

CIVICUS
Civil Society Index

Armenian Civil Society: from Transition to Consolidation

Policy Action Brief

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Policy Action Brief

1. Background

The Civil Society Index (CSI) is a participatory action-research project that aims to create action through generating evidence-based knowledge on the state of civil society in countries around the world. It aims to assess the state of civil society and to create a knowledge base for strengthening civil society, as well as creating momentum for civil society strengthening. The CSI is initiated and implemented by, and for, civil society organizations at the country level, in partnership with CIVICUS: World Alliance for Citizen Participation. Between 2008 and 2010, 41 implementing countries participated in the Civil Society Index project, including Armenia.

The CSI implementation in Armenia was conducted by Counterpart International/Armenia (CPI) with the guidance and support of the CIVICUS team. The assessment of civil society was carried out with a focus on five key dimensions, with a total of 27 sub-dimensions configured into 67 separate indicators. A wide range of research methods and analytical tools were used in this assessment. The major tools and elements of the CSI implementation at the national level include:

- Multiple surveys:
 - i) A **Population Survey**: gathering the views of 1674 Armenian citizens on civil society, gauging their involvement in groups and associations;
 - ii) An **Organisational Survey** measuring the meso-level of civil society, defining the characteristics of CSOs based on reflection from 113 Armenian Civil Society Organisations (CSOs) and;
 - iii) An **External Perceptions Survey** measuring the perceptions that 63 stakeholders, experts and policy makers in key sectors outside of civil society have on civil society's impact.
- Tailored **case studies** focusing on issues of importance to the specific civil society country context and highlighting key areas of interest that emerged through the project investigations.
- **Advisory Committee (AC) meetings** made up of civil society experts to advise on the project and its implementation at the country level.
- **Regional and thematic focus groups** in which civil society stakeholders reflected and shared their views on civil society's role in society.

Following this in-depth research, and the extensive collection of information that resulted from it, the findings were presented and debated at a National Workshop. This brought together over 80 civil society stakeholders, as well as numerous other groups and role players in society, and allowed interested parties to discuss and develop strategies for addressing identified priority issues.

This Policy Action Brief (PAB) is one of the major concluding outputs of the CSI implementation process in Armenia. It presents and highlights the key areas of interest from the research conducted as part of the CSI project, and provides policy-oriented recommendations for further developing and strengthening civil society in Armenia.

2. Civil Society in Armenia

Civil society's history in Armenia is both a short and a long one, depending on how one conceptualizes and views it. If viewed from an associational, communal life perspective, outside of the state, civil society arguably has a long history in Armenia. Indeed, "civil society" – as non-formal and self-organised, associational life – has been manifest in the Armenian nation throughout the centuries. Yet, in its recognisably modern form, under the commonly accepted Western notion of civil society as a democratisation agent, its emergence is a recent phenomenon. In this form, civil society gained importance in Armenia only in the late 1980s.

Since the 1990s, much of civil society in Armenia has been constructed through foreign aid. The availability of financial support from numerous international donors and private foundations (primarily from Diaspora groups), allowed for a rich funding environment for various types of non-profit organisations to develop. Given the available resources, the CSOs have fallen short of fulfilling their potential for impact. Not surprisingly, this study has revealed many more limitations than strengths.

One of the underlying causes of civil society's weak impact on policy and pressing social issues is that the sector's achievements are predominantly due to the support of only a small segment of the Armenian population. The CSOs have failed to extend their outreach and rally greater support and higher levels of citizen participation in their activities, conditioning low membership and volunteering levels with Armenian CSOs. Long-term financial insecurity stands as another hindrance to the levels of CSO organisation in Armenia. Armenian CSOs have relied solely, or predominantly on, international donor funding, without diversifying their income sources or developing an action plan and long-term strategy to change this reliance. They have inadvertently pursued donor grants, whether or not these supported the organisation's mission and objectives. Subsequently, a certain estrangement of some organisations from society at large occurred, followed by the weak development of CSO "constituencies", alongside a lack of transparency and public accountability.

The "practice of values" dimension of the CSI study does reveal some indication of civil society's ability to incorporate internally into their governance, practices such as tolerance, trust and democracy. Many Armenian CSOs have developed standards or codes of behaviour regarding internal democratic governance. However, de facto, these formalised self-regulatory mechanisms have not been transformed into regular operations. Leader-dependent decision making,

and limited opportunities for rotating leadership are among the typical manifestations of weak internal governance and poor integration of formal management structures. As a consequence, the poor capacity for internal democratic governance undermines, inter alia, the CSO effectiveness in promoting democratic values externally.

Generally, the perception of civil society's impact suggests that civil society's performance leaves much room for improvement due to a number of factors. These include a short-term approach, lack of strategic thinking, clustering around pro-government or opposition groups, poor organizational capacity and underdeveloped inter-sectoral and cross-sectoral relations. The synergy of all these factors account for the limited scope of the impact of Armenian civil society on policies.

The external environment within which civil society operates also does not seem to provoke the effective functioning of civil society. Despite the remarkably high levels of economic growth evident in the country, and the subsequent natural decline in poverty rates, there has been a less impressive change in the distribution of individual incomes. People living in rural areas, along with the poor and marginalised, have benefited less from the economic growth. The socio-political context retains deeply entrenched in harmful patterns of relations, such as political patronage, clientelism and widespread corruption, which negatively threaten and impact the development of Armenian civil society. The analysis of the socio-cultural context again reveals concerns about the weak social capital among Armenians, including, specifically, low levels of interpersonal trust and tolerance.

Looking at the situation from this angle, it appears that there is nowhere to turn. This seems to be a reasonable assumption, given the number of limitations listed above acting as problem areas within civil society. Yet, during the process of pursuing an understanding and action plan for the strengthening of civil society in Armenia, a number of strengths, opportunities and solutions for further action were identified. The findings highlighted six key areas for change, which are explored in detail below.

Key opportunity areas

1. The country's long history of community-based associational organization offers an important element to build upon. This should act as a springboard, from which to further strengthen the nascent experience of modern-day, formalized civil society.
2. While greater numbers participating in civic life would be desirable, the study shows that the depth and strength of individual and inter-sectoral networks and communication might be a lynchpin in encouraging greater cooperation among civil society groups. Moreover, cross-sectoral cooperative efforts have also ostensibly increased, with state bodies and non-governmental organisations expanding the scope of available mechanisms for cooperation.

3. Another trend that was revealed was civil society's recent attempt to change the financial status quo. Here, the sector, previously dependent on single donor sources, has now started to focus its fundraising efforts on diversifying its resource base.
4. The limitations in civil society practicing the values it preaches are counterbalanced by civil society's strength as a predominantly non-violent and tolerant sector. The use of violence such as aggression, hostility, brutality and/or fighting among civil society actors to express their interests is extremely rare and denounced. Corruption within civil society does not seem to be widespread either. The presence and dominance of racism, discrimination or intolerant forces among civil society groups is perceived to be uncommon; cooperation and self-organisation are more typical of the sector than conflict or intolerance.
5. The level of dedication and responsiveness to social needs, as well as the sector's persistent efforts to influence the course of public policy, promise a civil society sector highly capable of achieving impact, if and when the limitations identified through this study are eliminated.
6. The generally favourable and supportive legislation, frequent manifestations of philanthropic giving from Armenian corporations, and newly adopted government measures towards combating corruption, all raise expectations for a favourable external environment in the near future for improved civil society functioning in Armenia.

3. Action Agenda

This section presents recommendations to address the limitations of Armenian civil society and to build on the strengths identified through the CSI study. A range of suggestions are directed towards Armenian civil society itself, but this section will be useful also for the state and the private sector to jointly establish a supportive environment for the improved functioning of civil society in the country. An effective and strong civil society will support the state and market actors in achieving many of their shared goals. The recommendations below are organised along the five CSI dimensions as are assessed by the study.

1. Civic Engagement

✓ Raise public spiritedness and ensure civil society visibility

First and foremost, civic education should be included in the regular education curriculum, starting right from pre-school, in order to help eliminate public inertia and apathy and rather to encourage responsible and active citizens. CSOs should increase the visibility of their operations, developing good communications strategies and enhanced networking to reach wider and new audiences. The media is a powerful tool that should not be overlooked when informing and influencing public opinion. CSOs could therefore benefit from media literacy courses to learn

how mass media works and how to use it as a tool. The media itself needs to highlight the good work that CSOs are doing, help to hold the government accountable for promises it has made, and help to highlight both positive and negative situations that occur in the country.

✓ **Build credibility and trust**

One recommendation that strongly resonated among participants of the National Workshop and during all other stages of the CSI research was to bolster the credibility of civil society. In order to more proactively attract and increase citizen participation and sponsorship, CSOs should realize that they should be deriving their legitimacy from society, as they depend on popular support. Increased transparency and accountability are vital to support this action. CSOs should embrace organisational practices that promote accountability to local constituencies. This includes consistently reporting downward to their beneficiaries just as they do upward to their funders and presenting an inclusive account of all aspects of their activities. CSOs should also systematically and consistently involve their beneficiaries in the evaluation and assessments of their operations, to define constituency expectations and focus organisational efforts where they will have the greatest impact. CSOs need to be accountable for their own mission, values and principles, rather than taking up projects determined by the donor's agenda or stepping out when the financial resources are drying up. All these factors will contribute towards increased levels of trust towards the civil society sector by broader society and will, in turn, foster increased citizen participation.

✓ **Utilise the full potential of a large volunteer resource base**

The findings of the CSI study show that informal, less structured volunteering is the preferred form of volunteering and interaction in civil society for most Armenian citizens. The high percentage of informal-only volunteers presents a great opportunity for the promotion of volunteerism in Armenia. CSOs should make the most of this often underutilised resource base, to reach informal volunteers and help to introduce them to more formal forms of volunteering. Volunteer mismanagement practices; inadvertent and sporadic volunteer recruitment; lack of skills assessment, orientation and training for volunteers; and failure to recognize volunteer contributions among others further restrain potential volunteers from engaging in such activities. Armenian non-profit organisations need to create a more strategic approach for the improved management of volunteers. To this end, they need to ensure that the value of volunteerism is widely publicised and that volunteer opportunities are advertised in order to capture this audience. CSOs should engage volunteers in long-term, regular commitments, rather than ad hoc projects. They also need to follow up throughout the volunteer experience to ensure that they are meeting the volunteers' expectations in order to retain involvement and commitment over time. Finally, the Armenian legal framework should provide an enabling and protective environment for volunteering, helping to boost its

promotion, by legally defining, recognizing and motivating volunteers. The tables below presents a breakdown of recommendations for target groups.

Civic Engagement: Targeted recommendations for specific stakeholders

Actor	Action
Civil Society	
	Advocate for the inclusion of civic education in the regular curriculum.
	Increase visibility through a good communications strategy and enhanced networking.
	Take media literacy courses to learn how the mass media functions and how to engage it.
	Consistently report downward to beneficiaries as well as upward to funders.
	Present inclusive accounts and reports on all aspects of CSO activities.
	Systematically involve beneficiaries in the evaluation and assessments of operations.
	Be accountable for own mission, values and principles.
	Widely publicise the value of volunteerism and advertise volunteer opportunities.
	Reach informal volunteers and introduce them to formal forms of volunteering.
	Engage volunteers into long-term, regular commitments, rather than ad hoc projects.
	Meet volunteer expectations throughout the volunteer experience.
Government	
	Legally define, recognize and motivate volunteers.
	Include civic education in the regular curriculum.
Media	
	Highlight the good work that CSOs are doing by documenting success stories of CSOs.

II. Level of Organisation

✓ Develop the institutional capacity of CSOs

Strengthening the professional skills of CSOs, through trainings and staff development and other such mechanisms, could help strengthen the level of organisational development and achievement. What is of most importance is to focus on staff retention, and retain the professionals in the sector, as well as to establish a culture of information sharing and knowledge transfer. More often than not, staff in Armenian CSOs, once having accumulated extensive knowledge and skills through thorough trainings and experience, then leave the sector without transferring skills to successors in the sector. Special courses provided by educational institutions on non-profit management, strategic planning, project management, fundraising, public relations and communication, amongst others, would help to develop the organisational capacity of Armenian CSOs. Most important is that the internal democratic governance of CSOs needs to be addressed. Armenian CSOs have, for the most part, formally established democratic governance mechanisms. There is concern that these mechanisms are a sham to attract new funds, rather than a purported and genuine intention of democratic management. Armenian CSOs have to effectively integrate these formal structures into their regular operations, since internal democratic practices are vital, not only for increased internal efficiency, but also for establishing a credible reputation for the sector externally.

✓ Lay the groundwork for a financially sustainable civil society

Financial sustainability is identified as one of the main challenges to the level of organisation of Armenian CSOs. It is this challenge that, *inter alia*, limits their capacity for impact and distorts the image of civil society as a financially dependent sector. The findings show that Armenian CSOs realize the necessity for diversifying their resource base. They need to establish and foster partnerships as soon as possible with a full variety of potential funders, from donors and private corporations to government and individuals. The regulatory environment needs to further establish a secure and supportive environment for a non-profit organisation's fundraising efforts by permitting direct income generation and implementing tax mitigation for indirect income-generating activities.

Armenian CSOs have to advocate in a more proactive and participatory way for the establishment of a legislative framework that supports the long-term growth of the sector. Furthermore, efforts need to continue, led by both civil society and the government, to expand the current practice of government funding to CSOs, rendering the recently emergent experiments with social contracting into a sustainable practice. CSOs should also capitalize on the active and vigorous volunteer base present in the country, realizing the possibility of sustaining their projects with volunteer efforts even if financial resources are limited, rather than disrupting connections between themselves and their volunteers when a funded

project is over. Volunteer mobilization can be yet another fund-raising strategy, since a non-profit with a strong and committed volunteer base is more likely to attract new funds. Finally, the CSOs should strengthen their inner abilities to be able to provide practical, in-depth and diversified expertise to businesses and demonstrate that they can be trustworthy and credible partners, able to deliver high-quality services to guarantee business support as yet another potential source of income.

✓ **Develop cooperation mechanisms**

Competition over scarce resources, rather than healthy and balanced communication and cooperation, has been the main form of relationships within Armenian civil society. The sector has also witnessed how critical collective action can be in bringing about impact. These success stories make a compelling case for cooperation as a new form of interaction.

Level of Organisation: Targeted recommendations for specific stakeholders

Actor	Action
Civil Society	
	Strengthening staff’s professional skills base through trainings, staff development and other such mechanisms.
	Retain professionals within the sector and establish a culture of institutional memory and retention, information sharing and knowledge transfer.
	Practice democratic governance and decision-making structures in regular, day-to-day operations.
	Establish and foster partnerships as soon as possible with a full range of potential funders — from donors and private corporations to government and individuals.
	Advocate in a more proactive and participatory way for the establishment of a legislative framework that supports the long-term growth of the sector.
	Capitalize on an available volunteer base to help sustain and further project developments with volunteer efforts.
	Strengthen internal capacity to be able to provide practical, in-depth and diversified expertise to businesses
	Proactively push for the expansion of the current practice of government funding to CSOs.
	Ensure that well-balanced and meaningful communication and cooperation are dominant in all relationships within Armenian civil society.

Government	
	Expand the current practice of government funding to CSOs, rendering the recently emergent experiments with social contracting into a sustainable practice
	Establish a secure and supportive environment for a non-governmental organisation's fundraising efforts by permitting direct income generation and implementing tax mitigation for indirect income-generating activities.

III. Practice of Values

✓ Build social capital

A key role ascribed to civil society is the building of social capital – with vital elements present such as trust, tolerance and public spiritedness. The Armenian civil society has low impact on public attitudes. More specifically, the Armenian civil society falls short of shaping interpersonal trust, tolerance and public spiritedness. To build a cohesive and interconnected society based on shared values, the Armenian civil society has first to ensure that democratic values are at the core of its work, and then, to become a driving force in promoting these values throughout society. CSOs should take up the plight to bridge diverse groups in society and create an atmosphere of collaboration, confidence and mutual responsibility. In establishing long-term civic education, an indispensable element is to revitalize and inculcate these norms and values, to break the stereotypes and to place emphasis on building a stable and responsible society.

✓ Address the lack of transparency and internal democracy of CSOs

The internal management of Armenian CSOs presents a number of contradictions. CSOs have, for a lengthy period of time, developed written policies for democratic governance but have often not followed these policies. CSOs often hold elections to select their internal leadership, yet the rotation rate of such leadership is low. Members are also often excluded from decision-making processes, with nepotism among leaders and organisational structures high. The majority of CSOs reported that their financial information is publicly available, yet on closer inspection, it became clear that rarely do they report to their beneficiaries on the finances and the quality of their work. Thus, the Armenian CSOs should internalize the norms they preach. These norms must be valued both in public spheres by important social actors, such as the state, as well as by the private sector.

Practice of Values: Targeted recommendations for specific stakeholders

Actor	Action
Civil Society	
	Ensure that democratic values are at the core of civil society work at an internal level, and promote these values then externally throughout society.
	Bridge the differences between diverse groups in society and create an atmosphere of collaboration, confidence and mutual responsibility among them for all to focus on accountability and transparency as a mutual goal.
	Internalize the norms that are preached: Civil society needs to follow the policies written for democratic governance. They need to involve members in decision-making processes, eliminate nepotism among their leaders and organisational structures and focus on transparency of their organisational mechanisms.

IV. Perception of Impact

✓ **Address strategic flaws in bringing about change**

Short-term goal-oriented projects and ad hoc initiatives of many Armenian CSOs need to be expanded into better coordinated policies that match the long-term, strategic goals and aims of the organisations. A remedy proposed by an external stakeholder would be the emergence of more sector-specific, focused CSOs who then would act as specialised brokers in a specific field. This would include consumer rights protection organisations, freedom of information defenders and civil service development units as such examples. This would occur along with a decline in the number of CSOs with abstract mandates such as the “promotion of justice and democracy” that often lack strategic impact or measurable aims or goals. Furthermore, proactive, rather than reactive, measures will help to render the whole process of change more strategic. CSOs should not only attempt to redress dangerous policies and practices, but also anticipate their initiations, engaging in all stages of the policy process and development arena.

✓ **Act in coalitions and present viable alternatives**

History shows that when a CSO acts alone, its impact is usually limited in scope and scale. The competition between CSOs has to be resolved and transformed into a more productive system of cooperation and coalition building. To engage in policy processes more effectively, CSOs should come up with joint or collaborative, rather than stand-alone, initiatives that have the firm support of a large population. CSOs should realize that

grassroots trust and support is crucial when lobbying for an issue to show that they have numbers behind their approach, to implement their message and, ultimately, to be successful in achieving their goals. Last but not least, presenting viable alternatives to contested projects has proven to be another instrument that helps CSOs to succeed.

✓ **Capitalise on the role of the Armenian Diaspora**

When engaged in policy influence, Armenian CSOs should focus on the political context and influences that determine the issues taken up. In this respect, they should involve Armenian Diaspora in their campaigns in a planned and strategic fashion, taking into consideration the influence and pressure the Armenian Diaspora¹ can potentially exert. Historically, the Diaspora has always proven to be a strong influence in the social and political life of Armenia. This group is a powerful player that should not be left out. Given that the interests within the different groups of the Armenian Diaspora vary (for example, Russian Armenian Diaspora tend to have major business interests and American Armenian Diaspora have more political interests such as the Armenian Genocide or Karabakh), CSOs should target and make use of the specific concerns of the Diaspora Armenians to most effectively attract and involve them into their campaigns. Public communication and mobilization campaigns should therefore be used widely to guarantee the strength of public pressure for the desired policy changes to policy makers.

Perception of Impact: Targeted recommendations for specific stakeholders

Actor	Action
Civil Society	
	Replace short-term, goal-oriented projects and ad hoc initiatives with better coordinated policies that match the long-term, strategic goals of the organisations.
	Expand into sector-specific, focused CSOs acting as specialised brokers in a given field.
	Take proactive and targeted, rather than reactive, measures.
	Engage in all stages of the policy process and development arena.

¹ The Armenian Diaspora is identified by the CIVICUS CSI Social Force Analysis as one of the large and influential social forces in Armenia.

	Come up with collaborative, rather than stand-alone, initiatives that have the firm support of a large population base.
	Attract grassroots trust and support when lobbying for an issue.
	Present viable alternatives to contested projects.
	Focus on the differing political context and influences that determine which issues are taken up.
	Involve the various Armenian Diaspora groups in the campaigns in a planned fashion.
	Widely use public communication and mobilization campaigns, as well as social and mainstream media techniques

V. External environment

✓ Begin to redress entrenched flaws in the public governance system

The CSI analysis shows that the current political context does not exhibit a sufficient degree of civil liberties and exercise of citizens' rights. High levels of corruption and certain distrust of public institutions further threaten social cohesion. As a positive trend, the state is not seen as actively blocking the development of the civil society and there is a willingness to expand state-civil-society collaboration initiatives, especially those related to the provision of social services. To succeed, state funding distribution should not be guided by partisan interests and should guarantee an adequate level of transparency of the process. Above all, political patronage, clientelism and corruption have to be eliminated to show that the intentions of the state are genuine and social integration is possible. The CSI also found that the legislative environment is conducive to civil society in that it provides CSOs with an arena for independent functioning. Still, both the state and the civil society with its watchdog function have yet to ensure that the legislation in place is carried out. CSOs should be able to establish formal modes of interaction with the state, rather than base their activities on personal ties to effectively influence public policy.

✓ Define corporate social responsibility (CSR) as a new focus for action

Corporate social responsibility is a newly evolving concept in Armenia. Currently, Armenian corporations lack a clear vision and an articulated conceptual approach, as well as proficient understanding of the multiple dimensions of CSR practice and activities. The promotion of CSR in the country should start with informing, communicating and publicizing CSR activities. Networking between civil society and the private sector is needed to enhance the capacity of both actors to respond to social challenges. To accelerate this process, CSOs should look for different ways of cooperating with businesses, instead of solely seeking to get financial support from them.

CSOs need to be able to provide practical, in-depth and diversified expertise to businesses and create opportunities to learn and share information about CSR to improve relations and perceptions among the two parties. Business organisations, in turn, should realize that CSR is not a one-way obligation, but rather something that provides tangible business benefits and a lasting competitive advantage to their organisations. Such an approach and understanding is likely to bring about more successful CSR initiatives. Finally, the legislative environment must create additional motivations for business organisations to engage in corporate giving in a more systematic and strategic fashion.

External Environment: Targeted recommendations for specific stakeholders

Actor	Action
Civil Society	
	Establish formal modes of interaction with the state, rather than base activities on personal relationships and nepotistic ties.
	Learn and share information about corporate social responsibility.
	Be able to provide practical, in-depth and diversified expertise to businesses.
Government	
	Exhibit a sufficient degree of civil liberties and exercise of citizens' rights.
	Eliminate political patronage, clientelism, corruption and distrust of public institutions in favour of establishing a more balanced and fair environment.
	Guarantee an adequate level of transparency in the process of state funding distributions.
	Create additional motivations for business organisations to engage in corporate giving in a more systemic and strategic fashion.
Private Sector	
	Develop a clear vision, an articulated conceptual approach and understanding of CSR practice.
	Realize that CSR is not a one-way obligatory act, but rather something that provides tangible business benefits.
Media	
	Inform, communicate and publicize CSR activities and potentially work in collaboration with CSOs to further increase their reach and achievements.

10 Ways to Strengthen Civil Society in Armenia

1. Establish a legislative framework that supports the long-term growth of CSOs by allowing direct income generation and tax mitigation for indirect income generating activities.
2. Political patronage, clientelism and corruption have to be eliminated from all layers of social and political interaction in the country.
3. Efforts should continue, led by both government and civil society, to expand the scope and pace of collaboration, thus helping to create more space for CSO fundraising and sustainability-building efforts.
4. Business organisations' single, short-term, non-systematic sponsorship of CSOs needs to be transformed into long-term strategic collaboration on particular projects.
5. Channel and take full advantage of the high percentage of informal-only volunteer resource base to promote volunteerism in Armenia. Volunteer management should be integrated and mainstreamed into the core strategy of organizations, so as not to deter potential volunteers from engaging in such activities.
6. Increase the visibility of CSO operations. Developing a good communications strategy and enhanced networking would help CSOs reach a wider audience and achieve greater visibility.
7. Embrace organizational practices that promote accountability to local constituencies, presenting CSO beneficiaries with inclusive accounts of all aspects of CSO activities through reports that are intended and structured specifically for this target group.
8. Raise public engagement, including dynamic civic education in the regular curriculum, from the very outset of child education in the country. CSOs should seek different ways to integrate tolerance and trust-building measures into their own organisations, and then extend these values to a wider societal level.
9. Effectively integrate internal governance structures and mechanisms into CSO operations to achieve an improved impact through strict observance of these mechanisms. CSOs should go beyond formalised self-regulatory mechanisms and improve the internal practice of these standards and codes. Through internal monitoring and implementation of such mechanisms, they can then transfer them to an external audience.
10. The competition between CSOs needs to be resolved and ceased. This competitiveness needs to be transformed into cooperation and coalition building, creating potential for collaborative action and joint effort.