

How can you creatively combine different methodologies to measure the success of CSO coalitions? Over the past 3 years a civil society strengthening project in Ukraine has been providing support to CSO reform coalitions to ensure more effective advocacy and greater engagement of citizens in promotion of democratic reforms in Ukraine. The project piloted a mixed-methods approach to track overall performance and the impact of six local CSO coalitions.

The project creatively combined a series of different methodologies:

Online member satisfaction survey

among all-members of a coalition measures level of participation, value of membership, quality of internal coordination and communication, and member CSOs' views regarding overall effectiveness of a coalition's performance.

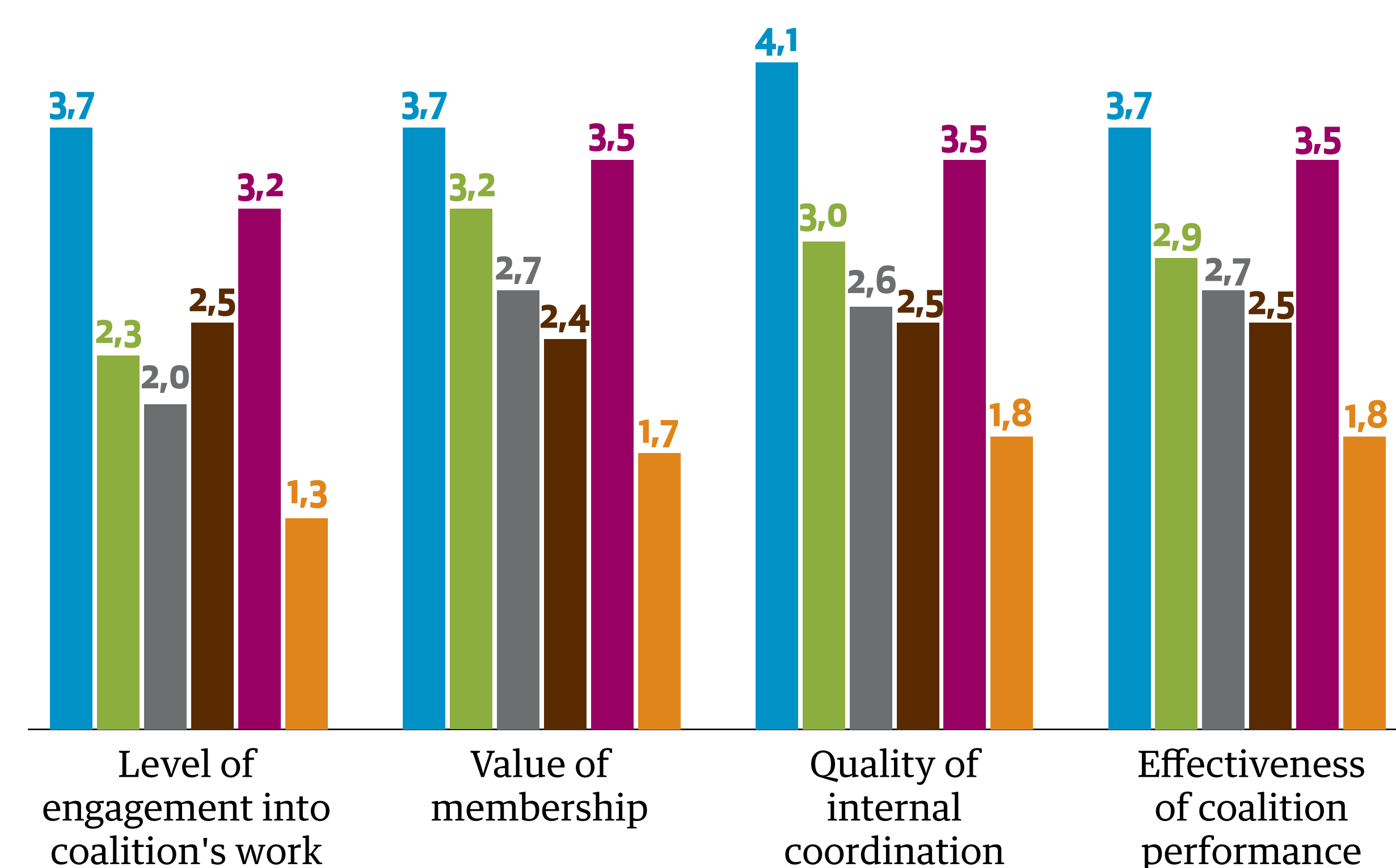
Interviews with stakeholders

regarding coalition' high-level outcomes complement the understanding of a coalition's performance and impact.

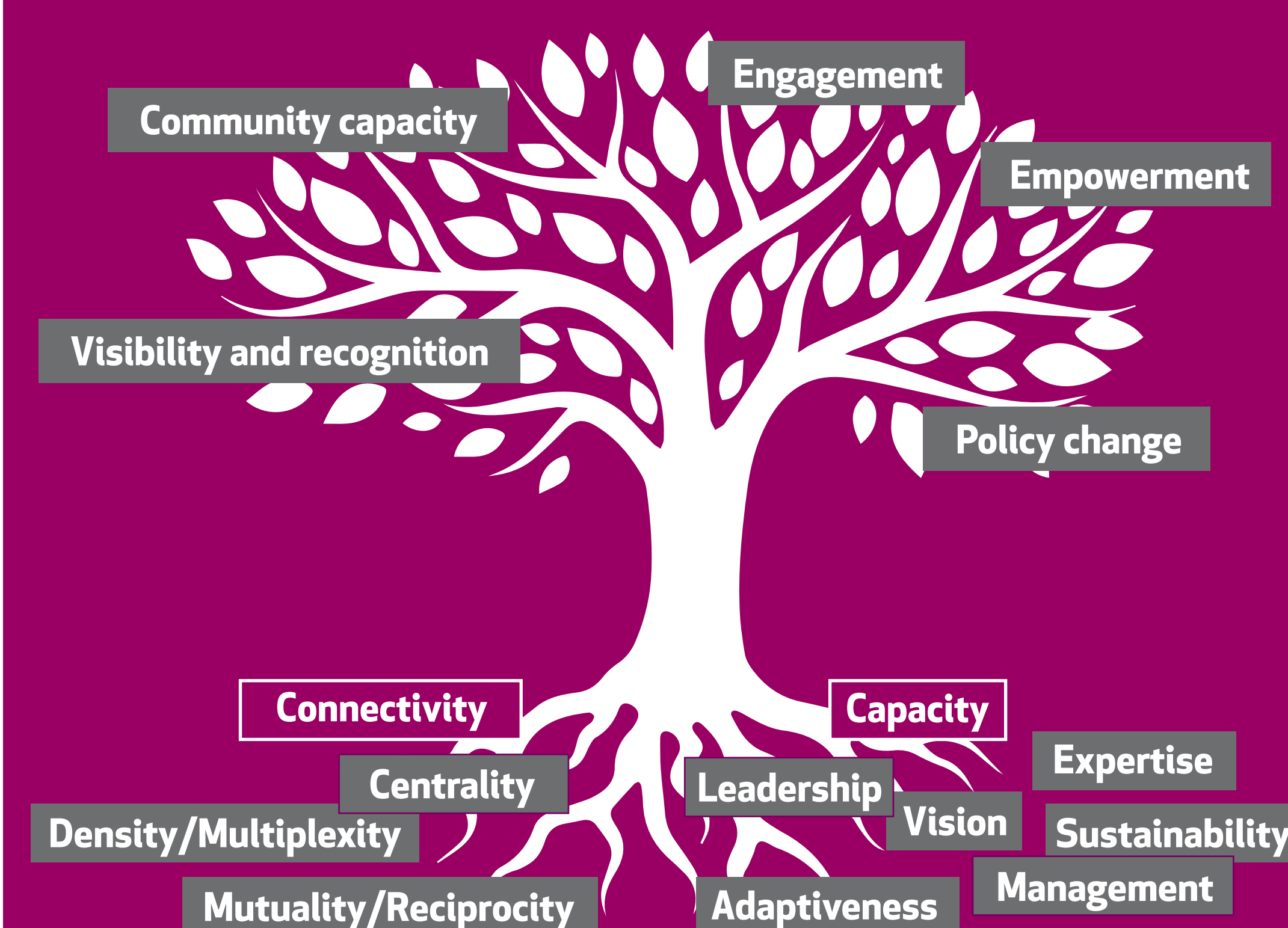
A key lesson learnt:

Those coalitions that coordinate internal work in an effective manner, achieve better outcomes and appear to be more successful in performing their activities.

Results of member satisfaction survey among members of six CSO coalitions



Internal and External Coalition Success Criteria



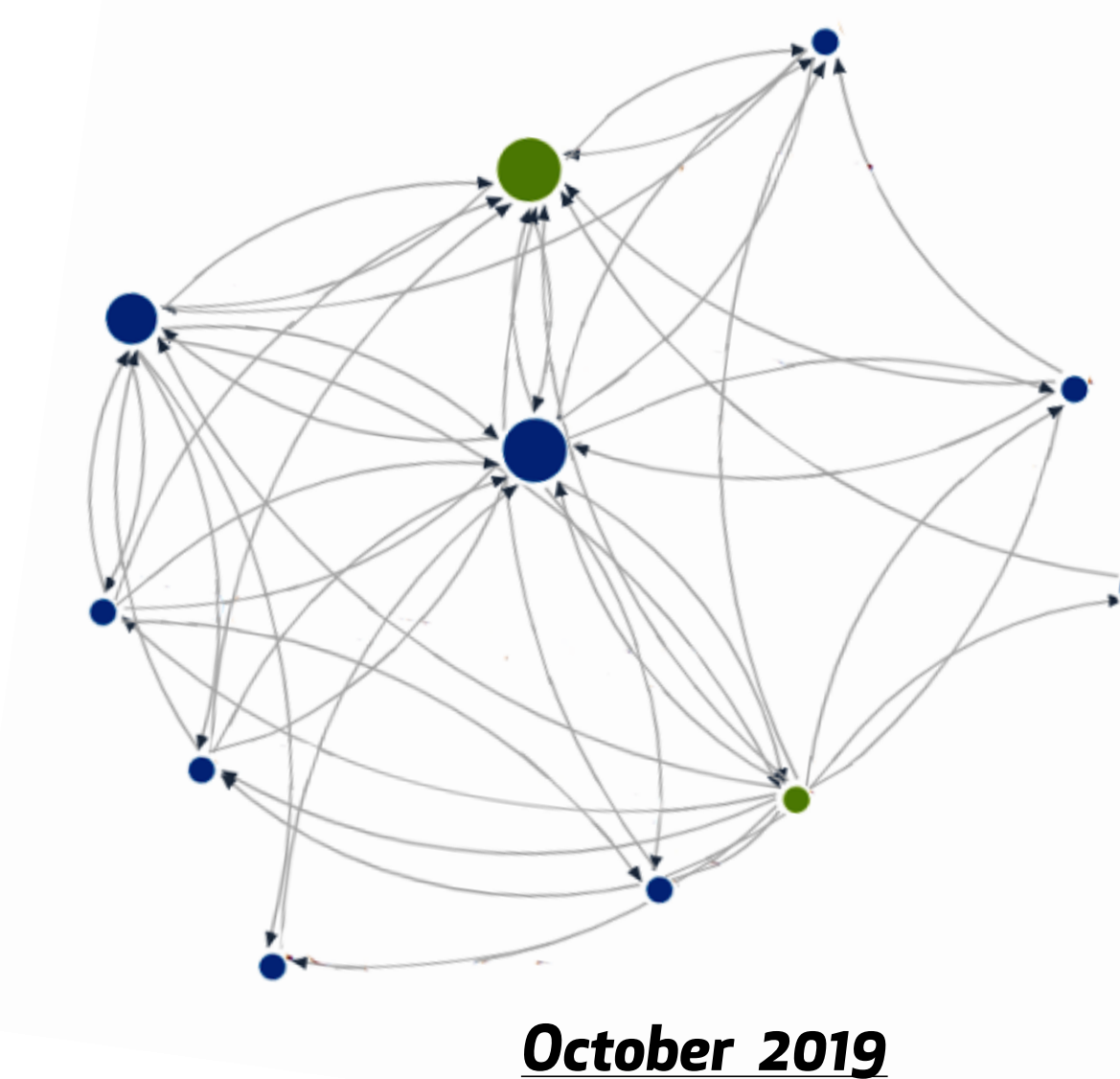
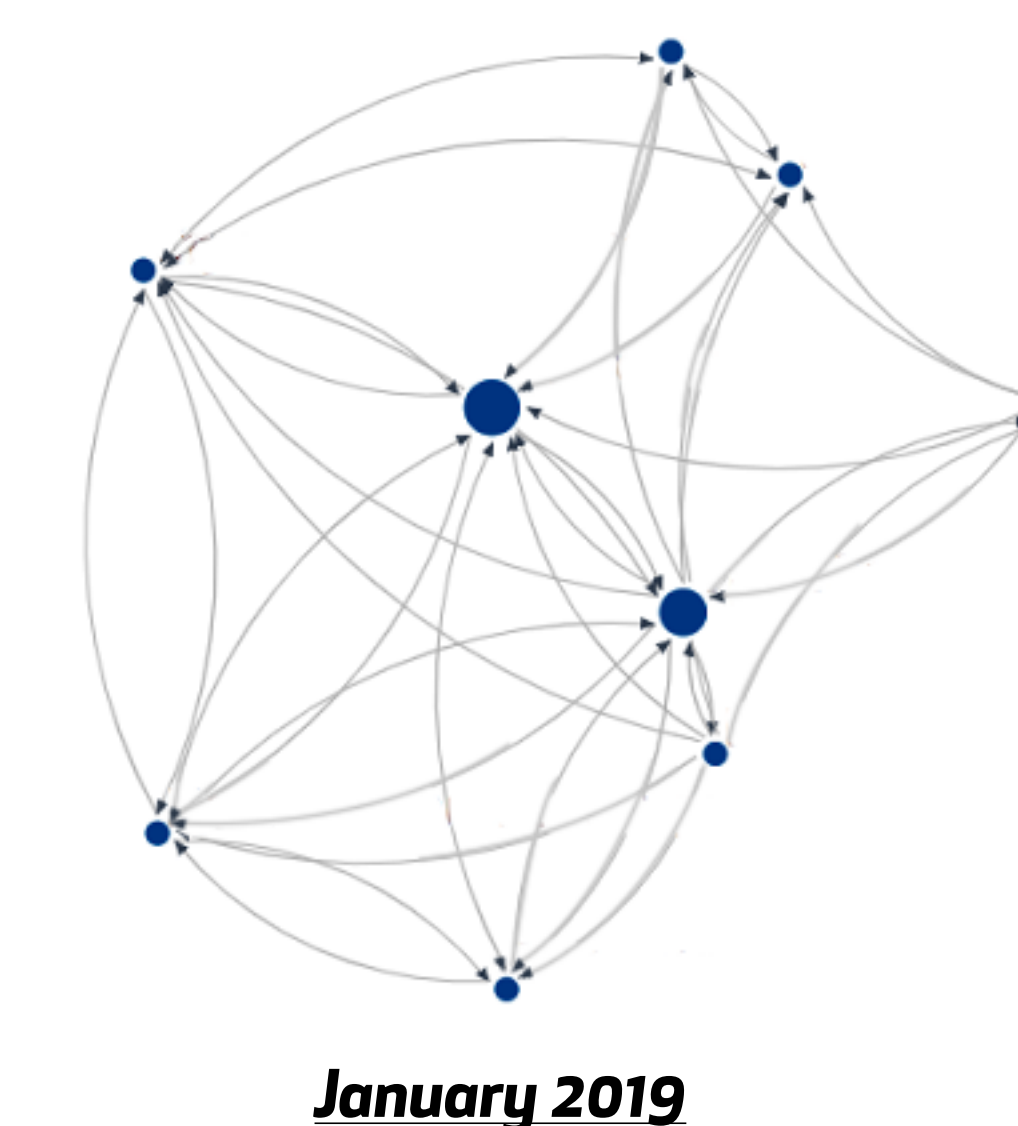
Organizational Network Analysis (ONA) and re-ONA

maps the structure and cohesion of a coalition in dynamics, as well as its patterns in terms of informational exchange, cooperation, and resource sharing.

A key lesson learnt:

Targeted investments in the capacity development of CSOs coalitions benefit overall cohesion among their members, cross-regional learning and culture of cooperation between CSOs in broad terms. Local CSOs which have previous experience of relatively large-scale mutual cooperation within a city more easily build robust community of joined actions toward reform promotion.

Example of ONA and repeated ONA of a CSO coalition which scaled up the breadth of its membership to new organizations and made its internal informational exchange much denser in nine months



Self-Assessment checklist

of 42 assessment criteria measures coalition's performance in such domains as level of online and offline citizen engagement, visibility and credibility, advocacy capacity and internal coalition capacity.

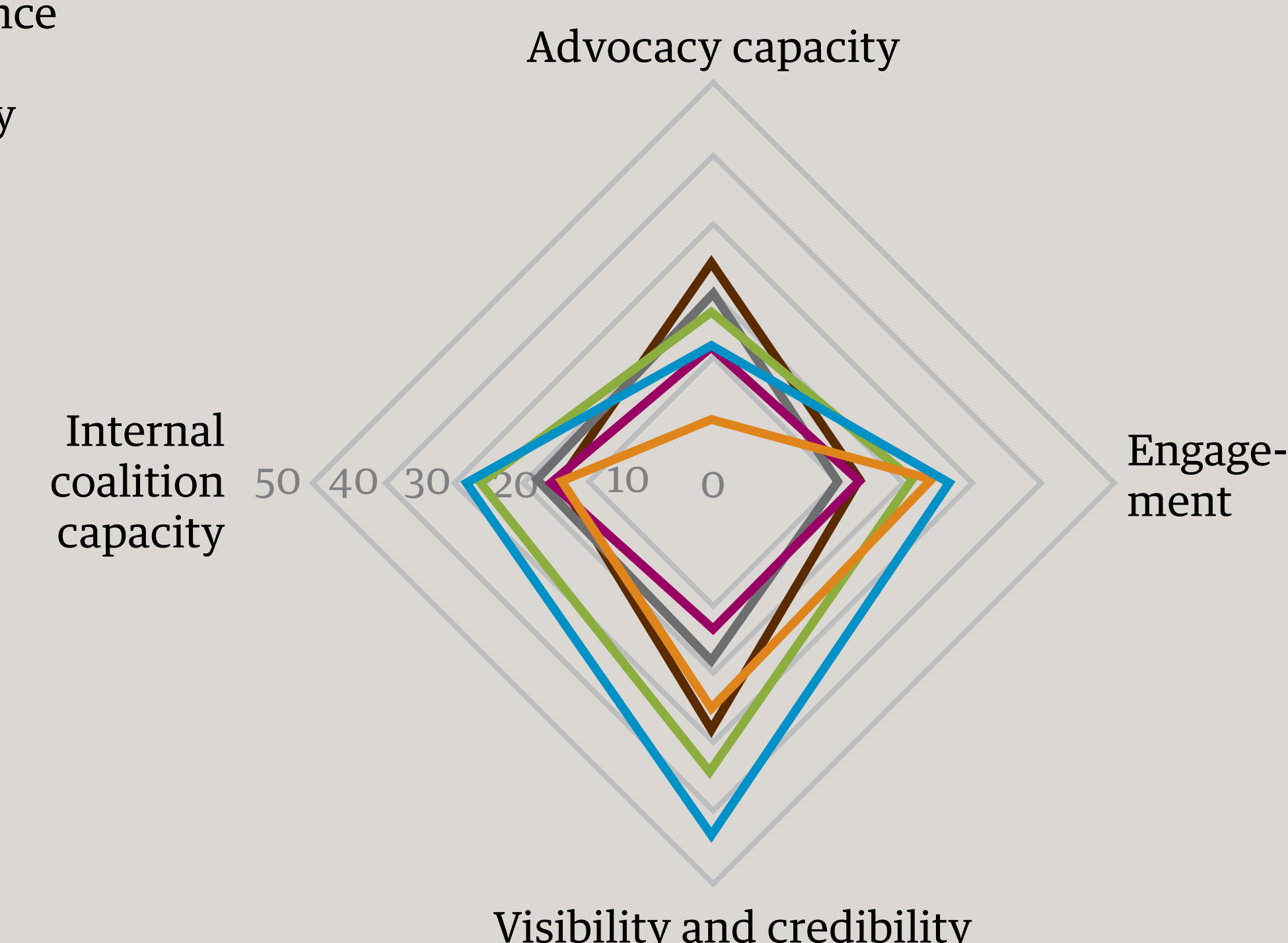
Performance data analysis

based on respective projects' outputs allows to get quantitative data, that reflect the impact of success: media monitoring numbers, the number of citizens engaged into activities, and durable products produced (applications, videos, platforms) etc.

A key lesson learnt:

Those CSO coalitions building on members' services, engagement and communication, achieve better outcomes and appear to be more resultative policy influencers. Nevertheless, coalitions' successes do not convert into financial sustainability thus far.

Index of Effectiveness of six CSO Coalitions (based on 42 self-assessment criteria)



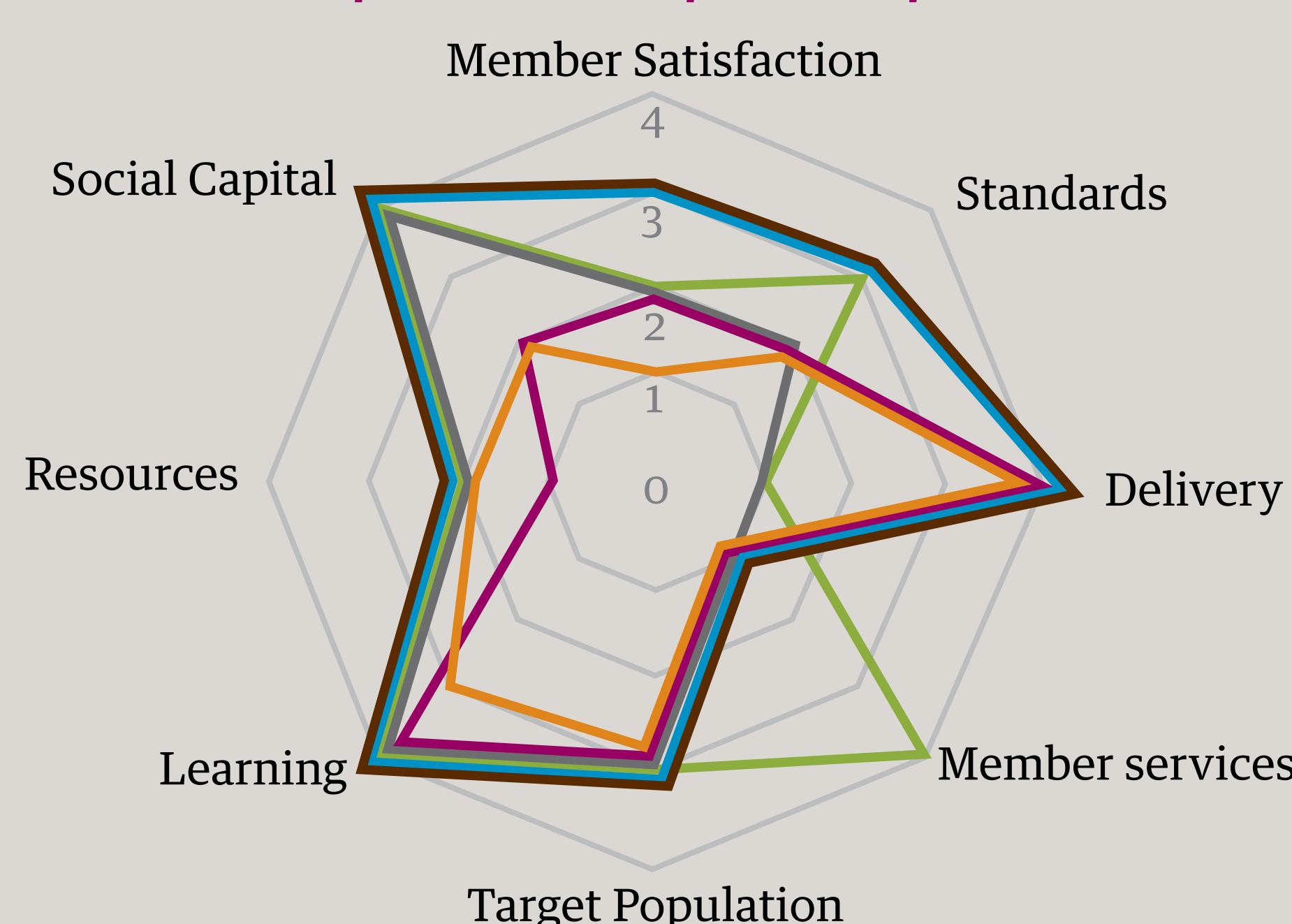
Network Performance Index (NPI)

assesses a coalition's outcomes across four domains of performance – Effectiveness, Efficiency, Relevance and Sustainability and eight sub-areas (member satisfaction; standards; delivery; member services; target population; learning, resources and social capital).

A key lesson learnt:

Reform coalitions' strength lie in experience sharing and engaging the target population, while their main weakness – similar to all advocacy groups – is domestic resource mobilization.

Network Performance Index of six CSO reform coalitions



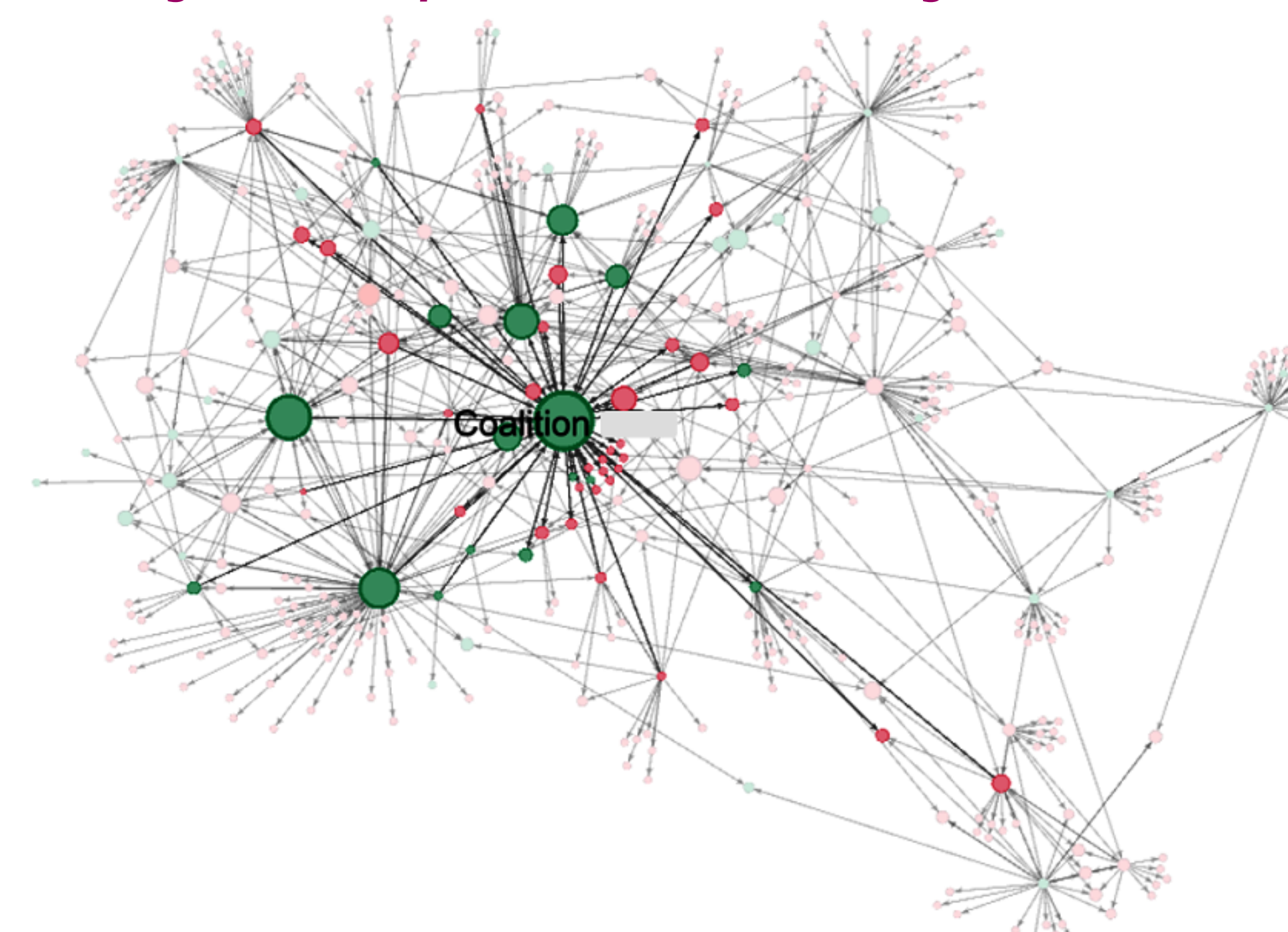
Sectoral ONA

investigates a coalition's positioning within civil society sectors regarding ties of cooperation, desired cooperation, informational exchange, and offline networking.

A key lesson learnt:

Leading local coalitions' members are well integrated into the networks and partnerships of national level and have a good connection with civil society leaders. However, each CSO coalition under assessment should work more intensively to be perceived by others as a long-lasting local CSO platform aimed at citizen mobilization in favor of reform promotion.

Position of a coalition at the Sectoral ONA Map which includes 408 organizations of international, national, regional and local level



Summary:

This mixed-method toolkit is designed not to stand alone for assessment needs only, but to be naturally integrated into coalitions' strengthening approaches. The data generated by this toolkit shines a light on building coalitions' potential to serve as powerful agents of change who have a great impact on community development. Therefore, this approach can be utilized both by donors and networks/coalitions themselves for continuing assessment and capacity development needs.