Article

Management and development of the human resource of Non-governmental organizations (NGOs) in Greece: Utopia or reality?

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The presence of Civil Society in Greece is lean even though the cultivation of the values of social solidarity and volunteerism they are notably developed. It is necessary to avoid jeopardizing the main traits of Civil Society, which are independence, diversity and their effectiveness. According to professor D. Dimitrakos, the Civil Society is the intermediary space between the state and citizen, the retainer in the state and at the same time a space of free participation in a social and political entity. The citizen relies on this in order to perform his rights and on the other hand the society of citizens assists the state, provided that this functions within a frame of consensus. The Civil Society is a result of Western political philosophy and assisted in the abolition of slavery, in the emergence of the role of women, in formation of syndicalism, in the protection of people with disabilities and others. In the modern period, the term was first used by the philosophers Marx, Engels and Gramsci, in order to denote the private sphere of activity of individuals in the frame of society, contrary to the state’s sphere of activities. Surveys demonstrate that 30% of Europeans declare that they are willing to undertake voluntary action. Worldwide, there are around 19 millions workers in NGOs and countless volunteers. The human personnel comprise permanent personnel, circumstantial partners and volunteers. Citizens and especially those that have expertise in the areas they operate in, are eligible to become members of NGOs, in order to help promote their goals. In the globalized reality, which leads to increased competitiveness, proper management of human resources is particularly important for all the executives of NGOs. In this proposal we will try to show how NGOs can manage and develop their human potential.

Key words: Non-Governmental Organization, human resource management, civil society, volunteer, volunteering.

INTRODUCTION

Civil society organisations have surfaced as strategically important participants in the search for a “middle way” between sole reliance on the market and sole reliance on the state that now seems to be increasingly underway.

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Salamon and Ahheier (1997) Defining the Non-Profit Sector: A Cross – National Analysis. 2011 was proclaimed as the "European Year of Volunteerism ", which marks a special time for volunteerism and valorises each active citizen - volunteer.

Nevertheless, we should not confine ourselves only to anniversary events, which on the one hand mainly remind us what we have not done and on the other hand do not solve the problems. The concept of Civil Society (hereafter CS) has its roots in Aristotle, who had named it "civil society" and in the Thucydides, who regarded every citizen, who is not involved with public matters, as incurious and useless for a society. The term "Civil Society" has invaded our vocabulary during the last period and attributes the foreign term "civil society". It refers to teams and the organised groups that influence and shape the public opinion.

In the biggest search engine in the world, Google, for the term "Civil Society" we find 39.400.000 results, 1.870.000 results for "Volunteerism", 30.100.000 results for "NGO" and hardly 1.970.000 results for the combination of "human potential in the NGOs" (according to data from 5/8/2014). Indeed, in the last category also fall a multitude of other relative findings. This was also the reason why we decided to highlight the importance and the role of the human factor in NGO.

More specifically, in this proposal we will try to show how Non-Governmental Organisations (hereafter NGO) have the ability to attract, evaluate, manage and develop their human potential (volunteers, workers, circumstantial workers).

LITERATURE REVIEW

Civil society

According to Gellner (1996), "the CS is a sum of various Non Governmental Institutions, strong enough to counterbalance the state and, while not preventing it from fulfilling its role as guarantor of peace and arbitrator between major interests, prevent it from dominating and annihilating the rest of Society". Moyzelis considers that there is no specific definition, but this depends on the theoretical controversy and the framework in which the CS theory is developed, which is the opposite of the state. It constitutes the intermediary layer between rulers and ruled; it is the intermediary space of market and state and also the intermediary solution between social democracy and neoliberalism (Makridimitris, 2003).

The basic dimension of CS is the freedom of citizens' expression, the possibility of their participation in public matters, volunteerism, economic and political independence from state policies, finally enabling citizens to promote their claims on the central political stage (Makridimitris, 2003). CS develops in parallel with the operation of the state and the private sector. It covers the area that remains open between these two polar extremes. This space is not sufficiently covered by other institutions of the social and economic activity, particularly in a way that the demands of institutions have been designed to promote their proposals on both ends of the spectrum. CS provides citizens with the possibility of promoting their claims on the central political stage (Zachopoulos, 2004). The institutions of CS develop their activities due to the decline of the state as a key supply factor of social goods. The NGOs are reinforced by the decline of social movements and the increasing globalisation, which contributes to reduce the size of the national state (Simitis, 2000).

The highly important and continuously increasing role played by the CS in recent years is recognized in the Treaty of Lisbon as well (Unified Attribution of the Treaty on the EU's Functioning), which in article 300 "The Union's Advisory Bodies" reports that «1. The European Parliament, the Council and the Commission shall be assisted by the Economic and Social Committee and the Committee of the Regions, exercising advisory duties. 2. The Economic and Social Committee is composed from representatives of organisations of employers, lessees and other representative institutions of civil society, especially in the socio-economic, civic, professional and cultural domain". In article 15, in § 1 it is reported that "In order to promote the virtuous governing and ensuring the participation of Civil Society, the institutional and remaining bodies and the organizations of the Union conduct their work as openly as possible" (http://eur-lex.europa.eu/JOHtml.do?uri=OJ:C:2007:306:SOM:EL:H TML; Papadimitriou, 2003).

The European Committee published in 25/07/2001 the White Bible on European Governance, which reports that « The CS plays an important role in giving voice to the concerns of citizens and delivering services that meet people's needs. [...] CS increasingly sees Europe as the ideal platform to change political orientations and society. [...] This is an opportunity to engage citizens more actively in achieving the Union's objectives and to offer them a structured frame for feedback, criticism and protest». In 18/1/2000, the Committee issued the discussion paper "the Committee and the Non Governmental Organizations: building a stronger partnership" [COM (2000)11] (Doukakis et al., 2000).

The Greek Constitution of 1975/1986/2011/2008 does not make any specific reference to the CS, with the exception of an indirect reference to article 82, §3 where it mentions concerning the Economic and Social Committee «**3. Matters pertaining to the establishment, operation and responsibilities of the Economic and Social Committee, whose task is to conduct a social dialogue for the general policy of the Country and in particular for the directions of economic and social policy, as well as the formulation of the opinion on bills and law proposals referred to it».

Non-Governmental Organizations

As NGOs [in English Non - Governmental Organisations
(NGOs), the term was initially used in article 71 of the Constitutive Charter of United Nations] defined the organisations that are private and maintain their institutional autonomy before the state. They have institutional entity, the profits are distributed only for their purposes, define their rules of operation and represent their social groups, that they are active voluntarily (Roukounas, 2005; Simitis, 2000). They constitute non-profit unions, of an optional character, which possess a formal or institutional entity. They are independent, particularly from governmental and other public authorities1 and from political parties or commercial organisations and they are non-profit organisations, according to the working document of the European Commission (2000). The main concern of NGOs owes to be, not only what they will acquire from the state (perhaps this is the least), but what they offer to the community. It is the domain of the autonomous social action between in the state and the citizen, between the public and financial – business sphere (Makridimitris, 2003; I.ST.A.ME, 2006; Roukounas, 2005; Simitis, 2000). These institutions often bring together large part of the common sense. The clustering and its support concern specific issues and it cannot be translated into a wider political power. The state owes to contribute to the transparency of these organisations and their independence from political institutions and to increase the quality of extra-parliamentary control of governmental, among others, decision making (Giannis, 2004). There is a tendency to include any non-State team in these organisations, of course excluding revolutionary and terrorist groups, as well as political parties. Although we do not know precisely how many organisations are active in this area, we estimate that there are approximately 37,000 of such organisations, most of which were founded in the 1990s. Articles in major newspapers mentioned the figure 1,000,000 both in America and in France (Roukounas, 2005). Their essential power is drawn from both the growth that they present in the developing countries, and the role they play (Sklias, 2004).

The goals of NGOs vary, depending on the area in which they operate. In order to achieve their goals they use various means, such as lobbying for the full implementation of the national and international provisions, the benefit of consulting services and other. Citizens and especially those that have expertise in the areas they operate in are eligible to become members of NGOs, in order to help promote their goals (Sklias and Chouliaras, 2000).

Volunteerism

The voluntary provision of services depends on the free will of the volunteer. The voluntary activity owes to serve the interests of society as a whole. Voluntary activity can not harm the society as a whole, even if it serves the interests of a particular social group (Apostolidis, 2002). Volunteerism is constituted by citizens, who on every occasion, confirm that for many people, volunteerism is a noble idea, a lifestyle, a way of thinking, which we all recognize and comprehend that it constitutes an imperative need of our society. It is impossible to tackle major current social needs or cultural challenges without the participation of citizens, and the practical expression of our social solidarity. The volunteer is always present, active, ready to give all of himself without consideration, without reward. The volunteer devotes time, effort, mental powers and, on several occasions, money, in order for some charitable purpose to be achieved. However there are cases in which for a lot of members of our society, this offer is not recognized. Sometimes it is not understood or is treated with distrust or even with bad faith. In these cases, the sceptics mention various incentives, such as political vanity, indirect economic benefit, wasteful consumption of valuable time and others (http://www.ngofederation.gr/EL6.htm).

THE ROLE OF THE EU IN VOLUNTEERISM

Over the last few years, it has been intensely observed that recruitment websites are filled with adverts for volunteerism in NGOs, a fact that is emphasized by Orgianelis when he mentioned that "ultimately, it is very likely, that we will all pretty much end up volunteers" (http://storybox.gr/index.php/story/371-o-k-nikos). In this context the program of the European Voluntary Service has been created, which provides the possibility to young people aged 18 to 25, to travel abroad and become members of a Non-Profit Organisation, in order to gain experience (http://www.neagenia.gr/frontoffice/popup.asp?cpage=US&text=136&cnode=47). The program is titled "Looking for a job? Are you uncertain about your prospects? Are you seeking new experiences? Come, be a European volunteer! ". 2 The criticism that has been raised against the program reports that volunteerism under the prospect of it being organised by the EU, is directly linked to the functioning of capitalism and, in essence, does not ensure the gaining of knowledge, skills and experiences, but it works to the benefit of the dominant class (http://www.rizospastis.gr/story.do?id=5 ...
THE MANAGEMENT AND DEVELOPMENT OF NGOs

HRM (Papalexandri and Bourantas, 2002) occurs in every organisation and aims to design and implement all activities relating to the management of its human potential. The organisations consider human potential as the most valuable “asset” and therefore the managerial executives devote most of their daily work time on its management. Analyzing the definition we observe that:

1. **human resources**, refer to the talent of each employee,
2. **management**, is a concept based on a series of strategic and operational actions,
3. **resources**, are the machinery and the facilities,
4. **strategic actions**, have a direct effect on employees for the achievement of business goals and finally
5. **operational actions**, have long-term outcomes.

The human resources of NGOs, as in every other organisation, are the living potential which transforms a lifeless mechanism into a living one. Its significance is huge because without the action of the human resources of NGOs, the results would be minimal. The main weakness of NGO workers is low professionalism, the lack of know-how, the lack of appropriate methodologies and tools. It is necessary for the personnel of these organisations to acquire professional perception and consciousness. In the NGOs, proper management of human potential constitutes the competitive advantage for those organisations.

The management in NGOs

Regardless of their object, NGOs are distinguished by their legal stature, their internal organisation, their audience and the means they choose to frame their action. This diversity is a consequence of the history of organisations (Deligiannis, 2007). The organisation is a set of consciously coordinated activities of a group of people that, on the basis of communication, are trying to achieve a purpose (Bourantas, 2002). The NGO is, according to the above definition, a typical organisation. Its leadership ought to deal with the organisational diagrams, the job descriptions, innovation, the performance of organisations, the culture of the organisation and finally the drafting of time tables (Bourantas, 2002). NGOs are characterized by their small size, with flexible and non-fixed organisational structures, they operate in a democratic manner and they are participatory organisations. Because of these characteristics, there is better bidirectional communication. Finally, they accept exterior control, mainly from their funders. NGOs are divided into those that have a purely voluntary base, the ones with more professional structure, and the big ones with bureaucratic structures (annex 1) (Kotsioni, 2006; I.ST.A.ME, 2006; Stravoskoufis, 2006).

Generally on the personnel of NGOs

The NGO sector employs, worldwide, approximately 19 million workers, not including volunteers. A Eurobarometer survey (February 2007) on “European social reality” revealed that 30% of European citizens declare that they are willing to participate in voluntary action. In a similar research carried out by the Johns Hopkins University (conducted in 37 countries) full-time volunteers are estimated to about 140 million people. In a pan-European survey (2001) 2/3 of Greeks declared that they are not participating in any organisation or association and the greater involvement is observed in athletic associations. Nevertheless, we should not forget that in the Olympic Games 2004, the number of volunteers reached 45,000 [from web pages http://www.report24.gr/htm, www.cafebabel.co.uk/article/27518, http://www.abc.net.htm and http://www.worldspi.org/ngos].

Citizens and especially those that have expertise in the areas they operate in, are eligible to become members of NGOs, in order to help promote their goals. In Greece, we can calculate that in the NGO sector, the active members belong to these particular institutions, professional executives (mainly young, academic institution graduates – social faculties), the unemployed, volunteers (young people who imagine that this activity constitutes the pre-labor market) and finally, a lot of jobs are created and maintained by the turnover created by NGOs (Sklias, 2008).

The 32,000 NGOs operating in Greece have the ability to mobilize citizens who contribute to the development strategy, both locally and nationally (Sklias, 2008). More precisely, it is estimated that in Greek NGOs:

1. 30,000 citizens – members of the Board and General Assembly, Working Groups,
2. 70,000 citizens as active members,
3. 8,000 professional executives, especially young people, social sciences graduates, i.e. areas where particularly high rates of unemployment are observed,
4. 12,000 citizens, actively participate in the NGOs, but they perceive their activation as a vestibule for the job market and finally
5. 15,000 jobs are created and maintained in the turnover

1According to an article by Al. Matsi (Eleftherotypia, 15/02/2011), 528 NGOs are registered with the Hellenic International Developmental Cooperation Department of the Ministry of Foreign Affairs, http://s.enet.gr/resources/article-files/c150211p017__2.pdf.


According to research (Polyzoidis, 2006), men are the ones who mostly occupy senior positions in NGOs (66%) on the total number, at the same time there is no difference in the rates of both sexes who participate in these (although it is women who participate more actively in the NGOs). From the leading executives of NGOs 8% have a postgraduate degree, 57% are graduates of Higher Educational Institutes (HIE), 6% of Technological Educational Institutes, 8% of post-secondary education, 11% of lyceum graduates, 5% of high school graduates and finally 5% of primary school. From the above we conclude that holders of a postgraduate degree have the best chances of assuming a managerial position at an NGO. With regard to their professional status, almost half are civil servants, followed by pensioners, self-employed, domestically occupied and finally the remaining occupations. From this data we can conclude that one should have a guaranteed professional position and work in order to deal with NGOs. Regarding the wage issue, there are only few who have one and this concerns their participation in the Board. Finally, leading positions of NGOs are dominated by citizens over 55 years old, followed by the age groups of 26 –55 and finally young people under 25.

According to research by the Social Barometer ASBI, October 2010, (published in. Marketing and Management), Greeks ought to develop the notion of participation in an NGO. The distancing of citizens from volunteerism and NGOs is recorded for another year at very high levels (84%). More than 80% of citizens report that they have no contact with these organisations, while the contact that the rest have is mostly limited to economic assistance and purchasing their printed materials. This is due to the inability of such organisations to present their work and to create strong contact mechanisms with society, to the lack of free personal time and finally to the lack of financial transparency and reliability of such organisations (http://www.epistimonikomarketing.gr/article_show.php?article_id=4786).

In another survey (Korobilias and Syrakoulis, 2006), which was conducted in the Region of Thessaly, we observe that 25% of NGOs which are active there, employ permanent personnel and 73% are based on voluntary action. Most of the workers are occupied in subjects of culture and recreation, health and social services.

For the widest possible participation of volunteers in NGOs, article 15, N. 2731/1999 has been voted, "Voluntary participation motives in NGO programs" it indicates characteristically that "1. With the decision of the Minister of National Education and Religious Affairs, that is issued and after following the opinion of higher education institutions, exam pattern issues are regulated for students or students in higher education who are members of NGOs, registered in the Special Registry and participate voluntarily in emergency humanitarian assistance missions that coincide with a period of testing. By a similar decision, the terms and the conditions are determined for the inclusion of participation time in the mission in the time provided for the internship, provided that it is connected with the content and the scope of their expertise. 2. After the proposal of Y.D.A.S., E.D.O.S. grants honorary distinctions to people who are NGO members, to NGOs, to sponsors of NGOs in recognition of successful efforts and as enhancing social awareness and the voluntary contribution spirit as well" (http://www.fundsforngos.org/human-resource-management-2/human-resource-management-ngos/). Of course a Law has not been voted that protects both the volunteers and the NGOs from audits of state bodies (Labour Inspection, Manpower Employment Organization (MEO) etc).

The selection and recruitment of the personnel of NGOs

The human resources management in the NGOs aims to transform the small and medium sized NGOs into ones, able to function, to complete their design, to develop their human resources, to evaluate their personnel, to shape effective management systems, and to formulate long-term plans and development policies. In the NGOs, selection and recruitment of human resources depends largely on the availability of projects in progress and their budget as well. The recruitment of volunteer – employees may come either through internal or external selection sources. In any case, it is necessary to clarify that the selection policy of human resources depends on the procedures followed by each NGO. There must be a selection interview of personnel, working conditions should be stipulated, as well as staff qualifications and others. Finally, it goes without saying that the selection and recruitment process of human resources of NGOs is independent of all sorts of racist views (the selection can not be effected according to the sex, colour, age and others) (http://www.fundsforngos.org/human-resource-management-2/human-resource-management-ngos).

The evaluation of human resources of NGOs

Participants in the NGOs shall be evaluated. The performance evaluation examines both their working outcomes and their behaviour. Their working efficiency must be assessed annually and, at the same time, on a monthly performance evaluation program. Depending on the scope of work and the type of relationship they have with the NGO, it is necessary that the form of assessment should be formatted as well. The latter should include,
among others, the overall employees’ performance, their knowledge on the subject, if they can participate in teamwork and in potential areas of improvement. Namely, the method of Performance Management should be utilized, in order to have a complete performance picture. Evaluation criteria could include the employees’ skills improvement, the executives mobilisation for fundraising, the results that any action can bring, the received activities and finally the time period in which these are performed (http://www.fundsforngos.org/human-resource-management-2/human-resource-management-important-ngos/).

**The training and development of employees in NGOs**

A series of actions needs to be done for the creation of a complete training program and the development of voluntary organisation executives (paid staff, members of Boards and volunteers), such as the diagnosis and the evaluation of training needs in voluntary organisations, the systematic training and the development of human resources of NGOs, the introduction of new concepts, the scientific research promotion and research implementation and the collaboration with special practitioners and members of Teaching and Research Staff (TRS) of HIE and Educational Personnel (EP) of TEI. NGOs should formulate specialised programs for the management of social problems and health issues, and the management of social problems. Generally, it is possible to promote the scientific and research papers for the upgrading of the operation of the NGO, the promotion of values and principles of volunteerism, the further development of the organised structure of volunteerism, the strengthening of the skills and abilities of participants, the creation of suitable infrastructures for the continuous evaluation of the action and contribution of the third sector in constant upgrading and its intervention in the social objectives of state through educational programs (http://www.volunteerism-c.org.cy/publications/ANNUAL_REPORT_2007.pdf).

**The motivation of executives of NGOs**

The majority of citizens do not wish to participate in NGOs because there is no culture of volunteerism and participation in these. Young people wish to participate in an NGO because they believe that in this way they will gain additional knowledge, diversified experiences, professional skills, professional experience, with a view to enrich their CV. This way they will gain skills and confidence with a view to promote their integration into the job market. The acquisition of new experiences, citizen activation, the acquaintance with other individuals, the creative use of free time, the acquisition of skills and self-knowledge, professional experience and then acquaintances and experiences towards job security and trips are incentives for the participation of citizens in NGOs [VPRC Institute, research "the Guiding in Greece", May 2002, http://www.vprc.gr/projshow.php?id=424].

**Syndicalism in the field of NGOs**

The last period, employees in many NGOs are experiencing the same insecurity regime (remuneration reduction and facing dismissal) as employees in the public and mainly in the private sector do. Therefore the recommendation of the worker’s trade-union was deemed necessary, leading to the creation of the Executive Board of the Union of Workers in the NGO sector (SVEMKO) to defend and promote the interests of the workers in the NGOs, the improvement of working conditions and the support of trade-union freedoms. Syndicalism is essential, because many times voluntary participation in the NGOs prevents us from distinguishing the objective dimension of problems between employers and employees, such as, non-payment of revenue stamps, official salaries, the non-payment of overtime hours and the non-payment of insurance to volunteers – employees (http://svemko.espi®blogs.net/).

**Volunteering in time of crisis**

The 5th of December is the International Day of Volunteerism for the Economic and Social Development. The United Nations (UN) has dedicated this day to the volunteers and their action ever since 1985. It is a symbolic celebration which has received considerable attention due to the economic recession and the collapse of social structures. In a time like this, volunteerism constitutes a need of the times and the UN pays homage to volunteers (Bourkos, 2013; http://ecozhn.com/2012/12/05/-%CE%B4%CE%B5%CE%BA%CE%B5%CE%BC%CE% B2%CF%81%CE%AF%CE%BF%CF%85-%CF%80%CE%B1%CE%B3%CE%BA%CF%8C%CF% 83%CE%BC%CE%B9%CE%B1-%CE%B7%CE%BC%CE%AD%CF%81%CE%B1-%CE%B5%CE%B8%CE%BF%CE% BD%CF%84%CE%B9/).

According to Nick Orgianelis, program manager of volunteerism in the Infirmary of Chronic Diseases of Thessaloniki "Saint Panteleimon", "over the last three or four years the world has had plenty of its own problems to solve and, thereby, volunteerism comes second to third in priority … There were always two categories. The first was the pensioners, the veterans of work, who had a lot of free time, with nothing to do anymore … The second and very important category is the young. Filled with visions, ideas, enthusiasm, they constitute the core of
volunteerism. This happens because pretty much they still rely on their parents financially, they have time and they are looking to find themselves, their place in the society, the position of other members, they are puzzled... Some of them feel less overwhelmed with such an activity, so they enjoy this situation and do nothing about it. But even those who do not come back, they contribute in their own way. Everything is legitimate here (http://storybox.gr/index.php/story/371-o-k-nikos-organielis-mila-gia-ton-ethelontismo).

Conclusion

In order to improve and develop the human resources of NGOs it is necessary to have structures in place in order to suitably attract, continually educate and retrain human resources, cooperate with various networks, configure specialised educational programs, exploit the community service institution in programs of NGOs and participate in international meetings and seminars to exchange experiences, knowledge and best practices. In addition, modern practices of good governance should be applied, and the systematic and effective inclusion of women in the decision-making process as well (annex 2).

Each NGO should plan human resources in the long run (for example three to five years) in order to be able to implement programs and to provide the necessary support services. The Board of each NGO is necessary to modulate the operations exercised by its executives. Depending on the object of function of NGO (i.e. target audience) the principles of diversity and equality should be respected in the context of the selection of human resources. This means that a training plan, training and human resources development should be configured for who, where, how and when to take responsibilities (Noe et al, 2009).

In addition, the working conditions in the NGOs should be known, according to the employment policy of the country, for instance, the remuneration (if any), the promotion and the career potential of the participants, the compliance with the Behavioural Code, the hygiene and the safety in the context of their work, the job description, the configuration of an integrated performance management system, the policy making of changes of the service status of workers and finally an integrated financial plan for its proper operation (Papalexandri and Bourantas, 2002).

EPILOGUE

From the study of the subject and the discussion with volunteers and citizens who participate actively in the CS, in relation to the management and the development of human resources in the field, we observe that the fixed-term contracts and unpaid, otherwise "voluntary" work through which working experience is acquired, prevail largely. Employees do not feel safe in their workplace and they do not have any certainty in their remunerations. Flexicurity prevails, namely, in the field of NGOs as well. On the other hand the work experience gained in NGOs is considered as background, as previous experience is required in order to switch to a better position. To enable the CS and its institutions to achieve their goals, they should acquire stable funding and therefore a specific organisational chart. It is necessary to have an incessantly stable workforce on its employment and provide satisfactory wages, in order to maintain solid relations with society, so that services would be proportional to the situation and the circumstances. The human personnel management of NGOs owes to deal with its education and its interconnection to the job market⁵ (http://rizospastes.blogspot.com/2008/06/blog-post.html).

Human personnel, the human resources constitute the most valuable asset of NGOs, because under the current circumstances of strong competition, its people are the factors that help an organisation to become distinguished. The qualifications and the availability of workers, their enthusiasm, the satisfaction they derive from their work, the sense of their fair treatment and their participation in common goals, shape and influence the productivity of the organisation, its reputation and image and finally secure its survival.

The human factor and his exploitation ought to become one of the main criteria for the inclusion of an NGO in the national registry. The work safety they provide to their employees and their beneficiaries, should be assessed as well, the role played by volunteers and how to deal with the last of the organisations. Whether they consider them expendable or they try to develop them, this is necessary to be assessed, to recognize their contribution and to integrate the volunteers into their organizational structure and organizational development and learning (Kotsioni, 2006).

Conflict of Interests

The authors have not declared any conflict of interests.

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In Ken Loach’s film, "It’s a Free World “, 2007, is described the attempt to establish a corresponding enterprise. Angie (Kierston Wareing), who had financial problems and with a broken family, decides to set up her own illegal recruitment business. Her initial aspirations on the debt withdrawal and a new future have been sidelined and she treats instrumentally the immigrants (http://aueb-film-club.blogspot.com/2008/03/its-free-world.html).


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**Institutional Texts**


Law 2731/1999 (Government Gazette 138A/05-07-1999), "Regulating Issues of Bilateral Official Development Cooperation and Assistance, adjustment issues of NGOs and other provisions".


**Websites**


http://eozchn.com/2012/12/05/-%CE%B4%CE%85%CE%BA%CE%B5%CE%BC%CE%B2%CF%81%CE%AF%CF%85-%CF%80%CE%B1%CE%93%CE%BA%CF%83%CE%BC%CE%B9%CE%B1-%CE%B7%CE%BC%AD%CF%81-%CE%B1-%CE%B5%CE%B8%CE%B5%CE%B8%CE%BE%CF%84%CE%B9/ (accessed on 07/05/2013).

Useful Websites

Voluntary NGO Federation in Greece: http://www.ngofederation.gr/
Citizens' Union Speeches: http://www.koinoniapoliton.gr/paremvasi/
Greek Platforms for Growth: http://www.dev-ngos.gr/
European NGO Confederation for Relief & Development: http://www.concordeurope.org/Public/Page.php?ID=8&language=eng
Intercultural Institute for Solidarity: http://www.endiaferomai.gr/joomla/
NGO Base Workers Association: http://svemko.espivblogs.net/
ANNEXES

Annex 1. The internal environment of an NGO. Source: Custom / Personal data processing