

2021 CIVIL SOCIETY ORGANIZATION SUSTAINABILITY INDEX

AZERBAIJAN NOVEMBER 2022







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For Azerbaijan

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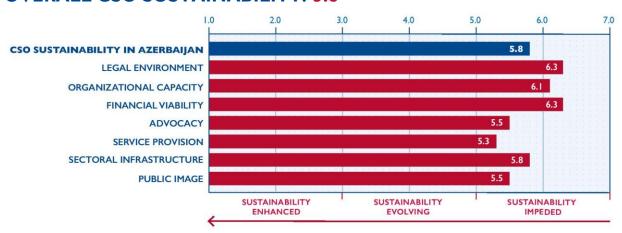
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Capital: Baku
Population: 10,353,296
GDP per capita (PPP): \$13,700
Human Development Index: High (0.745)
Freedom in the World: Not Free (9/100)

OVERALL CSO SUSTAINABILITY: 5.8



Political liberties in Azerbaijan continue to be highly restricted. The country is considered "Not Free" in Freedom House's Freedom in the World 2022 report, which covers developments in 2021, with a score of just 9 out of 100. The CIVICUS Monitor continues to rate civic space in Azerbaijan as closed. Political and civic activists, journalists, and citizens who express opinions critical of the authorities are regularly subject to criminal prosecution and harassment. During the year, there were allegations that several dozen journalists, bloggers, and activists, along with their family members and related individuals, were targeted with the Pegasus spyware, which is only sold to governments.

In December, the parliament passed a law on media that is widely viewed as further curtailing the freedom of expression. In the view of the Council of Europe's Commissioner for Human Rights, the law "further deteriorates the situation as concerns freedom of expression and media freedom in the country by granting discretionary powers to state authorities regulating the media sector, including through licensing, excessively restricting journalists' work, and introducing several limitations to the financial, legal and operational activities of media companies and entities."

In March, the president issued a decree pardoning more than 400 people, including about forty opposition political activists, journalists, religious community representatives, and human rights defenders who have been identified as political prisoners by human rights groups.

In the fall of 2020, Azerbaijan engaged in intense armed clashes with Armenia over the territory of Nagorno-Karabakh, which was internationally recognized as a part of Azerbaijan, but has de facto been a part of Armenia since 1994. The Second Karabakh War resulted in several thousand deaths and allowed Azerbaijan to keep a significant amount of the territory it had regained, while requiring Armenia to hand over other areas. Occasional ceasefire violations by both parties to the dispute took place during 2021. Humanitarian and human rights CSOs have very limited access to the conflict-affected territories. In a memo issued in November 2021, the Council of Europe's Commissioner for Human Rights called upon the authorities to create an enabling environment for CSOs wishing to engage in cross-border initiatives.

The COVID-19 pandemic continued to affect CSOs' operation in 2021. In September, however, the Cabinet of Ministers eased the special quarantine regime given the increase in the number of vaccinated citizens across the country and the continuous decrease in the number of infections. According to the decision, beginning on October 1, 2021, public transportation was reopened on the weekends and cafés, restaurants, and shopping centers were allowed to open again as long as they enforced certain restrictions, such as wearing a mask.

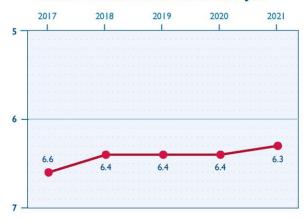
Overall CSO sustainability improved slightly in 2021, with slight improvements recorded in several dimensions. While still restrictive, the legal environment improved slightly with the introduction of a web-portal for CSOs to amend their registration documents and register funding. Financial viability was enhanced with an increase in

foreign and domestic support, which in turn supported a slight improvement in service provision. The public image of the sector also improved slightly over the course of the year as a result of CSOs' support to marginalized groups during the pandemic and the Second Karabakh War.

According to official data, there were 4,766 registered CSOs with the Ministry of Justice (MoJ) at the end of 2021. However, most of these groups are not active and exist only on paper. There are also dozens of unregistered groups in the country.

LEGAL ENVIRONMENT: 6.3

LEGAL ENVIRONMENT IN AZERBAIJAN



While CSOs continued to operate in a highly bureaucratic and restrictive environment, the legal environment improved slightly in 2021 with the introduction of a web-portal for CSOs to amend their registration documents and register funding.

Key legal acts regulating CSOs in Azerbaijan, including the Law on Non-Governmental Organizations (NGOs), Law on State Registration of Legal Entities and State Registry, and the Law on Grants, remained largely unchanged in 2021.

The registration process continues to be complex and unnecessarily bureaucratic, and it often takes months or years for CSOs to register, if they are able to do so at all. The delay continues to be largely due to the MoJ's practice of issuing multiple letters refusing registration,

each listing a different problem with a CSO's registration application, rather than listing all concerns to be addressed in one letter.

The procedures for registering foreign CSOs are even more complex and require that the foreign CSO enters into an agreement with MoJ. Any foreign citizen who intends to head a representative office or branch of a foreign organization in Azerbaijan must obtain a permanent residence permit, requirements for which remain very difficult to meet.

CSOs must register all grants from foreign sources, as well as donations and foreign service contracts, with MoJ, creating additional legal and financial challenges for CSOs. The requirements are burdensome for both CSO recipients and for foreign donors (who need to sign a special agreement with MoJ and be registered in the country). To avoid these complexities, many CSOs instead operate by registering as individual taxpayers or commercial companies, though this creates additional problems in attracting funds from foreign donors.

The United Nations (UN) Committee on Economic, Social and Cultural Rights concluded in October 2021 that the "excessive restrictions in relation to the registration of and access to grants by non-governmental organizations, both in provision of law and in practice, hinder the operations by such organizations for the protection and promotion of all human rights." The Committee therefore recommended that the state repeal any legal provisions that unduly restrict the activities of CSOs, including in relation to their registration and access to grants.

CSO operations continued to be somewhat impeded by excessive reporting obligations. Once officially registered, CSOs are obliged to report to various government agencies, such as the State Statistics Committee, the Ministry of Finance, the Tax Service, the State Employment Service, and MoJ, on various issues. Penalties for failure to submit these reports range from a few dozen dollars to thousands of dollars.

In July 2021, MoJ launched the electronic information system that had been approved by parliament in 2020. This new system enables CSOs to amend their registration documents and register grants, donations, and service contracts online, thereby reducing the burden of these processes to some degree. According to a survey conducted by MG Consulting LLC within USAID's Empowering CSOs for Transparency (ECSOFT) project in April 2022, the timeline for registering grants was significantly reduced when applications were submitted online.

Also in 2021, the government established the NGO Support Agency, a public legal entity tasked with regulating and distributing state funds to CSOs through grant competitions. The new agency replaces the NGO Support Council but has a more democratic composition than its predecessor. In 2021, the newly established NGO Support Agency prepared new grantmaking rules that increase the transparency of the process and submitted them to the Cabinet of Ministers for approval; following delays in this approval, in early December, the President empowered the Agency to approve its temporary grantmaking rules. The Agency then awarded its first grant in December 2021.

A draft law on charitable activities was discussed in parliamentary committees in 2021. However, a limited number of CSOs were involved in the discussion and the draft law has not been made public, so it is unclear what it proposes.

The country's lack of a risk-based approach to money laundering and terrorist financing requirements poses additional legal obligations and risk to CSOs. All CSOs must appoint an internal auditor, develop an internal control system, and identify and verify customers, or face high fines. In October 2021, the International Anti-Terrorism Training Center under the Ministry of National Security hosted a seminar on Risk Assessment of Terrorist Financing in the Nonprofit Sector, co-organized by the Financial Monitoring Service and USAID's ECSOFT project. This event laid the groundwork for systematic work on developing a risk-based methodology with the participation of CSOs.

State harassment of CSOs and activists expressing critical views of the government continues to be a problem. Many government critics remain in prison and political and civic activists, journalists, and citizens who express opinions critical of the authorities continue to be subject to criminal prosecution and harassment. Women human rights defenders and LGBTI rights activists are subjected to gender-based violence both online and offline, and the government takes little action to hold those responsible accountable.

The freedom of peaceful assembly also continued to be violated in 2021. COVID-19 restrictions continued to be used to ban protests throughout the year. Even small protests by those perceived as government opponents were dispersed through the use of force and their participants, including women human rights defenders, were detained and penalized. CSOs still must obtain permission from local executive authorities in order to hold events in regions, and as the COVID-19 related ban on meetings was not completely lifted during 2021, most CSOs were forced to operate online.

The European Court of Human Rights (ECHR) issued several rulings in 2021 against the government of Azerbaijan. In May, ECHR found that the freedom of association of twenty-five CSOs had been violated in Azerbaijan in previous years. In October, ECHR found that Azerbaijan had violated the European Convention on Human Rights by illegally freezing the bank accounts of the Democracy and Human Rights Resource Centre and enforcing a travel ban on its founder in 2014.

CSOs are exempt from income tax on revenue from grants, donations, and membership fees. In 2020, the Cabinet of Ministers approved a change to the Tax Code that enabled a 10 percent income tax deduction for commercial companies making donations to CSOs specialized in science, education, health, sports, or culture. Due to the criteria, this is likely to benefit only a few state-funded public associations, such as the Writers' Unions and Artists' Unions.

In December 2021, additional changes were made to the Tax Code that make donations to foundations that have social and public benefit goals exempt from all taxation for the next eight years. The change only benefits the few CSOs that are established by the state. Other changes to the Tax Code, which entered into force on January I, 2022, require all CSOs to provide more detailed information in bank payment orders.

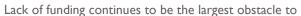
The Labor Code was amended in May 2021, prompting some service contracts to be considered as labor contracts if they have a similar nature to or provisions of labor contracts. This shift may increase the financial burden on CSOs, as mandatory payments on labor contracts are high, as are punishments for violations of labor legislation.

There are a few local lawyers who are trained in or familiar with CSO-related laws. In the regions, CSOs primarily obtain legal advice from the five NGO Resource Centers and the QHT Qanunvericiliyi (NGO Legislation) Facebook page administered by MG Consulting; these resources are free and available to all.

ORGANIZATIONAL CAPACITY: 6.1

The organizational capacity of CSOs in the country remains very low. CSOs were able to maintain their limited organizational capacities in 2021 despite the ongoing COVID-19 restrictions in 2021. There is still a large gap in organizational capacity between regional-and Baku-based CSOs.

As pandemic restrictions remained in place for much of 2021, CSOs were forced to operate mostly online, affecting their ability to contact their constituencies directly. As a result, both regional- and Baku-based CSOs increasingly used the internet, social media, messaging apps like WhatsApp, and video conference platforms such as Facebook Live and Zoom to reach out to their target groups.



CSO organizational capacity. As a result, even large and Baku-based CSOs find it difficult to adhere to or achieve their missions and goals, and most do not have accurate long-term strategic plans or mission documents. Smaller organizations are even less able to develop strategic plans or adhere to clearly defined missions.

Though the majority of CSOs have some written internal policies, these are rarely implemented in practice, and CSOs across the country face weaknesses in their internal governance structures. Most CSOs formally have a board of directors, a director or chairperson, and a supervisory board, but in most cases these bodies exist primarily on paper, their roles limited to satisfying reporting requirements. Conflicts of interest in governance and operations remain a common problem across the CSO sector.

The overwhelming majority of CSOs still cannot afford full-time staff and have limited access to professional personnel, such as lawyers or accountants. In 2021, professionals continued to leave the CSO sector in favor of better paid opportunities in the public or private sectors. Staffing is particularly challenging for more rural and regional CSOs, as qualified staff often relocate to cities like Baku or find opportunities abroad. Following the amendments to the 2021 Labor Code on employment contracts, signing service contracts creates additional risks for CSOs. Given their continued lack of funding, CSOs increasingly rely upon volunteer services.

Given the lack of stable funding, many CSOs have no permanent offices. CSO leaders instead use their private residences as offices. NGO Resource Centers in the regions are reasonably well-equipped and offer their facilities to CSOs for events and day-to-day work free of charge. CSOs' technical equipment is outdated. Still, in 2021, CSOs continued to improve their digital skills, building upon the necessary shift begun with the onset of the COVID-19 lockdown in 2020. However, internet connectivity continues to be more limited in rural areas, limiting the access to online resources by CSOs in these areas.



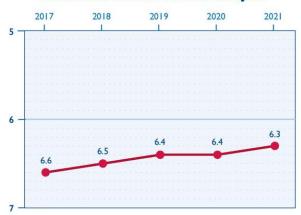
CSO financial viability improved slightly in 2021, due to an increase in the availability of both foreign and domestic funding opportunities.

Diversification of funding sources remained limited in 2021. Small and medium-sized CSOs rely largely on small grants from the state, which in 2021 were aimed mainly at addressing the consequences of the Second Karabakh War and the COVID-19 pandemic. Relatively large CSOs that need more funding are not interested in applying for those grants. Registered foreign funding is a minor source of funding for the sector overall, but is a significant source of funding for a small group of CSOs.

No data is available on the amount and precise sources of foreign funding in 2021. However, some local organizations that previously struggled to register grants from foreign sources reported that they faced fewer obstacles in 2021. For example, while in previous years MoJ usually did not register grants awarded by the US



FINANCIAL VIABILITY IN AZERBAIJAN



Embassy, the Azerbaijan Micro Finance Association (AMFA) was able to register grants from both the Swiss Embassy and the US Embassy in 2021. Other foreign donors issuing grants to local CSOs in 2021 included the European Union (EU), the United Nations (UN), and the Japanese Embassy. In many cases, foreign grants are subgranted to other local CSOs.

As in previous years, CSOs also received foreign funds through affiliated commercial entities or individual service contracts. While this provides support to CSOs in the short term, it fails to build an organization's grant history. Additionally, unlike CSOs, business entities are subject to income tax and VAT on any income they receive, an arrangement most foreign donors avoid.

Government grants continued to be an important source

of support for smaller CSOs in 2021. The grants allocated by the state in 2021 mainly supported projects focused on awareness raising; training for disabled people, veterans, and low-income families; training of new skills, such as using computer technology; and addressing the impact of the COVID-19 pandemic and the Second Karabakh War. Government agencies typically provide small-scale grants, and only allow organizations to receive one grant per year, making these grants unappealing to larger CSOs. Competition for government funds is primarily among progovernment CSOs.

The level of government funding increased slightly in 2021. The NGO Support Agency financed 415 grants worth a total of AZN 3.7 million (approximately \$2.18 million), fewer than the 505 projects supported in 2020 but a slight increase from their total AZN 3.6 million (\$2.1 million). The Ministry of Education held its fifth grant competition in 2021 and allocated grants to 179 projects; the total budget for the call was AZN 500,000 (\$294,000) with a maximum of AZN 350,000 (\$206,000) per project. The Youth Foundation also held a grant competition for youth organizations in 2021 and issued grants (at a maximum AZN 10,000, or nearly \$6,000) to sixty-six local projects and three international projects. The Commission on the Fight against Corruption also announced a grant competition for CSOs in 2021.

As in previous years, other sources of income for CSOs, such as membership fees, local donations, commercial tenders, and entrepreneurial activities, were minimal in 2021. Crowdfunding is discouraged by a lack of sufficient legal regulations, and anonymous donations through cash boxes are prohibited by national law. Cash donations to charitable organizations continue to be limited to AZN 200 (\$117).

According to the law, CSOs must submit annual financial reports to the Ministry of Finance. Only a handful of large CSOs disclose their financial statements to the public. Most CSOs continue to lack strong financial management systems and regulations. As described elsewhere in this report, several of the most viable CSOs in Azerbaijan operate through affiliated business companies or individual service contracts because of the restrictive legal regime governing CSOs' access to foreign funding. This has a negative impact on CSO transparency and accountability to both potential donors and the public.

ADVOCACY: 5.5

CSO advocacy remained largely unchanged in 2021.

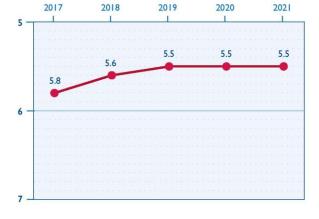
Cooperation between CSOs and local and central government bodies remains limited. In general, government agencies are reluctant to invite CSOs to participate in public discussions and consultations, and CSOs' public advocacy activities are mostly limited to the use of social networks. The majority of government agencies still avoid cooperation with CSOs, particularly on sensitive topics like freedom of speech, freedom of assembly, human rights, and democracy.

For instance, the draft Media Law became known to CSOs only during its second reading in the parliament. The government only considered two of the forty-five proposals from well-known media representatives in the draft law. The Media Law, which was enacted on December 30, 2021, gives the state more control over media by, for

example, requiring journalists to register, providing a narrow definition of the term "journalist," and regulating online media. Although some media-related CSOs expressed concern with the new law, they did not have sufficient time to advocate against its passage.

However, some CSOs had opportunities to provide input into policy-making processes in 2021. For instance, a representative from the Assistance to Development of Entrepreneurship and Market Economy Fund was invited to speak with parliament as an expert on the draft state budget, the only representative from the CSO sector invited to do so. Such opportunities, however, continue to be limited to certain topics and organizations.

Also in 2021, the Ministry of Education amended the accounting curriculum of higher education institutions in



ADVOCACY IN AZERBAIJAN

accordance with recommendations submitted by the Young Accountants Public Union. Additionally, the Tax Service signed a memorandum of understanding with the Young Accountants Public Union on future cooperation. The Central Bank accepted for review draft amendments to the law on banking submitted by AMFA for discussion.

The establishment of public councils, begun in 2020 by the State Advertisement Agency and the Ministry of Culture, expanded in 2021, with two new agencies—the Ministry of Economy and the Small and Medium Business Development Agency—establishing such bodies during the year. While public councils include CSO members, their powers remain limited.

The USAID-funded ECSOFT project has supported several advocacy projects in the regions as well as in Baku. For example, with ECSOFT funding, several CSO leaders wrote a "Report on the Implementation Status of Financial Transparency Measures in the National Action Plan (NAP) for the Promotion of Open Government for 2016-2018 and 2020-2022." The report was used as the basis for discussions with the relevant state bodies, which then committed to take respective measures.

The National NGO Forum, South Caucasus Women Congress, National Platform of the Eastern Partnership Civil Society Forum (EaP CSF), and Open Government Partnership (OGP) Platform remained the most visible CSO advocacy platforms in 2021. In February 2021, a group of local CSOs also established a new coalition, Azerbaijan - 2030: For the Sake of Social and Economic Progress.

Local experts, including the OGP Platform, developed and submitted several packages of recommendations for existing CSO legislation to parliament and member of parliament Erkin Gadirli in December 2021. Among other issues, the package included recommendations to simplify registration procedures for CSOs, as well as grants, service contracts, and donations, and to eliminate some reporting obligations. As of the time of writing, the government had not responded to the proposals.

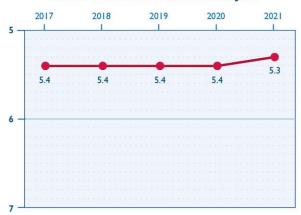
In addition, in December 2021, 138 CSOs wrote a joint appeal to the Cabinet of Ministers to encourage it to cooperate closely with CSOs and involve them in decision-making processes. There has been no reaction or response to this appeal.

SERVICE PROVISION: 5.3

Though 2021 continued to be a difficult year for CSO operations due to the ongoing COVID-19 pandemic, CSOs nonetheless were able to slightly improve their service provision over the course of the year. This progress was particularly evident in CSOs' pandemic relief work and their active assistance to war veterans and their families as a result of the Second Karabakh War.

CSOs continued to provide a range of services. In 2021, these services primarily focused on analyzing and addressing the economic impact of the COVID-19 pandemic and providing psychological and legal assistance to the victims of the Second Karabakh War, including both internally displaced people (IDPs) and the families of those killed in the conflict. Some CSOs also provided legal and financial training to IDPs, women, unemployed citizens,

SERVICE PROVISION IN AZERBAIJAN



and students. As COVID-19 restrictions eased over the course of the year, CSOs were able to increase their service outreach.

In 2021, certain CSOs increasingly turned to service contracts offered by government agencies to supplement their finances and maintain their operations in the midst of the pandemic and the aftermath of the war. Service contracts also tend to be easier to register than grants.

Most organizations concentrate more on their survival than meeting the needs of particular constituencies. CSO services are largely determined by the agendas of their donors—whether they are government agencies or foreign donors—which are generally based on research identifying needs, not on assessments done by CSOs themselves. Donors often prefer to work through

service contracts rather than grants, but service contracts offered by foreign donors are mainly research-oriented. As a result, CSOs engage in a lot of research-oriented activities rather than assisting target groups directly.

In general, very few CSOs can offer paid services. Local communities generally are not financially able to pay for services. When paid services are offered, they are usually focused on the provision of consultations and technical assistance to government agencies, international organizations, and sometimes academic institutions, and are often contracted through an individual expert who is a member of the CSO rather than through the CSO itself. When government agencies sign service contracts with independent experts rather than with the CSO, they generally allow the experts to use their CSOs' attributes (including logos and project names).

The government has also increasingly moved toward providing some services to the population through newly established public legal entities and government agencies, rather than through CSOs. For instance, the 2020 establishment of the Social Services Agency under the Ministry of Labor and Social Protection of the Population (MLSPP) sparked concerns that CSOs might be squeezed out of certain service areas. In 2021, however, both the Social Services Agency and MLSPP held several calls for service contracts, including for the administration of care centers and awareness raising in the fight against narcotics and prevention of human trafficking. Some of these calls were open only to CSOs, while other were equally open for natural persons and commercial entities.

In general, the government continues to view CSOs with suspicion and rarely publicly recognizes their work and impact.

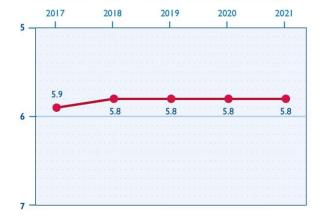
SECTORAL INFRASTRUCTURE: 5.8

The infrastructure supporting the CSO sector remained largely unchanged in 2021.

NGO Resource Centers in Baku, Guba, Gabala, Mingachevir, Shamkir, and Shirvan continued to provide technical support and training programs for local CSOs. Some CSOs also made use of facilities owned by government agencies, but this was limited to organizations with close ties to the state. The NGO Support Agency was the main local grantmaking institution in Azerbaijan in 2021.

With support from the EU and the UN High Commissioner for Human Rights, the Protection of the Rights of Vulnerable Groups in Azerbaijan project provided a number of free services to CSOs, lawyers, and other stakeholders. These services include free

SECTORAL INFRASTRUCTURE IN AZERBAIJAN



access to the UN Civil Society Resource Center for training and other activities and access to the UN Human Rights System and the International Human Rights Library.

The overall availability of training for CSOs was unchanged in 2021. As in 2020, much of the training was provided online. Projects funded by UNDP, EU, and USAID held various trainings for CSOs on fundraising, preventing money-laundering, registration of grants, reporting obligations, and the use of MoJ's new electronic system for registration. Also in 2021, the USAID-funded ECSOFT project developed and distributed a guide on the operation of public councils, providing an important source of information and template documents for CSOs interested in serving on public councils under state agencies.

Several national CSO platforms remained active in 2021. The National NGO Forum, which was established in 1999, has 743 CSO members, and the independent Azerbaijan National Platform of EaP CSF, which was established in 2009, unites 71 CSOs. CSOs rarely form issue-based coalitions.

Intersectoral partnerships—especially between CSOs and the business sector—continued to be underdeveloped in 2021. CSOs working on certain issues were able to develop partnerships with some government agencies in 2021. For instance, Young Accountants Public Union signed a memorandum of understanding with the Tax Service and the State Examination Center to encourage ongoing cooperation. In cooperation with ECSOFT, in September 2021 the OGP Platform held a conference on Government-NGO-Business Partnership: International Experience to study international best practices of cooperation between government agencies, citizens, CSOs, and businesses.

PUBLIC IMAGE: 5.5



The public image of CSOs improved slightly in 2021 due to the active role CSOs played in dealing with the consequences of the Second Karabakh War and the pandemic.

The government's perception of CSOs improved slightly in 2021 as demonstrated by the fact that CSOs were increasingly invited to join public discussions hosted by government agencies. For example, the Ministry of Ecology held a discussion with environmental organizations, Public TV held discussions on the future of the CSO sector, and the Garabagh Revival Fund held a broad discussion with CSOs on post-war Karabakh.

Improvements in the government perception of CSOs in 2021 were also evident in some statements by President Aliyev. In one speech, for instance, he emphasized the

role of CSOs after the war, and in March he awarded three women human rights defenders with the Shohret (Glory) order. However, in general government perceptions of CSOs continue to be mixed, depending significantly on the CSO, the issue, and the individual state official.

CSOs' response to the pandemic and support to populations affected by the war continued to boost public perceptions of the sector in 2021. In June, the USAID-funded ECSOFT project launched the Online Public Oversight Platform to receive video and photo evidence from citizens on issues of public concern (such as roads and infrastructure) and encourage solutions from the relevant government agencies. CSO involvement in this work also helped to improve public perception of their role in society.

However, many CSOs are still associated with the names of their leaders, and perceptions of the sector are driven by those personalities rather than by the organizations themselves. Some also continue to view CSOs as antigovernment.

In general, CSOs have limited access to space on national television as the government is not interested in airing independent or critics voices. The new Media Law, adopted in 2021, also does not bode well for CSOs' access to the media as there is a concern that government-controlled media will only be allowed to cover events held by the government.

In previous years, CSOs received significant publicity through the NGO Support Council's webpage, monthly Civil Society Journal, and online CSO news portal www.qhtxeber.az (NGO news). In 2021, however, these resources were suspended as the NGO Support Council transformed into the NGO Support Agency. At the same time, the www.qht.az website, a significant online resource on the CSO sector run by the Support to Information Initiatives Public Union, published 1,440 news posts in 2021 and was viewed by 191,200 people; while this appears to be a notable decline from its audience of 300,000 viewers in 2020, this was caused in part by the removal of duplicate visitors. The online NGO TV continued to broadcast videos and news related to CSOs, and in 2021 posted 260 videos on YouTube with a total of 132,147 views; this also indicates a decline in viewership, compared to more than 177,000 in 2020. Online local OGP TV, which previously devoted several programs to CSO issues, did not operate in 2021. Also in 2021, an online portal focusing on public councils, ictimaishura.az, published 353 posts on the activities of public councils during the year, including 297 news articles, 24 videos, and various announcements and information about public council elections.

CSOs still have limited financial resources to actively promote their public image. Most CSOs are unable to hire professional public relations staff or place paid advertisements, so they rely primarily on social media, such as Facebook and YouTube, to share information about their work. Most CSOs do not have websites, and most reports on their work are not available to the public. CSOs still do not typically adopt or adhere to codes of ethics.

Disclaimer: The opinions expressed herein are those of the panelists and other project researchers and do not necessarily reflect the views of USAID or FHI 360.

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