MASTER THESIS

Defining the nonprofit sector in Greece: a managerial perspective

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EXECUTIVE SUMMARY

The importance of civil society is becoming increasingly significant. The European Commission recognizes that value which is indicated in the White Paper on European Governance (European Commission, 2001) where it is written that the "Civil society plays an crucial role in citizens' projection and services' provision that meet citizens' needs. It offers the opportunity to engage citizens more actively in achieving Union's objectives and to offer them a structured channel for criticism, reaction and protest". Non Governmental Organizations (NGOs) have become an integral part of civil society, as they have merged the claim for collective expression and action and later evolved into entities of mediation between the state and citizens (Christou, 2007).

Concerning all the above, the current dissertation tries to examine and define the non- profit sector from its managerial perspective. The purpose of the thesis is the verification and implementation of Anheier's and Salamon's taxonomy about the NGOs definition. Firstly, the third sector and civil society will be examined. The history of NGOs will follow, while the theory of Salamon and Anheier for the NGOs and the non-profit entities will be described. Furthermore, the concept of the Greek NGOs will be analyzed, the Greek NGO's classification will be done and a comparison according to Anheier's and Salamon's theory between Greece and other countries will take place. Moreover, the managerial perspective of NGOs will be analyzed and the research methodology which will be used for the collection of data will be presented. Finally, the analysis of the data will follow and the dissertation will end with the conclusion and proposals for future research.

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5. Epilogue

1. INTRODUCTION

The 20th century was the time of profound social innovation. One of the innovations for which the 20th century should be known, is the innovation of the non-profit sector. The superfluity of private, non-profit and non-governmental organizations - which have appeared in the last decades - aims to actuate the citizens to take initiatives in order to serve the public purposes (Salamon and Anheier, 1996d).

Nowadays, the state's inherent limitations which are combined with the growing citizen´s activism, have contributed to the increase of the private non-profit activity (Salamon, 1994). However, the model which has dominated the modern society is connected with the 'state' and the 'market' and therefore the non-profit sector has not appeared so intensely. Therefore few essentials aspects of this sector are known (size, scope, employment, expenditures or sources of financial and other support, internal structure) (Salamon and Anheier, 1996d).

The non-governmental organizations aim at the presentation of the dominant problems of the civil society. Furthermore, non-governmental organizations promote the problems that the state is not able to solve, because of the complexity of bureaucracy. Thus, they significantly reduce the cost of these services. Although the EU has realized the importance of the role of NGOs, Greece - as a nation - and its politicians, have not understood the role of non-governmental organizations and the importance of the third sector for the modern European economy.

The necessity of creating non-governmental organizations as an economic pole, between the government or the public and the private non-profit sector is necessary due to the contemporary global reality, which deals with issues the private sector is not interested in. On the other hand, the government sector cannot meet the needs of citizens concerning areas like health, welfare, environment and culture, due to the rigidity that characterizes this sector and also, because of the welfare state's shrinking.

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The philosophy of non-governmental organizations is not new, but is based on older principles of solidarity, mutual help and respect to the person and his needs. It aims to relief the vulnerable groups of society with their offer which is necessary due to the shrinking of the welfare state, unemployment and phenomena of social exclusion that grow beneath the new developments. The work of NGOs is encouraged and assisted by the EU but, unfortunately, not by the majority of the Greek politicians, because they may not know their role.

This paper intends to answer the following research question: ''Is it possible to apply Anheier's and Salamon's methodology - which has been used to define the non-profit sector in many countries across the world - also to the definition of the non-profit sector in Greece?''

The objectives derive from the research question and aim to provide answers to the research question. The objectives of the research question above are the following and they aim to examine:

- NGOs' definition in Greece.
- The relationship between the Greek NGOs and the government.
- NGOs' structure (decision-making process).
- The way that NGOs are categorized according to Anheier and Salamon.
- The internal organization of the NGOs activities.
- The relationship between organizations of the same field.
- The similarities and differences between Greece and other countries.
- The way of administration. This means how the NGOs are administrated and by whom (workers, volunteers etc).

- The financing. The way by which NGOs are financed (donors, companies, government, individuals, philanthropy etc.).

- The extent of the NGOs' activities (at local, national or international level).

The purpose of this paper is to examine and define the non-profit or third sector in Greece. It will focus on a managerial explanation of the role of

NGOs. Furthermore, a classification of the Greek non-profit sector and simultaneously the recognition of its impact on the society and politics, its difficulties and its contribution to issues which the government cannot handle thoroughly, will be examined. This topic is challenging, especially having in mind that the non-profit sector is relatively new in Greece. Furthermore, implications concerning the non-profit management theory and practice will be illuminated.

Hence, the contribution of this research is to define the Greek non-profit sector and it is expected that the findings will illuminate important aspects of the non-profit sector in Greece which is not so clearly defined yet. Furthermore, the aim of the research, besides the filling of the knowledge gap concerning the Greek non-profit sector, is the conduct of a comparative approach. This comparative approach will be conducted by the data collection, which can be succeeded in the framework of The Johns Hopkins Comparative Nonprofit Sector Project (CNP). As a result, the comparison between different countries - by using a common definition and methodology - will become easier (Salamon, Sokolowski and Anheier, 2000).

The reason which prompted the researcher to examine this subject area, is the personal interest and experience in Non-government Organizations (NGOs) - as she has participated as a volunteer in some of them (Amnesty International, International Rehabilitation Council for Torture Victims - I.R.C.T., Institute of Hope, Save Me) – and the researcher's personal dream is to work for a NGO in the future.

It is very difficult to give a definition for the non-profit organizations - especially in an international sense - because they vary according to their size, mission, the way that they operate and their impact. Some of them are more close to the government agency model, other to a business firm and some others to an informal network. Thus, before trying to define the Greek non-profit sector the reader should become familiar with meanings like for example the third sector and the civil society which will be provided – after this _**introduction**_ - at the first chapter of the _**literature review**_. Therefore following parts will be analyzed in the dissertation the. Initially, the history of NGOs, from their first

appearance in the Greek society until nowadays, will take place. Furthermore, the analysis of the civil society and third sector will follow. Here, a short review about their emergence, their role and meaning will be presented and it will be referred shortly, to the Greek civil society and third sector. Afterwards, the NGOs' definitions and the problems arising from these definitions will be analyzed. In addition, the types of non-profit entities will be named. Thereafter, an analysis of the situation in other countries according to the five criteria Anheier and Salamon suggest will be examined. Finally, the familiarization with the NGOs' management will take place. Here, after the definition of NGOs' management and its theoretical approach, the managerial concept which is applied to the Greek NGOs will be analyzed. Furthermore, its role, procedures and importance for the NGOs' functioning will also be examined.

After the definition of the non-profit sector and the NGOs' management in Greece, in the second chapter of the thesis, the ***research method*** will be presented. The research will be based on the qualitative research approach which will be conducted via telephone interviews. In this chapter there will be an analysis of the research setting, an analysis of the sample which will be used (number, characteristics, way of selection), an analysis of the statistical tool which will be used and finally, further information about the date of the research, the difficulties which appeared during the procedure.

The next chapter will be about the ***findings***. In this section all the data which will be discovered by the research will be reported and an analysis and discussion of the findings will take place. The analysis will be based on the combination of the literature review with the responses of the interviewees and by taking always into consideration the research objectives. Consequently, the definition of the Greek NGOs according to the five criteria of Anheier and Salamon will be given. Finally, also based on the research objectives and by combining the answers of the respondents with the literature review, the management of the Greek NGOs will be presented.

The thesis will close with the ***conclusion and proposals*** which will be the

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last chapter of the dissertation. Here, a short review of the whole research will take place and it will be verified if the research question will have been answered and if the research objectives will have been met. Furthermore, recommendations for further research will be given, since the research in this field is still at a primary stage. Finally, there will be a reference about the personal gain the author obtained, after the conduction of this research.

2. LITERATURE REVIEW

This presents the theoretical background which offers the basis for the understanding of the dissertation's concept and which will also help to examine the research question and research objectives.

2.1.HISTORICAL PERSPECTIVES FOR NGOS

The first NGOs were founded at the 18th century and they aimed at the suppression of slavery and slave trade. In 1881 the International Council of Women and the International Parliamentary Union were founded. The Red Cross was founded in 1864 by Jean Henri Dunant. In the interwar period the NGOs developed activities in the League of Nations and the International Organization of Work. While after the Second World War there was a significant increase in NGOs and mainly in the decade of 1970s. The recognition of NGOs' legality was due to the foundation of the Conference on Security and the Cooperation in Europe (nowadays OSCE).

The organizations in Greece until the mid-1990s looked like more as ''teams of pressure'', which were often connected to political parties or other independent political groups. There were also civil society organizations with a main interest in the local level which aimed to safeguard cultural heritage.

Since 1997, Greece became officially a member of the Committee of Developmental Help (DAC) and as a result, many of these organizations changed to NGOs, while new organizations emerged to cover a wide field of society. Therefore, it can be said that the mass appearance of such organizations in Greece depended on the decisions the Greek state took, in order to promote similar forms of attendance in public sphere. This means, that NGOs were created after political decisions which have been taken by a top down approach and not from the bottom up (Sirakoulis and Afouksenidis, 2008).

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Nowadays, the of Greek NGOs try to cover the following needs: Firstly, the protection of not privileged social groups like unemployed people, Roma, Greek people from the former Soviet Union etc. Furthermore, they emphasize on the importance of culture. Thus they promote the relationship of people coming from the same region in Greece. Finally, they cover sectors which are neglected by the Greek state, as for instance in the case of the construction of a music hall or a museum, the protection of the natural environment in a specific region (Sirakoulis and Afouksenidis, 2008).

The increase of NGOs' power is a consequence of the absence of national political powers that promoted the deregulation of markets, the abandoning of all kind national sovereignty and its surrender to the globalized market. The role of NGOs is very important as they can help in situations of emergency, by covering the mentioned gaps created by the government.

The last years people in Greece started understanding the importance of NGOs' existence not only for the sensitization of citizens for humanitarian, social, environmental and developmental subjects, but also for the formation of new discourses that concerning viable growth, environmental and social responsibility, solidarity and the coexistence of cultures.

2.2. THE THIRD SECTOR AND CIVIL SOCIETY

The recent years have seen an increase of interest in social institutions, which are active outside of the market's and state's borders. This development is characterized by a big variety of denominations like "third", "nonprofit", "nongovernmental" , "voluntary", "civil society" ,''community'' or ''civic'' (emphasis on the relationship of the sector with the civil society), or "independent" sector. Researchers face many difficulties when they try to define the ''third sector'' and this is also indicated in an international study which has been conducted by the John Hopkins University (Stasinopoulou, 2011; Salamon, Sokolowski and Anheier, 2000).

The term ''third sector'' covers a wide range of organizational forms like voluntary and community organizations, hospitals, universities, charities, environmental groups, friendly societies, professional organizations, association, sport clubs, unions, job training centers, social organizations, cooperatives and reciprocal organizations and human rights organizations (Karidi, 2011; Salamon, Sokolowski and Anheier, 2000). The emergence of the 'third' sector is due to growing doubts about the state's ability to front alone problems which are faced by all sociaties for example, developmental or environmental ones (Salamon, Sokolowski and Anheier, 2000).

Furthermore, in the western Societies the third sector performs political, social and economical functions (Anheier and Seibel, 1990). The definition which is given by Anheier and Salamon emphasizes the intermediate character of non-profit organizations which operate between the state and the market (Stasinopoulou, 2011; Salamon and Anheier, 1998a). Later on, in the definition above, Salamon and Anheier added the importance of ''social roots'' of the third sector, suggesting to take the social and cultural particularity of its development in the given historical frames into consideration. According to Etzioni (1973, cited in Anheier and Seibel, 1990), the third sector's purpose is to offer an alternative to the drawbacks related to bureaucracy and to the maximization of the profit, by combining the flexibility and effectiveness of markets with the fairness and expectedness of public bureaucracy.

According to the British government NGOs have a non-profit character and they invest their surplus in the concretization of social, cultural or environmental goals. NGOs include voluntary and community organisms, charities, social organizations, cooperatives and reciprocal organisms (Karidi, 2011). Finally, according to political scientists the third sector is placed between the state and the market. They examine the mediating role of the third sector, without paying much attention to the service-providing organizations of the sector. The main feature of mediating organizations which belong to this sector is the aptitude that they have to combine economic

goals with aspects of political and social integration (Anheier and Seibel, 1990).

Nevertheless, there are scholars who face this definition with skepticism and they criticize the opinion which wants the third sector to be developed as an answer to the failure of the state and the market to cover important needs. Here, it must also be mentioned that in several cases NGOs fail to achieve their purpose, therefore it is incorrect to blame the state or the market in opposition to the third sector (Stasinopoulou, 2011).

The growing number of non-profit organizations which focus on environment, social services, health, education, etc. is an indicator which shows that a large non-profit sector contributes to the well being of the society at the local and national level (New Zealand Government, 2007). According to a current study by the Johns Hopkins University, in some countries the third sector is dominant in the society. The Netherlands has the largest third sector among 20 countries across Europe (Evers and Laville, 2004). In Sweden, the nonprofit sector is confirmed with the encouragement at the national level of social change towards progressive social, cultural and economic policies. In Ireland 8.8% of GDP is generated by the non-profit sector, while in the United States it is 10% (approximately) of GDP (Muffels, 2001; Gunn, 2004).

It must also be mentioned that there are significant problems for the definition of the third sector, as the community (encompass unpaid volunteers), voluntary (occupy employees working for a community or social purpose) and not-for-personal profit sectors [includes the social companies (cooperatives, mutuals) and most recent governmental bodies (Housing Associations) which have been outsourced by the government] or sub-sectors have different characteristics (VolResource, 2011),

In Greece the problem of defining the third sector appeared, when at the end of 1990s the criteria of organizations which belonged to this sector had to be clarified, to shape a national system of social care which had to include these organizations. The same problem faced the Greek Ministry of Foreign Affairs, when it tried to collaborate with NGOs in the area of humanitarian help, where a big spectrum of organizations claimed the nongovernmental and non-profit

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character. Further problems faced the Greek organizations, when they wanted to participate in the European inter-country program VOLMED, as they had define their voluntary character according to the requirements of the program (Stasinopoulou, 2011).

The role of civil society aims to fill the gaps the state and the market cannot by providing products and services (e.g. building communities) (Hume, 2010). The meaning of civil society is very broad and general therefore there is no definition which is generally accepted. Nevertheless, it can be said that there are three important ''stations'' in the modern history where the idea of civil society developed. These ''stations'' are the following: John Locke's ideas for the social contract, the perceptions of Scottish theorists from the 18th century about the commercial society and Hegel's opinion about the difference between ''state'' and ''civil society'' (Sirakoulis and Afouksenidis, 2008).

In the modern world the subject of civil society is still one of the most important questions of the 21st century. In the Western world civil society is considered as a way of renewal of public life and in the Eastern world the term refers to individual freedoms and the freedom rights. While in the South and in developing countries civil society means open and representative forms of political power. Therefore, it is not possible to use one term for civil society, but the various expressions of each country - according to their social, cultural and financial structure - must be examined. Though, the common starting point in all cases is the relationship between the state and the citizens (Sirakoulis and Afouksenidis, 2008).

After the end of the cold-war period - especially at the last decade - many governments of the Western world and several international organizations developed programs in order to enforce civil society which can contribute to democratization and better governance. The emergence of the idea of civil society is connected to the rapid changes in sectors like technology, economy, work, politics and society and to the appearance of global problems like repercussions of the economy on the environment, the violent conflicts and the wars.

As a result of all the above and concerning the several different interpretations about the definition of the civil society one can conclude as the central common element, the relationship between the state and the citizen. Furthermore, they are differentiated according to the countries from which they originated, the time that they have been created, as well as the ideology and political believes of the scientists who establish these interpretations. For example in Latin America civil society is connected to the fight against the military dictatorship and furthermore to the failure of the political parties (Edwards and Foley, 1998).

On the other hand, in Western Europe, the meaning of civil society is connected to three perceptions: (a) the neoliberal perception which emphasizes to the role of volunteerism and NGOs, (b) the social democracy which has as a major criterion the enlargement of the '' participatory democracy'' and (c) the third direction was shaped as a result of opposition to the local and world rearrangement of the capital and state. While in the USA the ''voluntary or third sector'' was created after the economic reforms in 1980s as a balance between the market and the state (in order to avoid each one of them to become bigger) (Anheier, 2004).

According to Arato and Cohen (1994), Seligman (1992), Salamon (2003) and Kaldor (2003) civil society can broadly be defined as the sum of the organizational structures, whose members serve the general interest and are used as mediators between the public authorities and the citizens, through democratic dialogue and mutual understanding (MFA, 2011). Ernest Geller (cited in Giannis, 2002) defined the civil society, as the sum of various non-governmental institutions, which are powerful enough to compensate the state. Civil society is mainly referred to organized groups of citizens, who try to achieve benefits for the entire society. Finally, it can be said, that civil society functions as a communication channel between the official political structures and the society (Giannis, 2002).

As a conclusion, a general definition from Anheier can be used: civil society is constituted by organizations, institutions and individuals that are placed between the state, the market and the family and they cooperate at a

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voluntary level for the promotion of common goals (Anheier, 2004). The main meaning of the definition above (and of many other definitions) is that civil society succeeds to minimize the political and social conflicts and on the other hand manages to maximize the fields of the individual and collective action and freedom.

It is very important that civil society should be examined by taking always into consideration the differences within the different societies and its relationship with the state, as a civil society cannot exist without the state's support, since a big percentage for its actions emanates from the state's donors (more than 40% at world average). Therefore, civil society is strengthened because of the state's existence and it cannot be separated from it (Sirakoulis and Afouksenidis, 2008).

Civil society has to do with the enlarged concept of individual and social welfare and additionally with all the elements which shape a culture of tolerance toward different behaviors and attitudes in everyday life by establishing a separate space between private economy - entrepreneurship and formal political institutions of a society, which completes them. To conclude, it can be said that civil society is an enlarged concept which includes all those new collectives mentioned in the public sphere and work outside the state, party mechanisms and business interests (Carothers, 1999).

In this way, the quality and depth of a participatory and democratic process can be ensured. Each citizen feels that he has the ability to be independent and this brings him to participate. If to this involvement the element of personalized social responsibility initiatives will be added, then the citizen can meet other people with similar characteristics. This is the element that also forms the Non Governmental Organizations (NGOs) nowadays, as the independent and socially responsible person meets with other citizens at the macro level and as a result the personalized responsibility becomes a collective vision. Thus, the important thing is: what the citizen is doing regarding the state, rather than what the state is doing regarding the citizen (Yannis, 2007).

NGOs are an integral component of the civil society and their action depends directly on the needs of society and their ability to understand much more quickly - because of the element of personalized social responsibility either at individual or collective level- which are the new needs of society and by which way they have to cover them. The NGOs - as a place for the expression of civil society- have initially emerged as demands of collective expression and action and as a new public space outside the conventional party activity. Then they have been transformed to substantial bodies of mediation between citizens and the state, but on behalf of the interests of the citizens.

Concerning, the civil society in Greece it must be mentioned that it must be shown in relation with the growth of the country. Greece until recently was considered as a developing country, despite the fact that it was a member in European Union. Furthermore, the state did not provide any form of support concerning the financial and the legal part. However, at the last decade Greece received big amounts of financial aid from the European Social Fund and moreover it joined the Committee of Developmental Help of OECD. As a result, many institutions started to cooperate and due to the subsidies many programs functioned and the interest for such initiatives increased. Consequently the number of NGOs increased as well.

2.3. THE NGOS' DEFINITIONS

One of civil society's main factors is NGOs. The NGO sector is very heterogeneous and consists of organizations with different goals, interests, size and structures as Anheier and Salamon, Rugendyke and Shigetomi refer to and also according to the World Business Council for Sustainable Development (Rugendyke, 2007; Salamon and Anheier, 1997; Shigetomi, 2002; WBCSD, 2004). Therefore, it is difficult to give a common definition of the term. However, many researchers tried to give a definition. Some of these definitions are the following.

The term "non-governmental organizations" comes from international law. In fact, it first was mentioned in Article 71 of the Charter of the United Nations (1945), which prescribes the recognition of a "consultative status" for national and international NGOs. Recently, this term appeared in the Greek legislation: at N.2731/1999 for developmental aid (Articles 10 to 17) and at N.2646/1998 for the development of the National System of Social Care (Article 12) (Anthopoulos, 2002).

Stromquist states, that NGOs are non-governmental, voluntary organizations of the civil society which take action in areas like: the services' provision for the weak social groups or individuals, the programs' development concerning, the strength of the local communities and the mediation for sustainable development in collaboration with the State and other associations (Stromquist, 2002).

Moreover, Wahl defines NGOs as voluntary associations, which are independent of the state and political parties, are charitable and nonprofit and they accept as members, people regardless of their ethnicity, race, gender and religion (Wahl, 1997).

According to Baguley, NGOs are organizations which are not part of the state and which work outside the market. They are nonprofit and are based on volunteerism (Baguley, 2005). Gerard Clark defines NGOs as non-profit organizations which are characterized by the private initiative and they have a distinct legal status, while their aim is the public benefit (Clark, 1998). According to Salamon et al. (2004), NGOs associated with development organizations which try to provide services (in developing countries), support the poor, group and individual rights. On the other hand, NGOs increase also their capital in developed countries to advocate development issues and improve the dissemination of information (Hume, 2010).

Furthermore, it must be mentioned that NGOs are considered as informal forms of social action which are developed into formal civil society organizations. They are organized either on the basis of

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representative democracy through the election of governing bodies or on the basis of participatory democracy where the members themselves participate directly in decision making and the conduction of activities. The space for NGOs is determined by the diversity of forms of administrations and organizations as well as freedom. Thus, although it may have any form of legal establishment , they are not directly, nor indirectly a part of international, national or local authority's structures and serve non-profit purposes for the common good (Yannis, 2007).

In addition, NGOs are entirely composed of people with various and different beliefs and ideologies and they aim at the common good and civil society's empowerment. This, NGOs' complexity consists of their power and its fields of action are connected and the complete each other. Finally, it must also be mentioned, that though NGOs are not aiming at making profit, they are often engaged in private fees and commerce, while their main income source is guaranteed by the support of the public sector (Baguley, 2005).

Concluding all the above, it can be said that, every NGO is independent, non-partisan and non-profit organization and one of NGOs' key features is the voluntary participation (Vasilopoulos, 2005). In general a non-governmental organization can be defined as a group of citizens, who offer their services on a voluntary base without having economic profit and acting on a local, national or international level. They are the intermediate for transferring the citizens´ will for improvement; they control the governments´ policies and actions, and encourage people to participate actively in society, by providing them the suitable information. NGOs work as a mechanism for early warning, as they provide analysis, experience, expertise and help with the implementation of the international agreements (NGO, 2011). NGOs deal with a variety of issues, like human rights, environment, culture, education, health etc.

In this thesis, it will be tried to define the Greek nonprofit sector according to the definition of Salamon and Anheier (1996). According to this definition NGOs are organizations which share five common characteristics (Baguley,

2005). So, despite all the variations of NGOs mentioned above, researchers have started to agree (based on the classification Salamon and Anheier proposed), that the non-profit organizations - according to the International Classification of Nonprofit Organizations (ICNPO) - should have the following basic characteristics (Anheier, 2000; Salamon and Anheier, 1996b):

- The entity should be **organized** and this means that it has to be institutionalized (this institutional reality means for example, the separation of the organization from informal entities such as families. The entities are formal and they need a legal personality).

- The entity should be **private** and this means that it should institutionally be separated from the government (the non-profit organizations must be "non-governmental").

- The entity should be **non-profit-distributing**. This means that even if the non-profit organizations accumulate surplus in a given year, these profits could not be distributed to the owners, founders, governing boards or members. This "restriction on the distribution of profits" is the basic idea of the non-profit organizations.

- The entity should be **self-governing**. Organizations must have their own internal governance procedures and regulations, control their activities to a significant extent and enjoy a meaningful degree of autonomy.

- The entity should be **voluntary** and this means that voluntary participation must exist. According to this the organization must engage volunteers in its operations. Furthermore, ''voluntary'' must be understood here as ''non-compulsory''.

(Anheier, 2000; Salamon and Anheier, 1996; EMES, 2011)

Here it must be mentioned, that two more criteria have been added in order render the task more manageable. Thus, two types of non-profit organizations - that are part of the non-profit sector - the political parties and the

sacramental/ religious organizations have been excluded. These criteria are the following (Salamon and Anheier, 1996c):

-The entity should be **non-religious**. This means that the NGO must not be involved mainly in the support of religious education or religious worship. The application of this criterion excludes synagogues, congregations, churches and mosques, nevertheless leaves organizations that are religion related within the nonprofit sector (Salamon and Anheier, 1996c).

-The entity should be **non-political**, and this means that it must not be involved primarily in the promotion of candidates for an elected bureau. This criterion may exclude political parties, but simultaneously preserves the civil rights, the advocacy and organizations which are alike, a component of the nonprofit sector (Salamon and Anheier, 1996c).

Despite all the above, it cannot be claimed that all entities, combine these characteristics in the same way and do not have dissimilarities concerning other aspects. Conversely, the entities in the sector vary according to their age, size, structure, type and field of activity and numerous other aspects. These essential attributes set the entities apart from the state and the market (Salamon and Anheier, 1996c). Furthermore, their interest and their mode of action can be defined more clearly.

In order to examine the non-profit sector as a whole, the component parts must also be examined. To achieve this, a common classification system which categorizes the non-profit organizations at the "sub-sector" level in twelve groups (see Appendix A) will be used. Through this classification, distinctions among the different types of organizations can be illustrated. It is worth mentioning that this classification scheme has been tested in almost forty countries and has been proved very successful and efficient (Salamon et al., 2003; Salamon and Anheier, 1996c). By using a common classification for the definition of non-profit sectors worldwide it will be possible to make comparisons (as it will be specifying what is to be compared) and come to conclusions based on the same basis.

Despite all the points mentioned above, there are some critical reviews about Anheier's and Salamon's theory. According to Ware, the most serious weakness is the difficulty to compare institutions among different countries. Furthermore, the definition of the term 'non-profit organization' differs from country to country. For example, the term is clearly understandable in the United States, but in Britain not, because other terms like 'charity' and 'voluntary organization' are employed (Ware, 1992). On the other hand, Srinivas finds the comparisons between the institutional contexts in different countries very valuable (Srinivas, 2005).

According to the researcher's personal experience as a volunteer in several NGOs, the following can be concluded: NGOs are the factors that display the systemic weaknesses of the whole government system. Each NGO has different aims and interests, but their common element is the will to offer their services and contribute to the solution of problems which concern different sectors of social life based on a volunteers' network.

Nowadays, NGOs have a double role: they intervene there, where the policy and the institutions do not pay the attention that is needed and on the other hand they try to deepen democracy. NGOs' mission is to sensitize the citizens and the entire society by mobilizing them for the achievement of their aims to improve society. NGOs try to influence not only the society, but the citizens too, as the citizens compose the society.

Furthermore, NGOs play an important role in the political process of each country in which they are active. For example, they are always well informed about the governmental policies in sectors like the environment, social equality etc., thus they promote their proposals for reforms. Moreover, due to technology they can communicate with other NGOs internationally and as a result their influence increase.

In some cases, the state supports NGOs and in some cases even manages to advise them. There is a bidirectional relation and communication between the state and NGOs. NGOs have an advisory role to the government or sometimes a questioning one, when the government acts against the requirements of the society.

Finally, it must also be mentioned that the gross acceptance and confidence that people put in NGOs, create big obligations to them, therefore, they try to function according to democratic principles for the profit of the whole society.

It must also be stated, that non-profit organizations should be "organizations'' in order to have a legal personality and be recognized by law. This means, a transformation from the individuals' group into a legal personality formally constituted and diverse from those individuals. Nevertheless, the precise type of entity and the means of its creation may vary. Though there are six main types of non-profit entities which are the most frequent.

The first is the *non-profit corporations*, which are entities usually granted legal person status by the governmental body. The main benefit of these corporations is that their liabilities are limited to assets held in the corporation's name, so in that way the assets of people are safe.

The second type is the *unincorporated associations* (their creation usually, does not require the government's approval) which is a group of people who have the same goals and aims. These purposes have not a profit-distributing character. In some cases, these entities may acquire the status of a legal personality, and as a result they could enjoy the rights of juridical persons, like for example the right to hold property.

Another type of entity is the *mutual societies.* In this type of entities, the members are associated in order to aid themselves, for example to promote the interests of a profession. It must be mentioned that in some countries, like in France, a special legal status is given to entities of this type.

Foundations, is another possible type of a non-profit entity. The characteristic of these associations are, firstly that they have their own endowments, even though it is not demanded. Secondly, the entities are managed by directors and they intend to serve the public interest.

Trusts, is a further type of entity (here it must be mentioned that trusts are not all non-profit). The trust is non-profit when its aim is non-profit or when the beneficiaries' category is a charitable one. The trust is an aggregation of

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individuals and in most jurisdictions does not enjoy the status of a legal personality, while its trustees stay legally at risk.

Finally, additionally to all the above *other* entities are also exist, as non-profit organizations can take many other legal forms. For example, in civil law countries there is a distinction between private law corporations and public law corporations. Here it must be clarified that non-profit organizations are usually private in form and public concerning their purpose. Therefore, in civil law countries they can be found in both forms, public and private. This can be seen in Germany for example, where are some private non-profit organizations which are registered under private law as private law corporations or the opposite, i.e. they are registered under public law as public law corporations.
(Salamon and Flaherty, 1996)

2.4. NGO'S CLASSIFICATION AND THE GREEK CASE

The NGO's emergence - at least as we know it in modern times - is considered to have begun in the early '80s. The current number of NGOs is not known, although several attempts for their recording have been done in the framework of scientific researches. In the field of social solidarity - according to following scientific resource: 'Research on the voluntary registration of NGOs under the Volmend' conducted by Olga Stasinopoulou at Panteion University in 1997- about 1.000 organizations have been recorded. While in the field of social care 3.5000 organizations have been recorded.

Moreover, EKKE has recorded in the field of environmental protection nearly 500 organizations. It should also be noted that in the Special Register of Hellenic Aid there are around 180 registered. Most of them have their headquarters in Athens or Thessaloniki and often some of them are benefited by the funding of YDAS. Just as, in the Ministry of Foreign Affairs many organizations which develop international actions have also been recorded.

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Finally, it is worth mentioning that the efforts for NGO recording - in the three existing public registers - have failed. Thus, in fact, there is no research which has been conducted for the registration of all NGOs.

The concept of NGO has not been identified legally or administratively, but it has developed politically and practically. There is no legal regulation or administrative decision which sets particular conditions and there is no public authority which has created a catalogue of the existing NGOs. Despite the fact that such a request has been already forwarded by the "National Committee for the Year of the Volunteer 2001", there is no initiative for legal regulation that has been taken.

Concerning the administrative level, there is no ministry which has given a definition. Even though departments which closely collaborate with NGOs - such as the Ministry of Foreign Affairs, the Ministry of Health and Welfare, the Ministry of Education (Youth), the Ministry of Interior Public Administration and Decentralization, the Ministry of Environment and Ministry of Culture - have not given a definition yet. Even in cases of enhanced cooperation, although there is legal framework for cooperation and there is a registry available for their registration, there is no definition. In these cases their identification is mainly based on features which consist of the conditions for the realization of their objectives and not for a definition.

The legal status of NGOs varies, as each club, non-profit company, special purpose association, urban cooperative, foundation etc., can be defined as an NGO. It must be mentioned, that none of these entities are formally controlled by the state. The required "non-state non-governmental" attribute is guaranteed. The same is applied to the case of the "non-profit", since the relevant provision of the Civil Code is limited in its obligation for the "non-dividend distribution".

Moreover, it is clear that the term of non-governmental organizations in Greece, includes each collective expression which is not controlled and regulated by the state and which has non-profit character. This field includes humanitarian and environmental organizations, sports and cultural associations, local and artistic, pacifist and

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transnational friendship, religious and   special interests, migrants and antiracist associations (Patselis, 2008).

The definition for NGOs is very general and contains different types of organizations according to their subject, the way of their function, their size, the place of action (at national, European and global level) and their general orientation and objectives.

Concerning the Greek NGOs, a big variety is observed. The categories that Anheier and Salamon (Salamon and Anheier, 1996b, see Appendix A) have proposed according to their interest/ orientation and which are also meets the Greek society will be presented below:

To the category of **ARTS AND CULTURE** belong NGOs, which aim at the cultural development of a significant area (local Embellishing Association) or at the general cultural development of the society (UNESCO). Moreover, they aim at the projection of a particular culture and its promotion. In this category also belong sports organizations. These organizations usually act, at the local or regional level and aim to attract young people to amateur sports and other alternative forms of sports (Veria's gymnastics association).

The second category according to Anheier and Salamon is **EDUCATION AND RESEARCH**. However, in the Greek case there are two different categories. The first one is named **EDUCATION – RAISING PUBLIC AWARENESS** and aims at the education, the vocational training and the social care (Action Network, Center UNESCO Greece, APOLLON - International Interactive Educational Network). Concerning the research sector in Greece, there are the scientific organizations which aim at informing the people according to their interest about current research. For example, the Interdisciplinary Institute for Environmental Research – DIPE aims to provide treatment policies for sustainable development and the Hellenic Association of Informatics - HAI aims to inform about how the use of information technology can contribute to the strengthening of citizenship, empowerment and awareness of young people.

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Concerning **HEALTH** the activities of NGOs has to do with diseases' prevention like cancer, AIDS and chronic diseases like asthma (e.g. AIDS-protection, National Movement for the Mediterranean Anemia, Greek Osteoporosis Foundation). Furthermore, in this area organizations are dedicated to improve the living conditions of patients with incurable diseases or of old people. Finally, large organizations such as ''Doctors without borders' or 'Action Aid Hellas', are engaged in fighting diseases and improving living conditions and hygiene in third countries.

In the sector of **SOCIAL SERVICES**, NGOs aim to provide psychological support to the vulnerable groups of the society (Tackling Childhood Trauma), they provide voluntary assistance to community groups which are in crisis situations (Social Cooperative Actions Vulnerable Groups) and organize soup kitchens and provide relief items (Solidarity Church of Greece).

The NGOs which belong to the category of **ENVIROMENT** deal with the environmental protection and conservation of mineral wealth (Mediterranean Association for the salvation of the Sea Turtles), the care of injured or endangered animals (Arctouros), the information and the exertion of pressure in order to avoid environmental pollution (Ecological Recycling Society). Finally, educational and sporting events in the countryside (environmental groups, mountaineering clubs).

The next category according to Anheier and Salamon is the **DEVELOPMENT AND HOUSING**, but this category is not existent in the Greek society and more specifically, there are no organizations dealing with housing. However, instead of it, there is the **DEVELOPMENT AID**. The organizations which belong to this category aim to provide humanitarian aid and development assistance. Furthermore, they intend to improve the quality of the developmental cooperation and to increase aid to developing countries. Such organizations are for example the Action Aid Hellas, the Fair Trade Hellas and the Hellenic Aid.

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Another category according to the taxonomy of Anheier and Salamon is the **LAW, ADVOCACY AND POLITICS**. This category is not met like this in the Greek case, but instead of it, there is the category for the **HUMAN RIGHTS.** The NGOs of this category aim at the protection of human rights, of vulnerable social groups like women, kids, refugees and disabled people (Amnesty International). Their purpose is the mobilization of people concerning rights and the way to claim these rights. Finally, there are legal groups which inform about the level and progress of a state concerning minorities' rights.

An additional category according to Anheier and Salamon is the **PHILANTHROPIC INTERMEDIARIES AND VOLUNTARISM PROMOTION**. However, in Greece this category - in this form – does not exist.

Anheier and Salamon have also proposed the **INTERNATIONAL** organizations. A similarly in Greece there are **TRANSNATIONAL – INTERNATIONAL** organizations which aim at the international cooperation and participation in joint operations (GAPSS - Greek Association of Political Science Students, UNESCO Club for Culture of Peace, ROHOBOT).

An extra category according to Anheier and Salamon is the **RELIGION.** In Greece the religious organizations aims at the help of vulnerable groups of people especially by providing soup kitchens (Parish Mess I.N. Agios Eleftherios, Parish Mess Agios Dimitrios).

A further category according to Anheier and Salamon is the **BUSINESS AND PROFESSIONAL ASSOCIATIONS, UNIONS.** In Greece this category is met under the name **NETWORKS –ASSOCIATIONS**. Such organizations are the Active Citizens Network of Greece and Greek Federation of Young Entrepreneurs and their aims vary according to their interests.

Finally, to the last category according to Anheier and Salamon belong organizations which are not elsewhere classified and have different purposes. Examples in Greece are Net Impact Hellas, Recycling Syros and Air Club of Komotini.

However, it should be mentioned that the way of taxonomy concerning the NGOs' categories in Greece are different from the taxonomy that Anheier and Salamon propose.

Concerning the way of function, NGOs are categorized into three basic models. The first model deals with NGOs which have huge revenue and high operational opportunities. These NGO's have a strict hierarchical structure. To this category belong NGOs like the Red Cross, WWF and Unicef. The second model is related to the social forum of citizens which have very low income and is based on the voluntary action of their members. Their power lies in the mobilization of the masses, members' equality and participation. Finally, to the third model belong small groups of local range which are composed by volunteers and aim at the solution of local problems. Thereby, it must be mentioned that they rely on their financial resources.

Regarding the size, the NGOs' categorization is the following: There are small social groups which are based on individuals' initiative and they usually have local character, like for example sport clubs or religious institutions. There are also regional organizations with charitable purposes. These organizations are usually financed by municipalities or prefectures or even by bigger NGOs with the same purpose. Moreover, there are NGOs which act at the national level - like for example 'The child's smile''- and have large revenues, while they often fund local organizations with which they have common purposes. Finally, there are organizations with big and usually global operational capability which often collaborate with other local and national organizations (CARE, OXFAM).

Concerning the geographical scope there are NGOs which act at the local and global level. For example Greenpeace acts everywhere in the world and is interested in global issues. On the other hand, there are the European NGOs which are interested only in regional issues.

Finally, regarding the way of their action, NGOs can be categorized as following: NGOs - like Greenpeace - which provide services by using their available resources and those which aim at the mobilization of the society like for example, social forums.

2.5. THE CLASSIFICATION IN OTHER COUNTRIES: DOES IT WORK?

In Finland the societal organizations are based on the legal separation between the public and private sector. Thereby, non-profit organizations are considered as part of the private sector and have been emerged at the end of 20th century. By applying the five crucial characteristics developed by the John Hopkins University, the third sector in Finland is defined below: the 'organized' or 'formal' criterion is met by organizations which are registered in the central registers and enjoy legal capacity and associations which have their own by-laws (even if they are not registered). The 'private' criterion faces some difficulties, as there are some restrictions between governmental agencies and non-profit associations, in relation to specific local activity centers (several of these voluntary centers are founded by municipalities). The criterion of 'non-profit-distribution' is also met, considering the legal aspect, as the legislation presupposes that the profits' distribution to managers or members is forbidden. However, there are some problems in the case of sports associations. The 'self-governing' criterion is a bit problematic too, concerning the economic dependency of the NGOs on the authorities which provide subsidies to them (despite this, the public control does not involve the organizations' internal activities). Finally, the 'voluntary' criterion is met in general, despite the case of associations which are regulated under a particular law or some other borderline cases like the Finnish Bar Association (Helander and Sundback, 1998).

The undertaking to define the non-profit sector in Italy, according to the operational definition of Salamon and Anheier, presents some problems in the Italian context. Italian non-profits meet the 'organized' or 'formal' criterion as

they meet the premises for the legal framework through their own charters. In Italy, is not easy to ascertain the private or public nature of numerous organizations [e.g. the Automobile Club of Italy, IPABs (public charities), the Italian Touring Club, Club Alpino Italiano (Italian Alpine Club), and the Aeroclub d'Italia], therefore it is difficult to say if the second criterion- 'private' is met. Concerning the 'self-governing' criterion is problematic in the case of foundations which have been generated by the change of certain public banks and the Catholic hospitals. Concerning the 'non-profit-distributing' criterion, Italian law does not oblige the restraint according to which an organization should not distribute its revenue to its owners or members despite one exception, concerning soccer business. Finally, concerning the 'voluntary' criterion, not much can be said, as according to all the above, the case of Italy is a bit peculiar (Barbetta, 1993).

The United States has the most highly developed concept of the third sector. The existence of non-profit organizations has appeared since the early 1800s. Concerning the 'organized' or 'formal' criterion, this is applied well to the American setting in general (at least, as long as, "formal" does not means "officially registered" with any governmental body). Concerning the ''private'' criterion, it is applied, as long as "private" and "non-governmental" does not exclude organizations which are getting financial support from the public sector. Apart from this, non-profit organizations in the United States are considered as part of the private sector. Furthermore, the non-profit-distributing criterion is also applied in the American case. However, in practice there is a problem which has to do with the profit's distribution in the form of salaries or other benefits and not as dividends. The 'self-governing' criterion also fits in this case, as the organizations develop procedures for their internal governance. The 'voluntary' criterion fits in the American case as well as: volunteers are occupied in the organizations´ operations and additionally the participation in the organizations is not compulsory (Salamon, 1996).

The origins of the non-profit sector in Argentina were established in colonial times. Regarding the 'organized' or 'formal' criterion for Argentine it must be mentioned that there is an uncertain number of non-profit organizations which

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operate without having legal personality (especially due to the high costs for obtaining the legal personality). Referring to the 'non-profit distributing' criterion it can be said that it is applied to numerous organizations which have the form of cooperatives. The criterion of "private" fits in this case, but it presents some particularities in the case of the Catholic Church. The 'self-governing' and 'voluntary' criteria are applied in the case of Argentine as long as the country's political and social development is taken into account (Campetella, 1998).

The expansion of non-profit sector in Japan has been expanded since 1960s and mainly in the latter half of the 1980s, when its economy has started to be developed. Concerning the 'organized' or 'formal' criterion, that is applied in general. However, there are numerous organizations and groups which are at community levels and their memberships are limited, thus do not meet the criterion above. Regarding the 'private' criterion it is applied well in the case of Japan, except in cases in which organizations are considered as public institutions and are excluded from the third sector. The third criterion, 'non-profit distributing' is difficult to be examined as several 'non-profit' organizations are engaged in business activities. Concerning the 'self-governing; criterion there are some problems as the majority of social welfare corporations and charitable organizations cannot take independent decisions. They may belong to the private non-profit sector legally, but they are actually part of the public sector. Finally, regarding the 'voluntary' criterion the separation between the pressure groups and volunteering is difficult to be done. The charitable organizations have volunteers as staff, while the board members normally work without reward, therefore they can be considered as volunteers (Amenomori, 1993).

The third sector in Australia started to appear in the 19th century. As far as it concerns the 'organized' criterion, the Australian case fits very well, as it includes a big number of small associations in the third sector, which constitute the greater part of the sector. The second criterion, about 'self-governing' is applied in this case, while the next criterion 'private' despite it seems like it is well applied it meets some grey areas like the community

health centers. Concerning the 'self-governing' it can be said that in general organizations are not controlled by the government, while the 'non-profit distributing' criterion meets the distribution premises. Finally, as regards the 'voluntary' criterion in Australia it can be said, that the board is mainly based on volunteers. However, the payment of NGOs' directors is not prohibited by law (Lyons, 1998).

The origins of the non-profit sector in Germany appeared around the 19th century. The 'organized' or "formal" criterion is applied in the case of Germany, where non-registered associations and informal groups (which are not totally covered by the legal framework) are included in the definition, like for example citizens' initiatives. Concerning the 'private' criterion it is difficult to be said if it is applied in this case, as the distinction between public and private law is complicated, since forms of private-public partnerships have arisen in the field of social security. Furthermore, the fact must be taken into consideration that the option of private or public associational form has not to do with the application of legal principles any more, but with political or other conditions. Regarding the 'self-governing' criterion it seems a bit problematic when the public- private character of a NGO is not clear. As regards the 'non-profit distributing' criterion, it fits in the German case, as all economic activities of the organization have a charitable purpose and in the most cases are free from taxation. Finally, concerning the 'voluntary' criterion the available information for volunteering is not enough to obtain important insights. However, according the offered data a low rate of volunteers can be stated in Germany compared to other countries (Anheier and Seibel, 1993).

In summary it can be concluded, that the main categories of non-profit organizations, the foundations and associations which have been established under the general laws, meet in general the five criteria, set by the Johns Hopkins Comparative Nonprofit Sector Project. However, there are principal borderline cases where the criteria are not completely applied.

2.6. MANAGING NGOs

From a managerial perspective, it must be stated that NGOs management is often ill understood. This is because the appearance of NGOs is fairly new and therefore, it is difficult to understand the importance and role of them. Consequently, false assumptions about their functioning occur (Anheier, 2000). At the academic level more discussions about the management of for-profit organizations take place. However, NGOs - like each economic organism – face administrative and managerial subjects (Sirakoulis and Afouksenidis, 2008).

In order to confront the above mentioned definitional problems, NGOs lend procedures and practices from other fields that are already successful and try to apply them in their operations. However, this lending can be proved as problematic, firstly because these practices concern for-profit organizations, whereas NGOs are non-profit organizations and secondly, because these practices have been applied in western societies and economies, while a lot of NGOs organize their activities in different cultural environments (Sirakoulis and Afouksenidis, 2008).

Nowadays, in the United States and increasingly in Europe, non-profit organizations have turned into a big economic force (especially in industrial countries) and an essential political actor implementing management practices, like in the business world. Management is important for NGOs if the insecure revenue situation is taken into consideration. Therefore, in order to pass this obstacle and find solutions to financial challenges, NGOs try to implement the management tools of companies and for-profit co operations. NGOs have greater need of management, because bottom lines are missing (Anheier, 2000; Sirakoulis and Afouksenidis, 2008).

The managerial point of view of NGOs is somewhat complicated, as NGOs are combinations of challenges, practices and motivations. Therefore, in order to conduct the management analysis correctly, it is necessary to understand the organization as a system with a variety of interconnected divisions, the

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key for NGOs' management analysis would be found. Finally, also the structure, dimensions and possible dilemmas, which entailed by NGOs' management, must be understandable (Anheier, 2000).

Management seems to be synonymous with business management, where the hierarchy, control and principles come in contradiction with the NGOs' values and therefore, some NGOs deny applying any management principles (Hume, 2010). However, the criticism against the lack of NGOs' efficiency intensifies and one of the reasons is the underdeveloped management structures. Therefore, the appropriate management is the key for NGOs' success and survival.

Beck and Lengnick-Hall (2008) support that there is a paradox in the literature for NGOs management, as some of the literature believe that it would be more beneficial for NGOs, if they would apply management tools which belong to the private sector. On the other hand, others support that the application of management tools from the private sector is very difficult due to training and sources' limitations or unsuitable due to the existing institutional and cultural differences.

According to Lewis there are three different views on the NGOs' management. The *generic management* view, which is based on the belief that "management is management" and it fits to all organizations, even to NGOs (as NGOs should also implement management tools considering the personnel or the budget for example). The second view is the *adaptive*, according to which the mainstream management principles, cannot be applied straightly to NGOs due to the context, structure and culture of NGOs. The final view is the *distinctive*, which argues that in order to deal with the unique challenges of NGOs, a distinct form of NGOs' management would be compulsory. In this context it must be mentioned, that the views above are valid to some extent, therefore NGOs' managers have to connect ideas and information from a variety of views and sources to implement the best management for their organizations (Lewis, 2007).

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The model that Mustaghis-ur-Rahman proposes for NGOs management, consists of three factors and includes the exterior environment, such as the socio-cultural, political-legal, technological and economic contexts and operations on which the stakeholders and the internal sections of the NGOs depend (Mustaghis-ur-Rahman, 2007).

The theoretical framework that Lewis proposes for the management of NGOs is similar to the one of Mustaghis-ur-Rahman and refers to four interrelated areas. The three major areas are the following: the organizational field of their internal processes and structures, their activities for development (e.g. programs, campaigns, projects, services), their management of relationships with other institutional actors and they are all located in the broader NGOs' environment, which is the forth area (Lewis, 2007).This framework pays attention to the way, in which environment encompasses all other NGOs' management components.

Anheier (2005) proposes an analytic-normative model, which is based on the dimensions of NGOs' structure and argues that NGOs' management should be examined holistically. According to him, non-profit management's challenge is to succeed in balancing between different elements of NGOs in order to achieve consistency between their mission, activities and outcomes (Anheier, 2000).

According to all the above it can be said, that Lewis' composite framework, Lewis' and Mustaghis-ur-Rahman's models of NGO management and Anheier's analytical-normative model, offer a better understanding to the field of NGOs' management.

The need for management is vital not only for for-profits organization, but also for the non-profit ones. Therefore, NGOs should be managed strategically and should have a common vision in order to be efficient. Traditional management tools like strategic management are not adopted by NGOs, because NGOs' managers believe that these techniques are not suitable for their

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organizations. Therefore, the application of postmodern strategic management has been considered as the most appropriate.

According to Higgins, (quoted Hume, 2010), strategic management is defined as "co-ordinating the process of managing the accomplishment of the organizational mission co-incident with managing the relationship of the organization to its environment". According to Anheier (2005), the strategic management has three components according to which it should: (a) include the entire organization, (b) examine the organization's environment and (c) try to recognize the main changes that the organization will need to take on for the performance of its tasks. Strategic management aims to achieve long-term success and sustainability. The aim of strategic management is to create competitive advantage and improve the performance the for-profit organizations (Styhre, 2003).

Many authors like Anheier, Steyn and Puth or Ehlers and Lazenby have developed strategic management process into models which contain strategy implementation, environmental analysis and the planning of strategy (Anheier, 2005; Ehlers and Lazenby, 2007; Steyn and Puth, 2000). The major factor which affects the strategic management process and the strategy's development is the environment (Steyn and Puth, 2000; Ehlers and Lazenby, 2007). For that reason, not only the internal, but also the external environmental analysis of the organization is an essential requirement in order to develop and implement the strategy (Anheier, 2005). After the completion of the environmental analysis, the organization creates strategies through which the organization sets its objectives and a plan for their achievement (Ehlers and Lazenby, 2007).

Furthermore, it must be mentioned that strategic management is a repeating process whereby its strategies and their implementation need a constant improvement in order to manage to retain a connection with the organizational environment which changes. The aim of strategic management is to collect all organizational functions into a more unified and wider strategy, in order that all functions to have the same goals and try to accomplish them (Anheier,

2005; Puth, 2002). Through this alignment of the organization with its environment, the organization is able to improve its performance and become successful.

Some of the reasons led to the adoption of the postmodern strategic management instead of the traditional approach can be identified by analyzing the criticism supporters of the postmodern approach offer against the traditional one. Firstly, according to the traditional approach the reality can be predicted (Franklin, 1998), while according to the postmodern approach, reality within an organization is in a continuous evolution. Secondly, the traditional strategic management claims, that its processes are valuable and beneficial in all organizations, while according to the postmodern approach the management should be considered within the unique and various contexts of each organization (Franklin, 1998; Hume, 2010). Finally, despite the fact that the traditional strategic management approach is an iterative process and is characterized as a united set of practices and steps (Styhre, 2003), according to the postmodern approach management is considered as a continuously fluid and changing processes (Franklin, 1998). All the critiques above contributed to the search of a more flexible and participative form of strategic management, therefore the postmodern approach is considered as more suitable for the management of NGOs.

The postmodern approach is an alternative to strategic management and offers a new understanding of strategic management's concept without abandoning it. Postmodern strategic management emphasizes changing processual dynamics of relationships, conflicts and cooperation instead of static patterns, like strategies and organizations. In the postmodern approach, the strategy is not predetermining and managers try to participate in the development of the strategy in a way that will allow the strategy to emerge in a natural way through the continuing dialogue between the stakeholders. The key of postmodern strategic management approach is the self-organizing process, which means that the strategy is not implemented by the top-down and is based on the constant discourse (Ströh, 2007). According to the postmodern approach the organizations should always be adapted to their

environment as in a constant changeable environment they cannot be stable (theory of chaos). Thus, change, plurality and uncertainty characterize the postmodern approach (Du Plooy-Cilliers, 2003).

In the following paragraphs the reasons for the implementation of the postmodern approach in the external and internal environment of NGOs' will be given. As already have been mentioned, NGOs act in a very complex environment which changes constantly. This complexity is augmented due to the fact that there is the need to satisfy numerous stakeholders like sponsors, governments and society's most needy parts. Therefore, in order to survive in the long-term, NGOs should adopt managing to fulfill these groups' expectations. However, this fluid complexity renders the development of strategies, which last from three to five years, difficult (as the traditional strategic management approach recommends). Hence, the postmodern approach is the most appropriate; as NGOs can easier conform to the environmental changes (Ehlers and Lazenby, 2007; Wilson-Grau, 2003).

Another reason which renders the postmodern approach more suitable for NGOs is the certain organizational characteristics, such as the NGOs' values, the ambiguity of their mission and the absent of a solid bottom line. The NGOs' values emphasize the equal opportunities, fairness and participation, thus the traditional approach is not suitable, as it emphasizes the concentration of power (top-down approach). The other two organizational characteristics are interconnected. First of all, NGOs' strategic decisions have several financial bottom-lines, thus lacking a single solid one. In addition the multitude of missions aimed by NGOs contributes to this difficulty. Therefore, the application of the postmodern approach - using dialogue and cooperation - assists NGOs in solidifying the bottom-lines (Anheier, 2005; Sawhill and Williamson, 2001; Glasrud, 2001).

The variety of NGOs and management approaches are the final reasons, for which postmodern strategic management is considered as the most suitable. As already, have been mentioned above, NGOs are very heterogeneous and diverse and the NGOs' management approaches are also various and

different. Therefore, it is not possible that an exact management technique can fit all NGOs. Hence, the adoption of the postmodern approach helps to regard the management of NGOs, as individual organizations, which have exclusive attributes and contexts. Furthermore, it pays attention to the requirement of realizing the processes that NGOs must carry out in order to ameliorate their stance (Anheier, 2005; Lewis, 2007; Stacey, 2002).

Concerning now the internal management, the postmodern approach is also applicable and helps to understand the NGOs as value-based organizations, where values are considered as crucial convictions held by groups or individuals about what is advantageous and correct. According to Lewis (2007), the postmodern view considers organizations' values as a developing process of negotiation between its stakeholders. This process is the result of the contradictory values opined within NGOs and by their stakeholders. Therefore, according to Anheier (2005) it is important for NGOs' to take a holistic view of the values.

Thus, according to all the above it can be said, that it is important to ensure that values are always taken into consideration within the management of NGOs and that these values always change. Furthermore, the postmodern view highlights the participation and the flexibility of all the employees, even the lower ones to maintain its competitiveness. This will be succeeded by the continuing exchange of ideas between the labor force and by taking advantage of the creativeness of each worker. Finally, through the postmodern approach the organization can be viewed as a learning organization, where learning is the means for NGOs' survival. Learning means continually improvement, progress, innovation, sharing, challenges, creativity and thinking.

In addition, in order to comprehend the internal management of NGOs better, their internal environment should be examined by paying attention to the following characteristics: both structure and culture shape the internal management in general and the strategic internal communication.

Organizational structure according to Organ and Bateman (Rollinson, 1993), is defined as "the formal, systematic arrangements of the operations and activities that constitute an organization and the interrelationships of those operations to one another". In other words it defines the way in which the tasks are separated, grouped and synchronized. The organizational structure has an impact on all mechanisms of the internal management process and as Anheier (2005), Robbins (2002) and Rollinson (1993) have claimed there are three major structures: function, division and matrix (see Figure 1).

Fig.1 Common Organisational Structures
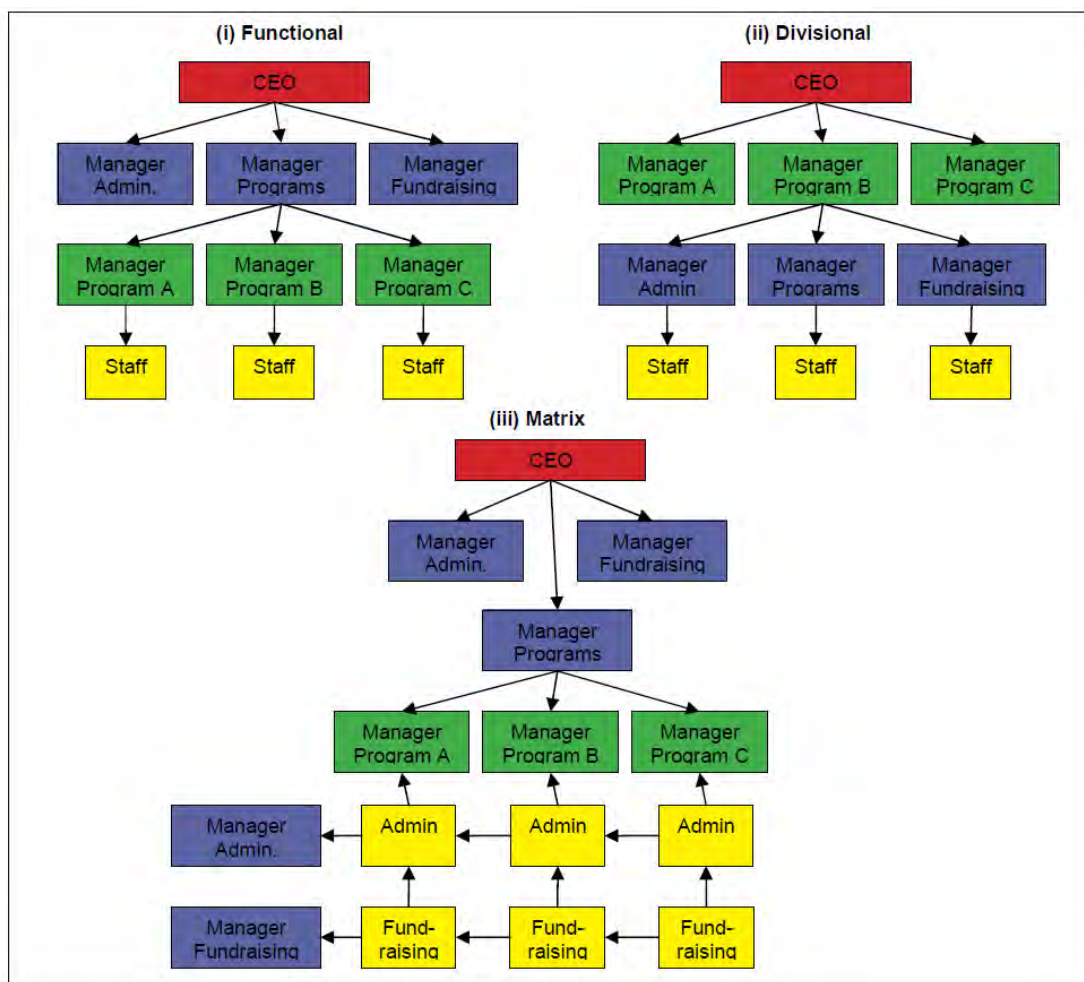
Adapted from: Anheier (2005:158-159)

The functional and divisional structures according to Robbins (2002) are bureaucratic and they have a chain of authority and control. However, the

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difference between divisional and functional structures is the fact that the divisional structure separates initially the tasks by programs and services and then separates the functions. Furthermore, a horizontal set of divisional reporting relationships with a hierarchical, functional framework is forced by the matrix structure.

The structure of an NGO influences its abilities, as it determines the roles which are required in the organization, the task that each role has to accomplish and the control that each role has to achieve over its own work and also over the work of others. Moreover, the structure has an impact on the employees an organization wishes to acquire, the skills that the employees should have and the organization's overall flexibility. Finally, another characteristic of the organizational structure is the way NGOs are internationally organized, through networks, global organizations and federations (Hume, 2010).

Concerning the organizational culture the definitions vary, but a general definition given by Beck and Lengnick-Hall (2008) implies: "the set of key norms, values, beliefs, and understandings shared by members of an organization". The organizational culture can be separated into two groups. In the first group culture is considered as the similarities which exist between organizations and which can be controlled and changed, like the size for example. In the second group culture is held as a characteristic which is deep-seated in the organization and is not easy to be changed. The second concept is adopted from the postmodern theory, which is our case (Rollinson, 1993; Ulrich and LaFasto, 1995).

In addition, organizational culture creates a feeling of identity among members of NGOs and as a result the employees have a linkage between them and share a common identity which influences the organization's performance (Robbins, 2002; Cheney et al., 2004). Moreover, according to the postmodern approach, culture should be understood as several, variable cultures and sub-cultures and not as a unified element. NGOs have multiple sub-cultures concerning ethnicity and nationality. Therefore, organizational

culture has to be seen as a configuration of dissimilar cultures and sub-cultures which are related to differences between gender, profession, ethnicity, class etc. (Lewis, 2007; Puth, 2002).

In order to examine the management in Greek NGOs, management has to mean the process of planning, organization, leadership and control and also the efforts of the members of an organization for the success of the predetermined goals of this organization. Thus, according to this definition the fact derives that the goals an organization sets are the decisive point for the evaluation of the effectiveness of the processes and methods that an organization applies. Therefore, the need for the adoption or not of the management practices depends on the extent and the complexity of NGOs' goals. Furthermore, the inputs coming from the social and economic environment are transformed into outputs (products, services, reputation). All the above constitute the structural elements of an NGO which are interdependent and constitute the internal and external environment of the organization (Sirakoulis and Afouksenidis, 2008).

Consequently, by examining the management of Greek NGOs, the inputs that must be taken into consideration are the available human resources, like the permanent personnel - if it exists -, the volunteers, the individual skills and capabilities and the labor behavior. Moreover, economic resources like the real estate of the organization, the sponsorship, the members' subscriptions and the national and European programs. Finally, technological resources, like the know-how for the activities and administrative capacity of the organization.

On the other hand, as outputs should be considered, services which are provided by the organization. Furthermore, the ''image'' the organization has in society (the recognition of organizations' work and the confidence people put in organizations) (Sirakoulis and Afouksenidis, 2008).

However, the rational management of NGOs' goals (inputs and outputs) does not depend only on the application or not of the management model, but also

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on other various factors which interact. For example the recipients of NGOs' projects (consumers), the public sector, the role of the other NGOs (competitors), the technology, the existence of skilled workforce, the political environment, the legal framework, the local society and the international situation (Sirakoulis and Afouksenidis, 2008).

2.7. LITERATURE AND RESEARCH QUESTIONS

By taking into consideration all the information above of the literature review, it can be claimed that a part of the research question, which is, if it is possible to apply Anheier's and Salamon's methodology to the Greek case is answered. This is succeeded by the analysis of the five criteria that Anheier and Salamon have proposed. These criteria, are those in which researchers [according to the International Classification of Nonprofit Organizations (ICNPO)] have started to agree lately, that the non-profit organizations should be organized, private, non-profit-distributing, self-governing and sustained voluntarily (Anheier, 2000; Salamon and Anheier[b], 1996). In addition, more specifically, the objective which deals with the relationship between the Greek NGOs and the government it can also be answered (not completely of course), based on the self-governing criterion. Moreover, the way that NGOs are categorized according to Anheier and Salamon is answered by the presentation of the five criteria.

Furthermore, as far as it concerns the NGOs' definition in Greece, the literature review answers a part of this objective through the analysis of the concept of NGOs in Greece, while the types of non-profit entities and the Greek NGOs classification helps to the better understanding of the Greek NGOs. The concept of the Greek NGOs provides information about the difficulties that NGOs meet – especially at the legal or administrative level – concerning their definitions. Thus, this will help to the completion of the definition of the Greek NGOs later.

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The objective which concerns the NGOs' structure and more specifically, the decision-making process is answered at a big extent in the text about the NGOs management, where the way decisions can be taken is presented. In the same text, the answer for the internal organization of the NGOs' activities is also given, through the analysis of the internal environment.

Moreover, the objective about the similarities and differences between Greece and other countries is partially answered, as the classification according to the five criteria in other countries, are examined.

Finally, concerning the rest of the research objectives provided in the introduction, the answers to these objectives will be given after the presentation of the interviews in the fourth chapter.

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3. RESEARCH METHODOLOGY

In this chapter an illustration of the methodology which is applied in order to cover the requirements of the research, follows. More particularly the sample, the research method, the interviews and the difficulties which appeared during their conduction and finally the analysis of the interviews which has been used, are presented.

3.1. POPULATION AND SAMPLE

As it has already been mentioned above, the aim of this dissertation is to examine if the Greek NGOs can be measured by using Anheier's and Salamon's taxonomy, which suggests that all NGOs should have the following five specific characteristics: be organized, private, self-governing, non-profit-distributing and voluntary.

 In order to prove if this can be verified, a qualitative approach via telephone interviews among environmental NGOs and NGOs for human rights has been conducted based on the data base *anthropos (http://www.anthropos.gr)*. The data base *anthropos,* with around 2.500 organizations has been chosen, as a random framework. However, this data base faces some problems. The most important problem is that many NGOs are referred to more than one field of classification. Furthermore, the classification of the data base *anthropos* (see table.1 below) is different from the one that Anheier and Salamon have proposed (see Appendix A). By taking this fact into consideration, the researches' restrictions can be perceived and in addition this is one of the reasons that made the researcher to choose the interviews and the qualitative research.

Concerning the environmental NGOs the researcher spoke with Mr Palmer from *Archelon*, Mr Liarikos *WWF,* Mr Kappas from *E.O.E.* (*Greek Ornithological Company*), Mrs Ghanoti from *Anima*, Mr Mamasis from

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the *Ecological Movement of Patra: EN ETHRIA*, Mr Psaroudas from *Kallisto* and Mrs Mitropoulou from *MED SOS.* Regarding the NGOs for human rights, the researcher contacted Mr Farmakis, for the *Centre for Research and Support for Victims of Abuse and Social Exclusion,* Mrs Roubani, for the *Greek Network of European Women,* Mr Levadis, for the Greek *SOS Racism,* Mr Papasarantopoulos, for *Onisimos,* Mr Pitsoulis, for KESSA, Mrs Adamou, for *Antigoni* and Mrs Savvopoulou, for the NGO *KEPAD (Centre for Defense of Human Rights).*

Hence, the first step in the sampling procedure is to determine the population which will address the findings. The survey – as it has already been mentioned - addressed the environmental and human rights NGOs. For choosing a representative sample from the sampling frame, different methods, which have however a common characteristic, are offered. All of them are based on the theory of probabilities where each person has a known non-zero probability to be selected in the sample. In this research the simple random sampling is used (among the environmental and human rights NGOs), which is perhaps the best known method for selecting a representative sample.

The main characteristic of this method is that each unit of population has the same probability of being selected in the sample and in each draw the probability is the same for all units. The simple random sampling leads to a representative sample of the population which is under the research and therefore the results can be generated concerning the population. The sample which will be used concerns 7 environmental NGOs out of 214 and 7 NGOs for human rights out of 64.

Table 1. NGOs' classification according to the data base anthropos.gr

URGENT HELP	56
RECONSTRUCTION	20
DEVELOPMENTAL AID	48
EDUCATION - RAISING PUBLIC AWARENESS	103
HEALTH	357

PROVIDENCE	128
CHILDREN - NEW	307
WOMEN	83
APPEALS - IMMIGRANTS	86
TOXIC DEPENDENCIES	50
NATURAL DISASTERS	34
ENVIRONMENTAL	214
ANIMAL PROTECTION	57
HUMAN RIGHTS	64
PEOPLE WITH DISABILITIES	385
GREEKS ABROAD	6
MINORITIES	100
RELIGIOUS	200
CULTURAL	130
SCIENTIFIC	63
SPORTS	28
NETWORKS - ASSOCIATIONS	49
TRANSNATIONAL - INTERNATIONAL	24
ORGANISATIONS UN	1
MISCELLANEOUS	268

3.2. RESEARCH DESIGN AND METHODS

The methodology is the key chapter of the research, because in this part the procedure followed for its termination is analyzed by the researcher. Below follows the methodology used in this research (qualitative research).

The kind of research which has been chosen in order to be used is the qualitative research. This choice was made because of the nature of the subject's theme and the small sample in which we could have access. Furthermore, this approach provided the ability to generate new questions either during or after the research.

The qualitative method has a normal flow and is mainly guided by the researcher. In the qualitative method the researcher can penetrate the personality of the subject and understand the social influences those subjects have received (Lincoln and Guba, 1985 ;Papageorgiou, 1998). According to Pierros (Pierros, 2000), the qualitative research is defined as "the research which aims to collect qualitative rather than quantitative data and gives greater emphasis to the subjective approach of the human behavior. The main means of collecting data is the observation and interview".

The researcher who uses qualitative methodology observes, takes interviews, keeps notes, describes and interprets the phenomena exactly as they are. Moreover, she must record the events, but at the same time she is confronted with herself. The researcher undertakes to combine in a sensible way all the data, information and statements that he collects in order to reach a conclusion after his observation. After the data collection the researcher will try to interpret them with the help of the literature. Her awareness and personal skills are very important for the data analysis (Eisner, 1991).

The reasons which prompt the researcher to choose the use of qualitative research are firstly, the fact that the personal opinions of the individuals (directors) who are involved in the issue under research could be recorded, while this could not be achieved through statistical and quantitative data (quantitative research). Secondly, a choice for the analysis of some concepts and keywords (qualitative data) rather than numbers (quantitative data) took place. As it has already been mentioned above, as technique of the data collection the method of telephone interview has been chosen.

3.3. INTERVIEWS

According to Cohen and Manion the interview is one of the main tools of qualitative method. This is an interaction and a communication between persons which is led by the researcher or the questioner, in order to obtain

information which are associated with the research (Cohen and Manion, 1992). Interview means the personal contact with the participant-interviewee with the purpose of understanding and analyzing his views and it can be used as a crucial means of collecting data which are directly related to the objects of the research (Rubin and Rubin, 1995). The interview is not open to quantitative analysis and its goal is to explore a phenomenon by taking into account the perspective of the interviewee. This means that it is a record of a lived experience of the interviewee, his views and perceptions (Zafiropoulos, 2005).

The telephone interviews are open and in-depth and structured interviews. Despite the fact, that personal contact with the interviewer is preferred because of the immediate clarification of questions and the purpose of research, the interviews were conducted via telephone. This method has the same structural features as the standard personal interview, as the questions are worded with the same way and follow the same order, while explanations are given when is needed. The ethics according to the international literature have been complied with. Telephone contacts have been done by the researcher herself, who recorded how many times she phoned and if she met denials or difficulties through this procedure.

Regarding the advantages, telephone interviews can have a high response rate, are less prone to socially acceptable answers and convenient for both sides. Furthermore, the interview allows the researcher to obtain in-depth information especially when it concerns the exploration of complex social processes, behaviors, attitudes, values and perceptions. Finally, the main advantage, especially if the sample is geographically dispersed, is that it costs less in terms of time, effort and money. With reference to the disadvantages of telephone interviews, the lack of visual cues can cause problems in interpretation. Moreover, the method requires increased communication skills on the side of the researcher, tenderness, genuine concern and flexibility.

Concerning the in-depth character of the interview, its main features are that the interviewer requires little guidance or control during the interview process

and the respondent may express his feelings spontaneously (Cohen & Manion, 1994). The in-depth interview is guided by the interviewer. The freedom that characterizes the in-depth interview does not mean that the respondent can deviate far from the objectives of the interview and the focus of the conversation (Openheim, 2005). The purpose of the in-depth interview is to collect rich information about the experiences, opinions, attitudes and representations of the participants. The in-depth interview requires considerable individual and communicative possibilities on behalf of the researcher. Moreover, it requires the recognition of multiple hazards that often result in distortion of the data (for example if the respondents hide aspects of the reality or there is mistrust between respondents and the researcher).

The interviews can be characterized as a structured one, and this means that they were based on a strict set of predetermined questions which arises in the same uniform way to all respondents. The questions are predetermined concerning their content, as well as concerning the sequence followed by one to another (Dunn, 2000).

Finally, the questions in the questionnaire of the interviews are open. Open are the questions where the respondent is asked to express his views in his own way, that is more correct answers than one can be expected and there is not a predetermined correct answer. The open questions may be difficult for some of the respondents (those for example who have no eloquence. Questions of this type are not appropriate for the application of data analysis methods of statistics, because the quantitative expression requires the conversion of all responses into comparatively fewer categories.

The questions of the interviews are presented below:

1. Give me the definition for NGOs by taking your personal experience into consideration.

2. Which are the possible problems that you face when you try to define the nonprofit organizations?

3. Does your NGO correspond to the definition that you gave above? If not, why?

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4. How do you prove that your organization is not depended on the state?

Concerning the first question and according to the researcher's opinion, the definitions that will be given are expected to be confirmed by the definitions presented in the chapter of the literature review. The second research objective, is also expected to be confirmed, by taking into consideration the non-profit distributing characteristic provided by Anheier and Salamon. Moreover, it must be mentioned that by asking all the four questions above, the researcher aims to have answers, which will help her to define the Greek NGOs. Furthermore, these questions will help to examine if the Greek NGOs apply the five criteria of Anheier and Salamon. Finally, the questions above, meet the following research objectives: the NGOs' definition in Greece, the relationship between the Greek NGOs and the government, the way that NGOs are categorized according to Anheier and Salamon and the relationship between organizations of the same field.

5. How is the revenue collected and how are expenses distributed?

 Revenue: (what percentage is from sponsorships, state, programs etc.)

 Expenses: (what percentage is for personnel's expenses, programs etc.)

This question is expected to give new information about the way by which NGOs are financed (donors, companies, government, individuals, philanthropy etc.) and meets the research objective about the financing.

6. How does the NGO decision-making functions? How is the structure in your NGO? Is it based on the top-down approach?

The question above meets the research objective about the NGOs' structure (decision-making process). In this question, answers about the decision-

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making process are expected to be given. Here it will be examined if decisions are taken from the 'top' or not, as the postmodern theory claims.

7. How is the distribution of activities within the organization? How many sub-departments exist in the NGO?

8. How many people do work as permanent personnel and how many as volunteers?

These questions meet the objective to understand the way of administration. This means how the NGOs are administrated and by whom (workers, volunteers etc). Here it is expected that the research objective will be confirmed, as the most NGOs worldwide are based on volunteers while they also have people as permanent staff.

9. Is there an established strategy in the organization or does it changes according to organizations' needs?

The question above, despite the fact it does not answer to a specific research objective, is important for the part of the literature review which deals with the NGOs' management.

10. Does your NGO act at the local level or also at the national or even international level?

11. Does your NGO collaborate with other NGOs or other institutions? Does it take expertise from other NGOs?

Finally, the above questions aim to meet the research objectives about the similarities and differences between Greece and other countries and the extent of the NGOs' activities (at the local, national or international level). The last research objective is expected to be confirmed, as it is well known that in Greece organizations act at the local, national and international level.

3.4. POSTERIORI LIMITATIONS IN THE RESEARCH

It should be mentioned that the required time for each interview was on average between 10-15 minutes. The interviews were carried out via telephone and the respondents were strictly the directors of these NGOs. The interviews were conducted from the 5th of September until the 3rd of October of the year 2011. Finally, it must be clarified that in the analysis of the interviews the person or the organization will not be referred to, for the protection of personal data. Therefore, instead of them, capital letters and numbers will be used. For example, A1, B1, C1 and A2, B2, C2, whereby A, B, C refers to a person. The number 1 refers to the environmental organizations and the number 2 to the organizations for human rights.

Regarding the difficulties, one of the main problems appeared during the interview procedure was the difficulty to arrange the appointments. Concerning the environmental NGOs this problem was not so intensive, as Mr Konstantinos Liarikos (conservation manager in WWF Hellas) helped the researcher a lot, by coming in contact with the directors of the environmental NGOs – which he used as his sample - thus they already knew what he wanted, when he called them and they were more familiar with the concept of the interview.

On the other hand, concerning human rights NGOs, the researcher faced some difficulties until coming in contact with the directors of the NGOs, as she firstly came in contact with the secretaries and not directly with them. After she managed to speak with them and explain the reason of the call and the purpose of the dissertation, he had to persuade them in order to arrange an appointment via telephone. Even if she managed to arrange the appointment, in the most cases, the day and the time in which the appointment was scheduled never took place, as the directors were busy. Therefore, the researcher had to call at least 3-5 times on the same day in order to find the director and arrange a new appointment, which unfortunately had the same outcome at the end. Thus, in most cases one to two weeks (and in three cases even more) were needed in order the interview to be completed.

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Another problem for the researcher –regarding the NGOs for human rights- was firstly, that the telephone numbers available on the data base of *anthropos.gr* were wrong and the researcher had to seek for the right ones in the internet and this meant that she lost a lot of time. Secondly, the fact that some of the NGOs which were recorded in this data base were not active anymore. Thus the researcher lost again valuable time by up-dating this NGO category.

The time period in which the interviews were conducted, was another problem, as September is one of the busiest months, because the NGOs are closed in August, therefore they need time to reorganize their activities and pending tasks. This reason led to the delay of the contacts with the directors and also to the denial of some NGOs to take part in the interviews, because of the workload.

Another problem appeared during one interview, was that the interviewee wanted to hear the questions first and then decide if he will answer or not. In two other cases the interviewees asked the researcher to send them the questions first via e-mail and then answer them via telephone. This fact removed some part of the "vitality", directness and valuable time that should characterize an interview.

In addition, another problem appeared concerning the questions about the revenue and expenses, because some of the directors did not want to speak about the revenue of their NGO. Some other directors were not well informed therefore the researcher had to call them again.

Finally, it must be mentioned that despite the fact that the interviews have not been recorded via tape recorder, but were recorded by the researcher by writing the notes down. That was not difficult, as the respondents needed time to think during the completion of each answer.

4. RESEARCH FINDINGS AND DISCUSSION

In the present chapter the author will attempt to analyze the data from the interviews in order to confirm or not, if Anheier's and Salamon's theory can also be adapted to the Greek case.

4.1. THE GREEK NGOs AND THE FIVE CRITERIA

In this text the answers of the respondents meet the research objectives and the definition of the Greek NGOs according to the five criteria Anheier and Salamon have proposed, are presented.

The first research objective is the *definition of the NGOs in Greece* and the answers of the respondents are the following:

According to A1, "NGOs have a complex meaning. However, it can be said that they are organizations which have a purpose in their statute and they are independent of the State. The problem of their definition - despite the complexity and generality of the definition itself - is their huge number and the lack of registers". This is similar to response of the B1 who said that ''NGOs are non-profit forms with a common goal, regardless of the personal interest. There is no legal framework.'' The answers of C1 and D1 give emphasis to the the civil society saying that"NGOs are organized civil movements which aim to meet societal needs either through citizens' activity or through legal status. However, it must be mentioned that there is no legal framework.'' or ''NGOs are associations of persons of the third sector which belong to civil society and try to achieve broader rather than individual goals. It is difficult to establish the NGOs legally.'' Another definition given by E1 is that, "NGOs are organizations on dealing with issues of common interest. They are independent financially and politically. The problem is that they have no legal framework.'' The response of F1 is different saying that ''I do not believe that we can give a definition. In addition there is no legal framework.'' According to the last respondent G1, ''NGOs are entities with principles, commitments,

values, non-profit and transparent operating procedures. Furthermore, they are considered as living organisms which try to bridge the gap between state and society and promote sustainable solutions. It must also be mentioned that in Greece the deficient institutional framework allows distortions, however, at the international and European level things are more clear.''

As far as it concerns the same objective, but according to the respondents who belong to NGOs in the field of human rights the answers are presented below:

The A2 claims that "NGOs are non-urban, non-profit companies with common goals. Nevertheless it is difficult to give a definition, because there is a general and not a specific legal framework''. According to B2 ''NGOs are organizations with social objectives which are not beneficial only for their members. However, it faces a problem: they are not institutionalized.'' C2 says that, "NGOs are the result of the need of modern societies for work which is not covered by the state's structures. This project is off great extent e.g. charities, environment etc. The problem in the definitions is the lack of institutions.'' The definition given by D2 is that, ''NGOs are organizations which aim to help vulnerable social groups. The problem concerning the definition is the lack of clear legal framework.'' Another interviewee, E2, says that "A NGO can be considered an association of persons which is not related to the state and has no stable funding. Moreover, it has a social purpose. It must be mentioned that there is not a specific definition, given by the state or the society.'' This is similar to the response of F2 who said that, ''NGOs are private-sector entities, which are non-profit concerning their statutes. They have independent administration and their aim is the public good. The problem which is faced when we try to define them is the lack of a legal framework.'' Finally, G2 claims that, ''NGOs are private entities with non-profit character. However, the term can be not defined independently from the Greek law''.

To conclude all the above and according to researcher's opinion it can be said that the definitions given above, are totally confirmed by taking into consideration the definitions presented in the part of the literature review.

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The second research objective is *the relationship between the Greek NGOs and the government.* The answers of the respondents are presented below:

A1 says that, ''Our NGO acts independent and has no dependence on the Ministry of Environment.   In addition we do not accept funding or government grants from the state, but we only participate in programs.'' According to another interviewee, B1 ''Our NGO does not get state funding, does not depend on state structures and the personnel has no ties of dependency on the state.'' This is similar to C1 who says that, ''Our NGO acts independent as it does not have any help from the state this can be confirmed through the budget of our organization. Furthermore, all economical data are available to everyone who wishes it.'' According to the words of the D1, ''Our NGO has a minimum revenue from state programs and is mainly based on corporate sponsorships, subscriptions and donations.'' The answers of E1 and F1 are similar, as they claim that, ″The NGO is not funded, it is politically independent and non-governmental organization. It is a group of people who work on voluntary basis.'' and ''Our NGO is independent from the state as we do not have any funding from the state and we do not depend on other economic or political factor.'' Finally, according to G1, ''The transparency in our finances show that there is no economic dependence on the state. Instead, the criticism from our side and often our public opposition to   the   official positions of   the   state underline   the   principle   of independence that we embrace.''

Pertaining to the same objective, but according to the respondents who belong to NGOs in the field of human rights the answers are presented below:

A2 says that ''The NGO isn't independent from the state, because it not only depended on donations, but also on programs and public funding. However, this is a matter of the NGO's survival''. B2 claims that, ''Our NGO is based on volunteering and has no relation to the state and no remunerated members.'' The answers of C2, D2, E2 are similar and they claim that, ''The NGO is independent from state, as it has no salaried members, it doesn't receive funding from the state and its members are devoted to their beliefs.'' or ''Our NGO does not accept financial assistance from the state, therefore it is based

on donations.'' and ''The NGO is independent from the state, as it doesn't receive funding from the state (there aren't *ad hoc* funding). Furthermore, this is an association based on people and volunteers, while it has also a social purpose.'' According to F2, ''Our NGO is independent from the state therefore our decisions cannot be controlled by the state. Furthermore, our NGO has non-profit character.'' Finally, G2 says that, ''The status of our union-organization according to the Civil Code is governed by the private law. Concerning our NGO the nature, organization, management, decision-making process and operation are based on what is required by the statute and the law. Moreover, any participation, involvement, dependence (direct or not) on party organizations, political parties or bodies which exercising public power is prohibited.''

As a conclusion to all the above it can be said that this research objective is confirmed concerning the non-profit distributing and private characteristics provided by Anheier and Salamon.

Finally, concerning the last research objective about *the spatial extent of the NGOs' activities,* the answers are presented below:

A1 claims that, ''Our NGO acts at the national level (especially in beaches at Crete, Peloponnesus, Zakynthos etc .'' B1 says that, ''WWF acts at local and national level.'' C1 claims that, ''Our NGO acts at the local and international level.'' D1 says that, ''We act at the national level.'' E1 claims that, ''Our NGO acts at the local level.'' F1 says that, '' We act at the international level.'' Finally, the last one, G1 states that, ''The NGO acts at the local, national and euro-mediterranean level.''

Regarding the same objective, but according to the respondents who belong to NGOs in the field of human rights the answers are presented below:

The answers of the respondents A2 and B2 are similar, ''Our NGO acts at the national and international level e.g. International Development Programs, collaboration with the Ministry of Foreign Affairs, DAPHNE program etc.'' and ''We act at the international level, especially concerning trafficking.'' The responses of C2 and D2 are also similar, ''Our NGO acts at the local level.'' or

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''We act at the local level only.'' E2 states that, ''Our NGO acts at the international level.'' Finally, the last two respondents, F2 and G2 gave similar answers, where they claiming that, ''Our NGO acts at the national level (Athens, Salonika).'' and "The NGO acts at the national level.''

Finally, as a conclusion for the above answers concerning the last research objective it can be said that this research objective is confirmed, as it is well known that in Greece organizations act at the local, national and international level.

 Lionarakis claims that, NGOs' appearance in Greece can be divided into three time phases which cover the last three decades. In the '80s, NGOs remained beyond the parties and the states and they saw the differences between them and their response to the current decisions and practices. In the 90s, the NGOs' number increased, they formed networks and gained political power and responsibilities. Finally, NGOs have entered the phase, where most of them are very active concerning public affairs and the outline of new policies (Lionarakis, 2005).

Today, NGOs in Greece are a dynamic part of the civil society, which have a strong presence and an intense activity, due to the funding by the state and the EU. Their function is based on the constitutionally guaranteed right to cooperate and operate in various forms according to the civil law, as associations, foundations and public entities, but also as companies with profit or non-profit character (Makridimitris, 2004).

Nevertheless, the cooperation and networking of NGOs cannot be characterized as Greek civil society's strength. Furthermore, many scientists claim, that NGOs have a structural weakness in developing effective links of cooperation and consultation (almost all Greek NGOs do not have adequate networking mechanisms) (Grigoriou, 2007).

In a small regional market, like the Greek market, NGOs should in any case – in order to manage to take part in the configuration of policies and act as developmental agencies in the social economy- to hellenize even further their

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procedures and also to embody successful models of the best practices which coming from abroad.

In addition, there is an urgent need for effective cooperation and the finding of a commonly accepted code of behavior and communication which will make feasible a fruitful exchange of information for a real mutual help and complementary action by all the NGOs of the same interest.

According to the structural operational definition for nonprofit organizations which have been developed from The Johns Hopkins Comparative Nonprofit Sector Project an analysis will follow below of the five criteria which an organization must have in order to be considered as an NGO and it will be examined - based on the interviews - if in the Greek case (concerning the environmental NGOs and the NGOs for human rights) these criteria are applicable, based on interviews which have been conducted in these two fields of NGOs. These five criteria, as it has already been mentioned above are the following: the organization should be 1) organized, 2) private, 3) self-governing, 4) nonprofit-distributing and 5) voluntary (Salamon and Anheier, 1997).

The *organized* criterion is applicable to the Greek case (concerning the environmental NGOs and the NGOs for human rights), despite the fact that Greek NGOs are not institutionalized and have not central registers which presuppose that organizations aspire to enjoy legal capacity (i.e. make commitments or obtain rights etc.). For example, records of NGOs which already have been formed by each ministry present serious problems either because they are incomplete, or because they involve different and totally heterogeneous organizations (Papaioannou, 2000). The Greek NGOs can be considered as 'organized', because they have their own by-laws, even if there are not registered. However, regarding the Greek case, structured entities have a constitution or a set of rules (therefore unincorporated associations and charitable trusts are included).

Under the *private* criterion, organizations should be separated from the government (institutionally) and this means that they cannot be controlled by

the government. The private criterion draws limitations between the non-profit and public sector. The interaction and contacts between the non-profit organizations and the state, the principles for the coordination which are practiced by public authorities and the financial dependency leads NGOs to apply this second criterion.

Conversely, such tendencies have not hidden the boundaries between non-profit and public spheres. Nevertheless, it must be mentioned that actually the definitions of boundaries between governmental agencies and non-profit associations is quite problematic mostly with respect to particular local activity centers. Many of these voluntary centers and partnership companies are financed by municipalities, which hire personnel for the management of their activities. Finally, it must be mentioned that it is difficult, to determine the public or private nature of some organizations.

Concerning the *non-profit distributing* criterion, it can be said that, from the legal point of view, this criterion seems to be applied obviously in the Greek case. The legislation which regulates the foundations' and associations' activities, makes clear that any distribution of profit to members, managers, directors, trustees or owners is not allowed. This view can also be supported by taking into consideration the fact, that these NGOs are active, even if they have no sponsorships and they are based on the volunteers' will.

The *self-governing* criterion is applied to the Greek case, as organizations have autonomy with respect to external actors, like the government. This independence and self-governing position is due to by-laws which have been adopted by these organizations. Autonomy concerning the absolute meaning of the term, in the case of the environmental and human rights NGOs, can be achieved as they are not depended economically on the state or other economic or political factors. In some cases, some of these NGOs may have some revenue through government programs, but basically the revenue of NGOs are coming from corporate sponsorships, memberships, donations, the actions of the NGOs and EU programs. NGOs which belong to this field are

non-governmental, while can be characterized as a group of citizens. It must also be mentioned that their members are not depended on the state.

Finally, the *voluntary* criterion is applicable to the Greek case, concerning the two fields referred to above. This criterion concerns the participation in organizations' activities at all levels. In the Greek case all the NGOs –from the biggest to smallest- are based on a volunteers' network which consists of people who are devoted to their beliefs and their ideals. Volunteers are not forced to take part in organizations´ activities or become member them, but their choices are totally autonomous and independent. Here, it must be mentioned, that even if the whole income of an organization comes from the government, it could be considered as voluntarism in the form of gifts of time or gifts in kind from volunteers. Voluntarism is the most essential defining characteristic of the sector and the key element for the maintenance of the public's goodwill and trust.

In summary, it may be stated –concerning the Greek case- that to the environmental and human rights NGOs, the five criteria of Anheier and Salamon can be applied. In order to recapitulate, it can be said, that the Greek NGOs – regarding the two fields mentioned above- are formal and organized as the organizations are institutionalized and private as they are government-independent. Furthermore, the Greek NGOs are non-profit distributing as organizations profit is not distributed to anybody (members, owners, managers etc.) and self-governing as NGOs have autonomy and are not depended on the government. In addition, they are voluntary organizations as they are based on volunteers' activities.

Finally, it must be mentioned that through the interviews' procedure, it was found that the main problem concerning the definition of the Greek NGOs, is the lack of an institutional framework and legal cover, which would be able to set the appropriate conditions under which an organization would be considered as a NGO. Moreover, the complexity and ambiguity that characterize the NGOs, the lack of registers and the big number of Greek NGOs are some other problems. The reasons due to which the NGOs cannot be clearly defined are the fact that there are different legal forms which are

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used by associations and also the existence of formations which are not NGOs. Furthermore, the NGOs have a variety of objects and each one of them operates with its own way. It must be also mentioned that in Greece, the deficient institutional framework allows distortions, while at the international and European level, things are clearer.

It can be concluded that all responses of the interviewees, in combination with the literature review, have helped in order to have a complete definition for the Greek NGOs. Simultaneously, they offer the opportunity to prove, if the five criteria are applicable to the Greek case. Furthermore, the interviewees' responses, verify the research objectives which have been stated at the beginning of this research and as a result the research question can be examined better.

4.2. THE MANAGEMENT OF THE GREEK NGOs

In this part the answers of the respondents about the NGOs' management in general and the management of the Greek NGOs will be presented.

Regarding the first research objective about the *NGOs' structure (decision-making process)* the answers follow below:

A1 states that, ''On the top we have the general meeting which consists of all members. Then follows the Board of Directors which takes the decisions and then the Board promotes them to the Director and finally he promotes the decisions to the others.'' B1 says that, ''The decisions in our NGO follow the ''top-down'' approach.'' C1 responses that, ''The decisions in our NGO follow the ''top-down'' approach and the other way around too.'' D1 claims that, ''The decisions in our NGO follow the ''top-down'' approach.'' The answers of E1, F1 and G1 are similar, ''All people act equally and every month or 2 months a 5-member committee with organizational character is appointed. Decisions are taken collectively every week.'' or ''The decisions are taken by all, as everyone has a vote and everyone is equal and there is no

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discrimination.'' and ''Despite the Board of Directors, all decisions are taken collectively.''

Concerning the same objective, but according to the respondents who belong to NGOs in the field of human rights the answers are presented below:

A2 states ''On the top we have the general meeting which appoints the Board of Directors and which also takes the decisions. Furthermore, we have 3 departments: management, scientific department, administrative council and an accountant as external partner.'' The responses of B2 and C2 are similar, ''Despite that there is the Board of Directors all the decisions are taken after a concert among members and volunteers. Furthermore, there are open meetings. We have three main departments: immediate support for victims, training of executives and the education in schools'' or ''Despite that there is a presidium, all decisions are taken collectively.'' D2 says that, ''The decisions are based on the top-down approach.'' E2 answers, '' There are two committees: the scientific (which plans) and the committee of volunteers (which validates). Then follows the Management Board which takes the final decisions.'' Finally, the answers of F2 and G2 are similar, ''Despite the existence of the General Meeting, all members and volunteers are involved in deciding.'' and ''Despite the General Meeting and the Board of Directors, all decisions are taken collectively.''

To conclude it can be said that concerning the environmental NGOs the objective in the case of the 1st, 2nd, 4th and 5th NGO is not confirmed, as concerning the postmodern theory the decisions are not based on the ''top-down'' approach. However, in the last to cases - 3rd, 6th and 7th - it is confirmed, as decisions are taken from all. On the other hand concerning the NGOs for human rights the objective in the case of the 1st, 4th and 5th NGO it is not confirmed, however, in the last cases - 2nd, 3rd, 6th and 7th - it is confirmed, as decisions are taken by all.

Concerning the second objective about the *administration* the answers have been given as following:

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A1 says that, ''8 people work as permanent-paid staff and 500 as volunteers.'' B1 answers ''54 people work as permanent-paid staff and more than 350 as volunteers.'' C1 states that, ''20 people work as permanent-paid staff and almost 300 as volunteers.'' D1 concludes ''3 people work as permanent-paid staff and almost 200 as volunteers.'' E1 states that, ''There are 3 persons as permanent- paid staff and 80-100 volunteers.'' The F1 says, '200 volunteers and 20 people as permanent-paid staff.'' Finally, G2 replies that, ''There are many volunteers, but the number is not stable. All these 20 years of our action our volunteers are in total some thousands. Concerning the permanent- paid staff we have between 8 to 12 people.''

Pertaining to the same objective, but according to the respondents who belong to NGOs in the field of human rights the answers are presented below:

A2 states that, ''No people work as permanent-paid staff anymore and 50 as volunteers.'' B2 says that, ''35 members and more than 250 volunteers, no permanent staff.'' C2 replies, ''No paid staff and almost 100 volunteers.'' D2 answers ''60 volunteers and 6 people as permanent-paid staff'' E2 says, ''There are 3 persons as permanent-paid staff and almost 200-250 volunteers.'' F2 answers, 'We have 10 volunteers and 5 people as permanent-paid staff.'' G2 concludes, ''There are many volunteers, but the number is not stable. Concerning the permanent-paid staff we have 3 people who cooperate with external partners and volunteers, when needed.''

As a conclusion for all the above it can be said that this research objective is also confirmed, as the majority of NGOs worldwide are based on volunteers while they also have some people as permanent staff.

As regards the last research objective namely about the finance of the NGOs the management of the revenues of each NGO is presented below:

A1 says that, ''It is difficult to talk about the revenue, since these data are not public. However, there is not stability as each period the revenue is differing. Finally, it must be mentioned that the revenue comes mostly from donors (80-90%).' B1 claims ''65% comes from institutions, 17% from companies, 14% from individuals, 3% from institutional entities and 2% from other.' C1

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maintains, ''Concerning the revenue 55% is due to institutional sponsors, 25% to private sponsorship, 15% to impartial resources and 5% to government programs.'' D1 replies '' 10% subscriptions /events, 50% donations and 40% updates.'' E1 says, ''Concerning our revenues: 40% comes from the summer trip abroad (ecotourism), 40% from the newspaper /subscriptions, 10% from donations and 10% of daily trips.'' F1 answers, ''42,7% of our revenues come from souvenirs, subscriptions and sponsorship, while the remaining 57,3% comes from other kind of revenues and public subsidies.'' Finally, G1 concludes '' On average 60-70% comes from the implementation of programs (mostly European), 20-30% by private donations of specific events and 5-10% from subscriptions and financial support from members.''

Concerning the same objective, but according to the respondents who belong to NGOs in the field of human rights the answers are presented below:

A2 says ''The recent years (from 2008-9) as we are a peripheral NGO we did not have revenue. Previously we had money, due to programs and individuals''. B2 claims, ''The last two years we did not have revenue, only expenses.'' C2 answers''100% of the revenue is due to our members.'' D2 replies, ''100% of the revenue is due to donations'' E2 responds, ''Concerning our revenues: 30% comes from individuals, 40% from the public sector and 30% from other sources.'' F2 maintains, ''63% of the revenue is due to European and National programs and 37% is due to books' publishing.'' Finally, G2 concludes, ''Revenues come from membership fees, events, sponsorship, private donations and from national, international and European funding programs.''

As a conclusion to all the above it can be said that new information about the way that revenues are collected are available. It must be mentioned that some of the NGOs have no more revenues due to the economical crisis. Moreover, the revenues are not stable, but they differ depending on the period of time.

Concerning now the management sector and more specific the decision-making process, the strategy, the organizational model, the members, and the

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management of revenues, information will be given bellow due to the interviews taken from the NGOs above.

First of all, as it has already been mentioned - in the literature review – the postmodern approach, has been considered as the most suitable for the management of the NGOs. According to this approach the strategy is not implemented by the top-down and it is based on continuous dialogue. Furthermore, as the organizations are in an environment which continuously changes organizations it should always be adapted to their environment. After the conduction of the interviews it can be verified that half of the NGOs which have been examined have adopted the postmodern approach. This means that the decisions are taken collectively i.e. all the people within the organization participate in the decision-making process, from the director, manager etc. even to the volunteers.

The other half of the NGOs take the decisions by following the top-down approach, according to which the decisions are usually taken from the General Meeting and the Board of Directors and then they promote these decisions to the others. However, according to the researcher, the approach which fits best to the NGOs in general and consequently to the Greek NGOs is the postmodern approach. Firstly, because of all the information provided in the literature review and secondly, because of the complex characteristics of NGOs fits the plurality of the postmodern approach.

After the interviews more general findings can be concluded for the NGOs. As far as, it concerns the strategy of the NGO, mostly it is defined by the statute of each NGO, while concerning some specific cases the strategy is adjusted according to the presented needs. This fact fits the postmodern approach considering that the strategy of the NGOs according to this approach is formed after continuous dialogue and according to the needs. Moreover, it must be mentioned that the main structure of the organizations is the General Meeting, the Board of Directors, the personnel and the volunteers without claiming that all NGOs have the same structure.

Finally, as far as it concerns the management of NGOs' revenue and expenses this differs from NGO to NGO. However, in general it can be

claimed that the revenues mainly come from donors, institutions and individuals, sponsorships, governmental or European programs and subscriptions. On the other hand regarding the expenses, they mainly cover needs such as the payments for the personnel, operating expenses, rent and accounts. In both cases - revenue and expenses - the percentage differs according to the NGO. As regards the number of volunteers and of permanent staff or concerning the geographically extent of the NGOs' activities they differ from NGO to NGO and they mostly depend on their size.

As a conclusion - by taking all the above into consideration - it can be said that the answers of the respondents concerning the research objectives lead to understand the functioning of the NGOs' management in Greece. These responses in combination with the literature review, offers a complete result.

5. EPILOGUE

In this chapter the conclusions of the research that has been conducted are presented and some recommendations for future research will also be proposed.

5.1. CONCLUSIONS/ RECOMMENDATIONS

This paper tried to examine the Greek NGOs and to give a definition by adopting the theory of Anheier and Salamon, according to which the NGOs should have five specific characteristics (the organization should be 1. organized, 2. private, 3. self-governing, 4. nonprofit-distributing and 5. voluntary). In order to achieve this, first of all a familiarization with definitions like the third sector and civil society has taken place. Furthermore, for the better understanding of the Greek NGOs, the history, the concept of the Greek NGOs and finally, their classification, have been analyzed. NGOs in some other countries - according to the five characteristics mentioned above - have also been presented in order to have an indirect comparison, after the conduction of the interviews and the analysis of the findings.

Moreover, the management of the NGOs has been examined and the reasons which led to the implementation of the postmodern approach have been analyzed. Afterwards, the research objectives which have been attempted to answer through the analysis of the interviews have been presented. In addition, the research methodology with an analysis of the sample, the research method, the interviews, their difficulties, and their analysis have followed. Finally, the findings have been presented and analyzed in order to answer the research question that is, if it is possible to adopt Anheier's and Salamon's methodology for the definition of the non-profit sector in Greece.

The central conclusion that emerges from this analysis is that the non-profit sector in Greece has successfully implemented the five criteria of Anheier and Salamon, despite the difficulties and limitations that appear. Thus, it can be concluded, that the research gap in Greece pertaining to the research

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question could be filled. Hence, the non-governmental sector in Greece has been tied to the international state of research. This will not only facilitate a comparison of the NGO sector between Greece and other countries, but it will be also an incentive for further research. A future research could be the recording of all the Greek NGOs and the examination of NGOs belonging to other fields than environmental and human rights issues which is the topic of the present research.

5.2. REFLECTION ON LEARNING

The avail gained during the conduction of the present dissertation has been valuable and very important. The gain for the author through this experience can be seen, if the fact will be considered, that she had to acquire insights in all the information which could help her for the conduction of her research. Furthermore, the author managed to improve her skills concerning the review and the critical analysis of the existing literature, the data collection method and the process of their analysis. In addition, she developed new skills, in order to meet the requirements of the telephone interviews.

However, the biggest challenge and difficulty which the author faced, was to remain focused on the objectives of the dissertation, as it was possible to move away from her goal, because of the paper's length. Moreover, the most important benefit for her was the fact that she managed to acquire the required skills in order to manage the time limitation and the stress factor.

 Fortunately, despite all the difficulties the author achieved to overcome efficiently all problems that have arisen. Finally, the author verified that an essential role for successful results play the guidance by the supervisor and good communication and cooperation thereby.

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APPENDICES

APPENDIX A

GROUP 1: CULTURE AND RECREATION

1 100 Culture and Arts

1 200 Sports

1 300 Other Recreation and Social Clubs

GROUP 2: EDUCATION AND RESEARCH

2 100 Primary and Secondary Education

2 200 Higher Education

2 300 Other Education

2 400 Research

GROUP 3: HEALTH

3 100 Hospitals and Rehabilitation

3 200 Nursing Homes

3 300 Mental Health and Crisis Intervention

3 400 Other Health Services

GROUP 4: SOCIAL SERVICES

4 100 Social Services

4 200 Emergency and Relief

4 300 Income Support and Maintenance

GROUP 5: ENVIRONMENT

5 100 Environment

5 200 Animal Protection

GROUP 6: DEVELOPMENT AND HOUSING

6 100 Economic, Social and Community Development

6 200 Housing

6 300 Employment and Training

GROUP 7: LAW, ADVOCACY AND POLITICS

7 100 Civic and Advocacy Organizations

7 200 Law and Legal Services

7 300 Political Organizations

GROUP 8: PHILANTHROPIC INTERMEDIARIES AND VOLUNTARISM
PROMOTION

GROUP 9: INTERNATIONAL

GROUP 10: RELIGION

GROUP 11: BUSINESS AND PROFESSIONAL ASSOCIATIONS, UNIONS

GROUP 12: [NOT ELSEWHERE CLASSIFIED]

(Salamon and Anheier, 1996b)

INTERVIEW

- Give me the definition for NGOs by taking your personal experience into consideration.

- Which are the possible problems that you face when you try to define the nonprofit organizations?

- Does your NGO correspond to the definition that you gave above? If not, why?

- How do you prove that your organization is not depended on the state?

- How is the revenue collected and how are expenses distributed?
  Revenue: (what percentage is from sponsorships, state, programs etc.)
  Expenses: (what percentage is for personnel's expenses, programs etc.)

- How does the NGO decision-making functions? How is the structure in your NGO? Is it based on the top-down approach?

- How is the distribution of activities within the organization? How many sub-departments exist in the NGO?

- Is there an established strategy in the organization or does it changes according to organizations' needs?

- How many people do work as permanent personnel and how many as volunteers?

- Does your NGO act at the local level or also at the national or even international level?

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- Does your NGO collaborate with other NGOs or other institutions? Does it take expertise from other NGOs?

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