

# **ARE WE ABLE TO OPERATE – TOGETHER?**

The area-level basic research of the civil  
cooperation in the North-Hungarian region

**Non-profit research**

**2007.**



ARE WE ABLE TO OPERATE – COMMONLY?! – The  
area-level basic research of civil cooperation in the North-  
Hungarian region.  
Non-profit research, 2007

**Authors:**

Chapters 1 -5 – Mrs. Krisztina Hegymegi Molnár  
Chapter 6 – Mrs. Vera Czifra Magyar

**Editor:** Mrs. Krisztina Hegymegi Molnár

**Responsible publisher:** Human Integra Foundation  
3545 Miskolc, Pf.: 404.  
[info@humanintegra.hu](mailto:info@humanintegra.hu)

**Cover:** Andrea Gyurkó, **Photos:** Andrea Sarmasági

Published in 600 copies

This publication will not be marketed it can be downloaded  
electronically from the following website:  
[www.humanintegra.hu](http://www.humanintegra.hu) .

The research and publication of this study has been supported  
by the NCA Civil Self-organization and the Regional Co-  
operative Corporation

## **Dedication**

This publication is the summary of research and analyzing work done in 2006 and 2007.

A significant interest could be experienced in the results of the research work of Human Integra Foundation done in 2005 under the title of „Civil report on the situation of the North-Hungarian Region”. On the basis of the experiences obtained from this report the civil co-operations of the region have been studied in our following research project and a special interest has been paid to the cooperation projects supported by the NCA.

We definitely think that we ourselves have to create a picture about us. It is necessary to face sincerely the characteristics – sometimes the weakness or inadequacy - of our sphere, but it is also necessary to see the results as well, and it is especially important to communicate them well.

In addition to the statistical data published by the NCA, our present research work is based on a research by means of a questionnaire completed by a deep-interview investigation. The majority of organizations presenting the data were ready to undertake their results and experiences by giving their name, but some of them submitted a report about their cooperation anonymously. We are convinced that the key of the development of the different organizations as well as of the sector is the projects realized in the partnership. Our own experiences demonstrate as well that a greater effort is necessary for creating a quite new situation than to add our own expertise, tools and experiments to the excellent ideas of other experts.

Let us be in the picture together!

Our co-workers participating in this project are as follows: Dr. Nóra Gaál, Mrs. Vera Czifra Magyar, Mrs. Krisztina Hegyemegi Molnár and Pál Sarmasági.

We would like to express our thanks to our supporters and co-workers.

Miskolc, 21 May 2007

**The area-level basic research of the civil co-operations of  
the North-Hungarian Region  
Content**

<b>Research hypothesis</b>	9
1. Methodology of the research	11
2. Level of activity and sphere of operation	11
3. Field of activity	14
4. System of relationships	15
5. Creating of resources	16
5.1. Routine activities for writing applications	16
5.2. NCA applications	18
5.3 Partnership	21
5.4 NCA cooperation projects	24

6. Summary of interviews performed with the civil organizations	29
6.1. The general introduction of the organizations	29
6.2. Infrastructure	32
6.3. Human resources supply	33
6.4. Social acknowledgement, system of relationships	34
6.5. Perspectives	37
<b>Summary</b>	<b>39</b>

## **Research hypothesis**

In our everyday life, we are surrounded by the spontaneous initiations, the citizens try to find a solution for the general environmental problems and – in accordance with our experiences - a lot of useful ideas arise for solving the different problems. It seems that most of the people don't expect the official institutions to improve their conditions. Therefore the spirited Hungarian citizens go back to the age-long roots and organize themselves individually and voluntarily. These organizations usually start in a small, confidential family circle or among the friends and colleagues and they rarely increase. Actually they can be divided into two groups: organizations for spending the free time and organizations for solving special kinds of problems. The motivation is different in both cases and the tools of realization are also different.

A serious interest arises in case if suitable information is available about the fact that the creating of the formal frames of a spontaneous organization can have certain advantages but the presence of an expert is essential in order to keep the legal prescriptions. The legal and mainly the economic prescriptions concerning the Hungarian non-profit organizations seem to be complicated. Moreover, the costs of consultations and meeting the other different prescriptions are really very high. These conditions can prevent the civil organizations to acquire a legal status. However the people living in the North-Hungarian region are motivated in protecting their interests from many different points of view. The inhabitants living here are forced to do actions owing to the economic difficulties and their social

consequences. The safeguard of the employees' interests have got serious, old traditions similar to the culture and the spending of leisure time.

It can be supposed that the civil activity has not decreased and plays the same role in the social and economic life of our region. However the signs of the close cooperation with the government as well as the wide cooperation between the organizations cannot be detected. In most cases the civil organizations act individually in realizing the ideas by following the „Hungarian traditions” because they are afraid of giving up their individuality and they don't want to share the results and advantages. Mainly local relationships develop; the regionalisation does not operate yet. The funds of applications are frequently aimed at by more and more organizations – but only the minority of them knows the calling for the applications of the National Civil Basic Program (NCA). We suppose that the organizations realizing the supported projects can see the advantages the projects being realized in the partnership. Their motives, effectiveness and vitality are still questionable. In our present research work we try to find the answer for these questions as well.

## **1. The methodology of the research**

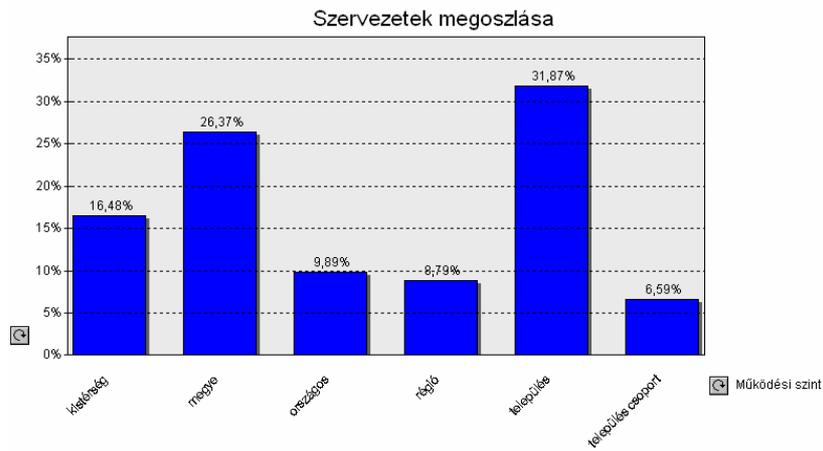
The civil non-profit organizations of the North-Hungarian region were aimed at in the course of our research work. The organizations that presented an application to the National Civil Foundation earlier especially arouse our interest. The voluntary representative sample-taking method by filling out a questionnaire without giving the name of the organization was chosen as a research method. According to our earlier experiences, the willingness for giving the answers is the greatest in this case. 48% of the organizations sending back the questionnaires did not contribute to the publication of their data or they were ready to give the data anonymously. 96 organizations sent their answers to the questions of the 190 questionnaires up to the closing of the data collection (April 2007). The social organizations are overrepresented (61%) among the organizations giving a reply. At the same time the proportion of the organizations of the county luckily follows the proportion of all of the registered organizations. The processed data are not corrected they are actual for the organizations giving an answer.

## **2. Level of activity and sphere of operation**

Only 11% of the replying organizations existed before 1990, they are called the „great old organizations” having a past of many decades and their proportion is similar to the Hungarian average proportion. The further 34% of the investigated organizations were established in five years following the changing of our social system and it shows that the number of organizations increased drastically in our region,; 23% of the replying organizations were established before the millennium and 21% of them were established during five years following the millennium.

What the sphere of operation of the organizations is concerned, our present results are almost similar to the conditions prevailing in 2005.

*Fig. 1. The distribution of civil organizations on the basis of their operational level.*



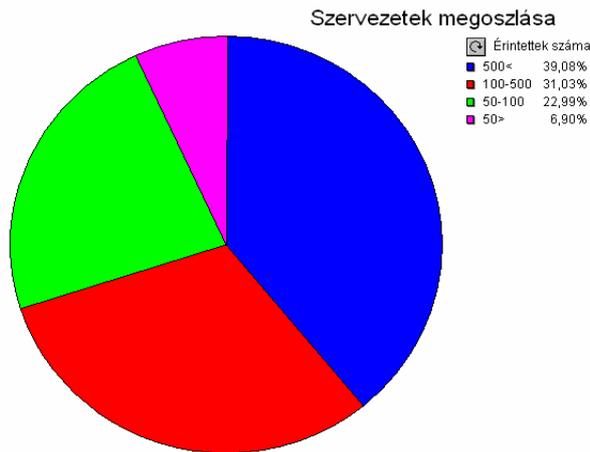
*Source: Our own research, 2007.*

Most of the organizations (totally 70%) concentrate their activities for more than one settlement. The number of replying organizations whose sphere of operation covers the country is greater (9%) comparing to the earlier data and it indicates their activity in the region. They are characterized by the adherence with the capital. The number of regional organizations is about 6% recently; this proportion reflects the earlier conditions. What the counties are concerned, the proportions between the replying organizations are modified in the following way: it is interesting to note that in BAZ-county, the number of organizations whose sphere of operation

covers the county is greater and the dominant majority of civil organizations with a sphere of operation covering the region are connected to them. Regional organizations replying the questions were missing at all from the other two counties and here the activity on a small-regional level is unanimously more dominant.

The situation is a bit strange concerning the non-profit status. In this region, almost two and a half-times more replying organizations are non-profit, this tendency could be experienced earlier as well. It can be explained by the fact that possibly more and more organizations consider that this qualification – that can be easily obtained – is very advantageous. In this case we aimed at those NCA applicants for our investigations where the condition of non-profit status is prescribed for the professional corporations. It has been experienced that the NCA prescriptions had an incentive effect on obtaining the qualification of “non-profit organization” at the civil organizations and it is true in the whole country as well. The only problem is that this concept has become „empty” nowadays that’s why it has lost its significance and its re-explanation has become necessary.

*Fig. 2. The number of people affected by the civil organizations in the proportion of the organizations*

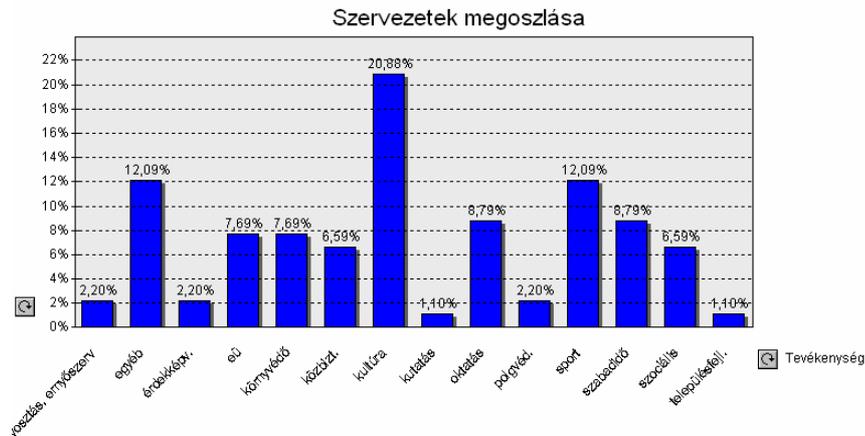


*Source: Our own research, 2007*

Almost 40% of the replying organizations are such civil organizations that reach more than 500 people/year during their activity, but concerning the remaining organizations – and they are the majority – this number is fewer. Comparing to our earlier experiences it can be stated that here the distribution ratio is one-third it means, that one third of the small-, medium and large organizations participate in the activity. On the basis of the above statements it can be concluded that the inclination for the applications doesn't depend on the largeness of the organizations. One of the purposes of NCA is to create such a situation where the resources can be obtained identically by the organizations having different sphere of operation. However the effectiveness and success remain questionable in the future.

### **3. Field of activity**

Fig. 3. The groups of activity fields covered by the civil organizations as a function of the concerned organizations

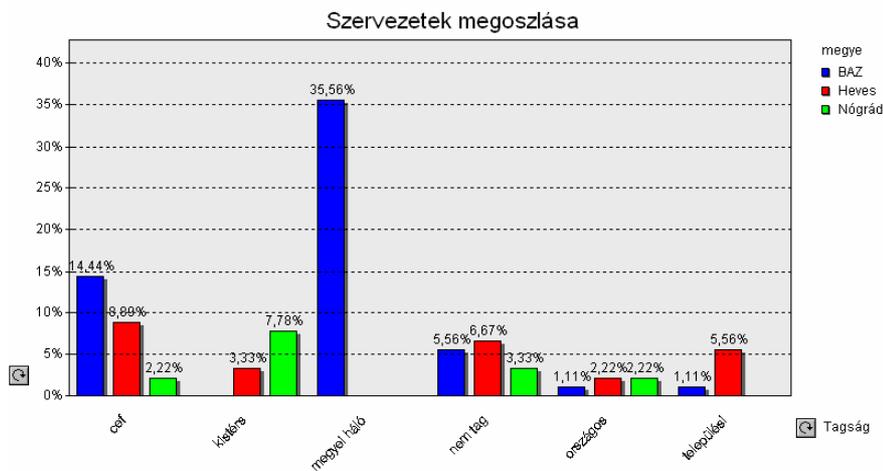


Source: Our own research, 2007

Our investigated group represents almost perfectly the distribution of the civil organizations of the region according to the activity groups. The organizations dealing with the development of settlements are under-represented as compared to the results of our earlier research work but the earlier proportions are again valid. The culture and the sport as well as the free-time activities are dominant. It is interesting to mention that the „Others” category involves the tourism and the landscaping of the cities. In case if these activities are grouped into the comprehensive category of settlement-development, we will obtain the proportions of our research work done in 2005 concerning the civil activity.

#### 4. System of relationships

Fig. 4. Distribution of the relationships of civil organizations as a function of the organizations



Source: Our own research, 2007

The system of relationships between the civil organizations creates the basis of the cooperation. Our experiments show that the possibility of realizing more and more projects commonly increases in case if a given organization covers a wide range of activities. Naturally, the utilization strongly depends on the activity of the management and the strategy of the organization. 86% of our observed groups are the member of a kind of civil organizations. The majority of them are the member of the county network or they cooperate actively with a civil agreement forum. When studying the different counties, however, it can be seen that the solidarity within the region operates exclusively in BAZ county but here the relationship is minimal on the settlement- regional- and country-level. Relationships are established in the form of the civil agreement

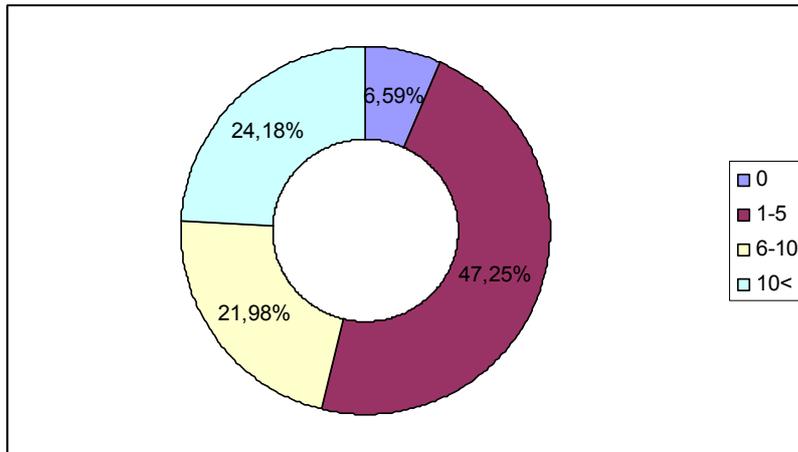
forums but they are first of all the places of concluding the agreements with the self-governments. In Heves county, the co-operations dominate on a settlement-level. In Nógrád county relationships are realized on a regional level by many organizations. It is interesting to note that a country-level relationship is maintained in two of the smaller counties of the three ones. The traces of the regional cooperation cannot be found. The regional reorganization is going on even recently, the interests do not follow this direction yet, it is expected the process to continue

## **5. Creating of resources**

### **5.1 Routine activities for writing applications**

The basis of the realized civil projects is strongly influenced by the available resources. According to our earlier surveys the majority of the organizations obtain the material resources by writing applications. As a consequence, the routine activities of writing the applications have a serious effect on the operation of the organization and at the same time on their projects and on the establishment of their relationships. 94% of the replying organizations submitted applications in the last three years it means that the organizations try to obtain resources in this way. In the course of analyzing the data it was a great pleasure for us that almost the half of the organizations (42%) tried to submit more than five applications, and 22% submitted more than ten applications! The proportions are similar when the data are distributed according to the individual counties with the only difference that in BAZ county much more civil organizations submitted more than ten applications than in the other counties, i.e. it does not only indicate the good routine of the minority.

*Fig. 5. Distribution of the civil applications submitted in the last three years in the proportion of the organizations*



*Source: Our own research, 2007*

What the efficiency of the submitted applications is concerned, the results are really very good among the replying organizations. 93% of the organizations submitting the application obtained support. A great number of them were even more successful: 22% of them wrote more than five winning applications and 24% of them wrote more than 10 winning applications. However these data concern only the more active and routinish organizations i.e. this proportion is much lower if we investigate all of the organizations of the local sphere. However those ones who operate are very successful applicants. What the proportion of the unsuccessful applications is concerned, it can be stated that the organizations submitting only a few applications are unsuccessful. Apparently they obtained a less routine in this field. The phenomena that though there are some organizations which write a great number of applications and in spite

of it they are not successful can be observed at the applicants in Nógrád county. It is not characteristic for the other two counties.

## **5.2. NCA applications**

One of the purposes of our research work was to investigate the utilization of the supports of the National Civil Basic Program (NCA) in the civil sphere of our region. 10% of the 6223 / in 2003/ civil organizations were not entitled for the NCA resources and almost 20% of them tried to submit an application in the first two years. It is even less if we consider the Hungarian proportions – only 25% of the entitled organizations submitted applications. We tried to obtain the new resources in a smaller extent comparing to the other regions.

An inverse proportion can be observed at the active organizations investigated by us as 86% of them submitted applications in the following distribution. In a country-wide extent, three times more organizations submitted applications to the regional corporations than to the professional corporations. (See: Kúti-Sebestény – The first three application-turns of NCA in the light of the empirical data – 2007). In our region 95% of the topics of applications submitted by the replying organizations concerned their operation.

*Fig. 6. The distribution of civil applications submitted to the NCA in the proportion of corporations*

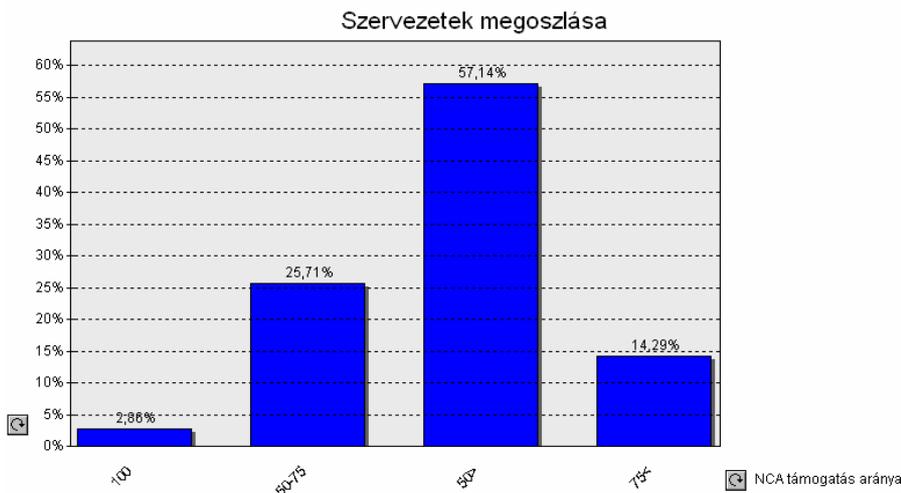


*Ssource: Our own research, 2007*

In addition to the 5% of applicants submitting their applications to the professional corporations, 23% of the replying organizations took part in the realization of NCA project as civil partners. It means that a successful professional application involves further four ones in the realization, as an average. However it is necessary to emphasize that the replying organizations create the active, operating segment of the civil sphere of the region.

On the basis of the aforementioned facts it is very interesting to study the proportion of support received from the NCA in the resources of the investigated organizations.

Fig. 7. The proportion of NCA supports as a function of the total sum of resources of the civil organizations

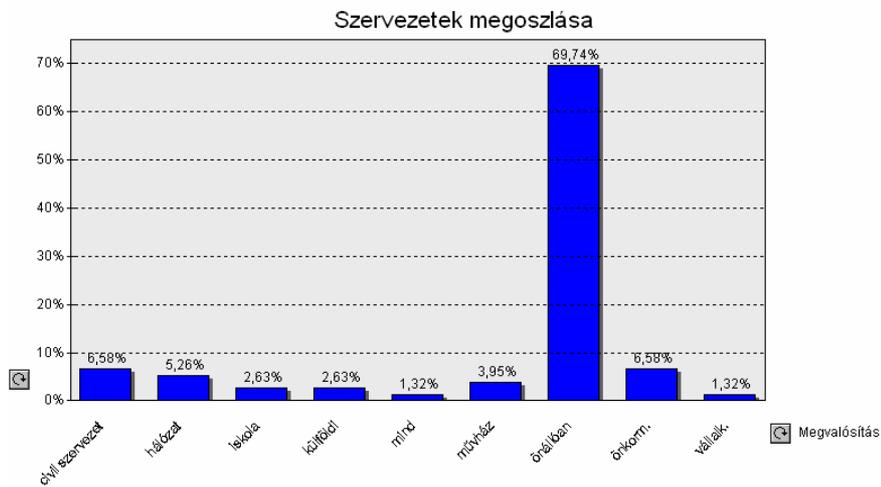


Source: Our own research, 2007

At more than the half of the replying organizations, the NCA supports take less than 50% of the supports – and these organizations are in majority. Each of the fourth organization utilizes the  $\frac{3}{4}$  part of the NCA resources. By summarizing the facts it can be stated that this proportion is growing at 40% of the organizations and there are some organizations which hope and can expect only this support. These data suggest that the NCA supports create a significant segment of the resources of civil organizations. However, it can indicate at the same time that there are a great number of organizations which do not look for other resources or do not involve them. It is evident that we have to show much more activity in this field.

### 5.3. Partnership

*Fig. 8. The distribution of projects supported by NCA among the partners; the proportion of the organizations realizing the projects*



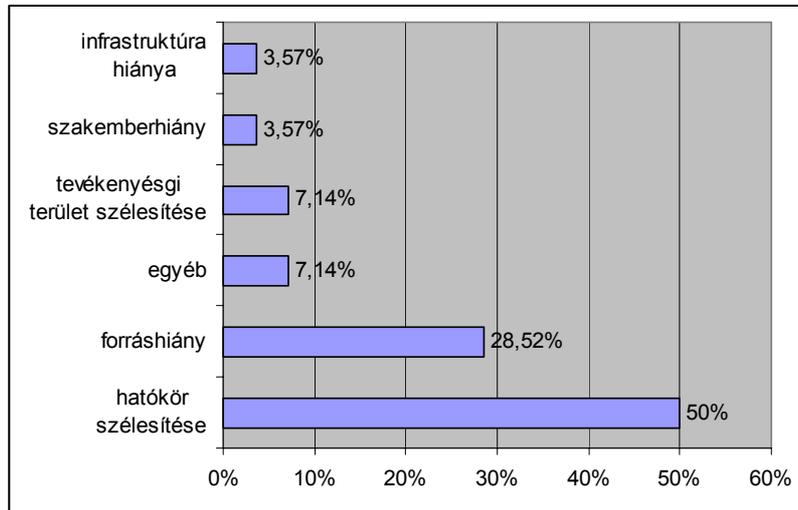
Source: Our own research, 2007

If we investigate the professional projects realized in our region, it can be seen that they have been realized by the civil organizations mainly individually. Generally, the self-governments and later the different networks and cultural organizations are involved into the realization of the projects besides the civil partners.

We have received the expected replies to our questions concerning the establishing the relationships. Naturally,  $\frac{3}{4}$  parts of the organizations establishes relationships with their co-operating partners personally completed first of all by a telephone-

communication. The communication by means of an Internet appears as well at about all the fifth organization and only a few of the organizations (4-5%) use the postal correspondence with their partners.

*Fig. 9. The extent of motives of civil co-operation as a function of the organizations realizing the project*



*Source: Our own research, 2007*

The establishment of a relationship can often be the series of random events but it is determined in a certain extent as well. The relationships of the civil organizations – similar to the relationships of the economic sphere – rely on the relationships of people participating in them and later they are organized along the common interests not excluding even the „luck” in the future. The agreement of interest is the point where the different interests can take place. In

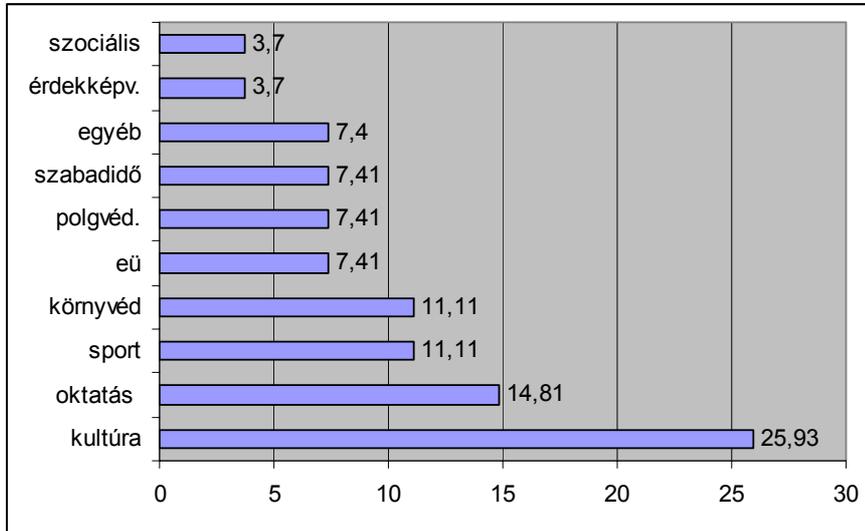
addition to the subjective impressions – as they can also interplay – we looked for determined reasons. In accordance with the aforementioned data, the organizations wanted to increase their fields of activity when they tried to cooperate with other organizations. A further very serious reason is the missing resources – they tried to treat it together with their partners for realizing the positive purposes. It is joyful that the missing funds do not dissuade the organizations from the realization of the project. In this case the altruism is very important as it is necessary to distribute the returns of projects applied in the partnership. Obviously, we have to develop our abilities in this field. The internal moral feelings and thoughts appear among the other motives that actuate the positive energy of civil organizations and encourage them for establishing relationships (though this positive energy often seems to be unexplainable). It is surprising for us that the lack of infrastructure and the lack of experts appear as motives in a less extent in establishing the partnership.

A successful project involves the possibility of the further different cooperation as well. It is a question however, if the organizations evaluate the project a successful one and if they can see the sense of establishing a relationship in the future. The replying civil organizations unanimously (96%) have declared that they maintain the relationship with their partners even after completing their projects. It means that they consider the cooperation with their partners such a result that is worth maintaining. It seems to be the secondary achievement of NCA.

It is obvious that the fields of activity of professional projects realized by the replying organizations by means of the NCA support partly cover the field of activity of the organizations.

#### 5. 4. Cooperation projects supported by NCA

Fig. 10. Distribution of the fields of realization of projects supported by NCA as a function of the organizations realizing the projects (%)



Sopurce: Our own research, 2007

Most of the projects realized in our region concern the culture and leisure time as well as the sport but a significant number of projects deal with the education and training too. At the same time it can be stated that more projects obtained NCA support in the field of sport and leisure time on a country-wide scale comparing to other resources, while the education obtained a moderate support and the culture was supported in a less extent. (See: *Kúti-Sebestyén, p. 71*)

By investigating the sphere of operation of the realized professional projects, it can be stated that the programs of the

majority of the projects (75%) concern fewer than 500 people, i.e. they can be considered small- or medium-size projects. ¼ part of the projects concern about 1000 people – it is the characteristic feature of the „large” projects in our region. The greater part of the costs (50-75%) of more than the half of the projects was covered by the NCA. This resource of support has an outstanding significance in the cooperation-projects realized in our region. However it is obvious as well that these civil organizations are able to collect further significant resources and the lack can be a motivation factor in 1/3 part of this activity.

*Fig. 11. The prevalence of the publication methods of projects as a function of the realizing organizations*



*Source: Our own research, 2007*

A significant number of the organizations (86%) realizing the projects supported by NCA have considered it

necessary to publish their results. The local TV-, radio-broadcasting and newspapers seemed to be the most favourable means for this purpose. However no one of the publications appeared in the country-wide media. Unfortunately this phenomenon can be observed in other regions as well. It can be explained by the extra-high costs and by some unconcern as well. The apathy can first of all be experienced from the part of the media but indirectly from the part of the society too as nowadays only the scandals have got a newsvalue. Recently only a few organizations utilize the possibilities of Internet. Our earlier survey demonstrated that in general one-third part of the organizations has got a homepage but they are not updated. The updating and maintenance of these homepages are a serious task in the future and this activity requires a professional capacity from the organizations. It would be necessary to publish the results of the civil organizations for the whole society. Otherwise 75% of the replying organizations enter upon a campaign for obtaining the 1% support – it is a good opportunity for the publication of their own activity and of the civil sphere as well. More and more calls for application are published that prescribe for the winners to publish the results and to indicate the supporters. This later task is the obligation of the organizations supported by the NCA as well. The National Civil Basic Program (NCA) becomes more and more well-known both by the 1% campaign and by the publications of the projects.

The replying organizations realizing the projects had to evaluate the success of their activities according to a scale divided into five degrees. The results of evaluations are between the degrees of 3 and 5. The majority of the organizations (84%) considered fully or almost fully successful their NCA projects and only 15% of them were moderately satisfied with their results. The fact that 95% of the organizations want to maintain the partnership in the future as well

can be considered a serious advantage and evidence of the success. Perhaps it is not surprising that 90% of the civil organizations achieve these results by means of volunteers and only 10% of the employees work in full- or part-time.

We can raise the following question almost automatically: Would these cooperation-projects have been realized without a support? Half of the replying organizations are uncertain, 37% of them definitely declare that they could not have realized their plans without the NCA support. Considering the number of volunteers, it can be concluded that the realization of the professional projects and the long-term cooperation depend significantly on the amount of the available resources and the NCA play a decisive role in it. Merely 11% of the replying civil organizations declare bravely that they would have been able to realize their projects without the support of NCA. It means that the applicants strongly rely on the resources of Civil Funds. These resources can easily be obtained for them. More than 60% of the replying organizations consider that this resource can be moderately obtained. Only 15% of them consider that these supports can be obtained easily, ¼ part of the applicants think that the NCA is a very difficult, complicated application system. Presumably the majority of this latter group belongs to those organizations which are not able to apply yet or have applied only for obtaining the operational costs. Without a doubt, the planning of a professional project, the involving of partners is not an easy task though it is expected from the civil organizations requiring the NCA support..

There are different opinions about the necessity of partnership. In this case, the scale was also distributed into five degrees and the votes appeared in each of the five degrees. 6% of the replying organizations think that the partnership is not important and

they can act safely only individually. This opinion has been expected by us in a less extent, its explanation is difficult. An experienced organization having a stable background can be irreceptive the same way as an organization operating on a local level and having a small sphere of operation. Most of the organizations (35%) indicated the degree No. 3 – it is a moderate, a bit uncertain standpoint concerning the necessity of partnership. It is interesting to note that the majority of organizations which have already realized projects in cooperation maintain their relationships in the future as well but it can be concluded that it is not easy to establish such a cooperation, the greatest part of the civil organizations is precautious in this field. 28% of the organizations have indicated the degree No. 4 and only 20% of them have declared that the partnership is entirely necessary and that they would realize the project in the future only in a partnership. More than  $\frac{3}{4}$  parts of the replying organizations plan the establishment of long-term cooperation – certainly the success of projects supported by the NCA have an encouraging influence on their standpoint.

## **6. Summary of the interviews made with the civil organizations**

In order to make our research work more accurate and exact, it seemed to be reasonable to call upon a certain part of the organizations participating in the survey to personal interviews. Our purpose was to clean the picture obtained on the basis of the statistical data so to take representative samples. By this our surveys have become richer in details and more authentic moreover we could study our data obtained in the course of the survey more thoroughly. Our research work has become more intensive and deeper and so our summarizing work has become more reliable.

For this reason, we tried to choose the non-profit systems for the reports such a way that both the well-known organizations having long traditions and operating effectively and the smaller, „closed” organizations, the young, career-oriented organizations as well as the corporations having long traditions but facing serious difficulties could participate in our survey. In addition, our aim was to represent widely the different fields of activity. Moreover the results of our previous research work (2005) and the changes occurring since then have been taken into consideration.

### **6.1. The general introduction of the organizations**

The greater part of the replying organizations had professional precedents before becoming civil organizations. Mainly they joined the non-profit sphere by voluntary self-organizations. On the one hand this type of legal form made it possible the

basic chance for these old organizations to maintain the purposes and ideas of their predecessors, on the other hand it ensured a lot of different methods for the operation in an organized framework. This legal form ensured a wide range of possibilities by obtaining the new types of supports (by submitting applications), by widening the margins and by the significance of the ability of issuing accounts that can ensure the applied professional work as well. Though the systems that had existed before they became „civil organizations” reported unanimously the difficulties of the conversion, they could adapt to the changed circumstances relatively soon and it influenced their professional work favourably. At the same time we have to mention that the replying organizations declared univocally that since 2006 the expected development has slowed down owing to financing and other reasons (e.g. the lack of the development of human resources).

The activity - age function shown in our study in 2005 (it demonstrates that a direct relationship cannot be found between the age and activity of the organizations) is also supported by our present survey with the addition that the financing possibilities increase as a function of the „aging” of an organization and the references and partner-relationships also increase – it is a significant advantage in the civil sphere. It can be stated that the activity and the enrichment are the common result of the proficiency in the „civil sphere”, the efficiency, the formal and informal relationships as well as the embracing of the widening ranges of activity. (The creative utilization of this latter possibility can open large perspectives and new resources – an outstanding example of it can mainly be seen at certain cultural organizations). These so called

„professional” organizations operate in a more harmonious way.

The earlier data according to which the „larger” civil organizations can be found in the cities (chief towns of a county, in the centre of the small regions) can also be backed up. However the organizations and foundations show a more and more intensive development.

The financing and the income possibilities of the associations and foundations depend on their ranges of activity, their social establishment (certain foundations whose range of activity covers a popular activity /e.g. sport or culture/ can find supporting contractors more easily than the less-known foundations), in addition the above possibilities depend on their system of relationship (the income of organizations performing the tasks of self-governments is relatively more uniform even in case if this income is not too high); on their range of public utility, on their capital to start with (it is difficult for them to move along the categories of support if the capital to start with is low), as well as on the availability of human resources.

The following problem arose concerning the income: it is more and more difficult to find sponsors owing to the situation of the contractors and the increasing number of the organizations. The offering of a barter-activity, exchange or advertisement are the characteristic features in this case.

No unanimous direct proportion can be found between the size of the organizations and their orientation, however the larger organizations have a greater application- and project orientation (as higher sums can also be obtained by the applications). The young organizations having trained and enthusiastic employees observe and utilize the different possibilities of writing applications in a greater extent. They mainly utilize the sums of NCA that can be gained for the

operational costs. It is a serious problem at the smaller organizations having a special range of activity (mainly sport- and cultural activities) that they are not involved in this supporting range of NCA as the conditions and means necessary for their operation are not in the sight of NCA. The condition-system of the other supports of NCA does not conform to their activity or it is too complicated to gain it.

Concerning the financing of the applications, the social and settlement-developing organizations are in a more favourable situation.

However the applications called for by the European Union appear among the perspectives of the organizations as a distant hope, as a dream. The main reasons of it are the inexperience and the lack of fund payable by the organization itself.

## **6.2. Infrastructure**

In general, it can be stated that the degree of infrastructural development does not correlate exactly with the largeness of the organizations. Though one of the basic conditions of the comprehensive operation is the utilization of the new possibilities of the society of information, in spite of it there are some examples for the mainly cultural organizations having a lot of members and a higher efficiency but their infrastructure is underdeveloped. They admit that it has become a serious preventing factor and their primary purpose is to develop the infrastructure.

However in general it can be stated that these organizations have at least one telephone-set, they haven't got enough cars for doing their job, they haven't got the suitable

number of computers (the special programs, scanners, printers, digital tools are missing), they use the Internet both for obtaining information and maintaining their relationships, they plan the operation of a website in the near future where it is missing (but we can find an example for the operation of a website in three foreign languages as well). According to the opinion of these organizations, mainly the financial difficulties are the reasons of the lack of suitable infrastructure and it can be eliminated within the framework of partnership.

### **6.3. The availability of human resources**

A significant number of North-Hungarian civil organizations employ voluntary manpower. Obviously, the organizations having a higher budget employ more members who can devote the greater part of their time and energy to the operation of the organization. Some of the organizations have emphasized that owing to the high expenses, they cannot employ the necessary number of specialists and this fact prevents their development, moreover the fluctuation is high as well and it prevents the professional work. Both the statistical data and the interviews show that the local civil sphere can employ only a small number of employees. Naturally, it prevents the professional job.

All of the organizations employ the specialists suitable for doing the special activities (either as an official employee or a volunteer) but there are not such members who have qualifications in the civil field (writing of applications, project-management). They consider that the services for writing the applications are too expensive therefore they train or would like to train a colleague suitable for doing such an activity from

their own members. They mentioned that the training courses of the different civil offices are very useful (a member having a high-degree EU qualification can rarely be found). However the tasks of observing, writing and following the applications consumes a long time of their work. It is considered, that the problem can be solved by increasing the human resources.

#### **6.4. Social acknowledgement, system of relationships**

In general, it can be stated that the majority of organizations consider the increase of their capital of relationships in order to ensure their secure operation and especially to develop their work. Therefore they have a comprehensive system of relationships and they strive for improving it in the future as well.

The organizations strive for establishing relationships with other civil organizations. Here two main systems can be observed. On the one hand there is a cooperation between the organizations having similar activities – though it is not suitable according to the opinion of most of the organizations. On the other hand a relationship is developing with organizations having different scopes of activity that complete the work of the given organization. Both systems have extra capacities for realizing larger projects, they give higher financing possibilities by gaining the mutual applications, by ensuring references and by developing the smaller organizations such a way that they will be involved in certain larger programs. (A good example for it can be seen in the field of environmental protection but certain cultural organizations can also establish fruitful cooperation). In addition the cooperation is very useful in the field of the common infrastructure (eliminating a deficiency, common utilization),

the advertisements (common website or the larger organizations ensure place for the smaller ones on their website), as well as in the field of program-organization and exchange of information. Sometimes it happens that an organization ensures a fitting-room for the other organization in exchange for the periodic „obligatory” cultural programs.

It can be concluded that there is an especially strong demand for this establishment of relationships between the organizations both in the field of obtaining the close professional and „civil competences” and in the field of the exchange of information, the common assistance and common applications. The unanimous opinion of the replying organization is that it is necessary to do a lot in this field and it is necessary to create the close cooperation within the civil society. (It is necessary to note that it caused a serious problem for example that though there was a partner but this partner did not have the same status legally and it prevented the cooperation significantly). The greater part of the North-Hungarian civil organizations has foreign relationships with other civil organizations – locally mainly with the Slovakian, Polish and German partners.

Here we have to mention the relationships with the local civil offices and centres – it creates a special path of the matrix of civil relationships. The associations unanimously consider the operation of civil offices useful – in spite of the arising periodical problems. The use of the infrastructure of the office and of the central information basis (library, special legal publications, program-lists, lists of the names and addresses of organizations as well as of the contact persons), the assistance in the basic operation of the organization and in writing applications, the training- and information courses give a basic help for the smaller and younger corporations, The

associations having long traditions and employing a lot of people do not need either infrastructural or professional help, they consider that the data- and reference basis of the civil organizations are very advantageous.

Another main direction of establishing relationships is the cooperation with the self-governments and with the public institutions. The data collected in 2005 demonstrating the fact that the civil organizations try to solve public- and self-governments' task – can be confirmed. These organizations are specialized mainly for social- and settlement-development activities. The associations performing the cultural tasks (individually or with partners) can cooperate e.g. by utilizing the applications of public education.

Most of the civil organizations have a relationship with the public institutions. The most frequent forms of this relationship are as follows: the public institution (school, institute of higher education, mayor's office, community centre) ensure the necessary place or room for the organization (e.g. a special room for a sport club), it gives the necessary infrastructure or completes this infrastructure (e.g. an art club utilizes the infrastructure of a museum). Moreover, these public institutions ensure the halls suitable for introducing these organizations (e.g. a dance group can organize programs on the stage of an education centre, an art club can use the gallery or web-portal of an institute of higher education) in addition they give professional support as well.

The third main direction of the social acknowledgement can be the establishing of relationships with the publicity and the inhabitants. It is a very favourable change comparing to our previous results of our research work is that the organizations try „to open the gates”, they try „to introduce themselves”. It is true that this behaviour cannot results in real achievements in

this field in general but they are more and more significant and the aim of these organizations is to become well-known not only from professional point of view. Though the greater part of organizations do not use the country-wide media because they are too expensive and they are not responsive to the local problems and events – they have a correct relationship with the local media (press, TV, radio broadcast) that call the attention of the inhabitants to the programs of the civil organizations. The larger associations use the special media as „umbrella-organizations” the smaller ones have some possibilities in this framework. Relatively few of them have individual homepage or publish publications (though there are some examples for publishing seasonal publications); the cultural organizations (e.g. a music foundation) for which these publications are not only the means but the purposes as well are the exceptions to it. The post-publication of the results of projects is not considered very important by most of these organizations (with the exception of meeting the criteria of public utilization) but the advertising of their programs is considered significant.

It is an unanimous standpoint that the social support of civil sector isn't still suitable; on the one hand it can be explained by the deficiencies of the market laws and on the other hand by the communication deficiencies of the civil organizations. Most of the replying organizations consider that their communication activity has to be developed (though it is too expensive). In this communication field, it is necessary to mention that – according to the declaration of the organizations - their knowledge of foreign languages and of information technology is satisfactory.

## **6.5. Perspectives**

In accordance with our previous research work it can be concluded that – in spite of the newly defined difficulties – the greater part of the foundations and organizations have a positive perspective. They have definite imaginations about their tasks in the future, about the elimination of deficiencies and they are able to see the necessary steps. They want to continue, nay develop and widen their activities. The organizations that are not application-oriented can also clearly see that they have to develop in this field. However, the non-profit organizations of the smaller settlements and villages strive for the survival and some of them declared that „it is a serious achievement that they exist somehow”.

Some special problems can also arise: The smaller clubs think that they will not be able to continue their activities owing to the strict conditions of applications and they consider that the only solution of the problem is to gain the supports over the framework of applications. A lot of organizations consider that the accounting of the gained sum is extraordinary complicated but they understand its necessity. The question of post-financing seems to be also problematic because it is not a lucky solution for the organizations having a low budget. The part- support seems to be impossible though it could give a serious help.

The characteristic element of the perspectives of organizations that they urge the establishment of the aforementioned partnership, the improvement of the communication of civil sphere and the realization of their interests.

Moreover, the local representatives of civil sphere are optimistic, as the manager of one of the organizations declared: „the key of development is the continuous striving for the acclimatization”.

## Conclusions

In the course of our research work we investigated the civil organizations of the North-Hungarian region with a special attention to those organizations that realized their projects in a partnership, in cooperation with other organizations.

It can be supposed that the civil activity is very significant and it has been proven by our research work. Following the country-wide tendency, the number of legally registered organizations has increased in our region as well since the changing of our social system. On the basis of our earlier experiences, the predominant majority of the organizations extends their activity to more settlements but they rarely exceed the range of operation of the given county. It shows that we go forward the regionality only step by step. Most of the organizations have aimed at the performing of public tasks that is especially advantageous from the point of view of NCA as they can apply for a support for realizing the professional projects besides their operation as well.

The fields of activity of the investigated organizations are connected „classically” with the culture, sport and leisure time but the number of civil organizations dealing with tourism and landscaping is growing too.

What the system of relationships of the organizations is concerned, it can be stated that 86% of our Aim-group are the member of a kind of civil organizations. The majority of them is the member of a county network and takes part in a civil forum. However when we investigate these organizations according to the individual counties, we can conclude that the county-wide cooperation exists only in BAZ county. In Heves county the

cooperation mainly dominates on a settlement-level besides the CEF. In Nógrád county the relationships are established on a small-regional level. It is interesting to note that in the two smaller counties of these three ones, more organizations have established country-wide relationships. Regional cooperation does not exist yet

What the routine activity of writing applications is concerned, it can be stated that the majority of the organizations tried to obtain resources in this way in the last three years. The situation seems to be very promising considering the successes too. Most of the applicants obtained support at least once but some of them obtained it many times in the last years. However it is true that we investigated those organizations which belong to the more active segment, the results are worse when the whole region is investigated. However the organizations which are continuously trying to obtain support are successful.

On the basis of the investigation results of the applications submitted to the associations of National Civil Basic Program, it can be concluded that the greatest number of applicants applied for support only for the operation of the organization. Only a few applications were submitted to the professional associations in our region but each of the fifth applicants joined the NCA project as a partner. It means that the NCA supports take the half of the income of resources and this proportion is even higher at the other organizations. These data suggest that the NCA supports create a significant segment of the resources of civil organizations. Conversely these data show as well that a significant number of organizations can find or involve other resources in a less extent. We have to increase our activity in this field.

If we investigate the NCA professional projects realized in our region, it is remarkable that most of them were realized individually by the civil organizations. Classically, the self-governments and later the different networks and cultural institutions have been involved most frequently in the projects in addition to the civil partners. It is an interesting experience that the most frequent motive of the cooperation was the expansion of the range of operation and the elimination of the missing resources stands only in the second place. The replying civil organizations unanimously declared that they maintain the relationship with their partners even after completing their projects as most of them considered that their projects were successful. It means that they think that the cooperation with their partners is one of the keys of success of the common projects therefore it is worth maintaining. It can be considered the secondary result of NCA.

The organizations realizing the projects supported by the NCA considered it necessary to publish their results. The local TV- and radio-broadcasts as well as the local newspapers seemed to be the most obvious means for this purpose. However no one of the investigated organizations published the results in the country-wide media. So the civil activity appears only in a narrower social sphere. However, it would be very important to demonstrate that these results were mainly obtained by means of volunteers by the civil organizations

Half of the replying organizations are uncertain, 37% of them are sure that they couldn't have realized their plans without the NCA support. As a consequence, - by considering the number of volunteers – the realization of professional projects and long-term cooperation strongly depend on the available resources and the NCA plays one of the most significant roles in it. Merely 11% of the civil

organizations declare bravely that they could have realized their projects without the NCA support. It means that the applicants strongly rely on the NCA resources. These resources can easily be obtained by them. Otherwise more than 60% of the replying organizations declare that this resource can be obtained in a moderate way. Only 15% of them think that these supports can easily be obtained and ¼ part of them consider that the NCA is a difficult, complicated application system. Presumably the majority of this latter group belongs to the organizations which are not able to submit applications yet or they apply only for the operational costs. Obviously, it is not easy to plan the professional projects and to involve the partners though it is expected from the civil organizations requiring the supports of NCA.

There are different opinions about the necessity of partnership. Surprisingly the minority of the organizations think that the partnership is not important at all and they want to act individually. 1/3 part of the organizations is uncertain concerning the necessity of partnership. It is interesting to note that the majority of organizations which have already realized their projects in a partnership intend to maintain their relationships even in the future but it is not easy to establish such a cooperation, the significant part of the organizations is very precautionous in this field. However, the majority of the replying organizations are planning the formation of the long-term cooperation – it is encouraged by the success of the projects and the support itself.

So we can definitely declare that

**WE ARE ABLE TO OPERATE TOGETHER!**

## ÁBRÁK SZÖVEGE

1. **ábra:** Szervezetek megoszlása – Distribution of the organizations

Kistérség - small region

Megye - County

Országos - Country-wide

Régió - Region

Település - Settlement

Település-csoport - Group of settlements

Működési szint - Operational level

2. **ábra**

Szervezetek megoszlása – Distribution of the organizations

Érintettek száma – Number of concerned people

3. **ábra:** Szervezetek megoszlása – Distribution of the organizations

Ernyőszerv – „Umbrella” organization

Egyéb - Others

Érdekképviselő – Representatives of Interest

Eü. - Health

Környvédő – Environmental protection

Közbizt. – Public safety  
Kultúra - Cultural  
Kutatás - Research  
Oktatás  
Polg.véd. – Civil defence  
Sport - Sport  
Szabadidő – Leisure time  
Szociális - Social  
Településfejl. – Settlement-development  
Tevékenység – Activity

4. ábra: Szervezetek megoszlása: Distribution of the organizations

cef  
kistérs. – Small region  
Megyei háló – County network  
Nem tag – Non-member  
Országos – Country-wide  
Települési - Settlement  
Tagság - Membership  
Megye – County

5. ábra: -

6. ábra: Szervezetek megoszlása: Distribution of the organizations

NCA kollégiumhoz beadott pály. – Applications submitted to the NCA association  
Reg. – Regional  
Önszerv – Self-organization

Szolg. – Services  
Nemzetk. – International

7. ábra: Szervezetek megoszlása – Distribution of the organizations  
NCA támogatás aránya – Proportion of NCA support
8. ábra: Szervezetek megoszlása – Distribution of the organizations  
Civil szervezet – Civil organization  
Hálózat - Network  
Iskola - School  
Külföldi - Foreign  
Mind. - All  
Műv.ház – Community centre  
Önállóan - Individually  
Önkorm. – Self-government  
Vállalk. - Contractor  
Megvalósítás – Realization
9. ábra: Infrastruktúra hiánya – Lack of infrastructure  
Szakemberhiány – Lack of experts  
Tevékenységi terület szélesítése – Widening of the field of activity  
Egyéb – Others  
Forráshiány – Lack of resources  
Hatókör szélesítése – Widening of the sphere of operation
10. ábra: Szociális – Social  
Érdekképv. – Representatives of the interests

Egyéb – Others  
Szabadidő – Leisure time  
Polg.véd. – Civil defence  
Eü. – Public health  
Környvéd. – Environmental protection  
Sport - Sport  
Oktatás - Education  
Kultúra – Culture

11. ábra: Szervezetek megoszlása – Distribution of the organizations

Közzététel – Publication  
TV, rádió – TV, radio broadcast  
Helyi újság – Local newspaper  
Konferencia - Conference  
Szórólap – Throw-away  
Nem - No  
Internet - Internet