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FINANCIAL PERFORMANCE OF ESTONIAN CHARITABLE
ORGANIZATIONS DURING 2012-2021

Bachelor's Thesis

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I have written this Research paper/Bachelor Thesis independently. Any ideas or data taken from other authors or other sources have been fully referenced.

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Introduction

The financial management of an organization is an integral part of its operations and activities, and it is imperative for any organization to maintain financial viability. Financial performance is especially important for for-profit organizations since their main objective is to make money for their shareholders. However, non-profit organizations also have to be financially sustainable in order to fulfill their social goal.

In order to get a better understanding of an organization's financial position and development patterns it is necessary to evaluate the organization's financial performance. Analysis of financial performance helps to make better management decisions related to allocation of material, financial and human resources. One can claim that evaluation of financial performance is continually a vital research topic from the perspective of an individual company, as well as the whole sector and industry.

The current thesis focuses on financial performance of Estonian charitable organizations. Charitable organizations, or charities, are non-profit organizations whose primary purposes are related to philanthropy and improving the wellbeing of society. In the opinion of the author of the thesis, charities are more vulnerable from financial point of view since they largely depend on donations, but demand for aid provided by charities may remarkably exceed the amount of funds charitable organizations possess. Hence, it is very important for charities to manage and measure their financial performance; an in-depth understanding of charities' financial health is critical in achieving long-term success and survival of these organizations. The financial performance assessment of charities is important also because it may affect a potential donor's decision to donate, which is critical for their existence.

The aim of the thesis is to evaluate financial performance of Estonian charitable organizations during the period of 2012-2021. When evaluating financial performance of Estonian charitable organizations, the author plans to rely not only on annual financial statements that are the primary source of financial data but also on interviews with representatives of Estonian charitable organizations. Hence, the present study combines both quantitative and qualitative approach.

So far, there are almost no academic studies on financial performance of Estonian charities; to the author's best knowledge the only study available is by Marton (2016) written more than six years ago. The author chose the period of 2012-2021 since it is sufficiently lengthy – 10 years – to clarify dimensions trends in financial performance of charitable organizations. The period under analysis is particularly interesting since it includes a sub-

period of COVID-19 pandemic, which had an adverse impact on the global economy, and presumably negative effect on financial performance of many charitable organizations.

In order to reach the aim of the thesis the author formulates several research tasks of theoretical and empirical character:

- to introduce objectives and importance of evaluation of financial performance of a non-profit organization;
- to clarify dimensions of financial performance and introduce indicators used to evaluate an organization's financial performance;
- to give an overview of peculiarities involved in the evaluation of financial performance of charitable organizations;
- collect financial statements of Estonian charitable organizations in order to evaluate their financial performance;
- to develop a questionnaire and conduct interviews with representatives of Estonian charitable organizations in order to clarify accounting and reporting-related peculiarities of charitable organizations;
- to discuss results and draw conclusions.

The thesis consists of two parts, theoretical and empirical. The research tasks of the thesis are distributed so that the first four research tasks are completed in Chapter 1, while the rest of them are completed in Chapter 2. In the theoretical part of the thesis, the author establishes the framework that is going to be applied when conducting empirical analysis; theoretical approach is based mainly on scientific studies on the measurement of financial performance. The empirical part of the thesis combines analysis of financial statements with interviews of employees of charitable organizations. This approach should provide a much better understanding of the financial performance of organizations under analysis. Overall, the author is of the opinion that the results of the study will be interesting not only to people involved in the management of charitable organizations but also relevant to the society as a whole.

Keywords: Financial performance, charitable organizations, non-profit organizations.

1. THEORETICAL FOUNDATIONS FOR EVALUATING FINANCIAL PERFORMANCE OF A NON-PROFIT ORGANIZATION

1.1. Objectives for evaluating - the financial performance of a non-profit organization

Financial performance refers to how well an organization can generate profits and manage its financial resources. According to Almajali et al. (2012), financial performance is one of the most important aspects for business analysts because it has implications for the health of an organization and survival among competitors. However, Carton and Hofer (2010) concluded that financial performance is crucial for increasing the awareness of management effectiveness among organizational stakeholders. Horne et al. (2008) highlighted the significance of efficient resource management and control ability for the financial performance of a corporation. Companies that give these areas priority are more likely to have sustainable development and long-term success. High rates contribute to the organization's development; they, in turn, reflect the efficiency and effectiveness of the use of resources.

Financial performance is typically measured using financial ratios, which provide a snapshot of an organization's financial position and condition. Walker (2001) and Huang (2021) defined that financial performance as assessed and studied through many indicators, relates to how companies utilizes its resources to accomplish development and expansion. According to Havnes and Senneseth (2001), financial performance is expressed in terms of growing sales, employment, and turnover.

Therefore, financial performance can be defined as a measure of an organization's achievements in terms of its ability to generate profit and effectively manage its financial resources. An organization's overall performance is an important aspect that can be influenced by various factors, such as market conditions, competitive landscape, and the effectiveness of its organizational strategies. An organization that demonstrates strong financial performance is considered to be financially healthy.

Financial performance evaluation plays a significant role in an organization's long-term success and stability. In the study by Otley (2001), the author depicted three main objectives for the evaluation of financial performance:

- Determining the effectiveness of financial management using financial performance. This relates to effective management and efficient functioning of the finance department, as well as the efficient provision and use of financial resources to meet the organization's significant goals.

- The main goal of the organization is financial performance analysis. Some overall financial performance metrics indicate an essential organizational aim, such as profit, Return On Investment (ROI) or Economic Value Added (EVA).
- Evaluation of financial performance as a tool to motivate and control the organization. Coding individual processes' inputs and outputs in financial terms gives the financial information a channel into the organization through which they are retained.

Furthermore, Otley (2001) and Almajali et al. (2012) claimed that the measurement of financial performance is mainly related to the efficient and effective use of financial performance. Moreover, based on the results of the analysis, it was concluded that performance indicators help in motivating the managers of the organization to make better decisions and keep an organization on a "strictly straight" path. Granof et.al. (2016) defined that the purpose of evaluating financial performance is to identify strengths and weaknesses, assess the company's financial health, and identify areas of improvement during a specific period.

In order to develop an action plan, the data obtained from assessing the financial performance may be utilized to compare data across multiple levels. Multiple comparisons must be built on comparable strategies. Robinson et al. (2015) claimed that financial analysis could be considered "the process of examining a company's performance in the context of its industry and economic environment in order to arrive at a decision or recommendation" (p.1). Fundamental financial analysis starts with the information found in the company's financial reports. The financial reports include audited financial statements. Introductory financial statement analysis provides a foundation that enables the analyst to understand better the information gathered from research beyond the financial reports.

Financial statement analysis evaluates the company's past, present, and potential future performance and financial position to make the investment, credit, and other economic decisions. Financial reports prepared by companies are combined with additional information in this process. (Robinson et al., 2015) Although the financial statements are retrospective, it commonly incorporate information about the future prospects of organization.

There are different ways to assess the financial performance of non-profit organizations. In the context of financial performance analysis, it is essential to distinguish between types of organizations. It can be subdivided according to their primary objectives and the source of funds (Table 1). The main goals of commerce-related organizations are to maximize profits and shareholder value. Commercial organizations may also focus on maximizing efficiency, minimizing waste, and making strategic investments to improve their

financial performance. However, non-commerce-related organizations generally ensure they have the resources they need to fulfill their mission and achieve their goals. In this regard, approaches to measuring financial performance have to be different. As can be seen, organizations can use several other public and private sources of funds to finance their operations. The public sources of funds include government grants, public donations, and publicly traded securities. The private sources of funds include private donations, bank loans, venture capital, corporate sponsorship, and self-funding. (Jang & Feiock, 2007)

Table 1

Classification of organizations by their source of funds and objectives

		The source of funds	
		Mainly public	Mainly private
Objectives of an organization	Commerce related	<ul style="list-style-type: none"> • Supranational financial organizations • ... 	<ul style="list-style-type: none"> • Companies • Partnerships • Trusts • For-profit universities • ...
	Non-commerce related	<ul style="list-style-type: none"> • Public sector organizations • Hospitals • Schools • State-funded universities • ... 	<div style="border: 1px solid black; display: inline-block; padding: 2px;">Churches</div> <ul style="list-style-type: none"> • Not-for-profit universities • Charitable organizations • ...

Source: compiled by the author

However, Silva and Burger (2015) claimed that non-profit organizations (NPOs) are characterized by financial vulnerability they have no financial protection due to difficult access to credit and the inability to raise capital and engage in income-generating activities. This concerns all NPOs stakeholders (public or private sources of funds), as it may force them to reduce or even interrupt the provision of program services in times of financial difficulties.

Non-profit organizations have become more open. Van Iwaarden et al. (2009) determined that many organizations provide their annual reports, in which the amount of money allocated to fundraising and management is detailed. According to Ritchie and Kolodinsky (2003), it is complicated to develop normative conclusions based on the activities of NPOs. These difficulties usually arise due to the different nature of evaluating financial

performance compared to commercial organizations. The difficulty in measuring can cause analysts to be unable to assess the effectiveness of an organization's activities.

For researchers and practitioners, the absence of measuring scrutiny surrounding NPO financial performance indicators presents challenges. The researcher finds it challenging to draw normative judgments about the behaviors and characteristics of NPOs that contribute to better performance. The challenges practitioners face stem from their inability to evaluate performance accurately, particularly when looking for tried-and-true metrics that allow them to compare their own organization's performance to that of comparable businesses. When parties engaged cannot agree on performance standards, routine administrative tasks like allocating scarce resources wisely and convincing important organizational stakeholders of the organization's legitimacy are likely to be challenging. (Ritchie & Kolodinsky, 2003)

Evaluation of financial indicators is necessary for long-term stability and effective functioning of any organization. The results of the analysis will help to identify strengths and weaknesses, the effectiveness of the use of resources of the organization and determine the opportunities for successful development of companies. However, the analysis of the financial indicators of non-profit organizations differs from commercial enterprises due to the specifics of measurement. Nevertheless, the importance of assessing the financial health of NPOs is extremely important for sustainability, transparency, accountability, and effective resource allocation of the organization.

1.2. Dimensions and indicators of financial performance

Several studies have focused on analyzing the financial performance of business organizations. There is a rapid increase in factors of both internal and external nature that, to a greater or lesser extent, affect a company's ability to succeed in business in complex economic conditions characterized by internationalization and diversification of business activities. (Andrijasevic & Pasic, 2014)

For this purpose, performance evaluation is a methodical diagnostic of how a business, division, or person is functioning (Hagos, Pal 2010). The financial analyses assess the organization's financial health and identify areas where it is performing well or needs improvement. Financial management consequently focuses on both the utilization of the assets that those financial resources have been used to acquire and the connection between these activities, as well as the acquisition of financial resources on the most advantageous term feasible. (Otley, 2001).

Some researchers (e.g. Cohee, 2017; Otley, 2001; Coe, 2011) have identified standard dimensions for commercial organizations: profitability, liquidity, solvency, and growth.

However, Hankin et al. (2018) noted that financial analysis may include an unlimited number of financial indicators. Therefore, the specific dimensions used will depend on the organization's industry, goals, and objectives.

The specifics of the financial performance of NPOs differ in many respects from those of commercial organizations. NPOs typically rely on donations, grants, and other forms of philanthropic support to fund their operations, while commercial organizations generate revenue by selling goods or services.

As a result, non-profit organizations have different financial performance dimensions and ratios than for-profit organizations. For example, profitability is not typically a critical financial performance dimension for NPOs, as they are not primarily focused on generating profits. Instead, non-profit organizations may focus on financial performance dimensions such as liquidity, prudence, and efficiency. (Weikart et al., 2012)

There are various methods of assessing the financial performance of NPOs, which are aimed at a more detailed study of the organization's financial indicators. Horizontal analysis is a method for evaluating various financial statement data. It allows the organization to determine the absolute and relative deviations of various reporting items compared to the previous year. (Weygandt et al., 2015). Vertical analysis is a technique used to evaluate an organization's financial statements by expressing each financial statement item as a percentage of a base amount (Weygandt et al., 2015).

One of the most common methods of evaluating financial performance is ratio analysis. Its popularity is undoubtedly due to its simplicity (Andrijasevic & Pasic, 2014). Ratios represent information from earlier periods and offer information about the short-term success of an organization. Financial ratios are relative measures of an organization's financial position. Hankin et al. (2018) showed that indicators help see;

- the level of organization in financial terms for a certain period;
- financial strengths of the organization;
- the comparison with other organizations in the same sector. It is crucial to comprehend the financial stability of the organization.

However, Robinson et al. (2008) claimed that financial indicators ensure an understanding of the organization's financial flexibility and microeconomic relationships and provide a method for assessing the management's capacity.

The financial or traditional indicators are the core management tool used to assess an organization's financial performance and demonstrate how to lead from a particular viewpoint (Ion & Criveanu, 2016). Since systems of indicators do not have a standard structure, it

differs depending on the topic, author, nation, etc., and many different classifications of financial indicators are offered in the specialized literature. As a result, each manager may compute the important indicators of the tasks he does and, using those results, decide what has to be done to improve the economic entity's performance.

A variety of metrics are needed to measure the financial performance of NPOs. In this thesis, the author will focus on the following dimensions: Liquidity, efficiency, prudence, and (long-term) solvency.

The research of Delen et al. (2013) and Robinson et al. (2008) determined that liquidity ratios evaluate the ability of a company to pay the short-term debt. The calculation of liquidity ratios makes it possible to determine the degree liquid funds secure current liabilities. Based on the research of Weikart et al. (2012), it can be concluded that for non-profit organizations, it is common to have liquidity reserves. These are financial resources that the organization sets aside to smooth out operations and provide a safety cushion against cash flow fluctuations. Maintaining sufficient liquidity reserves is crucial for non-profits to ensure that organizations have the resources to carry out their mission and meet their financial obligations.

The indicators that measure liquidity include days of cash on hand (the number of days of cash on hand is the number of days for which cash is available to meet daily expenses), the current ratio (the ability to pay current obligations), the quick ratio (measures the ability to meet short-term obligations with the most liquid assets like marketable securities and accounts receivables), net working capital (a measure of cash flow, not a ratio. Should be positive.) (Coe, 2011). The current ratio examines the current assets close to liquidity divided by the current liabilities, which must be paid in the coming months, not years. Like the current ratio, the working capital ratio determines how liquid an organization is. The operating capital ratio is the difference between current assets and current liabilities.

Weikart et al. (2012) determined that liquidity is the most crucial dimension for non-profits. There are three ways of evaluating liquidity: the current ratio, the working capital ratio, and the quick ratio. However, Klump and Cole (2014) identified an additional measure: the organizational liquidity fund indicator. Two processes go into computing the organizational liquidity funds indicator: by deducting limited endowments, fixed assets, and prepaid costs from net assets, one must first calculate the expendable net assets. Second, the monthly total average is divided by the expendable net assets. According to Hankin et al. (2018), the primary liquidity ratios are cash and cash reserve ratios. These ratios show how the organization's cash and near-cash investments will satisfy its short-term financial

obligations. Moreover, Robinson et al. (2015) considered that defensive interval ratio estimates "how long a company can pay its daily cash expenditures using only its existing liquid assets, without additional cash flow coming in" (p.g. 321), "a higher defensive interval ratio indicates greater liquidity" (p.g. 323).

To demonstrate, what dimensions may be used as indicators to assess the financial success of nonprofit organizations are provided in the Table 2. Each formula reflects a distinct element of financial success and offers perceptions into several facets of the company's financial stability.

Table 2.

Indicators for evaluation of financial performance of non-profit organizations

Dimension	Indicator	Formula
Liquidity	Days of cash on hand	$\frac{\text{Cash and cash equivalents} \times 365 \text{ days}}{\text{Total expenses} - \text{depreciation}}$
	Current ratio	$\frac{\text{Current assets}}{\text{Current liabilities}}$
	Quick ratio	$\frac{\text{Current assets} - \text{Inventories}}{\text{Current liabilities}}$
	Cash ratio	$\frac{\text{Cash and cash equivalents}}{\text{Total annual expenses}}$
	Net working capital	$\text{Current assets} - \text{Current liabilities}$
	Liquidity fund indicator	$\frac{\text{Expendable net assets}}{\text{Monthly total average expenses}}$
	Cash reserve ratio	$\frac{\text{Cash and cash equivalents}}{\text{Total annual expenses}}$
Efficiency	Assets turnover	$\frac{\text{Total revenue}}{\text{Total assets}}$
	Program efficiency ratio	$\frac{\text{Program expenses}}{\text{Total expenses}}$
	Fundraising efficiency ratio	$\frac{\text{Fundraising expenses}}{\text{Total contributions}}$
Prudence	Return on net assets	$\frac{\text{Surplus (Change in net assets)}}{\text{Total assets}}$
	Surplus margin	$\frac{\text{Surplus (Change in net assets)}}{\text{Revenues}}$
Solvency	Debt-to-assets ratio	$\frac{\text{Total interest bearing liabilities}}{\text{Total assets}}$

$$\text{Debt-to-equity ratio} = \frac{\text{Total interest bearing liabilities}}{\text{Net assets}}$$

Source: compiled by the author based on Cohee (2017), Otley (2001), Coe (2011), Abraham (2004),

More than any other accounting measure, profits demonstrate how well management makes financial decisions. Profitability ratios measure how effectively a firm's management generates profit on sales, total assets, and stockholders' investments. (Bayaraa, 2017)

Profitability ratios examine the profit-generating ability of a firm based on sales, equity, and assets (Delen et al., 2013). Watts (2002) claimed that since non-profit organizations do not generate profit, to measure the degree of acuity and to estimate reserves and contingencies for future expenses, prudence dimension is used. According to Weikart *et al.* (2012), prudence ratios are significant for non-profits anticipating donations and grants received; budgets are balanced such that the organization finishes each year with a surplus. Higher value shows greater profitability, which is positive so long as a company (organization) is not underinvesting in training, advertising, new product development, and other forms of research and development (Hankin et al., 2018). The author additionally concluded that the profit margin ratio and the return on assets (ROA) are two ratios that show the prudence of NPOs (Weikart et al., 2012). To calculate the profit margin ratio, Hankin *et al.* (2018) claimed: "revenues less expenses divided by total revenues" (Hankin et al., 2018: 202). Even though non-profit organizations may not have a profit margin in the traditional sense, as they are not required to generate profits in the same way that commercial organizations are, NPOs are still interested in calculating their profit margin to measure the efficiency of their operations.

The return on assets, which measures the operational surplus over assets that are utilized to produce revenue, is another comparable ratio that assesses a non-profit's return. A high ROA indicates that the organization can generate revenue relative to its assets, while a low return on assets indicates the opposite (Weikart et al., 2012).

In order to assess how well an organization uses resources to produce the desired output, efficiency metrics are frequently used to evaluate not-for-profit performance and identify how well an organization is managing expenditures (Granof et al., 2016). Coe (2011) determined program and fundraising efficiency ratios as the most crucial. NPOs should clearly articulate conditions with potential funders. Usually, they may limit the number of indirect costs so that their money is mostly spent on the organization's primary mission. Thus,

the program efficiency ratio determines the percentage of cash used for program services provided to members directly.

Aldrich (2009) claimed that the fundraising efficiency ratio is a theme of growing value for the non-profit sector in the UK. According to Coe (2011), fundraising expenses must be divided by total contributions to estimate the fundraising efficiency ratio. However, Adrich (2009) concluded that "the most obvious method of judging fundraising efficiency is the ratio of fundraising expenditure either to total income or to total expenditure as reported in a charity's annual account" (Adrich, 2009: 354). Moreover, Granof et al. (2016) determined that the fundraising efficiency ratio can be calculated as a percentage of related revenues. Some NPOs incur no expenses for fundraising; however, others, some of which verge on fraud, devote practically all of their payments to fundraising. Financial effectiveness at the level of non-profit organizations is an indicator that, seen as a component of financial performance, gives us clues about how the organization has conducted its activities and whether it has reached its financial targets set for the period or not. Thus, the calculation of financial effectiveness gains importance. (Mihaltan et al., 2015)

Nevertheless, no "ideal" fundraising efficiency ratio applies to all non-profit organizations, as the appropriate ratio will depend on the specific goals and resources of NPOs. Thus, a higher ratio is generally seen as more favorable, suggesting that the organization can effectively utilize its resources to generate funding. The fundraising efficiency ratio should be considered with other ratios, such as program efficiency. For non-profits, efficiency has become increasingly important because governments require non-profits to produce estimated efficiency ratios when submitting grant proposals. As resources become tighter, non-profits must use their resources carefully.

The value of the solvency dimension is still relatively low as NPOs have more equity (net assets) than liabilities. The debt-to-equity ratio illustrates the ratio of assets to debt utilized by an organization to fund its operations. It shows the extent of NPOs' debt and the proportion of assets locked up in liabilities. (Berger, 2008) Thus, this solvency ratio assists NPOs in determining if they can fulfill their long-term obligations (Weikart et al., 2012).

Thus, dimensions and indicators are a crucial part of evaluating the financial performance of non-profit organizations. These indicators describe the organization's financial health and help make informed decisions, set goals, and measure progress.

1.3. Financial performance and charitable organizations – an overview of previous studies

In this subchapter the author provides the main findings of previous academic studies, which consider various issues of financial performance of charities. In the opinion of the author of the thesis, this helps to clarify peculiarities involved in the evaluation of financial performance of charitable organizations.

Performance of charitable organizations as a research topic has gained quite substantial attention in academic literature. However, as for all the NPOs, financial performance is only one of the components of overall performance; the number of academic studies focusing solely on the issues of financial performance of charities is rather scant. E.g. one of the latest studies discussing the measurement of the performance of charitable organizations is the study by Boateng et al. (2016). According to Boateng et al. (2016) financial measures are only one of five broad performance measures (along with client satisfaction, management effectiveness, stakeholder involvement and benchmarking); the authors claimed that non-financial metrics were also important for charities' overall performance along with financial indicators.

There are many other studies discussing aspects of performance or financial characteristics of charitable organizations but they are not so relevant in the context of the present study. E.g. Trussel (2003) developed a predictive model of potential accounting manipulation by charities on the basis financial ratios; the study also indicated financial characteristics of those charitable organizations that are potentially accounting manipulators. Connolly and Hyndman (2004) in their paper compared performance reporting by British and Irish charities; the focus of their study was on performance information beyond finance-related measures and indicators. Aldrich (2009) discussed the issue of benchmarking for assessing the cost of fundraising of charities and its effectiveness on the example of UK charities. Yang et al. (2014) explored public trust as a major factor of performance of UK organizations operating in the charitable sector; they also provided an argumentation for including public trust as one of the measures of charities' performance evaluation. Similarly, Yang and Northcott (2019) investigated performance accountability reporting practices of New Zealand charities and their possible implications for public trust.

To the author's best knowledge there are practically no academic studies discussing how charitable organizations measure their financial performance. A notable exception is the previously mentioned study by Boateng et al. (2016) where most frequently used factors of financial performance used by UK charities were revealed. Those measures of charities' financial performance include revenue growth, fundraising expenses to income, diversification

of revenue sources, ratio of income earned to donation, and absence of repeated financial deficit.

There are multiples studies considering various facets of financial performance of charitable organizations. The following Table 3 demonstrates the list of academic studies focusing on issues related to financial performance of charities. The author of the thesis provides the theme of each study with measure(s) of financial performance considered in each study.

Table 3

Academic studies on aspects of financial performance of charitable organizations

Study	Theme of the study	Measure(s) of financial performance considered in the study
van Iwaarden et al. (2009)	Charities selection criteria and importance of financial performance to individual donors	<ul style="list-style-type: none"> ▪ Program efficiency ratio ▪ Fundraising efficiency ratio
Yi (2010)	Determinants of fundraising efficiency in public charitable organizations	<ul style="list-style-type: none"> ▪ Fundraising efficiency ratio ▪ Fundraising expense ratio (fundraising specific materials divided by fundraising specific labor)
Zainon et al. (2012)	Difference in financial performance between funded and non-funded charitable organizations	<ul style="list-style-type: none"> ▪ Total donations
van der Heijden (2013)	Financial efficiency of small charitable organizations	<ul style="list-style-type: none"> ▪ Program efficiency ratio ▪ Fundraising efficiency ratio ▪ Administrative cost to total expenditure ratio
Lu (2022)	The impact of governance on financial performance of charitable organizations	<ul style="list-style-type: none"> ▪ Assets turnover ratio ▪ Program efficiency ratio

Source: compiled by the author

van Iwaarden et al. (2009) sought to develop insights into criteria of charities selection applied by Dutch individual donors; particularly the authors clarified how important is financial performance to donors. Results of their survey demonstrated that effectiveness as a metric of performance is not the most important criterion used by donors. The choice of a charity by donors is rather driven by the field of activity of charities (e.g. individuals donated more frequently to charities focusing on nature and environment and less frequently to charities focusing on wellbeing), while effectiveness was the second important criterion. The study by van Iwaarden et al. (2009) revealed that although effectiveness is a relevant criterion in the selection of a charity, charities do not clearly report the measures of effectiveness to their

donors; donors have to assess the effectiveness based on general information on the projects carried out by charities.

Determinants of fundraising efficiency of charitable organizations were also studied by Yi (2010). On the example of US public charitable organizations, Yi (2010) found that fundraising efficiency is positively impacted by the size of an organization and negatively impacted by government grants. Additionally, those charities, which allocated more resources to fundraising-related labor, were more effective in terms of fundraising compared with organizations that allocated more resources to materials and equipment.

Zainon et al. (2012) compared financial performance of publicly and privately funded and non-funded charities in Malaysia. Using the amount of total donations as a proxy of financial performance, the authors of the study found that funded charities demonstrated better performance compared with non-funded charitable organizations, whereas public-funded charities outperformed private-funded charities. This can be explained by the fact that funded charities can be safeguarded with the stream of grants which allows them to finance their fundraising activities and, as a result, raise more donations compared with non-funded charities. (Zainon et al., 2012)

van der Heijden (2013) studied financial efficiency of small (in terms of their annual income) Dutch charities using several efficiency indicators. He found that average program efficiency ratio was relatively same across all the charities but variance of the ratio tends to decrease along with the increase in the size of the charity. Administrative cost to total expenses ratio was somewhat in somewhat positive correlation with the charity's size although this relationship is not so evident. Finally, smaller charities exhibited better efficiency in terms of fundraising expenses – relationship between fundraising efficiency ratio and the charity size was positive and statistically significant. (van der Heijden, 2013)

In his master thesis Lu (2022) investigated the impact of governance on financial performance of Chinese charities. Financial performance was measured via assets turnover (as total annual donations over total assets) and program efficiency ratios. He found that governance (represented by internal governance, external donor governance and external governance environment) had a significant and positive impact on charities' financial performance. The major channel through which governance affects financial performance is the quality of charities' financial reporting. (Lu, 2022)

Review of previous studies demonstrates that empirical academic research focused mainly on the dimension of charities' efficiency. Probably it can be considered as the main characteristic of financial performance of charities, at least in the long run. Hereby it is relevant

to mention the study by Boateng et al. (2016) who showed that fundraising efficiency ratio was considered as the most important measure of performance by representatives of UK charities. Efficiency of charitable organizations depends on many factors, including size, sources of revenue (donations), the level of diversification of revenues etc. Still, the author of the thesis thinks that in order to get a full picture of financial performance of a charitable organizations one should not ignore dimensions of liquidity and prudence.

2. Analysis of financial performance of Estonian human-related charitable organizations

2.1. Data and methodology

In this subchapter, the author explains the data selection process and provides the description and justification for the research methodology. Prior to that the author would like to explain what kind of charities were selected for evaluation of their financial performance.

In her analysis the author decided to focus on human-related charities. Hereby it is appropriate to note that it is possible to classify charity organizations by their focus area. Largely all the charities can be divided into human-related and environment-related charities. Figure 1 below provides more detailed classification of charities developed by the author.

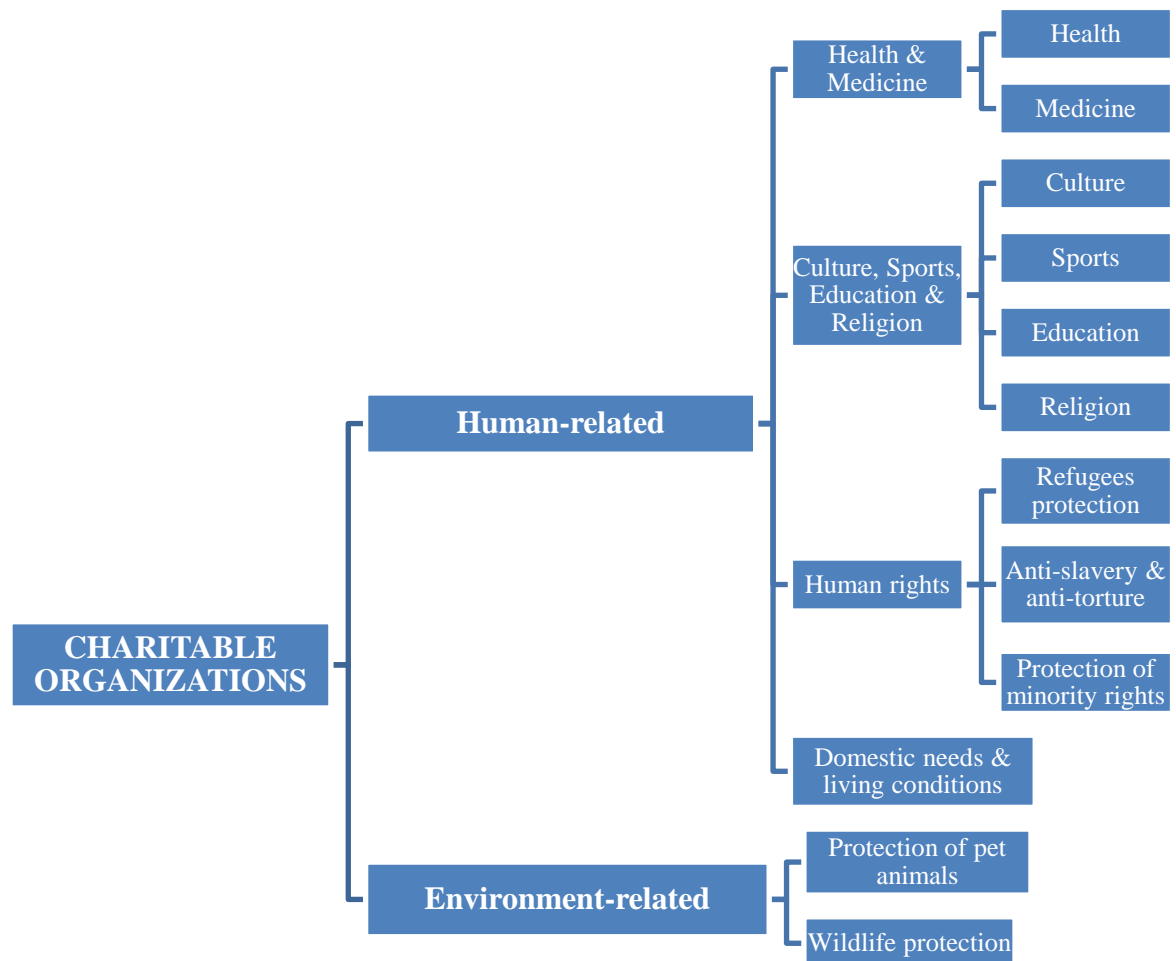


Figure 1. *Classification of charitable organizations by their area of activity*

Source: compiled by the author

In the opinion of the author of the thesis, activities of charities are typically associated with the concept of philanthropy. According to the definition of philanthropy, it is "an act or gift done or made for humanitarian purposes" (Philanthropy Definition & Meaning 2023), i.e. it refers to activities aiming to improve the well-being of other people. Thus, when evaluating financial performance of charities, one should primarily analyze financial performance of human-related charities.

Since this thesis focuses on the financial performance of charitable organizations in Estonia, the primary data source is the annual reports of Estonian charities from 2012 to 2021. The author also conducted several interviews with representatives of Estonian charitable organizations which intended to serve rather supportive role in achieving the aim of the thesis. Overall, the process of data collection consisted of four steps:

1. First, the author clarified which (and approximately how many) Estonian charities deal with human-related issues. For this, the charities listed in Estonian biggest donation environment armastanaidata.ee were studied; the author also searched for

charities in e-Business Register using Estonian keywords "heategevus(fond)", "heategevuslik". In total, a list of 48 organizations was created (for a full list see Appendix A). The author's intent was to find as many human-related charities as possible in order to form a sample. Although 48 organizations do not make up the finite list of human-related charities operating in Estonia, the author was able to find out all the biggest (in terms of total revenues and total assets) active organizations. During the search process, the author also detected quite many small organizations, which could be considered less significant since their total assets equaled few hundred euros and/or they have not raised any substantial amount of donations recently.

2. The second step was to form a sample from the organizations found during the first step. The author's intent was to form a sample, which would include charities of different sizes (in terms of either total assets or revenues). In the author's opinion, this would avoid a certain bias in the analysis and provide a better picture of financial performance of Estonian charities regardless of their size (Table 3).

Organizations were divided into three categories:

- organizations with total assets more than 1 million euros (as of the end of 2021)
- organizations with total assets between 100 thousand and 1 million euros (as of the end of 2021) and
- organizations with total assets less than 100 thousand euros (as of the end of 2021)

The author did not follow any formal randomization procedures when selecting companies from various categories. Still, during the process of a sample formation, the goal was to include human-related charities focusing on different aspects of humanitarian aid – wellbeing of children, education, healthcare, social issues etc. In addition, one of the limitations was the duration of the charity's operations : the author sought to include charities that had operated for at least 10 years. However, some organizations included in the sample were established after 2012. The final sample is presented in the following Table 4:

Table 4.

The sample of Estonian human-related charitable organizations

Total assets as of end of 2021	Organization
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Less than 100 000 euros	<ol style="list-style-type: none"> 1. MTÜ Südamete Soojus 2. MTÜ Doktor Kloun 3. MTÜ Ida-Virumaa Naiste Tugikeskus-Varjupaik 4. MTÜ RuaCrew 5. MTÜ Elu Dementsusega 6. Eesti Pimemassööride Ühing
100 000–1 000 000 euros	<ol style="list-style-type: none"> 1. MTÜ Oma Pere 2. SA Kiusamisvaba Kool 3. Heateo Sihtasutus 4. Sihtasutus Eestimaa Sünnitusmajade Toetusfond 5. Sihtasutus Eesti Lastefond 6. Sihtasutus Carolin Illenzeeri fond
More than 1 000 000 euros	<ol style="list-style-type: none"> 1. SA Hille Tänavsuu Vähiravifond Kingitud Elu 2. SOS Lasteküla Eesti Ühing MTÜ 3. SA Tartu Ülikooli Kliinikumi Lastefond 4. Eesti Punane Rist MTÜ 5. MTÜ Mondo 6. SA Tallinna Lastehaigla Toetusfond 7. MTÜ Eesti Vähiliit 8. SA Eesti-Hollandi Heategevusfond

Source: compiled by the author

In total, 20 charities were included in the sample. Of those 20, eight charities had assets of more than 1 million euros. The number of larger charities in the sample is somewhat higher because they largely have had a dominating position on the Estonian philanthropy landscape (this will be discussed in next subchapter.)

3. The third step involved collection and processing of charities' annual reports for the period of 2012-2021. Annual reports were downloaded from e-Business Register; the data processing (and analysis) took place in MS Excel.
4. The last step consisted of conducting interviews with representatives of Estonian charities. The interviews were conducted in order to better understand peculiarities of financial accounting of organizations as these can shape financial performance of charities (inter alia the author was interested in how charities reflected non-financial donations, such as toys, clothes and other tangible goods, in their financial statements,). For this purpose, the author contacted few charities from the sample and conducted interviews using a questionnaire compiled by her. The full questionnaire can be found in Appendix B. From the perspective of data used for empirical research, interviews were of secondary importance; as it was mentioned earlier in the thesis, the main source of data were annual statements of charitable organizations.

The author acknowledges limitations related to the data. When analyzing financial performance of an organization using its annual reports one has to assume that they correctly and accurately reflect financial position of the organization. It is an issue of separate discussion how different charities group their costs and expenses (which affects the comparability of various financial indicators), and whether they consistently follow this grouping. The sample of 20 organizations is quite representative but one may question whether sample-based results fully reflect financial performance of all the charities operating in Estonia.

The methodology of empirical analysis relies on calculation and interpretation of financial ratios discussed in Chapter 1 of the present thesis (Table 2 in Subchapter 1.2). The author addresses four dimensions of financial performance: 1) liquidity, 2) solvency, 3) efficiency and 4) prudence. Considering the dimension of liquidity, the author will rely only on current, quick and cash ratios as well as on days of cash on hand. In her opinion, these ratios are the most widespread metrics of liquidity; days of cash on hand is a good metric that characterizes an organization's liquidity from time perspective. Given the author's aim to draw general conclusions about the financial performance of organizations within the sample, the average and median values, as well as the minimum and maximum values of financial ratios, rather than the financial performance of individual charities, are examined. The author is interested in determining trends or lack of thereof when analyzing financial ratios by dimensions of financial performance. This research approach was used in many previous academic studies and best corresponds to the aim of the study declared in the Introduction of the thesis.

2.2. Results of analysis

At the beginning of this Subchapter the author provides a description of some tendencies as well as financial characteristics of Estonian charities. This helps to gain a general understanding of how to approach the evaluation of financial performance of charities.

First of all, it has to be noted that during the period of 2012-2021 the development of Estonian charities was quite dynamic. Based on the data of charities in the final sample the author found that on average from 2012 till 2021 total assets of all the Estonian charities increased every year by 12.32% (Appendix M for the underlying data). The growth of total net assets during the same period (Appendix N for the underlying data) was slower: on average annual growth rate of net assets of all the charities was 10.05%. At the same time

total revenues of all the charities grew annually at rate of 15.25%, jumping from 5.69 mEUR in 2012 till 20.41 mEUR. These trends allow to conclude that philanthropic activities are becoming popular, people are willing to donate to charities and trust them.

Secondly, based on an initial sample of 48 organizations, one can conclude that there is a remarkable financial concentration within the landscape of Estonian charities: in terms of total assets (as of the end of 2021) the weight of total assets of five largest charities was 55.7%; in terms of donations and grants received during 2021, the weight of five largest charities was almost 60%. Obviously, those concentration rates will be lower if one compiles the finite list of all Estonian charities but in the author's opinion not significantly lower. This circumstance may lead to a conclusion that *overall* financial performance of Estonian charities is largely determined by financial performance of the largest actors in the field of philanthropy.

Based on the data in Appendix A, one can notice that five largest charities in terms of total assets do not fully match five largest charities in terms of donations and grants. Although there is a positive correlation between charities' total assets and donations and grants received, some larger charities had much less donations and grants compared with their peers of comparable size in terms of total assets. One of the explanations is that some charities have other significant sources of income besides donations and grants.

The author sought to identify common patterns by analyzing the financial reports of Estonian charitable organizations for the year 2021. The table in Appendix A helps to clarify some peculiarities of financial position and activities of charitable organizations. Among others, the author would like to bring out the following distinctive traits of charities:

- current assets of almost all of Estonian charities do not contain inventories, they mainly consist of cash and cash equivalents; the majority of charities also have other current assets (e.g. receivables) but for many charities the weight of other current assets is not remarkable;
- the majority of Estonian charities have neither intangible nor tangible non-current assets; less than 10% of charities, mainly larger ones, have both tangible and intangible non-current assets;
- almost all of Estonian charities have neither short-term interest bearing nor any long-term liabilities;
- more than half of Estonian charities had no other income besides donations and grants or the weight of other income was less than 5% of total income in 2021.

These peculiarities allow to conclude that the structure of assets and liabilities of Estonian charities is rather uncomplicated, which in some sense simplifies the evaluation of financial performance. For example, the fact that liabilities of majority of Estonian charities consist only of short-term non-interest bearing liabilities excludes the necessity to conduct leverage (solvency) analysis. The fact that charities have no inventories implies that values of current ratio and quick ratio for charities are in fact identical (for this reason the author does not provide values of quick ratio further in the thesis). Also, evaluation of charities' assets usage efficiency evolves mainly around current assets.

Hence, the author evaluates financial performance of Estonian charities by three dimensions of performance: 1) liquidity, 2) efficiency and 3) prudence. Next, the author presents the main results and conclusions.

Liquidity. The analysis of liquidity of Estonian charities showed that generally Estonian charitable organizations are very, even extremely liquid. Figure 2 below shows the average and median values of current and cash ratios during the period of 2012-2021.

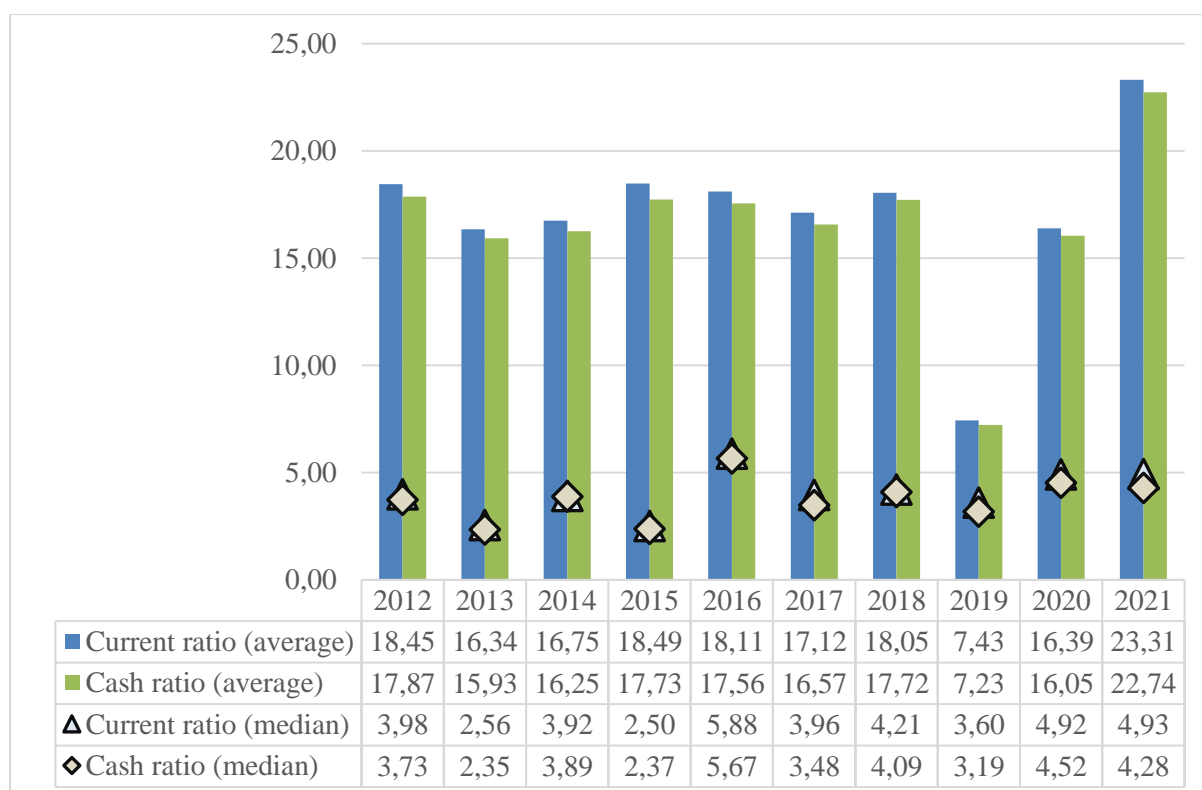


Figure 2. Average and median values of current and cash ratios of charities in the sample during 2012-2021

Source: compiled by the author

On average, during the period under observation current assets of Estonian charities exceeded current liabilities multiple times. There was a remarkable drop in average values

ratios in 2019 (from Appendix C one can see that values of ratios decreased for a number of charities) but even at this level liquidity was at very high level. Median values of current and cash ratios have been remarkably lower but still they demonstrate that Estonian charities had enough cash and cash equivalents to cover their short-term liabilities multiple times over. One can notice that the difference between current and cash ratio is rather insignificant which additionally proves that generally current assets of Estonian charities consist mainly of cash and cash equivalents.

Solid liquidity of Estonian charities is also certified by the number of days of cash on hand. On average during the period of 2012-2021 this indicator was in the range of 384 up to 2014, which means that, on average, Estonian charities could cover their operating expenses for more than one year on the assumption that they had no revenues. Median days of cash on hand, expectedly more lower and stable, have been less than one year (Table 5 below).

Table 5. Days of cash on hand of charities in the sample during 2012-2021

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Average	540	525	519	384	2 014	824	490	679	1 124	1 463
Median	221	223	260	215	275	353	295	242	330	275
Minimum	34	7	22	6	29	3	6	25	36	24
Maximum	2 235	2 797	2 354	1 677	32 389	5 964	2 029	4 590	11 940	18 678

Source: compiled by the author

Previous results largely explain why the ratio of total liabilities to total assets of Estonian charities has been quite low: during 2012-2021, on average, it was in the range of 0.25-0.86 but median values have been more stable (these fluctuated in the range of 0.12 to 0.38). It is interesting to note that for some charities the value of this ratio in individual years was above 1 – this is explained by the fact that during those years these organizations had negative net assets (Appendix H for more detailed data).

One can notice significant variance in the range of liquidity and solvency indicators: this applies to all the ratios discussed above, as well as the number of days of cash on hand. This translates into high average values of liquidity indicators.

Efficiency. As an overview of previous studies indicated, financial performance of charities is assessed mainly from the dimension of their efficiency which is measured by program efficiency and fundraising efficiency ratios (to be denoted further as PER and FER respectively). The following Figure 3 demonstrates average and median values of PER and FER for the period under observation.



Figure 3. Average and median values of program efficiency (PER) and fundraising (FER) ratios of charities in the sample during 2012-2021

Source: compiled by the author

During the period of average PER was relatively stable, being around 0.55. This implies that on average around 55% of total expenses of charities were program-related expenses. Since 2015 average PER was in declining trend. Interestingly, there were years when median PER was higher than average PER – this indicates that in particular year there were quite many charitable organizations with a very low PER value (Appendix I for more detailed data). Average FER fluctuated from 0.34 till 0.47 which means that on average Estonian charitable organizations spent from 34 to 47 eurocents (excluding program-related expenses) to raise 1 euro of revenue. One can note that during last years average FER remained at higher levels. Fundraising efficiency greatly varies by charities (Appendix J for more detailed data): for some charities the value of FER was over 1 which means that their expenses significantly exceeded their revenues.

Large swings can be also noticed for charities' average assets turnover ratio. This can be observed in Table 6 below.

Table 6. Assets turnover of charities in the sample during 2013-2021¹

¹ Since assets turnover ratio was calculated on the basis of average assets then this table does not contain data for 2012

	2013	2014	2015	2016	2017	2018	2019	2020	2021
Average	2.78	2.77	3.97	3.43	2.35	4.75	3.42	1.69	1.35
Median	1.10	1.12	1.52	1.16	1.18	1.28	1.18	1.06	1.11
Minimum	0.16	0.17	0.19	0.16	0.18	0.10	0.09	0.11	0.05
Maximum	21.38	20.29	19.63	15.44	15.96	68.36	24.34	6.32	3.48

Source: compiled by the author

One can notice that although generally 1 euro in charities' assets generated more than 1 euro of charities' revenues during all the years under observation, 2020 saw a remarkable drop of this efficiency metric which continued in 2021. This plunge can be attributed to the impact of Covid-19 pandemic when people were not so eager to donate to charities. Media assets turnover ratio at the same time exhibited more stable behavior.

It is a question of separate debate which levels of PER, FER as well as assets turnover ratio can be considered satisfactory for a charitable organization. In the opinion of the author of the thesis, optimal levels of those ratios depend on many factors, including the size of a charity, peculiarities of its operations etc. In the opinion of the author of the thesis, charities can apply e.g. benchmarking when monitoring its efficiency and paying more attention to cost management.

Prudence. As it was mentioned earlier in the thesis, prudence has the same meaning for NPOs as profitability for for-profit organizations. Although charities as well as other NPOs do not generate profits, from the point of view of financial sustainability it is important to safeguard that over the long-run net assets of charities are increasing. This assures that charities can

To measure prudence of charities one can use return on net assets (to be denoted further as RONA) and surplus margin. The following Figure 4 presents average and median values of RONA and surplus margin of Estonian charities for the period of 2012-2021.

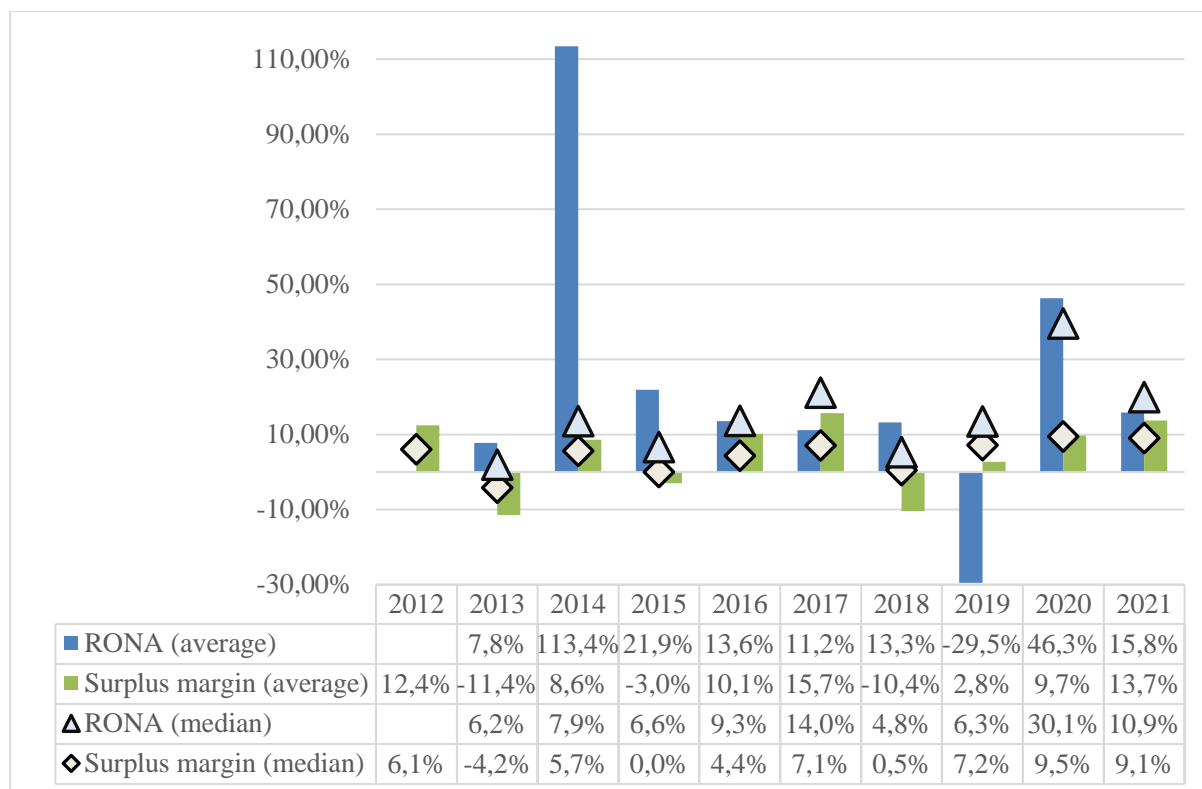


Figure 4. Average and median values of return on assets (RONA) and surplus margin of charities in the sample during 2012-2021

Source: compiled by the author

Average return on net assets (RONA) faced substantial volatility. One can notice a remarkable RONA of 113.4% in 2014 and -29.5% in 2019. However, these large values may be attributed to methodological problems related to calculation of RONA: if both surplus (numerator) and net assets (denominator) are negative then RONA yields positive result; analogically, if surplus is positive but net assets are negative then RONA is negative. This raises the issue of interpretation of RONA in such cases. The problem of negative net assets is more acute for smaller charities (analogically to the problem of negative equity in the case of small companies). Data in Appendix K demonstrate that during 2012-2021 smaller charities had extremely negative and positive values of RONA which indicates that this metric was affected by negative value of net assets during some years. From this perspective, median RONA characterizes charities' prudence more adequately since it is not affected by extreme values. Median RONA was positive for all the years under observation although it was not that stable; one can notice a remarkable difference between years 2018 (when median RONA was 4.89%) and 2020 (30.1% respectively).

On the contrary, there are no methodological issues related to the calculation of surplus margin. Average surplus margin of Estonian charities in the period of 2012-2021 was quite

volatile, being in the range of -11.4% (in 2013) till 15.7% (in 2017). During the same period median surplus margin was less volatile and it was generally positive. Nevertheless, one can conclude that there are no detectible patterns of prudence in the case of Estonian charities although values of median RONA and median surplus margin may hint about the increasing trend in prudence ratios.

The author was also interested in how various financial performance indicators are correlated with the age and size of charities. One can expect that financial performance of older charities is should be better compared with younger ones. The author calculated correlation coefficients (without checking their statistical significance to) using values of charities' financial performance indicators for 2021, total assets and age of charities as of the end of 2021.

Considering linkage between age and financial performance, no remarkable relationship was found for majority of indicators except measures of efficiency: there was quite strong negative correlation (-0.46) between a charity's age and assets turnover, negative correlation (-0.28) between age and PER, and positive correlation (0.25) between age and FER. This may imply that older charities tend to become less efficient which can be explained by the circumstance that older charities are rather bigger ones, and bigger charities tend to have more non-program related expenses compared with smaller ones. However, correlation between charities' size and financial performance found no noteworthy relationship between size and PER or FER ratios; correlation between size and assets turnover ratio was negative (-0.31). Relationship between charities' age and prudence was also somewhat noteworthy: correlation between total assets and RONA as of the end of 2021 was 0.21; correlation between total assets and surplus margin was 0.31. The author acknowledges that the sample of 20 organizations is not enough to make any profound conclusions but these superficial results provide some food for thought.

Results of interviews. The author interviewed representatives of four charitable organizations. The interviews were conducted online with SA Hille Tänavsuu Vähiravifond Kingitud Elu (hereafter Kingitud Elu), SA Tartu Ülikooli Kliinikumi Lastefond (hereafter TÜK Lastefond), MTÜ Heategevusfond Südamete Soojus (hereafter Südamete Soojus), SA Kiusamisvaba Kool (hereafter Kiusamisvaba Kool) in two languages (Russian and English). The representative of TÜK Lastefond provided her answer in written form. The author was interested in identifying the peculiarities of the financial activities of charities, namely the information neither presented in annual reports nor indicated on an organization's website.

The author was interested in who exactly is responsible for financial accounting in the organizations. Most respondents reported that a specialized hired person or an auditing organization was responsible for the task. The representatives of the charities also noted that they monitor the organization's financial situation about once a month, but the main result and indicator is the annual reports.

Funding from the government typically comes in the form of one-time payments per year. Still, as representatives of the organizations note, this is not enough for the full existence and functioning of the organization. The director of SÜdamete Soojus mentioned a concept called "*katuseraha*". *Katuseraha*, or tribute money, refers to funds received from the state budget by political parties they could allocate to support various organizations. The amount can vary from (5 000-10 000 euros per year). The respondent from Kingitud Elu noted that the amount of government funding accounts for only a few percent of the total donations. Approximately 75% are individual donations, 23% are from companies, and 2% are from the government. As for TÜK Lastefond, 80% of the organization's donations come from personal donations, and about 20% come from companies. However, they reported that an extraordinary grant for financing the treatment of rare diseases would be allocated this year, accounting for 30% of the total revenue. Kiusamisvaba Kool has a partnership with the Ministry of Education and Research of Estonia. This collaboration is for a specific period, and it is necessary to reapply every three years. Financial support from the ministry was around 125 000 euros, and in the last two years, the funding has increased to 166 000 euros per year.

As noted by all the respondents, state support is relatively low, and without the help of individual or commercial enterprises, charitable organizations would not be able to continue their activities. Similar to commercial organizations, funds also have ongoing expenses. They are almost the same for all organizations: fuel, electricity, and office rent (if necessary). But this accounts for no more than 3%-4% of the total expenses.

Donations can be made not only in monetary form but also in the form of various material things (toys, furniture, clothes). It is rather difficult to assess the value of these things, as they are often second-hand items. Therefore, these material donations are quickly distributed or put up for auction but are not included in financial statements. No less important is the work of volunteers in charitable organizations. All representatives of surveyed organizations reported that it would be difficult for them to survive without such great support from caring people. Calculating the cost savings that charitable organizations

derive from volunteer work can be a challenging task. However, the provision of venues for events, advertising activities, and much more constitutes a significant help to funds.

Charitable organizations reported that the receipt of donations was not significantly impacted by the pandemic and the subsequent crisis. Analyzing the financial indicators, the author can conclude that in some organizations, donations increased from 2019-2021 compared to previous years.

Results of empirical analysis allow to conclude that financial performance of charitable organizations is largely predetermined by the structure of their assets and liabilities, as well as nature of their costs and expenses that proceed from peculiarities of their activity. The vast majority of Estonian charitable organizations have neither interest-bearing liabilities, long-term liabilities nor non-current assets; current assets of charities are largely dominated by cash and cash equivalents. This implies that Estonian charities are very liquid – this was demonstrated by current ratio, cash ratio and days of cash on hand during the period of 2012-2021.

From the perspective of efficiency, it was found that on average charities spend relatively low amount to raise donations, slightly more than half of their expenses are not program-related ones. Assets turnover ratio exhibited a remarkable decline trend during 2020 and 2021 which can be attributed to the effect of Covid-19 pandemic. Estimating charities' efficiency is somewhat challenging since it is an issue of separate debate which levels of efficiency ratios should be considered as optimal. Still, it can be noted that generally charities' program efficiency and fundraising efficiency ratios were relatively stable.

The situation with prudence of Estonian charities is rather mixed since average values return on net assets and surplus margin were very volatile during the period under observation. This is partially attributable to methodological issues related to the calculation of return on net assets which is affected by negative net assets. At the same time the issue of prudence is more vital for smaller charities which can be considered as more vulnerable from financial point of view. All in all, it is hard to make a one-word conclusion about financial performance of Estonian charitable sector but overall picture permits to make a judgment that during last 10 year the performance was solid.

Conclusion

The aim of the thesis was to evaluate the financial performance of Estonian charitable organizations since charities' financial health may affect a potential donor's decision to donate, which is critical for their existence. The goal was achieved by reviewing the pertinent

outside literature, using the methodologies considered acceptable to analyze the performance reports of 20 Estonian charities from 2012 to 2021, and conducting four interviews with representatives of the organizations.

The first subchapter of the thesis showed the importance of the evaluation of financial performance. A company's capacity to make money and manage its financial resources is referred to as financial performance, which is crucial for the business's health and survival among rivals. Financial performance evaluation is essential for an organization's long-term stability and prosperity. The evaluation aided the analysis of the organization's primary objectives, the efficacy of financial management, and the use of financial performance as a tool to inspire and manage the organization. The evaluation procedure primarily pertains to the efficacy and efficiency with which financial performance is utilized. The goals of analyzing financial performance are to find strengths and shortcomings, gauging the company's financial health, and identifying possibilities for development over a given time period. Data from financial performance analysis may be used to compare data at different levels and create an action plan. However, doing so can be difficult because analyzing financial performance for non-profit organizations differs from evaluating it for commercial entities. Analysts may be unable to determine the efficacy of an organization's operations due to the complexity of measuring.

The second subchapter was about the dimensions of financial performance. The author presented an overview of the measurements and indicators used, beginning with more general metrics and progressing towards more specific ones. Organizations can evaluate their financial health and pinpoint opportunities for development through financial analysis. NPOs are evaluated using distinct financial performance metrics and ratios compared to commercial organizations. Liquidity, prudence, efficiency, and long-term solvency are significant factors for NPOs. To make sure they can meet their financial responsibilities, NPOs must keep enough liquidity reserves, which are used to measure an organization's capacity to pay short-term loans. The thesis also goes through other techniques for assessing financial performance, including ratio analysis, vertical analysis, and horizontal analysis.

The last subchapter of the theoretical part provided review of previous studies on (financial) performance of charitable organizations. Various facets of charity performance, such as financial performance, fundraising effectiveness, donor selection criteria, performance reporting, benchmarking, and accounting manipulation, have been considered in academic study on charities' financial and non-financial success. Studies show that financed charities perform better than unfunded charities, and publicly sponsored charities outperform

privately funded ones. Government funds have a negative impact on fundraising efficiency, whereas an organization's size has a beneficial impact. The primary selection factor for donors is the charitable organization's field of work, with efficacy coming in at a close second. Larger charities have a more thorough performance reporting procedure than smaller charities, and British charities' performance reporting is noticeably better than that of Irish charities. For charities, both financial and non-financial measures are crucial. Benchmarking can assist organizations in funding development and the development of long-term, sustainable funding streams. High program-spending ratios can result in accounting fraud in charities, underscoring the importance of keeping an eye on their financial health and effectiveness.

The empirical analysis showed Estonian charities' financial concentration, where the biggest charities control a sizeable portion of the country's overall assets and donations/grants received. However, because of various revenue sources, there is a variance in the gifts and grants received as compared to total assets. The analysis points out specific characteristics of Estonian charities, such as their straightforward asset and liability structures. Three criteria – liquidity, efficiency, and prudence – are used in the study to assess the financial performance of Estonian charities. It has been observed that Estonian charities are often quite liquid and that the effectiveness of their operations and fundraising efforts is stable. The thesis concludes that the biggest philanthropy players heavily influence how much money Estonian nonprofits raise. As only charities that help people are included in the sample, the author considers it important to note that in order to obtain comprehensive results on the financial diversification of Estonian charities, it is important to analyse a longer time period than 10 years and to include animal and environmental charities in the sample.

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APPENDIX A

Basic financial characteristics of Estonian charities (2021)

Charity	Assets					Liabilities				Revenue		Total assets (as of end of 2021)	Donations and grants (2021)
	Current assets			Non-current assets		Current liabilities		Long-term liabilities		Donations and grants	Other revenue		
	Cash and equivalents	Inventories	Other current assets	Tangible assets	Intangible assets	Interest bearing	Non-interest bearing	Interest bearing	Non-interest bearing				
SOS Lasteküla Eesti Ühing												5 894 385	6 491 024
SA Tartu Ülikooli Kliinikumi Lastefond												4 437 861	1 952 734
SA Tallinna Lastehaigla Toetusfond												3 160 651	1 360 395
SA Hille Tänavsuu Vähiravifond Kingitud Elu												2 139 398	3 469 581
MTÜ Eesti Punane Rist												2 112 132	1 111 967
MTÜ Päästarmee Eestis												1 998 985	577 571
MTÜ Eesti Vähihaigete Laste Vanemate Liit												1 829 183	1 049 190
MTÜ Mondo												1 419 110	1 850 230
MTÜ Eesti Vähiliit												1 404 118	175 583

MTÜ Heategevusfond Südamate Soojus										22 190	58 557
MTÜ Naerata Ometi										19 474	137 253
MTÜ Vanem Vend, Vanem Õde										14 676	17 498
MTÜ Vaprusehelmed										14 264	13 263
MTÜ Heategevusfond Artailance										12 025	12 055
MTÜ Heategevusühing Hea Tegu										11 845	13 686
MTÜ Eesti Vegan Selts										7 004	6 980
SA Colonna Heategevusfond										3 752	5 466
MTÜ Eesti Kurtide Noorte Organisatsioon										3 283	37 513
MTÜ Isata Laste Heaks										1 925	2 940

Source: compiled by the author

Remarks: The table shows whether an organization has a particular account or not. If a cell is blank, i.e. it looks like this , then a particular account is present in an organization's 2021 annual statement. If a cell is black-colored, i.e. it looks like this , then a particular account is absent in the organization's 2021 annual statement. If a cell is filled with crosshatch pattern, i.e. it looks like this , then the weight of a particular account in an upper-level account was 5% or less. E.g., for SA Tartu Ülikooli Kliinikumi Lastefond the content of the table should be interpreted as follows:

- current assets consisted only of cash and equivalents and other current assets, there were no inventories, the share of other current assets was less than 5% of total current assets;
- non-current assets consisted of intangible and intangible assets but the share of tangible assets was less than 5% of total non-current assets;
- the charity had only non-interest bearing liabilities;
- the share of other revenue was less than 5% of the charity's total revenue.

APPENDIX B**Questionnaire**

Theme title	Questions of the theme
Theme 1: General questions	<ol style="list-style-type: none"> 1. Can you tell me the reasons why you decided to set up a charity organization? 2. Did you have any managerial experience prior to the creation of a charity organization? If yes, in what field and/or organizations? 3. Who handles financial accounting and financial management in your organization? Specialized questions on NPOs finances
Theme 2: Specialized questions on NPOs finances	<ol style="list-style-type: none"> 4. Does the government provide you with financial support? If yes, are they periodic subsidies or one-time/random subsidies? 5. How diversified are the sources of funds received by the fund? What is the ratio of private, corporate, and government donors in terms of donation amounts? 6. What are the fixed expenses of your organization? What is the share of total expenditures of the NPOs (to total costs)? 7. Except for money, donations can come in the form of various material items (toys, furniture, clothes) and services. How are these kinds of donations reflected in the financial statements? 8. Approximately how much of the cost savings of the NPOs is achieved by recruiting volunteers? Specialized questions on evaluating the financial performance of NPOs:
Theme 3: Specialized questions on evaluating the financial performance of NPOs	<ol style="list-style-type: none"> 9. With what frequency is the financial performance/financial condition of your organization evaluated/monitored? 10. What are the most important indicators/criteria of financial performance/financial condition? 11. What resources and measures do you use to maintain the financial stability of the organization? 12. How has the organization's financial performance (including donation growth) changed over the past three years? What impact has the COVID-19 pandemic and subsequent crisis ad?

	13. Can you tell about any major financial challenges or successes your organization faced in 2022?
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Source: compiled by the author

APPENDIX C

Current ratio of charities in the sample 2012-2021

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
MTÜ Südamate Soojus			8.58	0.60	9.67	82.00	15.00	3.83	14.04	7.26
MTÜ Doktor Kloun	4.40	2.65	15.98	0.14	121.83	0.25	0.11	1.12	12.13	81.33
MTÜ Ida-Virumaa Naiste Tugikeskus-Varjupaik	1.72	1.68	5.27	2.50	26.33	1.87	1.75	3.37	5.01	2.71
MTÜ RuaCrew	1.51	2.05	1.96	2.93	18.88	31.19	39.45	23.49	44.28	45.61
MTÜ Elu Dementsusega						1.37	0.70	1.05	1.20	1.66
Eesti Pimemassööride Ühing	19.67	16.06	6.97	12.58	10.50	12.49	40.86	11.77	21.83	26.99
MTÜ Oma Pere	5.18	1.80	3.90	6.36	5.88	3.94	1.88	1.69	2.18	2.58
SA Kiusamisvaba Kool		0.32	1.04	1.58	1.57	1.59	5.91	2.62	2.32	3.79
SA Heateo	0.82	0.80	1.38	1.98	4.04	3.97	1.15	1.15	1.22	1.25
SA Eestimaa Sünnitusmajade Toetusfond	22.04	8.06	26.29	35.67	9.85	3.14	6.99	9.03	15.50	6.98
SA Eesti Lastefond	4.94	4.25	3.92	5.14	5.70	6.20	6.01	5.46	5.46	5.47
SA Carolin Illenzeeri fond	67.49	212.54	106.44	51.92	93.57	142.95	198.32	51.25	144.02	190.73
SA Hille Tänavsuu Vähiravifond Kingitud Elu			1.26	1.83	2.24	2.41	2.45	1.98	2.46	2.15
MTÜ SOS Lasteküla Eesti Ühing	3.56	3.51	3.65	2.33	3.59	4.29	3.46	4.31	4.83	4.38
SA Tartu Ülikooli Kliinikumi Lastefond	2.85	2.56	1.71	2.42	1.02	1.18	1.12	1.32	1.21	1.41
MTÜ Eesti Punane Rist	9.84	9.36	12.86	14.04	12.84	15.54	18.05	9.29	7.03	6.50
MTÜ Mondo	1.32	1.07	1.09	1.09	1.08	1.22	1.10	1.05	1.18	1.15
SA Tallinna Lastehaigla Toetusfond	145.78	9.04	105.82	203.84	9.76	18.73	10.86	8.16	36.31	65.96
MTÜ Eesti Vähiliit	0.65	0.76	0.87	0.96	0.74	0.75	0.82	0.89	0.75	0.70
SA Eesti-Hollandi Heategevusfond	3.47	1.32	9.34	3.33	5.07	7.30	4.97	5.74	4.76	7.60
Average	18.45	16.34	16.75	18.49	18.11	17.12	18.05	7.43	16.39	23.31
Coefficient of variation	2.05	3.10	1.92	2.53	1.80	2.04	2.44	1.57	1.97	1.96
Median	3.98	2.56	3.92	2.50	5.88	3.96	4.21	3.60	4.92	4.93
Minimum	0.65	0.32	0.87	0.14	0.74	0.25	0.11	0.89	0.75	0.70
Maximum	145.78	212.54	106.44	203.84	121.83	142.95	198.32	51.25	144.02	190.73

Source: compiled by the author

APPENDIX D
Quick ratio of charities of charities in the sample 2012-2021

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
MTÜ Südamate Soojus			8.58	0.60	9.67	82.00	15.00	3.83	14.04	7.26
MTÜ Doktor Kloun	4.40	2.65	15.98	0.14	121.83	0.25	0.11	1.12	12.13	81.33
MTÜ Ida-Virumaa Naiste Tugikeskus-Varjupaik	1.72	1.68	5.27	2.50	26.33	1.87	1.75	3.37	5.01	2.71
MTÜ RuaCrew	1.51	2.05	1.96	2.93	18.88	31.19	39.45	23.49	44.28	45.61
MTÜ Elu Dementsusega						1.37	0.70	1.05	1.20	1.66
Eesti Pimemassööride Ühing	19.67	16.06	6.97	12.58	10.50	12.49	40.86	11.77	21.83	26.99
MTÜ Oma Pere	5.18	1.80	3.90	6.36	5.88	3.94	1.88	1.69	2.18	2.58
SA Kiusamisvaba Kool		0.32	1.04	1.58	1.57	1.59	5.91	2.62	2.32	3.79
SA Heateo	0.82	0.80	1.38	1.98	4.04	3.97	1.15	1.15	1.22	1.25
SA Eestimaa Sünnitusmajade Toetusfond	22.04	8.06	26.29	35.67	9.85	3.14	6.99	9.03	15.50	6.98
SA Eesti Lastefond	4.94	4.25	3.92	5.14	5.70	6.20	6.01	5.46	5.46	5.47
SA Carolin Illenzeeri fond	67.49	212.54	106.44	51.92	93.57	142.95	198.32	51.25	144.02	190.73
SA Hille Tänavsuu Vähiravifond Kingitud Elu			1.17	1.81	2.23	2.40	2.44	1.94	2.43	2.13
MTÜ SOS Lasteküla Eesti Ühing	3.44	3.44	3.63	2.30	3.54	4.21	3.44	4.29	4.80	4.34
SA Tartu Ülikooli Kliinikumi Lastefond	2.85	2.56	1.71	2.42	1.02	1.18	1.12	1.32	1.21	1.41
MTÜ Eesti Punane Rist	9.84	9.36	12.86	14.04	12.84	15.54	18.05	9.29	7.03	6.50
MTÜ Mondo	1.32	1.07	1.09	1.09	1.08	1.22	1.10	1.05	1.18	1.15
SA Tallinna Lastehaigla Toetusfond	145.78	9.04	105.82	203.84	9.76	18.73	10.86	8.16	36.31	65.96
MTÜ Eesti Vähiliit	0.64	0.75	0.86	0.95	0.74	0.74	0.82	0.89	0.75	0.70
SA Eesti-Hollandi Heategevusfond	3.47	1.32	9.33	3.33	5.07	7.30	4.97	5.74	4.76	7.60
Average	18.45	16.34	16.75	18.48	18.11	17.11	18.05	7.43	16.38	23.31
Coefficient of variation	2.05	3.11	1.92	2.53	1.80	2.04	2.44	1.57	1.97	1.96
Median	3.94	2.56	3.92	2.50	5.88	3.96	4.20	3.60	4.90	4.90
Minimum	0.64	0.32	0.86	0.14	0.74	0.25	0.11	0.89	0.75	0.70
Maximum	145.78	212.54	106.44	203.84	121.83	142.95	198.32	51.25	144.02	190.73

Source: compiled by the author

APPENDIX E

Cash ratio of charities in the sample 2012-2021

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
MTÜ Südamate Soojus			8.58	0.57	9.65	82.00	15.00	3.83	14.04	6.80
Mittetulundusühing Doktor Kloun	4.06	2.35	12.23	0.08	120.33	0.21	0.10	1.11	12.09	81.26
MTÜ Ida-Virumaa Naiste Tugikeskus- Varjupaik	1.68	1.68	4.27	1.89	23.91	0.97	0.84	2.22	3.77	1.89
MTÜ RuaCrew	1.51	1.76	1.63	2.54	17.86	31.16	39.20	23.04	44.24	45.57
MTÜ Elu Dementsusega						1.36	0.14	0.32	0.45	1.61
Eesti Pimemassööride Ühing	19.31	12.22	6.56	11.15	8.85	11.63	39.70	10.73	20.10	24.48
MTÜ Oma Pere	5.07	1.77	3.86	6.27	5.19	3.09	1.64	1.63	2.06	2.32
SA Kiusamisvaba Kool		0.28	1.04	1.54	1.57	1.54	5.70	2.54	2.29	3.13
Heateo Sihtasutus	0.61	0.79	1.08	1.71	3.71	3.86	1.15	1.15	1.22	1.25
Sihtasutus Eestimaa Sünnitusmajade Toetusfond	22.02	7.08	26.08	28.49	8.22	2.78	6.57	9.03	15.50	4.27
Sihtasutus Eesti Lastefond	4.90	4.21	3.89	5.10	5.67	6.17	5.95	5.39	5.44	5.41
Sihtasutus Carolin Illenzeeri fond	67.37	212.39	106.20	51.85	93.51	140.30	196.06	51.14	144.02	188.87
SA Hille Tänavsuu Vähiravifond Kingitud Elu			1.06	1.57	1.84	2.24	2.37	1.87	1.41	1.60
SOS Lasteküla Eesti Ühing MTÜ	3.40	3.41	3.59	2.26	3.51	4.16	3.34	4.27	4.74	4.30
SA Tartu Ülikooli Kliinikumi Lastefond	2.79	2.49	1.67	2.37	0.96	1.15	1.11	1.31	1.20	1.41
Eesti Punane Rist MTÜ	9.84	9.36	12.57	14.02	12.81	15.35	18.04	9.26	6.94	6.45
MTÜ Mondo	1.07	0.86	0.50	0.85	1.04	0.51	0.97	1.01	1.01	1.09
SA Tallinna Lastehaigla Toetusfond	138.56	8.95	104.46	201.04	9.51	15.24	10.80	8.13	35.43	65.79
MTÜ Eesti Vähiliit	0.62	0.74	0.86	0.91	0.74	0.73	0.81	0.89	0.75	0.69
SA Eesti-Hollandi Heategevusfond	3.08	0.40	8.68	2.74	4.75	6.90	4.83	5.68	4.30	6.56
Average	17.87	15.93	16.25	17.73	17.56	16.57	17.72	7.23	16.05	22.74
Coefficient of variation	2.03	3.19	1.97	2.60	1.84	2.08	2.46	1.61	2.02	2.00
Median	3.73	2.35	3.89	2.37	5.67	3.48	4.09	3.19	4.52	4.28
Minimum	0.61	0.28	0.50	0.08	0.74	0.21	0.10	0.32	0.45	0.69
Maximum	138.56	212.39	106.20	201.04	120.33	140.30	196.06	51.14	144.02	188.87

Source: compiled by the author

APPENDIX F

Days of cash on hand of charities in the sample of 2012-2021

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
MTÜ Südamete Soojus			44	7	42	630	17	25	36	24
Mittetulundusühing Doktor Kloun	34	7	22	6	54	3	6	28	163	277
MTÜ Ida-Virumaa Naiste Tugikeskus-Varjupaik	79	77	26	19	29	33	26	63	97	60
MTÜ RuaCrew	441	249	198	240	664	2 121	1 276	4 590	11 940	18 678
MTÜ Elu Dementsusega					32 389	5 964	48	53	117	71
Eesti Pimemassööride Ühing	221	75	128	66	69	178	258	82	160	249
MTÜ Oma Pere	163	223	260	286	184	104	332	430	455	301
SA Kiusamisvaba Kool		109	955	215	448	386	249	143	258	224
Heateo Sihtasutus	54	149	80	157	170	189	775	633	436	374
Sihtasutus Eestimaa Sünnitusmajade Toetusfond	220	365	271	276	404	339	109	179	339	166
Sihtasutus Eesti Lastefond	1 918	1 792	1 806	1 554	1 764	2 071	2 029	1 951	1 939	1 934
Sihtasutus Carolin Illenzeeri fond	1 247	1 127	1 055	787	930	1 026	909	971	1 420	898
SA Hille Tänavsuu Vähiravifond Kingitud Elu			413	138	139	248	158	148	119	176
SOS Lasteküla Eesti Ühing MTÜ	176	151	199	116	202	203	158	215	235	186
SA Tartu Ülikooli Kliinikumi Lastefond	760	486	260	356	314	484	348	102	868	1 311
Eesti Punane Rist MTÜ	362	348	414	325	326	366	395	444	524	483
MTÜ Mondo	65	144	48	107	237	72	344	694	221	267
SA Tallinna Lastehaigla Toetusfond	2 235	2 797	2 354	1 677	1 248	910	1 287	1 373	879	1 978
MTÜ Eesti Vähiliit	493	657	958	824	435	904	853	1 186	1 955	1 336
SA Eesti-Hollandi Heategevusfond	181	164	374	141	227	257	223	268	322	272
Average	540	525	519	384	2 014	824	490	679	1 124	1 463
Coefficient of variation	1	1	1	1	4	2	1	2	2	3
Median	221	223	260	215	275	353	295	242	330	275
Minimum	34	7	22	6	29	3	6	25	36	24
Maximum	2 235	2 797	2 354	1 677	32 389	5 964	2 029	4 590	11 940	18 678

Source: compiled by the author

APPENDIX G

Liabilities to total assets of charities in the sample 2012-2021

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
MTÜ Südamete Soojus			0.12	1.66	0.10	0.01	0.07	0.26	0.02	0.02
MTÜ Doktor Kloun	0.23	0.38	0.06	7.39	0.01	4.07	9.47	0.89	0.08	0.01
MTÜ Ida-Virumaa Naiste Tugikeskus-Varjupaik	0.58	0.60	0.19	0.40	0.04	0.53	0.57	0.30	0.20	0.37
MTÜ RuaCrew	0.66	0.49	0.51	0.34	0.05	0.03	0.03	0.04	0.02	0.02
MTÜ Elu Dementsusega					0.00	0.73	1.42	0.95	0.83	0.60
Eesti Pimemassööride Ühing	0.05	0.06	0.14	0.08	0.10	0.08	0.02	0.08	0.05	0.04
MTÜ Oma Pere	0.19	0.56	0.26	0.16	0.17	0.25	0.82	0.59	0.46	0.39
SA Kiusamisvaba Kool		3.14	0.96	0.63	0.64	0.63	0.17	0.38	0.43	0.26
SA Heateo	1.22	1.25	0.72	0.50	0.25	0.25	0.87	0.87	0.82	0.79
SA Eestimaa Sünnitusmajade Toetusfond	0.05	0.12	0.03	0.02	0.07	0.24	0.14	0.11	0.06	0.14
SA Eesti Lastefond	0.19	0.21	0.22	0.18	0.16	0.16	0.17	0.18	0.18	0.18
SA Carolin Illenzeeri fond	0.22	0.18	0.17	0.18	0.11	0.11	0.10	0.10	0.09	0.09
SA Hille Tänavsuu Vähiravifond Kingitud Elu			0.80	0.55	0.45	0.42	0.41	0.50	0.41	0.47
MTÜ SOS Lasteküla Eesti Ühing	0.23	0.32	0.28	0.27	0.29	0.26	0.23	0.22	0.21	0.19
SA Tartu Ülikooli Kliinikumi Lastefond	0.26	0.24	0.27	0.30	0.46	0.63	0.67	0.66	0.67	0.54
MTÜ Eesti Punane Rist	0.06	0.06	0.05	0.05	0.05	0.04	0.04	0.15	0.16	0.15
MTÜ Mondo	0.76	0.93	0.90	0.91	0.92	0.81	0.91	0.95	0.84	0.87
SA Tallinna Lastehaigla Toetusfond	0.01	0.08	0.01	0.00	0.09	0.05	0.09	0.12	0.03	0.02
MTÜ Eesti Vähiliit	0.86	0.87	0.87	0.87	0.91	0.91	0.91	0.92	0.94	0.94
SA Eesti-Hollandi Heategevusfond	0.18	0.64	0.07	0.20	0.13	0.14	0.17	0.13	0.18	0.10
Average	0.36	0.60	0.35	0.77	0.25	0.52	0.86	0.42	0.33	0.31
Coefficient of variation	0.98	1.24	0.95	2.14	1.13	1.70	2.39	0.80	0.95	0.97
Median	0.23	0.38	0.22	0.30	0.12	0.25	0.20	0.28	0.19	0.18
Minimum	0.01	0.06	0.01	0.00	0.00	0.01	0.02	0.04	0.02	0.01
Maximum	1.22	3.14	0.96	7.39	0.92	4.07	9.47	0.95	0.94	0.94

Source: compiled by the author

APPENDIX H

Revenues to total assets of charities in the sample 2012-2021

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
MTÜ Südamate Soojus				19.63	15.44	2.99	1.87	14.86	6.32	3.26
MTÜ Doktor Kloun		21.38	20.29	18.17	14.51	15.96	68.36	24.34	5.47	2.84
MTÜ Ida-Virumaa Naiste Tugikeskus-Varjupaik		4.96	5.17	13.29	15.03	7.81	6.40	6.14	3.64	3.48
MTÜ RuaCrew		1.90	1.51	1.58	1.13	0.44	0.30	0.09	0.14	0.05
MTÜ Elu Dementsusega						0.18	1.77	3.58	1.35	1.92
Eesti Pimemassööride Ühing		2.95	3.31	4.35	4.88	3.04	2.11	2.09	2.52	1.63
MTÜ Oma Pere		1.32	2.12	1.53	1.29	2.28	1.42	1.14	0.68	1.03
SA Kiusamisvaba Kool			1.09	1.52	1.16	1.04	1.66	1.86	2.09	1.96
SA Heateo		2.83	4.29	2.97	1.78	1.88	0.80	0.75	0.98	0.96
SA Eestimaa Sünnitusmajade Toetusfond		1.31	1.29	0.93	0.42	0.77	1.00	2.73	1.75	1.69
SA Eesti Lastefond		0.16	0.17	0.21	0.16	0.44	0.10	0.10	0.11	0.15
SA Carolin Illenzeeri fond		0.57	0.70	0.53	0.55	0.48	0.51	0.62	0.22	0.48
SA Hille Tänavsuu Vähiravifond Kingitud Elu				3.56	2.57	2.60	2.48	2.32	2.27	1.83
MTÜ SOS Lasteküla Eesti Ühing		0.89	0.98	1.13	1.19	1.32	1.28	1.16	1.14	1.19
SA Tartu Ülikooli Kliinikumi Lastefond		0.62	0.77	0.66	0.64	0.70	0.80	3.23	0.74	0.54
MTÜ Eesti Punane Rist		0.56	0.62	0.62	0.73	0.76	0.78	0.56	0.67	0.75
MTÜ Mondo		3.29	3.18	3.30	1.70	2.02	1.33	0.70	0.82	1.58
SA Tallinna Lastehaigla Toetusfond		0.53	0.17	0.19	0.25	0.45	0.44	0.53	0.60	0.49
MTÜ Eesti Vähiliit		0.37	0.30	0.35	0.67	0.31	0.36	0.31	0.18	0.22
SA Eesti-Hollandi Heategevusfond		0.78	1.12	0.93	1.16	1.54	1.29	1.20	2.07	1.00
Average		2.78	2.77	3.97	3.43	2.35	4.75	3.42	1.69	1.35
Coefficient of variation		1.85	1.71	1.52	1.53	1.55	3.16	1.74	1.02	0.74
Median		1.10	1.12	1.52	1.16	1.18	1.28	1.18	1.06	1.11
Minimum		0.16	0.17	0.19	0.16	0.18	0.10	0.09	0.11	0.05
Maximum		21.38	20.29	19.63	15.44	15.96	68.36	24.34	6.32	3.48

Source: compiled by the author

APPENDIX I

Program efficiency ratio of charities in the sample 2012-2021

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
MTÜ Südamate Soojus			1.00	1.00	1.00	1.00	1.00	0.96	1.00	1.00
MTÜ Doktor Kloun	0.74	0.73	0.78	0.80	0.73	0.88	0.86	0.85	0.88	0.88
MTÜ Ida-Virumaa Naiste Tugikeskus- Varjupaik	1.00	1.00	0.98	1.00	0.99	1.00	0.96	0.99	1.00	0.99
MTÜ RuaCrew	0.19	0.12	0.32	0.27	0.11	0.65	0.50	0.32	0.66	0.00
MTÜ Elu Dementsusega					0.00	0.19	0.09	0.46	0.19	0.26
Eesti Pimemassööride Ühing	0.68	0.65	0.77	0.39	0.40	0.28	0.23	0.12	0.24	0.41
MTÜ Oma Pere	0.32	0.33	0.34	0.40	0.21	0.21	0.15	0.38	0.35	0.22
SA Kiusamisvaba Kool		0.84	0.67	0.97	0.66	0.63	0.57	0.62	0.26	0.21
SA Heateo	0.28	0.27	0.16	0.28	0.11	0.06	0.03	0.03	0.05	0.10
SA Eestimaa Sünnitusmajade Toetusfond	0.75	0.69	0.64	0.80	0.69	0.72	0.80	0.62	0.70	0.67
SA Eesti Lastefond	0.47	0.40	0.42	0.41	0.32	0.21	0.13	0.15	0.15	0.20
SA Carolin Illenzeeri fond	0.72	0.73	0.82	0.70	0.73	0.75	0.82	0.78	0.66	0.82
SA Hille Tänavsuu Vähiravifond Kingitud Elu			0.74	0.90	0.92	0.95	0.97	0.96	0.94	0.95
MTÜ SOS Lasteküla Eesti Ühing	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SA Tartu Ülikooli Kliinikumi Lastefond	0.49	0.54	0.65	0.66	0.60	0.72	0.82	0.95	0.78	0.72
MTÜ Eesti Punane Rist	0.38	0.39	0.32	0.39	0.32	0.36	0.36	0.24	0.29	0.24
MTÜ Mondo	1.00	0.97	0.97	0.99	0.96	0.97	0.97	0.98	0.98	0.99
SA Tallinna Lastehaigla Toetusfond	0.33	0.36	0.36	0.41	0.48	0.59	0.53	0.61	0.79	0.57
MTÜ Eesti Vähiliit	0.49	0.46	0.40	0.42	0.72	0.39	0.47	0.46	0.30	0.31
SA Eesti-Hollandi Heategevusfond	0.64	0.65	0.57	0.58	0.42	0.50	0.53	0.50	0.75	0.69
Average	0.53	0.54	0.57	0.60	0.52	0.55	0.54	0.55	0.55	0.51
Coefficient of variation	0.53	0.52	0.50	0.50	0.64	0.59	0.64	0.61	0.63	0.69
Median	0.49	0.54	0.64	0.58	0.54	0.61	0.53	0.55	0.66	0.49
Minimum	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Maximum	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.99	1.00	1.00

Source: compiled by the author

APPENDIX J

Fundraising efficiency ratio of charities in the sample 2012-2021

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
MTÜ Südamete Soojus			0.00	0.00	0.00	0.00	0.00	0.04	0.00	0.00
MTÜ Doktor Kloun	0.21	0.28	0.21	0.27	0.17	0.13	0.16	0.13	0.09	0.08
MTÜ Ida-Virumaa Naiste Tugikeskus-Varjupaik	0.00	0.00	0.03	0.00	0.01	0.00	0.04	0.01	0.00	0.01
MTÜ RuaCrew	0.63	0.71	0.69	0.63	0.47	0.15	0.47	0.59	0.08	0.42
MTÜ Elu Dementsusega					0.01	0.45	1.32	0.50	0.73	0.78
Eesti Pimemassööride Ühing	0.24	0.38	0.21	0.63	0.59	0.58	0.60	1.16	0.70	0.52
MTÜ Oma Pere	0.53	0.84	0.51	0.52	0.93	0.87	0.89	0.47	0.63	0.78
SA Kiusamisvaba Kool		0.58	0.21	0.03	0.30	0.35	0.33	0.45	0.63	0.64
SA Heateo	0.89	0.77	0.74	0.61	0.85	0.94	0.97	0.90	0.83	0.84
SA Eestimaa Sünnitusmajade Toetusfond	0.22	0.25	0.29	0.17	0.39	0.29	0.33	0.34	0.22	0.30
SA Eesti Lastefond	0.55	0.66	0.56	0.60	0.84	0.36	1.44	1.62	1.36	1.00
SA Carolin Illenzeeri fond	0.10	0.17	0.10	0.27	0.20	0.19	0.15	0.15	0.38	0.15
SA Hille Tänavsuu Vähiravifond Kingitud Elu			0.20	0.08	0.07	0.04	0.03	0.04	0.05	0.05
MTÜ SOS Lasteküla Eesti Ühing	0.86	1.02	0.87	0.88	0.92	0.85	0.87	0.88	0.89	0.88
SA Tartu Ülikooli Kliinikumi Lastefond	0.30	0.29	0.20	0.20	0.23	0.19	0.16	0.05	0.14	0.13
MTÜ Eesti Punane Rist	0.69	0.62	0.59	0.64	0.66	0.56	0.55	0.83	0.62	0.65
MTÜ Mondo	0.00	0.03	0.03	0.01	0.03	0.03	0.03	0.02	0.02	0.01
SA Tallinna Lastehaigla Toetusfond	0.22	0.12	0.24	0.28	0.34	0.19	0.26	0.20	0.15	0.18
MTÜ Eesti Vähiliit	0.49	0.51	0.57	0.56	0.26	0.48	0.42	0.42	0.53	0.49
SA Eesti-Hollandi Heategevusfond	0.33	0.27	0.18	0.47	0.46	0.34	0.34	0.40	0.14	0.23
Average	0.39	0.44	0.34	0.36	0.38	0.35	0.47	0.46	0.41	0.41
Coefficient of variation	0.72	0.68	0.78	0.76	0.82	0.83	0.91	0.94	0.93	0.82
Median	0.32	0.38	0.21	0.28	0.32	0.31	0.34	0.41	0.30	0.36
Minimum	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.01	0.00	0.00
Maximum	0.89	1.02	0.87	0.88	0.93	0.94	1.44	1.62	1.36	1.00

Source: compiled by the author

APPENDIX K

RONA of charities in the sample 2012-2021

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
MTÜ Südamate Soojus			100.0%	- 303.7%	294.8%	189.3%	- 169.2%	-19.3%	142.0%	44.0%
MTÜ Doktor Kloun		-122.1%	131.3%	352.7%	- 380.4%	- 330.2%	133.1%	- 224.1%	193.2%	96.0%
MTÜ Ida-Virumaa Naiste Tugikeskus- Varjupaik		6.2%	-45.5%	-44.3%	88.3%	0.0%	-15.8%	119.1%	44.6%	-44.1%
MTÜ RuaCrew		81.8%	-4.7%	37.0%	64.2%	26.1%	1.9%	1.3%	11.3%	2.8%
MTÜ Elu Dementsusega					100.0%	20.4%	253.3%	- 596.2%	116.6%	-50.1%
Eesti Pimemassööride Ühing		-28.4%	23.2%	-10.5%	13.0%	61.8%	47.2%	-69.5%	23.2%	19.0%
MTÜ Oma Pere		-53.7%	80.2%	24.7%	-27.4%	-28.1%	-21.3%	89.0%	3.2%	0.6%
SA Kiusamisvaba Kool		100.0%	-338.6%	137.5%	44.2%	16.3%	62.0%	-49.0%	50.5%	58.0%
SA Heateo		56.1%	1961.6%	103.4%	13.8%	-0.2%	-0.3%	43.6%	36.8%	-2.7%
SA Eestimaa Sünnitusmajade Toetusfond		29.3%	28.4%	11.4%	-11.3%	-2.4%	-84.5%	38.1%	47.9%	18.6%
SA Eesti Lastefond		-4.3%	-14.6%	-0.9%	5.1%	27.7%	-11.7%	-6.6%	-15.9%	-2.8%
SA Carolin Illenzeeri fond		26.7%	36.3%	6.6%	17.1%	12.8%	10.3%	24.0%	-4.0%	7.3%
SA Hille Tänavsuu Vähiravifond Kingitud Elu			99.1%	128.8%	40.1%	99.8%	15.9%	-13.0%	47.8%	14.7%
MTÜ SOS Lasteküla Eesti Ühing		-15.0%	5.3%	7.4%	2.2%	15.3%	14.3%	12.8%	10.3%	12.2%
SA Tartu Ülikooli Kliinikumi Lastefond		10.4%	2.9%	-19.8%	-8.2%	3.1%	0.0%	19.9%	82.6%	72.7%
MTÜ Eesti Punane Rist		-8.2%	3.7%	-7.2%	-4.0%	2.6%	3.5%	-11.1%	3.7%	9.1%
MTÜ Mondo		27.5%	7.9%	43.3%	21.9%	66.3%	11.2%	15.1%	23.4%	22.6%
SA Tallinna Lastehaigla Toetusfond		38.9%	0.9%	-6.3%	-7.8%	8.2%	9.0%	25.0%	19.2%	29.0%
MTÜ Eesti Vähiliit		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
SA Eesti-Hollandi Heategevusfond		-12.6%	77.3%	-44.0%	5.6%	34.9%	6.1%	11.4%	90.3%	9.6%
Average		7.8%	113.4%	21.9%	13.6%	11.2%	13.3%	-29.5%	46.3%	15.8%
Coefficient of variation		6.56	4.04	5.51	8.56	8.34	6.04	-5.07	1.17	2.14
Median		6.2%	7.9%	6.6%	9.3%	14.0%	4.8%	6.3%	30.1%	10.9%
Minimum		-122.1%	-338.6%	- 303.7%	- 380.4%	- 330.2%	- 169.2%	- 596.2%	-15.9%	-50.1%
Maximum		100.0%	1961.6%	352.7%	294.8%	189.3%	253.3%	119.1%	193.2%	96.0%

Source: compiled by the author

APPENDIX L

Surplus margin of charities in the sample 2012-2021

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
MTÜ Südamate Soojus			9.5%	-8.5%	11.0%	62.4%	- 89.2%	-1.1%	21.0%	13.2%
MTÜ Doktor Kloun	20.8%	-4.2%	5.6%	- 31.1%	38.4%	- 14.3%	- 12.7%	13.6%	28.8%	32.8%
MTÜ Ida-Virumaa Naiste Tugikeskus-Varjupaik	2.4%	0.5%	-4.4%	-2.4%	4.8%	0.0%	-1.1%	12.1%	9.3%	-9.2%
MTÜ RuaCrew	21.7%	19.1%	-1.6%	13.6%	47.0%	56.5%	6.1%	13.3%	77.4%	58.2%
MTÜ Elu Dementsusega					98.9%	44.8%	- 44.8%	6.7%	9.7%	-5.6%
Eesti Pimemassööride Ühing	24.9%	-9.1%	6.2%	-2.1%	2.4%	18.6%	21.3%	- 31.7%	8.6%	11.2%
MTÜ Oma Pere	21.2%	-25.2%	23.4%	12.8%	- 17.8%	-9.8%	-4.6%	23.4%	2.2%	0.4%
SA Kiusamisvaba Kool		- 255.3%	35.7%	15.3%	13.9%	5.8%	21.8%	- 19.4%	14.2%	19.7%
SA Heateo	-23.3%	-4.7%	12.2%	14.5%	4.7%	-0.1%	-0.1%	7.7%	6.0%	-0.5%
SA Eestimaa Sünnitusmajade Toetusfond	8.6%	20.3%	20.4%	11.9%	- 25.8%	-2.6%	- 66.1%	12.2%	25.1%	9.8%
SA Eesti Lastefond	3.0%	-21.4%	-67.9%	-3.2%	26.5%	52.8%	- 97.0%	- 57.3%	- 120.6%	-15.4%
SA Carolin Illenzeeri fond	65.6%	37.3%	42.8%	10.4%	26.5%	23.5%	18.2%	35.2%	-16.0%	13.9%
SA Hille Tänavsuu Vähiravifond Kingitud Elu			21.0%	13.5%	7.9%	22.2%	3.8%	-3.0%	11.6%	4.5%
MTÜ SOS Lasteküla Eesti Ühing	3.5%	-12.2%	3.7%	4.7%	1.3%	8.4%	8.5%	8.5%	7.1%	8.3%
SA Tartu Ülikooli Kliinikumi Lastefond	32.8%	12.6%	2.8%	- 21.4%	-7.9%	2.0%	0.0%	2.1%	37.2%	55.0%
MTÜ Eesti Punane Rist	-16.6%	-13.7%	5.7%	- 11.0%	-5.2%	3.2%	4.3%	- 18.1%	4.6%	10.3%
MTÜ Mondo	0.8%	0.9%	0.2%	1.2%	1.1%	4.4%	1.0%	1.4%	2.3%	2.1%
SA Tallinna Lastehaigla Toetusfond	56.8%	68.8%	4.8%	- 32.6%	- 29.5%	17.0%	19.0%	41.8%	29.7%	58.0%
MTÜ Eesti Vähiliit	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
SA Eesti-Hollandi Heategevusfond	-23.5%	-8.3%	43.3%	- 41.6%	4.1%	19.5%	4.0%	8.1%	36.5%	8.3%
Average	12.4%	-11.4%	8.6%	-3.0%	10.1%	15.7%	- 10.4%	2.8%	9.7%	13.7%
Coefficient of variation	2.04	-5.84	2.74	-5.93	2.80	1.42	-3.39	8.00	3.73	1.56
Median	6.1%	-4.2%	5.7%	0.0%	4.4%	7.1%	0.5%	7.2%	9.5%	9.1%
Minimum	-23.5%	- 255.3%	-67.9%	- 41.6%	- 29.5%	- 14.3%	- 97.0%	- 57.3%	- 120.6%	-15.4%
Maximum	65.6%	68.8%	43.3%	15.3%	98.9%	62.4%	21.8%	41.8%	77.4%	58.2%

Source: compiled by the author

APPENDIX M

Assets (thousands of euros) of charities in the sample 2012-2021

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
MTÜ Südamete Soojus			995	276	1 054	34.7	3.1	3.2	14.2	22.2
MTÜ Doktor Kloun	2.1	644	2.1	1.1	2.2	174	314	1.4	9.6	25.3
MTÜ Ida-Virumaa Naiste Tugikeskus-Varjupaik	11.4	12.5	4.0	3.4	5.4	11.2	10.4	25.0	35.0	28.0
MTÜ RuaCrew	22.8	36.0	35.9	38.9	52.7	67.0	67.8	69.9	76.6	78.8
MTÜ Elu Dementsusega					1.7	7.7	41.9	178.8	197.0	50.2
Eesti Pimemassööride Ühing	26.8	20.3	28.1	23.6	27.3	50.1	77.6	40.1	48.5	58.2
MTÜ Oma Pere	36.6	38.5	53.6	60.6	46.7	39.2	131.9	150.6	117.0	104.2
SA Kiusamisvaba Kool	0	10.5	134.1	85.0	134.6	154.4	131.6	107.2	195.0	274.2
SA Heateo	33.3	53.0	58.5	102.0	77.2	77.5	452.8	673.9	710.8	616.5
SA Eestimaa Sünnitusmajade Toetusfond	48.4	70.9	85.0	94.5	89.2	106.6	38.2	54.1	83.9	110.4
SA Eesti Lastefond	209.9	205.9	181.2	170.2	175.3	230.8	206.5	197.3	168.2	163.5
SA Carolin Illenzeeri fond	103.9	129.0	183.0	197.2	217.3	245.2	268.5	342.1	328.2	350.6
SA Hille Tänavsuu Vähiravifond Kingitud Elu			138.5	289.2	355.7	1 008.2	1 166.6	1 224.3	1 660.8	2 139.4
MTÜ SOS Lasteküla Eesti Ühing	3 261.8	3 165.1	3 175.8	3 368.8	3 541.2	3 932.4	4 398.9	4 892.5	5 369.9	5 894.4
SA Tartu Ülikooli Kliinikumi Lastefond	491.0	532.5	564.5	484.4	579.7	879.9	988.4	1 152.3	2 873.7	4 437.9
MTÜ Eesti Punane Rist	2 181.0	2 015.7	2 061.6	1 909.8	1 847.4	1 882.1	1 942.4	1 850.8	1 953.0	2 112.1
MTÜ Mondo	68.0	298.4	247.3	410.6	548.9	475.1	1 110.6	2 372.6	949.0	1 419.1
SA Tallinna Lastehaigla Toetusfond	972.4	1 565.6	1 454.7	1 362.6	1 375.1	1 433.1	1 638.3	2 184.8	2 389.8	3 160 651
MTÜ Eesti Vähiliit	631.6	648.5	692.0	668.5	935.8	931.6	940.3	1 103.1	1 376.0	1 404.1
SA Eesti-Hollandi Heategevusfond	173.9	349.2	307.1	227.3	222.3	319.8	352.0	391.1	1 095.9	1 101.5
Average	486 811	538 361	495.1	499.9	511.8	594.3	698.4	850.8	982.6	1 177.6
Coefficient of variation	1.86	1.65	1.71	1.71	1.70	1.60	1.51	1.43	1.38	1.40

Median	69.0	129.0	138.5	170.2	154.9	192.6	237.5	269.7	262.6	312.4
Minimum	0	644	995	276	1.0	174	314	1.4	9.6	22 190
Maximum	3 261.8	3 165.0	3 175.8	3 368.8	3 541.2	3 932.4	4 398.9	4 892.5	5 370.0	5 894.4
Total assets	8 275.8	9 152.1	9 407.8	9 498.1	10 236.7	11 887.0	13 968.2	17 015.2	19 651.8	23 551.2

Source: compiled by the author

APPENDIX N

Total net assets of charities in the sample 2012-2021

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
MTÜ Südamate Soojus	0.0	0.0	0.9	-0.2	0.9	34.3	2.9	2.4	13.9	21.7
MTÜ Doktor Kloun	1.7	0.4	1.9	-7.0	2.2	-0.5	-2.7	0.2	8.8	25.0
MTÜ Ida-Virumaa Naiste Tugikeskus-Varjupaik	4.7	5.0	3.2	2.0	5.2	5.2	4.5	17.6	27.7	17.7
MTÜ RuaCrew	7.7	18.5	17.6	25.6	49.9	64.8	66.1	66.9	74.9	77.0
MTÜ Elu Dementsusega	0.0	0.0	0.0	0.0	1.7	2.1	-17.6	8.8	33.2	19.9
Eesti Pimemassööride Ühing	0.0	0.0	0.0	0.0	24.7	46.8	75.7	36.7	46.3	56.0
MTÜ Oma Pere	29.5	17.0	39.9	51.1	38.8	29.2	23.6	61.4	63.4	63.8
SA Kiusamisvaba Kool	0.0	-22.4	5.8	31.2	48.9	57.6	109.3	66.3	111.1	201.8
SA Heateo	-7.4	-13.1	16.1	50.6	58.1	58.0	57.8	90.0	130.7	127.2
SA Eestimaa Sünnitusmajade Toetusfond	46.2	62.1	82.6	92.6	82.6	80.7	32.7	48.2	78.5	94.6
SA Eesti Lastefond	169.8	162.6	140.5	139.3	146.6	193.6	172.1	161.1	137.4	133.6
SA Carolin Illenzeeri fond	80.5	105.4	152.1	162.6	192.9	219.2	243.0	309.2	297.2	319.7
SA Hille Tänavsuu Vähiravifond Kingitud Elu	0.0	0.0	28.4	131.1	196.9	589.0	690.4	606.0	986.2	1142.3
MTÜ SOS Lasteküla Eesti Ühing	2508.6	2157.5	2273.9	2449.4	2502.7	2916.4	3367.0	3828.2	4244.0	4797.2
SA Tartu Ülikooli Kliinikumi Lastefond	362.5	402.3	414.0	339.4	312.7	322.6	322.6	394.0	953.2	2042.4
MTÜ Eesti Punane Rist	2050.3	1888.2	1959.5	1823.7	1752.1	1797.6	1861.8	1581.2	1640.3	1797.6
MTÜ Mondo	16.6	21.9	23.7	36.9	45.9	91.5	102.3	119.1	150.6	189.0
SA Tallinna Lastehaigla Toetusfond	966.8	1433.0	1445.4	1357.6	1255.4	1362.6	1490.6	1917.0	2324.0	3112.7
MTÜ Eesti Vähiliit	87.4	87.4	87.4	87.4	87.4	87.4	87.5	87.5	87.5	87.5
SA Eesti-Hollandi Heategevusfond	143.3	126.3	285.3	182.4	193.0	274.5	291.8	341.3	902.8	993.7
Average	0.3	0.3	0.3	0.3	0.3	0.4	0.4	0.5	0.6	0.8
Coefficient of variation	2.2	2.1	2.0	2.0	1.9	1.8	1.9	1.9	1.7	1.7
Median	0.0	0.0	0.0	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Minimum	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Maximum	2.5	2.2	2.3	2.4	2.5	2.9	3.4	3.8	4.2	4.8
Total net assets	6.5	6.5	7.0	7.0	7.0	8.2	9.0	9.7	12.3	15.3

Source: compiled by the author

APPENDIX O

Total revenues of charities in the sample 2012-2021

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
MTÜ Südamate Soojus	0.0	0.0	9.2	12.5	10.3	53.4	35.2	46.4	54.9	59.3
MTÜ Doktor Kloun	27.0	29.8	27.4	28.7	23.9	18.9	16.7	20.7	30.0	49.5
MTÜ Ida-Virumaa Naiste Tugikeskus-Varjupaik	53.1	59.0	42.3	48.4	66.1	64.9	69.1	108.7	108.4	108.8
MTÜ RuaCrew	23.9	56.0	54.2	59.1	51.6	26.5	20.5	6.3	10.3	3.7
MTÜ Elu Dementsusega	0.0	0.0	0.0	0.0	1.7	0.9	43.9	395.5	253.2	237.1
Eesti Pimemassööride Ühing	57.7	69.4	80.3	112.5	124.3	118.9	135.7	123.0	111.6	87.2
MTÜ Oma Pere	102.0	49.5	97.4	87.6	69.3	97.9	121.5	161.6	90.6	114.3
SA Kiusamisvaba Kool	0.0	8.8	79.1	166.3	127.3	149.8	237.7	221.6	315.9	459.7
SA Heateo	136.3	122.4	239.2	238.5	159.6	145.3	213.1	420.5	681.3	638.0
SA Eestimaa Sünnitusmajade Toetusfond	88.1	78.0	100.5	83.3	38.5	75.7	72.4	126.0	120.7	164.3
SA Eesti Lastefond	36.3	33.7	32.6	36.7	27.4	89.1	22.1	19.2	19.7	24.5
SA Carolin Illenzeeri fond	88.1	66.5	109.2	99.9	114.3	111.9	130.7	188.2	75.2	162.3
SA Hille Tänavsuu Vähiravifond Kingitud Elu	0.0	0.0	134.2	761.8	830.1	1769.7	2701.0	2767.7	3280.4	3469.7
MTÜ SOS Lasteküla Eesti Ühing	2598.4	2874.5	3116.6	3708.5	4103.8	4918.9	5311.5	5406.8	5874.2	6677.1
SA Tartu Ülikooli Kliinikumi Lastefond	266.7	316.5	419.8	348.2	338.8	509.5	745.3	3455.5	1494.6	1980.5
MTÜ Eesti Punane Rist	1154.1	1180.2	1261.3	1239.5	1371.2	1420.4	1491.3	1059.4	1278.1	1534.1
MTÜ Mondo	320.5	605.0	867.5	1084.5	813.5	1033.9	1054.8	1212.1	1366.7	1867.6
SA Tallinna Lastehaigla Toetusfond	325.0	677.2	258.1	269.6	345.9	628.9	674.0	1019.7	1369.9	1360.4
MTÜ Eesti Vähiliit	254.4	234.9	202.6	239.1	535.7	286.7	334.3	315.5	217.5	309.1
SA Eesti-Hollandi Heategevusfond	157.4	204.2	367.5	247.4	259.8	417.5	433.5	445.8	1536.6	1099.1
Average	0.3	0.3	0.4	0.4	0.5	0.6	0.7	0.9	0.9	1.0
Coefficient of variation	2.1	2.0	1.9	1.9	2.0	1.9	1.8	1.6	1.6	1.6
Median	0.1	0.1	0.1	0.1	0.1	0.1	0.2	0.3	0.2	0.3
Minimum	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Maximum	2.6	2.9	3.1	3.7	4.1	4.9	5.3	5.4	5.9	6.7
Total revenues	5.7	6.7	7.5	8.9	9.4	11.9	13.9	17.5	18.3	20.4

Source: compiled by the author

Resümee

Heategevuslikud organisatsioonid, olles suurte annetuste ja valituse abirahade saajateks, koguvad märkimisväärsied finantsressursse, mis muudab need organisatsioonid tänapäevaste finantsturgude olulisteks osalisteks ja mõjukateks institutsioonideks. Finants- ja majanduskriis ning ka pandeemia algus mõjutasid heategevusorganisatsioonide investeerimisportfellide struktuuri, finantsressursside kaasamise ja varade ning toetuste jagamise põhimõtteid. Need muutused maailmas on tõestanud, et heategevusorganisatsioonid peavad pidevalt kohanema vastavalt muutlikele oludele. Selleks, et saavutada pikaajaline edu ning ellujäämine, on oluline mõõta heategevusorganisatsioonide finantsindikaatoreid.

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FINANCIAL PERFORMANCE OF ESTONIAN CHARITABLE ORGANIZATIONS
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