Pakistan, Romania, South Africa, Ukraine, Uruguay and Wales.

'**The evaluation has found that the Index project is an innovative, contextually flexible, empowering and uniquely participatory tool for self-assessment by civil society stakeholders of the state of civil society in their countries** (emphasis in original). Where it has been implemented fully, it has been largely empowering to its participants, and enabled a new kind of dialogue and reflection process that transcends the narrower interests of specific sectors of civil society, or specific social or policy issues. In many of the pilot countries, it has helped stakeholders build new agendas for advocacy and action, and initiated a new kind of interaction both amongst themselves and with government and the private sector.

The Index as currently designed, however, has certain weaknesses in methodology that must be modified before it is further applied. It is not entirely effective in terms of going beyond the better organized and visible civil society entities such as NGOs and trade unions. It has not adequately encompassed, engaged and reflected the views and priorities of informal citizen associations. The research methodology has proved problematic. Greater clarity is required about what is being assessed and why, and what the results mean. The Index relies too heavily on the opinions and perceptions of stakeholders, and needs to gather more objective, verifiable data to provide its users with a stronger basis for analysis and action. This also weakens it as a basis for both intra- and inter-country comparisons, which could be useful to further mobilize and empower civil society (Batliwala 2002:1).

The CIVICUS Board of Directors formally adopted the recommendation of the evaluator to continue the project and address the project's shortcomings, which was the focus of the subsequent re-design phase, in which CIVICUS contracted Carmen Malena as a Senior Research Consultant. From March to November 2002, the project methodology and framework were revisited and the project team made the proposed changes to improve the validity, comparability and action-orientation of the CSI . The proposed framework was presented and discussed at a two-day workshop in July 2002, in Cape Town, South Africa, which brought together an international group of 20 civil society researchers and practitioners. The recommendations of the workshop led to the production of a final project framework, completed in October 2002, which provided the foundation for the development of a comprehensive project toolkit for the national CSI partners.

In November 2002, with the revised project framework in place, CIVICUS issued a call for statements of interest to apply as a National Coordinating Organisation (NCO) for the 2003-05 CSI implementation phase. During the next months, CIVICUS received over 90 applications from more than 70 countries, which was three times the expected number of applications. This was an indication of the relevance and timeliness of the CSI tool for a wide range of countries, from the global South to post-communist and OECD-countries. After a thorough desk and peer review, CIVICUS accepted applications from 68 organisations in 65 countries. The CSI implementation phase was broken up into three rounds, commencing in April, July and December 2003 respectively to make the process more manageable and to accommodate the different timing preferences of the NCOs. At the time of writing this report, project activities have begun in all participating countries, and some organisations have decided to withdraw from the project for financial and other reasons[5]. The final country-level results are expected by mid-2005.

---

[5] These countries are Canada, Chile, Grenada and South Africa..

Part III

An Overview of the Civil Society Index

The CSI is a participatory needs assessment and action planning tool for civil society in countries around the world, aimed at creating a knowledge base and an impetus for civil society strengthening initiatives. The CSI is initiated and implemented by, and for, civil society organisations. It also actively involves, and disseminates its findings to, a broad range of stakeholders including governments, donors, academics and the public at large.

3.1. Aims and Objectives

The ultimate aims of the CSI are :
- To enhance the strength and sustainability of civil society; and
- To strengthen civil society's contribution to positive social change.

The immediate objectives of the CSI are:
- To generate and share useful and relevant knowledge on the state of civil society and its role in society at large;
- To increase the capacity and commitment of civil society stakeholders to strengthen civil society.

3.2. Implementation

The CSI is implemented in every country by prominent civil society organisations that take responsibility for co-ordinating input from a wide range of civil society actors and other stakeholders ranging from government, business, international agencies to media and academia. These stakeholders assess the state of civil society in their national context along four basic dimensions using a structured methodology.

1. The **structure** of civil society;
2. The external **environment** in which civil society exists and functions;
3. The **values** practiced and promoted in the civil society arena; and
4. The **impact** of activities pursued by civil society actors.

These four dimensions can be represented graphically as the Civil Society Diamond[6] (see Figure 1).

Each dimension comprises several sub-dimensions which, in turn, are composed of a number of individual indicators. Individual indicators are each scored from 0 to 3 and these scores are then aggregated into sub-dimension and dimension scores.

---

[6]The four-dimensional framework and Diamond tool was developed for CIVICUS by Dr. Helmut Anheier in 1999, then Director of the Centre for Civil Society at the London School of Economics.
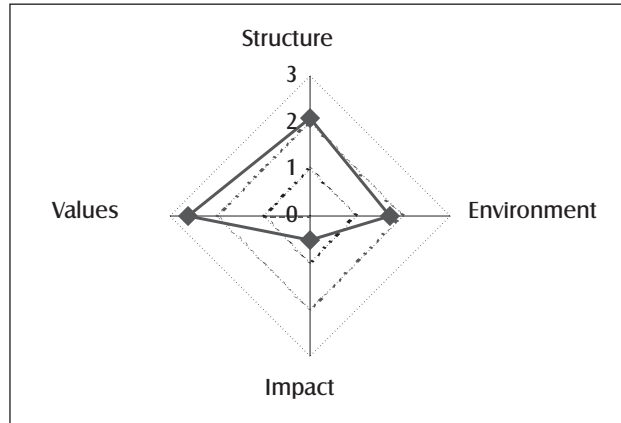
Figure 1: Civil Society Diamond

3.3. Actors and Processes

The specific sequence of the CSI implementation approach is as follows:

1. The NCO identifies an in-country **National Index Team (NIT)** made up of: (1) a project co-ordinator, who is responsible for the overall co-ordination and management of the project; (2) a civil society expert, who is responsible for drafting the country report; and (3) a participatory researcher, who conducts and facilitates the various research activities.

2. The NIT carries out a preliminary stakeholder analysis and identifies an in-country **National Advisory Group (NAG)**, consisting of approximately 12 persons representing a diverse set of civil society stakeholders.
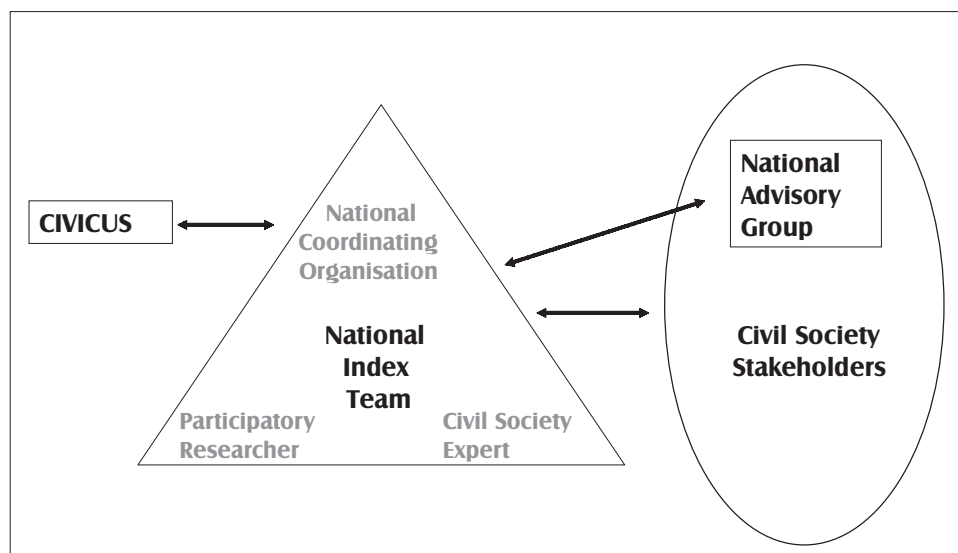
Figure 2: CSI Actors

3. A review of secondary data is conducted by the NIT and a draft **overview report** is prepared and distributed to the NAG and CIVICUS for comment and input.

4.   **The NAG meets** to: (i) review the overview report; (ii) discuss and adapt as necessary the proposed project methodology; (iii) discuss the concept and definition of "civil society" in the country, and (iv) conduct an analysis of key actors and power relations in society at large as well as within civil society to help contextualise civil society within the broader context of societal actors and power relations;

5.   Some or all of the following primary research tools are applied, depending on the extent of available secondary data: **Regional stakeholder consultations** are held in different locations in the country. Participants respond to individual questionnaires and subsequently participate in a one-day group discussion. **Community surveys** are conducted to investigate the value dispositions of community members, their activities within civil society and attitudes towards, and engagement with, community-level CSOs. A review of appropriate **media** is conducted to gather information on civil society activities, attitudes and values expressed by civil society and other public actors as well as to establish the media image of civil society. Additionally, **fact-finding** is carried out to assemble information about civil society that already exists but that is not necessarily published or publicly disseminated.

6.   All findings are submitted to the civil society expert who prepares a **draft country report.**

7.   The NAG meets to **assign scores** for the CSI indicators based on data presented in the draft country report and according to scoring guidelines. These scores are aggregated into sub-dimension and dimension scores. The scoring results for the four identified dimensions of civil society are graphically represented in the form of a **Civil Society Diamond.**

8.   A **national workshop**, convening civil society actors and external stakeholders from government, media, academic institutions and the business sector, takes place. Participants receive the draft country report prior to the workshop. The goals of the workshop are to review and validate CSI research findings, to analyse principal strengths and weaknesses of civil society and to identify and plan potential civil society strengthening activities.

9.   Final scores and national workshop results are incorporated into a **final country report** which is published and disseminated widely.
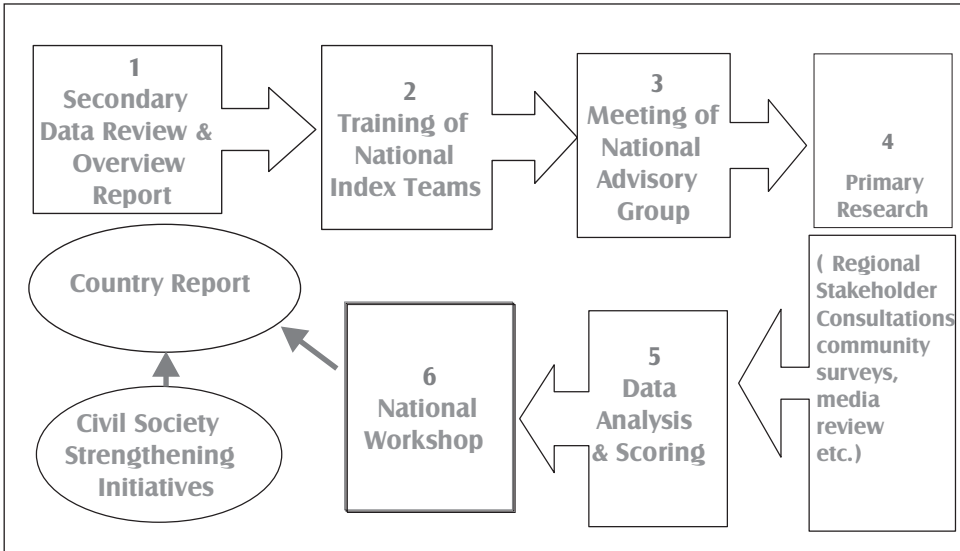

Figure 3: CSI Implementation Process

The project is currently implemented in more than 60 countries around the world[7]. National co-ordinating organisations (NCOs) are responsible for leading the various project activities at country level as well as for raising the necessary financial resources. CIVICUS provides a comprehensive implementation toolkit, develops capacity and provides technical assistance and quality assurance to the in-country work on the CSI. Based on the knowledge generated at country level, a global report and additional papers and documents will be published by CIVICUS upon completion of this implementation phase in late 2005. It is envisioned that the CSI will eventually become a regular benchmarking and monitoring tool implemented by national civil society stakeholders every two to three years.

3.4 Outcomes

The outcomes of the CSI respond to its dual goal of generating useful knowledge as well as capacity to strengthen civil society:

- Increased knowledge on the state of civil society globally and in CSI countries;
- Impetus among civil society stakeholders to strengthen civil society;
- Enhanced linkages and networks between civil society stakeholders;
- Greater common understanding of the state of civil society among stakeholders;
- Strengthened research capacity of civil society support organisations.

3.5 Outputs

The CSI's outputs cover project results and products at national as well as international level and again respond to both knowledge generation and capacity-building goals:

- A comprehensive and accessible **report on the state of civil society** in the respective country along civil society's main dimensions; its structure, external environment, values and impact;
- The identification of specific **strengths** and **weaknesses** of civil society in each of the four dimensions;
- The identification of **key priority areas** for civil society intervention, as jointly agreed by a broad range of civil society stakeholders;
- The creation of a **meeting ground for civil society stakeholders** to come together, share their views and discuss crucial issues and developments;
- The creation of a **visual map** of civil society, with a focus on the relationships among civil society actors as well as between them and external stakeholders in the state and business sectors;
- The publication of a **global report** and other papers based on **cross-country comparisons** of the state of civil society through the application of a common analytical tool;
- The publication of a comprehensive **toolkit** on how to apply the CSI methodology at country level;
- **Sharing** of **successful civil society strengthening initiatives** among participating countries;
- The formation of an **international network** of **civil society practitioners** and **researchers** trained and engaged in action-research aiming at strengthening civil society;
- The **documentation** of approaches, methods and processes applied in implementing the CSI around the world.

---

[7] For a list of participating countries and organisations, see Annex 2.

Part IV

Conceptualising Civil Society (or the Attempt to Nail a Pudding To the Wall)

Due to its various historical roots - ranging from Scottish Enlightenment thinkers and De Tocqueville, to Marx and Gramsci- , and its usage by different strands of modern political philosophy and development theory, the civil society concept is probably one of the social science concepts most difficult to define. As German sociologist Ulrich Beck puts it: "The most precise statement one can make about civil society is that it is an extraordinarily vague idea" (Beck 2001: 15, *own translation*).

Thus, civil society is a complex concept and the CSI's task of defining and operationalising the concept, identifying its essential features and designing a strategy to assess its state was, in itself, a complex (and potentially controversial) process. Given the apparent elusiveness of the civil society concept, this task can be likened to an attempt to nail a pudding to the wall![8]

Whereas this process drew on conceptual tools from other fields and disciplines, this was the first time an attempt was made to develop a comprehensive conceptual framework to assess the state of civil society cross-nationally. This section describes the key features of the CSI's conceptual framework and sets forth the underlying principles and key decisions that shaped its design.

The CSI's dual objectives of generating an assessment of civil society and initiating an action-oriented exercise among civil society stakeholders were useful in developing the conceptual framework. From these objectives the following guidelines and conceptual building blocks were derived:

Design a globally relevant and applicable framework

Both the concept and the reality of civil society vary greatly around the world. Given the global nature of the CSI, the conceptual framework seeks to accommodate cultural variations in understandings of civil society and diverse forms and functions of civil society as observed in different countries around the world. In particular, the CSI seeks to avoid a 'Western' bias in defining key concepts and choosing indicators. It recognises the debate among civil society scholars as to whether the civil society concept is applicable to non-western contexts, given its historical roots in the Scottish Enlightenment and the subsequent discourse around the Western nation-state and capitalism (Kasfir 1998; Blaney/Pasha 1993; Lewis 2002; Hann/Dunn 1996). As stated in the pilot phase reflection paper (Heinrich/Naidoo 2001), CIVICUS contends that collective citizen action is a feature common to all societies around the world and civil society is an adequate concept to describe this universal reality irrespective of its philosophical roots. Such an explicitly a-historical use of the civil society concept as a heuristic tool to understand the socio-political dynamics in today's societies is one of the foundations of the CSI's conceptual framework.

---

[8]This metaphor has been used to describe the conceptualisation of a similarly elusive concept, namely political culture (Kaase 1983).

Balance contextual validity and cross-country comparability

The CSI seeks to generate information about civil society that can be compared across countries. While there is strong interest at the international level, especially among policy-makers and academics, to have access to such cross-country data, the CSI's decision to seek cross-country comparability is, in fact, responding to the demand from national civil society partners. The pilot phase participants clearly stated the importance of comparable information for learning lessons across countries and to identify best, and less successful, practices. There is a tension, however, between seeking 'standardised' information that can be compared across countries and maintaining adequate flexibility to ensure that country-specific factors can be taken into account. The CSI is specifically designed to achieve an appropriate balance between these two opposing demands by generating a range of different products, from a context-rich country report to internationally comparable numeric scores. Whilst also seeking cross-country comparability of the CSI findings, the priority lies with understanding and respecting the country-specific features of civil society.

To balance context specificity and cross-country comparability, the set of proposed indicators represents only a 'core' of universally applicable indicators. In many countries, additional country-specific indicators (such as civil society's role in peace-building or emergency relief) can be added by the country team, so that the indicator set exhaustively covers all main features of civil society. Added indicators do not jeopardise cross-country comparability *as long* as they are a valid indicator for the respective (sub-) dimension. Recognising the immense variety of social, cultural and political contexts of civil society across the world, the CSI is not striving for identical, but *equivalent* assessments of civil society (van Deth 1998, Przeworski/Teune 1966-1967). Thus, different indicator sets in different countries can, if thoughtfully modified, actually be a sign of a valid (i.e. contextual) assessment.

Be as inclusive as possible

Debates around (1) how to operationalise and measure civil society and (2) how to strengthen 'real civil societies' are still in their infancy. Given the current lack of consensus around the concept of civil society, the CSI framework seeks to accommodate a variety of theoretical perspectives by identifying and generating knowledge about a range of different features and dimensions of civil society. The CSI has therefore adopted a very inclusive and multi-disciplinary approach in terms of the civil society definition, indicators, actors and processes, incorporating the development-oriented literature as well as approaches situating civil society in relation to democracy and governance. This both eases the task of conceptualisation and data collection as well as facilitates engagement within the field of civil society research and related themes, such as democracy, governance and development.

Reflect the reality of civil society

There is much debate concerning civil society's normative content. Some argue that to belong to civil society, actors must be democratic (Diamond 1994), oriented towards the public good (Knight/Hartnell 2001) or at least adhere to basic civil manners (Shils 1991; Merkel/Lauth 1998). Whereas these definitions and concepts are useful in defining civil society as an 'ideal', they are less useful in seeking to understand and assess the reality of civil society across the globe. Since the CSI

seeks to 'assess the state of civil society', this assessment would obviously be pre-determined to yield a more positive result if, from the outset, any undesirable or 'uncivil' elements were by definition excluded from the investigation. The CSI, therefore, adopts a 'realistic' view by acknowledging that civil society is composed of positive and negative, peaceful and violent forces that may advance or obstruct social progress. It also acknowledges that civil society is not a homogenous entity, but rather a complex arena where diverse values and interests interact and power struggles occur (Fowler 1996:18). These issues are discussed further in the next section where the CSI's working definition of civil society is presented and explained.

Take a normative stance

In selecting certain indicators and scaling them from "most negative" to "most positive", the CSI necessarily had to make normative judgments as to what the defining features of civil society are, what functions civil society should serve, what values it should embrace, and so on. To tackle this issue, the CSI took guidance from universal standards (such as the UN Declaration of Human Rights), CIVICUS' own values (see www.civicus.org) and the broad academic and practitioners' literature on civil society's characteristics, roles and enabling factors.

Ensure action-orientation

The CSI, as opposed to academically-focused research initiatives, aims to generate practical information for civil society practitioners and other primary stakeholders. It therefore seeks to identify aspects of civil society that can be *changed* and to generate information and knowledge relevant to *action-oriented* goals. This action-orientation informs the choice of indicators, particularly in the structure, values and impact dimensions.

4.1. Civil Society Definition

The CSI defines civil society as '*the arena, outside of the family, the state, and the market where people associate to advance common interests*'.

The following section outlines the key terms in the definition and explains the exclusion of some of the more commonly used criteria from the definition.

Key features of CSI definition

Arena

In conceptualising civil society as an *arena*, the CSI emphasises the importance of civil society's role in providing a public space where diverse societal values and interests interact. The term 'arena' is used to describe the particular realm or space in a society where people come together to debate, discuss, associate, and seek to influence broader society. CIVICUS strongly believes that this 'arena' is distinctly different from other arenas in society, such as the market, state or family. Based on the CSI's

practical interest in strengthening civil society, it conceptualises civil society as a *political* term, rather than an *economic* one synonymous to the non-profit sector. The CSI focuses on collective public action in the broader context of governance and development rather than on the economic role of non-profit organisations in society. This political perspective leads the CSI to focus on issues of *power* within the civil society arena, and between civil society actors and institutions of the state and the private sector.

"Fuzzy" boundaries

While acknowledging theoretical boundaries between civil society, state, market and family, the CSI recognises that in reality the boundaries between these spheres are fuzzy. First, as illustrated in Figure 4, there can be some overlap between the different spheres. For example, co-operatives that have both profit-based and value-based goals might be seen to occupy the overlapping space of civil society and market.[9] Second, the CSI defines 'membership' in civil society according to "function" (i.e. what activity or role an actor is undertaking) rather than organisational "form". This means that actors can move from one arena to another - or even inhabit more than one simultaneously - depending on the nature of their activity. For example, a private firm engaged in profit-making activities is clearly acting within the realm of the market. The same firm, however, undertaking philanthropy activities, can be said to be acting within civil society. This framework places less emphasis on organisational forms and allows for a broader focus on the functions and roles of informal associations, movements and instances of collective citizen action. Whereas this definition makes it more difficult to identify who belongs to civil society and who does not than one which defines civil society by its organisational form (for example, non-profit, independent of state etc.), only such a definition can take account of the full range of civil society actors. Only a small number of CSI indicators, mainly in the structure and values dimension, actually require country teams to make a strict decision with regard to which organisations belong to civil society and which do not. Most others simply focus on a set of activities, such as promoting tolerance, influencing public policy, which are performed in the civil society arena, irrespective of which specific actor is performing them.
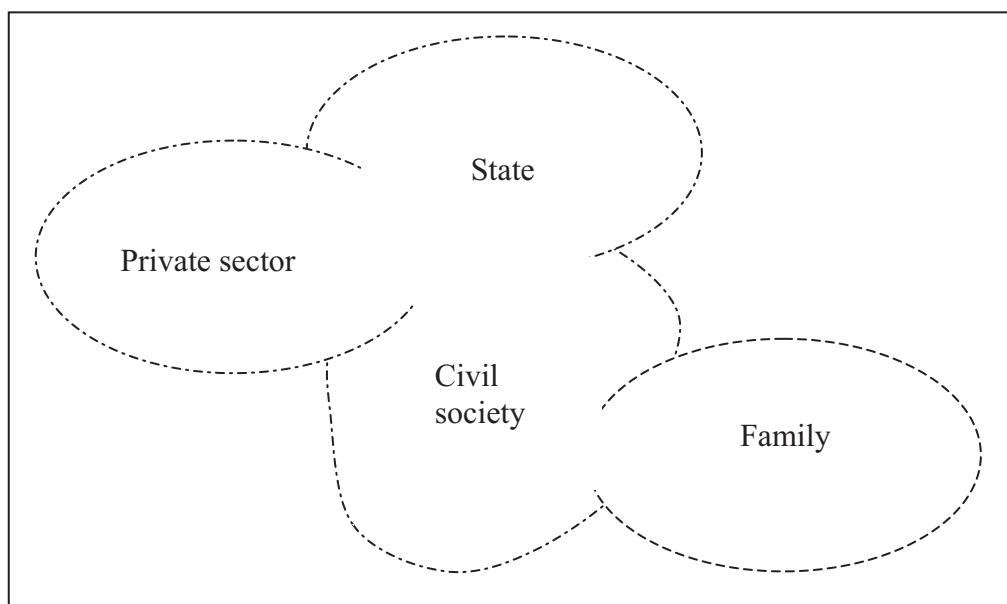

Figure 4: Civil Society Arena's Fuzzy Boundaries

[9]For example, parastatals represent a borderline case between government and the market; and political parties are sometimes cited as an example of a borderline case between civil society and government.

Family

As the CSI is concerned with individuals' *public* actions, the family is generally not regarded as part of civil society due to its private nature. However, the CSI acknowledges the public role of family associations or clan groups in certain societies and, based on their public activity, would include them as part of civil society.

State

The state is distinct from civil society in that it has a monopoly over the legitimate use of force in society (Gerth/Mills 1946). Where the state is failing or disintegrating, civil society may *temporarily* take on a partially coercive role (for example, some revolutions or state failure situations such as in Somalia). However, this does not deflect from this fundamental difference between civil society and the state. In contexts where local governance institutions are largely citizen-controlled or traditional organisations are assigned certain authorities at local level, these institutions are sometimes seen as part of civil society. It is the view of the CSI, however, that the authoritative power of local government to make binding decisions for the locality makes it a component of the state.

Market

The market (or private sector) is another space in society where people associate to advance their interests. However, due to their profit motive, the interactions that take place in this sphere are excluded from the definition of civil society. This is not to say that market actors cannot participate in civil society. As outlined above, participation in civil society is determined on the basis of its "function" and not its organisational "form". This means that market actors, when engaged in not-for-profit or philanthropic acts, can be understood to be acting within civil society. Market-related organisations, such as chambers of commerce and professional associations that advocate for their common interests, are also participating in the civil society arena.

Associate

By using the verb "to associate", the CSI indicates that civil society's most basic building block is the ability of people to bond and relate to one another, whether under the umbrella of an organisation or group or in the form of a spontaneous demonstration.

Advance common interests

The term 'interests' is interpreted very broadly, encompassing the promotion of values, needs, identities, norms and other aspirations. Rather than listing the different categories of interests, CIVICUS opted for using the simplest and most-encompassing term.

Frequently-used terms not included in CSI definition

Some terms appear more frequently than others in the long list of civil society definitions. The decision to exclude certain terms from the CSI definition is as important a consideration as the decision to include others.

Civility/civil norms

To realistically and candidly assess the state of civil society, CIVICUS does not consider a narrow definition of civil society that bases membership on criteria such as civility, internal democracy, or horizontal structures, to be useful. The widespread use of such normative criteria in existing civil society definitions stems from the unfortunate trend - prevalent among academics supportive of civil society and practitioners alike - to define civil society as only the 'good guys'. As van Rooy states, we have to "keep analysis separate from hope" (van Rooy 1998:30), so that we can devise effective strengthening strategies that are grounded in the reality of civil society. In this reality, the scope of interests advanced collectively in the public sphere, and the methods used by those actors, are very broad and include democratic, progressive and civil interests and methods as well as undemocratic, fundamentalist and uncivil ones, such as violent demonstrations, hate speeches, and deal-striking behind closed doors. The intention of the CSI, therefore, is to (a) *assess* civil society in its totality, including its 'dark' and 'uncivil' sides, and to (b) seek to *strengthen* those elements that contribute to positive social change, and, where possible, perhaps contribute to making "uncivil" elements more "civil".

Common public good

Another qualification often included in civil society definitions is the promotion of the common public good (Knight/Hartnell 2001). It is the view of the CSI, however, that the common good is itself such a contested notion that it is impossible to operationalise such a definition. How does one determine whether or not an organisation is working towards the public good? Who decides what comprises the public good? An example is the debate among civil society actors, particularly business associations, trade unions and NGOs whether it is in a country's public interest (read: public good) to open up its economy. Each side accuses the other of not taking the common good of the country into account and would therefore exclude the other side from a public-good-based civil society definition. Right-wing organisations argue that expelling illegal immigrants from the wealthy states of Europe and North America is in the interests of the country's citizens, and therefore in the interest of the common good. As is clear from these examples, the notion of the public good is too contested to be helpful in defining civil society.

Organisation/organised

Many authors define civil society as a 'set of organisations' (Chazan 1992:281; Foley/Edwards 1996:38; Salamon 1999:3). The CSI purposefully chose to avoid a focus on organisations for several reasons. Firstly, while people often "associate" with one another by belonging to a civil society organisation, they can also join a street demonstration or an informal group. Civil society definitions that focus on

"organisations" fail to account for such informal and ephemeral forms of collective action. Secondly, such definitions tend towards an assessment of civil society according to the number and forms of existing organisations. This approach is biased towards mainly Western countries where formal or registered organisations are more prevalent and is biased against those countries where, for a variety of cultural, political or practical reasons, most civil society associations are informal or not registered. Thirdly, a comprehensive assessment of the state of civil society requires a focus on the quality and content of civil society's activities, which a merely quantitative measurement of organisations could not achieve (Howard 2003: 52). The CSI recognises *citizens* rather than organisations as the basic building block of civil society and bases its assessment of the size and vibrancy of civil society on the prevalence of all forms of collective citizen action rather than on "counting organisations". The CSI is also interested in civil society as a public arena or space with its specific characteristics, which cannot be detected when civil society is regarded as the simple aggregate of a *set of organisations*. To refer again to van Rooy, commenting on the drawbacks of an organisation-focused approach, "In our fascination with trees, we do not see forests" (van Rooy 1998:29).

4.2. The Civil Society Diamond - Conceptualising the State of Civil Society in Four Dimensions

To render the abstract civil society concept useful for empirical research, an operational concept (Sartori 1984) has to be established. In this task, one should be guided by the specific goals of the project - in the CSI's case the generation of an accurate, comprehensive and comparable assessment of the state of civil society in a given country which can be used to detect specific strengths and weaknesses and eventually design strategies and activities to improve the state of civil society.[10] To interpret the current condition of civil society holistically, the CSI uses a broad understanding of the concept of the 'state of civil society'. This covers the structural and normative manifestations of civil society, but also encompasses the conditions that support or inhibit civil society's development as well as the consequences of civil society's activities for society at large.[11]
The CSI identifies the following four components:

(1) The **structure** of civil society denoting the structural characteristics of the civil society arena and its actors;
(2) The **values** held and advocated in the civil society arena, describing the attitudinal characteristics of civil society actors;
(3) Disabling or enabling factors for civil society, located in the external **environment** in which civil society exists and functions;
(4) The **impact** of activities pursued by civil society actors on society at large.

---

[10]In this regard, the CSI resembles the Democratic Audit which attempts a participatory assessment of the state of democracy at country level (Beetham 1999).

[11]For a more detailed account of the four dimensions and their rationale, see Anheier 2004.

Each dimension is divided into several sub-dimensions composed of individual indicators. The CSI uses 74 different indicators to analyse the state of civil society, each measuring an important and specific aspect of the state of civil society. The following sections introduce each of the dimensions and their various sub-dimensions. A complete list of indicators, including their score descriptions, can be found in Annex 1.

4.2.1. Dimension 1 - STRUCTURE

The notion of civil society's structure is well-established in the literature (Salamon 1999; Welzel 1999; Bratton 1994:2). This dimension looks at the actors within the civil society arena, their main characteristics and the relationships between them. It is composed of the following six sub-dimensions and 21 individual indicators:

(1) *Breadth of citizen participation:* As an important basic indication of civil society's overall size and strength, this sub-dimension assesses the extent of citizen involvement in civil society. Indicators include the percentage of citizens that: undertake political actions, donate to charity, belong to a CSO, do volunteer work and participate in community activities.

(2) *Depth of citizen participation:* In assessing the strength of civil society, it is important to know how often and extensively people engage in civil society activities. This sub-dimension looks at how *much* people give to charity, how much volunteer work they do and to how *many* different CSOs they belong.

(3) *Diversity within civil society:* Since the CSI regards civil society as an arena where conflicting interests and power relations are played out, the equal representation of different social groups, especially traditionally marginalised groups within civil society, is considered an important feature. This sub-dimension looks at the participation of women, minorities and other social groups in CSO leadership and membership. It also looks at the geographical representation of CSOs in order to determine if rural populations or specific regions of the country are under-represented.

(4) *Level of organisation:* This sub-dimension looks at features of the infrastructure for civil society, indicating its stability and maturity, as well as its capacity for collective action. Individual indicators assess: the existence and effectiveness of CSO umbrella bodies, efforts to self-regulate, the level of support infrastructure and international linkages.

(5) *Inter-relations:* An important determinant of the strength of civil society is the extent to which diverse actors communicate and co-operate with one another. This sub-dimension explores examples of information-sharing and alliance-building to assess the extent of linkages and productive relations among civil society actors.

(6) *Resources:* This sub-dimension looks at the capacity of civil society in terms of the level of resources it wields. It assesses the extent to which CSOs have adequate financial, human and technological resources to achieve their goals.

4.2.2. Dimension 2 - ENVIRONMENT

The CSI's conceptualisation of civil society's environment seeks to give space to a range of different theoretical approaches on the contributing factors to a strong civil society, political, institutional, social, cultural, and economic. Although not part of civil society itself, the environment is crucial in assessing civil society's status and devising potential strengthening initiatives, as it might point towards some of the root causes of potential problems. The ENVIRONMENT dimension is divided into seven sub-dimensions and 23 indicators that assess how enabling the external environment is for civil society. It assesses political, constitutional, social, economic, cultural and legal factors, as well as the attitudes and behaviour of state and private sector actors towards civil society.

(1) *Political context:* The political context in any given country defines the overall backdrop and establishes important parameters for civil society's activities. This sub-dimension explores various aspects of the political situation in the country and its impact on civil society. Individual indicators include: citizen's political rights, the extent of political competition in the party system, rule of law, corruption, state effectiveness and decentralisation.

(2) *Basic freedoms and rights:* This sub-dimension looks at those constitutional rights which directly relate to the functioning of civil society, namely: basic civil liberties (such as freedoms of expression, assembly and association), information rights and freedoms of the press. It assesses the extent to which these freedoms and rights are ensured by law and in practice.

(3) *Socio-economic context:* This assesses the country's socio-economic situation and its impact on civil society. It does this by determining how many of a range of conditions considered s*eriously disabling* to civil society are present in a country context, e.g. widespread poverty, civil war or conflict, severe economic or social crisis, severe socio-economic inequity, pervasive adult illiteracy.

(4) *Socio-cultural context:* While civic norms such as trust are often regarded as a key component of social capital (Putnam 1993) and sometimes as a component of civil society (Bratton 1994:2), the CSI considers these norms as an important social resource for civil society to draw on and, therefore, as part of civil society's external environment. This sub-dimension assesses the extent to which socio-cultural norms and attitudes are conducive to civil society. It looks at levels of trust, tolerance and public spiritedness among members of society.

(5) *Legal environment:* This sub-dimension assesses the extent to which the existing legal environment is enabling to civil society. This subject has received considerable attention in the literature (e.g. CIVICUS 1997, International Centre for Not-for-Profit Law 1998, Salamon/Toepler 2000). The specific indicators for this sub-dimension draw upon these existing efforts.[12] They include an assessment of CSO registration procedures, legal constraints on CSO advocacy activities, CSO tax exemptions and tax benefits to promote philanthropy.

(6) *State-civil society relations:* The importance of relations between the state and civil society is well-established in the literature (Boris/Steuerle 1999, Greenstein/Heinrich et al. 1998, Rosenblum/Post 2002, Kuhnle/Selle 1992). This sub-dimension seeks to assess the nature and quality of state-civil society by looking at issues of CSO autonomy, state-civil society dialogue and cooperation/support.

(7) *Private sector-civil society relations:* The importance and impact of relations between civil society and the private sector has traditionally received less attention in the literature, but is an area of growing concern (e.g. CIVICUS 1999, Serrano 2001, Covey/Brown 2001, Yablonski 2001, Social Venture Network 1999). This sub-dimension assesses private sector attitudes towards civil society as well as levels of corporate social responsibility and corporate philanthropy.

4.2.3. Dimension 3 - VALUES

This dimension is concerned with the principles and values adhered to, practised and promoted by civil society. Different from the other dimensions, this aspect of civil society has received little attention in the existing literature, partly because civil society's values are often pre-defined as positive, progressive or democratic. The CSI holds that the ratio of tolerant vs. intolerant, progressive vs. fundamentalist, pro-poor vs. anti-poor civil society actors in a country is crucial for judging its overall state. Values such as democracy and transparency are also critical measures of civil society's legitimacy and credibility. The VALUES dimension is composed of seven sub-dimensions and 14 indicators. The sub-dimensions reflect a set of universally accepted social and political norms, drawn, for example, from sources such as the Universal Declaration of Human Rights as well as CIVICUS' own values. Indicators look at how these values are *practiced within civil society and civil society efforts to promote the values in society at large.*

(1) *Democracy:* This sub-dimension assesses the extent to which civil society organisations practice internal democracy (e.g. in selecting leaders and making decisions) and how actively they are involved in promoting democracy at a societal level.

(2) *Transparency:* This sub-dimension looks at corruption and financial transparency in civil society, as well as civil society actions to promote transparency at a societal level.

---

[12] We would like to express our gratitude for the assistance of the International Centre for Not-For-Profit Law in developing these indicators.

(3) *Tolerance:* This sub-dimension assesses the balance between tolerant and intolerant forces within civil society as well as the extent to which civil society is engaged in promoting tolerance within society at large. The lack of a normative ("civil") element in CSI's definition of civil society shows its operational relevance as this sub-dimension looks specifically at the influence of intolerant groups within civil society.

(4) *Non-violence:* While civil society can play an important role in denouncing violence, resolving conflict and building peace, it is also at times an arena where groups use violent means to express their interests. This sub-dimension assesses the presence of violent forces within civil society as well as civil society's efforts to promote non-violence at the individual, household and societal level.
(5) *Gender equity:* This sub-dimension considers gender equitable practices within CSOs as well as civil society actions to promote gender equity at the societal level.

(6) *Poverty eradication:* This sub-dimension examines the extent to which civil society actors are engaged in addressing poverty issues and promoting pro-poor policies, which are considered important indicators of civil society's values. Whereas the notion of poverty eradication is usually applied to the poor countries of the South and, to a lesser extent, post-communist countries, the CSI strongly believes that it is of relevance in OECD countries as well. In the West, efforts to address poverty issues often focus on a specific social group, for example, single parent households or the elderly.

(7) *Environmental sustainability:* The importance of protecting the environment and promoting sustainable forms of development that meet the needs of both current and future generations is a universally accepted principle. Finally, this sub-dimension assesses the extent to which civil society is actively engaged in promoting environmental sustainability.

4.2.4. Dimension 4 - IMPACT

A final important measure of the state of civil society is the impact civil society actors have on people's lives and on society as a whole. The types of roles that civil society can be expected to play in the areas of governance and development and the desired impact of those roles has been discussed extensively in the literature (Smith 1983; Salamon/Hems et al. 2000; Fowler 1999; Kendall/Knapp 2000). Drawing on the existing literature, this dimension identifies five sub-dimensions, each representing an essential civil society "role" or "impact area". The IMPACT dimension is divided into five sub-dimensions with 16 indicators. These indicators explore (a) how *active* and (b) how *successful* civil society has been in fulfilling each defined role. This dimension, therefore, adopts a broad notion of impact, which refers not only to the end result (i.e. how much influence civil society has had in a particular area), but also to the process (i.e. how actively civil society was engaged in that area).

(1) *Influencing public policy:* The first sub-dimension looks at how active and successful civil society is in influencing public policy. In order to do so, it assesses civil society's impact in three specific issue areas: the national budget process, a priority human rights issue and a relevant social policy issue. These case studies are combined with assessment by civil society stakeholders and key informants as well as an overall analysis of the media regarding civil society's activities in influencing public policy.

(2) *Holding state and private corporations accountable:* The importance of civil society's role as "watchdog", holding the state and private corporations accountable for their decisions and actions, is well-established in the literature (Lanegran 1995; Diamond 1994; Hyden 1995). This sub-dimension looks at civil society's activities in monitoring, making transparent and if appropriate, speaking out against actions undertaken by government and the private sector that are in violation of their stated goals, objectives and tasks.

(3) *Responding to social interests:* How well civil society's positions and priorities mirror the real grievances of the population at large is a crucial indicator of civil society's 'grounding' in society. Civil societies around the world differ strongly on this indicator one finds "elitist" types of civil society that are 'out-of-touch' with citizens as well as "responsive" types of civil society that are effectively taking up and voicing societal concerns. This sub-dimension analyses civil society's function as a "representative" or "articulator" of societal interests. In doing so, it looks both at how effectively civil society responds to priority social concerns and the level of public trust in civil society, since the latter is considered a proxy indicator for civil society's responsiveness.

(4) *Empowering citizens:* Another widely recognised civil society role is its contribution to empowering citizens. CSI defines citizen empowerment as a process whereby citizens have more choice and are able to take more control over decisions that affect their lives. This sub-dimension looks at several elements of empowerment including civil society's impact on informing and educating citizens, developing capacity for collective action and building social capital. Additional indicators look specifically at the empowerment of two traditionally marginalised social groups - women and poor people.

(5) *Meeting societal needs:* A final essential role of civil society is its contribution to meeting pressing societal needs, particularly those of poor people and other marginalised groups. This sub-dimension looks at civil society's performance in meeting these needs directly (e.g. through promoting self-help initiatives or delivering services) and in lobbying the state for improved service provision. The sub-dimension also looks specifically at civil society's relative effectiveness in meeting the needs of marginalised groups.

4.3. Indicators

The 74 indicators are at the heart of the CSI conceptual framework. They represent a universal core set of crucial indicators and are by no means exhaustive. To ensure contextual validity, country teams are encouraged to adapt and add their own indicators. In selecting and designing the core indicators, CIVICUS consulted with and drew upon existing efforts to develop and measure indicators (Bothwell 1998; Anheier 2004; Kaufman/Kraay et al. 2000; Hyden 1995; Krishna/Shrader 1999) to facilitate engagement with ongoing research and avoid duplication. The project design team was also guided by considerations of SMART (specific, measurable, attainable, relevant, timebound) as well as SPICED (subjective, participatory, interpreted, cross-checked, empowering, diverse) indicators (see Roche 1999). The following guidelines were particularly important:

- *Relevant:* The CSI aims to undertake a comprehensive assessment of the state of civil society. Because of the potentially endless number of issues, questions and features relating to the state of civil society, the CSI only seeks to assess the centrally relevant features of civil society.

- *Measurable:* Indicators must focus on measurable issues. Various features of the state of civil society are relevant but not observable and/or are very difficult to gather data about, e.g. impact assessments and internal CSO issues. In designing the CSI indicators, the project team took into account that relevant information must be obtainable in a   reasonable time and with limited resources.

- *Unambiguous:* The CSI's goal of cross-country comparability necessitates that all indicators be clearly defined to minimize ambiguity and subjective interpretation. In order to establish universal benchmarks, it was particularly important to define the meaning of indicators, i.e. the qualitative score descriptions, in precise and "real-life" terms.

- *Cross-checked:* The project team proposed multiple sources for each indicator so that individual data sources can be cross-checked. At a different level, namely in the indicator scoring process, several additional checks are built in through the involvement of the NAG and national workshop participants.

- *Empowering:* The indicators and other data gathered by the CSI research provide the information on which the analysis of civil society's strengths, weaknesses and subsequently, any action points, is based. Therefore, indicators were selected according to how amenable they are to 'change', i.e. whether specific interventions can be designed to improve the indicator score and thereby the state of civil society.

An indicator example is provided below, including a description of each of the four scores, from 0 (most negative) to 3 (most positive).   The example uses the indicator "Autonomy", located in the sub-dimension "State-Civil Society Relations" within the ENVIRONMENT dimension. A table containing the complete set of indicators and score descriptions is available in Annex 1.

Indicator Name: 2.6.1. Autonomy

Description: To what extent can civil society exist and function independently of the state? To what extent are CSOs free to operate without excessive government interference? Is government oversight reasonably designed and limited to protect legitimate public interests?

Score Descriptions:

Score 0	Score 1	Score 2	Score 3
The state controls civil society.	CSOs are subject to frequent unwarranted interference in their operations.	The state accepts the existence of an independent civil society but CSOs are subject to occasional unwarranted government interference.	CSOs operate freely. They are subject only to reasonable oversight linked to clear and legitimate public interests.

4.4. Managing Trade-offs

The CSI's conceptual framework aims to offer a universally applicable, comparative, inclusive, measurable and comprehensive tool for assessing civil society an impossible task, as many might contend.

As is apparent from the discussion on the CSI's conceptual challenges, the project encountered many trade-off decisions as it was faced with opposing demands. In addressing these issues, the CSI attempted to keep the golden mean and carefully balance divergent needs and interests: the need of a common definition and analytical framework vs. the recognition of the contextual particularities of civil society; the push towards a universal normative standard vs. the rationale for 'relative' standards per country; the incentives for cross-country comparisons vs. the requirements of valid contextual description in each country; the benefits of a common project approach vs. the attention to country-specific constellations. In most cases, this approach results in a 'midway position' between two ideal extremes. Only an evaluation of the actual application of the tool, currently being implemented in more than 60 countries, will yield the information to judge the success of this approach.

The following section outlines another set of challenges relating to issues of data availability, appropriate research methods and data aggregation steps.

Part V

Explorations in a "No Man's Land" - Designing a Research Methodology on Civil Society

The accurate measurement of complex and abstract socio-political phenomena such as civil society has long been neglected in the social sciences, especially in the field of comparative research. It has only recently received the attention it deserves (Adcock/Collier 2001; Munck/Verkuilen 2002). It is closely related to the challenge of data availability, which, in the context of cross-national civil society assessment, poses a considerable problem. There is a large difference in the amount of available data on civil society between better-researched Western countries and countries of the global South, where information is often scarce, or even non-existent. In many countries, research on civil society issues is truly an exploration into a "no man's land".

A second and related problem concerns the lack of a widely used and agreed set of data collection tools and instruments for civil society assessment. Due to the relatively recent rediscovery of the concept and the focus on theoretical and descriptive studies, only a few attempts have been made at measuring aspects of civil society on a cross-national basis[13], which have developed a limited number of tested tools and methodological insights. Based on a review of existing tools, it was clear to the CSI project team that civil society in its myriad forms, expressions and manifestations at various levels from the national to the local, requires multiple and flexible data collection methods.

In this context, the CSI project developed a flexible research framework, seeking to address the challenges of data availability, lack of research tools and diversity of contexts within the framework of participatory action-research. Firstly, all available sources of information should be used to avoid 're-inventing research wheels' and wasting scarce resources. Additionally, in many countries, information on civil society is more comprehensive than generally assumed, but a comprehensive framework, such as the CSI, is needed for the information to be effectively compiled and presented.

Secondly, as the CSI seeks to gather information on different aspects of the state of civil society, it is crucial to select and design appropriate data-gathering instruments. No single source can provide all the information the CSI requires. This is an important lesson learned from the CSI's pilot phase, where the project relied too heavily on a single research method, namely a stakeholder survey. As a result, the CSI proposes a relatively large number of research methods and a resource-intensive research design. This mix of different methods is essential to ensure accurate and useful research outputs, but also to accommodate the variations of civil society, for example in rural vs. urban areas etc.

---

[13]See, for example, Johns Hopkins Comparative Nonprofit Sector Project (http://www.jhu.edu/~cnp/); Civil Society & Governance Project at the Institute for Development Studies, University of Sussex (http://www.ids.ac.uk/ids/civsoc/); ESF Network on Citizenship, Involvement, and Democracy (http://www.mzes.uni-mannheim.de/projekte/cid/); World Value Survey co-ordinated by Ron Inglehart at the University of Michigan (http://www.worldvaluessurvey.org/); London School of Economics' Global Civil Society Yearbook (http://www.lse.ac.uk/Depts/global/Yearbook/).

Lastly, the research methodology is explicitly designed to promote learning and, ultimately, action on the part of participants. Besides feeding into the final national-level workshop, data collection processes also aim to contribute to participant learning. This is done, for example, through group-based approaches that challenge participants to see themselves as part of a "bigger picture", think beyond their own organisational or sectoral context, reflect strategically about relations within and between civil society and other parts of society, identify key strengths and weaknesses of their civil society and assess collective needs.

5.1. Finding the Right Mix - The Set of CSI Research Methods

Civil society is situated at the confluence of various societal forces and actors. The state, social norms and traditions as well as the socio-economic environment strongly shape the specific character of civil society. For a valid and comprehensive assessment of civil society, a variety of perspectives need to be included - insider, external stakeholder and outsider views, ranging from the national, regional to the local level. Thus, finding the right mix of research methods and data sources is key to a successful measurement of the state of civil society.

With this in mind, the following CSI research methods have been designed: (1) Review of existing information, (2) Regional stakeholder consultations, (3) Community surveys, (4) Media review, and (5) Fact-finding studies. Together, these instruments collect the data required for scoring indicators and preparing a narrative report on the state of civil society.

Research Sequence

Gathering and review of existing information
→ Overview report
    → *Determine Primary Research Needs*
        • Regional stakeholder consultations
        • Community surveys
        • Media review
        • Fact-finding studies
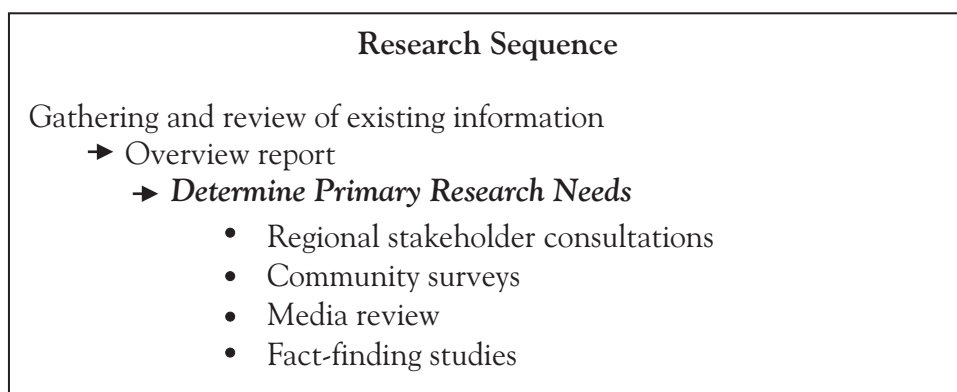
Review existing information

As a first step, a thorough review of the secondary data available for the CSI indicators is conducted. This comprehensive review seeks to cover the widest possible range of data sources. From this, an overview report is prepared on the state of civil society. This is structured according to the CSI analytical framework and forms the basis of the final CSI country report. The review also serves to identify "data gaps" and to determine the nature and extent of primary research to be conducted.

Depending on the scope of secondary data available in the respective country, primary research can include all or some of the following methods.

Regional stakeholder consultations

Regional stakeholder consultations are carried out in different parts of the country. They are conducted in two steps. First, a select number of informed stakeholders respond to a questionnaire, covering a variety of issues related to the state of civil society. Next, they participate in a day-long stakeholder consultation, made up of a diverse group of 15-20 participants. The consultation discusses the outcomes of the questionnaire, specifically those issues that generated disagreement or particular interest[14]. Since many issues addressed in the questionnaire are complex and thought-provoking, the process is designed to allow participants to reflect both individually and as a group. The group consultation is intended to scrutinise and validate individual responses, generate collective reflection, build consensus and clarify issues of disagreement.

Community surveys

The community survey research, carried out in several locations throughout the country, is designed to complement the other research methods (that rely on civil society stakeholders, experts and the media), with data from the 'grassroots'. It is a crucial component of the CSI, bringing in the voices and realities of civil society and 'ordinary citizens' on the ground. The community surveys are designed as face-to-face interviews where approximately 300 'ordinary' members of the community are asked about their involvement in civil society and their experience with CSOs in their community. In countries where sufficient resources are available and sampling information is adequate, community surveys can be replaced by representative nation-wide surveys of individuals.

Media review

The media review serves to gather information about civil society activities that are reported in the media. This provides useful data for the values and impact dimensions, which rely strongly on examples of civil society activities on the respective indicators. It also provides insights on how the media perceives and portrays civil society. This information is not captured in a specific indicator, but it offers important information on the portrayed image of civil society in the media. Ideally, the review should cover print and broadcast media.

Fact finding studies

The fact-finding research consists of several research methods and studies, including desk reviews, review of unpublished sources of information, key informant interviews and two specifically designed studies to gauge the extent of corporate social responsibility and civil society's policy impact in a number of selected policy fields.

---

[14]This approach draws on the 'Delphi method' (Häder/Häder 2000, Williams/Webb 1994), which proposes several iterative stages, through which research participants arrive at a commonly agreed assessment regarding complex social questions.

5.2. The CSI Scoring Methodology

Most existing indices rely either on clear mathematical rules, assigning scores on the basis of quantitative data, the validity of which is often questionable (Bollen 1993:1210), or on rather subjective expert assessments (Shin 1994; Munck/Verkuilen 2002). The CSI seeks to avoid the pitfalls related to each of these approaches by combining the research framework outlined above with a transparent and participatory scoring process. The data required for the indicators is generated by a country-specific combination of five research methods. The challenge is to devise an appropriate mechanism which reduces the complexity and diversity of the information assembled for each indicator to comparable and easily communicable outcomes, in this case, quantitative scores.

A specific methodology has been designed to address this task. The graph below depicts the specific data aggregation steps, beginning with the primary and secondary data research methods synthesised into indicator scores (ranging from 0 to 3), which are then aggregated into sub-dimension and dimension scores, eventually forming the Civil Society Diamond.

CSI Diamond

↑ Plotting

Dimensional Scores

↑ Averaging

Subdimensional scores

↑ Averaging

Indicator Scores

↑ NAG Scoring Exercise

Data sources

| Secondary data | Media review | Reg. stakeholder consultations | Fact finding | Community sample |
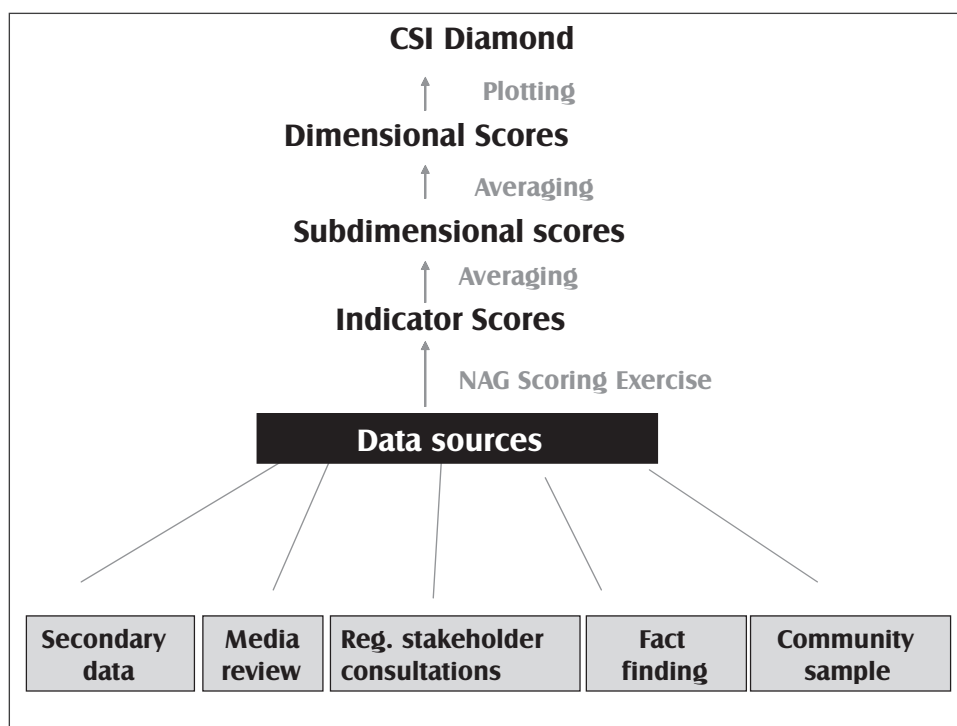
Figure 5: Data Aggregation Steps

The National Advisory Group (NAG) scoring exercise is at the heart of the scoring. Indicators are scored by the NAG using a "citizen jury" approach (Jefferson Center 2002), in which citizens come together to deliberate, and make decision on a public issue, based on presented facts. The NAG's role is to give a score (similar to passing a judgement) on each indicator based on the evidence (or data) presented by the National Index Team.

The clear guidelines and transparent and participatory process of the NAG scoring exercise lends credibility to the results as well as yields accurate indicator scores.

Generating the indicator scores through a consultative process among civil society practitioners and other stakeholders provides NAG members with a broad ownership of the results. The subsequent scrutinising of the indicator scores through national workshop participants provides the NAG with effective checks and balances to score realistically and accurately.

Accurate scores are crucial to the overall success of the CSI process as they form an important part of the final CSI Country Report and provide information on the state of civil society that is comparable across countries. However, the scoring exercise and the resulting Civil Society Diamond is only one part of a larger analysis of civil society that is captured in a comprehensive country report on the state of civil society. The main purpose of the indicators is to highlight interesting issues and to allow cross-country comparisons on critical aspects of civil society. The country report is aimed at providing a detailed picture that draws on all the available information without being constrained by demands for quantifiable information and comparability.

By combining the high degree of flexibility inherent in the CSI research mix with a rigorous indicator scoring approach, the CSI seeks to achieve an appropriate balance between the needs of contextual validity and the desire for cross-country comparability. This two-step process of aggregating individual research findings into comparable indicators through a participatory process is one of the unique features of the CSI's research process.

Part VI

Knowledge is of No Value Unless Put into Practice[15]

As indicated throughout this paper, the CSI does not stop at the generation of knowledge alone: it actively seeks to link knowledge-generation on civil society with reflection and action by civil society stakeholders. To ensure this link, it uses participatory action-research methods and principles (see Freire 1974; Fals-Borda/Rahman 1991; Chambers 1997; Knight/Chigudu et al. 2002:33-36):

Firstly, the CSI is implemented by, and for, civil society with the ultimate aim of enhancing the capacity of civil society. It is not only aimed at producing knowledge, but to promote social change. Secondly, the CSI involves its 'beneficiaries' and actors - in this case, civil society stakeholders - in all stages of the process, from the design and implementation to the deliberation and dissemination stages. However, participation is neither seen as a panacea (Cooke/Kothari 2001), nor applied without due consideration throughout the project cycle. On the contrary, each project stage employs an appropriate type of participation by the relevant group of actors (see Table 1).

Table 1: Participation in the CSI project cycle

Stage	Type of participation	Lead Actor	Actors involved
Design	Consultation	CIVICUS	Pilot-phase partners, experts, NCOs
Country-level adaptation	Consultation; Decision-making	NIT	NAG
Research	Input; Consultation	Participatory Researcher	Regional stakeholders, experts, citizens in communities
Data aggregation (scoring)	Decision-making	NAG	NIT
Reflection (national workshop)	Input; Discussion, (Decision-making)	NIT	National workshop participants
Action-planning	Input; Discussion; Decision-making	NIT	National workshop participants and other stakeholders

Thirdly, and linked to this, the participatory process ensures that desired courses of action and policy are chartered by the stakeholders through a combination of empirical data-gathering and normative assessment.

---

[15]Anton Chekhov, Russian dramatist (1860-1904).

Fourthly, the engagement of researchers and practitioners throughout the project helps to break down barriers and allows for a mutually empowering relationship.

Whereas the CSI draws on principles and techniques developed by participatory research, it also uses mainstream social research methods, such as surveys and desk reviews. This eclectic mix of research methods is deemed the most appropriate path to achieving both insightful knowledge on the state of civil society at country level and meaningful action on the part of civil society stakeholders.

At the heart of the CSI's knowledge-action link is the national CSI workshop, which brings together a variety of civil society stakeholders, many of which have been actively involved in the CSI research process, for instance as NAG members, participants in the regional stakeholder consultations or as key informants for specific research questions. The national workshop goal is twofold. Firstly, it aims to engage stakeholders in a critical discussion of, and reflection on, the results of the CSI initiative in order to arrive at a common understanding of its current state and major challenges. This is a prerequisite for the second goal, namely for participants to use the findings as a basis for the identification of specific strengths and weaknesses as well as potential areas of improvement for civil society. If deemed appropriate, the national workshop could culminate in the development of a specific action agenda, which is subsequently carried out by the stakeholders. It is this cycle of assessment, reflection and action, coupled with the general participatory nature of the project, which are at the core of CSI's attempt to successfully link research with action.
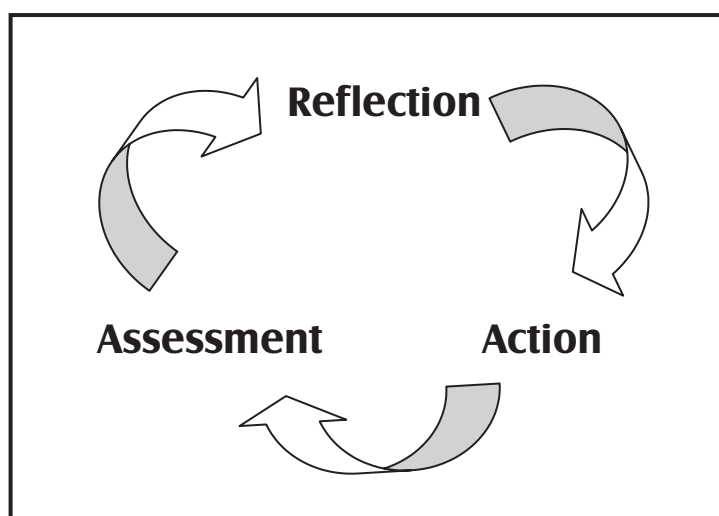
Figure 6: CSI Project Cycle

But how is a participatory cycle relevant to efforts to strengthen civil society in a country? One reason is that such a mechanism can foster the self-awareness of civil society actors as being part of something larger - namely, civil society itself. As a purely educational gain, it broadens the horizon of CSO representatives through a process of reflecting upon, and engaging with, generic civil society issues which may go beyond the more narrow foci of their respective organisations.

A strong collective self-awareness among civil society actors can also function as an important catalyst for joint advocacy activities to defend civic space when under threat or to advance the common interests of civil society vis-à-vis external forces. These generic civil society issues, on which there is presumably more commonality than differences among civil society actors, are at the core of the CSI assessment.

It should, of course, be kept in mind that in many instances, civil society actors and external stakeholders will not be able to find common ground due to irreconcilable differences in values, interests and strategies. Even then, however, the relevance of dialogue, constructive engagement and of 'agreeing to disagree' should not be underestimated (Edwards 2004:100). This is especially important in many places where civil society experiences internal fragmentation, parochialism and divisions within the sector, as well as between civil society and government.

There are many ways of strengthening the cohesiveness and long-term sustainability of civil society. The CSI's unique approach is to combine a scientific assessment with a participatory approach to convene, engage and mobilise civil society's diverse actors and external stakeholders. In that sense, CIVICUS believes not only that knowledge holds little value unless put into practice, but also that knowledge is essential for meaningful action.

Part VII

Conclusion - Pushing the Boundaries

This paper has argued that conducting a participatory, cross-national assessment and action-planning project on civil society is an enormously ambitious, but also tremendously relevant, effort. In closing, the many risks and the related benefits of such an endeavour will be briefly reflected upon.

Empirical analysis of civil society

As stated throughout this paper, the scarcity of sound empirical studies on civil society is increasingly recognised by practitioners, scholars and policy-makers. The paper has also identified some of the causes for this unsatisfactory situation, including the elusive and highly disputed nature of the concept, a lack of valid data in many regions of the world, and the unfortunate trend of confusing the equally worthwhile tasks of (a) advancing the normative ideal of civil society with (b) honestly assessing its current reality. CIVICUS, as an organisation which is strongly committed to both these goals, is well-placed to advocate the need for candid assessment processes without running the risk of being accused of obstructing civil society's causes. For CIVICUS, these reflections on the current reality of civil society are necessary to strengthen civil society; in other words, only by knowing the current state of civil society can one work successfully to improve it.

Cross-country comparative research

Experience has shown that cross-national social research covering a wide range of different contexts is a conceptual, methodological, cultural and logistical minefield. Rendering concepts applicable in multiple contexts, achieving the right balance between cross-national comparability and contextual validity, dealing with vast differences in legal and political systems, data standards and availability, language and cultural norms are only some of the more obvious obstacles. By designing an assessment tool on a deeply contextual phenomenon, and by designing it in a way which in principle should make it applicable in every country , the CSI is clearly pushing the boundaries of existing comparative work on the topic.

Combining analysis with reflection and action-planning

Not only does the CSI aim at a comparable and contextually valid assessment of the state of civil society, but it also sets out to use this assessment as a resource for reflection, dialogue and, ultimately, action. Thus, the CSI research component is not an end in itself, but rather an essential means for achieving these more practical goals. The entire project is built on a belief in effective knowledge-reflection-action linkages and is expected to provide important lessons on what makes such linkages work and what obstructs them.

Putting local partners in the driver's seat

Finally, the CSI is a collaborative effort between a broad range of stakeholders - most importantly CIVICUS and its national partners. As shown in this paper, the CSI design has sought to be as empowering as possible to the national partners, while recognising a specific, but limited role for CIVICUS in terms of initial capacity building, international co-ordination, technical assistance and quality assurance. CIVICUS has a strong commitment to documenting, tracking and learning from these organisational and project management issues. Future project papers will reflect in greater detail on the challenges of the CSI as an international capacity building project for civil society support organisations.

In the CSI, indigenous civil society actors take the driver's seat as they develop their own civil society needs assessments and design their own action plans. This responds to recent pledges from the donor community stating that donors' programmatic priorities should be based on the issues identified by local civil society itself, rather than being set externally (Dutch Foreign Ministry 2003; NORAD 2002: 4). It will therefore be interesting to monitor the extent to which donor agencies incorporate the outcomes of the CSI assessment and agenda-setting processes at country level.

By reflecting on the CSI's unique design (without taking into account the concrete outcomes that will result from its implementation in more than 60 countries), it is already clear that the project will generate a significant number of insights and experiences which are of relevance to a variety of audiences, such as civil society practitioners, policy-makers, donors and academics. CIVICUS is therefore confident that the CSI will make an important contribution to the knowledge base on civil society, both through its innovative design and methodology and, hopefully, through insightful and revealing findings on the state of civil society. The CSI seeks to contribute to the public recognition of civil society as a crucial feature of today's societies, and, more importantly, as the very space where people deliberate and act together for a more humane, just, peaceful and prosperous world.

Annex 1: CSI Indicator Scoring Matrix

1. STRUCTURE

Indicator	Description	Score 0	Score 1	Score 2	Score 3
1. 1. Breadth of citizen participation	How widespread is citizen involvement in civil society? What proportion of citizens engage in civil society activities?				
1.1.1. Non-partisan political action	What percentage of people have ever undertaken any form of non-partisan political action (e.g. written a letter to a newspaper, signed a petition, attended a demonstration)?	A very small minority (less than 10%).	A minority (10% to 30%).	A significant proportion (31% to 65%).	A large majority (more than 65%).
1.1.2 Charitable giving	What percentage of people donate to charity on a regular basis?	A very small minority (less than 10%).	A minority (10% to 30%).	A significant proportion (31% to 65%).	A large majority (more than 65%).
1.1.3 CSO membership[1]	What percentage of people belong to at least one CSO?	A small minority (less than 30%).	A minority (30% to 50%).	A majority (51% to 65%).	A large majority (more than 65%).
1.1.4 Volunteering	What percentage of people undertake volunteer work on a regular basis (at least once a year)?	A very small minority (less than 10%).	A small minority (10% to 30%).	A minority (31% to 50%).	A majority (more than 50%).
1.1.5 Collective community action	What percentage of people have participated in a collective community action within the last year (e.g. attended a community meeting, participated in a community-organised event or a collective effort to solve a community problem)?	A small minority (less than 30%).	A minority (30% -50%)	A majority (51% to 65%).	A large majority (more than 65%)
1. 2. Depth of citizen participation	How deep/meaningful is citizen participation in CS? How frequently/extensively do people engage in CS activities?				
1 2.1 Charitable giving	How much (i.e. what percentage of personal income) do people who give to charity on a regular basis donate, on average, per year?	Less than 1%	1% to 2%	2.1% to 3%	More than 3%

Indicator	Description	Score 0	Score 1	Score 2	Score 3
1.2.2 Volunteering	How many hours per month, on average, do volunteers devote to volunteer work?	Less than 2 hours	2 to 5 hours	5.1 to 8 hours	More than 8 hours.
1.2.3 CSO membership	What percentage of CSO members belong to more than one CSO?	A small minority (less than 30%)	A minority (30% to 50%)	A majority (51% to 65%)	A large majority (more than 65%)
1.3. Diversity of civil society participants	**How diverse/representative is the civil society arena? Do all social groups participate equitably in civil society? Are any groups dominant or excluded?**				
1.3.1 CSO membership	To what extent do CSOs represent all significant social groups (e.g. women, rural dwellers, poor people, and minorities)?	Significant social groups are absent / excluded from CSOs.	Significant social groups are largely absent from CSOs	Significant social groups are under-represented in CSOs.	CSOs equitably represent all social groups. No group is noticeably under-represented.
1.3.2 CSO leadership	To what extent is there diversity in CSO leadership? To what extent does CSO leadership represent all significant social groups (e.g. women, rural dwellers, poor people, and minorities)?	Significant social groups are absent / excluded from CSO leadership roles.	Significant social groups are largely absent from CSO leadership roles	Significant social groups are under-represented in CSO leadership roles.	CSO leadership equitably represents all social groups. No group is noticeably under-represented.
1.3.3 Distribution of CSOs	How are CSOs distributed throughout the country?	CSOs are highly concentrated in the major urban centres.	CSOs are largely concentrated in urban areas.	CSOs are present in all but the most remote areas of the country.	CSOs are present in all areas of the country.
1.4. Level of organisation	**How well-organised is civil society? What kind of infrastructure exists for civil society?**				
1.4.1 Existence of CSO umbrella bodies	What percentage of CSOs belong to a federation or umbrella body of related organisations?	A small minority (less than 30%)	A minority (30% to 50%)	A majority (51% to 70%)	A large majority (more than 70%)
1.4.2 Effectiveness of CSO umbrella bodies	How effective do CSO stakeholders judge existing federations or umbrella bodies to be in achieving their defined goals?	Completely ineffective (or non-existent).	Largely ineffective.	Somewhat effective.	Effective.
1.4.3 Self-regulation	Are there efforts among CSOs to self-regulate? How effective and enforceable are existing self-regulation?	There are no efforts among CSOs to self-regulate.	Preliminary efforts have been to self-regulate but only a small minority of	Some mechanisms for CSO self-regulation are in place but only some	Mechanisms for CSO self-regulation are in place and function quite effectively.

Indicator	Description	Score 0	Score 1	Score 2	Score 3
	regulatory mechanisms? What percentage of CSOs abide by a collective code of conduct (or some other form of self-regulation)?		CSOs are involved and impact is extremely limited.	sectors of CSOs are involved and there is no effective method of enforcement. As a result, impact is limited.	A discernible impact on CSO behaviour can be detected.
1.4.4 Support infrastructure	What is the level of support infrastructure for civil society? How many civil society support organisations exist in the country? Are they effective?	There is no support infrastructure for civil society.	There is very limited infrastructure for civil society.	Support infrastructure exists for some sectors of civil society and is expanding.	There is a well-developed support infrastructure for civil society.
1.4.5 International linkages	What proportion of CSOs have international linkages (e.g. are members of international networks, participate in global events)?	Only a handful of "elite" CSOs have international linkages.	A limited number of (mainly national-level) CSOs have international linkages.	A moderate number of (mainly national-level) CSOs have international linkages.	A significant number of CSOs from different sectors and different levels (grassroots to national) have international linkages.
1.5. Inter-relations	**How strong / productive are relations among civil society actors?**				
1.5.1 Communication[2]	What is the extent of communication between CS actors?	Very little	Limited	Moderate	Significant
1.5.2 Cooperation	How much do CS actors cooperate with each other on issues of common concern? Can examples of cross-sectoral CSO alliances/coalitions (around a specific issue or common concern) be identified?	CS actors do not cooperate with each other on issues of common concern. No examples of cross-sectoral CSO alliances/coalitions can be identified / detected.	It is very rare that CS actors cooperate with each other on issues of common concern. Very few examples of cross-sectoral CSO alliances / coalitions can be identified / detected.	CS actors on occasion cooperate with each other on issues of common concern. Some examples of cross-sectoral CSO alliances / coalitions can be identified / detected.	CS actors regularly cooperate with each other on issues of common concern. Numerous examples of cross-sectoral CSO alliances / coalitions can be identified / detected.
1.6. Resources	**To what extent do CSOs have adequate resources to achieve their goals?**				
1.6.1 Financial resources	How adequate is the level of financial resources for CSOs?	On average, CSOs suffer from a serious financial resource problem.	On average, CSOs have inadequate financial resources to achieve their goals.	On average, CSOs have most of the financial resources they require to achieve their defined goals.	On average, CSOs have an adequate and secure financial resource base.
1.6.1 Human resources	How adequate is the level of human resources for CSOs?	On average, CSOs suffer from a serious human resource problem.	On average, CSOs have inadequate human resources to achieve their goals.	On average, CSOs have most of the human resources they require to achieve their defined goals.	On average, CSOs have an adequate and secure human resource base.

Indicator	Description	Score 0	Score 1	Score 2	Score 3
1.6.1 Technological and infrastructural resources	How adequate is the level of technological and infrastructural resources for CSOs?	On average, CSOs suffer from a serious technological and infrastructural resource problem.	On average, CSOs have inadequate technological and infrastructural resources to achieve their goals.	On average, CSOs have most of the technological and infrastructural resources they require to achieve their defined goals.	On average, CSOs have an adequate and secure technological and infrastructural resource base.

2. ENVIRONMENT[3]

Indicator	Description	Score 0	Score 1	Score 2	Score 3
2.1. Political context	**What is the political situation in the country and its impact on civil society?**				
2.1.1. Political rights	How strong are the restrictions on citizens' political rights (e.g. to participate freely in political processes, elect political leaders through free and fair elections, freely organise in political parties)?	There are severe restrictions on the political rights of citizens. Citizens cannot participate in political processes.	There are some restrictions on the political rights of citizens and their participation in political processes.	Citizens are endowed with substantial political rights and meaningful opportunities for political participation. There are minor and isolated restrictions on the full freedom of citizens' political rights and their participation in political processes.	People have the full freedom and choice to exercise their political rights and meaningfully participate in political processes.
2.1.2 Political competition	What are the main characteristics of the party system in terms of number of parties, ideological spectrum, institutionalisation and party competition?	Single party system.	Small number of parties based on personalism, clientelism or appealing to identity politics.	Multiple parties, but weakly institutionalised and / or lacking ideological distinction	Robust, multi-party competition with well-institutionalised and ideologically diverse parties.
2.1.3. Rule of law	To what extent is the rule of law entrenched in the country?	There is general disregard for the law by citizens and the state.	There is low confidence in and frequent violations of the law by citizens and the state.	There is a moderate level of confidence in the law. Violations of the law by citizens and the state are not uncommon.	Society is governed by fair and predictable rules, which are generally abided by.
2.1.4. Corruption	What is the level of perceived corruption in the public sector?	High	Substantial	Moderate	Low
2.1.5. State effectiveness	To what extent is the state able to fulfil its defined functions?	The state bureaucracy has collapsed or is entirely ineffective (e.g. due to political, economic or social crisis).	The capacity of the state bureaucracy is extremely limited.	State bureaucracy is functional but perceived as incompetent and / or non-responsive.	State bureaucracy is fully functional and perceived to work in the public's interests.
2.1.6. Decentrali-sation	To what extent is government expenditure devolved to sub-national authorities?	Sub-national share of government expenditure is less than 20.0%.	Sub-national share of government expenditure is between 20.0% and 34.9%.	Sub-national share of government expenditure is between 35.0% than 49.9%.	Sub-national share of government expenditure is more than 49.9%.

Indicator	Description	Score 0	Score 1	Score 2	Score 3
2.2. Basic freedoms & rights	**To what extent are basic freedoms ensured by law and in practice?**				
2.2.1. Civil liberties	To what extent are civil liberties (e.g. freedom of expression, association, assembly) ensured by law and in practice?	Civil liberties are systematically violated.	There are frequent violations of civil liberties.	There are isolated or occasional violations of civil liberties.	Civil liberties are fully ensured by law and in practice.
2.2.2. Information rights	To what extent is public access to information guaranteed by law? How accessible are government documents to the public?	No laws guarantee information rights. Citizen access to government documents is extremely limited.	Citizen access to government documents is limited but expanding.	Legislation regarding public access to information is in place, but in practice, it is difficult to obtain government documents.	Government documents are broadly and easily accessible to the public.
2.2.3. Press freedoms	To what extent are press freedoms ensured by law and in practice?	Press freedoms are systematically violated.	There are frequent violations of press freedoms.	There are isolated violations of press freedoms.	Freedom of the press is fully ensured by law and in practice.
2.3. Socio-economic context[4]	**What is the socio-economic situation in the country and its impact on civil society?**				

Indicator	Description	Score 0	Score 1	Score 2	Score 3
2.3.1. Socio-economic context. How much do socio-economic conditions in the country represent a barrier to the effective functioning of civil society?		Social & economic conditions represent a serious barrier to the effective functioning of civil society. More than five of the following conditions are present: 1. Widespread poverty (e.g. more than 40% of people live on $2 per day) 2. Civil war (armed conflict in last 5 years) 3. Severe ethnic and/or religious conflict 4. Severe economic crisis (e.g. external debt is more than GNP) 5. Severe social crisis (over last 2 years) 6. Severe socio-economic inequities (Gini coefficient > 0.4) 7. Pervasive adult illiteracy (over 40%) 8. Lack of IT infrastructure (i.e. less than 5 hosts per 10.000 inhabitants)	Social & economic conditions significantly limit the effective functioning of civil society. Three, four or five of the conditions indicated are present.	Social & economic conditions somewhat limit the effective functioning of civil society. One or two of the conditions indicated are present.	Social & economic conditions do not represent a barrier to the effective functioning of civil society. None of the conditions indicated is present.
2.4. Socio-cultural context	To what extent are socio-cultural norms and attitudes conducive or detrimental to civil society?				
2.4.1. Trust	How much do members of society trust one another?	Relationships among members of society are characterised by mistrust (e.g. less than 10% of people score on the World Value Survey (WVS) trust indicator).	There is widespread mistrust among members of society. (e.g. 10% to 30% of people score on the WVS trust indicator).	There is a moderate level of trust among members of society. (e.g. 31% to 50% of people score on the WVS trust indicator).	There is a high level of trust among members of society (e.g. more than 50% of people score on the WVS trust indicator).
2.4.2. Tolerance	How tolerant are members of society?	Society is characterised by widespread intolerance (e.g. average score on WVS-derived tolerance indicator is 3.0 or higher).	Society is characterised by a low level of tolerance (e.g. indicator between 2.0 and 2.9).	Society is characterised by a moderate level of tolerance (e.g. indicator between 1.0 and 1.9).	Society is characterised by a high level of tolerance (e.g. indicator less than 1.0).
2.4.3. Public spiritedness[5]	How strong is the sense of public spiritedness among	Very low level of public spiritedness in society (e.g.	Low level of public spiritedness (e.g. indicator	Moderate level of public spiritedness (e.g. indicator	High level of public spiritedness. (e.g.

Indicator	Description	Score 0	Score 1	Score 2	Score 3
	members of society?	average score on WVS-derived public spiritedness indicator is more than 3.5)	between 2.6 and 3.5)	between 1.5 and 2.5)	indicator less than 1.5)
2.5. Legal environment	**To what extent is the existing legal environment enabling or disabling to civil society?**				
2.5.1. CSO registration[6]	How supportive is the CSO registration process? Is the process (1) simple, (2) quick, (3) inexpensive, (4) Following legal provisions (5) consistently applied?	The CSO registration process is not supportive at all. Four or five of the quality characteristics are absent.	The CSO registration is not very supportive Two or three quality characteristics are absent	The CSO registration process can be judged as relatively supportive. One quality characteristic is absent.	The CSO registration process is supportive. None of the quality characteristics is absent.
2.5.2. Allowable advocacy activities	To what extent are CSOs free to engage in advocacy / criticize government?	CSOs are not allowed to engage in advocacy or criticise the government.	There are excessive and / or vaguely defined constraints on advocacy activities.	Constraints on CSOs' advocacy activities are minimal and clearly defined, such as prohibitions on political campaigning.	CSOs are permitted to freely engage in advocacy and criticism of government.
2.5.3. Tax laws favourable to CSOs	How favourable is the tax system to CSOs? How narrow/broad is the range of CSOs that are eligible for tax exemptions, if any? How significant are these exemptions?	The tax system impedes CSOs. No tax exemption or preference of any kind is available for CSOs.	The tax system is burdensome to CSOs. Tax exemptions or preferences are available only for a narrow range of CSOs (e.g. humanitarian organisations) or for limited sources of income (e.g., grants or donations).	The tax system contains some incentives favouring CSOs. Only a narrow range of CSOs is excluded from tax exemptions or preferences and/or. exemptions or preferences are available from some taxes and some activities.	The tax system provides favourable treatment for CSOs. Exemptions or preferences are available from a range of taxes and for a range of activities, limited only in appropriate circumstances.
2.5.4. Tax benefits for philanthropy	How broadly available are tax deductions or credits, or other tax benefits, to encourage individual and corporate giving?	No tax benefits are available (to individuals or corporations) for charitable giving.	Tax benefits are available for a very limited set of purposes or types of organisations.	Tax benefits are available for a fairly broad set of purposes or types of organisations.	Significant tax benefits are available for a broad set of purposes or types of organisations.
2.6. State-civil society relations	**What is the nature and quality of relations between civil society and the state?**				
2.6.1. Autonomy	To what extent can civil society exist and function independently of the state? To what extent are CSOs free to operate without excessive government interference? Is government oversight	The state controls civil society.	CSOs are subject to frequent unwarranted interference in their operations.	The state accepts the existence of an independent civil society but CSOs are subject to occasional unwarranted government interference.	CSOs operate freely. They are subject only to reasonable oversight linked to clear and legitimate public interests.

Indicator	Description	Score 0	Score 1	Score 2	Score 3
	reasonably designed and limited to protect legitimate public interests?				
2.6.2. Dialogue	To what extent does the state dialogue with civil society? How inclusive and institutionalized are the terms and rules of engagement, if they exist?	There is no meaningful dialogue between civil society and the state.	The state only seeks to dialogue with a small sub-set of CSOs on an ad hoc basis.	The state dialogues with a relatively broad range of CSOs but on a largely ad hoc basis.	Mechanisms are in place to facilitate systematic dialogue between the state and a broad and diverse range of CSOs.
2.6.3 Cooperation / support	How narrow/broad is the range of CSOs that receive state resources (in the form of grants, contracts, etc.)?	The level of state resources channelled through CSOs is insignificant.	Only a very limited range of CSOs receives state resources.	A moderate range of CSOs receives state resources.	The state channels significant resources to a large range of CSOs.
2.7. Private sector-civil society relations	**What is the nature and quality of relations between civil society and the private sector?**				
2.7.1. Private sector attitude	What is the general attitude of the private sector towards civil society actors?	Generally hostile	Generally indifferent	Generally positive	Generally supportive
2.7.2 Corporate social responsibility	How developed are notions and actions of corporate social responsibility?	Major companies show no concern about the social and environmental impacts of their operations.	Major companies pay lip service to notions of corporate social responsibility. However, in their operations they frequently disregard negative social and environmental impacts.	Major companies are beginning to take the potential negative social and environmental impacts of their operations into account.	Major companies take effective measures to protect against negative social and environmental impacts.
2.7.3. Corporate philanthropy[7]	How narrow/broad is the range of CSOs that receive support from the private sector?	Corporate philanthropy is insignificant.	Only a very limited range of CSOs receives funding from the private sector.	A moderate range of CSOs receives funding from the private sector.	The private sector channels resources to a large range of CSOs.

3. VALUES

Indicator	Description	Score 0	Score 1	Score 2	Score 3
3.1. Democracy	**To what extent do civil society actors practice and promote democracy?**				
3.1.1 Democratic practices within CSOs	To what extent do CSOs practice internal democracy? How much control do members have over decision-making? Are leaders selected through democratic elections?	A large majority (i.e. more than 75%) of CSOs do not practice internal democracy (e.g. members have little / no control over decision-making, CSOs are characterised by patronage, nepotism).	A majority of CSOs (i.e. more than 50%) do not practice internal democracy (e.g. members have little/no control over decision-making, CSOs are characterised by patronage, nepotism).	A majority of CSOs (i.e. more than 50%) practice internal democracy (e.g. members have significant control over decision-making; leaders are selected through democratic elections).	A large majority of CSOs (i.e. more than 75%) practice internal democracy (e.g. members have significant control over decision-making; leaders are selected through democratic elections).
3.1.2 CS actions to promote democracy	How much does CS actively promote democracy at a societal level?	No active role. No CS activity of any consequence in this area can be detected.	Only a few CS activities in this area can be detected. Their visibility is low and these issues are not attributed much importance by CS as a whole.	A number of CS activities can be detected. Broad-based support and / or public visibility of such initiatives, however, are lacking.	CS is a driving force in promoting a democratic society. CS activities in this area enjoy broad-based support and / or strong public visibility.
3.2. Transparency	**To what extent do civil society actors practice and promote transparency?**				
3.2.1 Corruption within civil society	How widespread is corruption within CS?	Instances of corrupt behaviour within CS are very frequent.	Instances of corrupt behaviour within CS are frequent.	There are occasional instances of corrupt behaviour within CS.	Instances of corrupt behaviour within CS are very rare.
3.2.2 Financial transparency of CSOs	How many CSOs are financially transparent? What percentage of CSOs make their financial accounts publicly available?	A small minority of CSOs (less than 30%) make their financial accounts publicly available.	A minority of CSOs (30% -50%) make their financial accounts publicly available.	A small majority of CSOs (51% -65%) make their financial accounts publicly available.	A large majority of CSOs (more than 65%) make their financial accounts publicly available.
3.2.3 CS actions to promote transparency	How much does CS actively promote government and corporate transparency?	No active role. No CS activity of any consequence in this area can be detected.	Only a few CS activities in this area can be detected. Their visibility is low and these issues are not attributed much importance by CS as a whole.	A number of CS activities in this area can be detected. Broad-based support and/or public visibility of such initiatives, however, are lacking.	CS is a driving force in demanding government and corporate transparency. CS activities in this area enjoy broad-based support and / or strong public visibility.
3.3. Tolerance	**To what extent do civil society actors and organisations practice and promote tolerance?**				

	Question				
3.3.1 Tolerance within the CS arena	To what extent is CS a tolerant arena?	CS is dominated by intolerant forces. The expression of only a narrow sub-set of views is tolerated.	Significant forces within civil society do not tolerate others' views without encountering protest from civil society at large.	There are some intolerant forces within civil society, but they are isolated from civil society at large.	Civil society is an open arena where the expression of *all* viewpoints is actively encouraged. Intolerant behaviour are strongly denounced by civil society at large.
3.3.2 CS actions to promote tolerance	How much does CS actively promote tolerance at a societal level?	No active role. No CS activity of any consequence in this area can be detected.	Only a few CS activities in this area can be detected. Their visibility is low and these issues are not attributed much importance by CS as a whole.	A number of CS activities in this area can be detected. Broad-based support and/or public visibility of such initiatives, however, are lacking.	CS is a driving force in promoting a tolerant society. CS activities in this area enjoy broad-based support and / or strong public visibility.
3.4. Non-violence	**To what extent do civil society actors practice and promote non-violence?**				
3.4.1 Non-violence within the CS arena	How widespread is the use of violent means (such as damage to property or personal violence) among CS actors to express their interests in the public sphere?	Significant mass-based groups within CS use violence as the primary means of expressing their interests.	Some isolated groups within CS regularly use violence to express their interests without encountering protest from civil society at large.	Some isolated groups within CS occasionally resort to violent actions, but are broadly denounced by CS at large.	There is a high level of consensus within CS regarding the principle of non-violence. Acts of violence by CS actors are extremely rare and strongly denounced.
3.4.2 CS actions to promote non-violence and peace	How much does CS actively promote a non-violent society? For example, how much does civil society support the non-violent resolution of social conflicts and peace? Address issues of violence against women, child abuse, violence among youths etc..?	No active role. No CS activity of any consequence in this area can be detected. Some CS actions actually contribute to societal violence.	Only a few CS activities in this area can be detected. Their visibility is low and these issues are not attributed much importance by CS as a whole.	A number of CS activities in this area can be detected. Broad-based support and / or public visibility of such initiatives, however, are lacking.	CS is a driving force in promoting a non-violent society. CS actions in this area enjoy broad-based support and / or strong public visibility
3.5. Gender equity	**To what extent do civil society actors practice and promote gender equity?**				
3.5.1 Gender equity within the CS arena	To what extent is civil society a gender equitable arena?	Women are excluded from civil society leadership roles.	Women are largely absent from civil society leadership roles.	Women are under-represented in CS leadership positions.	Women are equitably represented as leaders and members of CS.
3.5.2 Gender equitable practices within CSOs	How much do CSOs practice gender equity? What percentage of CSOs with paid	A small minority (less than 20%).	A minority (20%-50%)	A small majority (51% - 65%)	A large majority (more than 65%)

	employees have policies in place to ensure gender equity?				
3.5.3 CS actions to promote gender equity	How much does CS actively promote gender equity at the societal level?	No active role. No CS activity of any consequence in this area can be detected. Some CS actions actually contribute to gender inequity.	Only a few CS activities in this area can be detected. Their visibility is low and these issues are not attributed much importance by CS as a whole.	A number of CS activities in this area can be detected. Broad-based support and / or public visibility of such initiatives, however, are lacking.	CS is a driving force in promoting a gender equitable society. CS activities in this area enjoy broad-based support and / or strong public visibility.
3.6. Poverty eradication	**To what extent do civil society actors promote poverty eradication?**				
3.6.1 CS actions to eradicate poverty	To what extent does CS actively seek to eradicate poverty?	No active role. No CS activity of any consequence in this area can be detected. Some CS actions serve to sustain existing economic inequities.	Only a few CS activities in this area can be detected. Their visibility is low and these issues are not attributed much importance by CS as a whole.	A number of CS activities in this area can be detected. Broad-based support and / or public visibility of such initiatives, however, are lacking.	CS is a driving force in the struggle to eradicate poverty. CS activities in this area enjoy broad-based support and / or strong public visibility.
3.7. Environmental sustainability	**To what extent do civil society actors practice and promote environmental sustainability?**				
3.7.1 CS actions to sustain the environment	How much does CS actively seek to sustain the environment?	No active role. No CS activity of any consequence in this area can be detected. Some CS actions serve to reinforce unsustainable practices.	Only a few CS activities in this area can be detected. Their visibility is low and these issues are not attributed much importance by CS as a whole.	A number of CS activities in this area can be detected. Broad-based support and / or public visibility of such initiatives, however, are lacking.	CS is a driving force in protecting the environment. CS activities in this area enjoy broad-based support and / or strong public visibility.

4. IMPACT

Indicator	Description	Score 0	Score 1	Score 2	Score 3
4.1. Influencing public policy	**How active and successful is civil society in influencing public policy?**				
4.1.1. – 4.1.2. Human Rights & Social Policy Impact Case Studies	How active and successful is civil society in influencing public policy?	No CSO activity of any consequence in this area can be detected.	CS activity in this area is very limited and there is no discernible impact.	Civil society is active in this area, but impact is limited.	Civil society plays an important role. Examples of significant success / impact can be detected.
4.1.3. Civil Society's Impact on National Budgeting Case Study	How active and successful is civil society in influencing the national budgeting process?	No CS activity of any consequence in this area can be detected.	CS activity in this area is very limited and focused only on specific budget components[8].	Civil society is active in the overall budgeting process, but impact is limited.	Civil society plays an important role in the overall budgeting process. Examples of significant success / impact can be detected.
4.2. Holding state & private corporations accountable	**How active and successful is civil society in holding the state and private corporations accountable?**				
4.2.1. Holding state accountable	How active and successful is civil society in monitoring state performance and holding the state accountable?	No CS activity of any consequence in this area can be detected.	CS activity in this area is very limited and there is no discernible impact.	Civil society is active in this area, but impact is limited.	Civil society plays an important role. Examples of significant success / impact can be detected.
4.2.2. Holding private corporations accountable	How active and successful is civil society in holding private corporations accountable?	No CS activity of any consequence in this area can be detected.	CS activity in this area is very limited and there is no discernible impact.	Civil society is active in this area, but impact is limited.	Civil society plays an important role. Examples of significant success / impact can be detected.
4.3. Responding to social interests	**How much are civil society actors responding to social interests?**				
4.3.1 Responsiveness	How effectively do civil society actors respond to priority social concerns?	Civil society actors are out of touch with the crucial concerns of the population.	There are frequent examples of crucial social concerns that did not find a voice among existing civil society actors.	There are isolated examples of crucial social concerns that did not find a voice among existing civil society actors.	Civil society actors are very effective in taking up the crucial concerns of the population.
4.3.2 Public Trust	What percentage of the population has trust in civil society actors?	A small minority (< 25%)	A large minority (25% - 50%)	A small majority (51% – 75%)	A large majority (> 75%)
4.4. Empowering citizens	**How active and successful is civil society in empowering citizens, especially traditionally marginalised groups, to shape decisions that affect their lives?**				
4.4.1 Informing/	How active and successful is	No CS activity of any	CS activity in this area is	Civil society is active in	Civil society plays an

Indicator	Description	Score 0	Score 1	Score 2	Score 3
educating citizens	civil society in informing and educating citizens on public issues?	consequence in this area can be detected.	very limited and there is no discernible impact.	this area but impact is limited.	important role. Examples of significant success / impact can be detected.
4.4.2 Building capacity for collective action	How active and successful is civil society in building the capacity of people to organise themselves, mobilise resources and work together to solve common problems?	No CS activity of any consequence in this area can be detected.	CS activity in this area is very limited and there is no discernible impact.	Civil society is active in this area but impact is limited.	Civil society plays an important role. Examples of significant success / impact can be detected.
4.4.3 Empowering marginalized people	How active and successful is civil society in empowering marginalized people?	No CS activity of any consequence in this area can be detected.	CS activity in this area is very limited and there is no discernible impact.	Civil society is active in this area but impact is limited.	Civil society plays an important role. Examples of significant success / impact can be detected.
4.4.4. Empowering women	How active and successful is civil society in empowering women, i.e. to give them real choice and control over their lives?	No CS activity of any consequence in this area can be detected.	CS activity in this area is very limited and there is no discernible impact.	Civil society is active in this area, but impact is limited.	Civil society plays an important role. Examples of significant success / impact can be detected.
4.4.5. Building social capital[9]	To what extent does civil society build social capital among its members? How do levels of trust, tolerance and public spiritedness of members of CS compare to those of non-members?	Civil society diminishes the stock of social capital in society.	Civil society does not contribute to building social capital in society.	Civil society does contribute moderately to building social capital in society.	Civil Society does contribute strongly to building social capital in society.
4.4.6 Supporting livelihoods	How active and successful is civil society in creating / supporting employment and/or income-generating opportunities (especially for poor people and women)?	No CS activity of any consequence in this area can be detected.	CS activity in this area is very limited and there is no discernible impact.	Civil society is active in this area, but impact is limited.	Civil society plays an important role. Examples of significant success / impact can be detected.
4.5. Meeting societal needs	How active and successful is civil society in meeting societal needs, especially those of poor people and other marginalised groups?				
4.5.1 Lobbying for state service provision	How active and successful is civil society in lobbying the government to meet pressing societal needs?	No CS activity of any consequence in this area can be detected.	CS activity in this area is very limited and there is no discernible impact.	Civil society is active in this area, but impact is limited.	Civil society plays an important role. Examples of significant success / impact can be detected.
4.5.2 Meeting pressing societal needs directly	How active and successful is civil society in directly meeting	No CS activity of any consequence in this area	CS activity in this area is very limited and there is	Civil society is active in this area, but impact is	Civil society plays an important role. Examples

Indicator	Description	Score 0	Score 1	Score 2	Score 3
	pressing societal needs (through service delivery or the promotion of self-help initiatives)?	can be detected.	no discernible impact.	limited.	of significant success / impact can be detected.
4.5.3 Meeting needs of marginalised groups	To what extent are CSOs more or less effective than the state in delivering services to marginalised groups?	CSOs are less effective than the state.	CSOs are as effective as the state.	CSOs are slightly more effective than the state.	CSOs are significantly more effective than the state.

[1] This indicator is very popular among academics and is sometimes used as a single proxy for the strength of civil society (Welzel 1999). However, available data on this indicator still has many shortcomings, particularly on a cross-national level. The indicator scores have been designed in such a way that they are broad enough to yield a valid score as each of the four scores covers between 20-30 percentage points. This avoids having to measure the exact percentage of CSO members among the population.

[2] Communication also includes information sharing between civil society actors.

[3] For most of the indicators, secondary data sources are available for a broad range of countries. For each indicator, the scores indicate how to translate the original secondary data into the 4-point scale of the CSI scoring matrix.

[4] This sub-dimension/indicator is not broken up into individual indicators to facilitate and simplify scoring. The sub-dimension/indicator consists of 8 socio-economic conditions which are of importance to civil society. The scores for this indicator are designed in such a way that they indicate how many socio-economic obstacles are there for civil society (max: 8; min: 0). The task for the NAG scoring meeting is to simply verify the number of obstacles (as identified by the secondary data) and assign the score accordingly.

[5] The score is derived by averaging the means for the three variables (1. claiming government benefits, 2. avoiding a fare on public transport, 3. cheating on taxes).

[6] This indicator combines a number of individual quality characteristics of the registration, namely whether the registration is (1) simple, (2) quick, (3) inexpensive, (4) fairly applied, and (5) consistently applied. The process of using these five 'Yes/No'-variables for the scoring of the CSO registration indicator by the NAG follows the process outlined for sub-dimension 3. The indicator scores are defined by how many of these five quality characteristics are existent/absent.

[7] The NAG's task in scoring the indicator is to assess the significance of corporate support to civil society. Here, the score descriptions focus on two elements: (1) the overall size of corporate support to civil society, (2) the range of CSOs supported by the corporate sector. Please note that both elements are combined in the indicator score descriptions.

[8] The term "specific budget component" refers to a single issue or sub-section of the budget, such as the defence budget or welfare grants. Higher scores are assigned for those civil society activities, which provide an analysis, input and advocacy work on the *overall* budget.

[9] To score this indicator, use is made of three measures of trust, tolerance and public spiritedness (see sub-dimension socio-cultural norms in ENVIRONMENT dimension).:

1) Compute the three measures for two sub-groups of the population: (1) CSO members and (2) non-CSO members.
2) Compare each measure's score for the two sub-groups and establish which sub-group has the higher score (i.e. indicating higher trust, tolerance and public spiritedness). If the score for CSO members is higher than for non-CSO members, it indicates that civil society is contributing to the production of civil society. If the score is lower, it indicates that their involvement in CSOs is making it more unlikely for citizens to generate norms of social capital.
3) Please note that for some of the three indicators, civil society might add to, for others, it might diminish social capital. For the scoring of the indicator the overall picture is important.

Annex 2

List of Countries and National Partners in 2003-05 CSI Implementation Phase

Country	Organisation
Argentina	Grupo de Análisis y Desarrollo Institucional y Social (GADIS)
Armenia	Center for Development of Civil Society (CDCS)
Australia	National Centre for Citizenship
Azerbaijan	International Center for Social Research (ICSR)
Bangladesh	PRIP Trust
Bolivia	Catholic Relief Services (CRS) and Center for Rural Research and Promotion (CIPCA)
Bosnia & Herzegovina	Civil Society Promotion Centre (CSPC)
Botswana	Botswana Council of Non-Governmental Organisations (Bocongo)
Brazil	Comunitas
Bulgaria	Balkan Assist Association
Burkina Faso	Civil Society Organization Network for Development (RESOCIDE)
China	NGO Research Centre (NGORC)
Colombia	Confederación Colombiana de ONG (CCONG)
Congo (Brazzaville)	LICOSE
Costa Rica	Fundación Acceso
Croatia	Centre for Development of Non-Profit Organisations (CERANEO)
Czech Republic	Civil Society Development Foundation (NROS)
Democratic Republic of Congo	CENADEP
East Timor	East Timor National NGO Forum
Ecuador	Fundación Esquel
Egypt	Center for Development Services (CDS)
England	National Council for Voluntary Organisations (NCVO)
Ethiopia	Christian Relief and Development Association (CRDA)
Fiji	Fiji Council of Social Services (FCOSS)
Gambia	The Association of Non-Governmental Organisations (TANGO)
Germany	Maecenata Institute for Philanthropy and Civil Society/ Third Sector Studies
Ghana	Ghana Association of Private Voluntary Organisations in Development (GAPVOD)
Guatemala	Institute of Cultural Affairs (ICA) Guatemala
Honduras	Centro Hondureño de Promoción para el Desarrollo Comunitario (CEHPRODEC)
Hong Kong	The Hong Kong Council of Social Service (HKCSS)
India (Orissa)	Center for Youth and Social Development (CYSD)
Indonesia	YAPPIKA
Italy	Cittadinanzattiva
Jamaica	Association of Development Agencies (ADA)
Jordan	Al-Urdun Al-Jadid Research Center (UJRC)
Lebanon	International Management and Training Institute (IMTI)

Country	Organisation
Macedonia	Macedonian Center for International Corporation
Malawi	Malawi Human Rights Resource Centre (MHRRC)
Mauritius	MACOSS
Mexico	Presencia Ciudadana Mexicana A.C.
Mongolia	CEDAW Watch Network Center
Nepal	Institute of Cultural Affairs Nepal (ICA Nepal)
Nigeria	ActionAid & Development Information Network (DevNet)
Northern Ireland	Northern Ireland Council for Voluntary Action (NICVA)
Palestine	Bisan Center for Research and Development
Poland	KLON
Puerto Rico	Centre for Public Policy Research
Romania	Civil Society Development Foundation (CSDF)
Russia	St. Petersburg Center for Humanities and Political Studies "Strategy"
Scotland	The Scottish Council for Voluntary Organisations (SCVO)
Serbia	Center for the Development of Non-Profit Sector (CDNPS)
Sierra Leone	Community Research and Development Organization (CREDO)
Slovenia	Legal Information Centre for NGOs
South Carolina (USA)	Institute on Family and Neighborhood Life (IFNL)
South Korea	The Third Sector Institute at Hanyang University
Turkey	Third Sector Foundation of Turkey (TUSEV)
Uganda	Development Network of Indigenous Voluntary Associations (Deniva)
Ukraine	Counterpart Creative Center (CCC) and Center for Philanthropy (CFP)
Uruguay	Instituto de Comunicación y Desarrollo (ICD)
Uzbekistan	Social Research Agency 'ITA FACT'
Wales	Wales Council For Voluntary Action

Bibliography

Adcock, Robert/Collier, David (2001): "Measurement Validity: A Shared Standard for Qualitative and Quantitative Research", in: *American Political Science Review* 95, 3, 529-46.

Anheier, Helmut K (2004): *Civil Society: Measurement, Evaluation, Policy,* London: Earthscan.

Batliwala, Srilatha (2002): *Evaluation of the Pilot Phase of the CIVICUS Index Project. Unpublished report prepared for CIVICUS: World Alliance for Citizen Participation.*

Beck, Ulrich (2001): "Zivilgesellschaft light?", in: *Süddeutsche Zeitung* 23-24 June, 15.

Beetham, David (1999): "The Idea of Democratic Audit in Comparative Perspective", in: *Parliamentary Affairs* 52, 567-81.

Blaney, David L./Pasha, Mustapha Kamal (1993): "Civil Society and Democracy in the Third World: Ambiguities and Historical Possibilities", in: *Studies in Comparative International Development* 28, 1, 3-24.

Bollen, Kenneth A. (1993): "Liberal Democracy: Validity and Method Factors in Cross-National Measures", in: *American Journal of Political Science* 37, 4, 1207-30.

Boris, Elizabeth T./Steuerle, Eugene C. (eds.) (1999): *Nonprofits and Government. Collaboration and Conflict,* Washington.

Bothwell, Bob (1998): "Indicators of a Healthy Civil Society" in: Burbidge, John (ed.), *Beyond Prince and Merchant. Citizen Participation and the Rise of Civil Society,* New York: Pact, 249-62.

Bratton, Michael (1994): Civil Society and Political Transition in Africa. IDR Report 11, 6, Boston: Institute for Development Research.

Burbidge, John (ed.) (1997): *Beyond Prince and Merchant. Citizen Participation and the Rise of Civil Society.* New York: Pact.

Chambers, Robert (1997): *Whose Reality Counts? Putting the First Last,* London: IT Publications.

Chandhoke, Neera (1995): *State and Civil Society - Explorations in Political Theory,* New Delhi/Thousand Oaks/London: Sage.

Chazan, Naomi (1992): "Civil Society at Crossroads", in: *Indicator South Africa* 10, 1, 47-52.

CIVICUS (1997): Legal Principles for Citizen Participation. Toward A Legal Framework for Civil Society Organizations, Washington, DC: CIVICUS.

CIVICUS (1999): *Promoting Corporate Citizenship. Opportunities for Business and Civil Society Engagement,* Washington, DC: CIVICUS.

Cohen, Jean L./Arato, Andrew (1992): *Civil Society and Political Theory,* Cambridge/London: MIT Press.

Cooke, Bill/Kothari, Uma (eds.) (2001): *Participation. The New Tyranny?,* London: Zed Books.

Covey, Jane/Brown, L. David (2001): Critical Cooperation: An Alternative Form of Civil Society-Business Engagement. IDR Report 17,1, Boston: IDR.

Diamond, Larry (1994): "Rethinking Civil Society - Towards Democratic Consolidation", in: *Journal of Democracy* 5 , 4-17.

Dutch Foreign Ministry (2003): Policy Memorandum "Civil Society and Structural Poverty Reduction", www.minbuza.nl.

Edwards, Michael (2004): *Civil Society,* London: Polity.

Edwards, Michael/Gaventa, John (2001): *Global Citizen Action,* Boulder: Lynne Rienner.

Etzioni, A (1995): *Rights and the Common Good: The Communitarian Perspective,* New York: St. Martin's Press.

Fals-Borda, Orlando/Rahman, Muhammad Anisur (eds.) (1991): *Action and Knowledge. Breaking the Monopoly with Participatory Action-Research,* New York: The Apex Press.

Foley, Michael W./Edwards, Bob (1996): "The Paradox of Civil Society", in: *Journal of Democracy* 7, 38-52.

Fowler, Alan (1996): "Strengthening Civil Society in Transition Economies - from Concept to Strategy: Mapping an Exit in A Maze of Mirrors" in: Clayton, Andrew (ed.), *NGOs, Civil Society and the State: Building Democracy in Transitional Societies,* Oxford: INTRAC, 12-33.

Fowler, Alan (1999): "Advocacy and Third Sector Organizations: A Composite Perspective" in: Lewis, David (ed.), *International Perspectives on Voluntary Action: Reshaping the Third Sector,* London: Earthscan, 242-57.

Freire, Paolo (1974): *Pedagogy of the Oppressed,* Harmondsworth: Penguin.

Galtung, Frederik (2000): "A Global Network to Curb Corruption: The Experience of Transparency International" in: Florini, Ann (ed.), *The Third Force. The Rise of Transnational Civil Society,* Tokyo/Washington: Japan Center for International Exchange/Carnegie Endowment for International Peace, 17-47.

Gellner, Ernest (1994): *Conditions of Liberty: Civil Society and its Rivals,* London: Hamish Hamilton.

Gerth, H. H./Mills, C. Wright Mills (1946): *From Max Weber: Essays in Sociology,* New York: Oxford University Press.

Greenstein, Ran/Heinrich, Volkhart/Naidoo, Kumi (1998): *The State of Civil Society in South Africa. Past Legacies, Present Realities, and Future Prospects,* Johannesburg: CASE.

Hadenius, Axel/Uggla, Fredrik (1996): "Making Civil Society Work, Promoting Democratic Development: What Can States and Donors Do?", in: *World Development* 24, 10, 1621-39.

Häder, Michael/Häder, Sabine (eds.) (2000): *Die Deplhi-Technik in den Sozialwissenschaften. Methodische Forschungen und innovative Anwendungen,* Opladen: Westdeutscher Verlag.

Hann, Chris/Dunn, Elizabeth (eds.) (1996): *Civil Society. Challenging Western Models,* London/New York: Routledge.

Heinrich, Volkhart Finn/Naidoo, Kumi (2001): From Impossibility to Reality. A Reflection and Position Paper on the CIVICUS Index on Civil Society Project 1999-2001, Washington, DC: CIVICUS.

Howard, Marc Morjé (2003): *The Weakness of Civil Society In Post-Communist Europe,* Cambridge: Cambridge University Press.

Howell, Jude/Pearce, Jenny (2002): *Civil Society and Development. A Critical Exploration,* Boulder: Lynne Rienner.

Hyden, Goran (1995): Assisting the Growth of Civil Society: How Might It Be Improved? Uppsala Studies in Democracy No.10, Department of Government, Uppsala.

International Centre for Non-for-Profit Law (1998): Legal Assessment Questionnaire, Washington, DC: ICNL.

Jefferson Center (2002): The Citizen Jury Process. http://www.jefferson-center.org/citizens_jury.htm.

Kaase, Max (1983): "Sinn oder Unsinn des Konzeptes 'Politischer Kultur' für die vergleichende Politikforschung, oder auch: Der Versuch, einen Pudding an die Wand zu nageln" in: Kaase, Max/Klingemann, Hans-Dieter (eds.), *Wahlen und Politisches System,* Opladen: Westdeutscher Verlag, 144-71.

Kasfir, Nelson (1998): "The Conventional Notion of Civil Society: A Critique", in: *The Journal of Commonwealth and Comparative Politics* 36, 2, 1-20.

Kaufman, Daniel/Kraay, Aart/Zoido-Lobatón, Pablo (2000): "Governance Matters: From Measurement to Action", in: *Finance & Development* 37, 2.

Kendall, Jeremy/Knapp, Martin (2000): "Measuring the Performance of Voluntary Organizations", in: *Public Management* 2, 105-32.

Knight, Barry/Chigudu, Hope/Tandon, Rajesh (2002): *Reviving Democracy. Citizens at the Heart of Governance,* London: Earthscan.

Knight, Barry/Hartnell, Caroline (2001): "Civil Society - Is it Anything More Than a Metaphor for Hope for a Better World?", in: *Alliance* 6, 4.

Krishna, Anirudh/Shrader, Elizabeth (1999): Social Capital Assessment Tool. Paper prepared for the Conference on Social Capital and Poverty Reduction, World Bank, Washington, DC, June 22-24, 1999.

Kuhnle, Stein/Selle, Per (1992): "Government and Voluntary Organizations: A Relational Perspective" in: Kuhnle, S./Selle, P. (eds.), *Government and Voluntary Organizations. A Relational Perspective,* Aldershot: Ashgate, 1-33.

Lanegran, Kimberly (1995): "South Africa's Civic Association Movement: ANC's Ally or Society's "Watchdog"? Shifting Social Movement-Political Party Relations", in: *African Studies Review* 38, 2, 101-26.

Lewis, David (2002): "Civil Society in African Contexts: Reflections on the Usefulness of a Concept", in: *Development and Change* 33, 4, 569-86.

Lewis, David/Wallace, Tina (eds.) (2000): *New Roles and Relevance. Development NGOs and the Challenge of Change,* Bloomfield: Kumarian Press.

Merkel, Wolfgang/Lauth, Hans-Joachim (1998): "Systemwechsel und Zivilgesellschaft: Welche Zivilgesellschaft braucht die Demokratie?", in: *Aus Politik und Zeitgeschichte* B6-7, 3-12.

Munck, Geraldo/Verkuilen, Jay (2002): "Conceptualizing and Measuring Democracy. Evaluating Alternative Indices", in: *Comparative Political Studies* 35, 1, 5-34.

NORAD (2002): Direct Support to Civil Society. Position Paper.

Przeworski, Adam/Teune, Henry (1966-1967): "Equivalence in Cross-National Research", in: *Public Opinion Quarterly* 30, 551-68.

Putnam, Robert (2000): *Bowling Alone: the Collapse and Revival of American Community,* New York: Simon & Schuster.

Putnam, Robert D. (1993): *Making Democracy Work - Civic Traditions in Modern Italy,* Princeton: Princeton University Press.

Roche, Chris (1999): *Impact Assessment for Development Agencies. Learning to Value Change,* Oxford: Oxfam.

Rosenblum, Nancy L./Post, Robert C. (ed.) (2002): *Civil Society and Government,* Princeton: Princeton University Press.

Salamon, Lester/Toepler, Stefan (2000): The Influence of the Legal Environment on the Development of the Nonprofit Sector. Centre for Civil Society Studies Working Paper No. 17, Baltimore, MD: Centre for Civil Society Studies, Johns Hopkins University.

Salamon, Lester et al. (1999): *Global Civil Society. Dimensions of the Nonprofit Sector,* Baltimore, MD: The Johns Hopkins Center for Civil Society Studies.

Salamon, Lester M./Hems, Leslie C./Chinnock, Kathryn (2000): *The Nonprofit Sector: For What and for Whom? The Johns Hopkins Comparative Nonprofit Sector Project Working Paper 37,* Baltimore, MD: Johns Hopkins University.

Sartori, Giovanni (1984): "Guidelines for Concept Analysis" in: Sartori, Giovanni (ed.), *Social Science Concepts. A Systematic Analysis,* Sage: Beverly Hills/London/New Delhi, 15-85.

Serrano, Gani (2001): Cross-Sectoral Collaboration for Sustainable Change. Background paper for the 4th CIVICUS World Assembly, 19-23 August 2001, Vancouver, Canada.

Shils, Edward (1991): "The Virtue of Civil Society", in: *Government & Opposition* 26, 1, 3-20.

Shin, Doh Chull (1994): "On the Third Wave of Democratization. A Synthesis and Evaluation of Recent Theory and Research", in: *World Politics* 47, 135-70.

SIDA (2003): Draft SIDA Position Paper on Civil Society and Cooperation with Civil Society Organisations. unpublished paper.

Smith, David Horten (1983): "The Impact of the Volunteer Sector on Society" in: O'Connell, Brian (ed.), *America's Voluntary Spirit: A Book of Readings.*, New York: Foundation Center, 331-44.

Social Venture Network (1999): Standards of Corporate Social Responsibility, San Francisco: Social Venture Network.

Tester, Keith (1992): *Civil Society,* London/New York.

Uphoff, Norman/Krishna, Anirudh (2001): Beyond Zero-Sum: Understanding Civil Society As a Continuum And Not As a Buffer, mimeo.

van Deth, Jan W. (1998): "Equivalence in Comparative Political Research" in: van Deth, Jan W. (ed.), *Comparative Politics. The Problem of Equivalence,* London/New York: Routledge, 1-19.

van Rooy, Alison (1998): "Civil Society as Idea: An Analytical Hatstand?" in: van Rooy, Alison (ed.), *Civil Society and the Aid Industry,* London: Earthscan, 6-30.

Welzel, Christian (1999): "Humanentwicklung und der Phasenwechsel der Zivilgesellschaft: Ziviles Engagement in 50 Nationen" in: Lauth, Hans-Joachim/Liebert, Ulrike (eds.), *Im Schatten demokratischer Legitimität: informelle Institutionen und politische Partizipation im interkulturellen Demokratievergleich,* Opladen, 207-36.

Williams, P. L./Webb, Ch. (1994): "The Delphi Technique: a Methodological Discussion", in: *Journal of Advanced Nursing* 19, 180-186.

Yablonski, Christopher (2001): Patterns of Corporate Philanthropy. Mandate for Reform, Washington, DC: Capital Research Center.