

BALGRAN: SOLVING ISSUES OF AN NGO IN JAMMU & KASHMIR

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Case Study

Balgran, a not-for-profit non-governmental voluntary organization was established in 1975 at Channi Rama, Jammu and Kashmir (J&K), India to provide 'family home' to destitute, orphan, abandoned and socially handicapped children enabling them to lead an independent and secure life. Balgran, a local dialect Dogri word, meaning "children's village", was registered with Registrar of Societies J&K government.

First dormitory with mess for the children was inaugurated on 24th April 1978. Since then, Balgran has expanded its services for children in need at a rapid pace including Bal Bharti public school, healthcare centre, vocational training and a computer centre. By January 2019, Balgran had served 2,542 children in need and had a donor base of 1,682 including both, who donate in-kind and in monetary terms.

However, Balgran being a not-for-profit voluntary organization operating in the conflict-prone state of J&K was experiencing several issues. It was facing difficulties in retaining the voluntary staff as they left the organization after having served for a short period without any prior notification once they found a rewarding alternative. NGOs operating in a conflict-prone state like Jammu and Kashmir face unique challenges, especially with respect to legitimacy. Prevalence of distrust among potential donors, wherein NGOs and similar organizations were looked upon as hawala front for militants, was one such unique challenge. Mr. A.K. Khajuria, President of Balgran, was concerned about these issues and also made a few failed attempts at resolving them. Finally, in February 2019, he decided to involve all the members of the governing body to resolve the issues Balgran had been facing.

ABOUT BALGRAN

"In Balgran, a child can find love and security under the care of Maa (mother-warden). They call each other bhau (brother) and behen (sister). They refer to me as Dada (grandfather)."

A.K Khajuria (President)

Mr. Khajuria, President of Balgran was a senior citizen and a resident of Jammu city. After completing his engineering in 1980, he initiated as a volunteer at Balgran when he was just 22 years old. His drive to serve the underprivileged and children, in particular, was evident from the fact that he consistently remained associated with an NGO like Balgran. He observed that the insurgency in the state had destroyed the emotional and psychological well-being of children especially those who were direct or indirect victims of the armed conflict. He also believed that the youth is most affected in areas prone to armed conflict, hence, the voluntary sector must pitch in to empower them. He felt a strong sense of emotional connect with Balgran as organizational aims were in congruence with his personal goals related to societal development. While designing solutions to the challenges faced, Mr. Khajuria considered the recommendations and guidance extended by Mr. Vinod Kumar Raina, Secretary of Balgran. Mr. Raina was a retired state government official and an ardent supporter of child rights. He became associated with Balgran as a donor when he was serving in the forest department of J&K, however, his devotion to work for the youth encouraged him to offer his services as a Secretary after his retirement.

Balgran aimed at holistic development of a child through nurturing care, education, vocational training, health facilities and a family-like atmosphere. In January 2019, there were 140 children (see Exhibit 1) and 59 volunteers in Balgran. It started its operations in 1978 with a single dormitory along with a small mess on its ground floor serving nine children. By 2004, it had scaled up to seven dormitories, a separate mess, a school and a healthcare centre serving 83 children. The vocational and the computer centre were established in 2010 and 2014 respectively (see Exhibit 2). The healthcare centre, equipped with three isolation beds, catered to the children and volunteers in Balgran. In January 2019, Balgran had eight dormitories and two cottages to accommodate the children and a separate mess which provided breakfast, lunch, evening tea, snacks and dinner. Mother-warden was made in charge of each dormitory and cottage to counsel and address the needs of children. Bal Bharti Public school was equipped with a library and duly recognized by Jammu and Kashmir State board up to 10th grade. Vocational centre enabled children to learn tailoring, stitching, embroidery, candle making and they handcrafted various items such as shopping bags, aprons, woollen socks, gloves and candles which were exhibited on several occasions for sale.

Balgran supported the J&K government in framing policies related to abused children by facilitating the requisite first-hand information which could be beneficial in policy-making. A team of three state government officials were allowed to speak directly to the children about the conditions in which they lived before being inducted into Balgran. It was the responsibility of the members of the governing body to keep track of government schemes (central and state) in which the children qualify as beneficiaries, thus, registering them to avail the benefits of the government schemes.

GRAND CHALLENGES – PURPOSE OF BALGRAN

J&K, a conflict-ridden state in India, had been suffering from the time the armed insurgency broke out in 1989. Militancy, curfews, convoys of army trucks and the political battles around the insurgency has had a deep-rooted impact on the psychological and emotional well-being of residents of the state, including children. Save the children, a UK- based charity organization, conducted a study in 2014 which revealed that there are around 2,15,000 orphans in J&K. Out of these, 37 per cent lost one or both parents due to armed conflict¹. In fact, armed conflict is one of the major causes of orphanhood. In 2018, one lakh people lost their lives due to armed conflicts and correspondingly thousands of children entered orphanhood across the world².

The disturbed environment in J&K not only had a grave impact on the children but also raised legitimacy issues over time with regard to NGOs. Residents of the state viewed such organizations as funding intermediaries for militants. Local NGOs operating in other states did not encounter the challenges associated with legitimacy. Mr. Khajuria sought suggestions from Mr. Raina, however, no concrete or definitive solution could be arrived at, to tackle the issues related to legitimacy. Due to suspicion and mistrust among the public, Balgran also faced difficulties in raising funds through donations.

As per the National Family and Health Survey-4 (2015-16)³, overall 5% of children under 18 years of age were orphans. As per a study conducted by SOS Children villages India, there were 20 million orphans in India in 2011⁴. Majority of these consisted of children who had been abandoned. Simran, a girl in 6th grade at Balgran said, *“I am a girl because of which I was left on the street by my father. My mother tried supporting me but it’s my father who makes all the decisions. I was lying outside a temple when a school teacher at Balgran came to my rescue.”*

There were no official figures of vulnerable children from India on the United Nations Children's Emergency Fund (UNICEF) database as the government had never released official statistics on vulnerable children. These children need special care and protection being the most susceptible to poverty, child labour, and child trafficking. Orphans and vulnerable children did not even have a separate legislation in India.

MANPOWER AT BALGRAN

Volunteers at Balgran included mother-wardens, mess staff (cooks), school teachers at Bal Bharti Public School, medical staff, vocational trainers (tailoring, embroidery and candle making), and computer trainers (see Exhibit 3). Since Balgran followed the 'voluntary service model', these volunteers were not paid salaries. The majority of mother-wardens, cooks, vocational trainers, and helpers were people who did not have any other source of income, hence, they were given a place to live in the dormitories and were provided full-time meals without any charge. Fiza Muhammad, serving as a cook in Balgran said, *"When I got divorced two years ago, I did not have any source of earning. I did not want to go back to my parents' house as I did not want to be a burden on them. So, I decided to offer my services at Balgran as I love to be around children. I cook for the children. God always blesses those who feed others. Balgran has given me shelter and food, what more could I have asked for."* Two doctors rendered their services alternatively in the morning and evening for fixed hours. Graduate and post-graduate volunteers served as school teachers at Bal Bharti public school, the majority of whom were university students and housewives pursuing a bachelor in education through correspondence.

Mr. Khajuria struggled to retain volunteers inspite of organizing sessions wherein, the volunteers were appreciated and reminded of the significance of the services offered by them. He said *"most of the volunteers we have are unemployed. We give them place to live and food to eat. Some leave suddenly when they find a job that pays them well. Some people come to volunteer because their friends also volunteer. Such people serve for only 10-15 days. Volunteers are also pressurized by their mother or father to leave social service as it would not help them in earning their livelihood and is a waste of time. There are less volunteers who really want to serve others and learn something new"*.

BALGRAN'S FUNDING MODEL

Balgran relied on the financial support of individuals and organizations to support the costs of construction and maintenance of dormitories, Bal Bharti Public school, healthcare unit, vocational centre, computer centre and to finance higher education of the inducted children. Balgran incurred Rs. 2500 (32.71 USD) to support boarding, lodging and education of a child per month. It was registered under section 80G of the Income Tax Act which grants tax relief to the donors who donate in cash to Balgran.

Its main fundraising sources were individual sponsorships, monthly sponsorships and lifetime meal sponsorships. It received donations both in monetary terms and in-kind wherein majority of the donors were from Jammu. Balgran had been successful in achieving long term engagement of 19 in-kind donors. Funds were also raised by admitting children from neighbouring areas into Bal Bharti Public school at subsidized fees and through the sale of exhibition items handcrafted by Balgran children. Since, Balgran was engaged in generating additional streams of funds by the sale of its services at subsidized rates, it should not be confused with social enterprises.

However, a major cause of concern for Mr. Khajuria was that the organization was dependent only on donations made by private individuals, groups or organizations as Balgran was neither funded by the government nor received funds through CSR. Mr. Raina said “ *we do not have contacts like big NGOs operating at national level to get funds from the government. We are a small local NGO. There is a lot of paperwork and obligations to be met when we want to get funds through CSR. We as a team do not have that much knowledge regarding CSR.*”

As an individual sponsor, the donor was directly associated with the growing up of a child. The organization sent regular updates about the sponsored child to the donor. The individual was required to sponsor the boarding, lodging and education of a child for a minimum period of six months. As a monthly sponsor, a donor was supposed to sponsor breakfast, lunch, evening tea along with snacks, and dinner per month per child. As a lifetime sponsor, donor was required to deposit a lump sum to provide breakfast, lunch, evening tea with snacks and/or dinner to the children for a year (see Exhibit 4).

PROBLEMS FACED BY BALGRAN

One of the major concerns for Balgran was high turnover of the voluntary staff. Volunteers left after having served for a short duration without any prior intimation once they found a rewarding alternative. This not only affected the continuity of routine activities of the children at Balgran but also posed difficulties for the organization to search for new volunteers possessing the required expertise within a short period.

“I recall a recent incident when three cooks left unexpectedly and we faced a huge problem in finding fresh volunteers. We had to hire cooks by paying daily wages. Such incidents occur often. This puts pressure on the limited funding we have to cater to all the needs of our children.”

Vinod Kumar Raina (Secretary)

By interacting with the voluntary staff and members of the governing body of Balgran, Mr. Khajuria identified the following reasons for high turnover of voluntary staff:

- Volunteers (mother-wardens, cooks, vocational trainers, and helpers) joined Balgran at a time when they did not have any source of income. They offered their services and in turn received meals and a place to live in without any charge. They left the organization once they found a salaried job.
- Volunteers lacked the necessary sensitivity to deeply understand the seriousness of the services they offered in terms of the ways their services positively impacted the lives of children at Balgran.
- Certain volunteers offered their services for a short period as their main motive was gaining recognition for serving the underprivileged as it might potentially increase their chances of gainful employment.
- Pressure from the family members to be gainfully employed pushed certain volunteers to leave Balgran. In India, personal as well as professional decisions of an individual are greatly influenced by their family members.
- Realization after a short period that social service was not their calling. Certain volunteers registered due to peer pressure and hence viewed social service as a mere experiment rather than a responsibility.
- There are few volunteers who really have a humanitarian concern and wish to sincerely help.
- Balgran has few volunteers who are keen for new learning experiences.

Second major problem faced by Balgran was that the potential donors had developed mistrust concerning the fund management of NGO's. They had a belief that NGOs indulged in diversion of funds and lacked integrity. Insincere activities undertaken by certain NGOs affected the credibility of genuine NGOs like Balgran. This lack of trust among the potential donors developed over time due to the following reasons:

- Armed insurgency which has been prevalent in J&K since 1989, raised suspicions among the potential donors regarding the activities of NGOs, and the public often accused such organizations of being a hawala front for militants.
- Past personal experiences of donors with insincere NGOs
- Discussion with peer groups on fake NGOs and how they divert funds
- Media highlighting the NGOs which come under scanner of the regulatory authorities

Due to these trust issues, Balgran faced challenges in raising consistent funding. Balgran was not funded by the government and did not have access to CSR funds primarily due to lack of expertise in the procedures involved in availing CSR funding and poor networking strategies. Moreover, there was variability in the frequency of donations received from individual sponsors, monthly sponsors and lifetime meals sponsor due to the voluntary nature of these sponsorships. The private donor base did not broaden as required because of mistrust among potential donors. Moreover, very few donors outside J&K were willing to contribute to a local NGO operating outside their native states.

Despite these challenges, Mr. Khajuria, assisted by other members of the governing body, tried his best to counsel the voluntary staff reminding them of the immense contribution they made to the organization and the society. They hired a specialist to get knowledge about the processes and the pre-requisites to avail the benefits of CSR. However, they could not succeed in availing CSR benefits and mere counselling did not seem to help Balgran deal with the problems it faced concerning volunteers.

WAY FORWARD

Mr. Khajuria considered the following solutions to address the described challenges: strict screening of the candidates before inducting them into the organization so that only genuine people were inducted as volunteers; assuring transparency to the potential donors by regularly updating the social media handles and paying field visits to various organizations to spread awareness among the potential volunteers and donors about the credibility of Balgran. As far as the funding issues are concerned, he considered offering healthcare services to people outside Balgran at subsidized rates. Mr. A.K Khajuria called for a meeting of the governing body of Balgran in February 2019 to develop a future plan of action to resolve the above-mentioned issues.

EXHIBITS

EXHIBIT 1: CHILDREN IN BALGRAN AS ON JANUARY 2019

Category	Explanation	Number of children
Destitute	Children who are forsaken and cannot meet the basic subsistence needs i.e.; children whose parent(s) are missing or affected due to natural or man-made calamities or militancy or are undergoing a term of imprisonment; whose parent(s) are incapable of supporting their child and any child living on the streets.	43
Orphan	Any child who has lost both parents and does not have family or friends to support him/her	66
Neglected	Children who are seriously neglected or ill-treated by their parent(s) or guardians or subject to immoral influences.	17
Abandoned	Children who are abandoned by their parent(s) due to mental and/or physical disability; extreme poverty and children abandoned by their parent(s) due to non-acceptance of a child before marriage in the society	14
Total		140

Source: Company documents

EXHIBIT 2: ACTIVITY TIMELINE OF BALGRAN

Activity/ Programs	Year of Establishment/ Initiation
A single dormitory with a small mess	1978
Two new dormitories	1985
Three new dormitories and a separate mess	1995
Bal Bharti Public school	2000
A new dormitory and a healthcare centre	2004
Vocational centre	2010
Computer centre	2014
A new dormitory and two cottages	2019

Source: Company documents

EXHIBIT 3: VOLUNTEERS AT BALGRAN AS ON JANUARY 2019

Voluntary staff	Number
Mother-wardens	13
Mess staff (cooks)	6
School teachers at Bal Bharti Public school	15
Medical staff (doctors, nurses)	5
Vocational trainers (tailoring, embroidery and candle making)	3
Computer trainers	2
Helpers	15
Total	59

Source: Company documents

EXHIBIT 4: BALGRANS FUNDING MODEL

Type of Sponsorship	Balgran receives funds in the following ways from the donors
Individual sponsorship	<ul style="list-style-type: none"> Rs.1500 (19.63 USD) per month per child for boarding & lodging and, Rs.1000 (13.09 USD) per month per child for education
Monthly sponsorship	<ul style="list-style-type: none"> Breakfast at Rs.400 (5.23 USD) per month per child and, Lunch at Rs.450 (5.89 USD) per month per child and, Evening Tea & Snacks at Rs.250 (3.27 USD) per month per child and, Dinner at Rs.400 (5.23 USD) per month per child
Lifetime meal sponsorship	<ul style="list-style-type: none"> Rs. 25,000 (327.14 USD) once in lumpsum to provide dinner to the children for a year and/or, Rs. 12,000 (157.03) once in lumpsum to provide Evening Tea & Snacks to the children for a year and/or Rs. 25,000 (327.14 USD) once in lumpsum to provide breakfast with milk to the children for a year

Source: Company documents

¹ Shah, U. (2015) The struggle of orphans in Kashmir. *The Citizen*, 1 November [Online]. Available at: <https://www.thecitizen.in/index.php/en/NewsDetail/index/1/5669/The-Struggle-Of-Orphans-In-Kashmir> [Accessed 2/12/2020].

² Nar, C. (2020) *2020 Orphan Report*. Istanbul: Humanitarian and Social Research Center (INSAMER). Available online: https://insamer.com/rsm/icerik/dosya/dosya_2928.pdf [Accessed 2/12/2020].

³ International Institute for Population Sciences (IIPS) and ICF (2017) *National Family Health Survey (NFHS-4), 2015-16*. Mumbai: IIPS. Available online: <http://rchiips.org/nfhs/nfhs-4Reports/India.pdf> [Accessed 2/12/2020].

⁴ SOS Children's Villages Canada (2011) *India now home to 20 million orphans, study finds*. Available online: <https://www.soschildrensvillages.ca/india-now-home-20-million-orphans-study-finds> [Accessed 2/12/2020].

Teaching Note

SYNOPSIS

Balgran, a local not-for-profit non-governmental voluntary organization operating in the conflict-ridden state of Jammu and Kashmir (J&K), India was established in the year 1975 to empower destitute, orphan, abandoned, and socially handicapped children. Since its inception, Balgran has expanded its services at a rapid pace including Bal Bharti public school, healthcare centre, vocational training, and a computer centre. Mr. A.K. Khajuria, President of Balgran, was concerned about the high turnover of the voluntary staff, mistrust among the potential donors concerning fund management of Non-governmental organizations (NGOs), and inadequate funding. Mr. Khajuria after a few failed attempts at resolving these issues, called for a meeting of the members of the governing body in February 2019 to decide the future plan of action to resolve these issues.

Through this case, the students can understand the challenges faced by local NGOs in general as well as unique challenges (mistrust among potential donors) faced by NGOs operating in conflict-ridden areas like J&K. The students will be able to enhance their skills in brainstorming and making recommendations while framing possible solutions to the challenges faced by Balgran. The case seeks to enable the students to comprehend the features and typologies associated with NGOs; the role played by local NGOs in community development; differences between social enterprises and NGOs; scaling-up techniques and paths with special reference to local NGOs and the environmental factors that can potentially influence the operation of NGOs.

LEARNING OBJECTIVES

The learning objectives have been prepared in accordance with the Blooms Taxonomy (Bloom et al., 1956). After completing the case, the students shall be able to do the following:

- Describe the challenges faced by not-for-profit, non-governmental and voluntary organizations operating at a local level in a conflict-ridden zone. (*Knowledge*)
- Explain the key features, roles, and typologies associated with NGOs (*Comprehension*), apply such typologies to specific organizations (*Application*), and differentiate between social enterprises and NGOs. (*Analysis*)
- Analyze various scaling-up techniques and infer the technique(s) used or can be potentially used by a particular organization. (*Analysis*)
- Synthesize different elements of the organizational environment and reflect on the potential influence of these elements on an organization. (*Synthesis*)
- Develop frameworks by applying institutional theory and motivations for volunteerism to map challenges of organizational legitimacy and volunteer turnover respectively as well as make recommendations to tackle these challenges. (*Synthesis and Evaluation*)
- Develop recommendations for the problems faced by not-for-profit voluntary NGOs. (*Evaluation*)

POSITION IN COURSE

This case is suitable for undergraduate and graduate-level students learning social entrepreneurship, social work, and management of alternate organizations such as NGOs. This case could be used to discuss concepts related to not-for-profit organizations operating in voluntary settings.

RELEVANT READINGS

- Banks, N. and Hulme, D., 2012. The role of NGOs and civil society in development and poverty reduction. *Brooks World Poverty Institute Working Paper*, (171).
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- Scott, W.R., 1995. *Institutions and Organizations*. Thousand Oak. Cal: Sage Publications.
- Uvin, P. and Miller, D., 1996. Paths to scaling-up: alternative strategies for local nongovernmental organizations. *Human Organization*, 55(3), pp.344-354.
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ASSIGNMENT QUESTIONS

1. Describe the challenges faced by Balgran as a not-for-profit voluntary NGO operating in a conflict-ridden zone. (*Knowledge*)
2. a) Define an NGO (*Knowledge*). Explain the types and various roles played by NGO's (*Comprehension*). Apply the NGO typological framework to Balgran. (*Application*)
b) Differentiate Balgran from a social enterprise? (*Analysis*)
3. Analyze the framework of scaling-up techniques for local NGOs (Uvin and Miller (1996)). Infer which scaling-up technique(s) did Balgran implement? (*Analysis*)
4. Construct a framework by categorizing key elements of the environment that can potentially influence the operations of Balgran. (*Synthesis*)
5. a) Develop a framework to map and suggest means to improve the legitimacy of Balgran by applying the institutional theory. (*Synthesis*)
b) Map the motivations for volunteerism as inferred from the case with those discussed by Clary et al. (1998). (*Evaluation*)
6. Based on your understanding of the case, provide recommendations to solve each challenge faced by Balgran. (*Evaluation*)

TEACHING PLAN

Before distributing the case study, the instructor should ensure that the class is well equipped with the theoretical concepts concerning social enterprises including its definition and types.

Following this, the instructor can distribute the case in advance (minimum a week) of the class and provide a brief background on the case along with its decision-making points. The instructor can play the following video to sensitize the students about the aims and the context in which Balgran operates (<https://www.youtube.com/watch?v=2DEjgv1zXI8&t=2s>). After three to four days of preparation time,

the case can be taken up for classroom discussion. When concluding the discussion, the instructor can summarize the case analysis and connect the case to the concepts learned in the course.

A suggested time plan for discussion of the case for a 90-minute class session is as follows:

Discussion Point	Time (minutes)
Discussion on the challenges faced by Balgran	5 minutes
Discussion on the definition, types, and roles of NGOs with reference to Balgran along with highlighting the differences between NGOs and social enterprises	10 minutes
Discussion on the various scaling-up techniques for local NGOs and the techniques and paths used by Balgran	10 minutes
Assessment of internal, task and external environment of Balgran	10 minutes
Discussion on the legitimacy of Balgran based on institutional theory and suggesting ways to improve its legitimacy	15 minutes
Discussion on developing a motivational framework for volunteerism based on Clary et. al., (1998) and applying it to Balgran	15 minutes
Discussion on the possible solutions to the problems faced by Balgran	15 minutes
Conclusion	10 minutes

The discussion can be with the entire class or the instructor can divide the class into multiple groups (especially when the class size is large) and orchestrate the discussion by calling representatives from each group to answer for the discussion points. The instructor could summarize the discussion and support it with the solutions offered for assignment questions in the teaching note using powerpoint presentations. The instructor can understand the preparation level of the class through answers to analysis, synthesis, and evaluation level questions. Well prepared students are more likely to satisfactorily answer analysis, synthesis, and evaluation level assignment questions as these require a sufficient amount of pre-reading and deliberation. It is to be noted that knowledge and comprehension level questions may be fairly answered even by the students lacking preparation. Keeping in mind the above suggestions, the instructor may evaluate accordingly.

ANALYSIS

1. Describe the challenges faced by Balgran as a not-for-profit voluntary NGO operating in a conflict-ridden zone.

Balgran is a ‘family home’ for destitute, orphan, abandoned, and neglected children equipped with dormitories, a school, healthcare, vocational (tailoring, embroidery, candle-making), and a computer centre. Its mission is to serve the children in need through empowerment, security, decent living, and a nurturing family-like atmosphere. In fulfilling these objectives, Balgran is facing the following problems.

Difficulties in retaining voluntary staff

Balgran, a not-for-profit voluntary NGO, functions with the support of voluntary staff. The first problem Balgran is facing is the high turnover of voluntary staff. Volunteers leave the organization after serving for a short period without any prior intimation. This behaviour posed difficulties for the management to induct fresh volunteers, possessing the necessary expertise, within a short period which in turn affected the continuity of routine activities at Balgran.

Volunteers especially mother-wardens, cooks, vocational trainers, and helpers left Balgran once they found a rewarding alternative. Certain volunteers did not understand the seriousness of the services they offered or were pressurized by their family members to be gainfully employed or joined Balgran just to gain recognition of being involved in social service which may further enhance their resume and job prospects.

Mistrust among the potential donors and difficulties in raising funds

Potential donors had a feeling of mistrust about the integrity and fund management of NGOs operating in J&K. Private donors often refused to donate as they believed that the NGO might divert the resources or be involved in unethical practices. They have formed such a belief based on their past experiences with unethical NGOs and discussions with peer groups. NGOs and similar organizations operating in a conflict-prone state like J&K are looked upon as hawala front for militants.

Balgran is facing difficulties in establishing a regular flow of voluntary funding. It is not funded by the government and being a local NGO with less exposure to CSR (Corporate Social Responsibility) practices could not get access to CSR funding. As far as the private funding is concerned, Balgran faced problems in convincing people to donate as they had suspicion regarding the integrity of NGO's operating in J&K.

2.a) Define an NGO. Describe the types and various roles played by NGOs. Apply the NGO typological framework to Balgran.

NGOs are defined as organizations that focus on social objectives, rather than commercial interests and are entirely or largely independent of the government. NGOs include voluntary, not-for-profit, and civil society organizations. Cooperatives, religious groups, charitable, and community associations also fall under the ambit of an NGO.

NGOs work for the betterment and upliftment of socio-economically and politically weaker sections of the community to improve their status in society so that they can have equal rights and opportunities. NGOs may operate at regional, national, or international level according to the requirements and functional capacity of the concerned NGO.

An NGO can be registered as a charitable trust, not-for-profit company, or social service society under the applicable rules and laws of the concerned state and country (see Exhibit TN-1)

Types of NGOs

NGOs can be broadly classified based on two dimensions (a) nature of beneficiaries or the target group and (b) nature of the function it performs. This taxonomy yields a matrix (see Exhibit TN-2) which is archetypical.

Based on the first dimension (nature of beneficiaries or the target group), NGOs can be classified as self-serving and others-benefitting. In self-serving NGOs, the members not only act as beneficiaries but also contribute financial resources and labour to ensure the smooth functioning of the NGO. By contrast, others-benefitting NGOs are organizations in which the donors, volunteers, and the management contribute labour and financial resources but are not the direct beneficiaries (target group may be any section of the society with unmet needs).

Based on the second dimension (nature of the function it performs), NGOs can be classified into service, advocacy, and hybrid NGOs. Service-oriented NGOs aim to provide goods and/or services to underprivileged sections of society. Advocacy NGOs work to shape the system and institutions embedded in the democratic setting in order to promote a specific cause. Advocacy NGOs can be further classified as watchdog and social movement NGOs. Watchdog NGOs ensure that the socio-political system works efficiently at the grass-root level whereas social movement NGOs try to change or undermine the existing system. Hybrid NGOs focus on both service and advocacy functions simultaneously, for example, Oxfam.

Balgran, a not-for-profit voluntary NGO which aims at the holistic development of orphan, destitute, abandoned and socially handicapped children seems to fit well under the category of others-benefitting, service NGO. It serves the children in need (service-oriented) and does not perform any advocacy functions. Also, the contributors of capital (donors) and labour (voluntary staff and management) are not the beneficiaries (others-benefitting).

Role of NGOs

Among the wide variety of roles that NGOs perform, the following apply to Balgran:

- In their role as service providers, NGOs offer a broad range of services in the field of health, education, environment, relief operations, participative democracy, conflict resolution, and human rights.
- Balgran continuously strives to provide living space, food, education, healthcare, vocational training to the destitute, orphan, abandoned, and neglected children including those affected due to militancy or disasters.
- NGOs use interpersonal communication to gain the trust of the beneficiaries. This role helps the government authorities to seek the support of local NGOs to gain insight into the mental-framing (attitudes, perceptions, beliefs, and mental schemas) of the local people. NGOs also play a significant role in educating the beneficiaries about the government schemes and enabling them to seek the benefits from such schemes.
- Balgran, being a local NGO, supported the state government in framing policies for children by facilitating a face-to-face discussion between the government officials and the children about their living conditions before being inducted into Balgran. Moreover, Balgran helps the children to get enrolled in government schemes in which they qualify as beneficiaries. Thus, NGOs facilitate upward and downward communication bridging the gap between the government and local people.

2.b) Differentiate Balgran from a social enterprise?

A social enterprise is an entrepreneurial venture that focusses on the end goal of creating a positive social and/or environmental change. Self-sustaining social enterprises are structured with a business model, a consumer base, and revenue streams. Such revenue streams are ploughed back into the main activities of the enterprise, thus, creating self-sufficiency in their operations. However, some social enterprises may be dependent upon grants and donations to meet their financial needs.

Balgran is strictly a not-for profit-organization whereas social entrepreneurship includes innovative ventures which may be for-profit or not-for-profit or may have a hybrid structural form. There is not much difference between Balgran and social enterprises which are dependent upon grants and donations for their financial needs. However, the differences between Balgran and self-sustainable social enterprises are as follows:

- Balgran, like a self-sustainable social enterprise, tries to address social issues but the difference lies in the revenue model. Balgran relies on donations (monetary and in-kind). *Fundraising or donor*

engagement is a fundamental aspect of the working of Balgran whereas self-sustainable social enterprises aim to become financially sustainable, may generate profits and if needed takes loans.

- Self-sustainable social enterprises generally sell a product or service to a consumer base to address social or environmental issues whereas Balgran operates more directly to address the issues of children in need through support like living space, direct aid, food relief, and empowerment.

3. Analyze the scaling-up techniques framework for local NGOs (Uvin and Miller (1996). Infer which scaling-up technique(s) did Balgran implement?

The most commonly used meaning of scaling-up of NGOs is the expansion of membership or target group. Social scientists share diverse views regarding the ways in which an NGO can scale-up.

Types of scaling-up of NGOs

Uvin and Miller (1996) discussed types of scaling-up and paths along which such scaling-up occurs. (see Exhibit TN-3)

- Quantitative Scaling-up: It means expanding the size and activities of the NGO. Five paths for quantitative scaling-up are spread, replication, nurture, aggregation, and integration.
- Functional Scaling-up: NGOs adopt the path of horizontal (sectoral) and vertical (factoral) integration to functionally scale-up. NGOs are quite similar to private entities in their decisions to scale-up functionally.
- Political Scaling-up: This involves engagement in the political processes to promote the objectives of the local NGO. For example, Mexican peasant organizations gained access to the United States export market by exerting political pressure. Political scaling-up can help gain benefits from opportunities provided by the government.
- Organizational Scaling-up: It enables the organization to become self-sustainable and gain financial and managerial autonomy. This requires the interaction of standard management processes (financial, organizational, and personnel) which enable the organizations to face unprecedented consequences.

4. Construct a framework by categorizing the key elements of the environment that can potentially influence the operations of Balgran.

The operations of an NGO are affected by its environment. A detailed assessment of the environment of an NGO empowers the management to evaluate threats and opportunities, thereby, formulate suitable strategies to achieve the laid objectives.

There are three aspects of NGO environment (a) External environment (b) Task environment (c) Internal environment (see Exhibit TN-4 for detailed framework).

- External environment includes the factors that are outside an NGO and indirectly affect its functioning. An aspect of the external environment that significantly affects Balgran's ability to generate funds through donations is the feeling of mistrust developed among the potential donors due to the prevalence of insurgency in J&K.
- Task environment includes those factors that directly affect the ability of an NGO to realize its set goals. In case of Balgran, elements of the task environment are the beneficiaries, funding agents, and its competitors.
- Internal environment includes those factors that are within an NGO and affect its functioning. The most important aspect of the internal environment that affects the functioning of Balgran is the voluntary staff. The tendency of the volunteers to leave Balgran without any prior intimation adversely affected its routine operations.

5.a) Develop a framework to map and suggest means to improve the legitimacy of Balgran by applying the neo-institutional theory.

Institutional theory maintains that there are three main elements of institutions a) regulative (legally-enforced rules, regulations, coercion, and sanctions or punishments); b) normative (norms and values) and, c) cultural-cognitive (shared common ideas and taken for granted routines) that impart stability (Scott, 1995). In order to survive and gain legitimacy, the organizations must abide by the above-mentioned institutional elements (DiMaggio and Powell, 1983). Based on these three pillars, the institutional theory posits three kinds of organizational legitimacy.

- Regulative legitimacy entails abiding by the legal rules, laws, regulatory agencies to achieve stability and a formal structure.
- Normative legitimacy demands that the goals and values pursued by the organization should be compatible with the values expressed by the society.
- Cultural-cognitive legitimacy is achieved when the organization conforms to the cognitive structures prevalent in the society.

NGO legitimacy is based on multi-dimensional aspects such as compliance with legal rules, accountability to various stakeholders, consistency between the goals and actions, the existence of appropriate governance structures, etc. Based on the institutional theory, means to improve the legitimacy of Balgran have been illustrated in detail in Exhibit TN-5.

5.b) Map the motivations for volunteerism as inferred from the case with those discussed by Clary et. al. (1998).

Many not-for-profit organizations are dependent on the volunteers for the performance of important tasks thus, volunteer management is a central aspect in such organizations (Netting et. al, 2005). Organizations do not provide a salary to the volunteers. Therefore, it becomes interesting to deliberate on the underlying motivations involved in volunteerism. Also, to tackle the challenge of volunteer turnover faced by Mr. Khajuria, it is a pre-requisite to understand the different motivations or reasons underlying volunteering.

Clary et al., (1998) identified that volunteers offer their services for nonprofit organizations based on six possible underlying motivations. These motivations are related to one's values of altruism, career-related benefits, opportunity for gauging new learning experiences, peer pressure, protecting one's self-esteem by eliminating negative feelings, and self-development or enhancing self-esteem. Mr. Khajuria had identified various reasons for volunteer turnover which in turn indicate motivations or reasons underlying voluntary engagement with Balgran. It may be argued that the nature of motivation a volunteer possesses will determine the expected period of his/her association with the organization. Based on the motivations identified by Clary et al., (1998), a detailed motivational framework for volunteerism has been developed for Balgran (see Exhibit TN-6).

It is important to note that motivations related to peer pressure and potential career advancement have led to the high volunteer attrition in Balgran. Thus, Mr. Khajuria should focus on recruiting volunteers motivated by the urge to learn and willingness to express altruistic values as well as humanitarian concerns. He should keep the volunteers motivated by peer pressure and career related-benefits to the minimum. It is further suggested that Mr. Khajuria should question deeply into the motivations underlying volunteerism during volunteer recruitments.

6. Based on your understanding of the case, provide recommendations to solve each challenge faced by Balgran.

One of the major concerns faced by Balgran is the high turnover of voluntary staff. Volunteers left Balgran after having served for a short duration without any prior notice or intimation. To prevent such a tendency, Balgran may implement the following recommendations:

- At the time of hiring the volunteers, Balgran may try to explore the intentions of volunteers and find out whether they are interested in a long-term engagement with the organization.
- Allow a volunteer to switch to a different role if they desire and possess the required expertise in this regard so that they feel a sense of flexibility within the organization.
- Balgran should try to engage the volunteers in the decision-making processes to make them feel that their ideas and suggestions are valuable for the organization.
- Balgran can retain volunteers by demonstrating that they are the lifeblood of the organization. This can be done by recognizing their contributions through ‘volunteer of the month’ awards or a small token of gratitude. Such activities enhance the motivation level of volunteers.

Mistrust among the potential donors concerning the fund management of NGOs may be resolved by the following suggestions:

- Marketing of the progress that Balgran has made over the years especially on social media handles.
- Balgran may provide progress reports to the donors revealing how their funds were utilized to help the children in need.
- Inform the donors that the financial statements of Balgran can be viewed by the donors as and when required to ensure transparency.
- The management may organize programs or visits wherein the potential donors can personally meet the children at Balgran and have a first-hand experience of the activities which take place in the organization.

Issues with funding may be resolved by diversifying the funding sources; healthcare centre may cater to patients outside Balgran at subsidized rates to generate additional funds and finally, resorting to fine networking strategies to access CSR funds.

EPILOGUE

Balgran has tried to resolve the issues concerning the high turnover of volunteers, mistrust among the potential donors regarding the integrity of NGOs and fundraising. Balgran has been tackling the issues of volunteers exiting after serving for a short period by a strict screening mechanism of the volunteers at the time of hiring based on the criteria of sincerity and prospects of long-term engagement with Balgran. To make the volunteers feel secure, the management arranges discussion with the volunteers twice a week where their concerns are addressed and their contributions to the organization are rewarded half-yearly by a small gift.

To resolve the issue of mistrust among the potential donors, Balgran has taken several initiatives. The management regularly updates the social media handles with the activities, events, and other relevant happenings that take place at Balgran to keep the public informed and ensure transparency. The management along with a few volunteers has started visiting colleges, universities, and private organizations to deliver seminars to make the public aware of the integrity and credibility of Balgran.

As far as the funding issues are concerned, Balgran has started catering to the patients outside Balgran at subsidized rates to generate additional funds.

RESEARCH METHODOLOGY

I resorted to qualitative research methodology. I conducted open-ended interviews with the President and the Secretary of the governing body of Balgran. Interview is one of the most commonly cited methods for data generation in qualitative research, especially participatory action research (MacDonald, 2012). There were three rounds of face-to-face interviews with the President lasting for 40 minutes each and four telephonic interviews lasting for 20 minutes each. There was one round of open-ended face-to-face interview with the Secretary lasting for 27 minutes. I engaged in two separate discussions with the volunteers and children at Balgran. Each discussion had ten members and lasted for 30 minutes.

Exhibits

EXHIBIT TN-1: FEATURES OF NGO THAT APPLY TO BALGRAN

Features of NGO	Balgran
Nature	Not-for-profit voluntary NGO
Operational Capacity	Regional/local
Public interest agenda	Empowering the destitute, abandoned, neglected, and orphan children
Registration	Registered under the 'Registrar of societies' with the Jammu and Kashmir government. (society)

Source: Created by the authors

EXHIBIT TN-2: TYPOLOGY MATRIX OF NGOs

BENEFICIARY	SELF	Alcoholics anonymous	Labour unions
		Neighbourhood watch groups	Trade associations
	OTHERS	Balgran	Amnesty international
		Child Rights and You (CRY)	Transparency international
		SERVICE	ADVOCACY
		TYPE OF ACTIVITY	

Source: Created by the authors

EXHIBIT TN-3: TYPES AND PATHS OF SCALING UP OF NGOs

Type of scaling up	Paths involved	Application to Balgran
Quantitative	<ul style="list-style-type: none"> • <u>spread</u>: increasing numbers of people who adhere to the organization and its programs • <u>replication</u>: a successful program of the organization is repeated elsewhere • <u>nurture</u>: a well-staffed and well-funded outside agency, using a specific incentive-based methodology, nurtures local initiatives on an increasingly large scale • <u>horizontal aggregation</u>: several distinct organizations or programs combine their resources • <u>integration</u>: a program is integrated into existing structures and systems and in particular government structures after it has demonstrated its potential 	Balgran adopted spread as a path of scaling-up in terms of increasing the number of children being inducted
Functional	<ul style="list-style-type: none"> • <u>horizontal (sectoral) integration</u>: unrelated new activities are added to existing programs, or new programs are undertaken by the same organization • <u>vertical (factoral) integration</u>: other components related to the same chain are added 	Balgran adopted vertical (factoral integration) as it scaled up from dormitories to a school, healthcare, vocational, and a computer centre. These additional components are meant for the same purpose i.e., empowering the children in need
Political	<ul style="list-style-type: none"> • <u>information and mobilization</u>: an organization's members or local communities are stimulated to participate in the politics • <u>networking</u>: non-permanent collaboration is created between various political organizations on political issues of joint interest • <u>vertical aggregation</u>: federative structures are created to influence policy-making • <u>direct entry into politics</u>: grassroots organizations, or their leaders, either create a political party or join an existing one 	Not applicable
Organizational	<ul style="list-style-type: none"> • diversify funding sources • increase degree of self-financing through consultancy, sub-contracting, service for a fee. etc. • promote skills development • develop procedures and structures allowing for organizational learning • create institutional variety, both internally and externally maintain participation and accountability 	Balgran increased the degree of self-financing by admitting children from neighbouring areas into Bal Bharti public school at subsidized rates.

Source: Adapted by the authors from Uvin and Miller (1996)

EXHIBIT TN-4: NGO ENVIRONMENT-BALGRAN

External environment	Task environment	Internal environment
<u>Socio-cultural</u> <ul style="list-style-type: none"> • Beliefs • Opinions • Attitudes • Social structure 	<u>Beneficiaries</u> <ul style="list-style-type: none"> • Destitute, orphan, abandoned and neglected children 	<u>Volunteers</u> <ul style="list-style-type: none"> • Mother wardens • School teachers • Mess staff • Computer trainers • Medical staff • Vocational staff
<u>Legal/Political/Aggression</u> <ul style="list-style-type: none"> • Policies, legislations or any other rules framed by the government concerning NGOs • Section 80G of Income Tax Act • Armed insurgency in J&K 	<u>Funding agents</u> <ul style="list-style-type: none"> • donations from individuals and organizations (monetary and in-kind) 	<u>Management</u> <ul style="list-style-type: none"> • Governing body of Balgran
<u>Economic</u> <ul style="list-style-type: none"> • income levels • inflation rate • tax rates 	<u>Competitors</u> <ul style="list-style-type: none"> • Other local NGOs working for similar social agenda 	<u>Culture</u> <ul style="list-style-type: none"> • values • visions • practices • beliefs • norms

Source: Created by the authors based on interviews

EXHIBIT TN-5: MAPPING BALGRAN LEGITIMACY BASED ON INSTITUTIONAL THEORY: WAYS TO IMPROVE

Regulative legitimacy	Normative legitimacy	Cognitive legitimacy
Regulative legitimacy is enjoyed by Balgran as it is registered under 'Registrar of societies, J&K'. However, it should ensure that it conforms to all the rules and regulations detailed by the authorities. It should also showcase and communicate successful conformity to such rules to the donors and other stakeholders through newsletters	The values pursued by Balgran should be explicitly stated by Mr. Khajuria and his team. Media channels and events organized by Balgran should be used as potential platforms to emphasize organizational goals and values. The stakeholders and the general public quickly associate if their values are congruent with the values pursued by an organization	Balgran clearly faces a challenge concerning cognitive legitimacy. There is a shared common belief among the people in J&K that NGOs function as hawala front for militants. Hence, Balgran should initially focus on improving the regulative and normative legitimacy, which over time will automatically improve the cognitive legitimacy. If an organization faces a negative cognitive legitimacy, it is difficult to solve it within a short period
Balgran should maintain financial accountability to refute any suspicion about the siphoning of funds. It should highlight the conformity to standards of financial accountability by adopting suitable marketing strategies	Balgran should also conform to the localized social norms prevalent in J&K	
It should maintain transparency concerning different operations and activities undertaken by it. Moreover, it is advised that Balgran should declare activity-wise allocation of funds to maintain transparency. This will enable trust-building among the stakeholders especially, the donors		

Source: Created by the authors based on Scott (1995)

**EXHIBIT TN-6: CONSTRUCTION OF THE MOTIVATIONAL FRAMEWORK FOR
VOLUNTEERISM BASED ON CLARY ET AL. (1998)**

<u>Motivations to volunteer</u>	Characteristics	Balgran
<u>Values</u>	Volunteerism helps people to express values related to altruism and humanitarian concern.	In Balgran, it is evident that there are few volunteers with the underlying motivation of altruism and helping others, hence there is a huge challenge of volunteer turnover. Mr. Khajuria should focus on volunteers motivated by such values during volunteer recruitment.
Social	Volunteerism may provide an opportunity to be with one's friends or engage in an activity which is considered 'good' by the peers.	Certain volunteers registered due to peer pressure, therefore viewed social service as a mere experiment rather than a responsibility. Mr. Khajuria should keep the number of such volunteers to be minimum.
Career	Volunteering is concerned with career-related benefits that may be obtained from participation in volunteer work.	Career advancement was seen as a motivation for volunteers engaged with Balgran. Such volunteers offered services for a short period as their aim was gaining recognition for serving the underprivileged as it might potentially increase their chances of gainful employment. It is suggested that Mr. Khajuria should keep the number of such volunteers to be minimum.
Understanding	Volunteering provides the opportunity to gauge new learning experiences and the chance to exercise knowledge, skills, and abilities that might otherwise go unpracticed.	Volunteers with a motivation to learn are expected to stay for a longer period in the organization. However, such volunteers seem to be few in Balgran leading to high volunteer attrition. It is suggested that Mr. Khajuria should focus on people with an urge to learn while making volunteer recruitments.
Protective	Protective motivation is based on protecting oneself from negative feelings. Volunteerism may serve as a positive force that may reduce guilt or other negative feelings.	Not applicable in case of Balgran
Enhancement	It is related to personal development and obtaining satisfaction from self-esteem.	Not applicable in case of Balgran

Source: Created by the authors based on Clary et al., (1998)

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