

Civil project management¹

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The theme of my thesis is the achievements of the Hungarian domestic non-governmental organizations (foundations, associations, federations) of winning and realizing projects from the perspectives of tendering. Based on interviews I collected data at six, big tender consulting organizations, where I asked their opinion about the project management and the realization of the winning civil organizations. Their insight in this subject shows very well the readiness and knowledge of the organizations concerning gaining tendering funds and then utilizing them.

The research was built on the methodology of qualitative data collection and processing. The analysis of the interviews made it possible to compare the theoretical foundations of project management with the experience of today's Hungary, and we can do this all in a special organizational scale, the civil sector. It is especially interesting to examine the characteristics and the differences among the civil social organizations so as to see why and how they are different in their project management from the rest of this sector. The research results also direct attention to the gaps which should be eliminated for the later success of the non-governmental organizations, in implementing projects alone or in consortiums with the aim of improving social welfare.

Keywords: NGOs, non-profit organization, project management, cooperating organization, outsourcing

1. Introduction

In the preparation of this article and research I got a significant boost from the publication in whose preparation and writing I took a major role. The publication titled as "Civil Project Management" appeared in May of this year, and in its contents it tries to lay the foundations of the project management of these organizations (Milicz 2011).

The second Annex of the book shares 5 interviews, in which I asked organizations, involved in the realizations of the projects, about their experience in the project management of the NGOs. Moving forward I conducted the research, and here in this article I share the results.

2. Explanations

The words civil and non-profit will be often used in this article, so for better understanding these words need to be explained and defined. In the general perception of the professional literature the civil sector is the third after the actors of the government and the economy. The definitions generally mean 'not making profit', and the independence from the state (public sector) and the internal self-governance are the main characteristics of these organizations. In my perception civil is when they work not for business acquisition and not for profit, but to help achieving the needs of their members, sympathizers and customers independently, without the help of the government. In other words:

- NGOs are not consciously seeking for profits, their revenues and expenditures are roughly on the same level, their accounting results are around zero, and only they do

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subsidiary activities if they do not endanger their core activity. From this approach my opinion is that a non-profit company is not a civil organization because it was primarily set up for business purposes. In other words it is a company working in a competitive environment, which however, does not distribute its profit among the holders rather re-injects it or use it for operational purposes.

- Non-governmental organizations are independent from the state, which means that they are not under the influence of the government, the state administration and the municipalities. This means that they were not founded by a budget based authority, so in themselves NGOs are not budget bodies, either. In this sense we cannot call a public foundation, a public authority, a culture center or a government owned non-profit company an NGO.
- The NGOs have a well-defined range of stakeholders and they are working for their benefit and interest. An example of this circle of stakeholders can be the members of an association, the population of a village, a complainant visiting for advice, a person who is in need of food, or any other organization and citizen whose rights were violated. The Deed of Company Formation will appoint the geographical, sectoral and field limits within which the organization operates and organizes their activities.

Based on this I consider foundations, social organizations, associations, professional sports associations and employers' and employees' representative organizations as NGOs. In this article, and in my research as a whole I examine their (these NGOs') performance and project management.

The meaning of project management in the literature is also different. Based on the definitions, these are the common features: a new, probably not continuous, serious and large scale, careful planning, and an aim to achieve a concrete goal. In my understanding a project is a single, high profile series of actions which is going according to an exact time and resource management to achieve a single, set result.

So a project:

- appears in the life of the organization once as it seeks to create something new and ends when it is finished.
- is high-profile, meaning that it has a great influence on the life of the organization, and once it fails, it is menacing to the organization financially, legally and it will also harm its prestige.
- aims for a previously set result, so it is associated with well-defined ideas and expectations. This expresses the fact that in the end we will have to achieve the product of the project, which was previously planned and described. And this must be comparable and verifiable.
- is a series of action based on precise time and resource management; it has a beginning and an end, which sets the duration and the starting and ending date of the project, also it is associated with a budget and a budget plan, people, machines, tools that are lined with the plan (they make up the overall project plan) demonstrating that to achieve the goal who, when, by what means and with how much cost will be needed to operate.

2.1. About the civil sphere in brief

The NGOs typical projects contain organizational programs, events, actions organized for their members or for the general public. They are present in every aspect of life, they have a place in education, in protecting culture and traditions, in sports, science and the cultivation of upcoming talents...The Central Statistical Offices (CSO, in Hungarian: KSH) has 18

categories (sectors) for the NGOs based on their activities (*KSH 2009*). The law on non-profit organizations (1997. évi CLVI tv. 26.§ c) states 24 activities that falls into the category of public benefit organizations and these cover almost all aspects of life.

In 2007 there were 3.9 million NGO members in Hungary. Today the formally registered number of NGOs is over 62 thousand, however based on the assumptions of the CSOs around 10 to 20 thousand do not operate. 35,4 % of them are foundations/public foundations, 52,3% are social organizations and the rest, approximately 23%, is a non-profit company, a public foundation, a unions, et. 60% of the foundations can be linked to the 5 major areas of activity: education (32%), social services (16%), cultural activities (14%), health care (10%) and religion (6%). Among the foundations the two major areas are leisure (30%) and sports clubs (20%). In 2007 the revenue in this sector was over 1 billion Forints. (For comparisons: the sum of the government income tax revenue was twice as much in 2008) This sector employs approximately 78 thousand full-time employees on an annual basis, while the rest of them, around 35 thousand people work part time. In addition there were around 472 thousand volunteers in the non-profit sector.

In 2007 the awarded grant revenue of the non-governmental organizations exceeded 517 billion Forints. According to my estimations about eight to ten thousand organizations are actively involved in programs and the conduction of tenders in local or even international level each year. These NGOs carry out more than ten thousand projects every year and the numbers are showing a growing tendency.

Here are some project generating sources:

- In the NCA (the abbreviation for the Hungarian institution National Civil Fund) data warehouse there are more than 131 non-governmental project data since 2003, and the sum of the winning tender's value are over 65 billion Forints.
- Based on the NFT (the abbreviation for the Hungarian institution National Development Agency) and the UMFT (the abbreviation for the New Hungarian Development Plan) tender database, there were 3862+5612 project applications submitted and 1642+1974 became the winning non-governmental projects. To these projects 67,9+144,5 billion Forints was distributed as an aid, since 2004.
- The Norwegian NGO Fund between 2008 and 2010 supported 240 applications out of the 1914 received ones, with a value exceeding 1,58 billion Forints. The former MÁTRA projects had approximately the same amount of interest and success.
- Earlier approximately 200 applications under the PHARE Program won around 93,7 billion forints as a support between 1989 and 2006.

Furthermore, there were other project generating sources for NGOs in the past decades. Substantial funds arrived from the large distributional NGOs (Soros, Demnet, Ökotárs, Trust, DIA, etc.), from the ministries and their background institutions specializing in EU and community programs (EQUAL, Interreg, Youth), from public and other funds (OFA, GYIA, NORT, OTK, NKA, Disability for Ok, etc.), from budget authorities (HMS, KVFI, National Institute of Pharmacy, National Public Health, SA, etc.), from embassies (Canadian, American, Swiss, British), from patrons and other business companies (banks, telecom and IT companies, utility companies, cosmetic companies, tobacco companies, etc.), and also from local governments (local, metropolitan, district, sub-regional, etc.).

It can be concluded that hundreds of thousands of NGOs participated in developing projects since 1990. Their members are still working on future projects of the EU, NCA and other national applications. I projected that over 15 thousand civil projects are handed in every year in this sector. Therefore, it is extremely important for this sector to get to know the ways of managing a project, the tools, the philosophy and the hardships.

3. About the research in short

3.1. The research subjects

During my research I worked with organizations which looked after EU project funds, contracts and grants for conducting, the monitoring of the applications and tested the accounting parts of the projects. These are typically state-operated government agencies or public bodies, foundations or companies. The principle for entering them in my sample was their taking care of a significant amount of public and or community resources which they provide for the civil social organizations. Therefore, I excluded private foundations (that provide grants and scholarships), commercial companies (financial institutions, listed companies) and local governments (such as local communities, tender base districts, committees, etc.).

Organizations in the sample are as follows:

- Autonomy Foundation
- ESF Office
- VÁTI Office
- FH- Mobility National Youth Service – Youth in Action Programme Office
- Sándor Werkele Fund
- National Employment Foundation.

The sample can be considered as a nearly complete sample since, except for the National Cultural Fund, I contacted all the other big project management bodies. After contacting the president of the National Cultural Fund, he refused to take part in an interview, however, he informed me that most of their details can be found on their webpage. In the end I decided not to use their data in my evaluation, although there are parts that appear or ring back in the results.

It should be also noted that I went to the National Development Agency for information, but they are not managing actual projects, so they gave me the information of other management bodies to look up instead.

3.2. The subject of the research

The objective of the study was to find out how the applicants manage their projects, and what the institutions and organizations do to have an insight on what the applicants think about them. My hypothesis was that these organizations are able to have an external eye in the candidates project management through the materials submitted to them, also through the requests, information days on the presented accounts, and they will be able to shape an opinion – in some extent from their own experience – on the practical skills of project management of the NGOs. I wanted to get to know all parts of the project management process separately. The key research questions were:

- How clear is the meaning and the content of the project in the civil sector?
- How does the initial phase and the visualization of the project work out in the organization?
- What actual experience does the NGO have about managing a project?
- How does the realization of the project work, what are the usual problems and pitfalls?
- How do they close up and evaluate the projects? What experience did the organization gain through the maintenance period?

- Is there any other special features that would distinguish the NGO's project management from that of the others in its sector?

We have to make it clear that the words 'project' and 'bids' are not synonyms. The NGOs plan and manage a project and for that they may use money that they won through bids. So in our case the word 'project' is a far more reaching issue, and we can still talk about a 'project' if there are no 'bids' to fund in the background. On the other hand if there is a bid, than a project is surely connected to it (except for simple operation applications for reimbursement purposes), and the public will provide the rest of the money.

3.3. Research methods

We had an interview based research. I was the one who contacted all of the organizations and agreed on an interview time, and had a feedback about the interviews afterwards. Before the interview a previously prepared survey, with open questions, was sent out. Every question also contained a provocative, explanatory sentence. I recorded the summary of the content of the interview in a Word document, made some clarifications afterwards, and then sent it to the organizations for approval. Each question and answer can be found and read in the second Appendix of the civil management publication (*Milicz 2011*, pp. 92–143.). After the interviews, I was the one who evaluated and analyzed the interviews and deducted and categorized the main points. The overall methodology of the research is closer to a qualitative research, so it is not the statistics correlations, significance levels and time series correlations that will give the results of the research. Instead, it will be the answers given in the survey, in other words, the results will be the given opinions and the multitude of the reviews, and from them I found similarities and crystallized views on different issues.

Based on the methodology of the research we have to put restrictions on the validity and the results. On one hand, we only get to know the work and the project management of these organizations through state and community resources. It is entirely possible that we would have different results if we researched the local governmental sector, a business carried out by non-governmental organizational support. So we cannot extend all the findings and results to every project of all of the NGOs. The sample was intentionally not based on statistical questionnaires, so it cannot be representative in the fields of the scope of the activities, the age of the organizations, their legal form, etc. Because I used a qualitative methodology I will not use the words 'significance level', 'crombach alpha', 'correlations', 'v'ariables', but instead I will try to describe the opinions, thoughts that the employees of the organizations shared with me through the interview.

Since the applicant received a few explanatory, sometimes provocative sentences, there may be some accusations that I tried to mislead them in the interview. However, the responses and the text of the interviews show, that the interviewees did not let themselves misled by the sub-questions, or they closed the questions and did not answer those which did not apply to themselves or to their organization. Therefore, the explanatory sections did not influence the answers.

The results represented below are the ones that have been mentioned, drawn attention to, or have been commented by at least 3 interviewees. In this sense these answers are significant, since it was mentioned by several people, however, we cannot state that it is true for all of the organizations, or it would happen the same way for every project.

4. The most important result of the research

4.1. The way of thinking of the tender announcers

We can distinguish two types of tender announcers according to the fact that how broadly they define the candidates for the tender. One of them awaits the project applications with glad hands. They do not specify a minimum criteria for the organization size, registration date, the total of the balance sheet, achieved sales revenues, the number of employees or the number of successful tenders beforehand. These tenders are practically open for everyone who meets the formal requirements. Typical tenders are announced by the cooperation of the National Civil Fund program manager, the Sándor Werkele Fund, the Norwegian NGO Fund and the Youth Mobility Program-Youth Service, and lastly the National Cultural Fund program manager.

On the other hand the big tendering organizations try to narrow the range of possible candidates with objective criteria or quality indicators. In these tenders the applications have to pass several criteria (number of employees, income, the founding date of the organization) before they are considered as ready to be taken to the judges. Typically we can find these kinds of tenders in the EU related organizations, such as the ESF Ltd., Váti Ltd. and the National Employment Fund. Organizations mostly with a few, already successful tenders in their past, and the ones with big employee base are applying for the latter type of tenders.

It was important to make this clear before describing the results of the research, because the employees that took part in the interviews mostly saw either one or the other, based on who their employers are. Despite all of them gave their opinion about the other type of tendering and about the applying NGOs that they are used to.

5. Different types of applicant organizations

Based on the previous facts we can distinguish two types of applying organizations based on their motivations and the source of the searching strategy. There are some generally well-known high performance organizations that are called professional by my interviewees, and there are some big sized organizations which only go for tenders that can fund their core business, and are in the line of their strategic goals and financial situation.

On the other hand there is another layer (or group), where lots of “adventurer” organizations are trying to apply for the tenders. They are the ones that have a shoot at any tender that has at least a little – no matter how farfetched – connection is there to their core business. In several occasions their goal is purely self-serving or to simply gain some money for the personal needs of the head of the organization, only a few individual operate a single organization in these cases and so they have no civil goals to achieve at all.

I tried to make a difference between the characteristics of the two organizations based on the following criteria:

Table 1. The comparison of the professional and the amateur applicants

	“professional” organization	“adventurer” organization
Age and development	It is generally old, with sometimes more than 20 years of experience; its growing is continuous and it operates without any problems.	Mostly newly founded organizations, working in a hectic way, flaring up once and not working at all at another time; cyclical, they are seeking their paths.
Strategic awareness	There are written documents stating: the strategy, the vision and the mission, etc., and they use these on a daily basis.	There are usually no written documents, the ideas only exist in the founders’ mind, if they have written documents on the vision they do not use them.
Number and quality of employees	More and more paid employees with market aware salary, with conscious human resource strategy.	There are no employees or their employment is minimal and periodic. Mostly works with volunteers and enthusiastic amateurs.
Infrastructure, capital size, property	It has a permanent office with a huge total assets balance, with significant deposits, and property.	Has no office, minimal property, few and low valued assets. It has no significant deposits or savings.

Source: own construction

5.1. Lack of innovations

The contents of the tenders are usually following a routine of “operational purposes”. The organizations have been doing these activities for a long time. There are only a few innovative measures and attempts when applying for a tender. In this case we would call innovative the following: it has not been used in Hungary yet (but is a well-working process in other countries), pioneering (uses new methods to solve new type of problems), offers new solutions for problems, cooperates with other partners, adopts ideas from other sectors. Especially with higher value tenders, such as the EU support funds, the innovation is one of the most important criteria which gives up to 3-5 % of the total points that can be given for a tender application. The announcers of the tender programs are proposing the importance of the innovation for the civil organizations; however, they are not so keen on using this advice.

6. Non-governmental co-operations

NGOs are not cooperative with each other. If there is a partnership between them, it is typically interest based instead of being value or strategic based (or because it was compulsory to apply as a consortium). Larger organizations help each other with training programs, vehicles, capital funds or lend their employees to each other, etc. On the other hand they rarely help each other out if they are in a financial or tender situation. Although with the higher valued tenders it is also a criterion to have a strong and long time partnership with another organization. The arguments, the additional resources and the realized projects of such value and tradition based organizational cooperations are more successful than the interest based, ad hoc coalitions.

6.1. Hidden profit orientation

There are some NGOs that are profit oriented and appear as an economic operator in the market. They offer market type services and solutions for the market itself and apply for these kinds of tenders. Their profit orientation can be seen in their professional way of advertising, corporate identity elements and market protecting measures (threats against new organizations entering the market), product development issues, pricing habits and purchasing and licensing rights. They use all of these in their applications and projects since this is their natural

medium; however, the pursuit of public good, the will to act for others, the selfless involvement and the open sharing of the results are dying out from their projects.

7. The hardness of quantifying

NGOs do not like to quantify the extent, the size and the effects of their projects. They cannot or they do not dare to show the indicators, if they have to, they try to explain the differences later on as if they were not the ones committed them. There are several reasons for this: it is not in the culture and in the way of thinking that they can be accountable later on, because it is uncomfortable; they have to define the precise measurement, the evaluation and the tools and they have to support it with relevant documents, etc. Because of this the goals, the outcomes, the impacts and the processes are not quantified, and well-considered. Indicators are therefore poorly representing the organizations and later on they want to change it, because they have given unrealistic numbers, over or under measuring their real performance. Another problem is that they cannot make a difference between the project results and their long term effects. Even if they measure the results with some kind of indicators, they largely focus on the immediate outcomes and in very few cases they present the realistic, long term effects of the program of the organization.

7.1. Weak human resource planning

The projects take away resources from the life of the NGOs. Usually it is the same old group of volunteers that handle the new projects, even though they are still responsible to work with their original program on the same level they did so far. The result of this is: fatigue, mistakes, breaking down, slippage, in the worst cases they leave the organization, argue, search for internal enemies and even boycott the projects, etc. It would be worthwhile for the organization to plan the human resources of the projects beforehand, having in mind its culmination, congestion and dead ends.

7.2. Lack of experts

The NGOs cannot and do not want to ask professional outer experts to help in the project work. They should mostly ask: lawyers, accountants, technical inspectors, procurement experts, professional advisers, and PR professionals for help. However, they rather face the possibility of failure than let an outsider in the realization of their projects, or ask experienced experts for advice. Also there are times when they can simply just not afford to ask for help. In the end they misuse a share of the aid – unintentionally though – and they have to repay the amount, or the rest of the aid is withheld by the tender.

7.3. Two-sided publicity

The situation of the civil projects is uneven. From one side it is an opportunity for advertisement and information towards the population, local communities and the world. Therefore, organizations usually take the opportunity of it, so they post their logo, articles or links about their charity event. However, sometimes they do not succeed in choosing the most appropriate information channel for it. It occurs that they use the e-mailing system to reach such social layers, which do not even use computers; other times they would like to use a full-page advertisement or a prime time broadcasted news, whose costs largely exceed the realistic cost of achieving the target. On the other side there are problems with the internal communication within the organizations. Larger insight should be given into some specific contexts (eg.: who is the requested performer, how much does he earn, why exactly this

expert was delegated, did the project manager really travels that much, etc.), which the civil organizations do not tend to reveal at all, sometimes not even to the members of the project or to the member of the organizations. Therefore, it can occur that some projects take place in the life of the organization, although some of the management do not know about it; the supervisory board is subsequently informed about the problems, the inquisitive, away from the project members, is suspiciously monitored by the project member, trying to figure out why and what he is asking, what his aims are, etc.

8. Problematic sustainability

Sustainability can be hardly interpreted at the civil projects, as tenders are not about establishing equipments or investing into facilities, but a process going on in the project. When the project ends the activity ends, as well. The difficulty comes here because the achieved results (professional materials, training plans, etc.), trainings should be provided continuously, the office has to be maintained, fellow workers have to be employed invariably, so the subject and the result of the project should be made accessible even after the closing of the funding period, maybe up to 3 years. Most civil organizations are not prepared for these costs from their own revenue (if it exists) and are not able to finance these costs. There are the ones who really take the commitment, and there are those who mischievously take the commitment and declare about the fact that they can sustain the project, though there is only a few chance for it in reality. By the criticism of the content it can mean point losses, and in the sustainability period it can bring about financial sanctions.

9. Stable asset and equity

Civil organizations are under-capitalized, therefore, raising deductibles or advances of costs and sustaining liquidity result in problems even in the projects of professional social organizations. As civil organizations typically do not get loan from financial institutions, they cannot live on the given state guarantees and they can only count on their reserves or on occasional shareholder's loans. Therefore, even bigger organizations consider more thoroughly to hand in a tender in such a construction where the funding of the tender is insured by post-financing.

9.1. Weak financial reports

The weak point of the application reports is the financial report. In the case of most tenders it means corrections, refusal, arguing or partially holding back the supporting costs; which the civil organizations usually consider as unfair and disadvantaged for them. Often they feel that the project manager is captious, they are the heckler, the fault-finder one. However, on the other side the tenderer is bound to regulations by which they evaluate the financial reports.

10. The good financial manager

In a good tender project the financial manager is the stable point whilst it is imaginable that the project manager or the members of the staff may be exchanged. He is there from the beginning, he is involved in the elaboration of the budget, he clearly understands the documentary regulations and he can fulfill those, his opinion is requested by the accounting and the tendering questions, and they build on his knowledge on accounting, payroll, labor law, tax and employment policy. Finally, he will be the one who can provide a correct financial report synchronized with the professional one, underlined with attachments, documents, invoices. Where the financial leader is exchanged or is involved in the project,

usually "financial problems" (ie, liquidity problems, discards accounts, documentation deficiencies, unanswered questions, loss of coordination, etc.) arise during project implementation.

11. Solutions, researcher's suggestions for the future

In the final phase of the research the researcher summarizes his statements, concentrating on the main content, highlighting the major tendencies, consequences. Intrepid researchers undertake so as to stand up with ideas, development proposals at the end of their research report. I undertook these efforts, as describing only the facts and tendencies themselves will not result neither in real improvement nor in the situation to change. Therefore, I would like to demonstrate some thoughts, arguments, proposals considering the organizations and the tenderers, as well.

Proposals, ideas for the civil organizations

1. There is a need for a so called "tabula rasa" in the self-assessment and in the evaluation of the external and internal characteristic of the civil organizations. Organizations should examine more thoroughly and declare clearly why exactly they are a non-governmental organization, or they have to confess if they are not. So it has to be said if an NGO is not a real NGO, but a cover organization run by an interest group, or just a shadow organization. The question is who has to declare this. This can be done by the membership, the senior management, the board of trustees (if there is no conflict of interest), but the selecting can be made by the state itself (with less success).
2. Exercising, learning, teaching project management is absent from the younger generation. Therefore, it should be taught to them even at an early age. They should learn even at school how a little project works. Then it would be worth letting them try it in practice within the confines of a non-formal practice, so they could acquire the practice of it. There are several opportunities for this express purpose in childhood: school learning, activities in a class community association, activities of the student government at schools and at the universities, as well, unregistered local youth associations. The coordination of these activities is the object of the institutional syllabus or youth politics, as well.
3. NGOs should not entrust tender writing companies with carrying out their tender. These are specialized in business organizations, their prices are adjusted to the companies' bearing strength, neither they understand the conception of 'non-governmental' and its special characteristics (democratic internal membership, volunteers, lack of open source, non-profit orientation, etc.). Even if the material made by the tender writing company wins, they will leave the organization with the tender dossier. They usually do not take up the role of the project manager, or maybe at a very high price. If an NGO wants to entrust another party with writing the tender dossier anyway, it is wise to look for a helping hand from an NGO sector or to ask for help from a civil consulting company.
4. NGOs should become more open-minded and welcoming outwards, i. e. towards other sector's organizations, towards other NGOs in the area, towards external experts. It would be wise to visit county information and service centers more often where they are provided with trainings and professional advice (not only in project management topics), moreover, they should open towards the international best practice, which we could adapt later to our domestic market. Thereby the projects, programs could become more valuable.
5. It would be important for the project implementers to value themselves, their performance, and the achievement honestly at the closing period of a project. At this

part not only the achievement of the corporate indicators is unsure, but also revising the original aim is. Have we achieved it? If yes, at what price and with what amount have we deferred from our previous plans? Here we have the opportunity to evaluate the project from the aspect of finance, internal communication and cooperation. If we skip this part, if the membership of the organization cannot learn and cannot be proud of the achievement, then they will make mistakes again, which could be avoidable by the learning and self-assessment process.

6. The members of NGOs should not approach their own project on an emotional basis. It is needed to be handled rationally with the passion of understanding. No redeemer aims should be involved among the aims of the projects, just because of the presence of emotions. Carrying out a project is more effective if the people who are related to the target are realistic and have a sense of criticism.

Suggestions, ideas towards the tendering agent

7. Considering bigger volume tenders with major equity, the tender agencies should select the high level, worthy NGO tenders by the selections of two rounds. In the first round the weird, overcrowded, weak projects should fall out. The two-rounded assessment brings up the opportunity of observing the real operations. Therefore, it will be possible to visit the NGOs and its partners, asking for references from local associations, professionals from the sector, etc. In the second round not only the formal, written introductory document would be evaluated, but also the understanding of the real operation of the organizations would be explored. Therefore, at the final end of the process only the best organizations, only the best prepared tenders would earn the money.
8. Both the tender-announcing and the tender-handling organizations should come out of the shadow of the “official view” (which means I have the money so I decide, I ask for reports, corrections, etc.) and they should really practise the helper/service provider way of acting (helpful, available on the phone, information provider mailing system, internal forums, information days, open days, etc.) With this service provider approach – complying with the rules and regulations – the contributors could also cooperate with the NGOs easire than just sending warnings and sanctions to the members of the projects.

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