

CHARITY *to* PARITY

— New Dimensions of NGO Management —

Shubhra P Gaur

Professor, MICA-Ahmedabad

First Edition (2015) : **Blind People's Association (India):1000**

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ISBN 978-81-929731-1-1

The views expressed are those of the Author and other contributors and not necessarily of the publisher.

Cover credits : **Neha Srimali**

Copyediting : **Smita Pranav Kothari**

Research Assistance : **Kinjal Shukla**
Kuldeep Brahmhatt
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Computer Setting : **Zakir Sipai**

Printing : **Naranbhai Prajapati and Trainees**
Multicategory Workshop for the
Handicapped

Published by : **Harish M. Panchal**, Director (Training)
on behalf of the Blind People's
Association (India), Vastrapur,
Ahmedabad-380015.



This Book is a publication of Blind People's Association
(India), Vastrapur, Ahmedabad

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*Inspired by all the noble souls
who are engaged in
the empowerment of
people with disabilities*

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LIST OF ABBREVIATIONS

S.No.	Abbreviation	Full-form
1	ADL	Activities of Daily Living
2	AGM	Annual General Meeting
3	AMC	Ahmedabad Municipal Corporation
4	AMTS	Ahmedabad Municipal Transport Services
5	ATC	Adult Training Centre
6	ATCB	Adult Training Centre for the Blind
7	BMA	Blind Men's Association
8	BPA	Blind People's Association
9	BRTS	Bus Rapid Transit System
10	CAF	Charities AID Foundation
11	CAGR	Compound Annual Growth Rate
12	CBM	Christoffel Blindenmission
13	CBR	Community Based Rehabilitation
14	CDC	Career Development Course
15	CII	Confederation of Indian Industry
16	CMC	Comprehensive Marketing Communication Approach
17	CPI	Consumer Price Index
18	CSR	Corporate Social Responsibility
19	Db	Deafblindness
20	DIET	District Institute of Educational Technology
21	DTC	Direct Tax Code
22	EDI	Entrepreneurship Development Institute
23	EU	European Union
24	FICCI	Federation of Indian Chambers of Commerce and Industry
25	FRU	Fund Raising Unit
26	FTSE	Financial Times and (London) Stock Exchange

S.No.	Abbreviation	Full-form
27	GCCI	Gujarat Chamber of Commerce and Industries
28	GCERT	Gujarat Council of Educational Research and Training
29	GLRA	German Leprosy Relief Association
30	GR	Government Resolution
31	GSEB	The Gujarat Secondary and Higher Secondary Education Board
32	HRD	Human Resource Development
33	ia-CAGR	Inflation Adjusted-Compound Annual Growth Rate
34	IAEF	Indian American Education Foundation
35	ICEVI	International Council for Education of People with Visual Impairment
36	ICEVH	International Council for Education of People with Visual Handicap
37	IEDC	Integrated Education of Disabled Children
38	IEDSS	Inclusive Education of the Disabled at Secondary Stage
39	IMA	Indian Medical Association
40	IMC	Integrated Marketing Communication
41	IIM-A	Indian Institute of Management- Ahmedabad
42	IT	Information Technology
43	ITI	Industrial Training Institute
44	IYDP	International Year of Disabled Persons
45	KCRC	Kutch Comprehensive Rehabilitation Centre
46	LCIF	Lions Club International Foundation
47	LPI	Leadership Profile Indicator
48	MR	Mental Retardation
49	MUN	Model United Nations

S. No.	Abbreviation	Full-form
50	NAB	National Association for the Blind
51	NHEH	Navalbai and Hiraba Eye Hospital
52	NID	National Institute of Design
53	NREI	National Rehabilitation Engineering Institute
54	NT	Nurturant Task
55	OCEAN	Openness, Conscientiousness, Extraversion, Agreeableness, Neuroticism/Emotional Stability
56	OCTAPACE	Openness, Confronting, Trust, Authenticity, Proactivity, Autonomy, Collaboration, Experimentation
57	PGDM	Post Graduate Diploma in Management
58	PIL	Public Interest Litigation
59	PR	Public Relations
60	PRIs	Programme Related Investments
61	PwB	People with Blindness
62	PwD	People with Disability
63	RAC	Rural Activities Committee
64	RBI	Reserve Bank of India
65	RLC	Regional Learning Centre
66	RNIB	Royal National Institute for the Blind, London
67	ROI	Return on Investments
68	RTE	Right To Education
69	SAV	Strengths, Areas of Improvement and Vision
70	SEWA	Self Employed Women's Association
71	SLT	Situational Leadership Theory
72	SNAC	State Nodal Agency Centre
73	SND	Special Needs Department

74	TT	TableTennis
75	UCBR	Urban Community Based Rehabilitation
76	VI	Visual Impairment
77	VIAD	Visual Impairment with Additional Disabilities
76	WPI	Wholesale Price Index

FOREWORD

Many institutions begin in a humble way and die a premature death or linger on in an anemic state. A few, however, blossom and spread their fragrance far and wide. Blind People's Association (BPA), Ahmedabad, is one of these. Dr Shubhra Gaur, a professor at MICA, with a background in behavioural sciences and organizational behaviour, has written an engaging and insightful account of the beginning, growth and maturation of this institution.

BPA was founded and nurtured by a person with blindness, Shri Jagdish Patel with the help of his wife Smt. Bhadra Satia, and later on by Dr Bhushan Punani, an alumnus of Indian Institute of Management, Ahmedabad and Smt. Nandini Rawal with the help of several other professionals, volunteers and well-wishers. BPA has grown into quite a banyan tree. In its first phase itself lasting 24 years (1950-1974), BPA started nearly a dozen activities such as a school for blind girls, a music school for the blind, a technical school for the blind and a talking-book library. In its second phase (1975-1980), BPA embarked on furthering its activities such as bringing about professionalization in its management, setting up a research division and a fund-raising unit, and providing free appliances for Persons with Blindness (PwB) and Persons with Disabilities (PwD). In its third phase (1980-1998), it continued its growth and diversification momentum. Among the new initiatives in this period were a physiotherapy school for PwB, a national rehabilitation institute, bakery and skill development unit for women with disabilities, employment and placement cell for PwD, a programme for parents, a mental hygiene clinic and a teachers' training centre. In its most recent phase (1999-2013), it initiated such new initiatives as a rehabilitation centre in Kutch, an eye hospital, creation of sports infrastructure and setting up of an advocacy department to safeguard the rights of PwD. All these activities have entailed an investment of around ₹60 crores. Keeping in mind the needs of PwB and other disadvantaged

persons, BPA has demonstrated a vigorous form of entrepreneurial diversification. BPA has also secured several international affiliations such as with CBM of Germany, Sightsavers, Hilton/Perkins International Program, Healthlink Worldwide, Oxfam and HelpAge. These affiliations have helped BPA to send its officials abroad for presentation, training etc. and also to secure valuable funding for its activities.

This long and illustrious journey has not been without its pain points. In the 1970s, there was a nasty confrontation between the founder and his followers against another official at BPA and his followers which involved a strike at the institute and much bad blood and bad publicity for BPA. But after the departure of the founder, who used to resort to a divide-and-rule policy, the management of the institution passed on to the hands of dedicated and innovative professional managers and far-sighted chairpersons and trustees because of who the morale of the institute has remained high. BPA has also gained national and international fame and has garnered many awards.

An interesting point about BPA is that it is being participatively managed at the top. Its management is also quite decentralized with activity heads enjoying a good deal of operating autonomy. Another interesting point about BPA is that it is professionally managed. Most of the top office-bearers are professionals and BPA has set up a number of professionalized systems of management such as production reporting, inventory planning and control, machine utilization reports, and management information systems (MIS). Its participative and professional management as well as its entrepreneurship and related diversification are compatible with models of excellence that have emerged in the corporate world. BPA also has a strong record of advocacy on behalf of PwD and has been able to influence government schemes and policy decisions in favour of its mission. Over the years, BPA has succeeded in building a strong brand for itself through its strong communications effort.

Over the years, BPA has developed a healthy work culture. On a scale developed by Professor Udai Pareek and employed by the

author; the scores on openness and transparency, confrontation of issues (rather than them being pushed under the rug), mutual trust, pro-activity in dealing with issues, autonomy of units and role players, collaborative relations, and experimentation and innovation were found to be quite high although somewhat below the levels desired by the raters.

Chapter-18 tries to fit the experience and evolution of BPA into a number of models of organizational growth and development. This chapter should be of special interest to students learning about institution-building. Chapter-19, the concluding chapter, does a sort of SWOT Analysis of BPA and comes up with a number of recommendations. These recommendations deal with improvements in human resource management systems and processes, use of advanced technology, creation of a full-fledged resource mobilization department, more effective media management, and more effective research and publications. These recommendations, if acted upon, should further strengthen BPA as a top-class institution of its kind.

To sum up: The book identifies in detail the key strengths of BPA and what has made it a role-model institution. The insights seem to me to be applicable not only to the effective institution-building of not-for-profit organizations but also to that of for-profit organizations. At the same time, it provides suggestions for the further strengthening of BPA. The book is lucidly written and relies a lot on interviews with key stakeholders of BPA and on documents. There are also questions at the end of the chapters aimed at students of organizational management. All in all, this is a fine book to read and mull over.

Pradip. N. Khandwalla

Former Professor & Director
IIM-Ahmedabad.

ABOUT THE BOOK

India has an estimated number of 20 lakh NGOs. They are important for grass-root development of our country and have unique advantages of flexibility in adapting to the local conditions and ability to experiment with innovative approaches. However, they have the twin challenges of managing financial resources and professional management. This book provides enriching material to grapple with these challenges to conceptualize create or manage an NGO in a complex and dynamic scenario.

The book describes and analyses different aspects of NGO management. It provides the readers a comprehensive picture of issues to be addressed while managing an NGO. Dr Gaur in her unique style has done a detailed analysis of critical aspects of NGO Management like leadership, culture, advocacy, communication, professionalism and resource mobilization for sustainability. She intersperses theory with examples to provide practitioners with a variety of options for varied situations. Academicians will find the book extremely useful as the chapters are based on the foundation of theoretical models. This will be useful reading for a wide spectrum of readers, NGOs, management students, development sector professionals, academicians, government employees working closely with NGOs and citizens in general.

The book has been divided into three parts. The first part deals with the history of an extremely successful organization in the field of disability, "The Blind People's Association (BPA)". The ups and downs of the organization illustrate the struggles and the strong will power of people involved in the building of this stable institution and sets out to the reader the inspiring story of its founding fathers and the entire team of activists. The second part uses analytic approach to assess various critical dimensions of an institution which are important in institution building; financial growth, resource mobilization efforts, organizational structure and culture, leadership, advocacy efforts and brand

communication. The third part analyses BPA as an institution. The first chapter of this part uses the organizational life cycle model to assess the current and future requirements of BPA. The concluding chapter of the book uses an innovative approach to analyze BPA; its strengths, areas of improvement and vision analysis to derive future directions and also recommendations. The book is based on a large amount of data derived from interviews and documents. The data is suitably supported with extensive review of theoretical models for each topic.

In addition to the various other issues, the book brings to light the disappointments and successes of the BPA management in identifying and managing delicate issues related to organizational dynamics. It also analyses the balancing of power centers at various levels for continued focus on the mission of the organization. BPA has demonstrated credibility in its rehabilitative and advocacy work with various government departments, NGOs and beneficiaries due to its consistent and committed efforts.

Strength and quality of civil society movement is extremely important for any nation and this book provides directions with insights for workers in this field. Interestingly Dr Gaur's book can also be considered as an attempt in advocacy for the rights of people with disability. In conclusion, I can say that this is a lucidly written book which continues to hold the interest of the reader till the end. This book is also likely to propel those who visualize paying back to society by way of starting a NGO and volunteering for noble social causes by providing a systematic and proven approach in creating sustainable NGO's.

The book is an excellent effort to set out the transition of scope of NGO's who are commonly perceived conventionally to a modern and professionally managed NGO. These have systems to build transparency, accountability and models for sustainable action with a robust revenue model and management. I am convinced that this effort shall contribute to nurturing and motivating the philanthropic character of society.

It shall also not be out of place to mention that with increasing awareness and the emerging trend of Corporate Social Responsibility (CSR) the important question of sustainability is cogently demonstrated. This has been done not by theory alone, but through the proven case of the Blind People's Association which has been understood and objectively evaluated by the author, Dr. Gaur. This book is invaluable reading in the fields of management, different ability studies, social work and social history.

Sanjay Prasad, IAS

Principal Secretary

Labour & Employment Department,

Government of Gujarat

ACKNOWLEDGEMENT

Between the concept and the final version of the book, there are a large number of people who have contributed generously towards this endeavour.

I express my sincere thanks to Prof Khandwalla. He has been a constant inspiration and guide and has provided valuable inputs in the book. He was also kind enough to read all the chapters and write the foreword of my book.

I am also thankful to Shree Sanjay Prasad, for providing his inputs despite his busy schedule and writing the foreword of my book.

I am very grateful to the Members of the Board of BPA: late President, Mr. Jehangir Cama; General Secretary, Mrs. Nandini Munshaw; and Treasurer Mrs. Sunita Thakor for providing me with valuable insights into the field of disability and NGO Management.

Dr Punani's patience and painstaking responses to hundreds of my questions is admirable. His dedication and pragmatism is a great combination for a leader to possess. I thank him for his valuable contribution. Ms Nandini Raval's multifaceted personality, competence, jovial spirit and poetic disposition is such an inspiration. I truly appreciate her meticulousness in looking at all the drafts and valuable comments. I also acknowledge gratefully the numerous respondents from BPA family who gave their time and valuable inputs towards the book.

I thank MICA President & Director, Prof Nagesh Rao for providing me the time and creative environment to work on this project. I am equally grateful to my colleagues and students for their constant interest and encouragement and inputs over informal interactions. A special mention is due to my colleagues Profs Anita Basalingappa, Saumya Pant ,Manisha Pathak Shelat, Arbind Sinha, Vaneet Chibber,Rasananda Panda, and U.T. Rao.

Without the help from Dr Shailesh Yagnik and MICA-KEIC no research can be complete and I am extremely thankful to them.

Mr K.K.Verma's enthusiasm and critical approach was extremely useful and I thank him for his inputs in the book.

I acknowledge gratefully the significant contributions made by my young friends- Ms Shikha, Ms Kinjal and Mr Kuldeep.

Ms Smita.P. Kothari has been the candid critic and enriched the final version immensely through her meticulous editing of the manuscript and her contribution is truly appreciated.

Ms Neha Srimali's creativity in the cover design and Mr Zakir Sipai's in the final layout of the book is acknowledged with gratitude.

I am grateful to my family and friends for their faith and unflinching support. I dedicate this book to my parents and grandparents who have contributed in an unimaginable way to who I am.

I am grateful to my family and friends for their faith and unflinching support - a special mention is due to Shweta, Shilpa and Priya.

The unconditional support of my husband, Prateek and children –Prakriti and Prabhakar is invaluable and I am truly fortunate to have them in my life.

I dedicate this book to twelve great people in my life who have contributed in an unimaginable way to who I am. These are my parents: Smt Rama and Shri Ramesh Narain Sarebahi and Dr Pratima and Shri Prabodh Gaur; and grandparents: Smt Prem & Shri Brij Behari Lal; Smt Uma and Shri Umesh Narain Sarebahi; Smt Krishna and Shri Shree Ram Srivastav and Smt Shanti and Shri Indra Bahadur Gaur.

Shubhra P Gaur

Professor,
MICA

*The best and most beautiful things
in the world cannot be seen or
even touched - they must be
felt with the heart*

– Helen Keller

PREFACE

This book is the result of my two-year long sojourn with Blind People's Association (BPA). During these two years, I spent a considerable amount of time observing the various activities of BPA and analyzing the immense volume of information that I gathered in the process. I conducted numerous interviews with key people at the organization and had frequent interactions with them and their teams. The book includes analysis and my reflections of focus group discussions with retired people, middle-level managers and four workshops I conducted for them (on leadership, conflict management, motivation, and team-building). It traverses the evolution of BPA as an organization. It also captures the milestones but more importantly, it tells the story of BPA from the setting up of a recreation centre to becoming a role model for inspiring the new generation of Non-Governmental Organizations (NGOs).

BPA-Ahmedabad is a well-known name amongst NGOs in the field of blindness and disability. The name, however, is a misnomer as the organization is a professionally managed NGO for the welfare of individuals with several kinds of disabilities such as visual impairment, hearing impairment, mental retardation and illness, physical handicap, and multiple disabilities. Although it was founded in 1950 with the aim of providing services to Persons with Blindness (PwB), it has come a long way in the past six decades and has grown into a multi-million, multi-dimensional, multi-campus and multi-functional NGO catering to the needs of people with cross-disabilities. On account of offering quality services, it has earned a reputation for itself across many countries, and with the systems well-developed, its output is multi-fold and multi-faceted.

The organization does not focus only on imparting these services but also makes efforts to empower Persons with Disabilities (PwD) by making them aware of their rights and exercising those rights. BPA has re-invented itself from starting

as a charitable service-delivery organization to becoming a rights-based institution where PwD are equal stakeholders in the society. This is the genesis of the title of the book: Charity to Parity. The sub-title, New Dimensions of NGO Management, is reflective of some of the key aspects of contemporary NGOs like sustainability, advocacy, branding, credibility and governance.

Reproduced below are the vision and mission statements of BPA. They provide the required direction and thrust to this intent of the founders of the institution.

Mission of BPA is: “Promoting comprehensive rehabilitation of persons with all categories of disabilities through education, training, employment, community based rehabilitation, integrated education, research, publications, human resource development and other innovative means.”

Vision of BPA is: “All the persons from all kinds of disabilities will get access to individual need based services as a matter of right, will have a good quality of life and will be an indivisible element of their communities and the nation”.

Writing of this book has been an inspiring journey and growth experience for me. It has re-inforced my well-founded belief that noble intent needs to be combined with professional management principles to achieve excellence in managing an NGO. It has provided me with many insights to create a sustainable institution of repute for a non-profit venture. I hope the readers would find it equally insightful.

Shubhra P. Gaur

INTRODUCTION

The book titled **Charity to Parity: New Dimensions of NGO Management** provides organizational management perspective through the journey of Blind People's Association. It is intended to be a text book for students pursuing Master's in NGO Management, Social Work, Rehabilitation Management or Human Resource Development. It is also meant for managers and would-be managers in the field of disability, women empowerment, child protection and education. It will be a useful book for social entrepreneurs who wish to start an NGO or social enterprise. The book will appeal to all kinds of readers, irrespective of age and profession, who wish to understand the realities in the field of NGO management, rural development, poverty alleviation, social development and specifically disability management.

It has nineteen chapters. It is divided into three parts: Inception and Evolution of BPA, Pride and Pillars of BPA, and Future Challenges for BPA and Recommendations.

Part - I Inception and Evolution of BPA

The first part of the book highlights origin of the organization, role of its founder (Jagdish Patel), and the four phases during its journey over six decades. It consists of five chapters.

The first chapter “Founder, Inception and Overview” discusses the life of BPA founder and the inception of the Non-Governmental Organization (NGO) as a recreation centre. The chapter then moves on to trace the history of the NGO and the challenges it faced at the time as a new organization. It also provides a brief overview of BPA by dividing the organization's history in four phases on the basis of shifts in management.

Chapters two through five, named after the four phases of BPA, chronicle the journey of the organization through critical issues covered and the major landmarks achieved during each phase. The second chapter “Establishing a Strong Foothold” narrates

the processes and thought behind the events and decisions during the first phase which spanned 24 years. This was the time when BPA was managed by trustees under the dynamic leadership of its founder who ensured a firm base for the organization.

The third chapter “Extension of Services” discusses the second phase of BPA, the hallmark of which was the initiation of professionalism at the organization by recruiting a small number of qualified professionals as executives. This led to a reasonable growth and the outcome was increase in the number of activities and services in a short period of five years.

The next chapter “Expansion and Growth” covers a period of 19 years corresponding to third phase of BPA during which the organization's founder nurtured a team of executives. Besides expansion of campuses, services and financial growth; a parallel theme which was running across the phase was the founder carefully preparing the executives to take on the mantle after him. Thus, this phase can be considered as an interlude between the second phase of recruitment of professionals and fourth phase of transfer of management to a team of professionals.

The fifth chapter “From Trusteeship to a Team of Executives” marks the beginning of a new era in the history of BPA. During this period, BPA experienced a phenomenal growth in its financial indicators: assets and investments. Besides becoming a nodal centre for training in the field of disabilities in addition to sustaining the existing services and activities, it also evolved as an advocate championing for the rights of Persons with Disabilities (PwD).

Part – II The Pride and Pillars of BPA

The second part of the book is a description of the major aspects of BPA that make it an institution to reckon with and are core to the organization like financial growth, resource mobilization and advocacy. It also deals with the macro constructs like culture and leadership which permeate the organization and provide the foundational strength to make BPA of the stature that it is today. It consists of 12 chapters.

The sixth chapter “Financial Growth” provides analysis of BPA's financial growth with reference to assets, investment and expenditure of the two Trusts which are managed by the organization and which fund its activities.

The following chapter “New Horizons” traces the development of new projects carried out by the NGO mainly outside its campus. It describes the experiments with Community Based Rehabilitation (CBR) which marked the onset of extension of services from the institution to the community with an objective of rehabilitation of PwD within their families, neighbourhoods and communities. It also recounts the philosophy of CBR and success stories related to it.

The focus of eighth chapter “Towards Sustainability: Resource Mobilization” as aptly suggested by the title, begins with understanding of the issues of fund-raising process which is at the heart of any NGO in general. The chapter further discusses the resource mobilization efforts specifically with reference to BPA. It examines how the system of raising funds is entwined with the winning the hearts of and creating trust among the donors.

The ninth chapter “Organizational Structure: The Backbone” deals with elements of an organization's structure which provide shape for major systems and processes integrally related to the effectiveness of the organization.

The next three chapters are devoted to the two epochs of leadership at BPA: Before Patel and after Patel. To specify, the tenth chapter “Inspiring Visionaries and Dynamic Implementers” focuses on the first epoch and digs out the information from archives and people about four individuals who laid the foundation of leadership at BPA including Patel. On the other hand, eleventh and twelfth chapters exemplify the roles of leaders in the second epoch of leadership post-Patel. Chapter-11 “Thrusting into another Orbit” describes the first level of leadership at BPA namely its trustees, executive director and other directors and how they have been instrumental into taking the organization to a new trajectory. Chapter-12 “Middle

Leadership: Making Things Happen” presents the roles of middle-level managers at the NGO and its linkage to achieving the mission and vision of BPA.

The succeeding chapter “Culture: The Productive Soil” deals with the construct of culture as shared values and beliefs, and its manifestation at three levels: ethos, qualities perceived by employees, and qualities perceived by researcher. Further, the impact of culture on effectiveness of an organization is established. The chapter also mentions how the strong value for charity in the culture of the region led to the setting up of BPA and subsequently to its sustainability.

Chapter-14 “Professionalism” outlines the notion of professionalism and how BPA has selected the kind of professionals and developed professionalism among dedicated members through training programmes.

The fifteenth chapter “Credibility and Governance of NGO” depicts the essential components of governance of NGOs including an important one of credibility. It presents the measures taken by BPA to establish strong credibility for itself.

Chapter-16 “Advocacy: A Tool for Protection of Rights” relates to the importance of and essentials of advocacy for rights of marginalized groups and specially PwD. It cites instances of successful and in-progress advocacy efforts undertaken by BPA.

The last chapter in this part of the book “Brand and Communication” highlights the role of communication in creating a brand of an NGO and the practices adopted by it in creating its identity. It further describes the efforts made by BPA in creating a strong brand and identity of itself.

Part-III Future Challenges for BPA and Recommendations

As the above heading indicates, this part of the book identifies future challenges for BPA using two analytical frameworks namely Organizational Life-Cycle and SAV Analysis (Strengths,

Areas of improvement and Vision Analysis).

The penultimate chapter “Organizational Life-Cycle” begins with understanding different models of an organization's life-cycle and the model applicable to an NGO. It provides an overview of NGO's life-cycle in the context of BPA and concludes with the requirements of an NGO at various stages of its life-cycle to facilitate better sustainability.

The last chapter of this part and book “Strengths, Areas of improvements and Vision (SAV) Analysis: Recommendations” begins with SAV analysis of BPA. It then derives recommendations on the basis of detailed analysis of insights generated from the rich pool of experience possessed by the top and middle management at BPA (trustees, executive director, other directors, campus managers, project managers, and principals of schools) in the light of the existing knowledge and practices in the field of disability services and organization management.

PART – I
JOURNEY:
INCEPTION and
EVOLUTION of BPA

*New beginnings are often disguised
as painful endings*

– Lao Tzu

1

FOUNDER, INCEPTION AND OVERVIEW

Learning objectives:

- To highlight the role of an individual and his personal experiences in the founding of an organization
- To describe the emergence of Blind People's Association (BPA)
- To give an overview of BPA as an organization
- To demonstrate the importance of professional management in a Non-Governmental Organization (NGO)

Introduction

This chapter chronicles the saga of Blind People's Association (BPA) which is as integrally tied to the story of its founder, Jagdish Patel, as Helen Keller International is to the story of Helen Keller. Apart from the contribution of the two individuals in the founding of the institutions, the parallel is remarkable because the personal experiences of both played a critical role in shaping their philosophical perspectives. Both of them faced the trauma of loss of sight. Aftermath of sight loss was a tremendous force in shaping their vision of empowerment of Persons with Blindness (PwB). This vision in turn motivated them to set up institutions for the same demographic at a time when PwB were isolated almost all over the world.

This chapter has drawn extensively upon information from published book on Patel,¹ and internal documents of BPA. The information has also been collected by conducting interviews of people closely associated with Patel – both inside BPA and outside. From within BPA I interviewed directors, coordinators, managers, supervisors and office staff. In the process, certain revelations relating to Patel came up. The names of people interviewed have been listed in Appendix-1.1.

Early life of Patel: Childhood to youth

A healthy male-child was born on September 5, 1928, to Dr Kashi and Lalita in a village called Borsad situated in Kheda district of Gujarat. He was named Jagdish (hereafter referred to as Patel, his last name). The family moved to Kolkata when he was a child. At the age of eight, Patel became a victim of meningitis (inflammation around the central nervous system) which led to blindness. The best local doctors attended to him but to no avail.

Every day, the little boy and his mother prayed for his eyesight. Both of them also undertook several pilgrimages for almost two decades. In 1962, he specially visited Lourdes in France, a world-renowned Roman-Catholic pilgrimage centre. It was

believed that a dip in the holy water there would cure any ailment. Thousands claim to have recovered, but the dip did not yield any result for Patel. Feeling frustrated, he decided not to try any more rituals.

Patel grew up to acquire a tall and fair-complexioned personality. An admirer of Patel once remarked, “He is like Gregory Peck of Hollywood of yesteryears.”ⁱⁱ

Patel did not let his loss of sight come in the way of his achievements in school or during further professional studies. He passed his vernacular examination in 1944 from The Victoria Memorial (VM) School for the Blind, Mumbai, which was known then as the most progressive school for PwB in the country. He was then admitted to a three-year physiotherapy course, a one-of-its-kind course in the country at the time for PwB. He excelled academically, proven by standing first in the course.

Liberal and accommodative VM School helped Patel develop into a young man with broad exposure and multi-faceted personality. He socialized extensively. He developed close friendships with many young men on campus and even interacted with youngsters outside the campus. He respected his teachers and was amongst the few students who interacted with the principal of the school. The school often asked him to take care of the visitors and to show them around. He charmed them with his engaging interactions and pleasant manners.

On the extra-curricular front, Patel was the editor of *Satya Prakash*, the school publication. He also joined the orchestra team of the school on an all-India tour. Moreover, he participated in elocution and debates and often won prizes.

Onset of Patel's professional journey: Medico Massage

Patel began his physiotherapy practice in Ahmedabad at his clinic named Medico Massage. Set up in 1948, the opening of Medico Massage coincided with a polio epidemic in Ahmedabad. Patel treated the affected children and thereby

gained reputation as a physiotherapist and a specialist with blindness at that time.

In 1949, Calico Mills Hospital invited Patel to be its honorary physiotherapist. It was a pride-worthy title earned within a year of his practice. He also regularly gave physiotherapy to Ambalal Sarabhai who was the owner of Calico Mills – the biggest textile-mill of Ahmedabad. This was the time when the city being the hub of prospering textile industry was known as 'Manchester of the East.'

During the massage sessions, Sarabhai often talked about business issues and human-resource problems. Patel thus learnt the business intricacies quite early in life as a bonus of his service. Sarabhai was also impressed by the man with blindness and introduced him to several businessmen. Consequently, Patel's patients increased manifold.

His new customers included businessmen, bureaucrats, doctors and advocates. Unlike a pain killer, physiotherapy involves numerous weeks for treatment. Hence, the patient-physiotherapist relationship became personalized. This worked to Patel's advantage. Soon he knew many people from the higher echelons of society on a personal level.

Patel's growth as a professional

Patel's professional work and development work went hand-in-hand. His private practice gave him access to Sarabhai and thereafter to many other prominent industrialists and businessmen. Other opportunities followed. To mention a few: Ahmedabad Municipal Corporation invited him to be honorary physiotherapist at LG Hospital, Maninagar. Later the hospital appointed him as its physiotherapist. Secondly, Employees State Insurance Corporation approved him as a physiotherapist. Moreover, Gulab Bai Hospital appointed Patel as honorary physiotherapist for Ahmedabad region.

Within a short span of time, Patel became one of the leading physiotherapists of Ahmedabad. However, in 1978, he decided to quit his practice to devote more time to developmental

activities. The withdrawal was gradual. His business associate, long-time friend and advisor –Natwar Patel– took over the load of running Medico Massage. However, Patel continued his part-time job at LG Hospital for two reasons: To be in contact with doctor community and more importantly, to treat those people at the public hospital who could not afford treatment at his clinic.

Patel welcomed difficult cases and loved challenges. Once, at LG Hospital, he treated a patient who had fallen from her house on the fourth floor of the building and had suffered 18 different fractures. With Patel's therapy, she recovered fully within a year without any residual problems.

Patel retired from the hospital at the age of 60.

Among other developmental work that Patel carried out was revival of the dormant Blind Physiotherapists Association of Ahmedabad. He led the association for some time and groomed a successor to take over.

Patel's marriage with companion for his life and mission for PwB

Patel met Bhadra Satia at his clinic where she had come as a candidate for a job at Light House (school for girls with blindness) that Patel had set up (For details, see Chapter-2). She declined the offer because of low salary. Within a few days, she had another meeting with Patel when she brought her injured sister at his clinic. During one month of her sister's treatment, she visited the clinic daily. Satia started helping Patel by reading newspapers, letters and other material. The acquaintance deepened into friendship and they realized that they shared a mission and vision. They decided to get married.

Satia belonged to a rich and well-known Jain family of textile traders in Ahmedabad. She, along with her family, had participated in the Indian independence movement. Her family wished to marry her to a textile tycoon. The news of her decision to marry a boy from the Patel community and that too one with blindness, left them aghast and they did everything

within their means to sever the alliance. Satia, however, remained firm and with the help of a few friends; the two got married on April 25, 1958, against her family's wishes. Blessed by Ravishankar Maharaj,¹ Sarabhai and some friends, they started planning new programmes for PwB. From then on, Satia remained Patel's life and mission partner in the development movement. The two had decided with mutual consent to not plan for their own children as that would hamper their commitment towards the above mission.

Origin of Blind Men's Association (BMA)²

As Patel became a prominent physiotherapist, he discovered his motive to serve PwB. Having blindness, he could empathize with their desire to lead a normal life. The philosophy of the association was born out of his vision to “enable the blind people to live completely normal lives.”

He formed an informal entertainment-club for PwB to meet, chat, and be together. Being among one's own type was like being in a comfort zone. Their informal conversations laid the foundation of BMA. Like the club, the objective of the association was to provide an informal forum where men with blindness could meet and share their thoughts, experiences and problems.

A conference held in Surat in 1947 led to the creation of BMA in Surat, Pune and Mumbai. Patel was one of the founders of BMA in Surat which was later shifted to Ahmedabad on April 4, 1950. Patel presided as general secretary of BMA, Ahmedabad, till his death in March 1999.

Overview of past six decades of BPA

In the past six decades, BMA, Ahmedabad, has grown from an informal association set up solely for providing services to PwB

¹ Ravishankar Maharaj was an Indian freedom fighter and social reformer.

² Blind Men's Association (BMA) was renamed as Blind People's Association (BPA) in 1998 to make it inclusive of women. In Gujarat, it is popularly known as 'Andh Jan Mandal.'

with no office premises and no staff into a multi-campus and multi-functional Non-Governmental Organization (NGO) catering to the needs of people with cross-disabilities.³

In 2014, Blind People's Association (BPA) is a well-known name in the field of blindness and disability. The name, however, is a misnomer as BPA is a professionally-managed NGO for the development of individuals with Visual Impairment (VI),⁴ hearing impairment, mental retardation and illness, orthopedic disabilities, and multiple disabilities. Moreover, the organization does not focus only on imparting these services but also makes efforts to empower people with disabilities by making them aware about their rights and about exercising them. In this sense, BPA has reinvented itself from being a service-delivery institute to a rights-based one.

In the following chapters, the journey of BPA's growth over the past six decades is divided into four phases based on major management-shifts in the organization:

First phase (1950-1974): Establishing a strong foothold through trusteeship

Second phase (1975-1979): Extension of services through initiating professionalism

Third phase (1980-1998): Expansion and growth while preparing for professional management

Fourth phase (1999-2013): From trusteeship to being professionally managed by a team of executives

Each of these phases are being presented with the objective of taking you through the major landmarks in the journey of evolution of BPA: Transformation from an informal association of a few men to a large institution with many campuses. It is a journey which demonstrates grit, determination and tremendous resilience of people who took it forward at different points in time.

³The term 'cross disabilities' encompasses all disabilities.

⁴The term 'multiple disabilities' is used to indicate a combination of two or more disabilities in the same person.

Exhibit-1.1 Phases of BPA



There are two Trusts involved with the NGO:

1. BPA itself
2. Adult Training Centre for the Blind (ATCB) which provide funds for different activities of BPA

A financial analysis of these two Trusts with reference to assets, investments and expenditure for the period spanning forty years (1975 to 2013)⁵ reflects very high financial growth. The Compound Annual Growth Rate (CAGR)⁶ of the combined assets, investments and expenditure over this period has been 16.88 percent, 19.07 percent and 16.07 percent. CAGR or geometric average growth-rate is more accurate than simple arithmetic average growth-rate as it smooths out period fluctuations and helps to describe a long-term trend.ⁱⁱⁱ These figures show that BPA has sustainability advantage and scope

⁵ Any year mentioned in this book represents the beginning of the financial year. For example, any figure mentioned under/associated with the year 1975 reflects the figure corresponding to the financial year 1975-1976.

⁶ CAGR is an average growth-rate over a period of several years. It is a geometric average of annual growth-rates.

for substantial growth in the future. A detailed analysis of the financial growth of BPA in the context of above mentioned Trusts has been presented in Chapter-6.

Organizational excellence at BPA

Organizational excellence can take many forms: Competitive, Turnaroud, Intitutionalized, Creative, Missionary and Versatile (See Appendix-1.2 for definitions).^{iv} In the overall analysis, BPA can be said to have achieved two types of organizational excellence—institutionalized and missionary excellence.

Sustained high organizational performance over a fairly long stretch of time has been called “institutionalized excellence.” BPA has demonstrated this in its six decades by growing into a multi-million, multi-dimensional, multi-campus and multi-functional NGO catering to the needs of people with cross-disabilities. On account of offering quality services, it has earned a reputation for itself across many countries; and with the systems well-developed, its output is multi-fold and multi-faceted. In addition, high CAGR figures presented in the paragraph before previous one, provide ample evidence of its financial growth (For details, please refer Chapter-6)

“Missionary excellence” is characterised by the dedication to some social mission or ideal and ability to make outstanding progress in achieving this idea. This is evident in that BPA does not focus only on delivery of these services to beneficiaries but also makes efforts to empower Persons with Disabilities (PwD) by making them aware about their rights and about exercizing them. By reinventing itself from being a service-delivery institute to a rights-based one and simultaneously pursuing advocacy and sustainability, BPA has thus demonstated the achievement of the above mentioned excellence.

In conclusion, we find that Patel, who lost his eyesight became a phenomenon later in his life, left behind a legacy of a strong institution in the service of PwD and became a role model for them. During the 60 years of its existence, BPA went through a shift from being managed by a trustee in the first stage to being

managed by a team of executives in the last stage while the middle two stages prepared for the transition by initiation of professionalization and nurturing professionals to take over. BPA after six decades is a financially sustainable NGO with a variety of services for people with multiple and cross-disabilities. It has come a long way as it began in 1950 with charity approach towards PwB and in 2014, it empowers PwD and works towards achieving parity for them in the community and society.

Questions:

1. Describe the personality/character sketch of Jagdish Patel (the founder of BPA) as a social entrepreneur.
2. Compare an NGO with a profit making organization.
3. Identify advantages and disadvantages of professionally managing an NGO.

ⁱ Punani, B., & Rawal, N. (2000). *Jagdish Patel: The Visionary*. Ahmedabad: Blind Men's Association.

ⁱⁱ Punani, B., & Rawal, N. (2000). Many Shades of the Visionary. In *Jagdish Patel: The Visionary* (p. 76). Ahmedabad: Blind Men's Association.

ⁱⁱⁱ *Compound Annual Growth Rate: What You Should Know*. (2003, December 7). Retrieved March 13, 2015, from <http://www.investopedia.com/articles/analyst/041502.asp>

^{iv} Khandwalla, P. N. (2004). *Organizational Design for Excellence* (p. 287-298). New-Delhi: Tata McGraw-Hill.

2

FIRST PHASE (1950-1974): ESTABLISHING A STRONG FOOTHOLD

Learning objectives:

- To understand multiple challenges in the initial phase of an organization
- To appreciate human factors as facilitators and hindrances to the growth of an organization

Introduction

The primary phase of Blind People's Association (BPA) spanned 24 years, the longest of all phases, in which journey of the Non-Governmental Organization (NGO) is divided based on major managerial milestones. This phase incorporated the growth of the systems as per the needs.

In the beginning, neither did BPA possess any funds nor did it own any assets. Jagdish Patel was General Secretary and the face of BPA. His professional contacts were the initial contributors to the organization. For instance, Ambalal Sarabhai donated substantially during that period. He offered his property at Kameshwar ni pol¹ in the heart of the walled city of Ahmedabad. He also provided financial support for setting up Light House which is a school set up exclusively for girls with blindness.

Patel used the house in Kameshwar ni pol for running BPA along with some people and named it Maganbhai Kendra after the donor's grandfather. Nagardas Chavda, a person with blindness, was the first president and Patel the first secretary. All the members of BPA met every Saturday evening and Sunday morning. Members played chess and cards, and read Braille books at the centre. These and many similar activities were the foundation for the organization. The philosophy of the association was also born at the same time: "to enable the blind people to live completely normal lives." The connotation of 'completely normal lives' in later phases translated to a life like that of any sighted human-being equipped with education, entertainment, and gainful employment in addition to fulfillment of basic needs.

Another major development took place when National Association for the Blind (NAB) was established in January 1952. Patel was elected as one of the seven secretaries and also as chairman of its Rural Activities Committee (RAC). Though

¹Pol is a housing system followed in old, walled city of Ahmedabad wherein families belonging to a particular caste, profession, religion etc. live in a cluster.

Patel began to devote considerable time to NAB, his commitment to BPA was equally strong. This was manageable especially because his mission and vision for BPA were the propelling forces. Moreover, there were synergies between the two associations—NAB and BPA.

The following salient milestones were achieved by BPA during the first phase of its growth:

1. Light House for Blind Girls: 1954
2. Prisoners' Transcription Project for CN Braille circulating library: 1958
3. Beginning of Braille reading and writing competitions: 1959
4. Adult Training Centre for the Blind/Primary school: 1960
5. Procurement of land: 1962
6. The first building: 1964
7. Secondary School for the Blind: 1964
8. Music School for the Blind: 1967
9. Technical School for the Blind: 1968
10. Regional Braille Press: 1969
11. Archana Natvarlal Kinariwala Talking-Book Library: 1973

As apparent from the above list, the expansion of BPA activities took place in four comprehensive directions during this phase: promoting education of Persons with Blindness (PwB), supporting their employment, providing infrastructure for their education in the form of Braille books, and acquisition of land and buildings. Let us study each of the above developments in brief:

1. Light House for Blind Girls

With the financial support of Sarabhai, Patel established Light House for Blind Girls at Memnagar, Ahmedabad. It is now an independently-run special school and Trust imparting education and vocational training to 250 girls with blindness.

2. Prisoners' Transcription Project for CN Braille Circulating Library

This was an innovative idea to involve prisoners in embossing Braille books. The prisoners of Sabarmati jail, were taught Braille by a teacher and later collectively produced more than 25,000 Braille books. They were paid incentive and relief in imprisonment period for this service. The above produced books went into CN Braille Circulating Library which was set up in 1960. Today, the library has 350 members who it serves through post/courier.

3. Braille reading and writing competitions

Rehmat Fazelbhoj, an educationist, had entered the field of development of PwB in India as a teacher for the same demographic. However, having come from London, she found herself unsuited to teach Indian children mainly because of the language barrier. However, she continued her efforts and experimented with two new projects. With Patel's support and encouragement, she started the first project of Braille reading and writing competition for the children in blind schools of Maharashtra and Gujarat. The response was so enthusiastic that two years later, a similar competition was held in Ahmedabad which was attended by 200 children from all over India. It is held every year till date. These competitions increased the visibility of Braille in general to society and especially to PwB. It further paved the way for inclusive education and played a major role in breaking a stereotype that PwB were only capable of singing and grinding flour. The second project was that of inclusive education which has been included in government policy.

4. Adult Training Centre (ATC) for the Blind/Primary School

Kanu Thakar, a bright young person, was living a normal life of a student. Unfortunately, as a result of turn of events, he lost his vision while doing his Master's in Science (MSc). Thakar became despondent and dependent after losing his eyesight. Consequently, his family approached Patel for help. This case provoked Patel to think about the plight of people who lose their sight late in life due to accidents. He decided to set up the ATC School for the Blind for teaching coping skills to such persons and resettling them into their lives.

Patel visualized the centre to be like NSD Industrial Home, Mumbai, which essentially provided job training to PwBs. On the same lines, a workshop was set up at BPA in 1960 to train PwB in handloom weaving and Braille writing. Patel borrowed ₹1,000 from his father as initial capital. His efforts succeeded when the Gujarat government recognized the workshop-centre in 1961 and provided grant-in-aid for hostel and kitchen-staff salaries and for room and boarding expenses of 275 inmates. The ATC was accorded recognition by Department of Primary Education, Government of Gujarat, as a primary school in 1960. The school incorporates a mix of formal syllabi and Activities of Daily Living (ADL). They are referred to as foundation classes relevant for PwB.

In 1973, workshop training began to be provided in carpentry, general mechanics, motor-rewinding and book binding. From the time of its expansion, the target of the centre has been to manage it as a financially-viable unit besides meeting the main objective of expediting economic rehabilitation of Persons with Disabilities (PwD).

5. Procurement of land

Patel invited Major Bridges, Director, American Foundations for the Overseas Blind (now known as American Foundation for the Blind) for exploring funding possibility for BPA. A public function was organized during his visit which generated awareness about the services for PwB in USA. Mehendi Nawaj Jung, Governor of Gujarat, was also invited. Inspired by the information disseminated in the function, Jung visited Kameshwar ni pol where BPA activities took place in those days. He assured the assistance of the state government to the organization for promoting services for PwB. Patel grabbed this opportunity and requested the governor to allot a piece of land for constructing a building for the organization. Patel's wife, Bhadra Satia, followed up with the authorities and finally, BPA was allotted 5,759 sq. yards of land in Vastrapur, Ahmedabad. In 1962, this piece of land was cleared as 'non-agricultural' by the city deputy collector. It now houses the headquarters of BPA, the schools, the workshop, a few centres for special needs and many other units.

Due to Satia's efforts, other plots of land were also allotted to BPA during that period. In 1966, a leading educational institute of the city, Ahmedabad Education Society, allotted 3,038 sq. yards of land at a very nominal rate of ₹10 per sq. yard to BPA. In 1973, Government of Gujarat allotted 4,840 sq. yards of land to BPA as revenue-free land. On this land, BPA later established Lioness Karnavati Hostel for the Blind Women and CN Kinariwala Canadian International Development Association (CIDA) Asian Rehabilitation Training Institute. During its expansion in the 1970s, BPA approached Ahmedabad Education Society to allot 2,000 sq. yards of land which it allotted at government-approved nominal rate of ₹75 per sq. yards. Thus, the total plot size owned by BPA totalled to more than 15,000 sq. yards by 1973 which is a period of less than a decade.

6. First building

With an amount of ₹25,000 which was donated by Lions Club of Ahmedabad, the first building of BPA was constructed on the Vastrapur plot under the guidance of Arvind Lalbhai, then President of BPA. The construction was completed by the year 1964 when the hostel and schools were started on campus. Today, this campus building houses Cama Secondary and Higher Secondary Schools for the Blind, ATC (workshop) for the Blind, principal's office, staff room and the central store. At the time of shifting to this new location, the house in Kameshwar ni pol was returned to Sarabhai.

7. Secondary School for the Blind

Patel had been a student of Calcutta School for the Blind and was aware that Calcutta University conducted examinations for meritorious students with blindness. There was no such provision for PwB in the 1960s in Gujarat. He strongly believed in promoting education for the above section of the population. With the help of Thaker, he piloted a project for conducting private classes for PwB to impart secondary-level education to them. Then the PwB appeared for the examination as external candidates.

In 1963, the then director of secondary education, visited the school and was satisfied with the progress of the same. Consequently, BPA's Secondary School for the Blind became the first to be granted recognition in Gujarat in its domain. The school started admitting students with blindness from standard eighth to eleventh. In 1967, the first final examination for the secondary level was held and the school achieved 100 percent result. But due to the agitation of some of the school staff and teachers (which coincided with the widespread

Navnirman Movement²), the school was shut down in the year 1974 to be reopened in 1975.

8. Music School for the Blind

Another useful educational activity introduced at BPA was music. Patel encouraged Praful Vyas, one of his close associates, to impart training in music to students at BPA. Hence, in 1961, the first batch appeared for *Prarambbik* (elementary) and *Madhyama* (intermediate) levels. Slowly and steadily, the number of aspirants started increasing in subsequent years. Looking at the considerably increased number of aspirants in 1967, BPA started Music School for the Blind. In due course of time, Gandharva Mahavidhyalaya, Maharashtra, granted affiliation to the school in 1971. Gradually, Music School for the Blind started getting highly qualified music teachers. The school provided training in music up to Shiksha Visharad (master's) level. On the basis of this degree, the school helped PwB to blossom into professional musicians and get employment as music teachers, radio artists and such.

9. Technical School for the Blind

To promote technical education for PwB, BPA established Technical School for the Blind which was the first of its kind in India. The school was funded by the director of Technical Education, Government of Gujarat, as a result of Patel's efforts. The school imparts training in various fields such as general mechanics, electric-motor rewinding, carpentry practices, hand and powerloom weaving, cane-work and card-board work. The examination and certificates for the same are awarded by Technical Education Board.

² *Navnirman* (which translates as 'new formation') Movement was a Gujarat-wide, student-led protest started in December 1973 against the government which failed to address the issues of steep price-rise and corruption ailing the common man.

10. Regional Braille Press

In the year 1969, NAB donated stereotypers and embossing machines to help establish the press. The press was established by Patel with the help of assistants. Futermal Porwal, a person with blindness, joined as the manager of Braille Press in 1976 (He is currently secretary in the executive committee of BPA). Department of Social Defense, Government of Gujarat, has been providing 100 percent grant towards maintenance of staff and recurring expenses since 1973. In the year 1992, in the memory of Harshvadan Makim, an entrepreneur with blindness and a close friend of Patel, the Braille Press was renamed as HN Makim Braille Press.

11. Archana Natvarlal Kinariwala Talking-Book Library

Non-availability of some educational material in Braille was a hindrance for the desire of PwB to pursue higher education. Therefore, Patel approached Ministry of Welfare to provide grant-in-aid to establish the talking-book library. The ministry sanctioned a recurring grant of ₹7,780 and non-recurring grant of ₹11,890 for this purpose. Natvarlal Kinariwala, who assumed the position of Vice-President of BPA in 1984, contributed ₹1,90,000 for the construction of a new building for the library. In 1982, Sheela Kaul, former Minister of Social Welfare and Education, Government of India, laid the foundation stone for the same. The project was inaugurated by Giani Zail Singh, former President of India, in 1985. This library was the most well-equipped cassette library established by any organization for PwB in India at that time.

Thus, in the first 24 years of its existence, BPA made a great contribution in the service of PwB by taking above steps slowly and gradually. However, then an unfortunate incident took place which was a major turning point for the organization.

BPA lock-out: A major setback

In April 1974, there was a protest reflecting dissatisfaction of teachers and the principal of one of the schools of BPA. The agitators also involved the students and their parents. About 70-100 people went on agitation daily, followed by indefinite fast by some. The agitators criticized Patel's general behaviour, quality of food offered at the organization's school, and low salary of staff. The executive committee, which included trustees, stood by Patel. BPA could not resolve the grievances and the condition deteriorated.

The revered saint, Ravishankar Maharaj, and the then Governor of Gujarat also intervened. Ultimately, the state government took over the administration of BPA. Thereafter, the three-month long agitation started waning and the students got tired and began leaving for their native places. Adhyaprasad Trivedi, principal of secondary school at BPA and leader of the agitation, along with many of his followers ultimately left BPA. Trivedi set up a separate school for people with blindness and other disabilities under the auspices of Sadvichar Pariwar. He accommodated those who left with him or whose services were terminated by BPA. After some time, Trivedi also left the school he found.

The lock-out and the government take-over defamed BPA. Normally, the staff of BPA had been under obligation to Patel as he had recruited them based on references of people known to him. Why then were the agitators disgruntled? Why did they agitate? According to a few BPA employees of that time, Patel played divide-and-rule policy. Another source said that both Patel and Trivedi were hot-headed and would burst out even due to difference of opinion on ordinary matters. Bhushan Punani and Nandini Rawal (currently Executive Director and Project Director respectively at BPA) wrote in their book *Jagdish Patel: The Visionary*, "The major cause of the agitation was the interpersonal conflict between Trivedi and (his) followers on one side and Jagdishbhai on the other side."¹

The general environment at that time was pro-agitation. Student unrest was going on in Gujarat against economic crisis and corruption under Navnirman Movement. Many schools were on protest and thus closed.

At BPA, Patel had favourites among teachers and students. He met them in the evenings. He was always inquisitive about information pertaining to BPA and the favourites gave manipulated reports, not the real picture. This might have led to misunderstanding between the two groups of Patel and Trivedi. Subhash Datrang, Executive Director of BPA, Mumbai, said: "Due to his nature, Patel won friends as well as created enemies who would credit or discredit him with many things."ⁱⁱ This expression supports the view of divide-and-rule practice that Patel was accused of following. However, there were some like Rajani Chauhan³ who paid tribute to Patel. He commented that Patel developed "one family-one mission among all."ⁱⁱⁱ

Divide-and-rule strategy of running an organization is used by many senior managers in social and corporate sectors. But following the same, one tends to run into serious conflicts within the organization. In the short run, this style may yield some results. But sooner or later, organizations face serious problems like spoiled atmosphere, bad relationships and frustration. Perhaps these may have been the reasons why Punani and Rawal concluded that inter-personal conflict was the main cause of the agitation.

Failure to resolve the agitation harmed all the stakeholders at BPA. All senior executives and staff were unhappy about what had happened. The media took keen interest in the agitation and its negative coverage damaged the image of BPA. Even Patel remorsefully said: "26th April, 1974, was the darkest day in the history of the Blind People's Association. I did not expect so much."^{iv} Students lost an entire academic year. Several teachers and students were asked to leave the school.

³ Rajani Chauhan has been House Master in the hostel at BPA from 30 years. He also helps in donor entertainment and management.

The above episode was a serious blot on Patel's leadership. The executive committee was annoyed that the situation was allowed to deteriorate. Therefore, the committee decided to appoint a number of professionals to manage BPA which proved to be a very positive decision for the future of the organization.

There are several learnings for a potential manager from this event. First, a leader should not allow any conflict in the organization to go out of control and must endeavour to find amicable solutions to resolve them. In the process, ego must be kept aside and negotiating skills should be used to reach a win-win solution. Another important learning is that it is imperative for the senior management and middle management to maintain inter-personal relations both within and between the levels of organizational structure.

Questions:

1. What are the priorities of an NGO in the initial phase of its setting up? Bring examples from other similar organizations to support your view.
2. Share your views on BPA shifting towards professionalization. Do you think that this was an ideal solution for the problem that occurred? Justify your answer with a valid argument.
3. In your opinion what steps/decisions Patel could have taken to stop BPA's lock-out?

ⁱ Punani. B. & Rawal. N (2000). On the Untrodden Path. In *Jagdish Patel: The Visionary* (p. 35). Ahmedabad: Blind Men's Association.

ⁱⁱ Punani. B. & Rawal. N (2000). Tributes to the Visionary. In *Jagdish Patel: The Visionary* (p. 233). Ahmednad: Blind Men's Assocation.

ⁱⁱⁱ Punani. B. & Rawal. N (2000). Tributes to the Visionary. In *Jagdish Patel: The Visionary* (p. 237). Ahmedabad: Blind Men's Association.

^{iv} Punani. B. & Rawal. N (2000). On the Untrodden Path. In *Jagdish Patel: The Visionary* (p. 34). Ahmedabad: Blind Men's Association.

3

SECOND PHASE (1975-1979): EXTENSION OF SERVICES

Learning objectives:

- To understand the need and introduction of professionalization in a Non-Governmental Organization (NGO)
- To get a glimpse of the growth of Blind People's Association (BPA) at the initial stages of professionalization

Introduction

This chapter has drawn extensively upon information from published book on Patel¹ and internal documents of BPA.

The crisis of 1974 was primarily caused due to the interpersonal conflict between the group led by Adhyaprasad Trivedi, principal of secondary school at Blind People's Association (BPA), on one side and Jagdish Patel, founder of BPA, on the other side. Although trustees headed by Arvind Lalbhai supported Patel, the trauma of having to hand over the BPA administration to the director of Department of Social Defense, Government of Gujarat, left an indelible mark on the psyche of BPA trustees. The takeover necessitated change and against this backdrop began the second phase at BPA. Trustees became more active and Lalbhai, who understood the importance of employing professionals, proactively influenced the thoughts of BPA trustees. This chapter covers a span of six years which began with initiating professionalization in management of the organization. Laudable progress was made during this period in BPA in several areas ranging from education, professional training, fund raising to research. Following are some such landmarks:

1. Initiating professionalization in management: 1975
2. Higher secondary school: 1976
3. Multi-category Training Centre for the Handicapped: 1976
4. Research Division: 1979
5. Fund-raising unit: 1979
6. Free appliances for Persons with Disabilities (PwD): 1981

Let us study each of the above developments in some detail:

1. Initiating professionalization in management

The year 1975 marked the joining of the first professional at BPA, Harish Panchal, as workshop manager. He was an

engineer by occupation. In the following year, Colonel Pradhan was appointed as an administrator. He laid the foundation of professional culture at BPA although he left after two years. Thereafter, a young Indian Institute of Management-Ahmedabad (IIM-A) graduate, Bhushan Punani, joined BPA in 1979 to be soon followed by another young MBA graduate, Nandini Rawal, in 1981. Perhaps Patel did not know that he had inducted bright astronauts who would take BPA to another orbit in the next decades to follow. The trio consisting of Panchal, Punani and Rawal continue to work relentlessly till the writing of this book in 2014. Patel started grooming them and several other people during this phase although he kept the authority with himself.

A number of doctorates and doctoral students in psychology and economics were also recruited. These people, however, did not work at the organization for long as they found more lucrative options in teaching and other careers. Perhaps Patel could not guide them and retain them.

To fill the gap of ophthalmologists and orthopaedic doctors, Patel invited prominent visiting-professionals. He also invited visiting faculty for physiotherapy school, Mental Hygiene Clinic, teacher training, Urban Community Based Rehabilitation (CBR) Project, computer and software training, Braille shorthand course and telephone operator course. The concept of visiting faculty worked well in all these areas and is faring satisfactorily even today.

In addition to visiting faculty, volunteers also render their teaching services at BPA. There are eight voluntary faculty members in the physiotherapy course alone. Volunteers were also invited for serving in the executive committee, advocacy, architecture, resource mobilization, evaluation and audit, and for being readers to Persons with Blindness (PwB).

Many of these professionals were nationally known and were the who's who of Ahmedabad. The value of these visiting faculty and volunteers was immeasurable. BPA could not afford hiring equivalents of volunteers such as Dr Abhay Vasavada, leading ophthalmologist of Ahmedabad; Dr N.R. Sheth, former Director of IIM-A; and Jahangir Cama, businessman and who became the President of BPA in 2007 after the demise of Lalbhai.

Patel being the social entrepreneur, had already created the infrastructure for a number of welfare activities at BPA. Therefore, the young professionals, who brought with them techniques and systems in their areas, became productive early in their careers and substantially reduced Patel's execution work-load.

2. Higher secondary school

In 1975, Kanu Thaker took over as principal of the secondary school and re-started the school with new vigour. The disgruntled team had quit BPA and hence there were no obstructions. By 1976, Thaker had managed to expand the school to higher-secondary level. Having science background, he took lead in starting the science stream for students with blindness. This was particularly a major breakthrough for PwB as the prevalent stereotype of the time was that PwB were not capable of studying science. Inspired by this, blind schools in Ahmedabad, Junagadh and other places in Gujarat applied for getting recognition to impart secondary-level education to their students. In the year 1989-90, BPA also acted as an initiator in developing and introducing a course on stenography under the Vocational Courses scheme of 10+2.

3. Multi-category Training Center for the Handicapped

BPA's multi-category workshop was one of five such workshops for PwD which was recognized by Ministry of

Welfare, Government of India, for grant-in-aid in 1976. This grant helped in procuring equipment as well as in paying for recurring and non-recurring expenses for the workshop centre engaged in training PwD in vocational skills. From then, BPA has been receiving a grant under this programme almost every year. The centre enrolls, trains and places trainees through its employment and placement services. The training duration lasts up to two years during which the trainees are paid a stipend. Courses like tailoring, files and stationery, light engineering etc. were offered to trainees based on their ability, aptitude and dexterity.

Ministry of Social Justice and Empowerment, Government of India, announced a job-training scheme for PwD. This scheme provided for upgradation of the workshop that BPA had already set up in 1973 (Please see Chapter-2, point 4). Patel applied for the grant and received the approval in March 1974. After importing the necessary machinery, the multi-category training centre was started in 1976. In due course of time, the trades were upgraded to fall within Industrial Training Institute (ITI) of Department of Manpower Employment and Training. The upgradation involved light engineering, plastic moulding, commercial printing, tailoring, motor rewinding, and carpentry. Trainees could be persons with any disability and not just with blindness. Aptitude and dexterity of the candidates was checked by a team comprising of a vocational counsellor, a welfare officer and an occupational therapist. From its inception, the centre has not only trained PwD but has also enabled manufacturing of products. These products are sold to generate substantial revenue and surplus for BPA.

4. Research Division

Patel visualized the need for research. Therefore, he set up Research Division in BPA as it was then called, back in 1979. He appointed Ila Joshi who was a PhD in

Psychology to conduct research studies on people with blindness and disabilities. Joshi conducted a few studies on the behavioural aspects and adjustment mechanisms of PwD. She left for a university professorship in 1981. Radium Bhattacharya, a noted scientist, conducted a study on chronobiology of PwB. She studied their circadian rhythm to see whether it was different in PwB. Vimal Thawani, a lecturer at School of Social Work, MS University, was appointed as the new research officer after Bhattacharya. She conducted studies on assessment of abilities, adjustment and evaluation of existing BPA programmes. Thawani was subsequently shifted to the multi-category workshop as vocational counsellor. The staff of BPA carried out various research projects in social arena over the years. The new projects that started in BPA were also a result of brainstorming and action research. In the following years, interns, management trainees, social-work students and special educators studied various aspects of the organization and submitted their reports as part of their academic curriculum. The findings of various reports were incorporated into the programmes at BPA. The staff also presented papers in several state, regional, national and international conferences as well as in publications. The research activity, however, did not last long.

5. Fund-raising unit

As the number and complexity of BPA activities began expanding significantly, Patel realized the importance of creating a strong financial base. He felt the need to set up a separate unit for raising funds and took help from Rehmat Fazhelbhoy, a fund-raiser at NAB. She was approached to support the setting up of a similar unit for BPA in Ahmedabad. This unit was set up in 1979 and was named as Revenue Unit. The first few events the unit organized were school match-box competitions, kite-flying competitions and premier shows of movies. Nandini Munshaw, Lalbhai's niece, had begun to help generate

financial resources for BPA through 'tithi funds'¹. She had begun her association with BPA as a reader in English for PwB in 1966. However, realizing the challenges of fund-raising, she started working towards it systematically and managed to procure 100 percent tax exemption for BPA as a research institution. At this point, more volunteers came into the picture to support Munshaw in her fund-raising efforts.

6. Free appliances for PwD

Ministry of Welfare, under the scheme of Aids and Appliances for Disabled Persons, has provided an assistance of ₹1,42,00,000 to BPA. Further, BPA raised funds from donors and reached out to more than a lakh PwD by holding camps. BPA continues to organize camps in remote rural areas for screening PwD and then providing them the necessary assistive devices or appliances like tricycles, wheelchairs, calipers, artificial limbs, hearing aids, mobility canes etc. The free-of-charge distribution of these devices is aimed at increasing their mobility, communication, visibility and self-confidence.

This phase describes the bouncing back of BPA after the shock of losing BPA administration to Government of Gujarat. It marked the emphasis on the importance of proactively employing professionals by trustees influenced by Lalbhai. Although this chapter covers a span of six years which began with initiating professionalization in management of the organization, it demonstrates how a considerable progress was made by BPA in several areas ranging from education, professional training, fund-raising to research.

¹Tithi Funds are endowments where the interest earning is used for providing meals on a certain date (*tithi*) in the memory of a person or to commemorate a certain occasion.

Questions:

1. Comment upon: “Being professional helped BPA in its growth.”
2. Highlight the role and contribution of professionals in the growth of BPA.

ⁱ Punani, B., & Rawal, N. (2000). Jagdish Patel: The Visionary. Ahmedabad: Blind Men's Association.

4

THIRD PHASE (1980-1998): EXPANSION AND GROWTH

Learning objectives:

- To understand how professionalization helped Blind People's Association (BPA) in its growth
- To understand the importance of succession planning and delegation of authority

Introduction

While the second phase of Blind People's Association (BPA) began with the recruitment of management professionals, real action and impact of professionalization in management became visible only in the fourth phase. The third phase witnessed the gradual and partial shifting of responsibilities from Patel to professionals but the actual transfer of power from trustees to a team of executives took place in the next phase. Thus, one of the major aspects of this phase covering an 18-year period from mid 1981 to March 1999 was that of expansion and growth while simultaneously nurturing of professionalism in management also took place. By the turn of the century, BPA had thrived for five decades. The period was quite eventful as BPA grew in almost all directions: functional education to people with different disabilities including multiple disabilities, professional training to persons with Visual Impairment (VI) and Persons with Disabilities (PwD), Community Based Rehabilitation (CBR), setting up of physiotherapy school and Mental Hygiene Clinic etc.

This chapter too has drawn extensively upon information from published book on BPA,¹ internal documents of BPA and interview with people. The names of people interviewed have been listed in Appendix-1.1

The notable developments during the third phase were:

1. Nurturing professionalism: 1981-1988
2. Nandini Ramesh Gandhi Physiotherapy School for the Blind: 1982
3. National Rehabilitation Engineering Institute (NREI): 1982
4. Bakery and Skill Development Unit for Disabled Women: 1982
5. Community Based Rehabilitation (CBR) and inclusive education: 1983
6. Employment and Placement Cell for the Blind and the Disabled: 1984

7. Programme for parents:1984
8. Cama Computer Training Centre for the Blind: 1984
9. Mental Hygiene Clinic: 1990
10. Lions Club International Foundation (LCIF) Professional Training Centre for the Blind:1990
11. Lioness Karnavati Hostel for the Blind and Disabled Women:1991
12. Shakriben Mangaladas Lions metropolitan Teachers' Training Centre: 1994
13. Patel conferred with Padmashri award: 1991

Let us go through each development in detail:

1. Nurturing professionalism

This process began at BPA with Jagdish Patel, BPA founder, selecting the right people. Then he took care that the young professionals adjusted well in the organization. Patel also ensured that during their induction, they did not face any friction from the old guards who had built the organization with their missionary spirit. Bhushan Punani, Executive Director of BPA, shared the smooth experience at the time of his induction: “Fortunately, the young professionals were not hotheads and the old war horses came forward more than half way to accommodate the young.”

We had seen in Chapter-3 that Patel recruited Harish Panchal, Punani and Nandini Rawal. As an example of how he groomed the trio so they could assume leadership positions in the organization, he started sharing tricks of the trade with them. The purchase, recruitment and accounts-related details were shared with Punani and projects-related information was divulged to Rawal. Panchal was handling the workshop independently including the decisions related to costing, pricing and investment. It was Patel's foresight that he not only passed certain authority down the line but also reduced the

number of people he interacted directly with—three in this case.

The next step in Patel's professionalization algorithm was gradual shift of power and responsibilities to the executives through delegation and subsequently redesignation of roles. As an illustration of this: In 1981, Punani was project manager, Rawal was product manager and Panchal was works manager at BPA. After three years, Punani was promoted to the post of project director and Rawal to that of project manager. In 1987, Punani was elevated to the designation of executive director. In the same year, Panchal and Rawal became training director and project director respectively.

The article, “Jagdish Patel: Breaking barriers,” published in *Blind Welfare* in its December 1992 issue by Subba Rao carried an item in the box: 'Second Line' highlighting the tenacity and far-sightedness of Patel in inducting professionals, Punani and Rawal, for developing a functional and effective second line. Because of this delegation, Patel's demise in 1999 did not have any direct impact on BPA's routine functioning.

Thus, with the appointment of professionals, Patel had laid the foundation of management. Thereafter, he built second line of management, which was not the norm in Non-Governmental Organizations (NGOs).

2. Nandini Ramesh Gandhi Physiotherapy School for the Blind

It was a dream for Patel, a successful physiotherapist with blindness, to open a physiotherapy school for Persons with Blindness (PwB) in his native state of Gujarat. Royal National Institute for the Blind (RNIB), London, had been running the RNIB School of Physiotherapy for more than 100 years. After almost seven years of struggle, BPA got recognition for such a course under the 10+2 system of Vocational Career Courses from Department of Education. This was the first recognized course of its

kind for PwB in India which began to be offered at the physiotherapy school at BPA. To support this initiative, Ministry of Welfare extended grant-in-aid under scheme of assistance to organizations for the disabled from 1985. The school admitted students from all over India. The school is now affiliated to Ahmedabad University and offers a three-year diploma course in physiotherapy.

3. National Rehabilitation Engineering Institute (NREI)

During his visits abroad, Patel collected latest aids and appliances for PwB. He was keen to start their production facilities in India and thus BPA began the manufacturing of educational Braille aids for PwB in the Braille Aids Workshop in 1980. The year after that, it introduced development, manufacturing and distribution of various orthopaedic aids and appliances for orthopaedically-challenged people. Hence, the unit was renamed as National Rehabilitation Engineering Institute (NREI) in 1982. Ministry of Welfare recognized the project for grant-in-aid.

NREI exported a variety of appliances to several countries including Germany and New Zealand. Moreover, the demand within the country increased after PwD Act of 1995.

4. Bakery and Skill Development Unit for Disabled Women

One of the thoughtful and innovative programmes introduced by BPA in 1982 was skill development in bakery for women with disabilities. This programme rehabilitated the women and enhanced their finger dexterity and functional co-ordination skills thus boosting their confidence. The unit existed for a decade. But as it was difficult for women with disabilities to manage the laborious work, the programme was closed down in 1996.

5. Community Based Rehabilitation (CBR) and inclusive education

The leadership position that Patel held at National Association for the Blind (NAB) helped BPA to offer CBR and inclusive education for large rural population with blindness and disabilities.

The CBR strategy involved the parents, community, local welfare and medical officials, and local administration of PwD to play a helping role. BPA, as the co-ordinating agency, counselled and created facilitating skills. In addition to NAB's Rural Activities Committee (RAC) promoting CBR in rural Gujarat, community-based outreach programme was also launched in urban centres. Patel made arrangements with Sahyog Eye Hospital, Victoria Jubilee Hospital, Lioness Karnavati Eye Hospital and Stadium for Cataract Surgeries to perform cataract surgeries. Collaboration with these hospitals made Patel realize the need for starting BPA's own hospital. Subsequently, BPA started Navalbhai and Hiraba Eye Hospital (NHEH) at Bareja. Around 40,000 cataract surgeries have been conducted till date from starting of NHEH in 2003. All eye-surgeries are being conducted through BPA's eye hospital at Bareja.

Moreover, in the area of integrated education for PwD, the WHO Report on Disability states that special schools and integrated education are not mutually exclusive, they are not substitutes of each other, they are in fact complementary to one another and each one helps to supplement the other.ⁱⁱ Although Patel had set up special schools for PwB, he promoted the concept of integrated education. He believed the integration of children with disabilities with other children in the general schools as equal partners could develop the child with disability on one hand and sensitize the children without disability on the other hand. He realized advantages of special schools as well as of general schools. Teachers of special schools

required a highly balanced bent of mind with certain skills of handling the challenged children. NAB's RAC took advantage of the centrally sponsored scheme of Inclusive Education of the Disabled at Secondary Stage (IEDSS) and helped schools create enabling environment for inclusive education in rural India. The district branches of NAB were used for the implementation of the projects which were technically planned and supervised by BPA.

6. Employment and Placement Cell for the Blind and the Disabled

Employment has continued to be the biggest challenge especially in the rehabilitation of PwD. Employment and Placement Cell for the Blind and the Disabled was established in 1984 with the financial support of NAB for the first five years and it functions till date with the support of Ministry of Social Justice and Empowerment of Government of India. With the help of this cell, the number of placements increased year after year.

7. Programme for parents

A UNICEF sponsored programme on Awareness Creation, Training and Counselling of Parents of Children with Disabilities was offered between 1984 and 1988 at BPA. It covered 2,800 parents. The programme stemmed out of a specific need: It was discovered that a) much of the disability could have been avoided had the parents been counselled at the right time and b) not many services were available for mentally-challenged children. After the programme, parents returned home with insights to help their child.

8. Cama Computer Training Centre for the Blind

This deserves special mention in the context that personal computers were introduced in India just then. BPA

received recognition from the state government for two one-year courses: BASIC Programming and Computer Operating for the Blind and Disabled. The centre received financial help for the following:

- Grant-in-aid for equipment from Government of India
- Donation of ₹5 lakh from Jahangir Cama, who became President of BPA in 2000
- Braille embosser from British High Commission
- Versa Point Braille computer from Christoffel Blindenmission (CBM) of Germany

9. Mental Hygiene Clinic

BPA deputed teachers at its Mental Hygiene Clinic to Perkins International Programme to train them to handle children with multiple disabilities. This was probably the best course available in the world for teachers of PwB. On return from the programme, the teachers established integrated services and conducted short-term courses for other teachers of PwB and CBR personnel.ⁱⁱⁱ

10. LCIF Professional Training Centre for the Blind

It was constructed with the donation of Lions Club International Foundation (LCIF). The centre housed Mental Hygiene Clinic and all professional courses such as computer programming, telephone operating, stenography and physiotherapy.

11. Lioness Karnavati Hostel for the Blind and Disabled Women

The funds for construction of the hostel building were donated by Lioness Club of Karnavati. The hostel has enabled women with blindness and disabilities living in far off areas to venture into the city and avail the benefits of

rehabilitation. It has provided opportunities to pursue professional courses in the city to female students and a comfortable, cost-effective boarding and lodging facility to working professionals. Initially, the capacity was for 50 women with a potential to house 200 women. Currently, the average occupancy at the hostel is around 140 women.

12. Shakriben Mangaladas Lions metropolitan Teachers' Training Centre

Under integrated-education scheme, regular schools accommodated children with disabilities. Teachers of such schools were trained to handle students with blindness. Such trained teachers were called itinerant teachers. BPA, starting in 1994, undertook to train 15 itinerant teachers of Gujarat schools. This was a one-year diploma course recognized by Rehabilitation Council of India. This is now a full-fledged distance-education centre for teacher training.

- 13.** Patel was conferred with Padmashri award in 1991. Patel was the first person with disability in Gujarat to be honoured with the prestigious award.

End of a grand era

The years 1998 and 1999 were crucial for BPA for three reasons. Firstly, Blind Men's Association (BMA) was rechristened as Blind People's Association (BPA) to make it broad and inclusive of women and children. Secondly, land at Bareja donated to BPA in 1998 was used by BPA for one of its dream projects: opening of an eye hospital (NHEH). Thirdly, it saw the demise of an institution builder and champion of PwD. In 1999, Patel died leaving behind the BPA community in a state of shock.

Questions:

1. Considering BPA as an organization, list the benefits of succession planning.
2. Considering BPA as an organization, list the benefits and limitations of delegation of authority.

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- i Punani, B., & Rawal, N. (2000). *Jagdish Patel: The Visionary*. Ahmedabad: Blind Men's Association.
 - ii Education. (2011). *In World Report on Disability* (p. 205-227). World Health Organization.
 - iii Punani, B., & Rawal, N. (2000). Tributes to the Visionary. *In Jagdish Patel: The Visionary* (p. 240). Ahmedabad: Blind Men's Association.

5

FOURTH PHASE (1999-2013): FROM TRUSTEESHIP TO A TEAM OF EXECUTIVES

Learning objectives:

- To understand the processes involved during the shift in the organization from being trustee-managed to becoming an executive-managed organization
- To become familiar with the initiatives taken by Blind People's Association (BPA) in the last decade
- To get an overview of achievements, awards and growth of BPA

Introduction

This phase of Blind People's Association (BPA) marks the management shift from Jagdish Patel, BPA founder, and other trustees to a team of executives.

Patel passed away on March 31, 1999. He had a long association with BPA and with country-wide movement of Persons with Blindness (PwB). During nearly five decades of undeterred determination, strong will and single-mindedness of purpose, he built institutions and undertook varied pioneering welfare activities for PwB. He left behind BPA with a well-staffed professional team for management of the organization. Although strong foundation of BPA had been laid over the years, people at BPA were in a state of complete shock after his demise. Bhushan Punani, Executive Director of BPA, reasons, "Despite suffering from severe diabetes and having a stroke, he had led BPA for almost half a century and continued to hold the command till the end. In fact, he never eased the command and control of the BPA."

In that moment of loss for BPA, there were several questions and apprehensions: Who will be Patel's successor? Will the organizational growth slow down? Will someone be able to pursue innovations? Will the organization sustain? This pessimism was soon turned around and the story of the triumph of professional management was unfolded by successful shift from trusteeship to executive management at BPA.

The first task: Election of a general secretary

Trustees of BPA had an immediate task. That task was to elect a general secretary in place of Patel. An obvious choice was Patel's wife, Bhadra Satia, who was associated with BPA for a long time and had made contributions like arranging for a large plot of land at throw-away price from Ahmedabad Education Society to house BPA, organizing Braille competitions for PwB

etc. Satia was designated as general secretary but she could not hold the charge for long due to her deteriorating health.

Thereafter, Nandini Munshaw was elected general secretary of BPA. She brought with her tremendously valuable experience of managing large textile mills. She was the first chairperson of ladies wing of Gujarat Chamber of Commerce and Industry. She had also been closely associated with Non-Governmental Organizations (NGOs) like Gujarat Cancer Research, Civil Hospital and National Association for the Blind (NAB). Moreover, Munshaw had been a trustee of BPA for long and had made contributions such as obtaining certification of Scientific Research Organization status under section 35(I)(ii) from Government of India, soliciting donations as Tithi Funds (fixed-date endowment) among others. Having the experience of being a reader for PwB and having taken keen interest in the upkeep and hygiene of the hostels and lunch room areas gave her immense sensitivity towards PwB. She had also been the secretary of BPA. “After Patel's death, her appointment as general secretary was well received by BPA and by outside people,” shared Punani.

Another change that happened with the appointment of the new general secretary by the members of the executive committee was the management shift from trustees to a team of executives. The team led by Punani consisted of Nandini Rawal, Project Director, and Harish Panchal, Training Director. Though the three executives had been functioning in these roles since 1987-88, control was still in the hands of Patel, the then general secretary. The election of the new general secretary in 2000 enabled the management shift from general secretary to executives.

Challenges for the empowered executive director

Punani had three challenges before him:

- 1) One of the challenges Punani faced was earning acceptance by the staff especially because Patel not only took decisions

regarding the staff but had in the past over-ruled most of their critical suggestions. One of such suggestions was to approve the leave of staff by respective department head instead of Patel. In spite of Patel's authoritarianism, Patel was respected as a cult figure who had founded the institution despite being a person with blindness. Thus, Punani had to face the dual challenge of practising collaborative leadership along with building his image.

- 2) The second challenge was maintaining momentum of new and innovative thinking.
- 3) The third challenge Punani encountered was internal integration with change of culture: keeping everyone together in the light of the change-of-guard from command and control approach to passing the baton on to the next rung of leadership. Punani recollects his experience of the time:

Talking to people in a straightforward manner was important. I did not want any staff to bow down to me or to anyone else. We all were employees and I was one of them. I wanted their participation. I wanted them to think aloud and own their responsibility. I talked openly that they should decide whether they want to accept me or not. I talked to the staff not to bow down to anyone but to participate in the process of decision-making and growth in the best interest of the institution. Response of the staff was amazingly favourable and welcoming. The directors too shared my thoughts and style of management. We were gradually becoming a collective which had similar perspective on managing BPA. What more could I want?

Change of this type necessitated major changes in the structural element of decentralization and increased focus on the development of the next rung of leadership.

Decentralization:

Decentralization was initiated in BPA without any formal announcement or release of guidelines. Punani further shared

the non-bureaucratic policy facilitating empowerment that was followed at BPA:

No circular on powers of managers was sent. I believed going informally. Many countries in the world have no written constitution. Many written charters or service conditions in corporations remain on paper only. Written down decentralization is restrictive to what you actually do. In BPA, we went the simple way. Through informal interaction channels, we advised all the functionaries in line-function to take all the decisions related to their work except the financial decisions and staff recruitment. For these two requirements, decisions were made at higher level. The implementation strategy I believed in, worked quite well. Our new units like NHEH (Navalbhai and Hiraba Eye Hospital), KCRC (Kutch Comprehensive Rehabilitation Centre) and centres for persons with special needs¹ have grown so fast only because their heads felt empowered and they went on doing good work and achieving in their respective function.

BPA's strategy of informally conveying message of decentralization worked. The main reason was the will of the executives and trustees. BPA's experience was contrary to many organizations where such exercises become ineffective solely because of the lack of will at the top. The pre-requisite to bringing about effective decentralisation is the willingness of the leadership at the top to share the authority to take decisions. This was evident from the 'We' and 'They' in language used by the three directors for their achievements as opposed to 'I.' In my interaction with the managers also, we found that the directors were providing full freedom to them to plan and execute their ideas and also giving credit for the work the managers did. This is proof of healthy decentralization attitude of senior management which sustained the efforts of Punani. In this regard, Dharmendra Jena, Manager, NHEH attests, "I enjoy full freedom to plan and execute my work. I consult Dr Punani only for financial decisions. I can say for all of us at my

¹Information about these three initiatives is provided further in this chapter

level that if we come up with a suggestion, we are praised and given all the support to execute it.”

Having said that, it is also the size of operations that determines whether the strategy of written intentions and plans is required or not. An organization of a bigger size than BPA would have required a combination of formal written and informal oral communication.

Nevertheless, the organic growth of NHEH-Bareja, KCRC-Bhuj, and centres for persons with special needs—the major growth centres of this phase—are a result of senior management's commitment to decentralization and the informal way they used to advise their managers.

Developing the next rung of leadership:

Change in leadership system and decentralization of powers and responsibility are fundamental to organization design and structure. Any large organization, particularly one dedicated to multiple services, can steeply improve its effectiveness if its functioning is systematically decentralized.

BPA is served by many such leaders in the middle-tier of the organization. One of them is Vimal Thawani, Project Manager, Department of Persons with Special Needs. The department is located on the BPA campus. Thawani holds bachelor's degree in psychology and master's qualification in social work. “She has grown with the institution,” opines Rawal. Thawani independently manages a team of eight centre-heads physically present at different locations to serve diverse groups of beneficiaries —infants, children, men and women— at day care or in residential campuses. She holds weekly meetings with the centre-heads for sharing any feedback she has and to find what she could do for them. Thawani is satisfied with the adequate mix of autonomy and support she has received from her seniors besides umpteen opportunities in training and promotion for herself and her team. There was the challenge of retaining good teachers as a government job with lifelong pension was preferred over job in an NGO. Employees in Department of

Persons with Special Needs who were committed and motivated were duly rewarded with training and promotions. In line with BPA's philosophy of decentralization, Thawani believes that she has groomed all her co-ordinators to replace her as and when required.

Jena, manager of NHEH, has similar experiences to share. He is a professional with many relevant degrees including post-graduate diploma in management of NGOs. He has been given total control of the affairs of the hospital and has autonomy to take all the decisions except regarding finances. His self-perception of his role is that of a 'servant of the hospital patients' which has further propagated service orientation in the staff of NHEH. It is because of his initiatives that in less than a decade, the eye hospital has earned the status of a general hospital and also won several awards.

Regarding development of next rung of leadership, Punani said:

It is important to groom leaders at the departmental-head level. In future, the directors could be drawn from department heads as they are next to the directors in hierarchy. We have to promote, and as a last resort if required, recruit departmental heads who are people with professional background, have a strong drive to lead with high sense of responsibility apart from the domain knowledge. They have to be managers of high integrity and transparency. Our effort has been to make our managers independent in their work rather than dependent followers and also to give them rich exposure to the field, for instance, attending World Congress on Community Based Rehabilitation held in November 2012.

Leadership development seems to be somewhat on track at BPA as efforts to enable second-rung leaders to take on current and future challenges have borne results in the form of exponential financial growth and accolades. Financial growth of BPA in totality as well as phase-wise has been discussed in Chapter-6. The discussion with respect to investments, assets and expenditure of the two Trusts (BPA and ATCB) which BPA

manages, clearly indicates the phenomenal growth of BPA. The awards and recognition received by BPA and its affiliated ventures in the last five years are a reflection of its success (Please refer Appendix-5.1). The affiliations of different institutions (Please refer Appendix-5.2) are examples of acceptance of BPA's programmes by different academic bodies. Another development over the years has been the growth in the number of properties of BPA which had reached 11 in 2014 (Please refer Appendix-5.3).

One way to enable this is to expose young leaders who have remained in the same function for a sufficient period to diverse challenges. For instance, Jena was given independent assignment of the hospital when he had limited experience. However, care should also be taken to retain competent managers and prevent them from being poached by other organizations. BPA has had cases of highly-trained employees attracted by other organizations. As a step to prevent this, BPA needs to open up its leadership development focus to more young employees so that it has many back-up choices in the coming years.

Major happenings in the phase

A number of new activities and schemes were initiated in BPA between the years 2000 and 2013. However, only seven of the most important ones are being described in detail in this chapter:

1. Kutch Comprehensive Rehabilitation Centre (KCRC, Bhuj)
2. Navalbhai and Hiraba Eye Hospital (NHEH, Bareja)
3. Creation of sports infrastructure
4. Centres for Special Needs
5. Online fund-raising
6. Setting up of advocacy department
7. Inclusive schooling

1. Kutch Comprehensive Rehabilitation Centre (KCRC, Bhuj)

After the devastating earthquake in year 2001 created havoc in Gujarat, BPA's immediate action was setting up a temporary unit at Kutch. BPA joined hands with Indian Medical Association, Bhuj, and actively rendered physiotherapy treatment and distribution of artificial limbs. Later, BPA decided to convert this into a permanent rehabilitation centre and named it as Kutch Comprehensive Rehabilitation Centre (KCRC). For this, Government of Gujarat donated 2,000 sq. yard plot of land, free of all revenues, at a prime location.

KCRC was established originally for providing physiotherapy and counselling services to people who had recently contracted disability due to earthquake injury. The activities were then expanded to starting a day-care centre for children with Visual Impairment (VI) and multiple disabilities. In 2003, an eye-care centre was added with the support of NHEH for six months and at present, the centre works independently with trained staff.¹ From its establishment to now, KCRC has also been rendering occupational-therapy services. Its vision is to empower and encourage Persons with Disabilities (PwD) to be self-reliant. Thus, KCRC also works towards enriching the field of Human Resource Development (HRD) and research.

Over the years, BPA has received support from several institutions around the globe for KCRC including Handicap International, France, which has provided technical support. Another organisation, Die Johhanitter Unifall, Germany, established a high tech artificial-limbs workshop at BPA's Bhuj centre during the years 2002 to 2004.

Apart from helping PwD, KCRC has also generated employment for them. So far, 514 men and women with disabilities have been financed to take up small

businesses with the help of Japanese funds which financed innovative business proposals.

KCRC's strength lies in being a professionally managed organization by itself — being equipped with qualified doctors, physiotherapists, occupational therapists, prosthetic craftsmen, health consultants, field supervisors, field workers, special educators and social workers from different supporting NGOs.ⁱⁱ

2. **Navalbhai and Hiraba Eye Hospital, Bareja (NHEH, Bareja)**

NHEH was set up by BPA in collaboration with Bareja General Hospital Trust in 2003. The hospital provides comprehensive eye-care services to people across 32 villages around Bareja.ⁱⁱⁱ Services provided at the hospital are not limited to free cataract-operations and treatment of all types of eye diseases. The hospital also diagnoses and treats complications related to ENT (Ears, Nose and Throat), orthopaedic, kidney and urinary-tract related diseases. PHACO (originates from the term *phacoemulsification* which refers to advanced way of doing cataract surgery) operation by laser technology is also performed at the hospital at nominal charges.

The hospital is equipped with high quality facilities like an ophthalmologist's chamber, cornea testing clinic, operation theatre for micro surgeries, patient preparation room, refraction rooms, autoclave room, pathology lab, male and female wards, medicine counter and a spectacle workshop. It has a capacity of 100 beds and a patient waiting-area for 100 patients.^{iv}

A slit lamp, microscope and other eye equipments (supported by CBM, Germany) and a yag laser machine (supported by GAIL) were added to the facility in 2005 and 2007 respectively. In 2012, a PHACO laureate machine (supported by Department of Health, Government of Gujarat), laser machine and fundus

camera for diabetic retinopathy unit (supported by Power Grid Corporation of India) and ultra-sound machine (supported by Dr Chirag Shah) were also added to the facility.

The hospital organizes four eye check-up camps every week in the villages near Bareja. The workers go from house to house to spread awareness about the camp. Bareja, Bagodra, Aslali, Jetalpur, Mahijada, and Vasai are a few of the 400 villages where the hospital regularly conducts camps. More than 600 eye camps have been conducted till 2012, in which more than 1,40,000 patients have been examined and around 4,000 restoration surgeries have been performed. The hospital continues to conduct these eye camps and has plans to cover more and more villages so that the poor people can benefit from the new technologies, have better eyesight and thus a better life.^v The hospital also participates in the inclusion-related multifarious activities funded by Australian government and CBM, Germany, to bring about a change in the lives of PwD.

The facility is largely supported by the corporate sector. Companies like ITC, ONGC, SBI, Cairn, Power Grid Corporation of India, Wagh Bakri, Rasna, Gruh Finance and Azure support the hospital by paying for equipments as well as for conducting cataract surgeries to meet hospital's targets. Also, Kalyan Trust, Maa Krupa Charitable Foundation (registered in USA), Heart Foundation and Research Institute, and Manav Parivar support the hospital from time to time for various purposes. District Blindness Society also guides the hospital facility under its National Program for Control of Blindness. In addition, a large number of local people make donations of goods like grains, pulses and clothes.

3. Creation of sports infrastructure

Sports are extremely crucial for the growth of PwD as they must have an outlet for their pent-up feelings

through play and games. BPA's progress in this direction is notable as it also makes a case for making sports infrastructure a priority for both government and corporates.

BPA's foray into creating high-level sports facilities is in line with its philosophy of PwD living a completely normal and fulfilling life. There has been a sports teacher in the primary and secondary schools for a long time. Also, a paid table-tennis coach was appointed by BPA in 2009. That BPA attaches a great deal of importance to sports is evident from the pride with which all the three principals of BPA schools encourage participation in sports competitions at the city, state and national levels. A number of students participated in advanced table-tennis training in London Olympic Games 2010 and in Open Table Tennis (TT) Asian Competition 2011 for PwD in Bangkok where Bhavina Pal was awarded the silver medal.

In June 2007, BPA sponsored the chess tournament in which 58 PwD from Gujarat, Madhya Pradesh and Maharashtra participated. Five rounds of chess were played. While five PwD were awarded prizes, 20 were selected to participate in the National Chess Tournament. Another attraction of the programme was the presence of Charudatta Jadav, General Secretary, All India Chess Federation for the Blind, who also has blindness.

In October 2010, a sports centre for visually challenged was set up from the donation given by the director of a multi-national company, Savan Godiawala, on the occasion of his wife's birthday. It is the first of its kind sports centre in Gujarat for persons with VI where children can play both indoor and outdoor games like carom, chess, snakes and ladder, table tennis, cricket, javelin, and skating to name a few. This also reflects a new trend in donation.

4. Centres for special needs

BPA has eight centres for people with special needs. Three of these —Mental Hygiene Clinic (1989), Centre for children with Visual Impairment with Additional Disabilities (VIAD) (1993) and Centre for deafblind children (1998)— had been set up during Patel's time. Interventions for those with multiple disabilities required a specialized skill-set and BPA had no experience in providing services to persons with special needs till 1989. Hence it was a challenging task to set up Mental Hygiene Clinic in 1989 in response to the need of the community. However, once established, it became successful and thereafter it was encouraged to open new centres at BPA. Within a decade from 1989 to 1999, BPA had set up three centres for children with special needs. Remaining five were set up during the fourth phase. RM Parikh Resource Centre and Pre-Vocational Training Unit (2002), vocational training centre for persons with multiple disabilities (2010), Mohanlal Mistry residential respite care centre (donated to BPA in 2005) and Dr Jeet Mehta Balashala Trust (2011) provide specialist services for children and adults who have severe mental illness, mental retardation and multiple physical disabilities. BPA appointed special teachers and educators for the centres. Some of them were also sent to the UK and USA for further training. Doctors and specialists are also invited on visiting basis.

Two centres have residential-care facility and the rest provide day care. Three of the centres are located at BPA's main campus, three are in rural areas of Gujarat and two at different locations in the city of Ahmedabad. These centres provide services to persons with mental retardation, autism, cerebral palsy, multiple disabilities, Deafblindness (Db), multi-sensory impairment, mental illness etc. They get medical treatment; psychological, psychiatric and academic help and learning; pre-vocational and functional vocational skills. The attempt

is also to enable them to do their daily chores. In relevant cases, sensory stimulation is given to improve their condition.

5. Online fund-raising

Online fund-raising is a low-cost activity and has the twin advantage of instantaneous and easy access to geographically distant places. BPA has taken advantage of the new technology through GiveIndia and GlobalGiving.

GiveIndia: GiveIndia is a platform initiated by Venkat Krishnan, a student of IIM-A, to raise donations for NGOs. The platform caters to those organizations which conform to its standards of transparency and credibility. BPA has been receiving disbursement from GiveIndia since 1999 ranging from ₹0.3 million to ₹0.6 million per month for cataract surgeries, tricycles, sewing machines or other devices for the needy people, and for general fund and corpus fund. In March 2012, BPA received ₹6 million approximately from 5,195 donors of GiveIndia of which ₹5.7 million approximately was contributed by employees of HDFC as part of Payroll Giving.

GlobalGiving: GlobalGiving is a non-governmental online market-place that connects donors with grassroots projects throughout the world. A rigorous due diligence is carried out of every project proposal they receive. Only if the proposed project satisfies their guidelines, then the project is cleared for acceptance.^{vi} BPA approached GlobalGiving Foundation for acceptance of their project called 'Seeing is Believing.' BPA's reputation and systems satisfied their guidelines. Subsequently, Reserve Bank of India also permitted BPA to open accounts in the UK, USA and Canada so that donation money could be credited there. The project has attracted donors to the tune of BPA receiving \$45,492.83 (approximately ₹3 million) between April 2010 to

November 2013. Still there is a gap of \$26,707 in the estimated collection which BPA believes to achieve by the year end. Most of the 387 donors are Indians. Thus, apart from tapping a new source of fund-raising, BPA has made international presence by this move.

6. Setting up of advocacy department

Punani set up a formal advocacy department in 2012. BPA then engaged a qualified and experienced person, Kinnari Desai, to engage in advocacy of the cause. Desai, who had worked with BPA earlier, rejoined the organization after availing the Ford Foundation scholarship and acquiring a master's degree from Syracuse University, New York, USA. She specialized in post-colonialism, feminism and women with disabilities in her master's programme. She was especially interested in women welfare. The reason behind her interest was that women with disabilities were more vulnerable than men with disabilities: Only 10 percent of such women get education as against 60 percent of their male counterparts.

Advocacy for women with disabilities, Desai said, was multi dimensional: sensitizing people through dialogue on women's rights, taking initiatives for progressive policy-making, and capacity building of the women through knowledge and motivation. After joining BPA in July 2012, she organized workshops for women executives of famous women NGOs, Chetna and Self Employed Women's Association (SEWA), both located in Ahmedabad.

Desai suffered from loss of vision when she was 25 years old. Her eyes were affected to the extent of 85 percent. Thereafter she joined BPA. In her stint with BPA, she worked for Community Based Rehabilitation (CBR) of PwD. Desai represents BPA on Disability Advocacy Group, a state-level advocacy group of PwD. She coordinates training in advocacy, sustainability and rights

on behalf of Handicap International. She also handles matters related to access, accessibility and barrier-free environment. She has been designated as 'Advocacy Manager' being responsible for handling and promoting all initiatives related to advocacy and women with disabilities at BPA.

7. Inclusive schooling

In 2008, Government of Gujarat released guidelines on the inclusive school where non-disabled children and children with disabilities study together and participate in activities together. BPA had opted very early for inclusiveness of PwD. In compliance with the state government's guidelines, BPA took the following steps:

- 7.1** Setting up inclusive school in Kutch as a part of KCRC. KCRC applied the concept of inclusiveness in skill training and in the formation of 10 self-help groups.
- 7.2** Another inclusive school was set up at BPA-MSM Naaz. A 23-acre residential centre was donated by Dharmendra and Bharti Vyas to BPA in 2005. BPA established Samarth Residential Respite Care Centre in 2006 for persons with mental retardation, cerebral palsy, multiple disabilities and for children with autism. In the same campus in 2008, BPA started Sammilit Vidhyalay (inclusive school) for children with disabilities. The government recognized the school up to the seventh standard effective from academic year 2013-14. Being an inclusive school, children who have disabilities and other children study and play together under the guidance of special teachers. Presently, the school has 50 special students and 150 other students. The overall female and male ratio is 3:7.
- 7.3** BPA-MSM also set up an inclusive centre for the adults. In 2010, named Karam Yog Centre, it is an inclusive home for the old, retired and homeless

people with disabilities and others. Karam Yog meant that the beneficiaries would give back by working for the centre. Six karam yogis, three with disabilities and three others, joined. They provided services based on their past experience and interests. They taught, worked in stores, helped with child care and clerical work. The yogis left the centre due to different reasons. BPA is determined to re-launch the centre with greater vigour.

- 7.4 Setting up Savinay Sammilit Vidhyalay, Bawla. This is a school for below-poverty-line children. Fees, books, transportation and lunch are provided free. The inclusive school is up to eighth class. It was donated by a philanthropic businessman, Jitendra Ajmera, who contracted blindness when he was in his 50s. No government support was received by the school as it was a self-financed institution. Twenty-five physically handicapped and mentally-slow children and 245 other children studied in this 20-room school spread over 10,000 sq. yard campus. The syllabus followed was the same as in other schools with curricular adaptations permitted by the state government. The school was recognized by the government. Principal Sonal Sutariya is committed to making the school a success. She travels 20 km from her house to this school taking care of her own transport.

8. Magazines for children and women

BPA converts *Bal Shrushti* and *Zarmar* magazines in Braille version or audio edition. This provides facility to PwD to use these magazines. However, such services need to be expanded.

9. Cataract-free Ahmedabad

Cataract is a single largest cause of blindness. Hence this became an important area to be addressed by an

institution like BPA. BPA has pursued the cause of Cataract-free Ahmedabad. They held camps and sought corporate support in the form of sponsorships for conducting camps and surgeries on vulnerable populations. This movement has been carried forward to Sabarkantha and BPA has the vision to spread it all over Gujarat such that all the districts in the state get covered in the years to come.

10. Support to other NGOs

Start-up NGOs are able to sail smoothly if experienced guidance is available to them. There have been requests to BPA from within India and also from foreign countries to systematically shape and enable the growth of their organizations. Some recent examples include technical training to the governments of Mauritius, Vietnam, Nepal, Bangladesh and Sri Lanka. Within India, BPA is recognized as a nodal agency for setting up projects for persons with Db and multiple disabilities.

11. Physiotherapy certificate upgraded to diploma

The upgrading of two-year certificate course in physiotherapy to three-year advanced diploma for persons with VI gives them confidence of being a professional and betters their future prospects. Being the first university recognized (Ahmedabad University has recognized it) diploma course for PwB, it will have positive implications for BPA's image.

12. Japanese medical massage training

Training in Japanese massage is given to faculty (with blindness) of physiotherapy at BPA. Initial training was given by a Japanese team and thereafter 'train the trainer' model is being followed.

In conclusion, one can say that this phase saw major infrastructure enhancement in the form of KCRC,

NHEH and sports facilities. Other salient additions were the centres for people with special needs, advocacy department and online fund-raising. BPA has continuously added new activities in addition to having taken challenges like cataract-free Ahmedabad and helping other NGOs. A noteworthy aspect of BPA is that its financial strength has been built on its own efforts, merit and credibility without any support from specific religious or political groups as has often been seen in other NGOs. Its recognition at national and international level has been showcased in the appendices section of the book. It signifies the acknowledgment of BPA's efforts in the field of disability. During this phase spanning almost one and a half decade, the executives have taken BPA to another orbit. Both movable and immovable assets and activities increased substantially but more importantly, during this phase, BPA brand name was established as a name to reckon with. This is illustrated by the recognition it has received from several quarters and its financial health in the year 2013-14 (Please refer Appendices-5.1, 5.2 and 5.3 and Chapter-6).

Questions:

1. What were the challenges faced by the executive director of BPA during the management shift? How did he overcome them?
2. List down new initiatives taken up by BPA post year 2000. Explain any two of those which according to you are most effective.
3. From BPA's experience, share your opinion on the statement: "Need for professionalization is a key component for the success/sustainability of an organization."

- i *Brief about KCRC.* (n.d.). Retrieved May 29, 2013, from <http://www.kcrcbhuj.org/>
- ii *K.C.R.C.'s Team* (n.d.). Retrieved May, 29, 2013, from <http://www.kcrcbhuj.org/administration.htm>
- iii *Navalbhai and Hiraba Eye Hospital* (n.d.). Retrieved May, 29, 2013 from <http://www.bpaindia.org/Home.html>
- iv *Services provided at the Hospital* (n.d.). Retrieved May 29, 2013, from <http://www.bpaindia.org/Facilities.html>
- v *Eye Camps* (n.d.). Retrieved May 29, 2013, from <http://www.bpaindia.org/Fieldwork.html>
- vi *GlobalGiving* (n.d.). Retrieved January 6, 2015 from <https://www.globalgiving.org/>

PART – II
The PRIDE and
PILLARS of BPA

*Success is not final,
failure is not fatal:
it is the courage to
continue that counts*

– Winston Churchill

6

FINANCIAL GROWTH

Learning objectives:

- To understand phase-wise growth of assets, investments and expenditure of Blind People's Association (BPA)
- To get an overview of financial growth of BPA

Introduction

The financial trajectory of Blind People's Association (BPA) can be discussed in the context of two Trusts named Blind People's Association (BPA) itself and Adult Training Centre for the Blind (ATCB). These two Trusts provide funds for different activities of BPA.

The financial growth of BPA has been analyzed with reference to assets, investments and expenditure for the period spanning forty years from 1975 to 2013. This coincides with second, third and fourth phases of BPA's journey of growth (Please refer Exhibit-1.1). A point to note is that any year mentioned in this chapter represents the beginning of the financial year. For example, any figure mentioned under/associated with the year 1975 reflects the figure corresponding to the financial year 1975-1976. Till 1975, BPA was trying to consolidate and the figures were too miniscule to merit analysis and hence this analysis has been done only for second, third and fourth phases of the organization and not for its first phase.

Growth of Assets

The data regarding assets of the two Trusts: BPA and ATCB during the three phases are presented in Table-6.1. It is to be noted that the figures of assets presented here are being considered at book-value and not at the market-value of assets. Also the figures procured from BPA records have been approximated to the nearest million. The three phases are being discussed separately in the following paragraphs. Compound Annual Growth Rate (CAGR)¹ and inflation adjusted-CAGR² (ia-CAGR) have been calculated to reflect growth of BPA assets in each phase. CAGR or geometric average growth-rate is more

¹ CAGR is an average growth-rate over a period of several years. It is a geometric average of annual growth-rates.

² The inflation adjusted CAGR (ia-CAGR) has been used as an indicator to measure the growth of BPA over a period of time after adjusting for inflation. It has been calculated after subtracting average inflation-rate based on Wholesale Price Index (WPI) of a period from CAGR of the same period.

accurate than simple arithmetic average growth-rate as it smooths out period fluctuations and helps to describe a long-term trend.ⁱ The rationale for using ia-CAGR is to adjust for the distortion caused by inflation and arrive at a more accurate approximation of growth rate.ⁱⁱ

The inflation adjustment in CAGR has been done using average inflation-rate based on Wholesale Price Index (WPI) and not Consumer Price Index (CPI) largely for same two reasons for which Reserve Bank of India (RBI) used WPI until recently. First, until 2011, there was no single CPI representative of the whole country. There were three or four CPI measures, relevant for different segments of population. Now, we have one representative measure of retail inflation with further disaggregation to see how prices in rural and urban India are changing. Second, WPI was earlier available with a shorter lag—only a 2-week delay—compared with CPI inflation which came with a 2-month lag. Now, CPI monthly inflation data is released couple of days prior to WPI inflation data for the same month.ⁱⁱⁱ Since the financial analysis has been done for the period 1975-2013, WPI was considered more appropriate. Average inflation-rate based on WPI for each phase has been calculated by using annual average inflation-rate figures of the corresponding years reported in Lok Sabha Secretariat Report on Price Rise/Inflation (for years 1975 through 2011)^{iv} and Economic Survey 2014-15 Volume-2 (for years 2012 and 2013).^v

Assets in Phase-2

Under the leadership of Jagdish Patel (BPA founder) in organization's second phase (1975-79), BPA had shown marginal growth. This is illustrated in Table-6.1 and Exhibit-6.1. As can be seen, the assets of BPA were ₹1.62 millions in 1975 and at the end of Phase-2 (in 1979) assets had reached to ₹1.76 millions. Assets data for ATCB Trust during this period was not available, hence only BPA Trust has been considered. CAGR³ for this phase is 1.67 percent.

³ CAGR = $\left(\frac{\text{Ending Value}}{\text{Beginning Value}} \right)^{(1/\text{number of years})} - 1 \times 100$

and ia-CAGR for asstes in the same period is -2.99 percent for BPA Trust. As CAGR shows, the assets in second phase had increased marginally for BPA Trust; however, when adjusted to inflation, growth was found to be negative as reflected in ia-CAGR.

Assets in Phase-3

Under the continued leadership of Patel between 1980 and 1998, the organization had exhibited a rather rapid growth. This is illustrated in Table-6.1 and Exhibit-6.2. The assets of ATCB were ₹6.03 millions and those of BPA were ₹2.62 millions at the beginning of third phase.⁴ At the end of the Phase-3, in 1998, assets had reached to ₹25.76 millions for ATCB and ₹26.52 millions for BPA. CAGR for this phase is 7.94 percent for ATCB and 12.96 percent for BPA. The ia-CAGR for assets in Phase-3 is -0.49 percent for ATCB Trust and 4.53 percent for BPA Trust respectively. This means that assets in this phase had grown nearly four and ten times (approximated to the nearest decimal) respectively for the two Trusts which is evidently quite a remarkable growth.

At the end of third phase of BPA in 1998, the combined assets of both the Trusts (ATCB and BPA) had increased from ₹8.65 millions to ₹52.28 millions with a CAGR of 9.93 percent and ia-CAGR of 1.50 percent. The combined assets in this phase had grown nearly six times indicating a substantial increase in the assets of BPA.

Assets in Phase-4

The fourth phase of BPA marked the management shift from Patel and other trustees to a team of executives after the death of Patel in March 1999. The period from April 1999 till March 2014 has been considered as Phase-4. This is illustrated in Table-6.1 and Exhibit-6.3. We find that in this

⁴For the assets data in Phase-3, data of ATCB was not available from 1980 and 1981 and hence the table reflects the data of 1982 at the beginning of the phase. However, data for BPA was available from 1980 onwards.

period, assets of ATCB Trust increased from ₹29.79 million to ₹345.12 millions and of BPA Trust increased from ₹28.05 millions to ₹485.38 millions. CAGR for this phase is 17.74 percent for ATCB and 20.93 percent for BPA Trust. The ia-CAGR for assets in Phase-4 is 11.81 percent for ATCB Trust and 15 percent for BPA Trust respectively. The assets in this phase have grown nearly 12 and 17 times respectively (approximated to the nearest decimal point) for the two Trusts indicating a substantial increase in the combined assets of BPA.

At the end of Phase-4 in 2013, the combined assets of both the Trusts (ATCB and BPA) had increased from ₹57.84 millions to ₹830.5 millions with a CAGR of 19.44 percent and ia-CAGR of 13.51 percent. The assets in this phase had grown nearly 14 times. One can infer from these figures that at the end of the fourth phase in 2013, BPA has reached new heights of financial growth.

Table-6.1 Analysis of assets data of the two Trusts (BPA and ATCB) for the three phases							
	Beginning of the phase Amount (₹ in millions)	End of the phase Amount (₹ in millions)	Increase (in millions)	CAGR (%) ⁵	Average inflation rate based on WPI (%)	ia-CAGR ⁶ (%)	No. of times increase
Phase-2 (1975-1979)	ATCB	-	-	-	-	-	-
	BPA	1.62	1.76	0.14	1.67	-2.99	1
Phase-3 (1980-1998)	Combined (ATCB & BPA)	-	-	-	-	4.66	-
	ATCB*	6.03	25.76	19.73	7.94	-0.49	4
	BPA	2.62	26.52	23.9	12.96	4.53	10
	Combined (ATCB & BPA)	8.65	52.28	43.63	9.93	8.43	6
Phase-4 (1999-2013)	ATCB**	25.79	345.12	315.33	17.74	11.81	12
	BPA	28.05	485.38	457.33	20.93	15.00	17
	Combined (ATCB & BPA)	27.84	830.5	772.66	19.44	5.93	14

* Assets data for ATCB Trust during this period was not available.

** Assets data for year 1980-1981 and 1981-82 was not available. Hence, for ATCB, data for year 1982-83 has been considered for initial year's value.

⁵CAGR = ((Ending Value / Beginning Value)^(1 / number of years) - 1) x 100

⁶ia-CAGR = CAGR of a period - Average inflation rate based on WPI (%) over the same period.

Exhibit-6.1 Assets Phase-2(1975-1979)

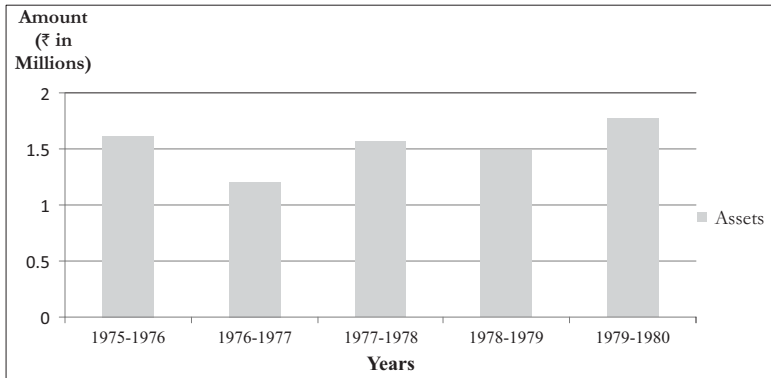


Exhibit-6.2 Assets Phase-3 (1980-1998)

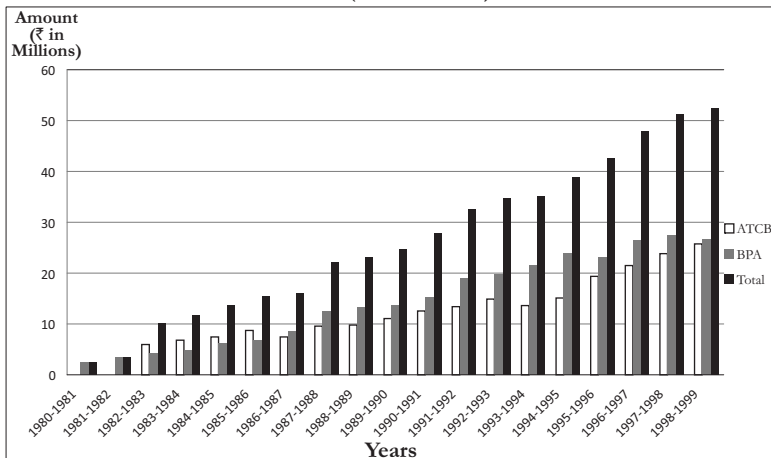
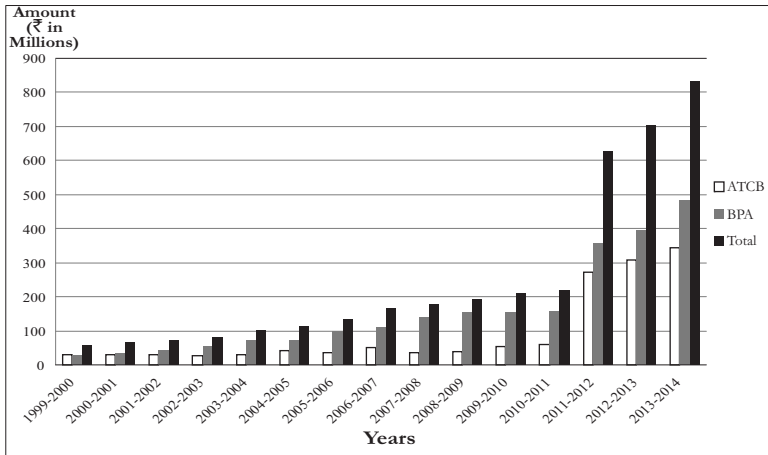


Exhibit-6.3 Assets Phase-4 (1999-2013)



Growth of Investments

The data regarding investments of the two Trusts (ATCB and BPA) are presented in Table-6.2. It is to be noted that the figures of investments presented here are being considered at book-value and not at the market-value of investments. Also, the figures procured from BPA records have been approximated to the nearest millions. The three phases are being discussed separately in the following paragraphs. CAGR and ia-CAGR have been calculated to reflect growth of BPA investments of each phase.

Investment in Phase-2

Under the leadership of Patel during 1975-79, the organization had shown considerable growth in investments also. This is illustrated in Table-6.2 and Exhibit-6.4. As can be seen, the investments of BPA were ₹0.54 millions in 1975. At the end of the second phase, in 1979, investments of BPA Trust had reached to ₹1.52 millions with a CAGR of 23 percent and ia-CAGR of 18.34 percent. The investments in this phase had grown nearly three times for BPA Trust (approximated to the nearest decimal). The investment data for ATCB Trust during this period was not available; hence, only BPA Trust has been considered.

Investment in Phase-3

Under the continued leadership of Patel in Phase-3 during 1980-1998, the organization had shown further growth in investments also. This is illustrated in Table-6.2 and Exhibit-6.5. As can be seen, the investments of ATCB and BPA were ₹1.4 millions and ₹1.32 millions respectively in 1980. At the end of the third phase, in 1998, investments of ATCB had reached to ₹32.4 million and of BPA to ₹34.52 millions. CAGR for this phase is 17.98 percent for ATCB and 18.74 percent for BPA Trust. The ia-CAGR for investments in Phase-3 is 9.55 percent for ATCB Trust and 10.31 percent for BPA Trust respectively. The investments in this phase had grown nearly 23 and 26 times for ATCB and BPA Trusts (approximated to the nearest decimal).

At the end of Phase-3 in 1998, the combined investments of both the Trusts (ATCB and BPA) had increased from ₹2.72 millions to ₹66.92 millions with a CAGR of 18.36 percent and ia-CAGR of 9.93 percent. The investments in this phase had grown nearly 25 times indicating a substantial increase in the combined investments of BPA although due to inflation, ia-CAGR is not reflecting the same.

Investment in Phase-4

The period from 1999 till 2013 has been considered as Phase 4 and is illustrated in Table-6.2 and Exhibit-6.6 with regard to investment in this period. We find that investments of ATCB and BPA increased from ₹35 millions and ₹47.87 millions to ₹275.65 millions and ₹305.56 millions respectively. CAGR for this phase is 14.75 percent for ATCB and 13.15 percent for BPA Trust. The ia-CAGR for investments in Phase-4 is 8.82 percent for ATCB trust and 7.22 percent for BPA Trust respectively. The investments in this phase had grown nearly eight and six times (nearest decimal) for the two Trusts. One can infer from these figures that at the end of the fourth phase in 2013, BPA has shown a phenomenal growth thus reflecting good financial health.

At the end of Phase-4 in 2013, the combined investments of both the Trusts (ATCB and BPA) had increased from ₹82.87 millions to ₹581.21 millions with a CAGR of 13.87 percent and ia-CAGR of 7.94 percent. The investments in this phase had grown nearly seven times indicating a substantial increase in the combined investments of BPA.

Table-6.2 Analysis of investments data of the two Trusts (BPA and ATCB) for the three phases							
	Beginning of the phase Amount (₹ in millions)	End of the phase Amount (₹ in millions)	Increase (in millions)	CAGR (%) ⁷	Average inflation rate based on WPI (%)	ia-CAGR ⁸ (%)	No. of times increase
Phase-2 (1975-1979)	ATCB	-	-	-		-	-
	BPA	0.54	1.52	0.98	23.00	18.34	3
	Combined (ATCB & BPA)	-	-	-	-	4.66	-
Phase-3 (1980-1998)	ATCB*	1.4	32.4	31	17.98	9.55	23
	BPA	1.32	34.52	33.2	18.74	10.31	26
	Combined (ATCB & BPA)	2.72	66.92	64.2	18.36	8.43	25
Phase-4 (1999-2013)	ATCB**	35	275.65	240.65	14.75	8.82	8
	BPA	47.87	305.56	257.69	13.15	7.22	6
	Combined (ATCB & BPA)	82.87	581.21	498.34	13.87	5.93	7

* Investments data for ATCB Trust during this period was not available.

**Data for year 1981-82 was not available. Hence, for ATCB, data for year 1982-83 is considered for initial year's value.

⁷CAGR = ((Ending Value / Beginning Value)^(1/number of years) - 1) x 100

⁸ia-CAGR = CAGR of a period - Average inflation rate based on WPI (%) over the same period.

Exhibit-6.4 Investments Phase-2 (1975-1979)

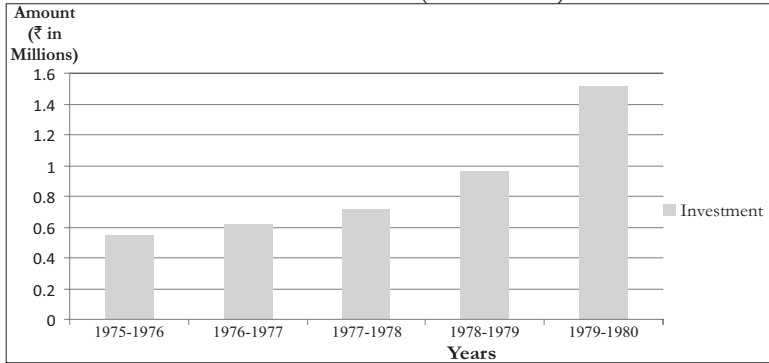


Exhibit-6.5 Investments Phase-3 (1980-1998)

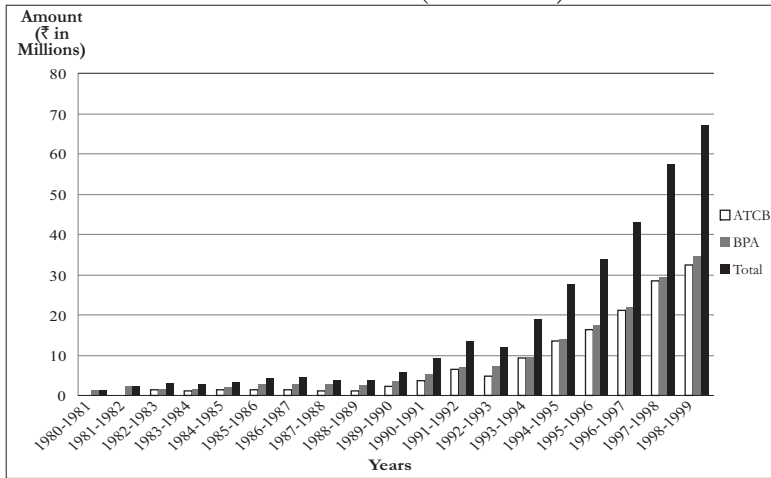
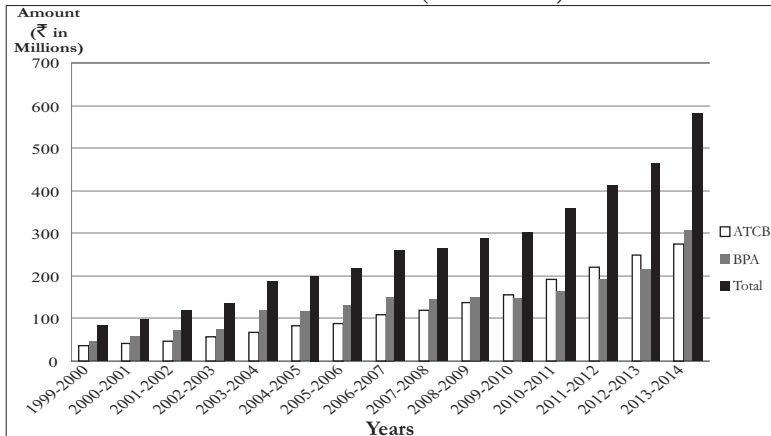


Exhibit-6.6 Investments Phase-4 (1999-2013)



Growth of combined assets, investments and expenditures of the two Trusts

Table-6.3 presents the combined assets, investments and expenditure figures of the two Trusts over a period of 40 years from 1974-1975 to 2013-2014. As mentioned earlier, it is to be noted that the figures of assets and investments presented here are being considered at book-value and not at the market-value of assets and investments. Also, the figures procured from BPA records have been approximated to million. CAGR and ia-CAGR have been calculated to reflect growth of combined assets, investments and expenditure of the two Trusts for the entire span of 40 years.

From Table-6.3, it is evident that the combined assets and investments of the two Trusts (BPA and ATCB) which are managed jointly by BPA have shown phenomenal growth at the end of the financial year 2013-14. The total assets have reached to ₹830.5 millions and total investments have reached to ₹581.21 millions which exemplifies extra-ordinary wealth management and financial growth over a period of 40 years. The Table also shows a similar upward growth in expenditure. The expenditure in 2013 was ₹209.35 millions as opposed to ₹0.54 millions in 1975. CAGR for combined assets of the two Trusts over the 40-year period is 16.88 percent while CAGR for combined investments over the same period is 19.07 percent. These figures indicate a very high compound average growth rate of BPA. CAGR for expenditure of 16.07 percent points towards a very balanced and healthy growth of BPA so far.

The ia-CAGR for combined assets of ATCB and BPA Trusts over the period of 40 years is 9.96 percent, for combined investments of ATCB and BPA Trusts over a period of 40 years is 12.15 percent while that for combined expenditure of ATCB and BPA Trusts over the same period is 9.15 percent. These are very positive indicators of sustainability of the organization.

Exhibit-6.7 presents the combined assets of the two Trusts, Exhibit-6.8 presents the combined investments of the two Trusts and Exhibit-6.9 presents the combined expenditure of the two Trusts.

The combined assets have increased gradually and steadily till year 2010 but show an exponential increase from the year 2011. In a somewhat similar trend, combined investments of the two

Trusts presented in Exhibit-6.8 show a gradual and steady increase over the period of 40 years but show a steep increase year 2003 onwards. Combined expenditure too has shown a steady increase till 2003 and thereafter an exponential increase with a few dips.

This rise in expenditure along with similar increase in assets and investments over the same period reflects phenomenal expansion of BPA's activities and services. It is interesting to note that all the three have shown an upward trend and have maintained somewhat similar pattern. It is very difficult for all three (assets, investments and expenditure) to maintain an upward trend consistently as the three have pulls on each other. This reflects that BPA is ahead of times. Contemporary methods of asset and investment management have evidently yielded phenomenal results for BPA or else the growth would have been stagnant.

Nonetheless, there are two important aspects in which expenditure graph is different from that of assets and investments:

1. It has not shown a steep rise.
2. In absolute numbers, it has reached a peak of ₹208.91 million as opposed to ₹580.67 million of investments, which is less than half the figure invested by BPA.

This indicates that portfolio management of BPA has been extremely successful and balanced. However, there is a scope for expansion of activities.

Table 6.3 Analysis of combined assets, investment and expenditure data of the two Trusts (BPA and ATCB) from 1975 to 2013

	Amount (₹ in Millions Year 1975	Amount (₹ in Millions Year 2013	Increase (₹ in Million)	CAGR ⁹ (%)	Average inflation rate at WPI (%)	ia- CAGR ¹⁰ (%)	No. of times increase
Combined assets	1.62	830.5	828.88	16.88	6.92	9.96	513
Combined investments	0.54	581.21	580.67	19.07	6.92	12.15	1076
Combined expenditures	0.54	209.35	208.81	16.07	6.92	8.15	388

*Assets data for ATCB trust during 1975-1980 was not available.

⁹ CAGR = $\left(\frac{\text{Ending Value}}{\text{Beginning Value}}\right)^{(1/\text{number of years})} - 1 \times 100$

¹⁰ ia-CAGR = CAGR of a period – Average inflation rate based on WPI (%) over the same period.

Exhibit-6.7 Assets (1975-2013)

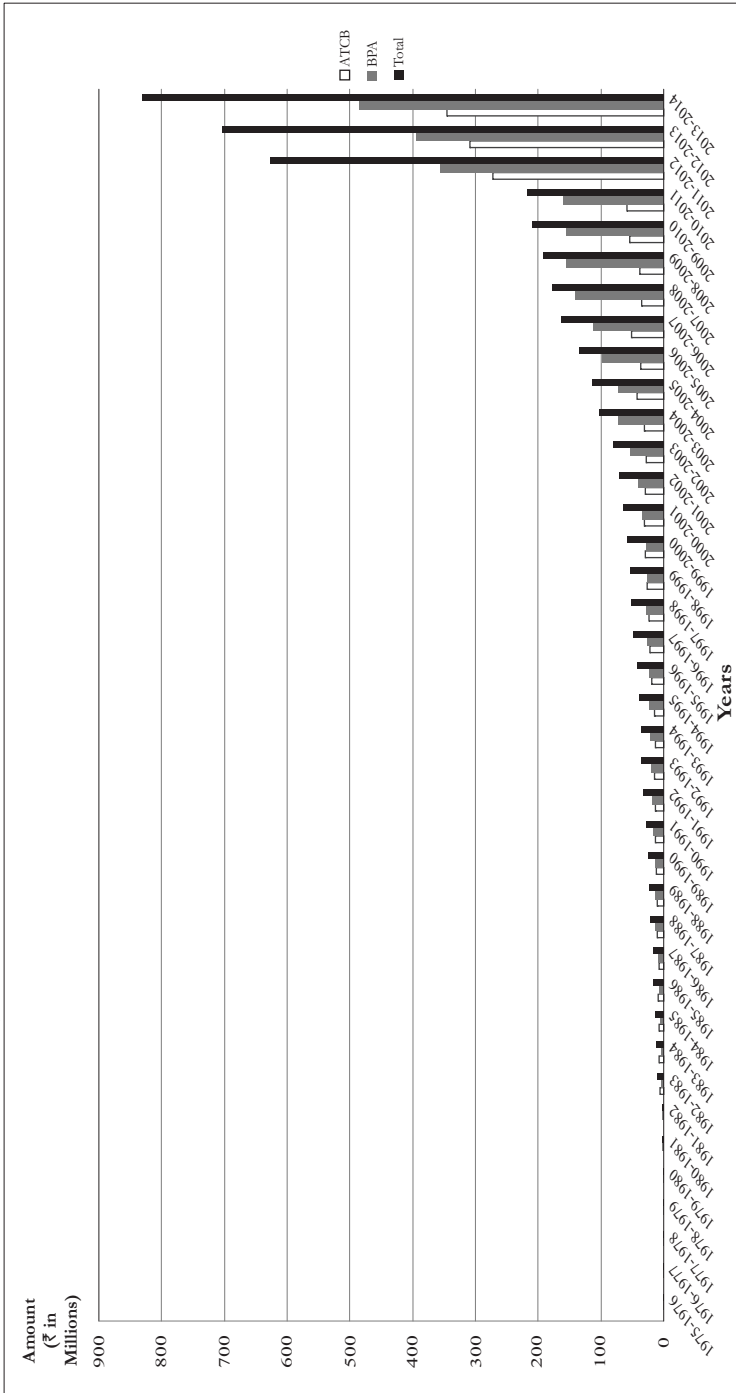


Exhibit-6.8 Investment (1975-2013)

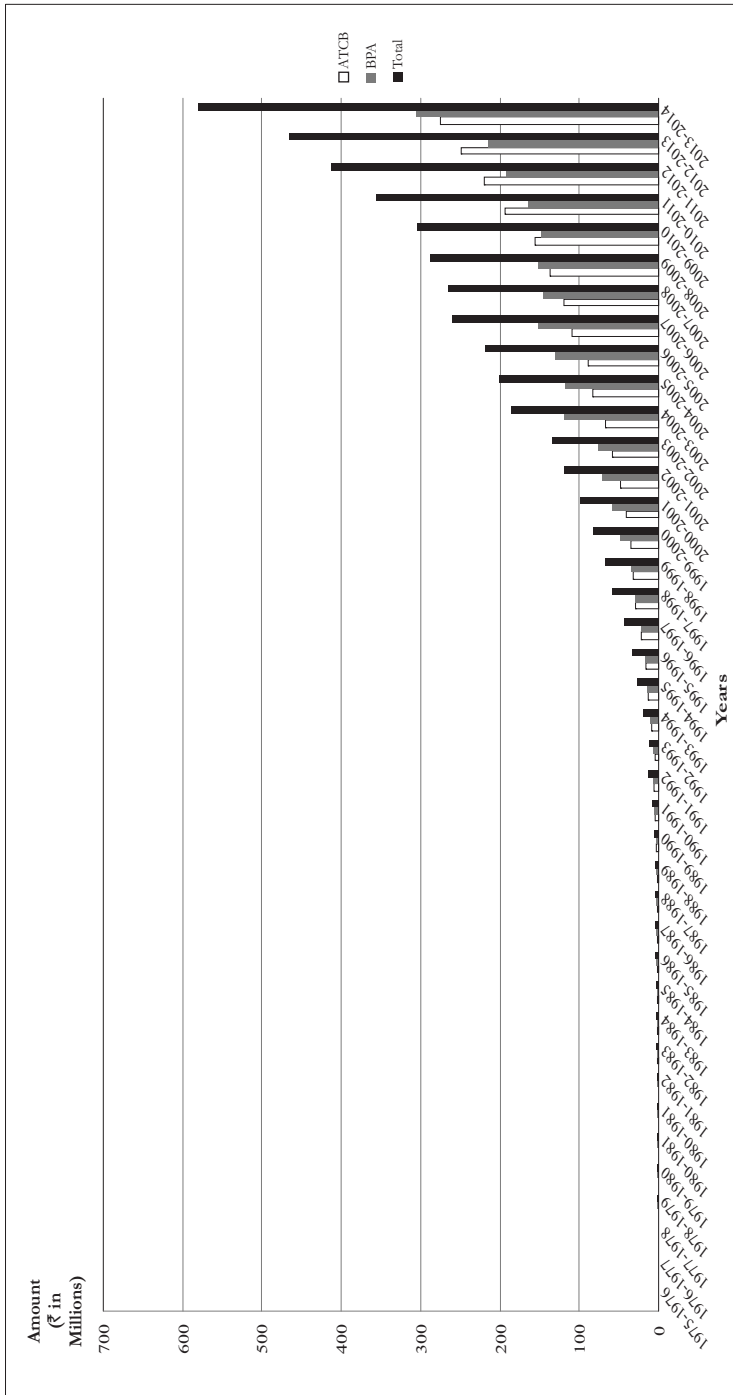
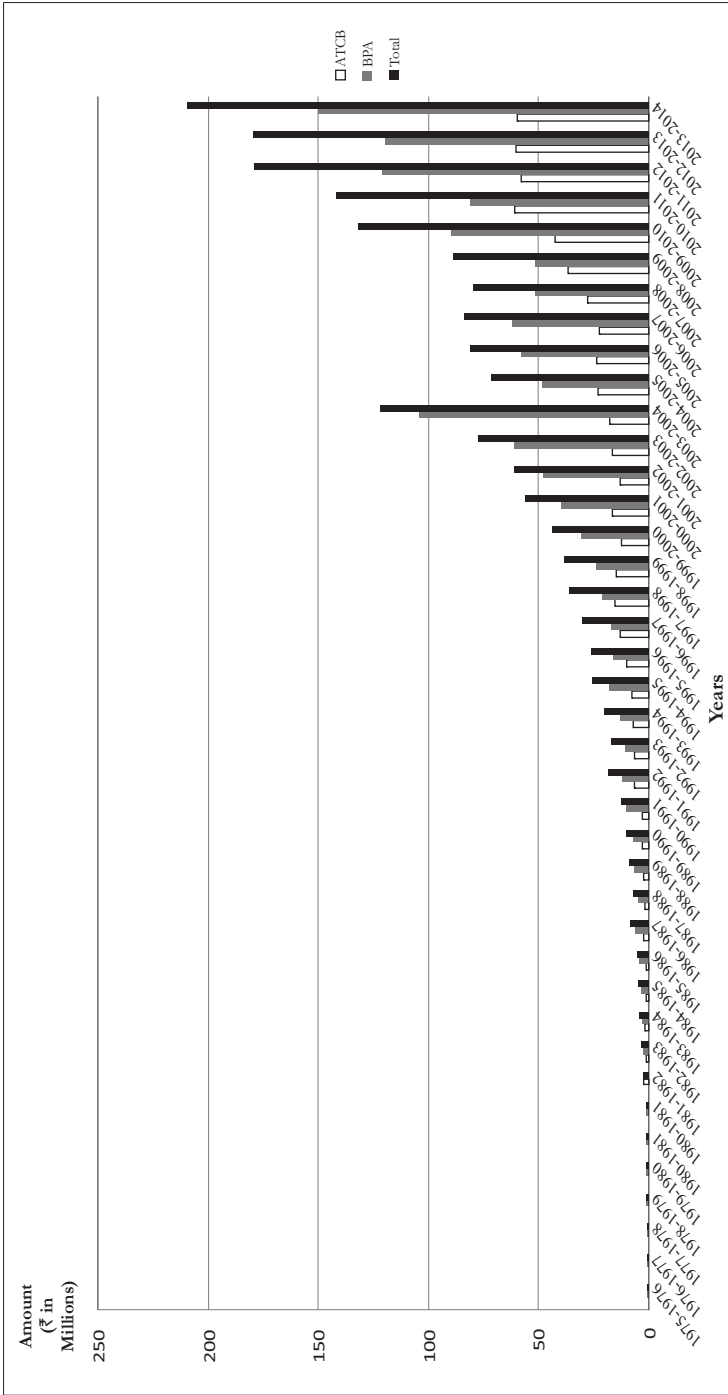


Exhibit-6.9 Expenditure (1975-2013)



It is important for BPA to increase its expenditure substantially. This can happen only if BPA makes a shift away from the existing conservative policy towards emphasis on assets and investment over that of expenditure. Several people in BPA have shared the approach of BPA management to mobilize resources equivalent to estimated expenses before beginning a project. BPA should start spending from its reserves. It is important from the growth as well as the need perspective. This means that not only BPA needs to shift in favour of increasing its expenditure so that it grows bigger but also because there is a growing number of Persons with Disabilities (PwD) who are in need of quality services.

In conclusion, we find that BPA's growth has been remarkable. The financial analysis reflects substantial growth. BPA has sustainability advantage and also scope for expansion of its activities to cater to the increasing requirements of PwD to enable them to achieve parity and live life to their fullest potential.

Questions:

1. What is your view about the financial stability of BPA? Substantiate your answer with facts from the chapter.

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- i *Compound Annual Growth Rate: What You Should Know*. (2003, December 7). Retrieved March 13, 2015, from <http://www.investopedia.com/articles/analyst/041502.asp>
 - ii *Inflation Adjustments* (n.d.). Retrieved March 13, 2015, from http://www.uri.edu/artsci/newecnc/Classes/Art/306a/Outlines/BasicQuest/inflation_adjust1.html
 - iii Mahabare, S., & Mahabare, V. (2013, October 2). *Is CPI a better inflation indicator than WPI?* Retrieved March 13, 2015, from <http://archive.financialexpress.com/news/is-cpi-a-better-inflation-indicator-than-wpi-/1176955>
 - iv *Price Rise/Inflation*. (2013, January 1). Retrieved March 13, 2015, from <http://164.100.47.134/intranet/Pricerise.pdf>
 - v *Economic Survey*. (2015, February 28). Retrieved March 13, 2015, from <http://indiabudget.nic.in/es2014-15/echapter-vol2.pdf>



NEW HORIZONS

Learning objectives:

- To get an overview of the evolution and growth of the field of rehabilitation at global and national level
- To understand the new frontiers of Blind People's Association (BPA) through Projects Division and its initiatives
- To gain knowledge of international affiliations and its advantages in the context of non-profit organizations

Introduction

In order to understand the growth of Blind People's Association (BPA), one needs to put it in perspective of growth in the field of rehabilitation. The first school for Persons with Blindness (PwB) in India began in Amritsar in 1857. If we study the history of rehabilitation for Persons with Disabilities (PwD)¹ in the world, it began with PwD being segregated and generally kept away from the society. Gradually in the nineteenth century, parents of PwD and other proactive people thought of some form of education for PwD by starting special schools in which PwD were separated from their families and kept in residential schools.¹ BPA also started in a similar fashion.

Blind Men's Association (BMA) as it was called till 1998 started with four persons with Visual Impairment (VI) who came together and formed a club in 1950 for their recreation. During their interactions, they discussed about other persons with VI and their problems, and decided to start a residential school for adults with blindness which further expanded into a vocational centre. The vertical growth continued to include a technical school for persons with VI. From 1976, people with cross-disabilities were integrated into the workshop. Thus, from serving only one category of disability, the organization reached out to other disabilities. It also extended from offering simple programmes to diverse programmes for other disabilities. Bhushan Punani, a fresh graduate from Indian Institute of Management-Ahmedabad (IIM-A), was brought into the organization as Executive Director to professionalize it. Moreover, Nandini Rawal was recruited to give fillip to planning and development of new projects at BPA as the organization's Project Director.

BPA then had only two departments: Education and on-the-job Training (Workshop). The Projects Division was the third department to be added under the organization's umbrella and its responsibility was given to Rawal. The Projects Division was started with the vision of reaching out to PwD in their own

¹ Blindness is a sub-set of disabilities and PwB are a section of PwD.

homes and also to educate the community about the issues and challenges faced by PwD. This was an important step taken in the interest of PwD as it enabled BPA to reach people who were either not aware of developmental activities for PwD or for some reason could not come to the organization's premises. The route of reaching out to PwD and their communities through projects gave BPA the opportunity to learn in the field.

Historically, in the evolution of programmes, rehabilitation was perceived as charity wherein PwD were helped to meet their needs without their participation.ⁱⁱ They were considered as objects of pity deserving sympathy and help from others. Gradually, attention was being given to needs that the individual felt. Hence, after the charity model emerged the medical model. In the medical model, disability was viewed as a problem of the person and not of the society. The medical model did not take into account the perspective that the problem could have been in the way society understood disability as an abnormality and thus created structures to suit the 'normal' that disadvantaged PwD. It was as if the PwD were problem people and their disability made them isolated from social and economic participation. Emphasis was on "curing" and making PwD "normal." They continued to be looked down upon with pity, and rehabilitation was thrust upon them although attention was being paid to their medical condition only. By the early 1980s, a social model of disability was gaining prominence wherein PwD were placed at the centre of planning. These sort of outreach projects that Rawal was expected to take charge of were not prevalent at the time in India. The Home-bound Project was BPA's first foray into community-based or distance projects. Herein, the slums of Ahmedabad were surveyed, PwD were identified and thereafter facilitated to carry out income-generating activities in their own homes. The raw materials for the activities were distributed by BPA community staff and finished products were collected and sold. As this was the first time that BPA started outreach programmes, the experiences gained in this project helped in the subsequent setting up of community-based projects in 1983. The Vending-stand Project which involved setting up of kiosks manned by PwD in the city,

was also started around the same time.

In addition, the Projects Division started a Parent-counselling Project which covered 3,000 parents over a three-year period and helped in creating awareness about disabilities and demystifying them. This project was funded by UNICEF. The Parent-counselling Project was BPA's first entry into the world of clinical assessment and providing services of need-based intervention. Prior to this project, BPA relied on therapists independent of the organization for assessment. After this experience, BPA's Projects Division developed its team of therapists, special educators and clinical specialists who continue to render services even after three decades.

For the first time, training and intervention focused on the individual with disability, her/his family and community. Its objective was to provide empowerment, self-sufficiency and independence to PwD. In the process, barriers were removed to enable full participation of PwD in all walks of life. The Projects Division aimed to develop need-based contemporary projects which could address the changing needs of the population with disabilities. The projects also provided funds for the setting up of the assessment unit and for its recurring expenses thus ensuring sustainability of the projects.

Apart from developing projects, Rawal's interest and passion was identifying, nurturing and retaining professionals at BPA, and exploring new avenues and methods of resource mobilization. Thereby, Vimal Thawani was recruited in 1982 as vocational counsellor in the workshop. Ushma Das was selected in 1984 as a play-room worker for Mental Hygiene Clinic (Please refer under Special Needs Department sub heading for details about this unit). Both of them were soon shifted to the Parent-counselling Project. In due course, Thawani has become a great asset to BPA due to her dynamism and creativity. Many of the new projects initiated at BPA were handed over to her in the years to come for execution.

Following are details of some key projects of BPA for different demographics and needs of PwD:

Services for the elderly

BPA made a project application to HelpAge India for providing services like physiotherapy, medical check-up, provision of medicines and funds for economic sustenance to elderly with disabilities under the outreach model. This project started in 1982 and BG Zala and Ramesh Patel joined this project as supervisor and assistant respectively. Zala went on to handle two projects for the elderly and also some part of BPA's eye hospital in Bareja. Ramesh was trained as the employment officer. HelpAge funded the project for the elderly for 32 years till 2013. It still continues to fund eye-surgeries at the eye hospital.

Dilip Shah, who contracted blindness after his graduation and completed the two-year course at BPA's physiotherapy school, was positioned as itinerant physiotherapist in the elderly project. He provided his services at the homes of people in need. When the physiotherapy school was modernized, Shah was shifted as a lecturer there and today he is the co-ordinator of Kaushalya Vardhan Kendra Massage Course recognized by Government of Gujarat.

The project was also the first inroad for BPA in terms of serving elderly with disabilities.

Special Needs Department

It started with Mental Hygiene Clinic. Thawani and Das were the first employees of this unit/clinic. Thawani was then promoted to become project manager and all the special-need units were assigned to her. She reported to Rawal. Thawani did short-term courses in disability management from Swansea University in the UK and Hilton/Perkins International Program in USA. Das underwent six-month training in multiple disabilities from Perkins International Program in USA.

Funds for establishment of this unit were raised from Natwarlal Kinariwala, then Vice-President of BPA, and recurring expense were financed from Department of Social Defense, Government of Gujarat.

Employment and Placement services

Ramesh heads this department. As part of training, he was sent to Bangladesh for evaluation of a community-based project for elderly.

The permanent fund for the employment and placement services was contributed by Bharat Kshatriya who donated the funds in the name of his spiritual guru—Sri Rang Avdhoot. The name of the centre, therefore, is Mahrishi Rang Avdhoot Employment and Placement Services.

This unit is one of the most active units of BPA. Served by three staff-members and several volunteers, it conducts job fairs regularly.

This unit has also received three awards: Federation of Indian Chambers of Commerce and Industry (FICCI) award in 1982 for placement of PwD, state-level award for placement of persons with Mental Retardation (MR) in 1982, and national award for empowerment of PwD from Ministry of Social Justice and Empowerment in 2008.

Day-care centre for persons with multiple disabilities

This centre for people with Visual Impairment with Additional Disabilities (VIAD) was started with recurring and technical support of Hilton/Perkins International Program and endowment fund provided by Ratanlal Lallubhai Trust.ⁱⁱⁱ During 1994, Akhil Paul was sent for training in handling children with multiple disabilities at Hilton/Perkins International Program offered by Perkins School for the Blind, USA, in 1994. After returning from the training, Paul with the involvement of Thawani and others was instrumental in starting the integrated services for persons with multiple disabilities. Kavina Khatri, a special educator, is presently the head of this day-care unit.

State Nodal Agency Centre (SNAC) for National Trust

Mihir Jani was appointed as a special educator in the VIAD unit. But realizing that he possessed managerial skills which could be put to better use; when BPA applied for becoming State Nodal Agency Centre (SNAC) under National Trust, Jani was delegated to head this activity and represent BPA at various forums. He was motivated to join a sister agency for higher salary. However, after working there for a few months, he returned to BPA. While Jani continues to head SNAC, he has also taken an additional responsibility of managing the Mental Illness Project (Details of this project are included later in the chapter).

Community Based Rehabilitation (CBR) programmes

To begin with, this programme was under the auspices of National Association for the Blind (NAB) operated from BPA campus. First programme was started in 1983 at Dholka in Gujarat and second in Chikballapur in Karnataka.^{iv}

For many years, in the industrialized countries (often described as welfare states), teaching and training of visually challenged people to acquire necessary abilities and skills, took place in special institutions. This was the so-called segregation method which could be characterized by:

- having great expertise under one roof, resulting in imparting education of high quality and possibility of giving individual care and attention
- creating a closed environment which could give rise to sub-cultures and negative social conventions which are very alien to PwB and consequently creating identity crisis after they complete their education
- isolating the visually challenged from their surroundings, families and local communities

- creating strong ties between the individuals of the challenged group and a strong challenged identity
- resulting in many pupils being marked for life by their stay in the institution

To sum up, one could say that a high-quality rehabilitation was offered at the cost of social adaptation and normal contact with family and society.

During the last 30 years or so, a gradual shift has taken place: away from specialized measures in central institutions toward a method by which measures to achieve social and educational integration are based, to a higher degree, on decentralized arrangements. Decentralized arrangements mean those systems and measures which are developed for people without disabilities. This is often, and particularly in European Union (EU) terminology, called 'mainstreaming' or 'inclusive philosophy.' According to this philosophy, instead of establishing exclusive arrangements for particular challenged groups, solutions should be found on the basis of the system available for the general public.^v

The conclusion by the mid-1970s was that the conventional system of institution-based rehabilitation in the developing regions needed a number of substantial changes:

- with regard to technology so it would be better suited to the cultural, social, educational and health realities of the developing regions
- in the service-delivery system so that eventually PwD could be provided at least the essential services and opportunities. Obviously, this would not be possible without a radical change in the training of personnel.
- in the management system including policy making, planning, ways of implementing, co-ordination of all sectors like education and employment and an adequate and credible evaluation of its quality and costs

In the light of these international developments, Jagdish Patel (BPA founder), Punani and Rawal visited rural projects initiated by Christoffel Blindenmission (CBM)² at Musiri in south India. They understood the concept of social and economic rehabilitation of PwB in rural areas and decided to adapt it to their own state of Gujarat. Under the auspices of NAB, they applied to Sightsavers for funding of their CBR project.

Accordingly, the first non-institutional rural project for covering PwD in those areas was started in Dholka in 1983 and in Viramgam in 1984. The Projects Division of BPA was responsible for drawing project proposal to State Bank of India which sanctioned the Viramgam project.

Waghji Babaria, who was a field worker in the Dholka project, was absorbed as an itinerant teacher under the scheme of integrated education for children with disabilities funded by Ministry of Human Resource Development (HRD). Daulatsinh Chavda was the supervisor of the project. Bipin Mehta joined this project as a teacher and rose to become the manager of the state-level integrated-education projects. Likewise, Ram Jadav was a field worker in the Viramgam project and Ram Mackwana was the supervisor. They were groomed over the years and though their projects ended, they were assigned to other projects carried out by the organization. For example, Chavda and Mackwana were moved to several CBR projects started by BPA in partnership with other organizations. Jadav even today is an employee of BPA in the capacity of director of Ashirwad Viklang Trust, Sayla. The Projects Division thus was responsible for hand-picking youngsters, identifying their unique talents, and nurturing their growth through training and exposure to rehabilitation work.

BPA's Projects Division also contributed to the development of several other Non-Governmental Organizations (NGOs) by creating a cadre of trained, committed and talented youngsters.

²CBM is an international development organization working towards improving lives of PwD in poorest communities of the world.

As an illustration of how BPA has facilitated an individual with VI to rise from the ranks is Kinnari Desai. Desai was a young software-development manager in a commercial organization when she started losing her eyesight. She came to BPA for training and was placed as a computer instructor and telephone-operating trainee. Thereafter, Desai joined All India Confederation of the Blind, New Delhi, as co-ordinator (western zone) for promoting services for women with blindness. However, she came back to BPA to pursue her career. She was given training in CBR and was soon appointed as project co-ordinator of the state-wide CBR project funded by Government of Gujarat.

Maharishi Ashtavakra CBR Yojna:

BPA's Projects Division developed a project application of ₹54 million for covering the whole of Gujarat through the CBR approach and submitted it to Department of Social Justice and Empowerment of Government of Gujarat. This was the first application of such a scale made by BPA that was sanctioned. Through this project, BPA covered 146 out of 226 *talukas*³ in Gujarat. This was also the first time that BPA reached out to such a large geographical area in terms of number of people covered. A total of 0.1 million PwD were identified under this project in different *talukas* and even today this database is used by the government and other planners. Desai headed this project with the help of juniors like Jyotish Choudhary. Choudhary was a computer operator who was trained and promoted to the post of project co-ordinator.

After completion of the project fund, Projects Division applied to CBM in 2006 for a five-year CBR project to be implemented in Bareja, Sayla and Bhuj. Choudhary was given the responsibility of handling these projects. Today, he is a master-trainer and handles five CBR projects.

³*Taluka* (or *talug*/*taluk*) is also known as a *tehsil* or *tahsil*/*tabasil* or *mandal*. It is an administrative division of India, Pakistan and some historical states of South Asia. It is an area of land with a city or town that serves as its administrative centre, with possible additional towns and usually a number

Desai, who is also a national-level CBR trainer, applied for Ford Foundation fellowship and she was chosen for a two-year course in human rights at Syracuse University in USA. After completing the course, she rejoined BPA, established advocacy department therein which was missing at the organization, and assumed the role of advocacy manager. Today, a stream of PwD visit Desai for information on legal entitlements and intervention where necessary. She shares her advocacy skills with CBR workers and professionals while imparting training in CBR.

In 2013, Projects Division co-partnered with German Leprosy Relief Association (GLRA) and applied to EU for a five-year CBR project in Banaskantha area. This project which was started in January 2014, was handed over to Vanraj who is son of Daulatsinh Chavda who had worked in several CBR projects conducted by BPA starting out with the Dholka project.

Project for Deafblindness (Db)

When Richard Hawkes of Sense International (UK) approached BPA for advice on setting up services for people with Deafblindness (Db) in India, the organization provided him with technical support and all necessary guidance in this regard. Hawkes also needed a manager for the Sense International (India) office. Paul working at BPA at that time applied for the position and got selected for the same.

BPA's Projects Division applied to Sense International (India) for seeking funding for initiating services for people with Db in Gujarat. Thawani was given the charge of this project. Krupa Velani, a qualified teacher for persons with deafness whose mother was a teacher in BPA's higher secondary school, was earlier called at the organization for data entry for the CBR projects. However, identifying potential in her, she was sent to Helen Keller Institute, Mumbai, for one-year training in Db. Today, she is not only the head of the unit but is also master-trainer of the entire western region for Db. BPA is Regional Learning Centre (RLC) of Sense International for Db for western India.

Kutch Comprehensive Rehabilitation Centre (KCRC)

The earthquake in 2001 made BPA sit up and reconsider its mandate. People at the organization thought of helping thousands of people who got trapped under the debris and thus contracted disability as well as PwD affected by the calamity. Proposals were written and appeals were sent immediately. Aid poured in enabling BPA to reach out to people in need. BPA established its makeshift unit at Indian Medical Association (IMA), Bhuj, immediately after the earthquake. Then it applied for land for setting up a permanent centre for rendering services. The government donated land for which former Chief Minister of Gujarat and present Prime Minister of India, Narendra Modi, performed the stone-laying ceremony. With the support of a number of donors, BPA subsequently constructed a full-fledged building in the campus which was inaugurated by LK Advani.

Tarak Luhar, an individual with blindness, volunteered to manage the project and to promote micro-credit for PwD in the earthquake-affected areas. Being a physiotherapist trained at BPA school, he established a number of physiotherapy centres in earthquake-affected areas. Arindam Ray; an intern from Udaipur School of Social Work; who was at BPA at the time, was identified for the post of manager to run the centre. He is currently in charge of the Bhuj unit and has built relations with corporate houses like Parle and Suzlon which are supporting the centre.

Thus, BPA saw opportunity in the face of adversity to expand its portfolio of services to newer segments of society.

Mental Illness Project

BPA had been working with almost all the categories designated under PwD Act but people with mental illness were not covered by the organization under a formal scheme. Therefore, a proposal for Mental Illness Project was developed with the support of Envisage Mental Health Foundation which was

submitted to Department of Health and Family Welfare, Government of Gujarat, for funding.

Dharmendra Jena, an intern from Entrepreneurship Development Institute (EDI), was selected for this project (Then Jena was shifted to BPA's eye hospital at Bareja). Subsequently, Bharat Joshi, a young graduate in social work who had appeared for an interview at BPA for CBR work, was assigned the responsibility of handling this project. After working for three years, Joshi went to Roehampton University, UK, for pursuing a two-year course in human rights. Thereafter, Vanraj, who had worked on a temporary six-month documentation project of BPA, was selected as project co-ordinator of Mental Illness Project. When Joshi returned, he was promoted as manager for resource mobilization function at BPA in addition to assuming the role of project manager for CBR activities. Thus BPA, unlike corporate entities, strongly believes in employing people who are related to existing personnel at the organization, recruiting PwD as well as internally shuffling its employees for different roles, departments and activities. At present, Jani is managing this project as co-ordinator along with fulfilling responsibilities of managing SNAC. He reports to Thawani.

BPA's mental-health projects began as a pilot but have now become part of mental illness programme of the state government. Herein, BPA works for people with severe mental disorders at the rural level where there are almost no services available.

RM Parikh Pre-vocational Training Centre

Snehveena (relative of Nandini Munshaw, General Secretary, BPA) donated a 3,000 sq. feet apartment in Ahmedabad worth almost ₹25,00,000 to BPA and this centre has been named as RM Parikh Pre-vocational Training Centre . The idea was for BPA to operate a center for children with disabilities from the premises. Jigna Joshi; a special educator employed with BPA's Mental Hygiene Clinic; was given training in multiple disabilities and project management, and then promoted to the post of project co-ordinator of the centre.

National Rehabilitation Engineering Institute (NREI)

BPA needed to establish several backward and forward linkages in its work. For example, it established an assistive-devices making unit as a forward linkage related to its work. By starting this unit, BPA could provide high-quality products to PwD while ensuring employment to PwD who produced these goods. Had this unit not been started, BPA would have had to depend on commercial fabricators who would have given poor-quality products not adhering to standards.

Navalbhai and Hiraba Eye Hospital (NHEH), Bareja

BPA dealt with rehabilitation of people with incurable blindness. But people at the organization's Projects Division thought about people with eye problems who needed medical treatment to prevent blindness. This led to BPA's foray into camp arrangements in partnership with eye hospitals and paying them for patients referred by BPA. This in turn made BPA realize that it should do some backward integration: by starting an eye hospital and doing the curative work itself.

Dharmendra Vyas, a lawyer, put the BPA team in touch with trustees of the general hospital in Bareja who had land in the area for putting up a hospital. Thus, Bareja General Hospital Trust donated the land to BPA for setting up an eye hospital. Another well-wisher named Nutan Vij introduced Nalin Porecha to BPA who agreed to sponsor the cost of the entire eye-hospital building. Next, a young manager for the hospital was needed. Bikash Mahanta from EDI was interning at BPA at that time. Rawal, who he reported to at the organization like all interns do, deputed Mahanta to set up the hospital. He was given six-months training in the same regard. However, Mahanta left the hospital after one year due to family commitments. Around that time, Jena who was interning at BPA was found to be suitable as manager of the hospital. When Jena was offered the job, he took it up as a mission and still continues to be the manager of the eye hospital at Bareja.

BPA MSM Education Centre at Naaz

Vyas also offered a campus of 22 acres to BPA for setting up a centre for persons with multiple disabilities. Thus, Samarth Respite Care Centre was started with the funding support of National Trust. Prior to the setting up of the centre, there were no such centres in Gujarat where parents having children with severe disabilities could leave them for a few days while they attended to important family matters, social occasions or to another child in the family.

Jyoti Doshi was the head of this centre. Doshi, who had begun her association with BPA as a special educator, had been trained in a yearlong programme in USA.

Moreover, an inclusive school was planned in the campus. The school is a recognized primary school under the department of primary education. Apart from 35 children with multiple disabilities, 160 students without disabilities are also studying at this inclusive school.

Early Intervention Centre

On their death, BPA founder and his wife bequeathed their bungalow to BPA. It was decided to start an early-intervention centre for young children with disabilities there with the support of Perkins International.

A student from National Institute of Design (NID) transformed the bungalow into a colourful and appropriate space for the purpose. Abha Bhatnagar, who was a special educator in BPA's Mental Hygiene Clinic and who had completed a one-year course in Db at Helen Keller Institute, was given the responsibility of heading the centre. However, when she got admitted to the post-graduate programme at Roehampton University, UK, her place was taken by Hemlata Choudhary who is also a special educator.

Low Vision Clinic

The idea of starting Low Vision Clinic emerged after international low-vision expert Karen Van Dijk imparted

training to BPA staff in treating weak eyesight. Brahada Shanker, who was a co-ordinator in one of BPA's CBR projects, was imparted intensive training by Van Dijk to become a master-trainer, do eyesight assessment and provide assistive devices. However, after Shanker relocated to Trivandram, Amrut Asal took over as Low Vision Specialist. He underwent further training and today single handedly runs the BPA Low Vision Clinic.

This project is supported by Ministry of Social Justice and Empowerment under the Grants-in-Aid scheme.

Shared Vision Project

The project for this capacity-building programme for PwD in Jodhpur, Rajasthan, was sanctioned by Shared Vision Foundation based in Netherlands. Pramod Gupta, who proposed the project, had trained at BPA in summer of 1998 while pursuing his Master's in Business Administration (MBA). Impressed by the strategic plan he made for BPA as part of his assignment, he was appointed in 1999 on completion of his degree in UNICEF-sponsored All Gujarat Disabled Children Survey conducted by BPA. Thereafter, he was placed as the manager of integrated-education project for three years. Gupta also completed his secondary-level diploma in education of children with VI from National Institute of the Visually Handicapped run at BPA. This course is equivalent to Bachelor degree in Special Education for VI. Then in 2005-06, he went to University of Roehampton in the UK to study further. When Gupta returned, he was entrusted with various capacity-building programmes for PwD at BPA. The project at Jodhpur was one of them of which he is the manager since 2010.

Parents and Siblings development

While waiting for their child or sibling with disability undergoing intervention at BPA, the parents and siblings of PwD would sit for long hours at the organization. The organization's Projects Division decided to make use of this valuable manpower by training them and enabling them as

teachers or other staff. Parents were also encouraged to become entrepreneurs. Today, six mothers of PwD run a catering service called Pratyush Catering and earn ₹10,000 - ₹15,000 on an average per month.

Publications

BPA's Projects Division developed the first brochure and booklet of BPA and started the BPA quarterly newsletter in English and Gujarati which disseminates information about latest news and events at the organization. This newsletter is registered with the registrar of newspapers. Around 4,000 readers are sent the newsletter four times a year.

Moreover, over the years, BPA has developed a lot of technical material related to blindness and other disabilities. Some of the publications like *Visual Impairment Handbook*, three versions of *Community Based Rehabilitation Guidelines*, *Manual on Children with Multiple Disabilities*, and material on Db are used as text-books in diploma and degree-level rehabilitation courses recognized by Rehabilitation Council of India. Syllabi for various training programmes in disabilities, CBR, management of rehabilitation institutions, parent and sibling training and a variety of such courses conducted at BPA have been used all over the country as standard syllabi.

International affiliations

Before 1981, BPA used to get funds only from CBM based in west Germany which provided funds for Punani's salary and for other administrative and workshop expenses. Due to his blindness, BPA's founder—Patel—was in contact with other consumer groups of PwB like World Council for the Welfare of the Blind and International Federation of the Blind (Now, both are merged as World Blind Union). However, BPA did not have access to other international NGOs for fund-raising.

The year 1981 marked the first connection with HelpAge International for a project for the elderly. This networked BPA with British charities and ultimately paved the way for a long-term relationship.

In the 1990s, there was rekindling of BPA's relationship with CBM. This relationship continues till date with CBM being one of the greatest contributors to BPA amongst the international organizations. It has funded the renovation of the workshop after the earthquake in 2001, borewell, equipments for the workshop, and salary of professional staff. After 2007, CBM funded large CBR programmes conducted by BPA in 15 locations in Gujarat. It also provided technical expertise for setting up of eye hospital at Bareja. In addition, it financed the basic equipments at the hospital and trained the staff thereof. CBM also sponsored the travel of Punani and Rawal to many international conferences and training programmes.

Sightsavers was next to join as supporter. Punani, Rawal and Patel (BPA founder) made presentation for a CBR project to John Wilson and Alan Johns of the charity. Sightsavers supported CBR projects which were run under the auspices of NAB, Mumbai. Moreover, Johns continued to support BPA, for example, he sponsored Rawal's tour to the UK in 1984 to study various rehabilitation programmes. He also paid for her conference fees and travel for her plenary paper in International Council for Education of People with Visual Handicap (ICEVH)—old name of International Council for Education of People with Visual Impairment (ICEVI) in Wurzburg, Germany, in 1987.

In 1992, Hilton/Perkins International Program was looking for partners to initiate work for people with multiple disabilities in India. The representatives met Punani and Rawal in ICEVH conference in Thailand where both were presenting papers. This resulted in Kirk Horton to visit BPA where he saw various campus-based and non-institutional programmes being carried out. Thereby Hilton/Perkins Program sponsored the setting up of a unit for children with multiple disabilities and their support continues till date. The agency has helped to establish and strengthen assessment, early-intervention programmes, transition programmes and vocational training for persons with multiple disabilities. It has also helped various staff members of BPA to attend international and national conferences.

Moreover, intensive six-nine months training programmes were organized in USA for BPA staff as well as short management-development programmes of two weeks duration for Rawal and Thawani.

BPA helped Sense International (India) to set up its establishment by offering guidance and premises. Punani was the founder chairperson of its Board for a period of four years. Sense International (India) and Sense International (UK) in turn helped BPA to launch a unit for persons with Db in 1998 which the former organizations support till date. Sense International has also facilitated Thawani to undertake a professional-development programme in the UK in Db and has also trained all the staff at BPA in Db.

Also, Healthlink Worldwide helped BPA to start a pilot programme called 'Seeing in the Dark' which enables sighted people to experience the world of PwB in a simulated environment. This project is now being made permanent at BPA and has been renamed as 'Vision in the Dark.'

Furthermore, Dark and Light Blind Care, Netherlands, started funding economic-rehabilitation services after a meeting with Rawal in 1997. It continued to help BPA and gave special funds during the earthquake.

Rawal and Punani had participated in many conferences organized by ICEVI. In 1995, ICEVI decided to hold its Asian Conference in Ahmedabad. This was a turning point in the history of BPA because it earned recognition as a good conference organizer with efficient management and technically rich sessions. After the conference, Rawal was appointed as secretary of the world body of ICEVI. She was the first Indian and first woman to be appointed at this post in 1997. On the council's request, Rawal continues as treasurer of the international body. Punani was appointed as the regional chairperson of ICEVI, west Asia region, in 2002.

Summary

This chapter is a historical narration of the trajectory of BPA's Projects Division and its gradual evolution in the backdrop of organic growth in the field of rehabilitation.

A large section of the chapter focused on the various initiatives taken up by BPA in the field of rehabilitation like CBR, Mental Hygiene Clinic, services for multiple physical and mental disabilities, comprehensive eye-health etc. The objective of presenting this information was helping readers to understand the philosophy of BPA as an example of a large NGO at work. It would also be helpful for setting up projects division in an NGO which deals with the dynamic field of disability.

The latter section of the chapter explores the publications by BPA's Projects Division and the power of international affiliations of BPA. At the elementary level, the chapter section aims at making people appreciate the importance of having connections for the success of initiatives. Moreover, it emphasizes the need for initiatives to have a nebulous and flexible departmental structure, scope for expansion in services, introduction of innovative approaches, and development of personnel to ensure replication of service model, economic viability and sustainability of the organization.

The chapter is based on the information collected by conducting interviews of people closely associated with BPA. From within BPA, I interviewed directors, co-ordinators, managers, supervisors and office staff. In the process, certain revelations relating to the field of disability were also discovered.

Questions:

1. How did the growth of the field of rehabilitation fuel the growth of BPA?
2. Explain any two initiatives undertaken by Projects Division of BPA.
3. How do you see the importance of affiliation (national/international) for any non-profit organization? Explain the same in the case of BPA.

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- i Assistance & Support. (2011). In *World Report on Disability* (p. 145). World Health Organization.
 - ii Julka, A. (2006). *Education of Children with Special Needs*. New-Delhi: National Council of Educational Research & Training.
 - iii Punani, B., & Rawal, N. (2000). On the Untrodden Path. In *Jagdish Patel: The Visionary* (p. 50). Ahmedabad: Blind People's Association.
 - iv Punani, B., Rawal, N., & Sajit, J. (2004). CBR: A Historical Perspective. In *Manual Community Based Rehabilitation (Visually Impaired)* (3rd ed., p. 60). Ahmedabad: Blind People's Association.
 - v UNESCO (2000). Inclusion in Education: The Participation of Disabled Learners. *World Education Forum: Education for All 2000 Assessment*. Paris: UNESCO.

8

TOWARDS SUSTAINABILITY: RESOURCE MOBILIZATION

Learning objectives:

- To study the philosophy of resource mobilization in the case of Non-Governmental Organization (NGO)
- To understand the typology for the sources of resource mobilization
- To gain knowledge about the intricacies of resource mobilization at Blind People's Association (BPA) over a period of time

Introduction

A Non-Governmental Organization (NGO)¹ is very unique in terms of its objective of not making profit yet creating value. Hence, here, acquisition of resources has to be in addition to sale of services or goods. The vision of NGO founders and managers is to reach out to more people and address a specific need but not charge for core services. Even if it sells goods, it ploughs back the profits for development programmes as it generally does not produce goods or render services in exchange of which it could procure funds to run the organization. At the same time, like all the organizations, NGOs require all kinds of resources including financial resources to function efficiently and effectively. For a management student, it is critical to look at the philosophy and methods by which an NGO procures funds and achieves sustainability.

Despite the fact that NGOs have witnessed a substantial flow of aid both at governmental and non-governmental level and that a large presence of bilateral, multilateral and private donor agencies continue to exist, non-profit fund-raising is becoming increasingly challenging.ⁱ India which is known as the country having second largest population across the globe, has 2 million NGOs operating in its states and union territories which means that there is one NGO per every 600 people of the country.ⁱⁱ This has led to increased competition among NGOs over limited resources available with donor agencies. Moreover, donor funding is proving highly volatile depending mostly upon the political situation of the country, its policies and social change.

Interestingly, the experiences of NGO professionals in India indicate that the number of people engaged in donating is increasing, that there are more younger people donating than

¹ Non-Governmental Organization (NGO) is a term used for any organization that is neither a part of the government nor a business organization created for generating profit. Terms like 'Not for Profit' and 'Voluntary Organization' have also been used. However, NGO is a term which encompasses all the other meanings and is the most widely accepted term.

older people as compared to earlier years, and that there has been a shift from donations to religious organizations towards donations to developmental charities. Confirming the experience, a recent study by Charities AID Foundation (CAF), an international non-profit organization, pointed out that India has the largest number of voluntary givers as nearly 186.5 million people in India support NGOs by volunteering their time and efforts.ⁱⁱⁱ They also report that India has climbed 24 places in its overall ranking of 69 out of 135 countries that participated in the World Giving Index-2014. In fact, India which was once noted for engaging in acts of non-institutional charity (especially at religious places or events) has increasingly begun to donate to NGOs.

Internationally, the scenario is different. In global arena, proportion of people donating to NGOs has fallen slightly due to global slowdown. However, this fall has more than made up by rise in the number of people donating time or helping others. In the recent years, there has been shift in funding from international organizations away from countries like India to under-developed countries in Africa, Latin America and Eastern Europe.^{iv} All these factors have had a considerable effect on the NGOs in India. It has thus become crucial for these NGOs to reconsider their approach to funding so as to ensure organizational sustainability. Although the traditional sources of funding continue to be relevant, NGOs' efforts to achieve financial sustainability have led to the creation of new and original ways of collecting funds for specific projects.

With the enactment of disability laws and emergence of right-based approaches, the government is allocating and providing much larger funding to organizations working for Persons with Disabilities (PwD). Even the Planning Commission of India constituted a working group on disability while drafting the Eleventh as well as Twelfth Five Year Plan.

This chapter has been divided into three sections. The first section deals with the **philosophy of resource mobilization** earlier referred to as fund-raising, second section with **sources of resource mobilization** and the third section with **resource**

mobilization at Blind People's Association (BPA). The third part is further sub-divided into three sub-parts: early experience shaping the approach towards resource mobilization, traditional methods of resource mobilization and newer contemporary methods of resource mobilization. The chapter ends with recommendations.

Section One: Philosophy of Resource Mobilization

Resource mobilization is not a stand-alone activity and can not be executed in isolation. Earlier it was known as fund-raising because it was largely understood as collecting money. However, resource mobilization is a more comprehensive term and includes all methods and sources including donation in cash, kind as well as services of different kinds. Therefore, in this chapter, fund-raising has been categorized as a sub-activity within the broad domain of resource mobilization. The activity of resource mobilization for any NGO is intricately related to advocacy about the cause for which the organization is working and the image of the organization. The first and foremost pre-requisite to elicit the goodness of people in committing resources (financial as well as otherwise) in the form of donation is to make them aware of the cause and get a 'buy-in' by convincing them which may in turn lead them to decide to contribute. However, an equally important pre-requisite is the credibility of the organization. Credibility consists of both the image of the organization and transparency in processes as well as the quality of the programmes it conducts. Quality of the programmes is a proof of the organization achieving its goal successfully. In other words, quality is indicative of the outcomes being successful in bringing about change in the lives of beneficiaries. Moreover, my interviews with donors to a few organizations including the donors to BPA revealed that donors patronize organizations which have transparency in accounting procedures and are prompt in their communication about their developments and activities. Hence, the three functions of advocacy, public relations and resource mobilization need to be integrally connected in an NGO and have synergistic planning.

Section Two: Sources of Resource Mobilization

There are five types of sources which have been tapped by NGOs for procuring different types of resources:

1. Foundations
2. Individual philanthropists
3. Corporate fund-raising
4. Income-generating activities
5. Cost recovery

Let us study each in detail:

1. **Foundations:** A private Foundation is a not-for-profit corporation or a charitable Trust with the principal purpose of making grants to unrelated organizations or institutions or to individuals for scientific, educational, cultural, religious, or other charitable purposes. In principle, Foundations are private entities which derive their money from a family, an individual, or a corporation. They therefore do not depend on fund-raising or government grants. This is in contrast to fund-raising institutions such as Oxfam or Amnesty International which actively campaign for donations from the general public via direct mail, collection boxes, or television. Although they are the institutional donors that have been most impacted by the financial crisis, they remain a major source of funding for NGOs around the world.^v

There are four types of Foundations/Trusts/charities:^{vi}

- 1.1 **Independent Foundations** comprise the vast majority of Foundations in Europe. The original endowment for establishing such a Foundation usually comes from an individual or family donation.
- 1.2 **Corporate Foundations** are established by a company and they depend primarily on annual support from that company for their programmes.

- 1.3 Government-supported Foundations** are those whose funding is mainly derived from a government body.
- 1.4 Fund-raising Foundations** is a term usually used to refer to Foundations which are in a process of building up assets before being able to establish themselves as a grant-making institution.

There are different types of support given by Foundations: Some funders consider general support while others fund specific projects or activities. Most, but not all, Foundation support is made through grants. A few Foundations make Program Related Investments (PRIs) which are most commonly loans to for-profit or non-profit entities for purposes closely related to the Foundation's funding interests. Some Foundations operate their own programmes or projects.

In order to procure funds from a Foundation, NGOs must ensure that the purpose of the organization or project for which the fund is being sought, matches the funder's interests. Moreover, the NGO should strive to be well-known in the community and show evidence of financial sustainability beyond the period of the actual grant. There is greater likelihood of getting funds from a less well-known donor which has interest in the same cause as that of the NGO than a more well-known Foundation which is not interested in the developmental domain the NGO caters to. Because of their independent nature, Foundations choose their own priorities and the projects they wish to fund. Whilst some Foundations have open grant-applications, others do not consider unsolicited proposals. In these cases, a letter of inquiry must be sent first. It is therefore always important to read the guidelines of the specific Foundation carefully before approaching them.

2. Individual philanthropists: These are wealthy individuals with general philanthropic concerns or interests. Networking with such individual donors can enable NGOs to develop sustainable sources of support for their organization. It is clear, however, that the new generation of individual philanthropists; primarily from the business sector; is value-driven, entrepreneurial, and very much hands-on in its approach to philanthropy. They see giving as a serious commitment and a long-term investment and they consider themselves as grant-makers and investors rather than simply the source of funds. These 'new philanthropists' whose fortunes have been made across the globe are increasingly interested in international injustices, wealth inequalities and environmental preservation. Therefore, there is an increasingly global dimension to their giving in terms of their donations as well as in their creation of international networks. Their horizons are wide, they are looking to make a difference, and often seek the help of professional consultants in doing so. In 2010, World Wealth Report presented wealth in different regions of the world. It showed that North America possessed 31 percent, Europe 30 percent, Asia-Pacific 30 percent, Latin America 5 percent, Middle-East 4 percent, and Africa 1 percent of the entire global wealth.^{vii}

NGOs should keep in mind some guidelines for procuring funds through individual philanthropists: The names of individual philanthropists can be located in annual reports of similar organizations where special funders are thanked. Additional research on these individuals can generate some useful data. One effective way of reaching in their consideration set is to promote one's organization in local magazines which target the affluent. In addition, NGOs must understand the potential donor's profile, interests and motivations, and decision criteria. Another aspect that has to be understood while tapping the funds from individual philanthropists is that a difference has been found

between the motivations of old and new philanthropists. The motivations for older generation of philanthropists were desire to help, to have a lasting impact on society, to promote a set of views or a philosophy, give back to a supportive community, and get tax benefits. They were, for example, happy contributing to their *alma mater* or town of their birth or setting up a memorial for a loved one. In contrast, the motivations for newer generation of philanthropists are desire for recognition, resolving an issue rather than simply supporting a cause, making an impact, and obtaining measurable results. They would be happier with tailored projects that link to their personal aspirations and that could achieve the stated objectives in a certain time-frame.

- 3. Corporate fund-raising:** As a consequence of growing consumer awareness and pressure, businesses now feel the need to be seen as honest and concerned for their communities. While in the past, these kinds of activities were usually limited to occasional gifts to a local charity; today, the concept has grown into a major element of business and corporate funders are therefore fast becoming a more noticeable and accessible source of funding for non-profit organizations. Corporate funders offer more varied forms of support than are traditionally provided by Foundations. However, their programmes are generally aimed at improving the relationship between corporations and the communities in which they operate directly. It is therefore important for NGOs to target local companies. Furthermore, as opposed to Foundations, corporations look closely at what they can get in return such as visibility opportunities for their company and products. In order to tap into corporates' resources, NGOs need to demonstrate not only their need for financial support, but also how the corporation could benefit from the partnership.

Corporate resource-availability is likely to increase in the light of Corporate Social Responsibility (CSR) policy

under the new Companies Act, 2013. Herein, Government of India has adopted an inclusive growth-strategy to implement CSR through corporate sector and has provided detailed guidelines. This is further discussed in the next section and the details of the CSR policy are provided in Appendix-8.1.

There are many ways in which corporations can support NGOs' activities:

- 3.1 **Corporate sponsorship** in which the recipient organization is expected to give something in return
- 3.2 **Corporate charitable-giving** wherein the recipient is not expected to do anything in return
- 3.3 **Payroll giving system** whereby staff decide that they want to support a particular project or organization by giving directly from their pay cheques
- 3.4 **Corporate citizenship** refers to grant-making programmes administered within a profit-making company. These usually do not have separate endowment and are generally directly related to current profits, sales and purchases. Corporate citizenship has been named variously as corporate social-marketing and cause-related marketing.
- 3.5 **Matching funds** wherein companies agree to match/double the funds the NGO has self-raised

In 2008, an article indicated that at least 75 percent of Financial Times and (London) Stock Exchange (FTSE) 100 companies were engaged in some form of CSR at that point in time.^{viii} Another survey found that 70 percent of chief executives felt that CSR is an “essential issue for their business.”^{ix} Some of the reasons why CEOs felt strongly about contributing were:

- Altruism: Desire to share their wealth with rest

of the community they operate in

- International pressure from organizations such as UN Global Compact²
- Public image: Many corporations see having a good public image as beneficial in many ways. It makes Board members more willing to serve the company, shareholders feel more secure about the brand's future, and customers more confident about buying their products.
- Return of interest: Many companies have started measuring the impact of investing in social projects, and often only decide to commit themselves to the project if it is profitable and it is clear that the company can obtain a financial return out of it.

Just like other sources of resource mobilization, there are some guidelines for procuring funds through corporates: It is important to focus on creating partnerships to achieve common goals rather than following the classical model of fund-raising and attempting to sell a set sponsorship package. The NGO's approach should be of understanding the company and matching their needs/objectives to its own. The broad rubric of understanding the company includes knowledge of their products, markets, brands, consumers and their concerns. It should also include an insight into the company's CSR inspiration and track record in giving to the community. Besides financial grants/donations, businesses can also provide products and services; volunteer time; expertise; sharing of their distribution systems, physical infrastructure, and production facilities; brand name; access to target groups; media space and business

² The UN Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles. (UN Global Compact. Retrieved January 21, 2015, from <https://www.unglobalcompact.org/AboutTheGC/>)

partners. NGO should find the right person at the company and transform her/him into their advocate and story-teller within the company. The person can be the CSR manager, head of the company's Foundation, a marketing manager, a Public Relations (PR) person, the CEO's assistant or the CEO herself/himself. A few pointers which are helpful in such interactions are offering potential corporate partners various flexible options when discussing the project to be funded. In contemporary times, it is perhaps equally important to create tools to assess the impact of the project and the potential return of interest for the company.

4. **Income-generating activities:** It has been quite popular among successful NGOs to raise money through self-help activities. Some of the ways are: introducing membership fee which develops members' ownership and responsibility towards their organization, charging participation fees to events, using publications to generate sales or selling advertising space in publications, holding creative fund-raisers and lotteries, looking for venues to share their story like Model United Nations (MUN)³ and youth conferences especially those with an international development programme, approaching diaspora populations and asking them to support peace work, and mobilizing youth volunteers to contribute to development services.

Many NGOs run small-scale social ventures to develop self-sustaining sources of funding. They generate profits to support their work by providing direct services or selling goods. Much of this work can be grouped under the term 'social entrepreneurship' and this is a rapidly expanding area of focus in the non-profit world.

NGOs that have undertaken businesses have found enormous success in many parts of the developing world.

³ Model United Nations (MUN) is an educational and academic competition conducted by UN in which students learn about diplomacy, international relations and United Nations.

Indeed, it is both acceptable and legal for NGOs to make some profit in most countries. Usually, NGOs simply need to channel any income made from their services into other projects or the following year's administrative fund. It is only if the NGOs start making excessive profits out of their services that other people may start questioning. But at such times, organizations normally grow to such an extent that they form a separate company—a company devoted to funding the NGO's developmental interventions as CSR.

5. **Cost Recovery:** In this method, part of the costs incurred on the services are recovered by charging a nominal amount of fee from the beneficiaries. This perspective is based on the re-defined understanding of the charitable organizations. Perhaps in a situation where the quality of services offered have improved and location is convenient to a large cross-section of people with varying incomes, it is pragmatic to charge fee from people who can afford it. Renting out services or premises is becoming a popular form of cost recovery.

Section Three: Resource Mobilization at BPA

This part is sub-divided into three sub-parts: early experience shaping the approach towards resource mobilization, traditional methods of resource mobilization and newer contemporary methods of resource mobilization.

(A) Early experiences shaping resource-mobilization approach

Early experiences have shaped the approach of BPA towards resource mobilization. From its inception, BPA has engaged actively in all the three activities namely advocacy, PR (for creating awareness), and resource mobilization/fund-raising in tandem. Jagdish Patel, founder of BPA, was himself responsible for the thrust on these three critical functions of BPA although in their informal avatar. This was not very

different than what one can expect in organizations in their initial stages of growth. Albeit, over the years, the fund-raising and advocacy activities at BPA have become rather more organized as is indicated in the setting up of a separate unit/department for fund-raising in 1979 and for advocacy in 2012. Although it is known as Fund-Raising Unit (FRU) even today, it covers the entire gamut of resource-mobilization activities. The PR activity is yet to get a formal identity at the organization even though it is being looked after by several people including the executive director.

Early efforts of fund-raising were strategically made through PR. Patel appointed Nautama Sandesara, holder of Master's in Social Work, to head the fund-raising department in 1979. Recognizing the need to strengthen BPA's fund-raising activity, a few of the senior executives and Patel deliberated and devised a fund-raising strategy. This was based on the insight that route to donors' contribution is through spreading awareness about BPA. Mira Shah joined BPA in 1983 for fund-raising and continued her service at the organization for 30 years up to December 2013. She shared that BPA employees went to shops, industrial organizations, banks, schools and houses day after day and presented the work done by BPA and its achievements. People showed interest in differing ways: some interacted with them and donated after satisfying themselves while others mobilized donation in cash or kind. According to her, the strategy of creating awareness amongst people laid the foundation for BPA's close ties with the community at large. The proof of this goodwill created is that many of them are still donors and recall how BPA staff would visit them and share the achievements of BPA with pride.

The growing experience over the years led the leadership at BPA to realize that fund-raising is not merely about PR, and organizing campaigns and events. It was felt that fund-raising is also not just about raising money and was indeed linked to the insights about the donors and that it requires marketing orientation. Thus, it was important to identify the motivators for donors to donate in general and the reasons for their preference for BPA over other similar organizations. People at

BPA also realized that after understanding the donor; interaction with the donor regarding proposals, rigorous follow-up, and selling the humanitarian work of BPA was required. At BPA, fund-raising was interpreted to mean “Friend Raising.” The basis of this interpretation was that once the network of friends and admirers of the institution has been developed, funds will follow. These friends of BPA will bring their own friends and build a committed group of donors through what is known in marketing as 'word of mouth.' In addition, the employees and those assigned to fund-raising at BPA were advised to continuously remain in touch and understand the donors whether they were from funding agency, government or corporate environment so that relationship could be developed with them accordingly in order for it to last longer.

As per the experience of Bhushan Punani, Executive Director of BPA, different donors have different expectations and motivations. Some have only philanthropic motivation as they do not even wish to disclose their names and are not particular about how BPA spends the money. On the other hand, some donors are not only specific about the money being spent as per their wish but they also monitor it closely. Moreover, he said that over the years, they have also gathered that people have big hearts and purses only when they (donors) are convinced that the organization is transparent and that their money is safe.

BPA began its functioning with almost nil resources. Considering that it has been a fast-growing organization from its inception implies that it has been receiving a constant flow of funds for its new activities in geographically diverse areas. However, fund-raising at BPA has been more than about raising money: it has been about garnering financial and human resources, and movable and immovable assets. This was made possible by building network and goodwill in the community along with the grants from state and central governments. International donors also contributed to specific projects. Appendix-8.2 provides information about the donations received from different sources in the last three financial years beginning 2011-2012.

One of the early measures taken by BPA to facilitate people's donations was procuring tax exemption. BPA managed to get Section 35/I/II of Income Tax Act, 1961, by getting recognized as a scientific-research organization. For many years, it was the only organization working in disability services to have that status. Hence, since 1965, all donations to BPA were 100 percent exempted from income-tax under the section. This discontinued due to change in law and stipulated requirements. Simultaneously, BPA applied for recognition under 35 AC of Income Tax Act, 1961, in 1992.

From the initial stages of BPA's growth, Patel constantly networked with government officials, influential people from the corporate world, and community to create awareness amongst them about the work being done by BPA with the objective of seeking funds. Even during his personal overseas trips, he spread the word about the work of BPA and succeeded in getting donations from Gujaratis settled in different countries especially in Africa. During his conference presentations, he networked with funding agencies for raising funds for BPA. One can logically conclude, therefore, that Patel was a major driving force in resource mobilization.

(B) Traditional methods of resource mobilization

Throughout the existence of BPA, several ways of fund-raising have been simultaneously used by the institution. They have been classified into six categories namely:

1. Grants from the government and other bodies
 2. Donations from corporate sector
 3. Philanthropy from individual and small firms
 4. Donations of land and building
 5. Income-generating activities
 6. Cost recovery
1. **Grants :** One of the common ways of getting funds is through grants from different government and non-government bodies. This method requires BPA to fill in applications for grants for different projects. Depending upon the suitability of BPA's proposal, the agency

approves the proposal for funding. HelpAge, Oxfam International, Caritas, Danida, Sight Savers, and CBM have been some of the leading agencies for funding a variety of projects at BPA. Grant-in-aid is also received at the organization for the salaries of school teachers of primary, secondary and higher-secondary schools; technical school; Industrial Training Institute (ITI); and School of Physiotherapy for the Blind. An approach followed by BPA which makes it different from most government-grant-seeking organizations is that BPA has sought grants from multiple departments of government for their multiple schemes. The list is long with some of the grant-giving organizations for BPA being Department of Social Justice and Empowerment; Department of Health and Family Welfare; Department of Primary Education; Department of Secondary Education; Gujarat Council for Education, Research and Training; Ministry of Labour; Ministry of Human Resource Development; and Department of Science and Technology. BPA believes that the institution works for human beings, not just for PwD. This has given new dimension to grant-seeking approach at BPA.

2. **Donations from corporate sector :** This is an important source of funds and BPA generates a substantial amount in the form of donations from corporates like Power Grid Corporation of India, Cairn India, Essar and Coca-Cola to name a few. The total amount that BPA raised from corporate sector in the year 2012-13 was ₹5.3 million and in 2013-14, it was ₹5.7 million. This is likely to increase in the light of CSR policy under the new Companies Act, 2013. The regulation makes it mandatory for companies of a certain size to necessarily spend 2 percent of their profits towards CSR activities. Specifically, the regulation states the following: All companies with revenue greater than ₹10,000 million or profits of ₹50 million must spend 2 percent of the average of the last 3 years' profits, towards CSR activity. Please refer Appendix-8.1 for details.

3. Philanthropy from individuals and small firms :

Several individuals as well as firms make their contribution to BPA directly. Although majority of these receipts are relatively of smaller amounts, this source of fund raising is important to BPA as the cumulative amount that comes through them is huge and the base of the local donor-community is large.

Besides this, there are walk-in donations from donors who personally visit BPA for contributing. These are paid in cash or through cheque and for a variety of purposes. The donors specify the purpose for which the amount should be spent.

An important aspect of donations is the systematized and standardized options of donations available to donors for denominations ranging from small to large amounts. Towards this objective, a brochure becomes a useful guide for donors. BPA has developed a large number of scheme-wise and item-wise brochures to connect the donors to beneficiaries.

The fund-raising department or any department of NGOs can routinely post brochures using donor addresses or personally hand over the brochures to walk in donors/visitors. They can also send e-brochures to create general awareness about the donation options to different individuals and institutions whose addresses are in their database. In BPA's experience, this source has been continuing from the time BPA made initial inroads in the community and that it is a very specific feature of Gujarat due to the combined influence of philanthropic culture and Gandhi. A manifestation of this is reflected in the observation of Nandini Rawal, Project Director of BPA: She shares that traditionally, donors were not very demanding and preferred to donate anonymously, treating their contribution as charity.

4. Donations of land and building : BPA succeeded quite early in its development in getting land for its activities. In 1962, on the intervention of then Gujarat Governor,

Mehndi Nawaz Jung, the state government donated a large plot of land in Vastrapur area to BPA. The main building of BPA is housed on the same plot. Patel had strategically linked the function held by BPA in honour of Major Bridges, Director of American Foundation for the Overseas Blind, to making the governor aware of BPA's activities. Subsequently, Bhadra Satia's (Patel's wife's) follow up was enough to get the approval.

Thereafter, Lions Club of Ahmedabad under the leadership of Arvind Lalbhai donated ₹25,000 for the construction of first building on the above land that is now known as secondary school building. In 1971, Indu Shah donated a building in memory of his father. BPA set up Braille Circulating Library in this building. A large number of Persons with Blindness (PwB) have been availing the facility of this knowledge centre. One more floor was added to the building in 1966 to meet the needs of the increasing members/visitors.

In the subsequent years, BPA has been getting more such land donations, for example, the properties at Bareja and Naaz. This has helped BPA foray in pursuance of their dream to establish hospitals and schools in remote rural areas.

5. **Income-generating activities** : Several indirect methods of generating funds, as described below, have also been used at BPA. These serve twin purposes of creating awareness in different sections of the society and raising funds.

5.1 Samhita Diary:

Samhita' means verses from the sacred book. This is the name of the diary which BPA has conceptualized to achieve visibility. BPA releases an annual diary called Samhita Diary at the beginning of the year. The diary contains inspiring quotes on each page, some from scriptures selected by Rawal and her team. In the year 2014, 3,000 copies of the diary were produced in-

house at BPA printing press. The diary is given as a complimentary copy to the BPA donors and patrons apart from the subscribers. Of the subscribers, 80 percent are loyal customers. In addition to earnings from subscription, revenue is also generated by providing sponsorships of pages ranging from ₹1000 to ₹20,000. The sponsor's name is printed on the page they select. Every year, approximately ₹0.5 million are raised through the diary. The idea behind the diary is that it remain on people's desks and serve as a reminder about BPA.

5.2 Charity shop:

Donations in kind like used household goods, clothes, books, furniture, medicines, electronic items etc. are received at BPA's charity shop. The organization cleans them, or repairs and improves them for use of PwB. Any extra items not needed by PwB are sold. Money so collected is used for promoting education of the students.

5.3 Organizing events:

Events like Navratri *garba*⁴ and entertainment programmes like *ghazals*⁵ and dramas is another way BPA uses for twin purposes of generating funds and creating awareness. Eminent artists are arranged by BPA to perform to attract music and theatre lovers. Contributions in the form of proceeds from sale of tickets elicit participation from all age groups. Souvenirs are also sold on the occasion which add to BPA income.

⁴ Garba is a traditional form of dance and song prevalent in the state of Gujarat, India.

⁵ Ghazal is a poetic form consisting of rhyming couplets and a refrain, with each line sharing the same meter. A Ghazal may be understood as a poetic expression of both the pain of loss or separation and the beauty of love inspite of that pain.

The decision to organize such programmes is taken depending upon whether they are likely to yield more benefits than expenses including huge investment of time and energy of the staff.

6. **Cost recovery :** This perspective emerged in BPA when it was observed that people from affluent backgrounds were availing the facilities which were offered on gratuitous basis for people who could not afford them. Gradually, Punani's above understanding led to differential costs for the same services. Hereby, people who could afford the services were charged a nominal fee and thus, BPA was able to recover costs partially.

Considering that BPA has state-of-the-art facilities for surgeries at Bareja and Bhuj, local people from different income-groups prefer these hospitals over others and thus people are willing to pay a reasonable sum for these quality and convenient services in proximity to their homes. Even in different schools for people with mental illness and retardation as well as in projects like Aajeevika (meaning 'livelihood' in English), BPA has started charging a fee on the same principle. The fee are of different denominations ranging from ₹120 to ₹500 depending on the school.

Similarly, for hoardings, BPA earns monthly charges. The other avenue of fund-raising for BPA in this category is rent from letting out halls. On three separate occasions, BPA has benefited indirectly by the visit of three senior bureaucrats who visited BPA premises for attending a function which was being held in a hall let out by BPA.

Over the years, BPA has developed a wide network of contacts (including individuals, corporates, government officers etc.) interested in donating to the cause of helping PwD. The organization lets the people in this network know about ongoing projects and requirements. The donations are received through cheque, draft, or cash; and receipt for the same is given.

(C) Contemporary methods of resource mobilization

With the advances in technology, online method of mobilizing people's support to different causes began in a big way. This had the advantage of reducing time and distance. Secondly, the worldwide focus on the concept of sustainability led to the popularity of Return on Investment (ROI) and portfolio management as a tool of resource mobilization. Thus, two contemporary methods of online donations and ROI have contributed majorly to the growth of NGOs and have been discussed in this section in the context of BPA.

- 1. Online method of mobilizing financial resources :**
Donation is one of the most important areas on which an NGO should focus on and BPA has chosen several ways to garner donations both offline and online. In this section, we will talk about online donations that the organization procures. Online medium has emerged as one of the biggest sources of funds in recent years as it permeates international boundaries and reduces the time involved in making the transaction. BPA gets its online donations from within India as well as from six other countries.^x

1.1 Online donation-options within India:

There are three online options to donate to BPA within India: Using net banking, HDFC Bank DirectPay, and GiveIndia.

The option of net banking facilitates donors to make an informed choice as they are guided by clear descriptions on the website ranging from sponsoring an aid for differently-abled people to providing for their meals and medicines. The denominations for donation also range from a general donation of ₹600 to an endowment of ₹20,000 or more.

Similarly, donors have several schemes to choose from for donation through HDFC Bank DirectPay option. The donation option covers a variety of

activities and money denomination to suit different people's inclinations and pockets. Some of the donation options are cataract surgery, one-time sweet meal, one-time simple meal, general donation, corpus fund, and endowment fund. The denominations for donation also range from a general donation of ₹500 to an endowment of ₹10,000 or more.

The third option which is available to donors in India is to donate via GiveIndia. GiveIndia is based on the concept of 'Joy of Giving' which assumes that people are happy to give. The concept has gained popularity in recent times. GiveIndia was started with the mission to create a culture of giving in India by creating a link between people willing to donate and credible grassroot NGOs which work for the poorest of the poor. As on April 2011, From GiveIndia's inception, over 2,00,000 donors across the globe have been involved in supporting 270 organizations through GiveIndia.^{xi} From that time, the organization channelled over \$4.4 million to the NGOs and over 91 percent of these funds were raised in India.^{xii} Through GiveIndia, a donor can support a cause of their choice served by the listed organizations. GiveIndia scrutinizes each NGO which applies to it for registration on basis of stringent parameters. These parameters include general rules followed by an organization, good governance, vision of an organization, operations, accounts and Human Resource (HR) department of an organization, and transparency with internal and external stakeholders. BPA was able to collect ₹2 million approximately through GiveIndia.

Through GiveIndia, BPA also plays a mediator's role in connecting PwD with employers. BPA organized 'Joy of Giving Employment' event in October 2012. Here, 500 individuals with different disabilities came to BPA and were considered for hiring by 37

companies. Even though only 170 candidates were reportedly offered jobs, such events are critical for providing opportunities to PwD and employers.

1.2 Online donations from other countries:

Apart from donors in the country, BPA also has the provision for channelizing donations from residents of six countries namely the UK, USA, Canada, Dubai, Hong Kong, and Australia. BPA has a separate section on its website for each of the above mentioned countries from where a donor can contribute funds to BPA. In different countries, BPA has a different mechanism for procuring donations. In some countries, there are specific individuals who facilitate the process as is the case in Canada, Dubai, Hong Kong and Australia. In the UK and USA, there are several options that connect donors in the respective country with BPA.

In Canada, the donations are received through two individuals: Dr Chirag Shah and Vipul Jani. In Dubai, the donations are received through an institution named RitVed Health Foundation established by Aniruddha Jasmine with an intention to provide medical support and financial support for differently-abled people.^{xiii} In Hong Kong, the donation is received through an individual named Girish Matereja. In Australia, the donation is received through an individual by the name of Devang Upadhyay.

In the UK, BPA receives donations through Bharat Welfare Trust, Positive Sight, and two individuals named Alpesh Patel and Padmini Patel. Bharat Welfare Trust is a registered charity in the UK founded by Indians residing in that country. Positive Sight, formerly Positive Vision, is a registered charity founded by Dr Rajni Shah, his wife Dr Jayshree Shah,

and their friends Stephanie Holland and David Morton. It was established in November 1997 to raise funds to sponsor cataract operations in India.

In USA, the options are many, perhaps keeping in line with the size of the country. There are four institutions and three individuals listed to choose from. The institutions are: GlobalGiving, Ma Krupa Charitable Foundation, Indian American Education Foundation (IAEF) and SeeYourImpact. Ma Krupa Charitable Foundation is a USA-based charitable Trust developed with an intention to help needy people by providing medical treatment, educational grants, and disaster aid as well as to care for animals. IAEF is another such institution started in May 2000 with an intent to provide educational grant to differently-abled children. Their vision is “to help empower children with disabilities to become self-sufficient and productive through education and skills.”^{xiv} SeeYourImpact helps non-profits to scale fund-raising and increase donor engagement; supercharging their champions, volunteers, and committed advocates through the power of data analytics and social media insights to guide champions in targeting, activating and engaging their communities.^{xv} In the Appendix-8.3, there is a detailed description of GlobalGiving as a representative example of how above intermediary institutions essentially function at their respective scales.

Donors play a key role in development/expansion of an NGO. BPA understands the importance of acknowledging the donors' contribution and hence a mechanism to thank them is also a critical component of their website. In addition, the donors also expect information from the NGO about the use of their contributions. According to Rawal, “Today's donors are more demanding and aware as compared to

donors of older school of thought. They understand the value of their money and have many choices. The need of direct communication with them about how their money is being spent is very important in today's connected world." Punani also stresses on the value of being transparent especially in the fund-raising department. He believes that communicating about the source and exact utilization of funds is an important aspect of creating a transparent organization. In line with this philosophy, every month, the names of the donors are displayed on BPA website with the amount and the purpose of contribution.

- 2. Return on Investment (ROI) method of portfolio management :** One of the most important aspects in building sustainable organizations is ensuring that it earns a high ROI on its portfolio rather than keeping it idle in current or savings account. Sizeable amount of financial resources need to be invested in a carefully planned way to gain the maximum without risk. Financial provisions and organization requirements need to be considered well before creating the portfolio. For example, an endowment fund can be invested in such a way that the interest accruing from the investment can be spent on the specific objectives for which the fund has been donated.

At BPA, Punani has developed the expertise in the domain of portfolio management. According to him, NGOs should use newer and high-yielding methods of investment on their surplus funds. The organizations must manage their bank accounts more efficiently by having a proper fund-flow system whereby surplus funds can be invested in a suitable combination of high-yielding and safe investments. BPA follows the legal framework and guidelines of the charity commissioner strictly and yet is able to manage average returns of 12 percent on its investments. According to taxation rules, if an

organization is able to spend 85 percent of the funds raised, the remaining 15 percent of the funds raised can be carried forward for next financial year and the 85 percent of the funds become non-taxable.

Recommendations for BPA's fund-raising department

Based on my research, observations and analysis about how BPA mobilizes resources for conducting its activities, following are some suggestions to the organization's fund-raising department to enhance its sustainability practices:

- There should be a proactive and planned approach towards fund-raising. An annual plan should identify a fund-raising target for the year based on an assessment of the expenses and requirements.
- A comprehensive communication plan incorporating human touch that relates to all kinds of donors, from small to big contributors and from existing to potential donors, should be developed. Use of technology should be explored for this communication.
- The fund-raising department should procure database of existing donors which is currently available only with the accountant.
- Focus should be put on building donor communities through goodwill. Encouraging first-time donors and younger donors is crucial.
- Emphasis should also be laid on fund-raising from corporates especially at this opportune time when the CSR regulation under new Companies Act, 2013, makes it compulsory for companies of a certain size to necessarily spend 2 percent of their profits towards CSR activities (Please refer Appedix-7.1for details). BPA should demarcate budget for its PR initiatives for fund-raising from the corporate sector.

- As the field of donations has become increasingly competitive, the annual plan needs to take into account the public sector in addition to private sector companies.

Questions:

1. Placing yourself in the position of executive director in an NGO, comment on the prevailing philosophy of resource mobilization. How do you see the same in coming future?
2. Elaborate methods of resource mobilization in NGOs.
3. Explain the resource planning and mobilization of BPA over a period of time. Suggest few ways by which BPA could enhance the effectiveness of its resource mobilization efforts.

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- i *Nonprofit Fundraising: A Guide to New Trends and Resources* (n.d.) Retrieved March 20, 2015, from http://tinyngos.weebly.com/uploads/2/3/2/5/23253862/innovative_and_new_fundraising_resources.pdf
 - ii Mahapatra, D. (2014, February 23). India witnessing NGO boom. *Times of India*.
 - iii India has largest number of voluntary givers. (2014, November 20). *Times of India (India)*, p. 1.
 - iv *Global Policy Forum*. (2009, April 21). Retrieved March 3, 2015, from <https://www.globalpolicy.org/ngos/47788.html>
 - v *Nonprofit Fundraising: A Guide to New Trends and Resources* (n.d.) Retrieved January 5, 2015, from http://tinyngos.weebly.com/uploads/2/3/2/5/23253862/innovative_and_new_fundraising_resources.pdf
 - vi *Nonprofit Fundraising: A Guide to New Trends and Resources* (n.d.) Retrieved January 5, 2015, from http://tinyngos.weebly.com/uploads/2/3/2/5/23253862/innovative_and_new_fundraising_resources.pdf
 - vii World Wealth Report. (2010). *Capgemini and Merrill Lynch Global Wealth Management*.
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- x *Donate* (n.d.). Retrieved January 5, 2015, from <http://www.bpaindia.org/>
- xi *GiveIndia* (n.d.). Retrieved March 23, 2015, from <http://www.giveindia.org/>
- xii Cagney, P., & Ross, B. (2013). *Global fundraising how the world is changing the rules of philanthropy*. Hoboken: Wiley.
- xiii *BPA India, Donate of Jasmin* (n.d.). Retrieved December 29, 2014, from <http://www.bpaindia.org/jasmin.php>
- xiv *Indian American Education Foundation*. (n.d.). Retrieved December 29, 2014, from <http://www.iaefseattle.org/about-iaef/iaef-vision>
- xv *SeeYourImpact*. (n.d.). Retrieved December 29, 2014, from <http://seeyourimpact.org/>

9

ORGANIZATIONAL STRUCTURE: THE BACKBONE

Learning objectives:

- To get an overview of the organizational structure of Blind People's Association (BPA)
- To understand the implications of organizational structure and its impact on organizational effectiveness

Introduction

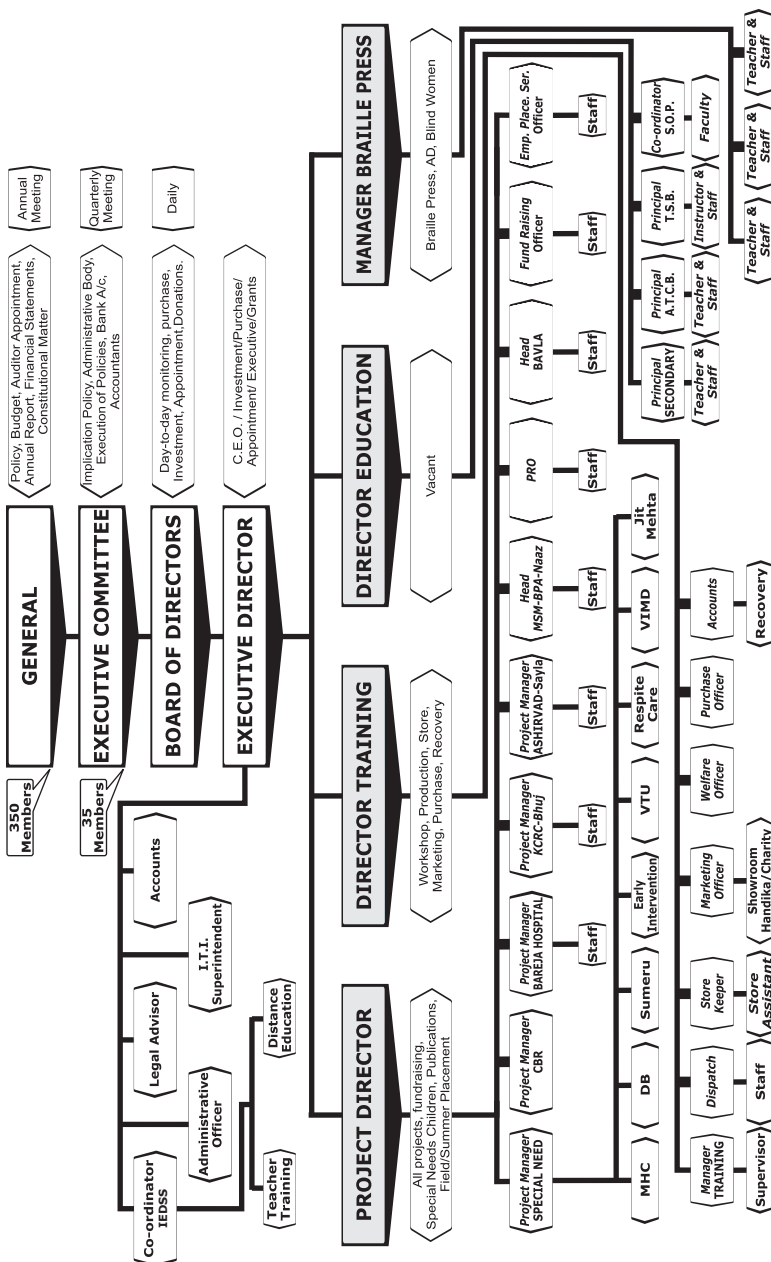
Organizational structure determines how the roles, power and responsibilities are assigned, controlled and co-ordinated; and how information flows between the different levels of management. For an effective functioning of the organization, it is crucial that the roles and responsibilities are appropriately designated. It also brings with it clarity on communication channel and decision-making authorities. There are two sections in this chapter: the first describes the structure of Blind People's Association (BPA) in 2013 while the second section is a comment on the first which analyzes the organizational design or structure, its suitability and recommendations for modifications in the event of unsuitability.

Section One: Organizational Structure of BPA

Exhibit-9.1 illustrates the present structure of BPA. On top of the chart is the 350-member General Body followed by 35-member Executive Committee and Board of Directors. The General Body consists of a diverse set of citizens representing all walks of life including Persons with Disabilities (PwD), lawyers, doctors, business persons etc. It meets annually and selects/elects the Executive Committee from amongst its members. Executive Committee meets once in every three months. These two are very important advisory and approval-providing bodies. General body and Executive Committee give the powers to Board of Directors to act on their behalf. The Board of Directors or office-bearers; consisting of a president, vice-president, general secretary and treasurer; are involved in the organization on a more regular basis. Apart from strategic thinking, they even engage in monitoring the working of the institution on a daily/weekly basis in an informal fashion. Besides this, president and general secretary also act as advisors, mentors and guides to the executive director and other directors.

The top-most person with executive responsibility is the executive director who is vested with all the responsibilities that are vested with a CEO (Chief Executive Officer) ranging from investments, purchase, recruitment and other important decisions. The executive director is supported by two other directors who report to him, one managing projects and the other in charge of workshops.

Exhibit-9.1 Organizational Structure at BPA¹



¹For fullforms of abbreviations in this exhibit, please refer appendix 9.1

Two bodies above the executive director, the General Body and Executive Committee, play a direction-providing or conscience-keeper's role thus not being involved in the nitty-gritty of managing BPA. However, the Board of Directors who are empowered by the General Body and Executive Committee, remain in regular touch with the running of the institution. The daily 11am tea meeting; attended by the general secretary and treasurer from amongst the board of directors, executive director and his two subordinate directors; is an informal meeting wherein all the important issues are discussed and addressed suitably. Once a week, the president of BPA joins this meeting. Issues which need the attention of Executive Committee are set aside for their agenda for further discussion and subsequent decision. The rest of the issues on which decisions are required and are possible are disposed off immediately.

Management literatureⁱ suggests that six elements play an important role in shaping the organizational structure of any organization. These elements are: work specialization, departmentalization, chain of command, span of control, centralization and decentralization, and formalization.

These six elements of organizational structure are defined and discussed in the context of BPA's organizational structure in the following paragraphs:

1. **Work specialization:** The term 'work specialization' or 'division of labour' is used to describe the degree to which the activities in the organization are sub-divided into separate parts.ⁱⁱ If carried to an extreme, it implies that every individual gets to do a very small part of the total job akin to an assembly-line worker's job. However, if taken to mean that qualified professionals are employed to do the jobs they have acquired training and experience for, then it is an essential aspect of any organization. No organization can function effectively without allocating work to people who are specially qualified to do that work. In addition, there are general management roles which do not require specialized knowledge. For effective

functioning of the organizations, it is important to have a balanced mix of specialized and general roles which can be inter-changed through job rotation. 'Job rotation' as the name signifies is a technique by which employees are transferred to different roles thus enabling them to get an opportunity to experience the organization from different perspectives, for improving effectiveness in the current jobs by reducing monotony and also for training them for higher management roles.

In BPA, the nature of the main work requires a high degree of specialization. There are several roles where specialized knowledge is necessary. Special Needs Centres are places which require special training and experience to manage them. Likewise, teaching in the primary, secondary and physiotherapy schools is a very specialized job. For such functions, specialization is needed and is accordingly matched at BPA. However, there is a possibility of converting the positions of principals, directors, heads of departments and campus managers from specialists' position to general management positions by giving them training in general management roles. There has been a prevalent belief that these positions can be occupied by specially-trained people from within the department and there is some inertia to changing positions. Consequently, either specialists have occupied places which have the possibility of general management roles or persons in general management roles have not been shifted from one position to another.

It is important for any organization to have a balance of specialized and general management roles for an effective and continued functioning. However, analyzing BPA's situation on this dimension, it was found that for majority of roles in the organization, there are professionals who are looking after their domain-specific jobs with a prevalent belief that there is little scope for exchanging people via job rotation. Although it is difficult to move people from one department to another without prior

training and development for specialized jobs but for general management roles like those of principals, directors, heads of departments and campus managers, it is possible to interchange roles to provide exposure for the development of leaders. On this front, BPA needs to modify its existing processes and decrease its specialization focus in certain leadership positions.

2. **Departmentalization:** The jobs which are divided through work specialization, must be grouped together so that common tasks can be co-ordinated. The basis by which jobs are grouped is called departmentalization. There are three types of groupings possible: by function, by division and by geographies.ⁱⁱⁱ Each one of them has distinct advantages. Interestingly, a not-so-large organization as BPA has taken recourse to all three types of grouping. In functional structure, grouping of activities is done by common functions such as fund-raising unit, advocacy and accounts etc.

Divisional structure is a generic term used for strategic business units or units based on products or services in different kinds of organizations. In BPA, however, all activities conducted for different disabilities are considered as divisions. Accounts and Human Resource (HR) functions in such structural arrangements remain common for all divisions. This is also being followed in BPA. At BPA, various services including accounts, audit, banking, investments, capital purchases, appointments, policies, service rules, promotions, increments, operation of banks accounts, transfer of money, application for grants, resource mobilization, charity sales etc. are centralized. There is a centralized accounting and audit system at BPA which caters to accounting needs of all projects, all activities and all campuses of BPA. Centralized accounting system is being used to reduce cost of maintaining accounts at all locations and for the purpose of financial control of the organization as a whole. All accountants are supposed to report to the chief accountant. As this post is vacant for the time being,

all accountants report directly to Bhushan Punani who is Executive Director of BPA. This has worked well for BPA to possibly continue further. However, the vacancy for the chief accountant needs to be filled at the earliest.

Geographic division has also been pursued because of necessity as some of the campuses like Kutch Comprehensive Rehabilitation Centre (KCRC), Navalbhai and Hiraba Eye Hospital (NHEH) are located at geographically distant lands away from the head office and it is not possible to run them from the head office.

In overall analysis, the current departmentalisation in BPA structure has been effective. However, with the expansion of BPA activities, there is a need to add a few departments like estate management/administration and HR to increase the efficiency and effectiveness of BPA and raise the status of some others from unit to department like fund-raising unit and advocacy.

3. **Chain of command:** 'Chain of command' is the unbroken line of authority that extends from the top to the lowest point in hierarchy, clarifying who reports to whom. In other words, it informs people about whom one should go to when there is a problem and who they are responsible to. There are two principles within this dimension: authority and unity of command. Authority refers to the rights inherent in a designation to give orders and expect to be obeyed whereas unity of command implies reporting to one boss only.^{iv} Both these principles are not so common in contemporary organizations. Generally, the system is of reporting to multiple bosses and the relationship is not so much of giving orders and obedience. The dimension of chain of command has far less importance today in service-driven organizations than it has in manufacturing organizations.

Nonetheless, the notion of duties and obligations so intrinsic in chain of command continues to operate in all organizations and is evident in BPA's structure also. The reporting lines are indicated in the chart. Having said that,

no organizational chart can capture the nuances of human interactions in real life. In BPA, for example, besides the formal reporting lines; through the informal conversations over tea-break where board members, executive director, directors and departmental heads are present, any issue which is discussed gets a common hearing and inputs more on the principle of 'equal power to all' than chain of command. Moreover, in the absence of director of education, the position that has been vacant since 2008, 12 people report to the executive director. This is a rather large number to be reporting to the like of a CEO. Similarly, the number of employees reporting to project director and to director-training is nine and seven respectively. There is a scope of reducing these numbers.

4. **Span of control:** The question 'span of control' asks is: how many employees can a manager efficiently and effectively direct? The answer becomes important as it determines the number of levels and managers an organization has. The general rule is that larger the span, more efficient the organization is.^v This is because the number of managers being lesser, the wage bill becomes significantly reduced. Although the time and control the manager has over the subordinates in a large span becomes significantly lesser due to sheer workload. Similarly, narrow span has its advantages and disadvantages. For example, even though narrow span provides greater control; it has two major disadvantages: cost and complexity of upward communication. Thus, a balanced approach is the only option, determined largely by the specific requirement of the organization. The trend in contemporary organizations is wider spans, as they not only reduce costs but also speed decision-making, increase flexibility and empower employees. However, such organizations need to invest heavily in employee training so that the employees know their job well and managers can be confident in managing the wider span. In such cases, even if need of advice or help

arises, the colleagues can also pitch in and employees need not turn to the manager for every hurdle they encounter.

Although by and large BPA has a wider span of control, it has narrow span also in certain cases considering that departments are of varying sizes and requirements. Nonetheless, for effective functioning of any organization, there are two pre-requisites vis-à-vis span of control: clarity and manageability. These are not visible in an organogram which quite often does not indicate the actual span of control. On clarity front, BPA organogram is well represented as it is more or less synced with reality. However on deeper analysis, it was found that the manageability issue was a bit of a concern. A total of 12 people report to the executive director. This is too large a span of control for the CEO like as the monitoring becomes extremely difficult and there is a chance that executive director's work suffers due to less time being available with him for his duties. This is also because of a vacancy at a senior level—that of director of education. Therefore, the persons who would have otherwise reported to director of education now report to the executive director. Moreover, the functions managed by project director are too many to be managed efficiently by one person. In this regard, a bifurcation into departments for important functions like distance education, inclusiveness, fund-raising, publications, Trust Act and general administration would help BPA keep a manageable span of control.

5. **Centralization and Decentralization:** Centralization refers to the degree to which decision-making is concentrated at a single point in the organization. In centralized organizations, top managers make all the decisions and lower-level managers merely carry out their directives.^{vi}

BPA can be called an organization which is high on decentralization to a large extent although it is difficult to categorize it solely as such. This is because only four main

functions are centralized at BPA namely investment, purchase, policy and recruitment. These vest with the executive director. Executive director takes responsibility of the financial health of BPA, recruitment, communication with the government and policy-related matters. The rest of the functions are decentralized. Almost all heads were reported being given complete autonomy to decide and implement.

Decentralization of powers and responsibility are fundamental to organization design. Any large organization, particularly one dedicated to multiple services, can steeply improve its effectiveness if its functioning is systematically decentralized and that element in design came in with the tenure of Punani as executive director. However, a greater decentralization is possible and required in some activity areas in the organization like Special Needs Centres.

6. **Formalization:** Formalization refers to the degree to which jobs in an organization are standardized. BPA is moderate in formalization. It gives priority to completion of specific documentation for external agencies which fund its various projects. However, regarding internal communication, policy documents and records; it is not very particular. As the organization grows, it should boost formalization in a variety of ways. Written documentation of all internal communication, rules and regulations, and policy guidelines becomes an important domain of design of a large organization. It increases efficiency and equitable treatment of individuals and situations.^{viii} As BPA has grown manifold in size and magnitude, it is the right time for the organization to work on formalization of its systems. This is indicated by suggestions that have come from several quarters of the organization on improvements required in BPA. The list consists of initiation of: HR policy, vehicle management system, service conditions and regulations, media management, central reception system, central purchase committee, one internal-audit team and one guest management team.

Section Two: Implications and way forward towards organizational effectiveness

Following are three pre-requisites to organizational effectiveness^{viii} explained in context of BPA:

- 1. Appropriate designations with detailed clarity on decision-making authorities:** Apparently, there is detailed clarity and no conscious discussion on the subject of designations at BPA. However, designations at the organization have been given based on three criteria: history, funding-agency requirement and role responsibility. By history, I mean that certain designations have been carried forward from the past and although the role has evolved over time, the designation has not changed. Regarding the second point of funding-agency requirement, it has been found that the funding-agency specifies the designations that can be given to people in a project, for example, project co-ordinator, project director, training director, advocacy manager etc. The third criteria specifies that the designations communicate the role accurately. Hence, we can evaluate the designations from these three perspectives: history, funding-agency requirement and role description. Some of these designations seem to be working well for the organization from funding-agency perspective and have a standard meaning in voluntary sector while some have continued from the past and have become misnomers, for example, marketing officer who co-ordinates the work of the printing department. Still others were based on functions which were important but have undergone major change over the years and need to be modified, for example, fund-raising to resource mobilization. I recommend that a review of designations be carried out and those designations which do not pass through all these three perspectives, be modified. In addition, new designations need to be created by systematic analysis of job description for newly emerging functions like resource mobilization through Corporate Social Responsibility (CSR), resource mobilization through online resources and event-management and need to be named in such a

way that they reflect the key responsibilities comprehensively and with negligible overlaps or ambiguity between role responsibilities. This should be achieved in spite of the integral nature of functions like Public Relations (PR), advocacy and resource mobilization through innovative ways of integrating them.

2. **Capable professionals occupying roles:** On this front, BPA can be rated high for certain roles and responsibilities namely senior positions and technical posts like the ones in Braille press and special-needs schools. However, there are lesser number of people than required and so individuals end up engaging in multi-tasking that increases their workload. This has been managed well so far because individual's commitment takes care of the added workload. In any case, the budgetary limitations have led to fewer appointments at the organization than people actually needed. This needs to be looked into in the future. The increasing use of volunteers such as in the physiotherapy department and people who are not on BPA's payroll but otherwise are best in their field like the surgeons in the hospital at Bareja has enabled BPA to continue its work with acceptable standards of quality. Punani believes in celebrating the existing talent and making use of every resource available rather than separating people who are not contributing to the best of their capabilities or as per their role expectation. This approach of optimizing the use of existing HR irrespective of their designated responsibility has worked in the past but may not fare well for BPA in future and thus, recruitment and HR development function has to be professionalized. Although financial and human resources would continue to be a challenge, at this stage in its life cycle (Please refer Chapter 18) BPA needs to review its HR policy, set up a separate HR department and make provisions for role clarity and adequate number of qualified persons in different departments especially in key functions like resource mobilization, PR and advocacy.

3. Aligning structure: Structure of any organization should be aligned towards:

- Common business goals and objectives
- Optimal staffing
- Performance-oriented culture
- Right people
- Enhancing return on talented people

The structure of BPA has evolved over the decades almost always responding to the needs and hence is highly aligned to common business-goals and objectives.

However, the issue of optimal staffing is a bit complex here. In the case of BPA, key roles and responsibilities are managed by employees as far as possible. Nonetheless there are a wide range of jobs which are performed by volunteers. Volunteers engage in service of an organization or community without receiving any financial gain. However, allowing volunteers to serve in an organization is a double-edged sword. First of all, organizations do not choose their volunteers in the way they choose their employees and secondly, the element of uncertainty of the time and skill restricts the control of the organization on the quantum and quality of work done by volunteers. Although both the notions of selection and monitoring go against the basic principle of volunteering which pre-supposes that the volunteer is a sincere individual voluntarily offering his or her time and services and hence is competent and does not require supervision. However, with the increase in volunteerism in society, a reasonable code of conduct should be developed which streamlines the volunteer effort without offending their goodness and humanitarian intent. This could be done by listing activities that require voluntary work and the volunteer could choose the activity along with the number of hours/day the person would be free to allocate to it.

Thirdly, performance-oriented culture is an area in which BPA needs to work to a large extent. This could be done through HR structures and systems especially by modifying traditional performance appraisal in terms of making the appraisal an

integral part of the performance and development system instead of letting it be an year-end exercise.^{ix} Several researchers have discussed ways in which such a culture can be created and this will be elaborated in the chapter on Culture.

The fourth point about the selection of right people is a dynamic issue in times when BPA is expanding very speedily. A major challenge in the sector is talent attraction and development. The problem becomes acute due to resource crunch. This can, however, be tackled by sponsorship of certain positions, HR planning and succession planning.

Lastly, return on talent management can be achieved best by effective talent development plans which ought to serve two major functions: skills and motivation enhancement. Majority of talent-development efforts which do not produce desired results fail on the latter aspect. It has been reported that organizations that have a strong commitment to talent development and employee engagement consistently outperform those that do not. A Harvard Business School study found that over an 11-year time frame, companies that had a performance management culture grew net income by 756 percent versus a 1 percent growth over the same period for those who did not.^x All these issues need to be systematically addressed through HR processes guided by relevant research studies in the field.

Questions:

1. Illustrate the current organizational structure of BPA in a simpler diagrammatic form and explain the strengths and weaknesses of the same.
2. Explain the six elements of BPA's organizational structure.
3. Elaborate three factors pertaining to structure that have an important role in achieving organizational effectiveness.

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- ii Robbins, S, Judge. T. & Vohra. N. (2012). Foundations of Organization Structure. In *Organizational Behavior* (p. 476). New-Delhi: Pearson Education.
- iii Robbins, S, Judge. T. & Vohra. N. (2012). Foundations of Organization Structure. In *Organizational Behavior* (p. 478). New-Delhi: Pearson Education.
- iv Robbins, S, Judge. T. & Vohra. N. (2012). Foundations of Organization Structure. In *Organizational Behavior* (p. 479). New-Delhi: Pearson Education.
- v Robbins, S, Judge. T. & Vohra. N. (2012). Foundations of Organization Structure. In *Organizational Behavior* (p. 479). New-Delhi: Pearson Education.
- vi Robbins, S, Judge. T. & Vohra. N. (2012). Foundations of Organization Structure. In *Organizational Behavior* (p. 480). New-Delhi: Pearson Education.
- vii Robbins, S, Judge. T. & Vohra. N. (2012). Foundations of Organization Structure. In *Organizational Behavior* (p. 481). New-Delhi: Pearson Education.
- viii Sethi, N. (2012, March). Building A Better Structure. *Indian Management*, pp. 96-100.
- ix Kotter, J. P., & Heskett, J. L. (1992). *Corporate Culture and Performance*. New York.
- x Reid, J., & Hubbell, V. (2005). *Creating a performance culture*. Ivey Business Journal, 1-8.

10

INSPIRING VISIONARIES AND DYNAMIC IMPLEMENTERS

Learning objectives:

- To have an overview of conceptual and theoretical framework of leadership
- To gain knowledge of the nature of managerial work through role descriptions in leadership framework
- Understanding the evolution of leadership and structure of leadership at Blind People's Association (BPA) over a period of time

Introduction

Leadership has been defined as the ability to influence a group toward achievement of a vision or a set of goals.ⁱ This influence may emerge from the formal authority vested by the organization or outside it if not sanctioned by the formal authority. The moot point is that merely being provided formal authority does not ensure the effectiveness of influence attempts by the leader. Often, the leadership that emerges from outside the formal structure of the organization is equally or more important than the one which is formally designated.

It is also commonly agreed among scholars that an organization needs both managers as well as leaders and that a leader may not be a manager and that a manager may not be a leader. A manager is differentiated from a leader in two ways. In one differentiation, manager is the one who formulates detailed plans, creates efficient organizational structures and oversees day-to-day operations whereas a leader is one who challenges the status quo, creates vision for the future and inspires organizational members to want to achieve it.ⁱⁱ In the other differentiation, the management is about coping with complexity and leadership is about coping with change.ⁱⁱⁱ

According to the recent discourse on the subject, the essence of leadership lies in discovering the human spirit within oneself and kindling it in others.^{iv} This creates tremendous energy which continues to inspire much after the leader is no more. We have the founder of Blind People's Association (BPA) as one such person and another one, albeit in his unique style, is the first executive director of BPA. However, I will begin with a brief theoretical overview and managerial role perspectives of leadership to provide a reference point for analyzing and discussing different persons at BPA who played the leadership role at different points in time.

Theoretical perspectives on leadership

There were five theoretical approaches to the study of leadership which emerged one after the other till the early 2000.

Each one of them can be broadly associated with a particular time period. The **trait approach** dominated the leadership inquiry up to the late 1940s; the **behavioural or style approach** gained supremacy from then until the late 1960s; the **contingency approach** beginning from the late 1960s continued to influence research and practice till the early 1980s; and the **new leadership** approach signified by charismatic, transactional and transformational leadership theories held sway on leadership research from the early 1980s and continues to influence a comprehensive understanding of the leadership process. The **post-charismatic and post-transformational leadership approach**^v emerged through the late 1990s.

Each of these stages signals a change of emphasis rather than the demise of the previous approach(es). Transformational leadership research, for example, continues to influence both research and practice. The notable point is that each of the time periods is associated with a change of prominence.^{vi}

The trait approach attempted to identify personal characteristics and qualities of leaders, and assumed that leaders are born rather than made thus emphasizing the role of nature against nurture. The research tended to focus on qualities of leaders as opposed to non-leaders and implicit in this approach was that such contrast would identify traits of effective versus ineffective leaders although the focus was not on effectiveness. Some of the traits identified were: emotional stability, admitting error, good inter-personal skills, and intellectual breadth.^{vii} Another theorist identified leadership qualities like adaptive capability, ability to create shared meaning, voice and integrity.^{viii} Trait theories' major contribution was towards selection of the right kind of people for leadership roles. However, its simplistic approach led to losing of its appeal amongst scholars. Further, Stogdill's review of more than hundred research studies concluded that although leaders were found superior in intelligence and physical size, there were no specific traits which distinguished leaders from non-leaders.^{ix} This marked a near death of trait approach and shift towards leadership style approaches. It is noteworthy that Big Five personality traits

marked a resurgence of this approach in 1990,^x and a re-orientation in thinking about leadership traits. The Big Five personality model is one of the simplified yet very practically and highly adopted personality trait model. It talks about five basic dimensions for personality which are Openness to experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism/ Emotional stability. These five traits can be abbreviated as OCEAN. Researches prove that these five dimensions are correlated with leaders/leadership style.^{xi} Thus, re-consideration of research associated with the approach resulted in a renaissance for the approach in 1997.^{xii} Nonetheless, the significance of trait approach had been lost in favour of more dynamic and process-oriented approaches like behavioural/style and contingency theories in the following years.

Behavioural theories were based on two underlying assumptions: Leaders are made not born and successful leadership is based on definable, learnable behavior. There were a number of behavioural styles identified by leading research groups. Lewin identified democratic, autocratic and *laissez faire* styles based on decision making.^{xiii} As the names suggest, autocratic leaders took their own decisions, democratic-style leaders involved their people while taking decisions while *laissez faire* leaders have minimum involvement in decision making. Michigan Group under Likert's research suggested four styles around decision-making and the degree to which people are involved in the process namely exploitative authoritative, benevolent authoritative, consultative and participative. As the terms indicate, the first type of leader has very little concern for people whereas second type is more considerate towards her/his employees despite that both types of leaders make decisions on their own. The third type of leaders make major decisions but make efforts to include people's ideas and concerns whereas the fourth type involve people at all levels. Another significant contribution was made by Ohio Group which classified two leadership styles on the basis of initiating structure and consideration: the former focusing on task/process-related activities and latter on people and

relationships. Enhancing the ideas further, Blake and Mouton's famous managerial grid with treatment of task and people orientation as two independent dimensions was a major development in leadership theories. The grid enunciated five types of leadership styles ranging from high on both people as well as task orientation to being low on both. Behavioural theories contributed to the initiation of leadership-development programmes, which were later strengthened by contingency theories.

Contingency theories are based on the premise that there is no single way of leading and that a style most effective in one situation may be least effective in another. From this follows that effectiveness of a leadership style is contingent or depends on several situational factors like leader's position and power, and difficulty level of the task.^{xiv} Other situational factors could be followers' competence and level of maturity.^{xv} Hersey and Blanchard developed the most comprehensive contingency theory known as 'Situational Leadership Theory.' They introduced the concepts of 'style appropriateness' which means how appropriately a leader uses the four styles proposed by them and 'style flexibility' which denotes how easily a leader is able to shift across these four styles.

The term '**new leadership**' has been used for a number of approaches to leadership which emerged in the 1980s with some common or similar themes although there were undoubtedly differences between them.^{xvi} These were: transformational leadership,^{xvii} charismatic leadership,^{xviii} and visionary leadership.^{xix} Together, these labels revealed a conception of the leader as someone who defines organizational reality through the articulation of a vision, mission, and the values that will support it. Thus, the New Leadership approach pre-supposed leaders as managers of meaning rather than in terms of an influence process. The intellectual impetus to this approach came from Burns's study of political leadership where he proposed that political leaders could be distinguished in terms of a dichotomy of transactional and transforming leadership. Transactional leadership comprises of an exchange of prestige or money between leader

and follower and compliance with her or his wishes. In Burns's view, such leadership in which the former offers rewards is not ineffective but its effectiveness is limited to the implicit contract between the two parties and they are not bound together 'in a mutual and continuing pursuit of a higher purpose.'^{xxx} The transforming leader, on the other hand, raises the aspirations of her or his followers such that the leader's and the followers' aspirations are fused. Burns's distinction was popularized in Peters and Waterman's (1982) successful book *In Search of Excellence* wherein they asserted that a transforming leader had influenced almost all of the highly successful companies that they studied at some stage in their research.

Post-transformational and post-charismatic leadership approach's theories emerged in order to counter the drawbacks of charismatic and transformational approaches. Theory of pragmatic leadership^{xxi} is one of the major post-charismatic or post-transformational approach. Here, the theorists argue that pragmatic leaders exercise influence by identifying and communicating solutions to significant social problems, meeting the practical needs of followers, working through elites in solution generation, creating structures to support solution implementation, and demonstrating the feasibility of these solutions. The theory is valid in corporate as well as in public leadership. Importantly, the theory helps to bring more conventional management-theory into the function of leadership in organizations, which was lacking in earlier leadership theories. The theory of authentic leadership is another contemporary approach.^{xxii} Authentic leaders are high on awareness about self, their beliefs and values and act on those values and beliefs candidly. Their followers consider them ethical people. The primary quality produced by authentic leadership, therefore, is trust. Authentic leaders share information, encourage open communication, stick to their ideals and generate faith amongst followers.^{xxiii} Because the concept is new, there has been little research on authentic leadership.

In Indian context, J.B.P. Sinha proposed Nurturant Task (NT)

model of leadership.^{xxiv} As the term suggests, it encompasses 'nurturance orientation' and 'concern for task-at-hand.' Thus, the NT leadership style has two main components namely concern for task and concern for nurturing people. The NT style requires that the subordinates should understand and accept the goals of an organization and should be committed towards the same. One of the positive sides of NT leaders is that they clearly allocate and specify the roles of a subordinate in an organization. This not only helps the organization in having conflict-free communication but also gives subordinates a clear picture about their roles, authority and responsibilities. This in a way helps them to take quick and reliable decision. Thus, such leaders try to build a climate which is more purposive and focused towards achieving goals. The leaders with NT style are not only task-oriented but they also develop good rapport with their subordinates. This helps subordinates in their growth and on the other side helps the leader to induce trust and organizational commitment amongst employees. This style also encourages participation of subordinates in decision-making which in turn helps in encouraging innovation and quick decision-making in the organization. This style is a middle path of participative and authoritarian leadership-styles. The decades of fifties and sixties saw widespread acceptance of this style amongst subordinates and consequent effectiveness of this style.

Managerial Role perspective to Leadership

Role has been defined as: 'A set of expected behavior patterns attributed to someone occupying a given position in a social unit.'^{xxv} Mintzberg^{xxvi} identified ten inter-related roles which he categorized into three managerial role groupings on the basis of his study. These groupings; inter-personal, informational, and decisional; are briefly explained below:

1. **Inter-personal role grouping:** There are three roles in this grouping: figurehead, leadership and liaison role. All leaders are required to perform duties that are ceremonial and symbolic in nature. For instance, when the leader

inaugurates a ceremony, presents awards at an award-distribution function, she or he is acting in a 'figurehead role.' The 'leadership role' includes hiring, training, motivating and disciplining employees. The third role within the inter-personal grouping is the 'liaison role' that requires networking with people inside as well as independent of the organization, and maintaining relationships through exchange of favours.

2. **Informational role grouping:** All managers, to some degree, collect information from external institutions, typically by scanning the news media and talking with other people to learn about customer trends, social change, competitors' plans, policy changes and the implications of these for their organization and sector. This is termed as 'monitor role.' Managers also act as a conduit to transmit selected information to organizational members. This is known as 'disseminator role.' In addition to this, managers also perform 'spokesperson role' when they provide information to the world in the capacity of a representative of the organization.
3. **Decisional role grouping:** Four roles that require making choices have been identified and grouped in this category. In the 'entrepreneur role,' managers initiate and oversee new projects/business-development opportunities to improve their organization's performance. In the 'disturbance-handler role,' managers take corrective action in response to unforeseen problems. In 'resource-allocator role,' managers are responsible for allocating human, physical and monetary resources. In the 'negotiator role,' they discuss issues and bargain with other units to gain advantages for their own unit.

Table-10.1 Mintzberg's Managerial Roles	
Role	Description
Inter-personal Role	
Figurehead	Managers are required to perform duties that are ceremonial and symbolic in nature.
Leader	This role involves a manager in the tasks of hiring, training, motivating and disciplining employees.
Liaison	This role requires a manager to contact people inside and independent of the organization for maintaining relationships through exchange of favours.
Informational Role	
Monitor	This role requires managers to collect information from external institutions, typically by scanning the news media and talking with other people to learn about customer trends, social change, competitors' plans, policy changes and the implications of these for their organization and sector.
Disseminator	Managers act as a conduit to transmit selected information to organizational members.
Spokesperson	Managers perform this role when they provide information to the world in the capacity of a representative of the organization.

Decisional Role	
Entrepreneur	Managers initiate and oversee new projects/business-development opportunities to improve their organization's performance.
Disturbance handler	Managers take corrective action in response to unforeseen problems.
Resource allocator	Managers are responsible for allocating human, physical and monetary resources.
Negotiator	Managers discuss issues and bargain with other units to gain advantages for their own unit.

Source: Adapted from-Mintzberg, H. (1973). *The Nature of Managerial Work*. New Jersey: Pearson Education Inc.

There are a number of studies which tested Mintzberg's managerial roles and support the theory. However, a noticeable point from these studies is that the managerial role changes depending on the hierarchical position of a manager. It has been noticed that the roles of disseminator, liaison, figurehead, negotiator and spokesperson are practised more at higher levels than at lower-level management. It has also been reported that disturbance handler, leader and negotiator roles are played more at lower levels of management.^{xxvii}

Demand-Supply gap in leadership

The demand for leadership at all levels in all kinds of organizations ranging from purely commercial organizations to not-for-profit organizations is not directly related to the supply/availability of equal number of potential leaders. In other words, there is a supply-demand gap in the rare commodity of leadership.

Leadership at BPA

Till now, BPA has done well for itself in its six decades by promoting leadership at different levels. Without the visionary leadership of several luminaries, BPA could not have achieved the numerous laurels that it has. In a similar vein, BPA story cannot be written without naming the phenomenon called Jagdish Patel. Along with him, the founder President Arvind Lalbhai laid the foundation of leadership at BPA. After Patel's demise, the second phase began with a difference. The trustee-managed organization graduated to executive-managed and trustee-directed organization. Even amongst the executives, the roles got delineated. After first phase, there are three layers of top leadership at BPA:

1. Office-bearers: This is the layer of leadership that provides direction at BPA.
2. Executive Director: This layer spearheads the missionary zeal with pragmatism.
3. Directors: This layer of leadership at the organization provides wise counsel as members of the Board and ensures implementation with wisdom and commitment.

The top leadership of the two eras, first phase during the time of Patel and the period thereafter, will be discussed in two separate chapters. The current chapter discusses the four leaders in the first phase of BPA; Patel, Bhadra Satia, Lalbhai and Kanu Thakar; each of who played their distinct roles in laying a strong foundation of the organization. The next chapter discusses leadership at the organization in and after the second phase which marked the shift from trustee-managed organization to executive-managed and trustee-directed organization and which has the above three layers of top leadership and one layer of middle-level managers.

Phase-1 Leaders: Laying the foundation for leadership phenomenon at BPA

Jagdish Patel: Founder of BPA

Patel can be labeled as a leader from multiple theoretical-perspectives. He nurtured BPA with his strong business orientation and empathic vision for Persons with Disabilities (PwD).

The visionary aspect of the man is evident in an account by Kevin Carey, former Director of Sightsavers International, UK, in his letter. Carey writes that what he “was busy developing as an innovation in the nineties, Patel had already introduced and perfected in 1958.” Carey is referring to a project initiated by Patel of involving prisoners of Sabarmati Jail at Ahmedabad for embossing of Braille books.

Tracing some of the incidents from Patel's life, one can clearly see outcomes of his leadership genius. Bhushan Punani, Executive Director of BPA, and Nandini Rawal, Project Director of BPA, in their book^{xxviii} have reported the unique distinction of Patel setting up a large number of developmental organizations for Persons with Blindness (PwB) in Gujarat and elsewhere. What is noteworthy is that he not only inspired and initiated such schemes for establishing them but also enriched them with the active involvement and participation of local people.

Moreover, Patel possessed the ability to inspire and influence people who in turn became leaders. One such example is that of Thakar who became an important member of his team which created BPA. Thakar's story has been discussed later in the chapter. Besides him, a number of people who worked with Patel during his leadership describe him (Patel) using adjectives like inspiring, charismatic, impressive, courageous, bright, caring, and determined.

This notion that leadership is based on individual attributes or traits is the basis of trait theory of leadership. Based on a comprehensive analysis of attributes given to Patel by people

with whom he came in close contact, attributes of Patel have been identified as: courage and capacity (resilience) to defy limitations in order to achieve the larger goal, professional approach, charismatic ability to inspire, dynamism, visionary (and missionary), high energy and enthusiasm, service orientation, high need to influence and impact, innovativeness, facilitating, mentoring, integrity, frankness and strong memory.

Patel's traits can be categorized in two types: Role-related and Personal. His role-related qualities identified were foresight, innovativeness and mentoring capability whereas personal qualities were courage and capacity (resilience) to defy limitations, high energy and enthusiasm, and need to influence and impact. Values he upheld were integrity, service orientation and professionalism. These values have played a major role in crafting the culture of the organization. The traits have been discussed in detail in Appendix-10.1

Patel can also be described as a NT leader as he fulfilled both the components of the leadership model: nurturing subordinates and completing task-at-hand. He accorded due importance to developing personal relationships with his workforce which in turn made them loyal and dedicated towards the cause of the organization. For example, at BPA, he started the practice of hosting lunch/dinner on major festivals of the region to create a family-like environment for the employees. Nonetheless, accountability and accomplishing work on time were Patel's non-negotiable demands from his personnel. During the sixties and seventies, NT leadership style was culturally the most effective and accepted leadership style in India. Perhaps because of adopting this style, Patel became instrumental in leading and establishing many institutions for PwD and became an icon of the movement for advocating rights of PwB in the country.

Bhadra Satia: The woman behind Patel's success

Figuratively, if Patel played the role of the founding father of BPA, his wife Bhadra Satia acted as the founding mother of the organization.

Satia was inclined towards social work from before she met Patel. However, as she had to support her family financially, social work was put on hold in her life. But things changed when she met Patel as an interviewee for the position of blind-school teacher. They married later and the rest is history.

In addition to being an educator, Satia was a disciplinarian. She expected perfection in the upkeep of the institution and delivery of education. Satia oversaw the house-keeping function of the hostels for PwB specifically to maintain hygiene in the cooking and dining area. Considering that the inmates had blindness and could not see whether they were getting clean bed-sheets and environment, it was a critical dimension of the hostel management. Food poisoning had been another problem that had led to serious health condition of a few inmates. Satia and her husband were keen to ensure health and hygiene within BPA. Till the time she was alive, she made sure that cleanliness was never compromised within BPA. She started the tradition of discipline and taking care of minutest details in routine at BPA. Nandini Munshaw and Sunita Thakor carried forward Satia's legacy at the organization.

To decipher Satia's personal qualities, several accounts have been taken into consideration; some from the book published by Punani and Rawal and others from interactions with employees and trustees at BPA. Interviews were also conducted with retired people who had worked closely with Patel and Satia.

Satia's grit and determination are evident in the way she followed up with relevant authorities to acquire land for BPA.

Moreover, Satia's commitment, initially towards her family and thereafter towards Patel and his dream organization for PwB, is showcased in her life story. She was willing to help Patel without any compensation.

In addition, Satia's courage and conviction to stand up against all odds also manifested in her decision to marry a man with blindness from another caste (She belonged to a renowned Jain family) despite opposition from her family. This was the time when acceptance of inter-caste marriages and of PwB was almost minimal in the society.

Some of the other traits identified from Satia's life-events are self-determination, self-belief, and altruism. She had a bent towards doing something good for the society from her childhood which is indicative from her active participation in activities of social development. Another major personal decision she took along with her husband after her marriage was to not have children so as to dedicate her life to the cause of blindness.

Arvind Lalbhai: Founder President of BPA

When Lalbhai became the president of BPA, the organization was not financially strong. He supported BPA by getting a donation of ₹25,000 for the construction of Secondary School for the Blind from Lions Club of Ahmedabad leveraging his capacity as president of the club. This was the first major donation that BPA received from a service club. Lalbhai also played a major role in bringing economic stability to BPA. His name was enough for lending credibility to the organization. It was because of him that BPA did not have to face money problem at all.

Lalbhai was a textile magnate who used the principles of commercial enterprise at BPA. He shared the meaning and implication of per capita, efficiency and also economic principles in the governance of BPA with Patel. Moreover, Lalbhai emphasized the importance of professionalism in management and the value of prioritization and time management. Punani and Rawal, who had worked closely with him explained how he shared his business acumen with Patel in his daily meetings with the latter. These lessons were used by Patel in the functioning of BPA and they proved very effective.

In addition, Lalbhai supported Patel's new ideas because he believed in Patel's ability of translating dreams into reality. One such idea was Community Based Rehabilitation (CBR) which BPA adopted in its initial stage and consequently became front-runner in the field of disability services in India.

Furthermore, Rawal who had worked under Lalbhai's mentorship for a duration of nineteen years (from 1981-1999)

described him as a person “with a penchant for quality and honesty” and thus becoming “the rock behind BPA in its stability and credibility.” Perhaps Lalbhai was one of the instrumental reasons for BPA to get the Federation of Indian Chambers of Commerce and Industry (FICCI) award for 'Outstanding Services in the Field of Education of Persons with Disabilities.' Subsequently, when he assumed presidentship of FICCI, his position further helped him to promote BPA among his friends in the corporate world.

Lalbhai was not only a financial resource to bank upon in times of need but he even contributed through his experience and his time in several ways. He was so committed to BPA that despite having his own business empire to manage, he kept abreast of BPA activities every day and advised Patel regarding the same. He is known to have even bought the machines for the organization from Switzerland.

Further, Lalbhai's concern for long-term succession planning at BPA can be understood from his active role in identifying and convincing Munshaw to join BPA. Munshaw, who began as a reader for PwB, is currently the general secretary of BPA. Lalbhai mentored her about several aspects regarding functioning of an organization.

Kanu Thakar: An educator with blindness

Thakar was pursuing Master's in Science (MSc) in Biochemistry when he lost his eyesight due to vitreous hemorrhage in May 1952. He had to discontinue his study programme as he was unable to conduct laboratory experiments and could not manage a writer for his thesis. In a state of hopelessness, he began following the preaching of a spiritual guru and took recourse to meditation between 1952 and 1957.

Thakar's meetings with Patel involving the latter teaching him Braille proved to be so inspiring that he was transformed from a passive meditator to an active educator for PwB. He narrated how Patel was radiating confidence despite loss of eyesight and some of it rubbed on him. Patel's influence, Thakar said, gradually helped him to come out of his shell. He teamed up

with Satia at the behest of Patel to start a coaching class for children without disabilities. It turned out to be a great success, also in terms of earning revenue, which resulted in Thakar regaining confidence. However, he had to close his coaching class when Patel involved him in the education of adults with blindness and later, he became the principal of Secondary School for the Blind. After retirement, he took over as the director of Education and Support Services of the then Blind Men's Association (BMA).

Moreover, Thakar had a high degree of dedication to his work. As an educator, he laid special emphasis on practical education. He would personally take students for practical training as revealed by a retired person who had worked closely with Thakar at BPA during the time. Also, Thakar personally inspected the school after each period. Fondly called “Kanu kaka (meaning 'uncle' in Gujarati language),” he was a humble and learned man who complemented Patel's dynamism and energy.

Thakar focused on the quality of education and discipline in the school. In the words of an old timer, “Kanubhai gave life to the blind school.” At that point in time, it was not realized that knowledge of maths and science is critical to enable persons with Visual Impairment (VI) to prepare for future competition in the job market. Much ahead of his time, he strongly put forth the view that the children with blindness should not be exempted from learning the two subjects. He believed that PwB have the potential to venture into academics and do scientific experiments.

In addition, Thakar also played a pivotal role in establishing and managing the physiotherapy school at BPA for enabling persons with VI to be financially independent. Under him, both the physiotherapy school and secondary school functioned efficiently and the level of education became at par with schools for sighted children.

He persisted for three years to get recognition for the physiotherapy school under Vocational Career Courses stream

of education under Department of Secondary Education. He managed the school till the last day of his life and developed the school as one of the model physiotherapy schools in the country as BPA later on helped several other physiotherapy schools in the country to develop.

In the year 1981, Thakar was awarded with Rustom Merwanji Alpaiwala Memorial Award for 'Outstanding Pioneering Services to the Cause of the Blind as a Professional Worker.' Moreover, on his death in 1997, The *Times of India* hailed him for his 48-year long service to BPA.^{xxix}

Team of four founders of BPA

Here, I am analyzing this phase from the standpoint of the four commonly accepted functions of management:^{xxx} planning, organizing, leading and controlling.

All the four functions were being managed by Patel, Satia and Thakar in different degrees with Patel being engaged in almost all functions and activities at BPA. Lalbhai's only direct involvement at the organization was in planning function wherein he, along with Patel, set short, medium and long-term goals for BPA and strategized to achieve the same on basis of his foresight, business acumen, network and reputation.

Regarding the organizing function, Patel was the main architect of BPA who contributed to developing its organizational structure and establishing its culture. Patel has been rated by several people who worked with him as excellent at identifying talent and at people management. However, there has been criticism about his temperament and style due to which he also faced the embarrassment of a rebellion¹ within BPA and closure of the organization by the government during 1974. Nevertheless, this was a turning point for Patel and he changed himself quite significantly after this incident.

¹In April 1974, there was a protest reflecting dissatisfaction of teachers and the principal of one of the schools of BPA. The agitators criticized Patel's general behavior and were unhappy about low salary of staff among other issues

Leading function which includes motivating, directing, resolving conflicts and identifying the most effective communication channels, was the sole prerogative of Patel at BPA. Regarding the specific Human Resource (HR) aspects as we know of them today like formal incentives and rewards, career progression, training etc. were not practised at BPA by any of these leaders. Patel was in the lead for the whole organization whereas Satia and Thakar were in charge in their respective domains of hostel and education.

Lastly, controlling function involves monitoring of activities to ensure that they are being accomplished as planned and corrected in case of significant deviations. Controlling was a joint responsibility of the trio of Patel, Satia and Thakar.

Thus, amongst themselves, the four top leaders covered all the essential functions and activities required for setting up and growing BPA as an institution of repute. The activities included fund-management, liaison-building with government and international bodies, emphasizing on quality and service orientation, HR management, maintaining Public Relations (PR), installing state-of-the-art technology and ensuring financial discipline. Patel and Lalbhai primarily led the strategic roles of providing vision and direction to BPA. They dreamed and networked with different stakeholders like government, industry, national and international bodies to procure the needed collaboration and support. On the other hand, Thakar and Satia were the dynamic implementers who focused their attention on ensuring quality and efficiency in day-to-day functioning of the organization. Collectively, all four laid a strong foundation for BPA by handling all the leadership challenges that a newly created organization faces and taking it forward despite all odds.

Questions:

1. Define leadership and explain any two leadership approaches.
2. Elaborate on the Mintzberg model of role perspectives.
3. Narrate first phase of leadership at BPA and explain key roles played by leaders in that particular phase.

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11

TOP LEADERSHIP: THRUSTING BPA INTO ANOTHER ORBIT

Learning objectives:

- To study the shift in leadership at Blind People's Association (BPA) from trustee-managed to executive-managed and trustee-directed organization
- Understanding the key roles of newly appointed executives

Introduction to Phase-2 Leadership

The second phase at Blind People's Association (BPA) marked the shift from trustee-managed organization to executive-managed and trustee-directed one. The top leadership at BPA in the second phase and thereafter (till date) has been classified into three layers namely office bearers of the Trust, executive director and directors who are like counsellors and partners to the executive director. This chapter discusses all the three layers of top leadership. The narration is based on information presented in books and published sources as well as in-depth interviews of directors, co-ordinators, managers, supervisors and office staff. In the process certain revelations relating to BPA and its leadership roles came up. Please refer Appendix-1.1 for names of people interviewed.

During the second phase of BPA, one layer of middle-level leadership also exists which is covered in the next chapter.

Top leadership: Three layers

Layer-1: The office bearers—Direction-providing leadership

The president and general secretary are the two important office-bearers of the BPA's Board of Directors. During the first phase discussed in the previous chapter, Arvind Lalbhai and Jagdish Patel occupied these posts respectively. Their counterparts in the second phase and thereafter, Jehangir Cama and Nandini Munshaw, were identified and to an extent groomed by Lalbhai and Patel although they did not officially announce their successors during their lifetime. Cama was selected perhaps because of his business acumen and philanthropic disposition. Having seen the dedication of people like Patel, Bhadra Satia (Patel's wife), and Lalbhai towards BPA, Cama accepted the invitation in the year 2000 to become vice-president of the organization. On the other hand, Munshaw's involvement with the organization began at the behest of Lalbhai who is her uncle.

Jehangir Cama, President¹, BPA

Cama is the chairman and managing director of Cama Hotels, a famous boutique hotel near river Sabarmati in the old city of Ahmedabad. He is also the chairman of Cama Motors. Cama's association with BPA lends credibility to the organization and is a motivator for donors to contribute funds. In addition, he also contributes to BPA in cash as well as in kind (For example, rendering complimentary hospitality for the international guests of BPA through his hotel). Moreover, being a professional hotelier, he manages BPA with professional approach in terms of keeping systems and processes in order.

As president of BPA, Cama advises on important policy-related matters thus providing direction to the organization. His vision for BPA in the next few years is that it should expand its services to larger number of Persons with Disabilities (PwD) and achieve a breakthrough in terms of employment. He believes that BPA should not expand in terms of setting new campuses. Instead it should expand its outreach to community of PwD through programmes and people training. Cama also believes that a more organized fund-raising effort and involvement of young people in BPA activities should be achieved.

Through his weekly visit to BPA, Cama keeps himself abreast of all activities at the organization. He listens to executives at the organization and looks for emerging themes rather than deciding solely on the basis of his views. Cama has been described as a friendly and humorous person who, nonetheless, subscribes to professional etiquette and cultured behaviour at work.

Nandini Munshaw, General Secretary, BPA

Munshaw has been the general secretary of BPA since 2000 although her association with the organization as a reader of English for Persons with Blindness (PwB) began in 1966. Before BPA, she was a part of Cancer Society. Munshaw's uncle, Lalbhai, coaxed her to join BPA. Her initial role at the

¹ Cama demised in August 2014. Because this book was written by March 2014, he is considered as president for the purpose of the book.

organization was to share requirements of BPA with her uncle and to report the progress of the organization to him.

Initially, she helped generate financial resources for BPA through tithi funds (fixed-date endowment funds). In the process, she realized the challenge therein: Government was giving 60 percent while BPA had to manage 40 percent of the resources at that time. She thought to herself that if BPA could procure 100 percent exemption as a research institution, it would be far easier for it to collect the money. She worked towards this goal systematically and managed to achieve it.

Previously, Munshaw even walked the ramp in a saree for raising funds for BPA. Even now, she is involved in fund-raising function wherein she taps into her wide network of affluent families to grow the organization. Her association with BPA acts a significant factor in convincing the donors that their money is in responsible hands.

Over the years, Munshaw has also acted as the conscience of BPA, making sure that whenever the organization begins to steer away from its service-oriented goals to objectives like profit-making, she is there to ask the tough questions.

According to Nandini Rawal, Project Director of BPA, Munshaw's working style is like that of "an iron hand wearing a silk glove." This is evident in the way Munshaw monitors expenses and takes major decisions with a firm and focused approach yet deals with the directors in a gentle manner. Rawal further metaphorically described Munshaw as the pillar of BPA which is hidden yet bears the weight of the organization.

Bhushan Punani, Executive Director of BPA, says that Munshaw also acts as mentor and motivator for the directors at the organization. Moreover, to the directors, she comes across as a no-nonsense person who is sharp and intuitive in her views on controversial issues and who asserts those views when necessary.

However, Munshaw respects the domain-specific expertise of people and gives them complete freedom to operate without any interference. She also trusts the BPA staff, and guides and motivates them continually.

Despite being 78 years old, Munshaw who uses Internet and social-networking sites is technology savvy.

Thus, Munshaw, who visits BPA every day, plays many roles at the organization: as the face of the institution giving it credibility and attracting funds, liaison with the government, mentor for directors, and custodian of the values of BPA as enunciated in its mission and vision statements.

The above Board of Directors namely president and general secretary, partake in working of the institution by the virtue of the power vested to them by General Body and Executive Committee. Apart from strategic thinking, they even engage in monitoring the working of the institution on a daily/weekly basis in an informal fashion. Besides the business part of BPA, president and general secretary also act as advisors, mentors and guides to the executive director and other directors.

Along with Munshaw, Sunita Thakor and Usha Kumar who are two of the newer trustees of BPA and are members of Executive Committee of the organization, visit the campus every day and monitor day-to-day activities. Thakor started volunteering as a reader at BPA two decades ago. She got interested in the organization's activities and soon thereafter started raising funds for BPA from her family and friends. Thakor is a dynamic lady who oversees the housekeeping function of the hostels. The role she plays in hostels of making sure that cleanliness is maintained is a critical one because PwB cannot see, for example, dirt on the floor and soiled bedsheets, and thus can not bring lack of hygiene to anyone's notice. Thakor is also treasurer of BPA's Executive Committee and is president of Jeet Mehta Trust, an affiliated Trust.

On the other hand, Kumar's family donated the first building to BPA which houses the Braille library. Her husband, Atul Chinubhai, was a trustee of BPA for two decades and she has succeeded him after his death. Kumar helps in workshop, fund-raising and other activities at BPA. Kumar is also the president of Adult Training Centre for the Blind (ATCB) Trust.

Layer-2: Executive Director—Spearheading the missionary zeal with pragmatism

Bhushan Punani, Executive Director, BPA

After Patel's demise, Punani had three challenges before him:

- Acceptance by the staff especially because Patel not only took decisions regarding them but in the past had overruled Punani's suggestions (For example, suggestion of employee's leave to be approved by respective department heads)
- Maintaining momentum of new and innovative thinking
- Managing the process of decentralization: keeping everyone together during and after the change of guard from command-and-control approach to passing the baton on to the next rung of leadership

This is how Punani went about tackling the above, in his own words:

Talking to people in a straightforward manner was important. I did not want any staff to bow down to me or to anyone else. We all were employees and I was one of them. I wanted their participation. I wanted them to think aloud and own their responsibility. I talked openly that they should decide whether they accept me or not. I talked to the staff to participate in the process of decision-making and growth in the best interest of the institution. Response of the staff was amazingly favourable and welcoming. The directors too shared my thoughts and style of management. We were gradually becoming a collective which had similar perspective on managing BPA.

Change of this type necessitated major changes in the structural element of decentralization and focus on development of the next rung of leadership. Unanimously, everyone who reports to Punani agreed that he provides complete freedom to operate. For example, Dharmendra Jena who is in-charge of BPA's eye hospital said that he enjoys full freedom to plan and execute his work with the exception of consulting Punani only for financial

decisions. “I can say for all of us at my level that if we come up with a suggestion, we are praised and given all the support to execute it,” Jena said. However, this freedom is not without the requisite guidance. What is interesting is that although everyone feels they have autonomy, Punani has complete knowledge about the progress of different activities at BPA.

The main reason why decentralization worked for BPA unlike in many other organizations was Punani's pro-decentralization attitude. In many organizations, decentralization exercises become ineffective solely because of the lack of will at the top. The pre-requisite to bringing about effective decentralization is the willingness of the leadership at the top to share the authority to take decisions.

Decentralization was initiated at BPA without any formal announcement or release of guidelines. Following is Punani's philosophy behind the approach:

No circular on powers of managers was sent. I believed going informally. As you know many countries in the world have no written constitution. Many written charters or service conditions in corporations remain on paper only. Written down decentralization is restrictive to what you actually do. In BPA, we went the simple way. Through informal interaction channels, we advised all the functionaries in line function to take all the decisions related to their work except the financial decisions and staff recruitment. For these two requirements, decisions were made at higher level. The implementation strategy I believed in, worked quite well. Our new units like NHEH (Navalbhai and Hiraba Eye Hospital), KCRC (Kutch Comprehensive Rehabilitation Centre) and Centres for Special Needs have grown so fast only because their heads felt empowered and they went on doing good work and achieving in respective function.

It is also the size of operations that determines whether strategy of written intentions and plans is required or not. An organization of a bigger size than BPA would have required a combination of formal written and informal oral communication.

Even in his *modus operandi*, Punani follows an informal style. For example, he has carried forward the practice of holding an informal meeting at 11 am everyday to keep key people at BPA in tune with on-the-ground situation at the organization—a ritual from Patel's time. In this meeting; trustees, directors and other senior managers at BPA bond informally over tea while sharing information as well as discussing issues. Moreover, despite Punani's busy schedule, he is accessible to everyone.

Punani holds Post Graduate Diploma in Management (PGDM) from Indian Institute of Management-Ahmedabad (IIM-A), a law degree, PhD in Management of Education, and has completed Certificate Course in Vocational Rehabilitation from Haifa University in Israel.

Punani is described by Rawal as “an ascetic working for a single purpose—BPA.” He leads by example as he works for the organization up to 10 hours a day.

Moreover, Punani has been described as a sincere, honest and committed worker by the trustees. He has an exceptionally good understanding of the field of disability especially the legal part. While many people have been amazed at his unpredictability in many situations, he has been praised for his dynamism and fearlessness in handling troublesome situations.

Layer-3: Directors: Counsellors and partners— Bridge between executive director and middle management

This layer at BPA consists of three persons: Nandini Rawal, Project Director; Harish Panchal, Director-Training; and Futermal Porwal, Manager of Braille Press. They are counsellors and partners to the executive director and they also ensure effective implementation from the managers at middle-level of leadership.

Nandini Rawal, Project Director, BPA

Rawal joined BPA at a very crucial period in the disability movement: International Year of Disabled Persons (IYDP) which was 1981. One of her first assignments was preparing

communication for focusing on the positive aspects of disability. Till she joined, BPA was only implementing Institution Based Rehabilitation (IBR) projects wherein PwD came to BPA for availing services. Rawal initiated the home-bound project wherein BPA went out into the community for the first time through an outreach project in 1982. This project was the forerunner of the community-based projects which were initiated after 1982.

Together with Punani and Patel, Rawal planned the first Community Based Rehabilitation (CBR) project that was implemented in Dholka in year 1982. Rawal was responsible for the training of staff, micro-management and operations. She was also responsible for initiating the first Urban Community Based Rehabilitation (UCBR) for aged people with the assistance of HelpAge India in the slums of Ahmedabad city. The first brochures and professional communication material on BPA were designed and developed by her. From the initial stages till date, she is in charge of the organizational quarterly voice of BPA through the newsletter. Moreover, the first bakery for women with disabilities in India was also her brainchild. When it did not serve the purpose for which it was started, Rawal along with Punani took the difficult decision of closing it down. Together with Punani, Rawal was responsible for setting up professional systems of management at BPA like production reporting, inventory planning and control, machine utilization reports, service rules and other management information systems.

In addition, Rawal brought in the English speaking and greeting culture at BPA. She was also the first and youngest woman executive at the organization which was very traditional and male dominated at that time. The other female employees found it easier to gain acceptance because of her presence.

Rawal was also the first female and first Indian to be appointed as secretary of an internationally renowned organization: International Council for Education of People with Visual Impairment (ICEVI).

As a leader and manager, Rawal is compassionate yet is a task-master. According to her, passion for the disability field is a very important pre-requisite for a person to contribute in the space. She gives credit to whoever it is due. Rawal also gives full freedom and space to her subordinates to think through, decide and perform although she nurtures them and gives them guiding supervision wherever necessary. Rawal is a systems and process person although she comes across as a person with informal disposition. Her subordinates across departments have described her as friendly, warm and straightforward. Vimal Thawani who has worked closely with Rawal since 1982 describes her as a dynamic person who touches people's hearts by her caring nature. Her strengths according to Thawani are her inter-personal skills, knowledge, planning and implementation.

Jena praises Rawal for having clarity of thought and dedication towards organizational goal. He also mentions that Rawal's leadership becomes stronger because of her motivational and mentoring skills. Jena said, "She (Rawal) continually motivates the staff and tries to reduce staff turnover." He added that Rawal also tends to offer practical suggestions to problems.

In Rawal's view, professionalism in meeting deadlines, quality work and commitment to the cause for which BPA stands, lead to organizational growth.

The ease with which Rawal manages the multifarious roles in her office also manifests in the aplomb with which she represents BPA at different forums ranging from academic conferences to Board meetings.

Moreover, Rawal has a multi-faceted personality with interest in poetry, languages, art and culture. This embellishes her oratory and adds to her charm in inter-personal interactions.

Perhaps because of these qualities, Punani has described Rawal as "brand ambassador of BPA."

Harish Panchal, Director-Training, BPA

Panchal is an engineer who was working for a die-casting factory during 1974-75 when he used to give job-work to the then Blind Men's Association (BMA)². When Patel offered him the job of workshop superintendent at the organization, he was not sure of the role that he was required to play in a Non-Governmental Organization (NGO). However, he took the decision to, as he says, “plunge into an unknown territory.”

Panchal is the pivotal force behind the workshop being successful and profitable. His focus was to promote opportunities for PwB without compromising on productivity and quality. People with different kinds of disabilities as well as able-bodied people joined the workshop where inclusive-training concept was being applied since 1975 to complement different skill-sets. At that time, inclusivity as a philosophy in legal provisions had just begun in USA with US Congress enacting Education for All Handicapped Children Act of 1975. However, there was no formal policy provision in India regarding the same till PwD Act was enacted in 1995.

On the inter-personal level, Panchal's subordinates like Ambalal Pandya find him a friendly person to whom they feel free to confide in and work with. His rapport with his workshop colleagues is commendable.

Futermal Porwal, Manager of the Braille Press, BPA

Porwal's first encounter with Patel was during the year 1968 when he joined BPA's Secondary School for the Blind for completing his secondary level of education being a person with blindness. Subsequently, he joined Patel as his assistant in Medico Massage Clinic. In October 1976, he took over as manager of the Braille Press at BPA which he developed and managed till his retirement in May 2006.

Porwal was a member of the Executive Committee of BPA since 1981 until he became secretary of the BPA Trust during the year 2007. He is part of Board of Directors of BPA and

² BMA was rechristened as BPA in 1998.

attends meetings with all key trustees and directors every day. Moreover, Porwal acts as the link between members of the Executive Committee with Visual Impairment (VI) and other executives of BPA. He has good inter-personal relations with all members and office-bearers of BPA with VI which comprises a section of workforce that contributes significantly to the organization. His intervention also ensures continual and active participation of PwB in the management of BPA.

Conclusion

The top leadership performs most of the transformational functions at the organization. The nine transformational functionsⁱ are:

- Genuine concern for others
- Empowering others and developing their potential
- Integrity, trustworthiness, honesty and openness
- Accessibility and approachability
- Clarifying boundaries and involving others in decisions
- Encouraging critical and strategic thinking
- Inspirational networking and promoting the organization
- Decisiveness, determination, and self-confidence
- Political sensitivity and skills

Together, the leaders at BPA have been successful in taking the organization to another orbit on account of performing the above functions.

Questions:

1. How do you see the trustees' intervention in the role of executives? What are your suggestions to reduce conflicting situations?
2. Name the key contributors of this leadership phase and discuss their contributions.
3. Describe the three layers of the leadership hierarchy in this phase and differentiate their roles.

i. Robbins, S. P., Judge, T. A., & Vohra, N. (2014). *Organizational Behaviour*. New-Delhi: Pearson Education Inc

12

MIDDLE LEADERSHIP: MAKING THINGS HAPPEN

Learning objectives:

- To study the middle-level leadership at Blind People's Association (BPA) through the role perspective model and Situational Leadership Theory
- To understand the contribution of role differentiation at middle leadership level towards the overall effectiveness of the organization
- To comprehend leadership development and implementation of succession planning at BPA

Introduction

In this chapter, middle-level leaders at Blind People's Association (BPA) have been discussed from two perspectives: Role perspectiveⁱ and Situational Leadership Theory (SLT)ⁱⁱ perspective. In the former perspective, eleven of the main leaders have been discussed on the basis of their roles. While discussing the roles they play, a mention of their responsibilities and approach has also been made. In the latter perspective, entire group's leadership profile based on Situational Leadership Theory (SLT) has been discussed. I administered Leadership Profile Indicator (LPI)ⁱⁱⁱ to eleven leaders in middle-management level at BPA and nine in the level below them. On the basis of that, a group profile has been presented in the last section of this chapter.

This chapter has been divided into three sections. Section-1 covers role perspectives; Section-2 describes succession planning and leadership development at BPA while Section-3 provides a leadership profile of middle level leaders using Situational Leadership Model.

Section One : Role perspective

At BPA, departmental heads, principals and campus managers have been considered as constituting the middle layer of leadership. They seem to possess a few qualities in common, for instance, they all decided to pursue a career in the voluntary sector because they wanted to contribute to the society or do something meaningful and not just earn money. In their labour of love, they seem to be driven by a strong sense of commitment towards the cause evident in the efforts and time they put in the organization. As leaders, they appreciate their team members and infect the team with their enthusiasm. The people who will be discussed in this context from role perspective are:

1. Vimal Thawani: Project Manager
2. Managers/In-charge of different campuses

- 2.1 Dharmendra Jena: Navalbhai and Hiraba Eye Hospital (NHEH, Bareja)
- 2.2 Arindam Ray: Kutch Comprehensive Rehabilitation Centre (KCRC, Bhuj)
- 2.3 Ram Jadav: Ashirwad Trust, Sayala
3. Principals of schools
 - 3.1 Tarak Luhar: Primary School for the Blind
 - 3.2 Sudha Joshi: Secondary and Higher Secondary School for the Blind
 - 3.3 Nalin Dhingani: Technical School for the Blind
4. BK Panchal: Co-ordinator, School of Physiotherapy
5. Bharat Joshi: Manager, Community Based Rehabilitation (CBR) and resource mobilization
6. Ambalal Pandya: Workshop Manager
7. Tejal Lakhia: Superintendent of Industrial Training Institute (ITI)

Change in leadership system and decentralization of powers and responsibility are fundamental to organization design. Any large organization, particularly one dedicated to multiple services, can steeply improve its effectiveness if its functioning is systematically decentralized. This decentralization was one of the agendas for Bhushan Punani, Executive Director of BPA, when he took charge of the position.

Let us learn about each of the middle-level managers at BPA below:

1. **Vimal Thawani, Project Manager:** The first case in point is that of Vimal Thawani, Project Manager, Special Needs Department (SND) for persons with severe mental and multiple physical disabilities. Thawani holds Bachelor in Psychology and Master's in Social Work and thus was a suitable candidate to undertake this responsibility. Her first major achievement at BPA was

setting up of this centre located in the organization's campus. Nandini Rawal, Project Director of BPA, says that Thawani has grown with the institution from 1982 and so has her department.

Thawani independently manages a team of eight centre-heads of SND based at different locations in order to serve diverse groups of beneficiaries—infants, children, men and women—at day-care or in residential campuses. She holds weekly meetings with them for sharing any feedback she has and to find out about their centres' needs that she could help them fulfill. Being satisfied with the mix of autonomy and support she has received from her seniors at BPA besides umpteen opportunities in training and promotion, Thawani tries to provide the same support and authority to her team. For example, when nine BPA teachers (lured by government job with lifelong pension) left between 2010-12, Thawani rewarded the ones committed to SND with training and promotions. In line with BPA's philosophy of decentralization, she has groomed all her co-ordinators well. She has, for example, sent the highest number of her co-ordinators and special educators abroad for specialized training. Thawani has thus succeeded in developing a team of trusted co-ordinators who are managing their respective projects efficiently and who fill her shoes when required.

2. Managers of different campuses

2.1 Dharmendra Jena, Manager, NHEH, Bareja:

Jena is the campus manager of BPA's eye hospital situated in Bareja. He is professionally qualified with many relevant degrees including Post-Graduate Diploma in Management (PGDM) of NGO. He is in charge of the affairs of the hospital and has autonomy to take all the decisions except those regarding policy, financial matters and those of major recruitments.

Under Jena's leadership, the eye hospital has achieved the status of a general hospital in less than a decade and has also won several awards. Moreover, he has enabled the hospital to expand its CBR activities in 100 villages in the district of Ahmedabad and to extend medical and surgical facilities through establishing four vision-centres at Varsoda (Gandhingar), Delhi Chakla (Ahmedabad), Vatrak and Modasa (Aravali).

According to Punani, Jena is emerging as an able fund-raiser and grant-mobilizer. He manages grants from Department of Health and Family Welfare for the eye hospital on monthly basis. Jena also mobilizes donations in kind from villages where the camps are organized. In addition, he has mobilized lakhs of funds from corporates like Power Grid Corporation of India, Cairn India, Essar, Coca-cola and others.

As a manager, Jena has an outgoing and gregarious temperament. He binds staff from diverse backgrounds. In addition, his contribution to and rapport with the local community he operates in is reflected in the support the people provide to the hospital.

- 2.2 Arindam Ray, Manager, KCRC, Bhuj:** Ray is the campus manager of the rehabilitation centre at Bhuj. He is the man responsible for setting it up and creating the identity of BPA in Bhuj almost single-handedly after the earthquake of 2001. Under his leadership, the KCRC centre has grown in several ways. He has been instrumental in adding numerous new projects to the centre including the residential setup for multi-challenged girls, skill-development programmes for self-employment of Persons with Disabilities (PwD) and formation of self-help groups.

In addition, Ray mobilizes financial contribution for the centre from corporates operating from the district of Kutch. He has also developed relationship with the local community including district administration which is reflected in the support he gets from administration as explained by Punani.

Ray's contribution to the local community he operates in and the credibility he has established for himself and BPA, reflects in the high degree of respect he enjoys in the area. Soft-spoken Ray has also built strong relations with his staff and superiors alike. His seniors describe him as being systematic and organized, and one who places a great deal of importance to quality. He has developed inventory systems as well as detailed production documentation reports for KCRC. His reporting to funders is timely and accurate.

2.3 Ram Jadav, In-charge, Sayala Campus: Jadav is a living testimonial of BPA's ability to create leaders. Jadav started with BPA as a field-worker in a CBR project in his home taluka Viramgam in 1984. In terms of educational qualifications, he had just completed his schooling. However, he was a quick learner and soon was trained as an itinerant teacher to teach kids with blindness who were integrated in regular schools. He further rose to become a supervisor of another CBR project at Vijapur. His inherent leadership qualities were honed by professional training and opportunities to put those qualities to use.

Today he independently handles the Ashirwad Trust, an affiliate of BPA at Surendranagar, which has imbibed the BPA characteristic of professionalism while adapting to suit the needs of the backward taluka. He can be considered as the CEO of the Trust that has four units and outreach

programmes on a big scale. Jadav has further expanded the activities of the Trust by establishing taluka-level projects at Limdi and Surendanagar. He has developed a team of local personnel for management of activities. Moreover, most donors of the Trust show full confidence in Jadav's ability to perform, reflected in their continued patronage to the Trust. He has also developed excellent relations with district administration evident from the support he gets from the administration for the management of the organization he is at the helm of.

3. Principals of schools

3.1 Tarak Luhar, Principal, Primary School for the Blind: Luhar is the principal of BPA's Primary School for the Blind. He is a self-made man. Luhar began his career as a development officer at BPA in 1982, a role in which he started working for Persons with Blindness (PwB) in different districts under the banner of National Association for the Blind (NAB). He further helped to set up a state-level network of similar agencies working for PwD. Moreover, he was instrumental in giving concrete shape to Khel Maha Kumbh (a sports event for PwD) for which he procured funds from the state government.

Luhar is the recipient of Rustamji D Contractor Award by Ushta-Te Foundation in the year 2002 which is awarded for extra-ordinary achievement.

3.2 Sudha Joshi, Principal, Secondary and Higher Secondary School for the Blind: Joshi began her career as an assistant teacher in 1987 and was appointed as principal of BPA's Secondary and Higher Secondary School for the Blind in 2010 on her predecessor's retirement. She is currently the principal of the same school. She is a very social

person and has a great deal of affection for her students who are children with blindness. Joshi accompanies the students on out-station trips, and leads and guides them in mobility and orientation. This enables the children and builds confidence in them.

Joshi has been responsible for creating the love of dance in the students with blindness. It is a challenge for PwB to perform intricate dancing steps and to maintain posture and balance during the process. With the help of volunteer choreographers, she has taught the students with blindness various forms of dance. During her principalship, students have participated in various national and international platforms. The most outstanding one was Chaalo Gujarat Meet in 2012 in USA which was a global Gujarati diaspora meet and BPA team was the only differently-abled team of artists to perform.

Joshi has received two awards honouring her contribution to education: Excellent Educator Award from Eklavya Education Foundation in 2010 and Best Teacher Award from Government of Gujarat by then Chief Minister and present Prime Minister, Narendra Modi, on September 5 (Teacher's Day) 2013.

- 3.3 Nalin Dhingani, Principal, Technical School for the Blind:** Dhingani started as an instructor in Technical School for the Blind and was promoted to the post of principal on the retirement of his predecessor. He has a certificate in electrical supervision. Dhingani is skilled at handling all electrical and electronic devices. Adept at operating video camera; he understands mixing and editing of films, sound inputs and other such matters. He was instrumental in helping BPA to set up CCTV surveillance network in the different buildings. In

the event of any such electrical or electronic requirement, he is a very useful resource for the organization.

In line with his qualification and interest, Dhingani is presently in-charge of BPA's technical school which offers one-year training to students with blindness in three different trades: Motor Rewinding, Caning, and Carpentry.

Dhingani is sighted.

4. BK Panchal, Co-ordinator, School of Physiotherapy:

Panchal, a graduate in occupational therapy from Bombay University, was recruited by Jagdish Patel (founder of BPA) to set up a school of physiotherapy for PwB in March 1977. Panchal helped Patel and Kanu Thakar (also an individual with blindness) to draft a two-year long industry-orientated physiotherapy course on the lines of programme at Royal Institute for the Blind, London. At that time, VM School for the Blind, Mumbai, and School for the Blind, Ahmedabad, were running a two-year course in physiotherapy. But these courses were neither recognized nor in consonance with the changing technology and methods in treating patients. The Gujarat Secondary and Higher Secondary Education Board (GSEB) recognized the course at BPA's School of Physiotherapy. Accordingly, the course was named GSEB Vocational Career Course in Physiotherapy for the Blind. Thakar led the programme as the head of the physiotherapy school. After Thakar's demise in March 1997, Panchal became the co-ordinator of the course. Even though Panchal is a sighted occupational therapist, he read books on teaching physiotherapy to PwB as well as learnt the same from Patel. He learnt Braille and practised writing and reading from the Braille system to be able to relate to his students better.

Panchal is the recipient of Late Karsanbhai Meghji Vekaria Memorial Award 2011 for outstanding services in education, training and rehabilitation.

5. Bharat Joshi, Manager, Community Based Rehabilitation (CBR) and resource mobilization:

Joshi is currently manager of CBR and resource mobilization at BPA. He joined BPA as an assistant coordinator in Mental Health Project and later went to the UK to pursue Master's in Human Rights. When he returned with his degree, he was appointed as coordinator of CBR projects at BPA. He co-ordinates CBR projects at the state level and also lends his expertise in training of CBR professionals and personnel at the national level. His responsibilities include overseeing of CBR projects, training in CBR, advocacy in CBR, and mentoring and evaluating projects.

Moreover, on retirement of Mira Shah (Previous Manager of fund-raising function at BPA) in December 2013, Joshi was entrusted with an additional responsibility of resource mobilization for the organization. Thus, he was also made responsible for: making grant applications to government and corporates, due-diligence reporting to Foreign Contribution Regulation Act (FCRA) and other legal bodies like Charity Commissioner, and supporting BPA's advocacy department.

According to Rawal, Joshi is ready to take on new responsibilities and pursue new opportunities on account of thinking out-of-the-box.

6. Ambalal Pandya, Workshop Manager: Pandya joined BPA in the year 1978 as a costing clerk. He was pursuing his studies in cost accounting but left it mid-way due to family circumstances. Pandya also has a Certificate in Wireman and Apprentice Course. Currently, he is positioned as Workshop Manager, Adult Training Centre (ATC) Workshop at the organization.

Academically, Pandya fared well in exams at school and college. However, he was facing the challenge of acute myopia. Nevertheless, evaluating his caliber, he was given the responsibility of costing in the stores department of

the workshop at BPA right from the beginning. Pandya was quick in grasping the intricate process of job-costing and process-costing. At that time, he was one of the few people in BPA who could accurately draw up labour bills for painting, polishing and also estimate costing for furniture and other equipments. Thus, Pandya gradually succeeded the manager of the workshop on his retirement to fill that post. Soon Panchal observed that Pandya was apt at handling customers, addressing their specific needs and ensuring timely dispatches.

Moreover, Pandya is an active member of BPA Staff Credit Society which was set up by staff members of the organization for loans and soft cushioning. He is also responsible for supervising the new building-extensions of the various BPA campuses.

7. **Tejal Lakhia, Superintendent of Industrial Training Institute (ITI):** Being a qualified dietician, Lakhia joined BPA in 1980 as a nutrition officer. She was given the responsibility of handling the Prevention of Nutritional Blindness Project which continued till 1984. She was also an executive assistant to Patel and Punani in the maintenance of minutes of the executive and Annual General Meetings (AGM) of the Trust. Thereafter, she was assigned the Career Development Course (CDC) portfolio when the nutrition project ended. The CDC courses consisted of computer programming, telephone operating, and stenography. These courses were then subsumed under the ITI pattern and she was made honorary superintendent of ITI which is run under the pattern and is recognized by Department of Manpower, Employment and Training, Government of Gujarat. Herein, Lakhia co-ordinates seven trades namely computer programming, telephone operating, stenography, hair and skin care, cutting and tailoring, offset printing, and desktop publishing. The courses are run by BPA and monitored by the government. In fact, the government administers the exams and issues certificates to the successful candidates.

The trainees of ITI have also participated in several national and international athletics and sporting events and have won hundreds of medals. The most noteworthy achievement of Lakhia's department is that two wheelchair-enabled table-tennis players have participated in international events and have won silver, gold and bronze medals.

Lakhia is continuing her service after retirement as per the existing practice at BPA.

Section Two : Leadership development and succession planning at BPA

In this regard, Punani said, “It is important to groom leaders at the departmental-head level. In future, the directors could be drawn from department heads since they are next to the directors in hierarchy.” He added that this grooming is carried out at the organization by way of providing authority and responsibility to the managers and thus exposing them to the field of disability in which BPA operates. In my research and observations while writing of this book, I found that leadership development seems to be somewhat on track at BPA as efforts to enable second-rung leaders to take on current and future challenges have borne results in the form of financial growth and accolades (as reflected in Chapter-6 and Appendices 5.1, 5.2 and 5.3). Nonetheless, young leaders need diverse exposure to various functions, activities and departments of the organization. At BPA, most middle-level leaders have been retained in their positions for a long period perhaps because of performing well in that particular role. However, as a consequence of this practice, they did not get exposure to other responsibilities. Secondly, some potential leaders for top-management positions moved out of the organization for personal or professional reasons or they superannuated. Against this backdrop, BPA needs to extend its leadership-development focus to more young employees to prepare them suitably for possible succession.

Moreover, Punani said that at BPA, they recruit departmental heads on the basis of certain attributes like a strong drive to lead, integrity, and high sense of responsibility in addition to professional background and domain knowledge. He further said that they continually promote values like transparency at the organization. Following are the key common traits found amongst all the leaders mentioned in this chapter:

- Desire to do something different in terms of career
- High level of commitment and passion to the field and their jobs
- Creating a work ethic of aiming high and producing quality performance
- Lifelong learning

Besides the qualitative assessment of their job descriptions, contributions and personal qualities; an attempt was made to assess their leadership style using an instrument. The remaining chapter will discuss the results of the same.

Section Three : Situational Leadership Profile

Here, 20 middle-level leaders of BPA were administered Leadership Profile Indicator (LPI).^{iv} LPI has 12 organizational situations, each posing a problem for the leader. Each situation has four alternative strategies to managing the problem. The respondent is required to select one of the four strategies that she/he would use if she/he were the leader facing that situation. LPI is based on Hersey and Blanchard's Situational Leadership Theory (SLT).^v

The model

The description of the Hersey Blanchard model in this section has been taken from Udai Pareek's Handbook of Instruments.^{iv} SLT is a contingency theory that focuses on the followers. It posits that right leadership-style is contingent on the level of the followers' readiness. The two key words here are 'followers' and 'readiness.' Emphasis on followers is based on the assumption that it is the followers who accept or reject the leader. It is

proposed that effectiveness of leadership depends on the followers' rather than leader's actions. Secondly, readiness is defined as the extent to which people have the ability and willingness to accomplish a specific task.

According to the theorists, functionality of the style depends on the relevance to the situation. They proposed that leaders engage in two types of behaviour—regulating and nurturing—and combinations of high and low of each of these two dimensions yield four styles. However, effective leader behaviour depends on the followers' ability and motivation. The description of the two types of behaviours and four styles is presented in the following paragraphs and represented in Exhibit-12.1^{vii}

“Regulating behavior is defined as the extent to which a leader engages in one way communication; spells out the groups' roles, and tells the group members what to do, where to do it, when to do, and how to do it; and then closely supervises the performance. Three words can be used to define regulating behavior: structure, control and supervise.”^{viii}

“Nurturing behavior is defined as the extent to which a leader engages in two way communication; listens, provides support and encouragement, facilitates interaction, and involves the group in decision making. Three words can be used to define nurturing behavior: praise, listen, and facilitate.”^{ix}

A combination of high and low regulating (directive) and nurturing (supportive) behaviour give four quadrants, each representing four different leadership-styles. These are defined below by Pareek^x as per the theory of Hersey and Blanchard:

Style-1: High Regulating—Low Nurturing leader-behaviour: Directive Style

“The leader defines the roles of group members and tells them what tasks to do and how, when and where to do them. Problem-solving and decision-making are initiated solely by the leader. Solutions and decisions are announced; communication is largely one-way, and the leader closely supervises implementation.”

Style-2: High Regulating—High Nurturing leader-behaviour: Supportive Style

“In this style the leader still provides a great deal of direction and leads with his or her ideas, but the leader also attempts to hear the group feeling about decisions as well as their ideas and suggestions. While two-way communication and support are increased, control over decision-making remains with the leader.”

Style-3: High Nurturing—Low Regulating leader-behaviour: Consulting Style

“In Style 3, the focus of control for day-to-day decision-making and problem-solving shifts from leader to group members. The leader's role is to provide recognition and to actively listen and facilitate problem-solving and decision-making on the part of the group.”

Style-4: Low Nurturing—Low Regulating leader-behaviour: Delegating Style

“The leader discusses the problems with his people until joint agreement is achieved on problem definition, and then the decision making process is delegated totally to the group members. Now, it is the group who has significant control for deciding how tasks are to be accomplished.”

Each of the above four leadership styles can be identified with a different approach to problem-solving and decision-making. The situational leadership model also states that there is no one best way to influence group members. All the four proposed styles are functional; however, their relevance to situation, as defined by the development level of the group, is important.

Exhibit-12.1 Four Leadership styles

		REGULATING BEHAVIOUR	
		Low	High
N U R T U R I N G	High	Low Regulating High Nurturing Style 3 Consulting	High Regulating High Nurturing Style 2 Supportive
	Low	Low Regulating Low Nurturing Style 4 Delegating	High Regulating Low Nurturing Style 1 Directive
B E H A V I O U R			

Adapted from Pareek, U. (2002). Conceptual Frameworks of Styles. In Training Instruments in HRD and OD (pp. 283-286). New-Delhi: Tata McGraw Hill Publishing Company Limited.

Leadership Profile Analysis of middle-level leadership of BPA

The leadership profile of middle level managers of BPA has been described in this section. The analysis revealed several aspects about middle-level leadership of BPA and also provided directions for improvement.

Dominant Style and Back-up Leadership Style

The dominant style (the style with maximum score) is the characteristic style of the person and the back-up style (the style with the next-to-highest score) is operative under emergency situations, pressure or stress, and is therefore as important as the dominant style(s).

In this analysis, the profile or a combination of dominant and back-up styles of the participants was examined. The most widely used dominant style in BPA emerged to be Supportive Style. The other two styles used by remaining 50 percent of leaders at BPA were Directive Style and Consulting Style. No one at the organization had Delegating Style as the dominant style. Please refer Table-12.1 for exact distribution of number of managers at BPA profiled with respect to the dominant style they practise.

Although in back-up style, all the four styles were used; Consulting Style was used by the maximum number of managers at BPA. However, only three BPA leaders had Delegating Style as their back-up style. Please refer Table-12.1 for exact distribution of number of managers at BPA profiled with respect to the back-up style they practise.

Table-12.1 Dominant and Back-up Leadership Style					
	Style 1	Style 2	Style 3	Style 4	Total
	Directive Style	Supportive Style	Consulting Style	Delegating Style	
Dominant Style	5	9	6	0	20
Back-up Style*	4	3	8	3	18

* 2 respondents have no back-up style.

The results on dominant and back-up styles at BPA are indicative of a rather flat hierarchical system. However, as the Supporting Style is the dominant style used by BPA leaders, there is a tendency of hand-holding at middle level and greater autonomy needs to be provided to the subordinates with an

expectation of accountability. This will increase the commitment and quality of work at lower levels in the organization.

Also, it is important to note that at the top-leadership level; Nandini Munshaw (General Secretary of BPA), Jehangir Cama (President of BPA), Punani and Rawal practise delegation of authority extensively. However, it is surprising that the same has not been displayed in middle-leadership level. This could be explained by the structure of the organization wherein people at the middle-management level are largely heading activities and departments with very few subordinates and hence end up having one-person show. They are both leaders as well as implementers at the same time. This may have led to their being low on delegation. They have undergone technical and domain-related training programmes but none of them have actually attended behavioural-training programmes which would have exposed them formally to delegation and motivation issues in leadership. Their learning may occur with either formal programme or gradually with trial and error.

Flexibility in using the four styles

A score of less than two in any style indicates that the flexibility score of the person on that style is zero. A score of zero means that the person may find it difficult to use that style when required. Results show that by and large BPA managers use Supportive and Consulting Styles but have difficulty in using Delegating Style. Only one out of 20 persons had zero flexibility score in Supportive and Consulting Styles. On the other hand, seven people scored zero in flexibility parameter of using Delegating Style.

Moreover, only six out of 20 individuals had flexibility score above acceptable level in all the four styles which indicates that approximately only one-third of the managers were flexible in using all the four styles. There is a need for leadership development for the remainder of this group. Please refer Table-12.2 for exact distribution of number of managers at BPA profiled with respect to their flexibility in using the four leadership styles.

Table-12.2 Flexibility in using the four styles					
	Style 1	Style 2	Style 3	Style 4	Total
	Directive Style	Supportive Style	Consulting Style	Delegating Style	
Numbers with Flexibility Score as 0	4	1	1	7	13

The results have implication for developing the next rung of leadership in the organization. Every management system needs to focus on identifying second level of leaders and developing them systematically. However, because of the rare possibility of delegation opportunities within the organization, this may take longer at BPA. Shortage of funds in Non-Governmental Organizations (NGOs) is an issue due to which there is a tendency to hire few permanent and more part-time employees. In terms of cost to the company, this is a far more economical way. Nevertheless, a question which needs to be addressed is: Is this in the long-term interest of BPA? One implication of this option is that the development opportunities within the organization would be few and in times of need to take over from the leader, there would be inadequate experienced managers from within the organization. There emerges a need for leadership development for this group.

Adaptability/Diagnostic Ability

The score of index of leadership adaptability or diagnostic ability ranges from 0 to 100. The Mean of diagnostic ability percentage score for the group of 20 leaders at BPA was 65.52 and range was 50.4-78.4. The higher the score, the better the diagnostic ability of the leader in understanding the subordinates. From these results, it can be interpreted that, in general, the diagnostic ability of this group needs to be higher than what it is. This can be elaborated further by specifically identifying two areas of improvement for leaders in their diagnostic ability:

1. The first set is of discounting or undermining three aspects related to the subordinates: their competence, commitment, and team-work. In other words, these are strengths of subordinates which a leader tends to overlook or not recognize in the team. This is indicated by a score of two or more in any of the above three aspects which shows that the leader tends to discount the corresponding strength of their team. At BPA, 19 out of 20 leaders discounted the competence of the subordinates, 10 did not recognize their commitment and 6 leaders overlooked their subordinates' team-work.
2. The second set is of neglecting the deficiencies in the same three aspects (competence, commitment, and team-work) related to the subordinates. On the contrary, a leader needs to pay attention to them. A score of two or more in any of these aspects shows that the leader tends to neglect the corresponding weakness of their team. At BPA, 12 out of 20 leaders neglected or were not being able to understand the weakness of their subordinates when it pertained to deficiency in competence, 7 neglected the weakness in commitment, and 14 were lax about their subordinates' weakness in teamwork.

Table-12.3 Adaptability/Diagnostic Ability

	Range	Mean	
Out of 100	50.4 - 78.4	65.52	
	Competence	Commitment	Teamwork
Discounts strength of their team	19	10	6
	Competence	Commitment	Teamwork
Neglects Weakness of their team	12	7	14

I conducted a leadership-development workshop where I administered the SLT and gave participants their scores. This was followed by sessions on interpretation of their scores in the context of the model. Based on their scores, their dominant and backup styles and their implications were highlighted. Thereafter, guidelines for increasing their flexibility and diagnostic ability as per their corresponding scores were discussed (Please refer Appendix-12.1 for general guidelines provided to the participants).

Questions:

1. Name the key contributors of this leadership phase at BPA and discuss their contributions.
2. Mention personality traits found amongst the leaders in this phase of BPA.
3. Explain situational leadership theory and its implications.
4. Explain the contribution of role differentiation at middle leadership level towards the overall effectiveness of the organization.

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 - iii Gaur, S. (2014). Adapted from Leadership Styles: Leadership Profile Indicator-Management (LPI-M). In Pareek, U. *Training Instruments in HRD and OD* (pp. 395-406). New Delhi: Tata McGraw-Hill Publishing Company Limited.
 - iv Gaur, S. (2014). Adapted from Leadership Styles: Leadership Profile Indicator-Management (LPI-M). In Pareek, U. *Training Instruments in HRD and OD* (pp. 395-406). New Delhi: Tata McGraw-Hill Publishing Company Limited.
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- vii Pareek, U. (2002). Conceptual Frameworks of Styles. In *Training Instruments in HRD and OD* (pp. 283-286). New-Delhi: Tata McGraw Hill Publishing Company Limited.
- viii Pareek, U. (2002). Conceptual Frameworks of Styles. In *Training Instruments in HRD and OD* (pp. 283-286). New-Delhi: Tata McGraw Hill Publishing Company Limited.
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13

CULTURE: THE PRODUCTIVE SOIL

Learning objectives:

- To understand the concept of culture and OCTAPACE model of culture
- To comprehend the method of assessment of culture
- To get a glimpse of culture at Blind People's Association (BPA) and highlight the role of people in creating and maintaining an organization's culture

What is culture?

In its simplest form, culture of any organization can be described as shared patterns of values, beliefs and behaviours of its constituents. Culture has been defined as “the deeper level of basic assumptions and beliefs that are shared by members of an organization, that operate unconsciously and define in a basic 'taken for granted' fashion an organization's view of its self and its environment.”ⁱ The essential core of culture consists of traditional (historically derived and selected) ideas and especially their attached values. Culture systems may, on one hand, be considered as products of action, on the other, as conditional elements of future action.ⁱⁱ

One of the several metaphors compared to culture is that of air connoting that culture is all-pervasive. It has also been viewed as an exchange regulator that impacts inter-personal exchanges between different stakeholders, as social glue which provides binding force for cohesiveness, a compass which provides direction and many such metaphors.ⁱⁱⁱ This makes assessing culture a challenge in itself.

This chapter describes the procedure of assessment of the culture at BPA, and implications for the achievement of its mission and vision. It has been divided into three sections: Section-1 Assessment of culture at Blind People's Association (BPA); Section-2 Societal Culture of giving and Section-3 Implications of culture for different stakeholders of BPA and achievement of its mission and vision.

Section One : Assessment of culture at Blind People's Association (BPA)

To get a more comprehensive view, I have based my inferences about BPA's culture on the data collected by four methods: Interviews with key people and employees, observations, a questionnaire, and a projective technique. Moreover, considering that culture is reflected in stories from the past, anecdotes quoted by few people in the organization have also been taken into cognizance.

In accordance with Dr Udai Pareek's^{iv} model, I have analyzed the culture of BPA at two levels:

1. Core ethos or first level — the values which give BPA its distinct character and
2. Perceived attributes and its constituents or second level — the way in which BPA is perceived by its employees and other stakeholders.

1 First level of culture: Organizational ethos

Organizational ethos is depicted by beliefs and values held by people associated with the organization.

Some of the values apparent in our initial interactions with Bhushan Punani, Executive Director of BPA, and Nandini Rawal, Project Director of BPA, were those of innovation and openness. These were reinforced by the subsequent experiences I had with other people in leadership positions at BPA.

Initially, BPA seemed to be infused with ideal culture. Later, however, I found that there are areas of improvement in this managerial aspect also. One of the probable reasons for this was that my initial interaction was with managers in leadership positions and not based on interactions with other employees. The second equally probable and noteworthy reason is that there was a gap between intent and implementation. The intent of leadership as indicated in their planning and actions as well as reasoning behind those was noble and well-thought. However, the real challenge lies in translating the plans into action. This has also been indicated in the data I collected from the employees.

Following is an analysis of culture at BPA based on a framework that has also been developed by Dr Pareek. The acronym of this model: OCTAPACE is a term indicating the eight (octa) steps (pace) needed to create a functional ethos, which can be defined as the underlying spirit or character of an entity or group and is made up of its beliefs, customs, and practices. I will take you through each of the eight parameters with illustrations from BPA's day-to-day functioning. Thereafter, I will present the data

collected on OCATPACE instrument,^v its analysis and implications for BPA.

1.1 O for Openness:

Openness is the spontaneous expression and sharing of thoughts and feelings without any defensiveness or reservations and inhibitions. The practice of daily 11 am and 4 pm meetings of the senior-level management positively contributes to openness. Moreover, openness applies to communication in both the directions: giving and receiving of ideas, suggestions and information across different levels in the hierarchy. The interviews with several middle-level managers at BPA unequivocally confirm this double-direction free-flow of communication.

The openness factor is also present in spatial designing and controls at BPA. One of the illustrations is that all visitors are welcome at BPA and that no special permission is required to enter the organization's premises. One can walk in anytime in any space. It is writ large in the seating spaces and in movement of all kinds of people including the residents, volunteers, donors, strangers as well as the vehicles. The willingness of top management to share information percolates downwards and translates into greater clarity of objectives and free interaction among people at the organization. For instance, Pramod Gupta applied for an internship at 20 different NGOs in 1998. That was the time when not many organizations responded positively to a management student about accepting him or her as an intern. Gupta received confirmation only from BPA. Further, one of the tasks assigned to him was to identify problems in different departments at the organization. At the end of the internship, he made a presentation in front of the key people at BPA. The issues he brought forth were quite intense and accordingly he suggested major changes in the practices that have been followed for four decades. Many of the key people at BPA responded angrily and defensively to his suggestions. Despite opposition from

some quarters, the Board of Directors not only took his feedback positively but also invited him to join the organization. This was followed by four other interns with similar experiences who were also absorbed into the organization. Such a culture of openness makes the organization stronger.

Another example of openness was provided at the organization's annual meeting and executive-committee meeting. I witnessed this forum on August 25, 2012. The proceedings of the formal meeting seemed being conducted with sincerity, encouraging attitude and informality. At the event, people from different functional responsibilities were participating and sharing without inhibitions. It was a forum where the contributions made by different people including volunteers and donors were being showcased by the executives to the office-bearers of the managing committee. The likely outcomes of the value of openness are productive meetings and improved implementation of plans.

In consonance with the observations, the present rating of openness is high. Nonetheless, the analysis shows that there is a significant difference between the present and the desired levels of openness thus suggesting that there is substantial room for improvement in this dimension at BPA. While sharing their views on areas of improvement for BPA, some employees expressed a need for greater information-sharing between different departments. This often becomes an area to be addressed when an organization increases in size and departmentalization creates such communication gaps. BPA is at such a stage where there is a need for greater sharing of inter-departmental activities.

1.2 C for Confronting problems:

This dimension of 'confronting problems' has been used to indicate a tendency to face the problems rather than shying away from addressing them. A more comprehensive description is confrontation with

exploration including deeper analysis of problems. Joint problem solving is the hallmark of confrontation with exploration. For example: A part of Braille Circulatory Library, books were sent to its members through post/courier. Due to delay in the postal services, students pursuing higher education experienced difficulties in completing their syllabus. But Jagdish Patel, BPA founder, made every effort to explore alternatives and provide the best solution to ease the problems. He approached the welfare department of government for funding to set up a talking-book library. Consequently, the talking-book library was established to cater to general reading needs and educational needs of students with Visual Impairment (VI) in schools and colleges. The library converts print books into audio cassettes and CDs. Audio master-cassettes and CDs are recorded at the recording rooms at BPA mostly with the help of volunteers.

As another example of confronting problems: Vimal Thawani, Manager of Special Needs Centres, was once visited by a father whose child had multiple disabilities. At that time, BPA did not deal with multiple disabilities. When Thawani could not respond positively about admitting the child having blindness as well as Mental Retardation (MR), the father challenged BPA by putting forth the view that a large organization like BPA had a responsibility and should have provision for children with multiple disabilities. BPA did not have resources and expertise to deal with such a problem then. However, Thawani was unable to forget the helplessness the father was displaying in his anger. This made her uneasy. She posed this problem to her colleague. They thought about taking this matter to the executive director. In a short span of time, they set up a centre for persons with deafness, blindness and multiple disabilities. Starting a new programme and training teachers was extremely difficult. However, BPA had taken it as a challenge and in due course of time, BPA has become a leader in dealing with multiple disabilities and also in providing training.

Thus, leaders at BPA display a tendency to confront problems which is also reinforced in the culture of the organization.

1.3 T for Trust:

Trust denotes the sense of maintaining confidentiality of information shared by others and not a misuse of it. It is also manifest in an assurance that people will help when others are in need and they will honour mutual obligations and commitments. Research suggests that trust which involves high empathy and timely support reduces stress and also simplifies procedures and thus goes a long way in organization building.

In almost all the interviews at lower levels of hierarchy in the organization, faith came across as an important aspect of BPA. On being asked about her successor, for instance, Thawani confidently said that her project co-ordinators are well-equipped to take the work further. Yet another morally strong example is of an employee who was sent to withdraw huge amount of cash which was stolen while he was returning from the bank. The authorities did not doubt him for the stolen money.

Thus, overall, the difference between present and desired levels of trust at BPA was not significant.

1.4 A for Authenticity:

Simply stated, authenticity is congruence between what one feels, says and does. The biggest outcome of authenticity is reduction of distortion in organizations.

At BPA, the key people at top and middle-level managerial positions were described as people with integrity who kept their promise. There was congruence reported between their thoughts and actions from the interviews with employees at different levels. This supports the presence of highly authentic cultural value. Also, employees at BPA feel for the cause from heart. They believe that they must do everything possible to better the lives of people with various disabilities. For example, after graduating from

IIM-A (a premier business school), Punani could have accepted far more lucrative opportunities. However, when he was offered the position at BPA, he accepted it without even asking the salary he would get as his heart had been very close to the service of society. As another example, Mihir Jani is a special educator who was helped by BPA directors to get a lucrative job outside because the BPA salary was low. He stayed in this job for six months but returned to BPA not minding lower salary. He said that he liked BPA's pursuit for improving the lives of Persons with Disabilities (PwD), freedom to work, friendly atmosphere, and the values of honesty and discipline at BPA.

Arvind Lalbhai, former President of BPA, was one of the people who had contributed in creating a culture of systematic working. As the president of BPA Trust, he visited the organization once or twice a month. A man of few words and lot of humility, his emphasis was on establishing the credibility of accounts and systems. This practice of maintaining the accounts transparently continues till date. Financial statements are published in its annual reports and annual diary called Samhita. The reports are published on the website too. BPA has started the practice of publishing the donations on the website every day which is rarely seen on any Non-Governmental Organization's (NGO's) website. All donors who donate in kind are also given receipts, even if the items donated are old clothes or similar material.

In the current context, I find that the executives also exemplify some qualities and values of BPA founder and core members which they have passed further down in the organization. For example, Rawal and Punani believe that PwD should be respected and that this value should filter down below. Through periodic and informal discussion on such issues with the employees and by their own respectful and not patronizing, empathic but not sympathetic behaviour, they have succeeded in making themselves influence agents and as role models for behaviour towards PwD.

Similarly, commitment towards donors and law are two other areas where senior-level leaders like Punani, Rawal and Harish Panchal (Director-Training of BPA) have taken the lead and employees have followed the same approach and value.

1.5 P for Proactivity:

Proactivity is a widely recommended behavioral tendency for achieving effectiveness in any domain. This is sufficiently displayed in all the rungs of BPA. It involves taking initiative, pre-planning, taking preventive action and calculating the payoffs of an alternate course before taking action.

Setting up of eye hospital at Bareja is the outcome of such an approach followed by senior management in consultation with middle-level management. Patel desired to set up the hospital for long before Punani and Rawal started taking steps in that direction in the 1990s. The intent was to prevent blindness. Significant efforts were contributed by Dharmendra Jena, Manager of Navalbhai and Hiraba Eye Hospital (NHEH), a proactive and dynamic person as described by Rawal. Jena developed job description for all the jobs in the hospital. He gives full attention to doctors, paramedical staff, visitors, and donors.

Another instance of proactivity I came across relates to Tarak Luhar who is principal of primary school at BPA. He began his career with BPA as development officer whose role was to develop district branches for National Association for the Blind (NAB). Initially other small NGOs with similar function used to see BPA as a rival organization. Luhar thought that for best possible services to Persons with Blindness (PwB), all organizations needed to work hand-in-hand. Because of Patel's brusque functioning style, many organizations were not willing to work with BPA. Luhar saw cultural events as a potential way to deal with such obstacles. He would organize competitions among NGO residents at different times of

the year at different places to acquaint more and more like-minded people with one another. It eventually brought people closer and yielded many positive results.

Fund-raising is another area where proactivity is evident at BPA. BPA uses different kinds of ways to procure donations and sponsorships -- personal visits, mailers, Internet and media coverage including outdoor media outside the BPA campus. Some projects are sponsored by independent organizations, some by Trusts while others by individuals. BPA has also reached the standards of international repute. Many projects are funded by international organizations, for example, the centre for deaf-blind children is run through a regional project with support from Sense International and funding by European Union.

1.6 A for Autonomy:

Autonomy is the vesting of freedom by seniors to juniors to plan and act in their area of responsibility. Implicit in this is respect for juniors' competence and decisions.

The commonality I found among all the people I met at BPA, from department or activity heads to lower-level employees, was that the higher authorities have faith in their juniors and give them enough space and discretion to take decisions and actions necessary to accomplish tasks. In conversation with Jena, for example, he mentioned that he was given full freedom by Rawal to take decisions pertaining to the hospital. Also, Punani advised him to decide on all hospital-related matters and refer only financial matters to him (Punani). An incident with Thawani also describes how autonomy given by BPA has not only developed employees as individuals but also benefitted the organization immensely. When posed with the problem of the child with multiple disabilities which at that time could not be handled by BPA, she discussed the issue with director and others. This led to consensus among them to start the centre and soon she got formal approval to begin work. She was given adequate support

and autonomy to take decisions about the functioning of the centre. This has led to development of Special Needs Department which provides services to children with Deafblindness (Db), MR and autism.

Similarly, the linkage between trust, autonomy, motivation and development is also illustrated in the incident narrated by Arindam Ray. Ray is the campus manager of the rehabilitation centre at Bhuj. He is the man responsible for setting it up and creating the identity of BPA in Bhuj almost single-handedly after the earthquake of 2001. Under his leadership, Kutch Comprehensive Rehabilitation Centre (KCRC) at Bhuj has grown in several ways. When he shared his plans to start a tricycle-making unit in Bhuj with the management, he immediately got the approval. He was given time and support to decide how the centre should materialize. He was also encouraged to raise funds on his own with the local corporates.

Moreover, presence of autonomy in the organization has also led to majority of the people who joined the organization to stay with it for long. Those who leave for personal reasons come back sooner or later. For example, Chirantan Mesaria left the Day Care Centre at BPA and joined a government job but came back as he did not enjoy the bureaucratic working culture. Another example is Deepa Joshi whose husband was transferred to Dubai and hence she left BPA and took up a job in a blind school in Dubai. When they returned to India after three years, she joined BPA again. One of the common reasons each one cited was the autonomy they got in managing their responsibility.

1.7 C for Collaboration:

Collaboration means giving and asking for help without constraints and inhibitions. It also includes working together to solve problems with team spirit.

BPA works with individuals, corporates, national and international bodies as well as other NGOs to address concerns related to disability.

Today, BPA has reached out to the most remote areas of Gujarat and this, along with other factors, can be attributed to its friendly association and co-operation with other organizations working in disability sector. Its district branches work in collaboration with other small and local NGOs for providing services in these areas of Gujarat.

Moreover, contributions from individuals can be traced back to the time of Jagdish Patel who as a physiotherapist came in touch with many renowned businessmen, mill owners and doctors. Initially, BPA received monetary and other professional support from such affluent people who helped the services to expand. Nevertheless, donors of smaller amounts became aware of the activities through events and programmes BPA hosts in alliance with other organizations, corporate companies, government departments etc. and consequently (donors of smaller amounts) pitch in their small share. As a result, BPA receives donations in small amounts which put together become significant. This strengthens the organization's association with individuals as well.

BPA has also reached the standards of international repute. Many projects are funded by international organizations, for example, the centre for children with Deafblindness (Db) is run through a regional project with support from Sense International and funded by European Union. Other international bodies include Bhaarat Welfare Trust, UK; Perkins School for the Blind, USA; and Shared Vision Foundation, Netherlands. Bhaarat Welfare Trust not only gives funds but encourages Indian diaspora to visit BPA and also sends volunteers.

Government collaboration is important for recognition of professional courses, grant-in aid for such courses and schools etc. By working in accordance with law without compromising on its independence, BPA retains its right to advocacy along with due availability of government grants.

Government of Gujarat released a Government Resolution (GR) informing its various departments to buy products from BPA without calling for the quotations which is a mandatory practice otherwise. This was because BPA provided good quality products and services at low prices. Consequently, over the years, many state government departments have continued to patronize BPA by giving orders to BPA workshop. This has helped in enhancing the economic well-being of the organization.

In addition, BPA has become a nodal agency for employment of PwD. It holds employment fairs every year and helps to match the abilities of PwD with the job requirements. Many private employers such as Safal Constructions, Designmate, KFC etc. participate in this fair regularly and hire candidates suitable for job positions in their companies depending on the candidates' abilities.

Collaborations such as above continue and new associations keep adding each year.

1.8 E for Experimentation and innovation:

Experimentation and innovation are inter-linked and essentially point towards the encouraging aspect of an organization's culture that promotes out-of-the-box approaches to problem solving. It includes using feedback for improving existing projects, taking a fresh look at systems and encouraging creativity.

Every department and activity at BPA has umpteen examples of this aspect in the organization's culture. Over the years, new and innovative projects have been initiated on the BPA campus which have got their share of awards and accolades.

Rewinding to the early days of the organization, there were no printers for printing Braille books and hence the work had to be done manually. It would have been expensive if people were specially hired for this job. Patel thought of getting the books embossed from the prisoners and implemented the same successfully. Patel laid the

foundation for innovation at BPA. He was earnest to take up newer ideas like inclusive education, training for job creation etc. Lalbhai supported him wholeheartedly because Patel gave shape to his ideas and Lalbhai had come to develop faith in Patel's ability to take the idea to delivery stage.

Another visionary, widely-spread initiative of BPA was taken after the earthquake of 2001. Many people who were stuck under the collapsed buildings during the earthquake suffered injuries and permanent disabilities. These people needed medical intervention as well as post-treatment support through assistive devices. BPA distributed devices such as artificial limbs, braces, spinal collars, wheelchairs, walkers etc. which were provided by Ministry of Social Justice and Empowerment of central government. Moreover, BPA in collaboration with Spandan, a medical relief and rehabilitation Trust in Kutch, established a new centre named Kutch Comprehensive Rehabilitation Centre (KCRC). Initially started for earthquake victims, KCRC gradually encompassed many other activities for the rehabilitation of people with variety of disabilities. In a similar vein, NHEH (BPA's eye hospital in Bareja) is an example of constant innovation in services and successful practice of 'cost recovery model' being applied whereby the services are free for those who cannot afford and charged from those who can.

One more example of accepting new ideas and experimenting with them is when Bharat Joshi proposed to use placement students and interns for fund-raising. This was the first time ever that this was being tried at BPA. This resulted in students placing donation boxes at 11 new locations and in helping in revamping BPA's charity shop.

Table-13.1 OCTAPACE dimensions and their description		
S.No.	Dimension	Description
1	Openness	ideas, feedback, feelings, productive meetings
2	Confrontation	facing problems and working towards solutions
3	Trust	confidentiality of information, helping when need arises
4	Authenticity	congruence between what one feels, says and does
5	Proactivity	taking initiative and preventive action, pre-planning, calculating payoffs
6	Autonomy	using and giving freedom
7	Collaboration	working together with team spirit
8	Experimentation	encouraging new and innovative approaches, using feedback to improve, and taking a fresh look

Source: Based on Relevant Conceptual Framework of Organizations. In U. Pareek, (2004) *Training Instruments in HRD and OD* (2nd ed., pp. 663-667). New Delhi: Tata McGraw Hill Publishing Company Limited.

Adaptation of OCATPACE instrument^{vi} developed by Dr Pareek was administered on all the BPA employees in second and third tier of managerial hierarchy. They were asked to indicate the present and desired levels on each of the eight dimensions. Table-13.2 presents the Means (averages) and standard deviations of present and desired levels of the eight OCTAPACE dimensions. Paired Sample t-test^{vii} was used to compare the two Means—present and desired—of each of the eight dimensions. The minimum possible score in each dimension is 4 and maximum 20. The results show very high scores on most dimensions. However, statistically significant differences were found between present and desired

dimensions of organizational culture in six of the eight dimensions. These six dimensions were: Openness, Confronting problems, Authenticity, Proactivity, Collaboration and Experimentation, on which significant difference was found between present and desired levels of at least .01 level. No differences were found between the two managerial groups (middle and junior).

Table-13.2 OCTAPACE dimensions—Means¹, Standard Deviations (SD) and level of significance (sig) of Paired Sample t-test² between present and desired levels (N=24)

	Mean (Present)	SD	Mean (Desired)	SD	Sig of t-value ³	Interpretation Desired level is significantly...
Openness	15.81	2.23	18.12	1.94	.002*	higher than present level
Confrontation	14.08	2.21	17.12	2.33	.000**	higher than present level
Trust	15.66	2.01	17.00	2.27	.024	not different than present level
Authenticity	13.79	2.78	16.79	2.78	.001**	higher than present level
Proactivity	15.83	2.35	18.83	1.83	.000**	higher than present level
Autonomy	15.81	2.38	17.00	2.69	.060	not different than present level
Collaboration	16.41	2.55	18.29	2.05	.012*	higher than present level
Experimentation	15.93	1.90	18.04	1.90	.000**	higher than present level

¹maximum score=20 and minimum score=4

²Paired Sample t-test is a parametric test used to find out the differences between the Means of paired samples. A paired sample is that in which the observations are paired so that the two sets of observations relate to the same respondents.

³Significance of the t-value indicates whether the two paired means are statistically different or not and if they are statistically different then at which level

**significant at .001 level and * significant at .01 level

2. Second level of culture: Perceived attributes

Perceived attributes have been divided into two categories: qualities perceived by employees and those perceived by me in the capacity of a researcher. A projective technique was used to identify the perceptions of employees about BPA. Content analysis was done on these responses of the BPA employees and consequently six attributes describing BPA have been identified: top-class organization, trustworthy, dynamic, innovative, provider of energy and sustainable life, and genuine. On the basis of interviews and observations, I have identified three attributes: simple, transparent and committed. Each of these has been described with quotes wherever necessary under separate sub-headings.

2.1 Qualities perceived by employees:

Following are attributes associated with BPA as perceived by its employees:

a) Top-class organization: An organization rendering quality services which is considered as one amongst the best in its area of expertise can be considered as a top-class organization. A large number of BPA employees perceived the organization to be such a leader for PwD. In this regard, one employee said, “BPA has changed its working style with changing pace of time by adopting new technology thus turning into the largest organization for people with disability in India.” Similarly, another employee said, “BPA rules the area of disability and rehabilitation. It is a renowned institution which provides help to people with disability in their crisis and enables them for life.”

b) Trustworthy: Another common attribute tagged to BPA is trustworthiness which means the extent to which people can rely on the organization. In the words of one employee, “BPA acts as a trustworthy figure for people with disability. Just as people visit temple with the hope that God will solve all their problems; similarly, PwD visit BPA believing all their issues will be resolved leading to a happy, independent life.”

c) Dynamic: The attribute 'dynamic' is generally used for a force or speed with which an individual or system stimulates change or progress. BPA has been described by one employee as 'a running horse' in terms of its speedy service to PwD. Another employee has used the simile of a river for BPA which is ready to help people who come across its path. A third employee has described it as 'providing shelter to all needy people and helping them be independent in their life.' In a similar vein, another employee said that BPA helps in making lives of PwD full of light.

d) Innovative: Being innovative involves featuring new methods or advancing the original method by trying new approaches. More specifically, it is synonymous to being ahead of time. BPA has always been leading when it comes to introducing innovative methods for serving PwD which help them to be independent in their life. For example, BPA gives a start-up beauty kit to all trainees who successfully complete the one-year hair and skin care course. As for another illustration, BPA had started teaching computers to PwD even before the government conceived such programmes. One of the employees at BPA mentioned, "BPA has changed its shape, size and style with the changing pace of time. It has expanded its wings and adopted new technology which has helped BPA in emerging as one of the largest organization of its kind in India." Several BPA employees thought that their organization is innovative about going online and adopting newer ways of resource mobilization much before it was adopted by other NGOs.

e) Provider of energy and sustainable life: Here, sustainability means the standard of living maintained or expected which in turn acts as a cause of encouragement. BPA provides its workforce with employment thus giving them a sense of security which acts as a motivating factor for employees to work with enthusiasm. Moreover, BPA acts as a source of energy, not only for its employees but also for PwD. One of the BPA employees compared the organization to sun in terms of its brightness. The employee added that BPA makes an effort to reach PwD in

whole of Gujarat. Another employee said that BPA has been a temple for all the people associated with BPA be it PwD or volunteers/employees of the organization.

f) Genuine: This attribute suggests being or reflecting true character. In context of an organization, genuineness simply means transparency. BPA's genuineness is reflected in its practices of transparently sharing all the facts upfront with its members. BPA is one of the few NGOs where parents are allowed to walk in and observe the intervention given to their disabled child. They are free to give their opinions and comment on these interventions. They are even encouraged to participate in their child's learning and growth plan. Besides services, the other area where there is transparency is in the donations received by BPA. All donations received by BPA are promptly listed on the website with the amount, purpose of donation and the name of the donor. Donors also get 'thank you' mails and details of the amount spent.

2.2 Qualities perceived by researcher:

I perceived three aspects of BPA culture in the capacity of a researcher: simplicity, transparency, and commitment and dedication. These have been discussed in the following paragraphs:

a) Simplicity in workspace: The BPA offices are egalitarian spaces –unaffected by socio-economic strata, gender and abilities. The universal values of right to dignity, life and co-existence are amply possible in such spaces illustrated by simplicity of thought and décor. The furniture, layout and ambience are modest and utilitarian yet comfortable for people working towards the cause. For BPA, which employs a large number of PwD for its operations; this simplicity in working environment is in sync with BPA's vision statement: “...promoting access to individual need based services to the persons with disability as a matter of right, providing a good quality of life and making them indivisible element of their communities and the nation.” Thus, the importance of this simplicity is in creating inclusive space for PwD.

b) Transparency: Another very important attribute which directly impacts donations and perceptions of credibility is transparency. The interface with technology has enabled BPA to update its website at frequent intervals where the donors can track the utilization of their donations and also the activities of BPA. To remain transparent is a constant endeavour at BPA as shared by Punani. There are notices in different parts of the BPA campus that receipts should be procured for both kinds of donations--cash and kind. Also the donors can track the areas in which their donations are spent online. For instance, if donation is meant for providing kit for a course in Industrial Training Institute (ITI), the donor can know how many individuals have been provided the kit for self-employment, what the kit contains etc. This practice generates a sense of satisfaction among donors as they can be sure that their money has been properly utilized for the specified purpose. More recently, BPA has started making the donations public through screening it, along with other commercial advertisements, from top of its building at the busy crossroads. Such a level of transparency strengthens the trust of people towards BPA.

In addition to above, there is a clear note at the end of the balance-sheet that detailed financial statements are available at BPA head office.

Also, in dealing with employee-related issues, the leadership at BPA solves problems with objectivity and transparency. In an incident where strong allegations were made by one employee against another; when the inquiry did not lead to any evidence, a decision was taken to re-locate one of them. This worked well for all parties as the organization did not lose efficient employees and the employees' work was not hampered because of ill-will between them which could have aggravated by being in the same physical space. \

c) Commitment and dedication: I conducted approximately 30 interviews including those from top-tier management to lower-level staff, volunteers and other

stakeholders directly associated with BPA. All the people interviewed were of the view that BPA is commendable for its commitment and dedication towards all forms of disabilities. Unlike BPA, there are hardly any organizations that are devoted to almost all forms of disabilities.

For instance, Special Needs Centre under its purview has different projects to address the needs of people having different types of disabilities ranging from mental illness to Db. Thawani's commitment to serve people with all possible disabilities has expanded the centre. She has been with the organization for more than 30 years. Similarly, ITI has courses for people with physical handicap, visual and hearing impairment. Even Tejal Lakhia, co-ordinator of ITI, has been associated with BPA for over three decades.

Excepting one's work obligation, sometimes the occurrence of unusual events exemplify this dedication and commitment at the core. Punani was present on the BPA property during the earthquake. His instinctive reaction at the occurrence of the mishap was to safeguard the lives of the students and staff. These virtues flow from the top and then become ingrained in the values of the organization as a whole. Such instances motivate employees in all rungs of the organization.

Section Two : Societal culture of giving

So far, I have looked at the culture of BPA as an organization. Here, let us assess if the organization has benefited from the culture of giving incorporated in the ecosystem it operates in, namely the country and state it is a part of.

India has a tradition of philanthropy as propagated by almost all religions followed in the country. Underlying the propagation is the theory of Karma which postulates that what we do in our present lives returns to us in the same life or is carried over to the next life. Thus, the motive behind charity or welfare of others was one's spiritual advancement and ultimately salvation. In olden times, people would give to *Brahmins* which is the caste

that upheld all religious rituals. This thought gradually evolved with the kings and the rich donating to the needy instead of only giving for “religious” purposes. The intention of donation thus changed to the best possible utilization of the alms. In keeping with this philosophy, BPA makes sure that it utilizes the donations it receives in line with the wishes of the donor.

Anthropological literature on 'gift' in India --traditional Hindu *daan* (religious donation)--suggests that within the Indian cultural context not all gift-giving is by nature reciprocal; there are also the so-called 'free' or 'pure' gifts. This concept of *daan* as an authentic and pure gift is increasingly being used by philanthropic organizations in India to attract donations from the public as well as from members of the Indian diaspora, partly through the use of Internet.^{viii}

In Gujarat state, the tradition of giving is even more popular. Gujarat is known for its humanitarian characteristic of concern for the poor, for the ones requiring special attention, and broadly for concern for all living beings expressed as '*jeevdaya*.' The present form of philanthropy has evolved from Mahatma Gandhi's ideas and contribution on voluntarism during his struggle for freedom.^{ix} This influence continues with Gujarat's philanthropist business community strengthening the state's culture of giving. Moreover, many Gujaratis have migrated to foreign countries and are well-off. This section of people wishes to remain attached to their place of origin. In this effort, they donate to their hometown organizations to see the lives of their people prosper.^x Also, Rashmi Bansal mentions in her book *I have a dream*: “Gujarat is a very philanthropic state. Charity is a 'way of life,' especially among communities like the Jains.”^{xi}

The tradition of voluntary work and charity is reflected in a number of institutions in Gujarat.^{xii} Even among the assets of BPA, a large proportion of land has been donated or given at a token price (which is almost negligible if one were to compare it with the market price at any given point of time). Moreover, volunteering efforts have been generous at all the stages of BPA's life. In Punani's words, “There is a sense of 'giving' to

others and that has made a big difference to our organization from day one.”

However, relation of culture to donations is not linear and cannot be looked at as independent of many other related factors. There are many organizations in Gujarat that do not receive substantial donations. In our analysis, apart from the national and local culture of giving, BPA's effective communication and professional management seem to have played an important role in motivating the donors to contribute.

Section Three : Implications of culture for different stakeholders of BPA and achievement of its mission and vision

Culture of any organization has implications for its stakeholders as well as for the successful achievement of its mission and vision. Mission of BPA is: “Promoting comprehensive rehabilitation of persons with all categories of disabilities through education, training, employment, community based rehabilitation, integrated education, research, publications, human resource development and other innovative means.” Vision of BPA is: “All the persons from all kinds of disabilities will get access to individual need based services as a matter of right, will have a good quality of life and will be an indivisible element of their communities and the nation.”

The data on eight OCTAPACE attributes indicates that BPA is high on all the dimensions which are useful for the achievement of mission and vision of BPA. Nonetheless, the employees have expressed a need for significantly higher levels of six of the eight attributes. Another challenge is also maintenance of this culture in future.

BPA has been perceived as a trustworthy and top-class institution for PwD by the employees. This has positive implications for attracting and retaining talent, higher motivation of employees and a higher sense of belongingness. Higher openness and transparency plays an important role in

sharing of ideas and thus greater co-operation, efficiency and innovation.

Transparency and accountability is reflected in the timely update on website about donations and their utilization. This is a necessary pre-requisite for creating the perception of credibility for donors. Financial stability of BPA is an indication of the faith of individual donors as well as funding agencies in the organization. The founder President of BPA, Arvind Lalbhai, insisted on creating accounting procedures of high standards and according to the current President, Jahangir Cama, the financial management of BPA is 'at par with the best practice in the field.'

The perception of BPA as a simple, committed and transparent organization for visitors to the BPA campus plays a critical role in converting the visitors as either donors or volunteers in one of the many activities of BPA. This is a great advantage to the system as new people bring in new ideas. As for examples, young Yogesh and Sumi started teaching dance to children with multiple disabilities; the budding textile designer, Prakriti Gaur, took block-making classes for the teachers; and the national table-tennis player turned coach, Lalan Doshi, taught table-tennis to wheel-chair users. This makes BPA a place which empowers PwD to indeed live life fully and independently.

Questions:

1. Identify an NGO and use OCTAPACE model to assess its culture.
2. Comment upon the impact of organization's culture on an employee's performance/behavior.
3. Do you think that the culture plays a key role in retaining employees? Give reasons for your answer.

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14

PROFESIONALISM

Learning objectives:

- To understand the concept of professionalism and six key factors leading to professionalism
- To get a glimpse of professionalism at Blind People's Association (BPA)

Introduction

According to Merriam-Webster dictionary, professionalism is defined as: “the conduct, aims or qualities that characterize or mark a profession or a professional person.” Thus, a professional is expected to abide by the organizational conduct and aims and she/he is also required to possess or acquire qualities that are pre-requisite to that particular profession.

A commonly held perception is that Non-Governmental Organizations (NGOs) are managed by volunteers and by people with altruistic motive, and do not require specific qualifications and professional expertise to work therein. In recent decades, however, such Trusts and organizations have formalized their organizational systems and procedures. This could be a consequence of the formalities that they have to comply with when they seek and acquire funds from the government, private companies and international funding organizations. One of the first practical steps that these organizations took was by way of appointing professionals with requisite formal qualifications.

Historically, individuals who were required to adopt professionalism included the ones who had legitimacy and authority from their formal education and specialized expertise.ⁱ Gradually, the increase in number of professionals has been attributed to growing importance of knowledge workers and expanded domains requiring advanced qualifications. In more recent times, professionalism is associated with nuances of values and behaviour.ⁱⁱ

A professional has also been described by a set of internalized character strengths and values directed toward high quality service to others through one's work.ⁱⁱⁱ Goals of professionalism depend on the nature of work and the target group which benefits from the service. This is especially true in non-profit sector. Professionalism is reflected in the values displayed and practices followed in a profession or in an organization.

Professionalism in several NGOs has begun to manifest in a number of areas. A review revealed a few important parameters like recruitment of a diverse set of professionally qualified employees, reasonably attractive salaries commensurate with their qualifications, emphasis on training and development, professional accounting procedures, publication of annual reports and studies of quality, efficiency and timeliness orientation. In this chapter, my analysis of Blind People's Association (BPA) on each of these six parameters is presented:

1. **Inclusion of diversely qualified professionals:** The term 'professionalism' was originally associated only with the corporate sector. It has come into existence in the voluntary sector not very long ago. Holding high professional degree, though necessary, is not the only criterion to identify someone as a professional. The voluntary sector is one where fulfilling others' needs is a priority compared to one's own ambitions or achievements. BPA is one of those organizations where employees commit a major part of their life to their work and betterment of their service-users and stakeholders. Many such examples are found among people at all rungs of BPA.

Each of the current three directors were professionally qualified at the time of their entry into BPA. Bhushan Punani, Executive Director of BPA, has been serving the institute for more than 30 years. His degree from Indian Institute of Management-Ahmedabad (IIM-A), a top business school in India could have earned him five to ten times more than what he would get at BPA. When he decided to join BPA, the then director of IIM-A was unable to reconcile with his decision to charter an unconventional path. However, Punani convinced him that he wants to choose to do something unusual by devoting his life to BPA and to the people associated with the organization. He did not even ask about his salary while joining the organization which clearly reflects his selfless commitment to the decision he had taken. His

superior management skills have helped the organization achieve great heights and earn accolades from national and international bodies. He is reported to be working 24x7x365.

As the second example of professionalism followed at BPA, Harish Panchal, Director-Training, is a qualified mechanical and electrical engineer. He had no educational background or experience in social service sector. He was the first professional to join BPA in 1975. He started his tenure as the superintendent of workshop at the NGO. As a result of his excellence at work and commitment to the organization, he continues to serve as the director of training even after his superannuation. Panchal envisioned that Persons with Blindness (PwB) could work more efficiently if they were accompanied by someone who had eyesight. With this idea, he thought of including sighted people but the ones who were having some other form of disability. This served a dual purpose: First, PwB could work more efficiently; and second, people with other disabilities were getting the benefit of training and employment. This led to the expansion of the workshop to Multi-Category Training Centre.

Yet another significant professional working at BPA since 1981 is Nandini Rawal in the capacity of the organization's Project Director. She has also studied from a reputed management school in Ahmedabad. Like Punani, she also wanted to do something different and in this exploration, she learnt about BPA through someone. Being keen to work for any challenging cause after her post-graduate degree in management, Rawal directly met Punani and asked for an opening within BPA. She was immediately given the responsibility to head and direct its projects spread across various fields of disabilities. She joined as product manager in charge of home-based services and then was elevated to the position of project director in 1988. Rawal is responsible for all the projects BPA runs across the state of Gujarat and in partnership with other NGOs all over India. Apart from the on-field

projects, she also looks after publications, training, employment and placement, and fund-raising.

Commitment of the above top-level managers of BPA is remarkable as they have served the organization for over three decades and still continue to influence and improve the lives of Persons with Disabilities (PwD).

Middle-level professionals at BPA include principals of primary and secondary schools, principal of technical school, and co-ordinator of the school of physiotherapy. These are the professionals having specialized educational backgrounds to teach PwB.

Apart from education, BPA is engaged in a host of other domains of life such as health, training, employment and rights for the development of PwD. For these purposes, BPA hires professionals such as social workers, legal specialists, occupational therapists, nutritionists, etc. Moreover, there are managers in other departments like special needs, hospitals, Community Based Rehabilitation (CBR) who also carry forward the same values and commitment.

Moreover, Rashmi Bansal mentions in her book *I have a dream*^{iv} that even at junior levels, BPA attracts qualified professionals for every new division.

- 2. Reasonable compensation in accordance with qualifications:** BPA caters to the needs of people with almost all types of disabilities including orthopaedic handicap, visual impairment, hearing impairment, mental illness, mental retardation etc. This demands professionals with diverse educational qualifications as their expertise helps approach the difficulties faced by PwD in a more focused and effective way. The professionals that render their services at BPA are doctors, social workers, psychologists, physiotherapists, instructors, psychiatrists, special educators and such. Apart from individuals directly serving PwD, professionals such as accountants, legal advisors, fund-

raisers, Human Resource (HR) managers etc. are required behind the stage to organize activities at BPA smoothly.

It is a general notion that in non-profit sectors, employees are paid insufficiently compared to the work they accomplish which is not the case with BPA. For those employees whose salaries are paid by the government, the compensation is in accordance with Sixth Pay Commission guidelines. It is evident from my interviews with employees at different levels at the organization that BPA gives satisfactory salary and other provisions. Though many get their salaries from the state government, there are many vacancies for which the government has stopped recruiting staff. In many such cases, BPA has retained its previous employees with salaries acceptable to them even after they have superannuated. Some examples are Braille Press manager, co-ordinator of the physiotherapy school, and an instructor at technical school to name a few.

- 3. An emphasis on training and development:** As discussed above, commitment and dedication to work is the key to professionalism in non-profit sectors. BPA gives almost equal emphasis to dedication towards the cause and educational qualifications. However, dedication is given much more importance than education if the employee is capable and eager to learn to suit the role. The organization gives role-pertaining training to the enthusiasts and enrolls them for professional courses, if required for the job, within and outside the country. This practice has been prevailing from the time of Jagdish Patel—BPA founder. In fact, the whole idea of giving training to an enthusiast rather than hiring a professional with self-centred goals was Patel's. He was very adept at identifying people with basic intent to work for the cause. For instance, while he was working as a physiotherapist, he met an able accountant called Anant Dhuri. Patel identified him as a prospective candidate for BPA and impressed him (Dhuri) to the extent that Patel became his

prime inspiration to join BPA. Dhuri joined the NGO during the initial years of the organization and left it after his retirement in 1990. Similarly, likes of Rawal and Punani who were novice to the disability field, were sent for the related training. Punani also enrolled for LLB as he foresaw the importance of law as a role-related requirement. These are the people who have been serving the organization for years.

Moreover, Panchal, a graduate in occupational therapy from Bombay University, was recruited at BPA's physiotherapy school headed by Kanu Thakar in 1977. Along with Patel and Thakar, Panchal was involved in drafting the two-year industry-orientated physiotherapy course. There were challenges because Panchal was not a physiotherapist. However, he learnt Braille and practised reading and writing from the Braille system. He also participated in a residential course to hone his skills. As a result of continuous learning and development, he became the co-ordinator of the physiotherapy school in 1997 after the demise of Thakar.

Gradually, the people managing BPA thought that if the organization wanted to reach out to a larger section of the society, it must expand its activities beyond its campus as people from the rural areas could not visit the premises frequently. As a result, BPA decided to approach communities. It was unlikely that it would get qualified professionals who would go to the community settings and carry out necessary activities. In such cases, BPA would arrange for training programmes to empower the local workers. One such example is BPA's ongoing project on CBR in slums and rural areas since 1982. In order to reach out to all possible beneficiaries, local partners have to be identified as they are the best people to help their communities. These partners then identify a team of field workers, teachers and supervisors. BPA trains this team by sending its own staff members on the location. The team then carries out the necessary

activities such as identifying PwD, completing formalities, and generating awareness about services and schemes that PwD have the right to. The field workers are given refresher courses at regular intervals. Thus, training and development remains a continuous process for the permanent as well as temporary employees at BPA.

Punani strongly believes in providing necessary opportunities to employees so that they climb the organizational ladder if the person has the required potential. For instance, a young man named Akhil Paul with a background in journalism and social work was appointed as a co-ordinator for the CBR programme. Within a year, he was sent to USA for a yearlong course at one of the best institutes in the world. He now heads Sense International which is a UK-based organization. His position was replaced by a lady named Brahada Shankar. As she had no social-work background, she was trained for three months for her position. As a consequence of the training, she became well conversant with her work in a period of six months.

Another such person who has benefitted greatly from training and development at BPA is Futermal Porwal. He has Visual Impairment (VI), yet he has contributed significantly to the Braille Press at BPA. Porwal is not only the manager of Braille Press but is also secretary of the Trust under which BPA functions. He used to practise physiotherapy for which he had taken up a part-time course after his matriculation. During this time, he used to visit BPA and came in contact with Patel. The latter requested Porwal to get a good administrator who could take care of the Braillo 400 (Braille printing machine). A few months later, Patel indicated to him that he could take up the job. Porwal accepted the offer thinking that working with Patel would be a great experience. Porwal managed a manual Braille Press initially. The modern machine came in the early nineties. He was then given additional responsibility of looking after the accounts and audit. Porwal was novice in the subject. Patel taught him

accounting and audit, sparing several hours continuously. As a result, Porwal mastered the skills. He is so accurate in accounting that no auditor has ever found any error in the accounts he has maintained. Porwal has already superannuated, but is still rendering his services at BPA.

4. **Professional systems and procedures:** Professional systems and procedures increase the credibility of an organization. Being an NGO, there are two related areas where BPA's professional systems are extremely critical: accounting procedures and services to the beneficiaries. Both of these are well-developed and carried professionally at BPA.

The founder President of BPA, Arvind Lalbhai, insisted on creating accounting procedures of high standards. The interface with technology has enabled BPA to update its website at frequent intervals where the donors can track the utilization of their donations and also the activities of BPA. Moreover, Punani's endeavour to make BPA completely transparent is constant. There are notices in different parts of the BPA campus that bills be made and receipts be procured for donations in cash and kind. Also, the donors can track online the activities for which their donations are spent. For instance, if the donation is meant for providing kit for a course in ITI, the donor can know how many individuals have been provided the kit for self-employment, what the kit contains etc. This practice generates a kind of satisfaction among donors as they can be sure that their money has been optimally utilized. More recently, BPA has started making the donations public by screening it along with other commercial advertisements at the busy BPA crossroads. Such a level of transparency strengthens the credibility of BPA. In addition, the categories of donation and amounts are specifically spelt out for donors of both types: individual as well as institutional. People can choose from a variety of contributions ranging from a simple meal to personalized gadgets like tricycles, visual and hearing aids.

Regarding the services to the stakeholders, the principle followed by every employee of BPA is intrinsically related to the mission of BPA: acceptance of 'people with disability' as one among 'us.' The blind and disabled-friendly signage at BPA enable PwD to reach the required department easily. The services, for example, in Special Needs Centre are categorized department-wise. This departmentalization helps in customized services and greater attention to children suffering from similar problems. The procedure of assessment of each child at the time of admission is clearly laid down and there is clear delineation of responsibilities amongst the staff. The services are offered almost akin to a single-window system wherein a variety of services are provided under one roof for the convenience of people who come for these services with their unique combination of diverse requirements. Thus, this kind of structure in the NGO, enhances delivery of services and also professionalism in the process.

5. **Annual reports and newsletters:** Documentation of events and activities to share the organization's achievements and future plans is a desirable work ethic. This demonstrates the transparency the organization has towards its stakeholders. BPA practises this by way of producing annual report and quarterly newsletter.

The annual reports highlight the funds BPA has mobilized and expenses incurred in a given financial year. Along with such a legal requirement, there is a need for comprehensive documentation of multiple activities of BPA, achievements of different departments and individuals. This is done aptly by the newsletter which showcases to the stakeholders, the overall progress of BPA into varying directions. Such documents also inform the BPA employees. Invariably as the organization grows in size and activities, departments and people become centred to their own tasks and responsibilities hampering their overall knowledge about the organization. Such communications inform everyone and prevent alienation

besides promoting healthy inter-departmental or inter-individual competition.

6. **Efficiency and timeliness orientation:** Efficiency and timeliness have great advantage in organizational as well as individual endeavours. However, when an organization is involved, it becomes all the more critical to maintain the work flow and utilize time and resources efficiently.

Voluntary sector in our country has earned a notorious name for not functioning in line with their respective vision and mission. They do serve the needy, but complaints of wastage of resources, corruption, delayed work schedule, and improper co-ordination are not uncommon. These are the factors that could inhibit the main purpose of any NGO: serving the society. Efficiency of these organizations is also dependent on the degree of competition among similar organizations.^v They need to be efficient to make their activities stand out.

Although BPA is one-of-its-kind organization dealing with diversified issues unlike majority of NGOs focussing on narrow goals, it has tried to surpass its own performance through the years. In order to make the system more efficient, it has various departments looking after different and specific aspects and activities in the organization. In my analysis of their services, BPA is working quite efficiently in delivering to the end-users. The efforts from the top to the people dealing directly with the beneficiaries are to deliver as best as possible within the constraints and also to improvize. By and large, the people seemed to be working on the principle that BPA upholds, which is to enable PwD to live fully and function independently. The respect for their target group and desire to innovate in the sphere of their role and responsibility is another commonality I observed during my frequent interactions with a majority of teachers in Special Needs Centre and blind school. The energy and positivity is inspiring.

In overall analysis, I found a reasonable level of professionalism in different activities of BPA on all the six parameters. However, if there is one area where an improvement would help BPA greatly, it is talent management including attraction, selection and retention. The existing practice of adequate and specialized need-based training and development was useful to keep pace with organic growth of the institution. Nonetheless, the life stage of BPA and the current scenario of competition amongst NGOs in contemporary times warrants a more systematic approach to talent-management function.

Questions:

1. Define professionalism and discuss six key parameters pertaining to it for NGOs.
2. Is professionalism a perception or a reality? Explain with reference to BPA.
3. How do you distinguish between professionalism in an NGO versus in a profit-making organization? Explain strengths and weaknesses of using professionalism in the two different types of organizations.

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15

CREDIBILITY AND GOVERNANCE OF NGOs

Learning objectives:

- To understand the concept of trusteeship, credibility and governance relating to Non-Governmental Organizations (NGOs)
- To get an overview of practices followed for credibility and governance in an NGO

Introduction

Credibility and governance are major challenges for all enterprises. However, in the context of Non-Governmental Organizations (NGOs), they hold key to the growth and sustainability of the organization. A separate chapter has thus been devoted to these two critical aspects of NGOs. Nonetheless, these can not be discussed without talking about the concept of trusteeship. This chapter has, therefore, been divided into four sections. It begins by introducing the historical moorings of the philosophy and approach of trusteeship which is integral to management of organizations which are managed by Trusts. Sections two and three discuss the important concepts of credibility and governance in the context of NGOs and the chapter ends with fourth section briefly describing the case of Blind People's Association (BPA) with regard to credibility and governance. Primary inputs for this chapter have been given by Dr. Bhushan Punani.¹

Section One: Trusteeship

Mahatma Gandhi, Father of the Nation, proposed the trusteeship approach for managing public charitable Trusts. A trustee is one who holds property in, as the term 'Trust' suggests, faith for another or others. The concept of trusteeship implies stewardship without ownership. Such stewardship is not for private profit, but for the greatest good of all.¹

The existing laws in India on public Trusts and societies established for betterment of life and public good have adopted the concept of trusteeship. A Trust manages one or sometimes more than one organization. Each trustee of such an organization, in whatsoever designation, either as trustee or as member of the Board of Directors, Executive Committee, Managing Committee or General Body is responsible for the proper management of the properties and programmes of the Trust. No trustee, under any circumstances, is either owner or beneficiary of the Trust. The moment one accepts

¹The author gratefully acknowledges Dr. Punani's valuable inputs.

responsibility as a trustee, one by implication accepts the responsibility of properly managing the activities of the concerned body without any scope of causing loss to the Trust. The trustees are merely the custodians and caretakers of the Trust. The envisaged Direct Tax Code² even restricts the trustees from taking any financial or pecuniary benefits from the Trust. In fact, all benefits taken by a trustee in cash, kind or facilities shall be liable for taxation to the Trust.

It is the primary duty of every trustee, working in whatsoever capacity, to ensure sound, proper and effective functioning of the Trust and its activities. One is bound to follow all the statutory provisions applicable to such Trusts under different laws, guidelines, notifications and executive orders issued by the appropriate government authorities. One is expected to make good the losses incurred by the Trust due to wilful neglect, any deliberate omission or any apparent commission of the act which results into such loss to the Trust. It is important to mention that such losses can be recovered from the personal properties of the trustees.

Thus, every trustee or the manager by implication is duty-bound to ensure proper functioning of the Trust within the legal framework applicable to such Trusts. Trustees are expected to ensure adequate, appropriate and prudent use of all financial, material, intangible and human resources and apply them solely for achieving the objectives of the Trust. The onus, similarly, falls on the trustees to ensure effective and efficient functioning of the organization. To achieve these obligations, it is important to maintain and enhance organizational credibility by evolving and observing various accounting procedures, disclosure standards and monitoring mechanisms. And this in turn can be achieved by adopting and promoting good governance of the

²The Direct Tax Code (DTC) was introduced to establish an economically efficient, effective and equitable direct-tax system which would facilitate voluntary compliance and help increase the tax-GDP ratio. It is designed to provide stability in the tax regime as it is based on well-accepted principles of taxation and best international practices. It will eventually pave the way for a single unified tax-payer reporting system.

organization. These two criteria of maintaining credibility and ensuring good governance would require introduction of procedures with respect to accountability, transparency, responsiveness, inclusiveness, effectiveness and participation of the stakeholders.

Section Two: Credibility

Credibility means “the quality of being believed or trusted. It refers to the objective and subjective components of the believability of a source or message. Traditionally, credibility has two key components: trustworthiness and expertise. Trustworthiness is based more on subjective factors, but can include objective measurements such as established reliability. Similarly, expertise can be subjectively perceived, but also includes relatively objective characteristics of the source or message (e.g., credentials, certification or information quality). Secondary components of credibility include source dynamism (charisma) and physical attractiveness.”ⁱⁱ In simple terms, credibility implies confidence amongst the public and community in the organization that it is working towards its objective of serving public good.

In order to enhance credibility of NGOs, Credibility Alliance³ suggests inculcating following values in their management:

- Self governing – NGOs should be independent of government authorities.
- Integrity – Synchronization between what NGOs claim and do
- Non-profit – Work selflessly and not generate profit for personal gains. Profits can be generated in some of the NGO's activities to support the overall services it provides.
- Volunteers – Respect volunteers that NGOs use

³ Credibility Alliance is a consortium of NGOs and networks which have come together to enhance good governance in the voluntary sector and to further the sector's credibility in the eyes of the public. Visit website www.credibilityalliance.org for more details.

It is these values that must be preserved by complying with the norms laid down as minimum norms, desirable norms and good practices.

Credibility Alliance has also developed the following set of norms which NGOs should follow:

1. **Identity** is based on the principle that an NGO being a charitable organization should exist and be registered under the appropriate laws applicable to it. Specific laws become applicable to the specific nature of its activities and coverage.
2. **Vision, Aims, Objectives and Achievements** are based on the principle that NGOs must have a clear vision, mission, mandate and purpose; set specific objectives; and develop indicators for measuring impact, listing achievements and evaluating its performance.
3. **Governance** relates to the principle that an NGO must be committed to good governance in order to enhance effectiveness, especially because it draws public funds and donations.
4. **Operations** refers to the capacity of NGOs to conduct programmes efficiently and effectively in public interest. An NGO needs to develop norms with regard to nature of programme it would undertake; nature and style of its management; and roles and responsibilities of its Human Resources (HR) including personnel, staff and volunteers.
5. **Accountability** denotes answerability to the community served, government, public, donor community, staff, volunteers, service providers and other stakeholders. It would include making all financial statements like income and expenditure statement, balance sheet, and receipt and payment available to all stakeholders including statutory authorities.
6. **Transparency** means clarity in communication of activities, programmes, appointments, payments,

compensations, reimbursements, salaries, financial transactions, purchases, sales, receipts and payments etc. It would also include relevant information in the annual report and other publications displayed by the NGO.

7. Disclosure in the annual report: Based on the above norms developed by Credibility Alliance, GiveIndia—a leading NGO which facilitates online fund-raising—requires disclosure of following information in the annual report:

- Summary of financial statements
- Names of major donors
- Identity and legal status
- Names and addresses of banks where the salary account of staff is
- Names and addresses of the architects in cases where applicable
- Names and addresses of the auditors
- Reimbursement given to Board members
- Remuneration of the highest paid staff
- Remuneration to lowest paid staff
- Minutes of meetings of Managing Committee or Board of Directors
- Gender-wise distribution of staff
- Salary-wise distribution of staff
- Total cost of international travel
- Total cost of domestic travel
- Members of governing Board

All organizations must disclose these details in their annual report as this will enhance their credibility. The NGOs must study, adopt and implement various norms developed by

Credibility Alliance in this regard. They must follow minimum norms, attempt to follow desirable norms within a certain span of time and aspire to follow best practices which are the highest level of credibility norms. NGOs which aim to follow this process must plan to go for accreditation from Credibility Alliance.

Section Three: Governance

“Governance refers to how an organization controls its actions. Governance describes the mechanisms an organization uses to ensure that its constituents follow its established processes and policies. It is the primary means of maintaining oversight and accountability of the organization. A proper governance strategy implements systems to monitor and record what is going on, takes steps to ensure compliance with agreed policies, and provides for corrective action in cases where the rules have been ignored or misconstrued.”ⁱⁱⁱ

In the case of an organization (both for-profit and not-for-profit), governance relates to consistent management, cohesive policies, established organizational processes, and right decision for a given area of responsibility. However, there may be differences in emphasis regarding governance between the two types of organizations. Non-profit governance focuses primarily on the fiduciary responsibility that a Board of trustees (sometimes called directors) has with respect to the exercise of authority over the explicit public Trust that is understood to exist between the mission of an organization and those whom the organization serves.^{iv}

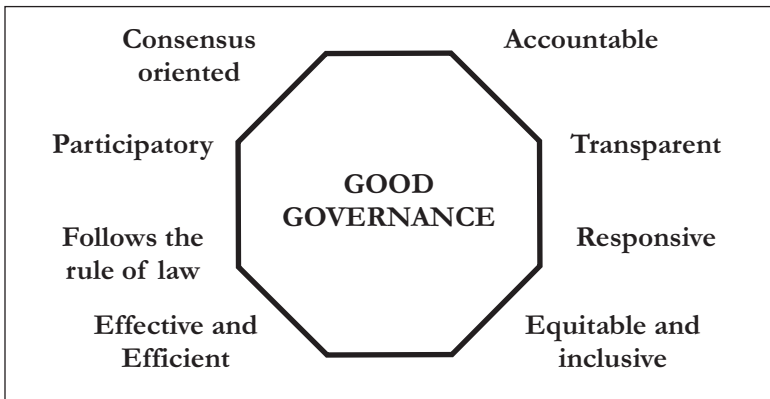
The concept of governance is not new. It is as old as human civilization. In simple words, governance means: the process of decision-making and the process by which decisions are implemented (or not implemented). Governance can be used in several contexts such as corporate governance, international governance, national governance and local governance.

As governance is the process of decision-making and the process by which decisions are implemented, an analysis of

governance focuses on the formal and informal actors involved in decision-making, implementing the decisions made, and the formal and informal structures that have been set in place to arrive at and implement the decision.^v

Good governance has eight major characteristics:^{vi} It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive, and follows the rule of law. It assures that corruption is minimized, the views of stakeholders are taken into account and that the voices of most of the target group (intended beneficiaries) are heard in decision-making. It is also responsive to the present and future needs of organization.

Exhibit-15.1 Characteristics of good governance^{vii}



Following are the eight characteristics of good governance explained in detail:

1. **Participation:** Participation by members of General Body and Managing Committee is a key cornerstone of good governance. It could be either direct or through representatives and needs to be informed and organized. This means active involvement and participation of all the members in the management of the organization. We need to do away with the concept of 'show-pieces,' 'glory-seekers' and those who only turn up to sign the attendance register during formal meetings.

2. **Rule of law:** Good governance requires fair legal- frameworks that are enforced impartially. The members must be aware about their legal responsibilities, liabilities and obligations of becoming members of the Trust. They should be aware about the main provisions of Trust Act and Societies Act which govern roles, responsibilities and liabilities of the members.
3. **Transparency:** This means that decisions are taken and enforced in a manner that follows rules and regulations. It also means that information is freely available and directly accessible to those who will be affected by such decisions and their enforcement. Transparency also means that enough information is provided and that it is provided in easily understandable forms to public media. If an NGO achieves a significant level of transparency, it would be able to win confidence of the donor community, funding organizations and the concerned departments of the government. Establishing and maintaining sufficient or total transparency is the biggest challenge NGOs are facing at the moment.
4. **Responsiveness:** Good governance requires that organizations serve all stakeholders within a reasonable time-frame. This component could well be supported by ensuring accountability of all activities and accounting entries of the NGO. The standard accounting-procedures and guidelines of grant-in-aid also require adopting and maintaining adequate standards of accountability. This component would require projecting all the activities and dealings in the manner that accountability of operations is properly reflected.
5. **Consensus oriented:** There are several actors and many viewpoints in every organization. Good governance requires mediation of these different interests to reach a broad consensus on what is in the best interest of the whole community and how this can be achieved. It also requires a broad and long-term perspective on what is needed for sustainable management of activities and

programmes, and how to achieve the goals of such development. This can only result from an understanding of the historical, cultural and social contexts of a particular type of organization.

6. **Equity and inclusiveness:** A society's well-being depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from its mainstream. This requires all groups, particularly the most vulnerable, to have opportunities to improve or maintain their well-being. In the context of NGOs, it would mean active involvement and participation of all the stakeholders and specially the members of General Body and Managing Committee in all decision-making, policy matters and planning process. To achieve inclusiveness, the organizations need to develop a system of reporting back to members through appropriate formal or informal means.
7. **Effectiveness and efficiency:** Good governance requires that processes show results that meet the objectives of the organization while making the best use of resources at their disposal. The concept of efficiency in the context of good governance also covers the sustainable use of community resources and available financial, material and human resources. The concepts of retaining staff, keeping trustees motivated and involved, and seeking support and participation of volunteers are very important in this context.
8. **Accountability:** Accountability is crucial for good governance. NGOs must be accountable not only to government bodies but also to the public and to their institutional stakeholders. Who is accountable to whom varies, depending on whether decisions or actions taken in an organization are internal or external. An organization is generally accountable to those who will be affected by its decisions or actions. Accountability can not be enforced without transparency and the rule of law. One important component here is reflecting end-use of all

donations, grants, contributions and receipts – in cash, kind and services. Most organizations consider issuing of a receipt as the final gesture in this regard. An NGO must develop a system of reporting back to donors, supporters and contributors with respect to end-use of all such contributions. This system of disclosing end-use would ensure complete transparency and accountability of all activities.

Section Four: Case-Study of BPA in context of credibility and good governance

While the above propositions about maintaining accountability and ensuring good governance seems like a Herculean task, BPA has taken the following initiatives which have yielded excellent results in this regard. One would agree that if it is possible for BPA to achieve this highest possible level of accountability, transparency, good governance and complete disclosure of end-use of all transactions, it should be possible for every organization to achieve this, subject to their willingness and determination to do so. The initiatives taken by BPA are:

- Following the disclosure policy as per norms of GiveIndia
- Uploading all contributions, donations and grants on their website on a day-to-day basis by giving name of the contributor, amount contributed and the purpose for which the contribution has been made
- Making all major purchases public by displaying name of the supplier, bill number, rate and total amount on their website
- Displaying five major donors of the month during the whole month that follows it and displaying names of five major donors of the year for the following whole year on a public display board installed outside the main gate
- Issuing receipts on the spot for all donations, contributions and grants made to the organization in cash as well as kind

- Displaying names of volunteers on the website with their area of voluntary work
- Depositing all the cash, cheques, drafts and other instruments in the bank in the respective account
- As far as possible, making all the payments through account-payee cheques to all the suppliers etc.
- Releasing all the salaries, remunerations, and reimbursements by cheques through the account payee cheques
- Making public announcement on access to all the accounting entries, vouchers, bills and any other payments suggesting complete transparency of all the accounting activities
- Making all bulk purchases for major items directly from the manufacturers or authorized dealers and making payment through cheques only
- Unrestricted distribution of all the financial statements to anyone who wants to have a copy
- Regular and timely filing of returns to various statutory departments and authorities including income tax, charity commissioner, Foreign Contribution Regulations Act, provident fund, New Pension Scheme etc.
- Coverage of all the non grant-in-aid staff under Contributory Provident Fund; payment of gratuity and leave encashment
- Payment of all salaries to regular staff in scale as per Sixth Pay Commission
- Issuing of 16A Certificates as per provision of Income Tax Act to all the staff falling in the income-tax range
- Investment of all funds and endowments as per the provisions of Bombay Public Trust Act
- Following government rules in respect of casual leave, earned leave and sick leave
- At least three office-bearers of the Managing Committee

visit the organization every day from Monday to Friday. The president of the Trust visits the organization once a week. The visiting officials meet the directors and key officials during such visits and monitor overall performance of the organization.

- Convening of quarterly meetings of all the Managing Committees during the months of March, June, September and December on a pre-decided date. The organization has never jumped the stipulated dates for meeting.
- Convening Annual General Meeting (AGM) every year before September 30 of the following year. Only once in 40 years, the organization delayed the meeting by 7 days and met on October 7 of the following year.
- Providing access to all the donors and visitors to all the departments and programmes thereby making no office or activity out of public reach
- Following provisions of Indian labour laws and Industrial Disputes Act in case of any dismissal, discharge or termination and appointments
- Accounting of all the donations received even in kind and for the purpose of direct distribution
- These efforts of enhancing credibility and ensuring good governance have yielded very encouraging results as reflected below:
- BPA and two other Trusts, clubbed together, have emerged as the biggest NGO in the country in the field of disability development.
- BPA receives regular and uninterrupted grants from various departments of the government.
- It has developed functional and result-oriented partnership with various ministries of central government, various departments of state government and leading international NGOs.
- Almost 80 percent donations are made by walk-in donors who visit the organization on their own and provide the

support.

- When BPA went online for resource mobilization through GlobalGiving,⁴ it emerged second all over the world in an open challenge of mobilizing highest resources within a period of 30 days.
- In recent years, BPA received a donation of land of five acres for eye hospital, of 22 acres for inclusive education, and of one acre for disaster management. All the pieces of land in BPA's existing land bank of 45 acres have been received either as donation or as allotment of revenue-free land by the government. It has received land for three campuses as revenue-free land from the government.
- More than 50 people provide their voluntary services at the NGO on day-to-day basis. Generally, there are a number of people willing to provide voluntary services who are in queue.
- Extent of contributions from the corporate sector under Corporate Social Responsibility (CSR) is on the increase on year-to-year basis.
- The funding from international statutory sources is on the increase on year-to-year basis.
- The assets of the organization have maintained an annual growth rate of 20 percent over the last two decades.
- The investment of organization has been growing at the rate of at least 10 percent every year for the last two decades.

Conclusion

⁴ GlobalGiving is an online forum which claims to connect “good idea people” with “generous giver people” or “doers to donors.” The website mentions about 1,000 pre-screened grassroots charity-projects around the world ranging from running orphanages and schools to helping survivors of natural disasters. GlobalGiving helps projects of all sizes by receiving donations of varied amounts for them. It acts as an efficient and transparent medium that tries to ensure that the donors' contribution is utilized for the cause intended by them.

While there is meteoric growth of organizations working in developmental field of disability management and there is tough competition among such organizations for seeking financial support from the same sources; BPA has succeeded in maintaining its pace of growth in every respect. The credit for this goes to credibility and good governance. Due to these efforts, the organization is heading towards attaining self-sufficiency, sustainability and unparalleled growth.

In conclusion, one can say that the target of seeking growth by an NGO through highest level of credibility and good governance is achievable. It requires will, determination and concerted efforts which ultimately bring significant rewards for everyone involved including the service users and community.

Questions:

1. Do you think that credibility and governance are important in the context of an NGO? Give reasons for your answer.
2. Share your views about credibility and governance at BPA.

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16

ADVOCACY: A TOOL FOR PROTECTION OF RIGHTS

Learning objectives:

- To get an overview of the way in which Blind People's Association (BPA) used advocacy as an instrument to safeguard rights of Persons with Disabilities (PwD)
- To understand the role of advocacy efforts in providing leadership to BPA in the field of disabilities

What is Advocacy?

Advocacy has been defined as “the process of working with and/or on behalf of stakeholders or clients (1) to obtain services or resources for clients that would not otherwise be provided, (2) to modify existing policies, procedures, or practices that adversely impact clients, or (3) to promote new legislation or policies that will result in the provision of needed resources or services.”ⁱ In the above definition, clients can be substituted as service-users in the context of Non-Governmental Organizations (NGOs). The dictionary defines the term as “an act of pleading and arguing in favor of something such as cause, idea, or policy.”ⁱⁱ However, advocacy is not limited to this; “it is a continuous process which aims to change attitude, actions, policies and laws by influencing people who are in power for the betterment of those who face issues as being part of the systems and structures in the hierarchy.”ⁱⁱⁱ Sometimes advocacy is referred to as lobbying. The public officials that one lobbies with, can be elected or appointed.^{iv}

Advocacy for the first time was legally introduced during the aftermath of Second World War that left the nations and people scarred. There was a compelling urge to ensure that a repeat of the holocaust does not take place. Therefore, leaders across the globe collectively came up with a movement named 'Never Again' after the war. In recent times, advocacy efforts have been observed for several issues like preserving the environment, saving tiger, and preventing female foeticide.

Types of advocacy

Different types of advocacy have been identified below. The former seven types, which have been classified on the basis of the person/group who/which is advocating, are: self advocacy, peer advocacy, best-interest advocacy, statutory advocacy, crisis advocacy, professional/speciality advocacy, and political advocacy.^v The latter two types classified according to the target group of advocacy are: system advocacy and policy advocacy.^{vi}

1. **Self Advocacy** means to act as one's own advocate. It is when a person makes an informed decision about a matter of importance and then takes responsibility for bringing about the change necessary to make that choice a reality.
2. **Peer Advocacy** takes place when the individual providing the help has been through or is going through a similar experience. This is also known as support advocacy and is often used by support groups.
3. **Best-Interest Advocacy** is the one wherein someone who is considered to have the best interests of the consumer in mind and/or is considered to have the knowledge required to make an informed decision on behalf of the consumer makes decisions. Here, the consumer may not be part of the decision-making process.
4. **Statutory Advocacy** is when someone is appointed with legal responsibility to represent another, such as a welfare guardian.
5. **Crisis Advocacy** can be useful for one-to-one relationship between a paid or unpaid advocate and someone who is at risk of being mistreated or excluded. This is usually a short-term arrangement organized to deal with crisis.
6. **Professional/Specialist Advocacy** is most widely recognized as legal advocacy, but others who render specialized advocacy service may also provide it.
7. **Political Advocacy** can include lobbying and is the advancement of particular viewpoints at a political level on behalf of a group of people.
8. **System Advocacy** is an attempt to change government, organization or agency's rules, policy and laws.
9. **Policy Advocacy** is defined as active support to a particular or class of policies.

Advocacy and voluntary sector

Advocacy has been described as “the quintessential function of the voluntary sector” and “a unique organizational competence of the voluntary agency.”^{vii} It is an attempt to influence public policies and practices or any other decisions of institutional elite. It requires a number of planned and inter-connected areas to be implemented over a period of time.

In today's times of rapid cultural and social changes in the society, advocacy includes influencing diverse public viewpoints favouring competing causes. Advocacy, thus, requires an all-time-high level of consideration, courage and commitment. Its importance lies in the fact that the success of any cause depends on the support by policy makers, donors and public at large.

Human-rights protectors and in recent years NGOs across the globe are coming forth for the advocacy on various issues in social care, for example, protection of women from violence, gender inequality, education etc.^{viii} Some of the ways in which advocacy helps are:

- It actively supports a cause/change in policy which is very important for societal welfare.^{ix}
- Advocacy allows people knowledgeable about an area to share their views on the important matters regarding that area with public officials.^x This keeps the public officials up-to-date in the area of their jurisdiction.
- Advocacy helps change the system/practice/policy at any level. This is in favor of the people who face such problems resulting in improvement in the system.
- Advocacy helps in changing an individual's situation as well by protecting her/his rights.
- Advocacy encourages people to get involved in policy and decision-making, and in holding the responsible authorities to be accountable for the same.

Advocacy at Blind People's Association (BPA)

Jagdish Patel, founder of BPA, realized that there were different reasons due to which Persons with Disabilities (PwD) were unable to exercise their rights. Lack of awareness amongst PwD about their rights and entitlements was one of the major issues. He also realized that one needs to be united and have a large number of people to support advocacy to create pressure on the authorities. He went about meeting NGOs with regard to creating awareness about rights and entitlements of PwD.

Similarly, lack of awareness amongst government functionaries about the needs of PwD and an understanding of their reality was the other important factor which created a chasm in the attempts of PwD to access entitlements. BPA realized that this gap which existed between the actual need and access to services despite the legal provisions, needed to be filled. Through advocacy efforts, BPA could act as a conduit in enabling PwD to access their rights in several ways. One of the starting points they decided was of creating awareness amongst PwD and providing them relevant training. In majority of the cases, even when PwD are aware of their rights, the government officer's lack of awareness and sensitivity to the problems faced by PwD prevented a rightful access. BPA could then represent and/or intervene on behalf of PwD or provide them with legal aid to pursue the matter.

The advocacy efforts had been happening at BPA from its inception. However, previously, they were more spontaneous and need-driven. Two of the major advocacy areas till 1999 were:

1. Getting the government to develop a grant-in-aid code for NGOs in Gujarat whereby several NGOs all over Gujarat benefitted by government grants
2. Setting up Andh Apang Sanchalak Mandal which consisted of heads of cross-disability NGOs. This Mandal increased solidarity and was successful in the development of recruitment rules for NGOs catering to PwD.

Till 2012, advocacy issues were taken up by trustees and executives on a case-to-case basis and were addressed. Some such instances were: enabling Persons with Blindness (PwB) to get admission in professional courses, getting locations on various footpaths and other municipal properties sanctioned from Ahmedabad Municipal Corporation for setting up of sales-kiosks run by PwD etc.

However, it was Bhushan Punani, Executive Director of BPA, who set up a formal advocacy department in 2012. The first person to take charge of this important function at the organization was a suitably qualified and experienced person, Kinnari Desai, who was designated as 'Advocacy Manager.' She had earlier worked with BPA in the year 2000. Desai experienced loss of eyesight and this motivated her to come to BPA at that time and also sharpened her interest in the rights of PwD. In the year 2000, she worked for Community Based Rehabilitation (CBR) of PwD and represented BPA on Disability Advocacy Group which is a state-level advocacy group for PwD in Gujarat. She went to USA in 2010 upon availing the Ford Foundation Fellowship to acquire post-graduate degree in disability studies from Syracuse University. When Desai returned to India in 2012, she re-joined BPA. She specialized in 'Post-Colonialism, Feminism and Women with Disabilities' in the programme. She also pursued her advanced study in disability and international law from the same university. In line with Desai's specialization, her keen interest has been in promoting information about rights and empowerment of PwD with special emphasis on women with disabilities.

Advocacy for women with disabilities, Desai said, is multi-dimensional: sensitizing the people concerned through dialogue for rights of the women, taking initiatives for influencing authorities to draft progressive policies, and building capacity of the women through knowledge and motivation on the issues affecting them. She has been organizing workshops for women executives of famous NGOs for women like Chetna and Self Employed Women's Association (SEWA). The reason behind

using women's organizations as a tool to initiate inclusion of women with disabilities was to make disability as an indivisible part of generic development of women. In other words, the thought was that women with disabilities are, first and foremost, women and their issues should be part of the issues raised by women's forums and thus, the inclusion of women with disabilities should start with women's organizations.

Currently, Desai co-ordinates training funded by different agencies in advocacy, sustainability and rights-based approaches at BPA. She also handles matters related to access, accessibility and barrier-free environment for PwD and is responsible for handling and promoting all initiatives related to advocacy and women with disabilities.

Having experienced the difficulties a person with disability has to face, her perspective on rehabilitation is always from that point of view. The new rights-based approach in rehabilitation also clearly states that PwD should be involved in any decision-making related to them and they should be part of all the planning processes.

As we have seen, BPA provides advocacy services to support PwD by taking action to secure their human rights in different areas of life. For this, BPA may work alone or with a group of people or as part of a network. Their advocacy may be spontaneous or carefully planned, a one-off intervention or an ongoing process which promotes, protects and ensures that PwD fully and equally enjoy all human rights as their counterparts without disabilities.

Once an issue is identified, advocacy efforts go through either two or three stages listed below before the intended objective is achieved:

1. Appeal
2. Consultation
3. Resolution or Confrontation if consultation does not lead to resolution

The first stage begins with appeal to the concerned person(s) in the department. This is followed by consultation. Consultation can include detailed discussion with the decision-making authority and involving the experts in the field if necessary. At this stage, there is a high possibility of the issue being resolved favourably for PwD. If the issue is not resolved satisfactorily, the third stage of confrontation is the last recourse.

One of the epoch advocacy-measures of BPA that resulted in a concrete action in developing a policy was of highlighting the need of persons with Mental Retardation (MR) to pursue secondary level education. The Human Resource Development (HRD) Ministry did not provide for teachers for such children in secondary education. With BPA's demonstration of these children's abilities and advocacy, the ministry formulated a policy for inclusion of teachers for such children.

Another of BPA's advocacy efforts was towards lobbying for athletics and games for PwD. BPA and district branches of National Association for the Blind (NAB), funded by Government of Gujarat, organized Khel Maha Kumbh in year 2011 for the first time. It is now an annual event where a large number of PwD participate in varied sports. In the year 2013-14, 70,000 PwD participated in above event and won prizes worth ₹25 million.

Some landmark advocacy-initiatives taken by BPA have been compiled in Table-16.1 (presented at the end of the chapter). The cases ranging from human frustration to bureaucratic hurdles are represented at the three different stages: those which have been resolved, those which are at consultative stage, and the those which are at the appeal stage.

Questions:

1. What is advocacy? Explain the role of advocacy in providing rights to PwD in the light of BPA's experiences. Give a few examples from other similar organizations.
2. Explain various phases of advocacy with examples.

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Table-16.1 Landmark Advocacy Initiatives at BPA	
A. Advocacy issue	B. Action
1. No concession was given to PwD to commute in buses run by Bus Rapid Transportation Service (BRTS). To promote BRTS buses, Ahmedabad Municipal Corporation (AMC) had reduced the frequency of its buses. Moreover, BRTS is expensive compared to AMC buses.	Management at BPA wrote several letters to the municipal commissioners but there was no response. BPA finally resorted to electronic and print media to cover the stories of PwD suffering due to lack of affordable public transportation. That helped create awareness at all levels. Thereafter, municipal commissioner approved the concession.
2. Palak Jain was denied admission in MBBS course on account of her hearing impairment.	BPA motivated Jain to access her Right To Education (RTE) and helped her to file the case, provided supporting documents, advised her to remain present in all the hearings, and gave free legal counselling throughout the case.
3. Rajesh Mulvani, who was working as a lecturer for 15 years, cleared his written test as well as interview for the post of principal in District Institute of Educational Technology (DIET). But he was denied appointment due to his blindness.	BPA helped Mulvani approach the High Court of Gujarat and provided continuous support.

¹The Division Bench of High Court delivered the judgement that once a person has been permitted to appear in the exam despite he being an individual with blindness and was invited to attend the interview, he can not be denied appointment for the said post by virtue of his having blindness when he competed successfully for the unreserved position. Blindness can not be considered an impediment in respect of appointment as principal when he has already been performing his duties as a lecturer in the same institute for the last 15 years.

²Vidhya Sahayak is assistant primary teacher appointed on a fixed salary by Department of Education, Government of Gujarat.

C. Stage	D. Outcome
Resolution	PwD were to get the concession with effect from December 1, 2014, as per the assurance received on November 3, 2014.
Resolution	This judgement is a landmark judgment as for the first time any High Court has validated the 3 percent reservation for PwD in higher education based on Section 39. Thus, through this judgement, 3 percent reservation is ensured in all higher educational institutes and PwD started getting admission in medical, engineering and several professional courses from the year 2000.
Resolution	Mulvani is working as the principal of DIET, Amreli. After the iconic judgment, ¹ Government of Gujarat also modified its earlier notification denying PwB to be appointed as Vidhya Sahayaks. ² Now people with total blindness, deafness and severe disabilities are eligible to become teachers in primary schools.

Table-16.1 Landmark Advocacy Initiatives at BPA (Contd.)	
A. Advocacy issue	B. Action
4. Providing services to the unreached PwD rural population was the need gap realized by BPA.	Under Section 49 of PwD Act, BPA prepared a proposal on state-wide CBR and approached different departments in government like Finance, and Social Justice and Empowerment. It took the lead in developing an implementation plan for reaching PwD in their own home in rural areas.
5. Integrated Education of Disabled Children (IEDC) ⁴ scheme funded by central government and implemented by state government was suddenly stopped, thus, affecting teachers involved in the scheme.	BPA took recourse to High Court and filed a Public Interest Litigation (PIL) for reinstatement of teachers in the new scheme 'Inclusive Education of Disabled in Secondary School' (IEDSS).
6. PwD had to go to the district level for getting certification. ⁵ It was especially difficult for children with disabilities and persons with mental illness to access the same. Moreover, wage-labourers could not leave their livelihoods to travel to get the certificates.	BPA undertook mass campaign of certification for PwD at the block level through 130 camps.

³This project was named by then Chief Minister of Gujarat and present Prime Minister of India, Narendra Modi, on basis of a mythological character called 'Rishi Ashtavakra' who was born with all limbs distorted.

⁴ IEDC was a scheme for enabling children with disabilities to study in an inclusive-education system. This scheme was started in Gujarat with central government assistance. When the central government stopped grant to the state government, the latter stopped this scheme. However, all other education schemes for children without disabilities continued even when centre stopped funding them. After BPA's intervention, High Court directed the state government to reinstate the teachers, restart the IEDC scheme and pay arrears to the teachers. This was one very large advocacy effort which enabled almost 40,000 children with disabilities to be included in the mainstream.

C. Stage	D. Outcome
Resolution	<p>The state-wide Maharishi Ashtavakra³ CBR programme was sanctioned and funded by Department of Social Justice and Empowerment in the year 2001. This is first and largest CBR programme funded by any state government in India between years 2001-2009.</p> <p>This was a unique model of collaboration between an NGO and government in the field of disability.</p> <p>As a consequence of this resolution, almost 0.3 million PwD who needed services were identified in 130 blocks of Gujarat and services were planned for them.</p>
Resolution	<p>After staging agitations for almost one year; 1,248 teachers were reinstated in IEDSS and they received the arrears as well.</p>
Resolution	<p>More than 0.1 million PwD got their certificates through the camps. Department of Health and Family Welfare still organizes camps at block level.</p>

⁵ PwD need certificates of disability to get entitlements. Most PwD are not aware as to how to get a certificate or how to access entitlements. In this regard, BPA acts as the bridge between PwD and the government authorities.

Table-16.1 Landmark Advocacy Initiatives at BPA (Contd.)	
A. Advocacy issue	B. Action
7. Government notification ruled that people having 100 percent blindness/hearing impairment/locomotor disabilities can not become a Vidhya Sahayak. Thus, they were being deprived of their right to employment. The advocacy case was that if persons with total blindness/hearing impairment/locomotor disabilities are not eligible for the post, then they should not have been enrolled in Bachelor in Education (BE) courses in the first place.	BPA provided legal and technical support to fight against the notification.
8. Special Ahmedabad Municipal Transport Services (AMTS) bus services from BPA for PwD were discontinued when the new flyover was coming up. BPA is a bus-stop from where PwD board and hence it created a problem for them.	BPA wrote to mayor and municipal commissioner to re-start the special bus service.
9. Unqualified teachers were appointed in special schools for people with disabilities.	BPA communicated the problem of students with disabilities studying in special schools under unqualified teachers by way of holding several meetings with Principal Secretary-Education (PS-E) and other educational authorities.
10. Gujarat state has not drafted the list of jobs for PwD and is following the central government's list. Hence there is no recruitment happening by state government as jobs have not been identified.	BPA sent emails to and had follow-up meetings with secretaries of General Administration and Finance Department.

C. Stage	D. Outcome
Resolution	State government withdrew the impugned notification and thereby 40 teachers with blindness were given the job as Vidhya Sahayak.
Resolution	Ultimately, with the active initiative of deputy mayor, key people at BPA could meet the director of AMTS and get the verbal approval of re-starting of the bus-route with BPA as a stop within a week of the meeting. It has started.
Consultation	Government machineries have agreed to amend recruitment rules as soon as possible. PS-E called a joint meeting of Gujarat Council of Educational Research and Training (GCERT), secondary education and primary education departments to ensure the changes. It involved around 3-4 meetings with PS-E and other directors of departments. Positive action steps awaited (at the time of printing).
Appeal	Waiting for response.

17

BRAND AND COMMUNICATION

Learning objectives:

- To conceptualize brand and model of Integrated Marketing Communication (IMC)
- To understand the role of communication in creating a brand of a Non-Governmental Organization (NGO)
- To highlight the practices adopted by an NGO in creating its identity

Introduction

The importance of terms like brand, marketing and Integrated Marketing Communication (IMC) in the commercial sector is well-established. Their use in contemporary business scenario is pervasive and fairly easy to understand and recognize. However, similar perspective in the context of voluntary sector is not as common. Nevertheless, the perspective is increasingly becoming more popular because of its ability to create visibility and ensure memorability of the organization.ⁱ Many members of the non-profit organizations are hesitant to recognize that they face strong competition and they also ignore the focus on branding and positioning of the Non-Governmental Organization (NGO). However, this view is slowly changing as more leaders in this sector are recognizing that they are in a competitive market with limited funding.ⁱⁱ This realization highlights the fact that strategic identity and branding can significantly help organizations achieve increased programme awareness, optimum utilization of their services, increased satisfaction of their service-users, improved resource mobilization, sustainability, and ultimately enhanced social development and inclusion.

Let us now look at the meaning of the word 'communication' in the context of social enterprises. Communication is at the base of all human relationships. It is through communication that people establish common meaningⁱⁱⁱ and understanding about any entity—be it a human being, organization or an object. The common meaning is also associated with a brand which is a mental phenomenon and a result of communication.^{iv} Thus, one can say that a brand can come into existence only as a result of communication. Each interaction of the brand with an individual also constitutes an act of communication.^v

Against this backdrop, this chapter has been divided into four sections. The first section deals with concepts of branding and the second with the model of IMC with special reference to voluntary sector. The third section elaborates on the elements of communication of Blind People's Association (BPA) as a brand over the years and the meaning of the brand BPA in the

light of the concepts and model while the fourth section provides important points on branding for NGOs.

Section One: Brand and Branding

The most common definition of brand suggests: “A brand is a word, mark, symbol or design that identifies a product or differentiates a company and its product from others.”^{vi} There are two important aspects of a brand: its spread and its power. 'Spread' refers to how well-known a brand is, while 'power' refers to what it is known for and is assessed through recognition and recall. A brand's spread and power form the basis for its value.^{vii} A brand can also be looked at as: “a distinguishing mark of an organization, a company or product and the sum of the external world's associations with this mark.”^{viii} Brands are usually registered or trademarked with a regulatory authority. Creation of a brand, however, is an outcome of the branding process irrespective of whether the branding is done in a planned and systematic manner or just happens because of the tremendous appeal of the brand. Thus, a discussion of branding process is imminent in the current context.

Branding as a process involves creation of mental structures for a particular set of audiences, which in turn generate knowledge with respect to particular products/services/organizations. As a response to the same, audiences will have clarity in their decision-making process and actual buying-behavior. Parallely, branding is not only about shaping perception of customers, but it is also about shaping employee perceptions with the same level of importance as that of customers.^{ix}

General practices which come under the broad rubric of branding in business organizations are the following:

- Emphasis on visual identities which include usage of particular logos, colors and typographies. The basic motive is to generate ubiquitous imagination of the product or organization.
- Brands evolve from scratch with marketing efforts. Brand

management and corporate identity are two inseparable components under it.

- It has also been assumed that for successful brand creation, an organization needs extensive budgets.^x

Thus, branding is a process of generating identity for an organization through images, slogans, logos and other communications. The identity of an organization refers to expressing its core values through asking questions like 'Who are you?', 'What do you do?' and 'Why your organization/its products and services matter?' In spite of that, branding is not only about visual identity; it also refers to generating and executing organization's vision, mission and values at large.^{xi}

In addition, branding is a strategic investment in the organization which communicates organization's vision, mission and identity. A well-managed and communicated brand can guide management in their decision-making process. A strategically-used brand is an asset to the company as it is likely to have an impact on perception of clients and stakeholders. A key aspect of the branding process is the delivery of value. Branding strategy helps an organization by focusing on value delivery to key audiences.^{xii} A noteworthy point is that branding requires communication. The IMC model is presented in Exhibit-17.1 and its description in the following paragraphs will make it clear how a systematic and planned approach can lead to strong branding in the voluntary sector.

Section Two : IMC model for action

IMC model^{xiii} is derived on the basis of a case-study research wherein the research was conducted on around 30 brands with qualitative and analytical research-techniques. More than 80 in-depth interviews of senior marketing decision-makers from different industries and disciplines along with senior academics and representatives from professional bodies in the UK were conducted. 'IMC model for action' presents following three synergistic areas or facets for management, aligned by shared ideas:

1. **Identity management:** The process of identity management begins by defining the organization's identity. In other words, the people in the organization should ask questions like 'who are we as an organization?,' 'how are we different?' and 'what value proposition do we offer to our customers?' Distinctiveness and uniqueness are important characteristics which an organization should consider in order to establish its identity while assessing how it is different. At the same time, organization's identity is equally relevant to the set of aspirations, charitable purpose, vision and mission of the organization. In the process of identity determination, exploration of values is the basic premise.

The identity should then be nurtured constantly through suitable management tools and processes.

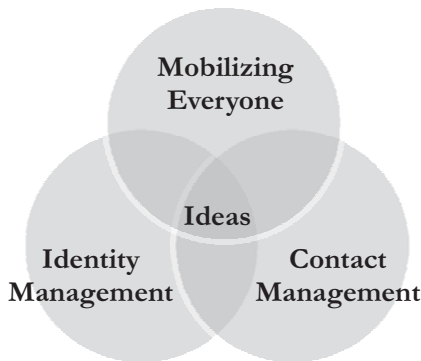
2. **Mobilizing stakeholders:** Mobilizing a variety of stakeholders spread far and wide geographically is a leadership challenge. Organization's success depends on the support of internal and external stakeholders as well as of the value-stream stakeholders to the leader. Internal stakeholders are the employees and volunteers whereas value-stream stakeholders are parties associated with the delivery of value through the products and services of the organization. Some examples of value-stream stakeholders are vendors and suppliers. For communicating brand messages, organizations' internal stakeholders and value-stream stakeholders are as important as customers.

It is the leader's challenge to generate a sense of pride and ownership of the organization amongst internal stakeholders. Coherence between identity management and mobilizing Human Resources (HR) generates alignment between internal members of the organization and its functions. Thus, to create brand identity, it is important to involve employees, volunteers and top management in crafting and implementation of the organization's brand. At the same time, inculcating a

sense of pride and belongingness in the value-stream stakeholders like suppliers of aids and appliances for Persons with Disabilities (PwD), vendors of lens for cataract surgeries etc. should also be on the leader's agenda. The other two synergistic facets of identity management and contact management can be used to assist the leader in this process.

3. **Contact management:** This pertains to managing communication with all stakeholders in the value chain. The above two facets of the model pertaining to clarity and coherence of organizational identity-related communication to different touchpoints in the chain of stakeholders are important pre-requisites to effective contact management. However, to a large extent, contact management is determined by the second facet of mobilizing stakeholders as each employee can potentially impact different touchpoints. But the second facet is rooted in the core aspect of the first facet and organization's purpose. Contact management or communication to different stakeholders, the third facet, is enhanced by the two above facets as well as it also becomes a means to enhance the effectiveness of the first two facets. Thus, the three facets have systemic relationship.

Exhibit-17.1 IMC model



Source: Jenkinson, A.; Sain, B.; & Bishop, K.. (2005). Optimising communications for charity brand management. *International Journal of Non profit Voluntary sector* Published Online in Wiley Interscience, 79-92.

Section Three: Branding at BPA

Not only is there no separate budget for brand communication in NGOs, they themselves sustain through resource mobilization. Hence, it is critical to understand how an NGO like BPA has been able to create and maintain a strong brand image. Brand communication at BPA has been described and analyzed within the framework of the three facets outlined by the IMC model in the following paragraphs. This analysis enhances our understanding about the creation and maintenance of a brand, which has tremendous rewards, in the context of an NGO.

1. **Identity management:** BPA's identity is defined in its mission and vision statements. The vision of the organization is: "All persons from all kinds of disabilities will get access to individual need based services as a matter of right, will have good quality of life and will be indivisible element of their communities and the nation." Moreover, BPA spells out its mission as follows: "To provide appropriate education, intervention, training and advocacy which will lead to awareness, empowerment and employment of people with disabilities with help and support of trained staff and caregivers and to take measures for prevention, cure and mitigation of disabling conditions. All these measures will be undertaken with the cooperation of families, communities and other stakeholders."

In addition, BPA's identity is also reflected in its website which it treats not just as a communication tool. It also uses the website to portray the organization as accountable and transparent by, for example, uploading list of donors everyday and uploading details of all the major purchases regularly. Please refer Appendix-17.1 for features of a good website.

On the same lines as above, BPA leverages the power of Internet to communicate its identity by, for example, uploading information about events happening in

different BPA campuses everyday on official Facebook page of BPA. As another illustration, all the audio-visual material developed by student interns of the organization as well as video recording of all its events are uploaded on the BPA YouTube channel. Furthermore, all the publications of BPA including manuals and books are uploaded on its website without any copyright clause. The material is available for downloading free of cost so that more and more people can derive its benefit.

Moreover, BPA's identity is also manifested in its communication tools like brochures and flyers shared with donors. BPA has developed a large number of scheme-wise and item-wise brochures to connect the donors to beneficiaries. The fund-raising and other departments routinely post brochures using donor addresses or personally hand over the brochures to walk-in donors/visitors. They also send e-brochures to create general awareness about the donation options to different individuals and institutions whose addresses are in their database. These brochures are updated regularly. Also, the monthly newsletter showcases all the activities of BPA reflecting the mission and vision of BPA.

BPA also uses mass media for projecting struggle of PwD and achievements of BPA. For the former, the organization develops and shares human-interest stories with the media along with photographs. However, when sharing the achievements and new initiatives at BPA, there is deliberate emphasis on the cause of disability and achievements of stakeholders and not on the organization and the people managing it.

Besides, Harmish Modi, Assistant Fund-raising officer at BPA, and Bhushan Punani, Executive Director of BPA, began the task of listing BPA on other websites around 2008. The idea behind doing so was that only limited number of people who knew about the organization could visit BPA website. But if one were to increase the traffic to BPA website, it was important to provide more

routes to it. This began by identifying all the leading websites in the field of disability. To get listed on these sites, there is a large amount of documentation required. Some websites also charge a nominal fee which is often provided by BPA trustees or donors. Thereby, BPA has been listed on popular websites of Indian and international NGOs and voluntary agencies like GlobalGiving, SeeYourImpact, Eyeway, Planning Commission, HelpYourNGO and GuideStar India. Once BPA was successful in getting itself listed on some websites, queries from others started pouring. Thus, BPA is also on Wikipedia, Ahmedabad Yellow Pages, Google maps and JustDial.

Moreover, BPA uses traditional media like puppet shows and street plays to spread public awareness about the issues addressed and facilities provided by the organization. Mihir Jani, the co-ordinator of state-level work on mental illness; for example; developed street-play on mental illness and Kinnari Desai, Manager of Advocacy at BPA, developed one on safety of women with disabilities. The street plays helped the audience in the rural areas to understand issues related to mental illness and abuse of women with disabilities.

Lastly, BPA frequently invites dignitaries to its campuses which enhances the image of the organization in the eyes of public, government officials and donor community. For example, Prince Philip's visit to the organization brought BPA close to charities supporting disability work in the UK. Also, Premier of Manitoba¹, Canada visited BPA's rehabilitation centre in Bhuj. These two visits amongst many others improved visibility and credibility of the brand BPA besides putting BPA in contact with international NGOs and other international players. This eventually led to increased funding for BPA.

¹ Manitoba is a Canadian province.

2. **Mobilizing stakeholders:** At BPA, executive director's and in general, top leadership's role involves keeping internal and external stakeholders of the organization aware of the important happenings of BPA as well as making efforts to instill pride and ownership of the organization in them.

Employees, one of the internal stakeholders of any organization, are brand ambassadors of their establishment. Their behaviour and presentation, governed primarily by commitment and awareness levels, to walk-in donors and visitors to the campus are extremely critical. On those parameters, BPA employees ranging from gardeners to supervisors to managers reflect dedication towards BPA and present a favourable image of the organization. All BPA employees actively promote their institution and are willing to use their network for resource mobilization.

Volunteers at BPA, another group of internal stakeholders, have two common characteristics: they are passionately altruistic and they bring lot of contacts for the organization. Nonetheless, they are not bound by any formal contract and hence need a special kind of pull to remain with the organization. Effort has been made to retain them by respecting them at the same level as a member of BPA and providing a comfortable working environment so that satisfying service-experience itself becomes a motivator for the volunteers to stay with the organization. BPA volunteers and those employers who have employed PwD educated/trained at the organization spread awareness about BPA's work and highlight the potential of the special demographic. This further helps in opening doors of funding as well as inclusion of PwD in the society.

As an example of external stakeholders of BPA, the public in general and government officers in particular need to be made aware of the cause for which BPA stands and the variety of activities at BPA. Constant newspaper coverage and word-of-mouth are two important ways by

which external stakeholders can be kept motivated. BPA diary, *Samhita*, has also been used as a branding vehicle amongst external stakeholders. Moreover, vendors and suppliers of wheelchairs and other assistive devices are value-stream holders and need to be made an important part of the organization. Some possible ways are by inviting them to important programmes as guests and felicitating them. This personal touch is important in their becoming brand ambassadors of the NGO.

Finally, inspiring stories and communication related to the formation, evolution and success of BPA form an important part of the efforts in mobilizing its stakeholders. This communication, however, can not be the responsibility of one or a few persons and thereby has been made a cultural ingredient at BPA.

- 3. Contact management:** Committed employees of BPA from peon to executive director have created ethos of the organization which pulsates with energy and purpose. Any visitor can feel the vivacity and openness of the organization such that immediately, accountability and credibility is communicated. Moreover, BPA trustees are fund-raisers and publicity agents. They are people of stature in the society and their association lends further credibility to BPA. In addition, volunteers who render their services at BPA do word-of-mouth publicity of the organization amongst the different age groups and walks of life they belong to.

Role of informal communication has to be understood by all leaders and Punani recognizes this well. On three separate occasions, BPA has benefited indirectly by the visit of three senior bureaucrats who visited BPA premises for attending a function which was being held in a hall let out by BPA. The informal conversation over tea with bureaucrats exposed the latter to the nuances of the requirements of PwD and showcased the work of BPA. Later it translated into more sensitive and informed policy decisions by them and by their colleagues in other ministries as word-of-mouth communication had taken place.

Furthermore, interactive website of BPA is an important contact point with donors, funding agencies and government officials. In contemporary times, an impressive virtual presence is a necessity of any organization, especially NGOs dependent on public support for their existence.

BPA encourages students to intern. These interns pass on the positive message and it has been observed by Nandini Rawal, Project Director of BPA, that they actively support BPA work and also accept PwD in their organizations later on. For example, one intern developed brochures for BPA, another funded programmes conducted by BPA after he joined a corporate and yet another formed a group and took 300 children with severe disabilities on a day-long picnic sponsoring everything including travel, food, take-home gifts and games.

The 'responsible citizen' image that BPA creates through its employees, volunteers, interns, trustees and website goes a long way in generating respect for the organization amongst government functionaries and establishing a rapport with them. This relationship has the potential to fetch support, both financial and otherwise, for the organization in order to expand its services. As mentioned before, Punani has cited instances of such informal meetings with many senior bureaucrats on BPA campus when the latter had come to attend events.

Also, the fact that the crossroads near BPA are named after Jagdish Patel, BPA founder, and an Ahmedabad's Bus Rapid Transit System (BRTS) station is christened after BPA, continually reinforces the BPA brand in people's memory.

Even the media has been supportive and forthcoming in projecting various happenings and achievements of BPA and its stakeholders.

Furthermore, corporates like GAIL, National Small Scale Industries Corporation, Zydus Cadila, Arvind, ONGC,

Hindustan Petroleum, Power Grid Corporation, Wagh Bakri Chai, Torrent, and HDFC have been extending financial support to BPA ranging from ₹0.1 million to ₹10 million. These funds are not only monetary assistance to the organization, they bring in corporate culture within BPA because in order to understand and communicate with corporates, one needs to be familiar with their language. BPA identifies corporates, understands their funding preferences and studies their profile before applying for economic support. The organization also ensures visibility in monitoring systems through submission of reports about execution of the funded project.

Besides, BPA's association with Gujarat Chamber of Commerce and Industries (GCCCI) as a member of its Corporate Social Responsibility (CSR) committee has been quite an important one. This is an official committee which guides corporates and NGOs on CSR issues in the light of the new Companies Act, 2013. Secondly, BPA and Confederation of Indian Industry (CII) conduct employment fair annually. BPA is also a member of Credibility Alliance of India. BPA managers and executives have also accepted invitations to lecture in different academic institutions like Nirma University-Ahmedabad, School of Social Change-Baroda, IIM-Indore, TISS-Mumbai etc. This has built the brand image of BPA as a leading organization in its field of disability services. Nevertheless, BPA uses its enhanced brand image for advantage of other NGOs. For example, BPA raised ₹6 million for other organizations as part of Daan Utsav²(Joy of Giving Week). This enhances the reach and brand of BPA in totality from being a disability organization to becoming a development organization.

²Daan Utsav (earlier called Joy of Giving Week) is India's "festival of giving." Launched in 2009, the festival is celebrated every year in the week including Gandhi Jayanti, i.e., October 2-8, and brings together Indians from all walks of life to celebrate giving. Source: <http://joyofgivingweek.org/page/about-the-joy-of-giving-week-1>

Section Four: Important points on Branding for NGOs

Some important points from BPA experience and other relevant researches for the branding and communication of NGOs have been drawn in this section and presented as recommendations:

First of all, importance of brand and branding process need to be appreciated by NGOs. Irrespective of the importance and quality of the work being done by NGOs, creation of the brand of the organization should be taken as a task in itself and it should not assumed that branding will take care of itself. There should be a dedicated department for communication.

Secondly, within the communication department of an NGO, to optimize communication effectiveness, significant engagement needs to be made with different media vehicles for media planning. The media shift should be from passive, single medium to interactive mix of media. The power of the Internet needs to be understood and carefully planned and monitored although not in exclusion. It is important “to adopt a comprehensive marketing communications approach (CMC)” where “media and discipline diversity comes into play” and “the challenge to achieve coherence and harmony increases.”^{xiv} It is now recognized that effective integration and planning across media needs a strong, organizing communications idea.^{xv} This is akin to identity management concept of IMC model.^{xvi}

Thirdly, the brand should be integrated. Integration in terms of branding means harmony and variations on a theme as Jenkinson posits: Coherence or integrity replaces mere consistency and repetition.^{xvii}

On the basis of analysis of the recommendations made by brand theorists and practitioners, a five-point model^{xviii} adapted from the AIDA model has been outlined below. It can be very effective in implementing IMC in the case of NGOs.^{xix}

1. Identify the stakeholder community for communication.
2. Plan from the highest strategic levels of brand positioning to the fine detail of a banner, mail-pack insert or phone script using a single, standard planning and evaluation framework.
3. Plan, optimize and brief across anything that communicates: charity shop, TV, mail, sponsorship, Public Relations (PR) etc. treating each genuinely on its merits in a way that stimulates maximum creativity (every contact point represents a medium).
4. Recognize that any communication discipline or medium can potentially achieve any type of communication objective implying the use of multi-disciplinary and media-mix approach to communication.
5. Post-execution, evaluate communication and business effectiveness and efficiency using common currencies, based on the common framework.

Conclusion

BPA has been able to create a formidable brand with effective management of all the three facets as outlined in the IMC action plan. It would, however, be useful to abstract some important points from BPA experience for the newer NGOs.

BPA has demonstrated that brand-building can be done in a systematic manner by understanding stakeholders, planning a strategy, executing it well and promoting itself. It has developed a brand-building strategy in totality by using internal and external human resources; external support; participation of media, corporates and community in its journey towards emerging as a well-respected, socially conscious and leading developmental organization.

Questions:

1. Do you think having an identity of its own is very important for an NGO? Why?
2. Comment upon: Effective communication plays an important role in creating an identity of an NGO.
3. List down the points that differentiate branding strategies of non-profit versus profit-making organizations.
4. What new strategies in your view should an organization like BPA adopt to enhance its identity?
5. In the light of CSR policy under the new Companies Act, 2013; how important is brand-related communication for better resource mobilization in an NGO? Substantiate your answer. Suggest a few communication strategies for the same.

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PART - III
FUTURE CHALLENGES
for BPA
and RECOMMENDATIONS

*The only thing worse
than being blind is
having sight
but no vision*

– Helen Keller

18

ORGANIZATIONAL LIFE CYCLE

Learning objectives:

- To understand different models of organization's life-cycle and the model applicable to Non-Governmental Organization (NGO)
- To get an overview of NGO's life-cycle in the context of Blind People's Association (BPA)
- To understand the requirements of an NGO at various stages of its life-cycle to facilitate better sustainability

Introduction

An organization is a dynamically growing entity. It has been experienced by practitioners and found by business researchers that the requirements of an organization at different points of time in its life-cycle are significantly different. Several authors have proposed life-cycle stages of organizations both for the business organizations as well as non-profit organizations although there are fewer models for the latter.ⁱ Out of the many existing models, two have been discussed in this chapter: one by Greiner which evolved from the observations made on business organizationsⁱⁱ and second by Barnett adapted from life-cycle models developed by business researchers for the growth of Non-Governmental Organizations (NGOs) and non-profit organizations.ⁱⁱⁱ

The chapter has been divided into two sections: The first section deals with the two models of organizational growth while the second relates to Blind People's Association's (BPA's) organizational growth as per Barnett's three stage model.

Section One: Two models of organizational growth

As mentioned earlier, two models to be discussed in this section are:

1. Greiner's model of organizational growth
 2. Barnett's three-stage model
1. **Greiner's model of organizational growth:** This is one of the best-known life-cycle models of organizational growth. It proposes that an organization passes through five sequential growth-stages during the course of its evolution and that at each stage, a specific organizational problem causes a crisis that must be solved in order for it to move to the next stage.

Stage 1: Growth through creativity: In this stage, the founders of the organization work hard to create a foundation and to introduce new processes and products or services. A great deal of innovation and trial-and-error is involved leading to learning. As the organization grows, the founders realize that organization's management is different from initiating it. For example, the initial efforts are focused on enabling the organization to take off and not managing the resources efficiently.

Stage 2: Growth through direction: The requirement of change in focus towards efficiency goals from the initial fire-fighting one, creates the crisis of leadership which leads to this stage. The second stage can be tackled through successfully managing the above crisis of leadership. Developing strategy and structure are two important challenges for the leadership and this crisis is resolved by the emergence or recruitment of a strong top-management team. The main tasks for this team are choosing a strategy, and designing a structure and culture that are suited to achieving organizational goals effectively. On one hand, the senior management takes charge of important decisions and on the other, junior-level managers assume key functional responsibilities. This stage is marked by centralized decision-making which propels the organization to a new level. However, this brings with it the crisis of autonomy.

Stage 3: Growth through delegation: To address the problem of autonomy, the third phase involves growing through delegation. In this phase, it is important to delegate authority to lower-level managers in all functions and divisions, and link their increased level of control to a reward

structure that recognizes their contributions. It is also critical at this stage to reward both the performance as well as innovation in achieving efficiency and expansion. This phase of growth through delegation allows different divisions to operate at a rather rapid rate and top management often gets a sense of losing a grip over the entire organization thus creating a crisis of control.

Stage 4: Growth through co-ordination: To resolve this crisis of control, the organization must find its own balance between centralized control from the top and decentralized control at the functional or divisional level. This leads to the emergence of the fourth phase of growth through co-ordination. Top management needs to undertake the role of co-ordinating across various divisions and motivating the people at division level to adopt a holistic organizational perspective. At the same time, the top management also has the task of monitoring the efficiency goals of the organization and aligning the divisional goals with that of the whole organization. Achieving growth through co-ordination is a complex process and needs to be managed continuously. As the organization grows, the number of rules and procedures increase. This bureaucratic orientation stifles creativity and efficiency, and thus emerges the crisis of red tapism.

Stage 5: Growth through collaboration: In order to resolve the crisis of red tapism, the fifth phase of growth through collaboration emerges. In *Organizational Theory, Design and Change*, Jones and Mathew hypothesize that this growth through collaboration emphasizes greater spontaneity in management action through teams and skillful confrontation of inter-

personal differences. Social control and discipline take over from formal control. Collaboration makes an organization more organic by making greater use of mutual adjustment and less use of standardization.^{iv}

2. **Barnett's three-stage model:** This is the second model to be discussed in the chapter. Barnett applied the life-cycle concept initially developed by business researchers including Thain^v and Scott^{vi} to non-profit organizations.^{vii} The underlying assumption in this approach is that the model is based on principles of organizational growth which ought to be similar for different types of organizations just like the techno-social systems namely workflow, socialization, institutionalization, alienation, deviance etc. present in different types of organizations.^{viii}

Their resulting stages for NGOs or non-profit organizations are:

- Start-up
- Professionalization
- Institutionalization

These have been inspired by the for-profit life-cycle models of initiation, innovation and institutionalization by Kimberly^{ix} and of primitive system, stable organization, and elaboration of structure by Katz and Kahn.^x The general characteristics of the start-up, professional and institutional agencies, developed from the literature and from insights thus generated have been discussed briefly below:

- **Start-up:** In the start-up stage, a small group of individuals perceive a need. Based on this perceived need, the small group experiments with alternative ways to service the need. Members of the group participate on a part-time basis generally. Herein, the Board of trustees is a working Board, active in all areas of the agency. As the service technology is still being developed, there are informal and flexible

operating-procedures. Moreover, funding is limited, often based on one initial infusion of capital.

- **Professionalization:** The two principal characteristics of stage two, professionalization, are the resolution of service experimentation and the creation of a professional service-staff. By now, the agency has agreed upon a way to service the perceived need that caused the starting of the organization. A professional staff is now in place working full-time providing this service. With the service technology in place, the Board becomes less of a working Board and more of a financial Board, as the agency seeks funding. Though funds are now flowing into the agency, they are doing so at an unreliable rate with significant fluctuations.
- **Institutionalization:** Once the agency reaches the third stage of development namely institutionalization, there is a reliable, steady flow of revenues providing at least an adequate base. The service technology is fully understood throughout the organization, there are standard operating procedures, and there is now an administration executive and a formal organization structure. This administration executive, usually called the executive director, often is not a member of the professional staff. The administration executive performs or oversees the grant-writing and financing function, so that the Board's role may evolve from financial to advisory and/or social.

By the institutional stage, the non-profit agency has thus developed an administrative group that often is separate from those delivering the agency service. Delegation, specialization, and the fine-tuning of administrative structure and systems have reduced the organizational stress and executive burnout that led to turnovers in management. The institutionalized agency now engages in constituency building, often through

Public Relations (PR) activities, to obtain further legitimacy. It also looks for additional revenue-generating activities based on its current resources and capabilities as opposed to responding to perceived areas of need. For example, a child-development agency may look at its staff and facility resources, and decide to explore the day-care revenue possibilities.

The requirement in different aspects of the organization's functioning differs at different stages. A total of seven propositions with respect to these differences have been made on the basis of analysis of BPA over the three above stages. These propositions have been adapted from Barnett and pertain to strategic objectives, organizational structure, skills (at leadership level and those hired by the organization), mix of products and services, financial strategies, and evaluation criteria. These have been presented in Table-18.1 (please refer for the table on the next page) and discussed thereafter.

Table-18.1 Seven Propositions and Barnett's three-stage model	
A. Parameter	B. Start-up stage
1. Strategic objectives	Experimentation
2. Organizational structure	Simple structure: complete centralization
3. Skills: Leadership level	Zealous pursuit, basics of PR, resource mobilization, people and administrative skills
4. Skills: Hired by organization	Those for which funds are available
5. Mix of products and services	Experimental assortment
6. Financial strategies	Raising donations
7. Evaluation criteria	Need addressed by the organization

C. Professionalization	D. Institutionalization
Diversification and expansion of services. Supporting professional services	Development and sustainability
Centralization at the top and decentralization at the departmental level	Departments get further divided and division gets complete autonomy while departmental heads take on advisory role.
Technical and strategic thinking	Resource mobilization, administrative skills and mentoring capability
Need-based	Matching the needs with professional background and outsourcing high-caliber services
Strengthening and consolidation of some of the services started in previous stage	Broadening its base
Diversified resource mobilization	Sustainability and financial planning
Relevance, efficiency, effectiveness and economic viability	Broadening of base, development and inclusivity

Section Two: Growth of BPA as per Barnett's three-stage model

In this section, each of the seven parameters mentioned in first column across the three stages in Table-18.1 has been described in the context of BPA. The description of the seven parameters is followed by a simultaneous analysis of the changed requirements at the corresponding stages. The parameters are:

1. Strategic objectives
 2. Organizational structure
 3. Skills: Leadership level & Hired by organization¹
 4. Mix of products and services
 5. Financial strategies
 6. Evaluation criteria
1. **Strategic objectives:** Strategic objectives of the organization change at each stage of agency development.

The management and employees during start-up stage have experimentation as an objective as the organization explores different ways to service the need it set out to address. During professionalization, however, the organization focuses upon supporting the professional services as best as they can, diversifying and expanding services. After the professional service-system starts getting in place; during the institutionalization stage, the organization generally concentrates on the strategic objective of increasing its reach and enhancing the quality of its services thus getting legitimacy through the expansion of the agency's constituency.

At BPA, during the start-up stage, experimentation was used by setting up different types of schools like those at primary level and secondary level, for physiotherapy for

¹Please note that in the explanation of parameter of skills, those at the leadership level and those hired by the organization have been merged in one point.

Persons with Blindness (PwB) etc. The workshop was also set up to enable Persons with Disabilities (PwD) to get training to earn their livelihood. They also experimented with printing books in Braille and recording audio books to provide education as well as entertainment.

During the professionalization stage at BPA, the strategic objective was enhancing the service quality with the help of specialists and increasing ways of reaching the beneficiaries from setting up residential schools to doing community-based work. The objective was also to provide training for employment in certain kinds of jobs which PwD were traditionally engaged in.

At the current institutionalization stage, the strategic objective of BPA has to offer unique services. BPA is concentrating on increasing its reach by involving the participation of local communities in more innovative ways and by providing skill-based training to care-givers in the family. It is also enhancing the quality of its services with a focus on the overall development of PwD to empower them and make them ready for competition. Another strategic objective is to attain sustainability.

- 2. Organizational structure:** Changes in the structure of an organization are required as the organization moves from one stage to the other primarily because of different implementation tactics required.

For any organization in its start-up stage, a variety of tasks have to be accomplished within least possible time and with minimum resources. For these reasons, there is hardly any fixed structure and the organization is very high on centralization. However, when it moves to professionalization stage and the number of people and activities grow, decentralization begins through departmentalization. In the third stage of institutionalization, the structure gets further defined with departments getting divided into divisions or units with autonomy thus making most functions decentralized.

This has been the case with BPA too. In the start-up stage of BPA, decision-making was centralized in the office of its founder and General Secretary--Jagdish Patel. There were very few people employed at the organization and hence, each one of them played a specific role and reported directly to Patel. He was the inspiring and driving force who undertook multiple roles.

When BPA evolved from start-up stage to professionalization stage, the organization had expanded in terms of its activities and the number of people (both employees and volunteers) associated with the organization. More importantly, recruitment of a few qualified professionals necessitated transfer of some powers. There was a need for departmentalization and by the year 1980; four departments had been created namely Education, Training, Projects, and Support Services. The departmental heads had a high degree of autonomy.

The third stage of institutionalization has been marked by creation of centres, campuses/units and schools under their respective departments. The role of the departmental head has become advisory and supportive while the co-ordinators, managers and principals of centres, campuses/units and schools respectively have complete autonomy within these departments.

However, in accordance with the principle of integrating, there are certain core functions which are centralized. This has led to a situation where four main functions are centralized at BPA namely investment, purchase, policy and recruitment. These vest with the executive director. Executive director takes responsibility of the financial health of BPA, recruitment, communication with the government, and policy-related matters. The rest of the functions are decentralized. Almost all heads were reported being given complete autonomy to decide and implement with regard to most matters of their respective units. Decentralization of powers and responsibility are fundamental to organization design. Any large

organization, particularly one dedicated to multiple services, can steeply improve its effectiveness if its functioning is systematically decentralized and that element in design came in at BPA with the tenure of Bhushan Punani as Executive Director.

- 3. Skills:** There are two aspects of skills: Skills required by directors and Board members, and skills hired at other levels.

Skills required by directors and Board members change as the organization progresses through the three stages of development. The enthusiasm and zeal of founder of the start-up is very important. The founder often learns while on the path towards establishing a foothold in the field and has to know the basics of all the functions like PR, resource mobilization, people skills, and managerial skills. As the organization moves towards professionalization, the passion becomes less important than technical knowledge and strategic-thinking skills. Similarly, the institutional executive will need strong administrative and resource-mobilization skills more than technical knowledge. PR will be a vital role for executive director at this stage.

The second aspect of skills pertains to the skills hired at other levels. Organizations accord varying levels of importance to different skills at different life-stages. Besides the basis of the decision, the priority changes primarily due to the availability of resources and nature of tasks which are considered important or not so important in the overall scheme of things.

In BPA, at the start-up stage, skills/Human Resources (HR) were being taken on the basis of support/funds available. There was a dependence on the fund-providing agencies (both governmental and private) and the recruitment was driven by the financial support available. The posts of teachers and special educators supported by the government grants were filled on priority. Even

Harish Panchal, Director-Training of BPA, and Punani were recruited because salary for these professionals could be made available from Germany-based CBM² to fulfill the organization's engineering and managerial-skill needs.

After 1979, the management decided to discuss the direction of BPA and for the first time, a plan for expansion and future growth was made. During the discussion for the plan, two gaps were identified: one in the area of resource mobilization and the other in area of new projects. To fill these gaps, a need-based selection was proposed and two individuals—Nautama Shukla as Fund-raising Officer and Nandini Rawal as Project Manager—were recruited. From then, BPA began recruiting professionals as the needs in the institution arose. In early 1980s, BPA realized that it needed efficient HR and the way they identified to fill that need was providing training to existing employees. Professional development thus became a part of BPA practice. Any deficiency found in the individual was addressed through training and development. The logic was that even if BPA could not afford the best talent, it could provide the best available training and development programmes to the existing staff.

During the third stage, BPA is hiring people on the basis of their professional background and when they match the needs of the institution. BPA has institutionalized the aspect of professional development as a continuous process. A development plan for the individual is put in place. To add further, support of skills from outside is encouraged extensively as hiring the same caliber professionals in any area would prove very expensive. For

²CBM, which stands for Cristoffel Blindenmission, is an international organization which works towards improving quality of life of PwD in poorest communities of the world.

example, BPA's investment is managed by JM Financial,³ and designing of communications is taken care of by freelance specialists. Similarly, senior and expert doctors, visiting faculty and interns work on specific assignments.

- 4. Mix of products and services:** The start-up organization tries to offer an assortment of products and/or services. This experimental assortment gets strengthened and consolidated during professionalization when the organization attempts to focus on areas which it needs to address in order to specialize. However, it expands and becomes broad-based upon realizing that in order to service the beneficiaries better, it has to be more inclusive than otherwise. This marks the third stage of institutionalization as the organization seeks new revenue-sources through broader staff-services.

At start-up stage, BPA began with school for PwB and workshop for on-the-job training to provide for livelihood opportunity for PwD and not just PwB. More production activities like caning of chairs and weaving were identified to get orders for furniture.

In the second stage of professionalization, after 1981, assessment and task analysis started in production. The task allocation to people was done after matching the task with their abilities and PwD started manufacturing furniture and other products. Similarly, the services got strengthened and consolidated in the activities of education and improving employability of PwD in certain relatively low-paying jobs. Even Community Based Rehabilitation (CBR) that BPA undertook was similar although the context had changed from BPA premises to the community.

During the third stage of institutionalization, the range of services has broadened. Moreover, the nature of

³JM Financial is an integrated financial-services group, offering a wide range of services to a significant clientele that includes corporations, financial institutions, High Net-worth Individuals (HNIs) and retail investors.

placement services has changed and the perspective is that of empowerment. Thus, BPA no longer believes in ensuring placement but has begun to facilitate the imparting of soft-skills like personality development and communication skills to PwD. The focus on PwD in totality became possible with training from PANKH⁴ in front-desk development and Vodafone hiring them. Herein, the underlying philosophy is that BPA should act as a catalyst to facilitate the fulfillment of potential and aspirations of PwD.

5. **Financial strategies:** All start-ups begin with donations and pursue non-recurring largesse from individual angels⁵ or foundations sympathetic to the need being addressed by the organization. There are generally few, if any, reporting requirements or strings attached to these contributions from such donors. In the professionalization stage, however, it has to become accountable and take recourse to resources from different Bodies and individuals as it needs a stable financial condition to be able to afford professionals and technical experts who will necessarily need to be engaged to attain the quality objective. Finally, the institution will seek to fund special needs with one-time grants while also seek to use its staff for new revenue-generating programmes.

In the first stage of its life-cycle, the strategy of BPA can be summarized as 'Raise the money, spend the money.' The resources that were being mobilized were according to the needs of the organization. There was a focus on 'here and now' as the efforts were to build the organization in a limited-resources scenario. Government grants were being utilized for managing its two departments namely Education and Training workshop.

⁴ PANKH is a project started by BPA in collaboration with TRRAIN for developing soft-skills in PwD. More on this can be accessed at their website: http://www.pankhindia.org/pages/who_we_are

⁵ An angel investor or angel (also known as a business angel or informal investor or angel funder) is an affluent individual who provides capital for a business start-up.

During the second stage, resource-mobilization gaps were identified and there was an emphasis on making the organization as multi-pronged as possible. This is apparent in the expansion into hospitals like Navalbhai and Hiraba Eye Hospital (NHEH-Bareja) and centres like Kutch Comprehensive Rehabilitation Centre (KCRC-Bhuj) at geographically distant locations. This required that BPA focus on the financial strategy of acquiring resources from multiple sources ranging from individual donations to corporate and government grants to Foundations. Although there has been a constant challenge to mobilize resources at BPA; because of credibility of the organization and quality of its services, efforts of individuals mobilizing different types of resources have been successful.

While BPA is at the third stage of institutionalization, its management is progressing into having a strong investment policy. They have hired a professional investment agency —JM Financial— and are moving into having an effective system of financial management. They are consciously working towards sustainability. Computer software for financial management, Tally, is being used and this will bring further improvement in achieving efficiency. They have acquired more land and money in order to offer more facilities which in turn is critical in attaining sustainability.

- 6. Evaluation criteria:** The start-up organization can best be assessed by evaluating the extent to which it is addressing the need that it set out to address. It is premature to apply any other criteria at this stage. It may be a preliminary check on the systems established and services offered. Once, however, when the organization reaches at the professional stage, the evaluation is often done on the efficiency, relevance to beneficiaries, and economic viability of the project. At the institutionalization stage, the evaluation criteria often become quantitative criteria such as the ratio of number

of people covered versus those not covered, cost per unit of service, and budget versus actual financial results. At this stage, the quality of services is difficult to measure unless the evaluation is done by the recipient of the service. It is, however, important to assess the quality of life of the beneficiaries as well.

BPA from the initial stage has been assessed by inspection from the government as it had sought majority of funds under schemes introduced by different governmental departments. The inspection involved an affirmation of existence of property and people employed on the job by BPA.

At the second stage, BPA did cost-benefit analysis for almost all its activities and also assessed them on the criterion of relevance. BPA decided to close down the bakery and vending kiosks as they were turning out to be economically non-viable and also were not being perceived as significant contributors to the beneficiaries. Thus, effectiveness, viability and relevance to beneficiaries became three important criteria. Even the activities of caning the chairs and weaving were closed for similar reasons. Offering of Bachelor in Education (BE_{Ed}) in Special Education was also discontinued because it was not gaining demand. In the workshop, BPA followed Bureau of India Standards (BIS)⁶ but not a very formal process of evaluation for other parts of the organization. This was because all the programmes at BPA except that of workshop are approved programmes. However, BPA followed formal evaluation in regular training-programmes. Day-care centres and other similar projects were benchmarked against a standard such as medical

⁶Bureau of Indian Standards (BIS) is the national standards Body of India working under the aegis of Ministry of Consumer Affairs, Food and Public Distribution, and Government of India. It was established by Bureau of Indian Standards Act, 1986. The minister in charge of ministry or department having administrative control of BIS is the ex-officio president of BIS.

procedure for evaluation of patient. In limb-fitting procedure and in hospitals in general, all the guidelines from medical system are followed.

At the institutional stage, BPA has begun to take cognizance of quantitative criteria to achieve the larger objective. Nevertheless, with the new Companies Act, 2013, incorporating the clause on Corporate Social Responsibility (CSR) wherein corporate funding for social causes has become mandatory, a combination of qualitative and quantitative measures will need to be included as an evaluation parameter.

Conclusion

Thus, one can say that BPA's organizational growth according to Barnett's three-stage model had advanced smoothly over the first two stages of Start-up and Professionalization. As enunciated in the chapter, the requirement in different aspects of the organization's functioning differs at different stages. A total of seven propositions with respect to these differences have been made on the basis of the three-stage model and analysis of BPA has been done over the three stages. Currently, BPA is at the third stage of Institutionalization which is marked by delegation, specialization, and the fine-tuning of administrative structure and systems.

Questions:

1. Just like human beings or products, organizations too have their life-cycle. On the basis of the models described in the chapter, share your thoughts about the journey of BPA.
2. According to you, in which stage of its life-cycle is BPA in? Provide proper justification for your answer.
3. Comment upon: Identification and implementation of change is necessary for moving from one phase to another phase of the life-cycle for sustainability.

4. Compare and contrast organization's life-cycle model described in this chapter with other organizational life-cycle models. Try to derive a few broad conclusions based on it.

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STRENGTHS, AREAS OF IMPROVEMENT AND VISION (SAV) ANALYSIS: RECOMMENDATIONS

Learning objectives:

- To get an overview of analysis of Strengths, Areas of improvement and Vision (SAV) of Blind People's Association (BPA)
- To derive recommendations through SAV analysis

Introduction

Most of the organizational-development techniques begin by garnering of internal and external resources like research studies, newspaper articles and theoretical models. Hence, for assessing the state of affairs of Blind People's Association (BPA) and arriving at the way forward, I took recourse to both internal and external resources.

The first step was to look inward and seek insights from the rich pool of experience possessed by the top and middle management at the Non-Governmental Organization (NGO). For this purpose; trustees, executive director, other directors, campus managers, project managers, and principals of schools were interviewed with open-ended questions to gauge their satisfaction with BPA's growth, and to understand their views about the strengths of BPA, areas of improvement at BPA and their vision about BPA of the future.

The next step was to analyze these responses in the light of the existing knowledge and practices in the field of disability services and organization management. Here, I used the 'Strengths, Areas of improvement, and Vision (SAV)' framework that I have developed. The responses were analyzed to cull out major themes in each of these three broad areas. Interestingly, seven themes emerged under each of the three broad areas which indicates the maturity level of the organizational growth. The themes are:

1. People
2. Finance and Accounts
3. Assets and Infrastructure
4. Purpose
5. Use of technology
6. Reputation
7. Advocacy

One theme namely Systems and Processes got added to the list of 'Areas of improvement' and two themes to 'Vision' namely Use of Technology in having world-class systems and processes, and Research and Publications. These are discussed briefly in this chapter.

1. **People:**

No organization of BPA's stature can grow without the right kind of people. Hence, this did not come as a surprise item on the list of SAV analysis.

Strengths: One of the greatest strengths of BPA, identified by majority of persons interviewed, is the leadership and cohesiveness of the top-management at the organization. Here, leadership refers to the trustees, executive director and directors. The cohesiveness of their working is one important dimension while the other two dimensions that were pointed out were their competence and diversity of perspectives as a team.

Second area of satisfaction was the increase in interest among younger professionals to join the organization either as volunteers or as employees.

Areas of improvement: People issues also came up as a large area of improvement from almost everyone and the first in the list was attracting and retaining younger professionals. The other concerns were leadership development and enhancing the dedication, discipline, and quality orientation of the staff at large. There was a mention of periodic performance-appraisal and its linkage to compensation to ensure accountability and quality. In short, it boils down to professional management of Human Resources (HR) with an emphasis on performance.

Vision: The vision accordingly was to have a professional HR policy with due emphasis on all the functions of talent management: attraction, recruitment, retention and development of talent. The emphasis, interviewees believed, should be on values like dedication, honesty and

quality consciousness when selecting and developing professionals.

2. **Finance and Accounts:**

Another important resource without the adequate presence and appropriate management of which no organization can sustain is money. Therefore, BPA leadership has rightly mentioned it in all three areas of SAV analysis.

Strengths: Unanimously, sound financial health of BPA has been identified as a matter of pride. The goals of transparency and clear accounting-procedures too have been emphasized from the time of Arvind Lalbhai who was a trustee of the organization during the early days of the organization. Accordingly, the annual report documents the details of receipts and expenses, and online donors can track the movement of their money on BPA's website. According to Jahangir Cama, President of BPA till his demise in August 2014, “financial management at BPA is absolutely above par.”

Areas of improvement: Money being a scarce and dear commodity, it is becoming increasingly difficult to procure it on a sustainable basis, and hence there is a constant need to spend and invest it wisely. Organizations like BPA which receive substantial donations in the form of cash and kind, have to develop appropriate procedures to ensure appropriate usage of the same. Besides management, the inflow by way of exploring new revenue sources and growth of money by way of investment also have to be ensured.

Vision: BPA has sufficient funds to run its activities and donations also are easily forthcoming. However, there are apprehensions that regulations related to Corporate Social Responsibility (CSR) as per the new Companies Act, 2013, would increase competition among NGOs and thereby create a dent in donors' share to BPA. Consequently, the vision that follows is systematic

resource-mobilization efforts through setting up of a resource mobilization department followed by wise portfolio management. Bhushan Punani, Executive Director of BPA, has been contributing greatly to the financial comfort of BPA through his focus on fund-raising from different channels and utilizing media for the same. He also follows the process with profitable investments of the collected resources.

3. **Assets and Infrastructure:**

One of the unexpected direction through windfall gain in which BPA grew was in terms of asset acquisition and infrastructure development. It was perhaps the consequence of efforts of key people at BPA, the organization's established credibility and good fortune that it received grants of acres of land at different locations like Bareja, Naaz and Bhuj. This is one area in which all NGOs need to start operations.

Strengths: One of the most cited items on the list of strengths and satisfaction was infrastructure growth at BPA and initiation of new campuses with varied units. The fact that all the campuses are functioning professionally and have disability-friendly structures is BPA's achievement according to many of the interviewees. The establishment of credibility and respect for each of these units in their respective neighbouring communities is a sign of their good work within a short period.

Areas of improvement: This expansion, however, has led to tremendous load on BPA considering that the growth was unplanned and exponential. The growth happened as BPA responded to needs (for example, setting up rehabilitation centre in Bhuj after earthquake) or dole outs of Trusts which entrusted BPA with the responsibility of managing their functioning (for example, MSM-Naaz school). As what happens in such events, it took a toll on organization's HR. This is reflected in increased number of people to take care of

expansion of services. For example, in Bareja, the demand for number of surgeries/Out Patient Department (OPD) increased manifold requiring increased number of qualified doctors, nurses and attendants. This is in addition to the requirement of increased number of hospital wards and operation-theatre facilities. Thus, better management of the suddenly expanded assets is an area which needs to be addressed by recruitment and improved administrative systems and processes. Recruitment brings in additional aspects of changes in culture, and formal systems and processes.

Vision: Cama was clear that having expanded substantially, the next stage for BPA should be consolidation of the existing infrastructure. This according to many can be done by a more systematic administration with a balance of centralization and decentralization.

4. **Purpose:**

A critical aspect of any organization is how well it is able to work towards achieving the purpose of the organization as articulated in its mission and vision.

Strengths: On this front, by any standards, BPA has had a fantastic track record. People are highly satisfied with the way in which BPA has responded to the needs of the community it was founded to cater to. A point of greater appreciation is that BPA went beyond the initial mandate of serving just Persons with Blindness (PwB) to gradually expanding services for all seven forms of disabilities identified in The Persons with Disabilities (Equal Opportunities, Protection of Rights and Full Participation) Act, 1995. The disabilities covered are: blindness, low vision, leprosy-cured, hearing impairment, locomotor disability, mental retardation and mental illness¹ (Please refer Appendix-19.1). This led to an increase from a few to a vast number of activities as service users increased from PwB to Persons with

Disabilities (PwD). Thus, BPA shifted from single disability approach to one with cross disabilities and multiple disabilities. Education focus also widened from functional education to vocational-skills training, and services broadened from centre-based to Community Based Rehabilitation (CBR).

Areas of improvement: The activities at BPA increased in response to the needs as and when they were realized internally or through challenges thrown by newer cases of disabilities. This resulted in unplanned or not so well-planned development. Therefore, the activities need to be refined further in terms of people, processes and overall quality.

Moreover, there are increased expectations of service users, stakeholders and their families. As often happens with human groups in many different contexts; in the beginning, they demanded basic needs and meeting of those needs was enough to provide satisfaction. But after sometime, the satisfaction of these basic needs becomes a given and no longer provides the same satisfaction as aspirations rise. Similarly, newer expectations from BPA have arisen from its service users for better quality services and better quality of life.

Vision: Over a period of time, it is being realized that the needs of the service users and other stakeholders seem to be changing in two major ways: in the nature of disabilities and enhanced services to achieve parity. The number of PwB, for example, is decreasing and low-vision cases are increasing. Similar changes are happening in the statistics of people with special needs. This ought to lead to qualitative change in the activities and services. For example, programmes and services need to be redesigned to meet the changing needs of the target population and to increase their quality of life.

In addition, greater participation of PwD is visualized in different walks of life as a matter of right and not charity by the community. This is the likely scenario because

parallel development in the area is achievement of parity by PwD. The vision is to empower them to be able to plan an important role in their communities and especially in the decisions about their lives.

5. **Keeping abreast with new technology and technology upgradation :**

Another important aspect of any organization is its ability to keep up with the changing technology and to update existing technology.

Strengths: In this domain, BPA has kept itself up-to-date from the days of Braille printing to providing training in newer vocations related to computer. Moreover, when Internet became pervasive, its usage for communication has become a major area of satisfaction for BPA family. An updated website was a major breakthrough followed by online donations. In addition, the LED screen outside its main campus is being used a mode of communication as well as earning.

Areas of improvement: In any fast-growing organization of today, newer uses of technology need to be explored and tapped to keep pace with times and increase in the number of people. The use of Information Technology (IT) for enhancing the ease of access to large amount of data and its effective analysis is an area where BPA needs to foray. This becomes critical in the backdrop of BPA expanding manifold in size and services over its journey of five decades (Please refer chapter-1). Besides, constant upgradation of technology in the technologically fast-changing and networked world of today is a necessity and not a choice. BPA has used computers for training PwD and creating e-books. However, use of technology in upgrading administrative and accounting procedures is an area of improvement besides including more softwares for training of PwD.

Vision: BPA of tomorrow should be using IT in managing finance and accounting systems. Besides this, use of technology for speedy communication is an area

where BPA needs to make better inroads. Communication to the online donor-community and funding agencies has to be strengthened on an ongoing basis on two counts using technology: to create a presence on Internet and once the relationship gets established, for accurate and timely flow of information regarding the use of funds.

6. **Reputation:**

Contrary to the popular belief, NGOs also need to establish credibility and engage in brand-building as much as corporations which deal with commercial products and services need to do.

Strengths: BPA has been perceived as a name to reckon with in the field of disability in India as well as in Asia. Moreover, it has also emerged as a mentor and facilitating organization for other NGOs operating in the domain in India and abroad. In addition, considering its leadership in the field of disability within India and Asia, it is now recognized as an institution of repute in international community of donors and funding organizations. This is an area of immense satisfaction for BPA managers and directors.

Areas of improvement: BPA has been able to chart a name for itself as a highly credible and efficient organization. Yet the management at the organization expects to enhance the BPA experience for walk-in visitors as well as increase the awareness about BPA among people from all walks of life especially the younger generation. BPA needs to follow the systematic brand-building processes in order to spread its message across the nation before it can take on the task of acquiring reputation across the world. Two other methods of advocacy, and research and publications can enhance its reputation speedily.

Vision: BPA community is desirous of making BPA rank as the top institution in the field of disability management in the whole world. They also wish to make the institution

well-known and reputed in the world for its comprehensive rehabilitation activities for PwD and as a model organization in the development sector.

7. **Advocacy:**

Advocacy is a critical aspect for any organization in the development sector catering to the needs of a marginalized group about which new knowledge is being acquired by the people. Advocacy enables the organization as well as the larger field/cause in which the organization is working. The field of disability has evolved from a medical-based approach to rights-based approach.

Strengths: BPA officials have been representing their organization and contributing meaningfully to advocacy for PwD in various national and international policy-making bodies' conferences and committees. This has been an area of great satisfaction for the BPA leadership. For example, Punani has been on several government committees, the most important being the committee for drafting the new law for PwD. Similarly, Nandini Rawal, Project Director of BPA, has been the first Indian to be appointed as an officer on International Council for Education of people with Visual Impairment (ICEVI).

Areas of improvement: The newer approaches require that policy-makers are educated on the developments in the field. However, no significant change can occur without the active collaboration and participation of the family, community and society that PwD are a part of. Hence, advocacy needs to cover general public as well. The interface of PwD with the larger community would sensitize the latter to the issues and challenges of the field. This needs to be addressed.

Vision: Vision for advocacy is that there should be an exclusive group which should be continuously working towards this goal. A media management or Public Relations (PR) department is required for educating the relevant public, and also identifying myths they hold about disabilities and thereby correcting them.

At BPA, the first step in this regard has been the appointment of Kinnari Desai as Advocacy Manager who rejoined BPA after completing her Master's in Arts (MA) in Human Rights. Bharat Joshi in the advocacy department at BPA has also done a similar course. Both of them have taken up many cases to redress rights of PwD and have been successful.

Additional theme in Areas of improvement

1. **Systems and Processes:** This emerged as an additional theme in 'Areas of improvement' from many individuals at BPA. It included administrative procedures for staff and guest/walk-in visitor-management systems. Perhaps as BPA has increased its activities and campuses, a balanced centralized and decentralized administrative system has to be developed with standardized formats for expenses, travel and usage of BPA property. These will increase convenience and decrease time required for routine activities.

Additional themes in Vision

Two additional themes emerged in Vision. The first one is an interesting combination of two earlier themes: Use of Technology, and Improvement in Systems and Processes. The second one is a new entrant: Research and Publications.

1. **Use of technology in creating top-class systems and processes:** Use of technology for creating top-class systems and processes has three major advantages: ease, speed and accuracy. However, there are two major prerequisites for it to allow the organization to garner the fruits of these advantages namely knowledge of appropriate and the best available technology for the purpose, and percolation of the skill of use to all the concerned employees in the organization. This will be discussed further in recommendations.
2. **Research and Publications:** Identification of research and publications in Vision is an indication of advanced stage of organizational evolution and implies that other areas of importance have already reached up to a point

where they require maintenance or gradual upgrading. BPA has time and again brought research and publications on agenda but the initiative could not catch momentum and desired direction. The quantum and frequency too need to be enhanced to gain competitive advantage in the field and assume leadership therein.

Recommendations:

On the basis of SAV analysis, following five recommendations are made:

1. Development of HR systems and processes: There are three key areas which need to be addressed within HR function:

- Talent attraction and retention
- Talent development
- Review of organizational structure with a focus on aligning job descriptions with designations

Although financial and human resources continue to be a challenge especially in voluntary sector, at the institutional stage in its life-cycle (Please refer Chapter-18) BPA needs to review its HR policy and make provisions for role clarity and adequate number of qualified persons in different departments especially in key functions like resource mobilization, PR and advocacy. This can also be tackled by sponsorship of certain positions, HR planning and succession planning. In the context of review of organizational structure; I recommend that a review of designations be done and if need be, they should be modified. Besides, new designations need to be created by systematic analysis of job descriptions and designations in such a way that they reflect the key responsibilities comprehensively. Another aspect that needs to be considered in review is of benchmarking with NGOs of repute.

2. Use of advanced technology: Technology has pervaded every walk of life and has provided the benefits of ease of access to information, increased storage of

large amounts of information and tremendous speed with which information can be shared with a large number of people. However, a mere acceptance of technology as a given and using it in traditional ways is not enough. There is a need to understand the various functions it can serve in three areas of PwD training, administration, and communication (both internal as well as external).

BPA had adopted technology quite early for training PwD in a variety of ways. The creation of a digital audio-library of books which are being made available to students at a nominal price, was a major breakthrough in helping PwD learn. The other area where significant impact happened was training in Certificate Course on Computing using special softwares for students with Visual Impairment (VI) like: Text to Speech converter, screen reading software called Job Access with Speech (JAWS)¹ for Microsoft and scanning software Optical Character Recognition Reader (OCR Reader)². The scope of using computer software in training should be increased and it should include training in accounting software, presentation software, educational software, web-based software, mobile applications etc. The students should be trained in hardware and networking also which have become a key requirement in everyday life in today's world. This would tremendously enhance employment opportunities for PwD. Many applications—mobile or PC-based—have been developed for helping people with VI. These should also become a part of the training curriculum for the demographic as they would help such people lead normal lives.

¹JAWS is a computer screen reader program for Microsoft Windows that allows PwB and users with VI to read the screen either with a text-to-speech output or by a refreshable Braille display.

²OCR is a technology that enables one to convert different types of documents such as scanned paper documents, PDF files or images captured by a digital camera into editable and searchable data.

The second area requiring use of advanced technology is internal administration of BPA. Financial and accounting softwares have almost revolutionized our day-to-day lives as exemplified by banking and financial sectors working with huge amounts of data. A similar approach in organizations have made management of financial data extremely easy to access, collate and transfer. BPA needs to adopt this system full throttle if it were to surge ahead. The other aspect of administration includes management of estate and facilities. These too can be connected via technology to provide easy access to geographically dispersed employees.

The third area wherein advanced technology has huge implications is that of communication: both internal and external. We can improve systems and processes through Enterprise Resource Planning (ERP)³ wherein intranet and extranet help to build better processes for both internal and external stakeholders.

3. Creation of resource mobilization department: Based on my research, observations and analysis about how BPA mobilizes resources for conducting its activities, following are some suggestions to the organization's fund-raising department to enhance its sustainability practices:

- The name of the fund-raising unit should be changed to Resource Mobilization Department.
- There should be a proactive and planned approach towards fund-raising. An annual plan should identify a fund-raising target for the year based on an assessment of the expenses and requirements.
- A comprehensive communication plan incorporating human touch that relates to all kinds of donors from small to big and from existing to potential, should be

³Enterprise Resource Planning (ERP) is business-process management software that allows an organization to use a system of integrated applications to manage the business and automate many back-office functions related to technology, services and human resources.

developed. Use of technology should be explored for this communication.

- Focus should be put on building donor communities through goodwill. Encouraging first-time donors and younger donors is crucial.
- Emphasis should also be laid on fund-raising from corporates especially at this opportune time when the CSR regulation under new Companies Act, 2013, makes it compulsory for companies of a certain size to necessarily spend two percent of their profits towards CSR activities (Please refer Appendix-8.1 for details). BPA should demarcate budget for its PR initiatives for fund-raising from the corporate sector.
- As the field of donations has become increasingly competitive, the annual plan needs to take into account the public sector in addition to private sector companies.

4. **Independent existence of media management/communication function:** Currently, the media management and communication functions are being carried out at BPA but they are distributed across various people and overseen by the executive director. Such an approach leads to several challenges including those of identity management and contact management as discussed in Chapter-16 on Brand Communication of BPA. This communication needs to be systematized and advanced to become a fully independent function with a dedicated group of people. This is the need of the hour both from the organizational life-cycle approach (Refer institutional stage in Chapter-18) and from the point of view of criticality of brand building (Refer Chapter-17). The importance of an independent media management/communication function increases in a time when the mediascape has become extremely dynamic and interactive with the digital platform and media convergence adding to the complexity. Four important directions for the department are as follows:

- Framing a media policy
- Planning media activities in line with the media policy and the principle of identity management as enunciated in Chapter-17
- Ensuring quality content and consistency of messages in different types of media thus taking care of contact management as discussed in Chapter-17 and mentioned in recommendation for resource mobilization department on human touch.
- Advocacy through media is an important activity which should be undertaken by the department.

To optimize communication effectiveness, significant engagement needs to be made with different media vehicles for media planning. The media shift should be from passive, single medium to interactive mix of media and social media. The power of the Internet needs to be understood and carefully planned and monitored although not in exclusion.

5. Research and Publications department: Currently, there is insufficient empirical evidence to guide practice in the field of disability. It is the experience of people working in any emerging field which informs their decision-making and government's policy as well as any changes in the policy. There is thus a need to conduct planned studies in the field of disability where there are presently many knowledge gaps. Some of the areas of study have been identified as follows:

- Changing needs of the population and behavioural aspects related to having disability need to be identified. The statistics are available but their aspirations and consequently training needs can be identified through research studies using qualitative methodology.
- Impact studies focusing on the outcomes of the training and employment of PwD

- Studies collecting systematic feedback from organizations where PwD have been employed
- Identification of current/prospective employers' needs where PwD could be possibly employed
- An understanding of the process of learning in autistic children
- Innovative methods of learning
- Use of digital tools in facilitating learning for different groups of PwD

Questions:

1. Identify an NGO and conduct its SAV analysis.
2. As a consultant, suggest strategies to overcome the challenges BPA is facing currently in the areas of attracting skilled people, updating technology and managing its finance and accounts.

i *Major Concepts & Definitions.* (1995). The Persons with Disabilities (Equal Opportunities, Protection of Rights and Full Participation) Act, 1995. New-Delhi: Government of India. Retrieved 27 March 2015, from http://mospi.nic.in/mospi_new/upload/disablity_india_statistical_data_11mar2011/Chapter%203%20Definition_%20Disability.pdf

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Appendix-1.1

LIST OF PEOPLE INTERVIEWED FOR DATA COLLECTION

OFFICE-BEARERS OF THE TRUST

S.No.	Name	Designation
1.	Mr. Jehangir Cama (late)	President, BPA
2.	Mrs. Nandini P. Munshaw	General Secretary, BPA
3.	Mrs. Sunita Thakor	Treasurer

EMPLOYEES of BPA

S.No.	Name	Designation
1.	Dr. Bhushan Punani	Executive Director till March 2014
2.	Mrs. Nandini S. Rawal	Project Director till March 2014
3.	Mr. Harish Panchal	Director, Training
4.	Mrs. Vimal Thawani	Programme Manager
5.	Dr. B.K. Panchal	Occupational Therapist
6.	Mr. Bharat Joshi	Project Manager, CBR
7.	Mr. Dharmendra Kumar Jena	Manager/Head BPA-Bareja Eye Hospital
8.	Mrs. Mira Shah	Fund Raising Officer
9.	Mr. Vrajbhushan Sharma	Administrative Officer
10.	Mr. Tarak Luhar	Principal, Primary school
11.	Ms. Kinnari Desai	Advocacy Manager
12.	Mr Vasudev Patel	Retd. Superintendent/ Head, Tech. School
13.	Ms. Tejal Lakhia	ITI Superintendent/ Head
14.	Mr. Shantaram Parab	Purchase Manager
15.	Mr. Ambalal Pandya	Manager, ATC Workshop

S.No.	Name	Designation
16.	Mr. Bipin Mehta	Coordinator, Integrated Education & Distance L.
17.	Mr. Ramesh Patel	Employment Officer/Head
18.	Mr. Futarmal Porwal	Braille Manager, Trustee
19.	Mr. Jagdish Trivedi	Welfare Officer, Workshop
20.	Mr. Zakir Sipai	Computer Operator
21.	Dr. Sanjay Sharma	Physiotherapist
22.	Mr. Arindam Ray	Manager BPA-KCRC, Bhuj

EMPLOYEES IN THE DIFFERENT SCHOOLS OF BPA

HIGHER SECONDRY SCHOOL

S.No.	Name
1.	Mrs. Sudhaben Joshi, Principal
2.	Ms. Chetanaben Parikh
3.	Mr. Manjibhai Patel
4.	Mr. Govindbhai Patel
5.	Mr. Gajendrabhai Vyas
6.	Mr. Bhikhubhai Patel

TECHNICAL SCHOOL FOR THE BLIND

S.No.	Name
1.	Mr. Nalinbhai Dhingani
2.	Mr. Mukeshbhai Rajput
3.	Mr. Damjibhai Hadiyal

PHYSIOTHERAPY SCHOOL FOR THE BLIND

S.No.	Name
1.	Mr. Dilipbhai Shah

**ADULT TRAINING CENTER (SCHOOL)
FOR THE BLIND**

S.No.	Name
1.	Mr. Rajendrabhai Gamit
2.	Mr. Dineshbhai Pandya

Appendix-1.2

TYPES OF EXCELLENCE

1. **Competitive excellence**- best performance in a competitive field during a particular period has been called *competitive excellence*, e.g., in a given period, reaching top market share or maximum profits in the industry.
2. **Rejuvenatory excellence**- when an organization displays vastly superior performance compared to the past, e.g., an organization making huge losses begins to make marginal profits is said to pursue *rejuvenatory excellence*.
3. **Institutionalized excellence**- sustained high corporate performance over a fairly long stretch of time has been called *institutionalized excellence*
4. **Creative excellence**- Organisations which are unique and known for their pioneering spirit or their innovativeness are said to pursue *creative excellence*
5. **Missionary excellence**- Pursuing a major social mission or an ideal effectively is known as *missionary excellence*.
6. **Versatile excellence**- concern for the well-being and development of multiple stakeholders including the staff, a stakeholder often neglected in the hot pursuit of profits is known as *versatile excellence*.

Source: Abstracted from Khandwalla, P. N. (2004). Organizational Design for Excellence (p. 287-298). New-Delhi: Tata McGraw-Hill.

Appendix-5.1

AWARDS & RECOGNITION OF BPA

For year 2014-2015

- 1. AWARD FOR COMMUNITY LEVEL SERVICES:** BPA-Navalbhai & Hiraba Eye Hospital was conferred an Award for its remarkable activities in the field of eye care and for its quality of services in the community level from AGAPE charitable trust.
- 2. AWARD FOR BEST CARE TAKER:** Mrs. Ranjanben Thakor who is the employee of BPA was conferred an Award for Best Care Taker -2014 for mentally retarded and multiple disabled children from Society for the Mentally Retarded (SWMR), Ahmedabad in its Annual function on 15February 2014 at the Town Hall, Ahmedabad.
- 3. RUSTAMJI D. CONTRACTOR AWARD:** Mr. Raj Solanki , who is deaf blind and former student of BPA was conferred the Rustomji D. Contractor Award sponsored by Ushta-te Foundation on 16th February 2014 at Gujarat Sahitya Parishad Hall, Ahmedabad by the worthy hands of Ms. Esther David as Chief Guest. Raj is now an Instructor in the Massage Programme . The most touching gesture is that Raj has donated the price amount to BPA.
- 4. VTV – GUJARATI GAURAV THANK YOU MUMMY:** Mrs. Nalini Rawal who is the staff of BPA-Sumeru Centre, mother of special child Ms. Juhi and Mrs. Javanika Dharmendrabhai Kadia is mother of 2 sons,

Harshil and Dharmik conferred the Best mother who has struggle for their children, made their life. This Award organized by VTV Gujarat on Mother's Day – 11th May, 2014 in Ahmedabad.

5. **IMS-BEST EDUCATIONIST Award:** Mr. Maulik Rajnikant Tripathi who is the Teacher of BPA was conferred this Award.
6. **“GLITTERING DEALERS” Award:** Saurashtra Cement Limited-Hathi Cement & Gujarat Sidhee Cement Ltd donated Rs. 1, 00,000 to Blind People's Association in “Glittering Dealers' Award for its excellent work. This Award function organized on 17th July, 2014 At University Convention Hall. Mrs. Nandini P. Munshaw, General Secretary and Dr. Bhushan Punani, Executive Secretary of BPA were conferred this Award.
7. **QUALITY MARK TRUST Award:** BPA was conferred QUALITY MARK TRUST Award under category of NGO & Trust. The award function was held at YMCA, International Centre, Ahmedabad on 10 May, 2014
8. **DR. JAGDISH PATEL MEMORIAL Award (Late):** Shri Ambalal Devabhai Prajapati & Shri Lakhdheersinh Naranji Gadhvi.
9. **BHIKHABHAI C. SHAH MEMORIAL Award (Late):** Dr. Rajesh C. Mulwani
10. **MUKUNDBHAI GANDHI SHTRI SHAKTI Award (Late):** Ms. Zarna Dilipkumar Maheshwari & Ms. Arva Turakbhai Patel
11. **“LATE KARSAN MEGHJI VEKARIA” Award:** Mr. Arun Arya was affected by polio where his both lower limbs are affected. He belongs to very poor family. He works with BPA as office assistant. On 28th December, 2014. He was conferred a Memorial Award -“Late Karsan Meghji Vekaria” by Shri Navchetan Andhjan Mandal, Madhapar, Bhuj for outstanding services in the field of rehabilitation of differently abled persons.

12. **STATE LEVEL AWARD TO DILIP SHAH, PHYSIOTHERAPIST:** Mr. Dilip H Shah is a late blind and completed his study in 1991 from school of physiotherapy of Blind People's Association-Ahmedabad. Since 1991 he is working as senior physiotherapist and master trainer of Japanese Massage Manual Therapy (JMMT) and co-ordinator of scientific massage under- Kaushalya Vardhak Kendra (KVK). On 25th December-2014 he was conferred best employee award from Department of Labour, Government of Gujarat by the worthy hands of Gujarat Chief Minister Mrs. Anandiben Patel.
13. **RUSTOM MERWANJI ALPAIWALLA MEMORIAL Awards-2015:** Mr. Tarakeshwer K. Luhar, Principal, Adult Training Centre for the Blind, Ahmedabad was conferred this prestigious national award in voluntary category on 19th January, 2015 by the worthy hands of Shri Mohit S. Shah, Hon'ble Chief Justice, Mumbai High Court. This Award was organized by the National Association for the Blind, Head Quarters, Mumbai.
14. **28 January, 2015:** Veteran Educator Award by the Open Page to Dr. Bhushan Punani (Executive Secretary Of Blind People's Association & Prof.. Bhaskar Y. Mehta and Best Teacher Award to Mr. Paresh Shah, best Special Educator

For year 2013-2014

1. **SPORTS Awards:** The Special Olympic Asia-Pacific Regional Basket Ball Event for people with mental retardation was organized in Sydney Australia. A total of 31 participants from Gujarat sponsored totally by the Government of Gujarat participated in various activities. Ripal Patel from Jit Mehta Bal Shala Trust participated in the Basket Ball competition and won the Gold Medal. Mr. Sachet Gandhi participated in 100 Feet Run and Shot-put and won one silver and one bronze medal. These

people were thrilled with their medals and so were their proud parents and also the BPA.

2. **Dr. Bhushan Punani** addressed the managerial staff of Artificial Limbs Manufacturing Corporation (ALIMCO) on 25 September, 2013. He spoke about the importance of team building, strategic planning, investment planning and motivation. ALIMCO gave a memento to Dr. Punani as a token of their appreciation.
3. Late Padmashri Dr. Jagdish Patel Pragnachakshu Pratibha Paritoshik for outstanding contribution to the education, development and empowerment of blind and disabled persons conferred to **Mr. Yahya Hakkimuddin Sapatwala**.
4. Late Shri Bhikhabhai C. Shah Memorial Award for meritorious services in the field of education and rehabilitation of persons with visual impairment conferred to **Shri Futarmal Jasraj Porwal**, Braille Press Manager and Trustee of Blind People's Association.
5. **Mrs. Sudha Joshi** Principal for **Best Teacher Award** by Government of Gujarat on 5 September (Teachers' Day), 2013. Award by Zydus School and **The students of Secondary School for Blind**, a Unit of Blind People's Association Received Award from Zydus School-Ahmedabad for their dance performance.

For year 2012-2013

1. **Dr. Bhushan Punani** was conferred Neelkanth Patang Nagar Pratibha Award by Ahmedabad Municipal Corporation and Dhramadev Infrastructure Ltd, Ahmedabad on 11 May, 2012
2. **Mr. Ranchhod Pukhraj Soni** was conferred Late Dr. Jagdish Patel Pragnachakshu Pratibha Paritoshik for outstanding contribution to the education, development and empowerment of blind and disabled persons on 15 July 2012 at Dahod.

3. **Mrs. Nandini P. Munshaw**, General Secretary of Blind People's Association by Lions Club Of Ahmedabad main
4. **Mrs. Sudha Joshi**, Principal, Secondary School For the Blind conferred "GUJARAT LOK KALA AWARD" on 21st October,2012.
5. **Mr. Ketan Waghela**, Blind Physiotherapist of BPA conferred Nandini P. Divetia Rehabilitation Award for Disabled-2012.
6. **Dr. Sanjay Sharma**, Anesthesiologist (visually impaired) who is currently working as Teacher in BPA-Physiotherapy Centre for Blind was conferred RUSTAMJI D. CONTRACTOR AWARD sponsored BY USHTA-TE FOUNDATION by the worthy hands of Shri P.K.Laheri (I.A.S.) Retd. Chief Secretary, Govt. of Gujarat. The Award function was held on 22nd January, 2013 at Jyoti Sangh Udyog Bhavan at Vadaj, Ahmedabad.
7. **Mr. Sanjay Solanki**, a blind student from Standard 12 of our school has won Prize of Rs. 20,000 in Essay Writing Competition organized by the Petroleum Conservation and Research Association. This is the first time that a blind persons has won prize in competition with sighted people.
8. **Dr. Dilshad Shaikh** working as Physiotherapist with the Mankuwa centre in Kutch was conferred the "Hiramanek Award" on International Women's Day on 8th March'13 at Mumbai, Church Gate, Sunvilla Banquert Hall. From Gujarat only 2 persons received the award and about 40 persons were there from all over India.
9. **Mr. Naresh Pal**, Special Educator in Visual Impairment & Additional Disabilities Unit wins the award for the Best Case-Study by the Society for the Welfare of Mentally Retarded.

For year 2011-2012

1. **THIRD BEST EYE HOSPITAL:** Navalbhai Hiraba Eye Hospital a unit of Blind People's Association was

conferred an Award as Third Best Eye Hospital on the occasion of World Sight Day 13th October, 2011 at Town Hall, Gandhinagar from the Department Of Health. Govt. of Gujarat

2. **Dr. Bhushan Punani** was conferred the Distinguished Alumnus Award on the occasion of the Golden Jubilee celebration of his alma-mater on 11 December 2011 at Indian Institute of Management, Ahmedabad
3. **THE LATE RUSTOMJEE D. COTRACTOR Award:** Ms. Janaki Akhani , Computer Teacher of BPA-ITI Department was conferred this Award by Ushta-te Foundation. The Award ceremony was held on 3 December 2011 at Thakorebhai Desai Hall, Ahmedabad. Ms Shernaz Engineer who is the first woman Editor of the 179 –year old Jam-e-Jamshed, the No 1 Parsi publication and Asia's second oldest newspaper presided over the function and gave the Award to Janki.
4. **NANDINI P. DIVETIA REHABILITATION AWARD FOR DISABLED:** Mr. Bharat Manilal Waghela who is a low vision person working in our Motor Rewinding and Electric Department of the Adult Training Centre for the Blind was conferred Nandini P. Divetia Rehabilitation Award on 3 December 2011 .

For year 2010-2011

1. **AADI SHANKARACHARYA Award:** Religious organisation Kanchi Kamakoti Peetham, which is setting up an institute in the city to provide technical and vedic education side-by-side, conferred awards on outstanding citizens of Gujarat at a function on 16 May 2010.
2. **BPA EYE HOSPITAL WINS BEST HOSPITAL Award:** The Gujarat State Blindness Control Programme gives Awards to different eye hospitals in different categories of achievements. The BPA Navalbhai & Hiraba Eye Hospital at Bareja has been conferred the

"BEST ACHIEVEMENT AWARD FOR HIGHEST EYE SURGERIES IN THE DISTRICT OF AHMEDABAD " by the Department of Health, Government of Gujarat on 14th October, 2010

3. **BPA EDUCATOR GETS EKLAVYA Award:** Mrs. Sudha Joshi In charge Principal of BPA was conferred the Excellent Educator Award by the Eklavya Education Foundation on 4 September, 2010
4. **Hemlata Chaudhary**, now Mrs. Hemlata Gupta Special Educator of the BPA-Early Intervention Centre has topped the Diploma on Special Education (Deafblind) conducted by the Manipal University in the Helen Keller Institute for Deaf and Deafblind Centre. Hemlata is armed with new knowledge in her challenging job with multiple disabled kids.
5. **Chetnaben Soni**, Special Educator, BPA Mental Hygiene Clinic was awarded 1st prize for best case study by society for the welfare of the Mentally Retarded (SWMR) Annual function on 12 February 2011 at the Town Hall, Ahmedabad.
6. Rustamji D. Contractor Award 2011: **Rahimkhan F Pathan**, Blind Teacher of the BPA-Adult Training (School) for the Blind was conferred Ushta-Te Foundation Award by the worthy hands of Mrs. Mahrukh Noble on 2 March, 2011.
7. **Mr. Rameshbhai Patel** conferred as the The Gujarat State Government Best Placement Officer. In the last twenty years he had successfully placed 500 especially skilled workers at various positions in industry.
8. **Dr. Gyaneshwar Rao**, Trustee of Spandan and Co-Founder of BPA KCRC at Bhuj has been elected as District Governor of RI District 3050 for the year 2013-14. BPA congratulates Dr. Rao that his tenure as District Governor is a memorable one with thousands of people benefiting from his expertise, wisdom and large heart.

Appendix-5.2

CAMPUS/INSTITUTIONS HAVING STUDY CENTRES AT BPA

Institution/University	Institution/University
MP Bhoj University	Foundation Course, B.Ed. Special Education & Post Graduate courses in V1, Hi and MR
Indira Gandhi National Open University	Certificate & Diploma, Graduate and Post Graduate courses for PwD
Dr Baba Saheb Ambedkar University	Certificate & Diploma, Graduate and Post Graduate courses for PwD
Manipur University	Examination and evaluation of PwD courses

Source: *Annual Report*. (2013). Ahmedabad: Blind People's Association.

Appendix-5.3

PROPERTIES OF BPA

1. BPA Main campus, **Vastrapur** (1963)
2. Lioness Karnavati Hostel for Blind Women & BPA Guest House, **Vastrapur** (1991)
3. Kutch Comprehensive Rehabilitation Centre, (**KCRC**) **Bhuj** (2001)
4. Shri R.M. Parikh Resource Centre, Sumeru, **Paldi** (2002)
5. Navalbhai & Hirabha Porecha Eye Hospital, **Bareja** (2003)
6. MSM-Naaz Respite Centre Rehabilitation University Centre, **Naaz** (2006)
7. Bhadraben & Jagdishbhai Patel "Samarpan Sankul", **Vastrapur** (2006)
8. Savinay Rehabilitation Centre at **Bavla** (2008)
9. Gatorbhai Himmatlal Patel (Bidaj) Orthopaedic and General Hospital, at **Bareja** (2009)
10. Jyotsnaben Dhirubhai Naik Physiotherapy Sankul, **Usmanpura** (2010)
11. Lioness Karnavati Vocational Training Centre, **Drive-in-Road** (2010)
12. Dr. Jit Mehta Balshala Trust, **Usmanpura** (2011)

Appendix-5.4

BPA'S EFFORTS IN RECOGNIZING PEOPLE

1. List of awardees of Late Dr. JAGDISH PATEL PRAGNACHAKSHU PRATIBHA PARITOSHIK¹ for outstanding contribution to the education, development and empowerment of blind and disabled persons Award started from 2006.

Year	Names of Awardees
2006	Prof. Bhaskar Y. Mehta
2007	Mr. Prakash J. Mankodi & Mr. Yusufi F. Kapadia
2008	Mr. Ashishbhai J. Mankad
2009	Mr. Praful N. Vyas & Dr. Sonal K. Mehta
2010	Mr. Gaganvihari Y. Mehta
2011	Mr. Mahendrabhai Z. Jhagad & Mr. Tarakeshwar K. Luhar
2012	Mr. Ranchhod P. Soni & Mr. Dashrathsinh R. Chauhan
2013	Mr. Yahya H. Sapatwala
2014	Mr. Rajesh Mulwani

¹ Dr. Jagdish Patel: 5th September, 1928(Birth) & 31st March, 1999(Death) was the founder of BPA and a great institution-builder. He made outstanding contribution to the field of blindness and disability.

Appendix-8.1

THE 'NEW REGULATION' ON CORPORATE SOCIAL RESPONSIBILITY (CSR)

Key provisions in Clause 135 of The companies Act, 2013: Guidelines for CSR

The new Corporate Social responsibility (CSR) policy was introduced by The Ministry of Corporate Affairs (MAC) in 2009, and has been incorporated in the Indian Companies Act, 2013 by the Government of India. This Act has tried to adopt an inclusive growth strategy by introducing certain mandatory regulations applicable to corporate sector.

Thus in India, the concept of CSR is governed by clause 135 of the Indian Companies Act, 2013, which was passed by both Houses of the Parliament, and had received the assent of the President of India on 29 August 2013.

The regulation makes it compulsory for companies of certain specifications to necessarily spend 2% of their average net profits in the previous three years towards CSR activities . Specifically the regulation states the following:

- This new rule will be applicable from the fiscal year 2014-15.
- The CSR provisions within the Act is applicable to companies with an annual turnover of ₹10,000 million Indian National Rupee and more, or a net worth of ₹5000 million and more, or a net profit of ₹50 million and more. They must spend 2% of the average of the last 3 years profits, towards CSR activity.
- The Board must designate a 3-member CSR committee to ratify decisions on spending.

- The committee must comprise of at least three directors of which at least one should be designated as an independent director. Also, the formation of committee should be included in the board's report.
- The employee expenses will not be classifiable as CSR spending.
- The committee shall formulate the policy, including activities specified in Schedule VII, which are as follows:
 - ❑ Eradicating extreme hunger and poverty
 - ❑ Promotion of education
 - ❑ Promoting gender equality and empowering women
 - ❑ Reducing child mortality and improving maternal health
 - ❑ Combating human immunodeficiency virus, acquired immune deficiency syndrome, malaria and other diseases
 - ❑ Ensuring environmental sustainability
 - ❑ Employment enhancing vocational skills
 - ❑ Social business projects
 - ❑ Contribution to the Prime Minister's National Relief Fund or any other fund set-up by the central government or the state governments for socio-economic development and relief, and funds for the welfare of the scheduled castes and tribes, other backward classes, minorities and women
 - ❑ Such other matters as may be prescribed
- If the company fails to spend the mandatory 2% amount for CSR activity in the required year; it needs to provide a justification for the same. Failure to which can result into a penalty for that particular company.

Composition of CSR Committee

The Company should constitute a Corporate Social Responsibility Committee as follows:

1. The Committee shall consist of minimum 3 (three) directors of which at least one should be an independent director. However, in case of Private Company or the

Company for which it is not mandatory to appoint Independent Director on board, or Foreign Company the committee can be formulated with 2 (two) directors.

2. The CSR Policy shall be formulated in accordance with Schedule VII and the Committee will be responsible for framing the policy, finalizing the amount to be spent on CSR, monitoring & implementation of the execution of the same.
3. If Company ceases to fulfill the eligibility criteria for three consecutive years, then the company is not required to comply until the company will meet the eligibility criteria once again.

Responsibilities of CSR committee

1. The committee must ensure that the projects selected by them to spend the amount earmarked for CSR should not be the one that earns profits for the company rather one that benefits the society and local communities.
2. It is important for the companies to identify the area and then implement a customized program through a social business partner (NGO). Nonetheless, it is important for the company to conduct an impact assessment at regular intervals post implementation. The regulatory framework, however may not specify in so many words, but the intention of the government is clear and without an impact assessment the corporate spend also cannot be justified.

Yearly Compliances

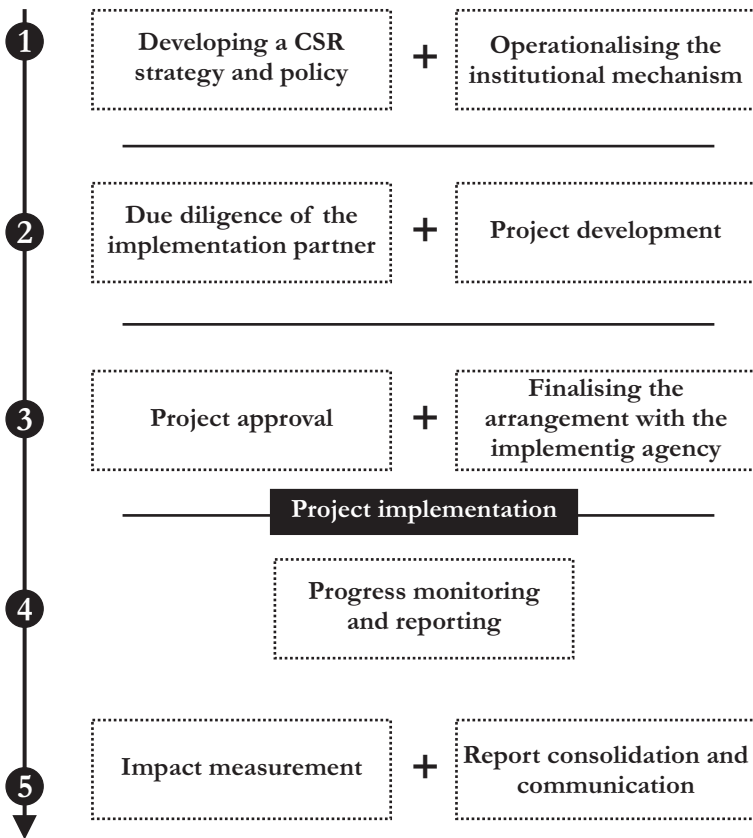
1. The Annual Report of the Company shall include a comprehensive Report on CSR in the format as prescribed in the Companies (Corporate Social Responsibility Policy) Rules, 2014, containing particulars on Overview of CSR Policy, Composition of the Committee, Average Net Profit, prescribed expenditure and details of its spending, reason in case of failure etc.

2. The disclosure on formation of CSR committee in Board Report should also be available on the Company's Website.

The activities included in the CSR Policy and the prescribed expenditure being undertaken/ spent shall be ensured by the committee, in the respective manner.

CSR Processes

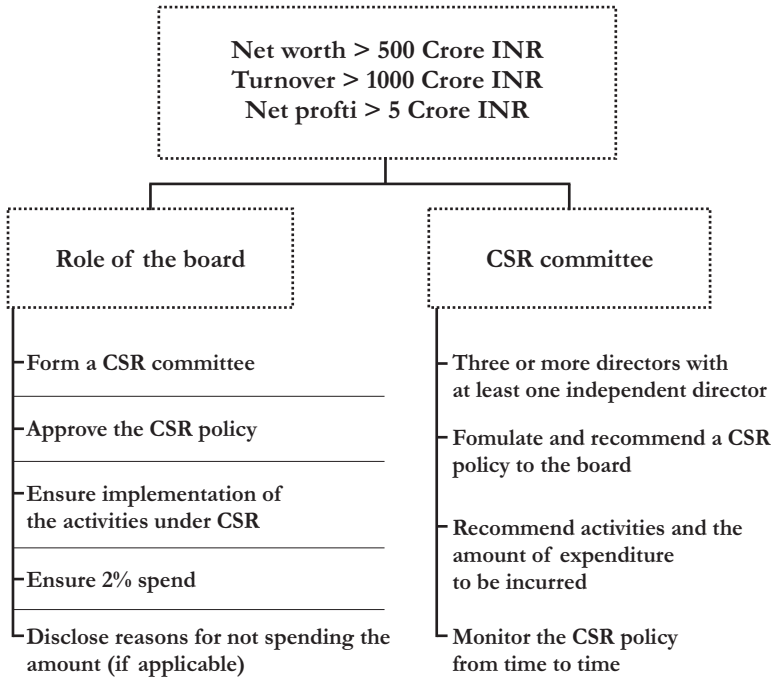
CSR processes



Source: *CSR Planning & Strategising- CSR Process* (2013). *Handbook of PWC on CSR in India*. PWC. Retrieved : 27 March 2015, from <http://www.pwc.in/assets/pdfs/publications/2013/handbook-on-corporate-social-responsibility-in-india.pdf>

Role of company's board and CSR committee

Role of the board and the CSR committee



Source: Clause 135, Companies Act, 2013 – Role of board and CSR committee (2013). *Handbook of PWC on CSR in India*. PWC. Retrieved : 27 March 2015, from <http://www.pwc.in/assets/pdfs/publications/2013/handbook-on-corporate-social-responsibility-in-india.pdf>

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1. *Handbook of PWC on CSR in India*. (2013). PWC. Retrieved : 27 March 2015, from <http://www.pwc.in/assets/pdfs/publications/2013/handbook-on-corporate-social-responsibility-in-india.pdf>
2. *Corporate Social Responsibility* (2013). *Companies Act, 2013 Key highlights and analysis*. PWC. Retrieved: 27 March 2015, from https://www.pwc.in/en_IN/in/assets/pdfs/publications/2013/companies-act-2013-Key-highlights-and-analysis.pdf

Appendix-8.2

RESOURCE MOBILIZATION AT BPA FOR THREE FINANCIAL YEARS

For the year 2011-12

Traditional Method	
Grants From Government Bodies	16,072,649
Donations By Corporate Sector /Public Sector/Small Firms/Individuals	
Adani Foundation	2,500,000
Cordaid	2,170,552
Amazon Textiles Pvt. Ltd.	2,000,000
Cama Motors Pvt. Ltd.	2,000,000
Stitching Shared Vision, Netherlands	1,115,988
Positive Sight	725,693
The Gujarat Tea Depot Co.	500,000
Parkins School For The Blind	485,163
Oil & Natural Gas Corporation Ltd.	390,000
Rasna Private Ltd.,	260,000
Narottam Lalbhai Trust	3,000,000
Vasantiben Baldevdas Patel	800,000
Hemendra Kothari Foundation	500,000
Mr. Ganesh Narayan Nayak	1,000,000
Pankaj Prahladbhai Bhatt	500,000
Mr. Pradip N. Khandwala	350,000

Harikesh Grup Chandla	16,072,649
Late Kanchanben Muljibhai Solanki	300,000
Annapurna Indian Women's Club	260,000
Donations of Land And Building	NA
Income-Generating Activities	1,184,282
Cost Recovery	NA
Contemporary Methods	
Online Method of Mobilizing Financial Resources	1,792,101
Give India	7,888,324
Return on Investment (RoI) Method of Portfolio Management	8,587,109

For Year 2012-13

Traditional Method	
Grants From Govt. Bodies	14,235,830
Donations By Corporate Sector /Public Sector/Small Firms/Individuals	
LIC Golden Jubilee Foundation	1,500,000
Rasna Pvt. Ltd.	1,000,000
The Gujarat Tea Depot Co.	500,000
Shah Investor Home Ltd.	465,000
Godavari Bio-Refineries Ltd.	300,000
Central Bank Of India	250,500
Saturn Infracon Pvt. Ltd.	189,800
Gruh Finance Ltd.	117,000
Ganesh Housing Corporation Ltd.	109,000
Shital Infrastructure Pvt. Ltd.	109,000
Shree Real Estate Developers	109,000
Siddhi Developers	109,000
Amneal Pharmaceuticals Company India Pvt. Ltd.	100,000
Indian Oil Corporation	920,00
Gujarat Mineral Developments Corporation Ltd.	750,00

Kandla Energy And Chemicals Ltd.	600,00
Nutan Nagarik Sahakari Bank Ltd.	600,00
Advantage Health Care Solutions	500,00
Lincoln Pharmaceuticals Ltd.	500,00
Savvy Infrastructure Pvt. Ltd.	367,50
Novartis Pharma Canadainc	357,50
Natraj Foundation	325,00
Swagat Infrastructure Ltd.	300,00
Donations of Land And Building	NA
Income-Generating Activities	2,132,467
Cost Recovery	NA
Contemporary Methods	
Online Method of Mobilizing Financial Resources	381,554
Give India	2,263,675
Return on Investment (RoI) Method of Portfolio Management	10,801,824

For Year 2013-14

Traditional Method	
Grants From Govt. Bodies	10,754,257
Donations By Corporate Sector /Public Sector/Small Firms/Individuals	
Bank Of Baroda Zonal Office	1,491,850
State Bank Of India	1,042,512
Rasna Pvt. Ltd.,	1,000,000
Oil And Natural Gas Corporation Ltd. (ONGC)	355,999
Navneet Education Limited	325,000
Cairn India	249,999
Essar Group Foundation	193,619
Shah Investor Home Ltd.	129,000
Gujarat Ambuja Exports Ltd.,	125,000
The Ahmedabad Mercantile Co-Op Bank Ltd.,	100,000

Aegis Foundation	100,000
Meghmani Ltd.	100,000
D.B. Corporation	918,00
Saturn Infracon Pvt. Ltd.	770,00
Harsha Engineers Ltd.,	750,00
Adani Foundation	600,00
Natraj Foundation Trust	510,00
HDFC Bank Ltd.	500,00
Bank of India	500,00
Central Bank of India	500,00
Havmor Icecream Ltd,	300,00
Donations of Land And Building	NA
Income-Generating Activities	2,916,031
Cost Recovery	NA
Contemporary Methods	
Online Method of Mobilizing Financial Resources	381,554
Give India	1,914,990
Return on Investment (RoI) Method of Portfolio Management	19,715,007

Appendix-8.3

HOW GLOBALGIVING WORKS

GlobalGiving claims to connect “donors to doers.” Their website mentions that it has about 1,000 pre-screened grassroots charity-projects around the world. This list consists of projects run by individuals who are driving change in their communities. These range from running orphanages and schools to helping survivors of natural disasters. By connecting what they call “good idea people” with “generous giver people,” GlobalGiving helps projects of all sizes by receiving donations of varied amounts for them. It acts as an efficient and transparent medium that tries to ensure that the donors' contribution is utilized for the cause intended by them.

Steps in the process of mobilizing financial resources:

Following are the steps by which GlobalGiving mobilizes financial resources for social-cause projects:

- Project leaders post description of their causes and details about what they need for the same on GlobalGiving.
- Donors browse the website, research causes by topic or location, and pick the one that matches their interests and passions.
- Donors make a tax-deductible donation and GlobalGiving combines one donor's contribution with other donors doing the same thing.
- GlobalGiving ensures that at least 85 percent of the donation is sent to the organization implementing the project chosen by the donor within 60 days of making the contribution. Donors have the option to cover GlobalGiving's 15 percent fulfillment fee (GlobalGiving administrative fee charges from BPA type organizations) in which case 100 percent of the donation goes directly to the implementing organization.

- Donors get regular updates on what difference their gift is making to the cause and the results that have been achieved through their contributions.
- If any donor is not satisfied with their donation for any reason, the GlobalGiving Guarantee provides the donor with her/his money back in the form of a voucher for the amount of the donation.

Listing of project on GlobalGiving

To list a project on GlobalGiving, one can participate in one of their Open Challenges. Open Challenges are an opportunity for organizations around the globe to raise funds for their projects and have the chance to become long-term members of the GlobalGiving community. To participate in a Global Open Challenge (for projects outside USA) or in American Open Challenge (for projects in USA), the project leader or someone who recommends a project has to fill a nomination form.

Verified projects

Projects on GlobalGiving undergo compliance checks to ensure they have a bona fide charitable purpose and meet applicable laws relating to international philanthropy. Organizations listed as partners do not necessarily endorse or support any particular project listed on GlobalGiving.

Qualifying the Open Challenge requires that the project is able to mobilize a donation of minimum \$5000 in a span of four weeks from 40 donors. If the project is able to raise funds as per the above criteria, the project gets registered and qualifies to be listed on the GlobalGiving website.

BPA joined GlobalGiving in 2010 after successfully completing the 'open challenge.' Thereafter, the organization's project titled 'Seeing is Believing' qualified to be listed on GlobalGiving website. It provides donation option beginning from as low as \$10 and also enables Non Resident Indians (NRIs) and donors of other nationalities to make donations to BPA. The total fund BPA received till November 2014) through GlobalGiving was \$49,139. However, its goal is to collect total fund of \$72,200.ⁱ

ⁱ About GlobalGiving. (n.d.). Retrieved December 29, 2014, from <http://www.globalgiving.org/aboutus/>

Appendix-9.1

Full forms of abbreviations used in Exhibit 9.1

IEDSS	Inclusive Education of the Disabled at Secondary Stage
ITI	Industrial Training Institute
CEO	Chief Executive Officer
AD	Assistive Devices
CBR	Community Based Rehabilitation
KCRC	Kutch Comprehensive Rehabilitation Centre
PRO	Public Relations Officer
MHC	Mental Hygiene Clinic
DB	Deafblind
VTU	Vocational Training Unit
VIMD	Visually Impaired with Multiple Disabilities
ATCB	Adult Training Centre for the Blind
TSB	Technical School for the Blind
SOP	School of Physiotherapy

Appendix-10.1

TRAITS OF JAGDISH PATEL'S PERSONALITY

Eleven leadership traits of Jagdish Patel have been identified on the basis of content analysis¹ of the tributes given to him by people from different walks of life² and interviews of people³.

1. Courage and Capacity to Defy Limitations for Achieving goals
2. Professional Approach
3. Inspiring and Dynamic
4. Visionary with a Mission
5. High Energy and Enthusiasm
6. Service Attitude
7. Innovativeness
8. Facilitator
9. Mentor
10. Integrity
11. Good Memory

¹ This analysis has been done by Mr K.K.Verma. His contribution is gratefully acknowledged.

² Punani. B. & Rawal. N (2000). Tributes to the Visionary. In Punani. B. & Rawal. N, *Jagdish Patel: The Visionary* (p. 237). Ahmedabad: Blind Men's Association.

³ Appendix 1.1- List of people interviewed

Traits of Jagdish Patel's Personality

1. Courage and Capacity to Defy Limitations for Achieving goals

- i. Capacity to defy blindness and partial deafness, contributed to the cause.... parallel of which is difficult to find. (Sanat Mehta, former Finance Minister, Gujarat)
- ii. Done all that rehabilitation practitioners can't even dream about. (Santosh Bengali, Superintendent, AMV Gruh) What people consider impossible, Jagdishbhai achieved and made look easy. (Santosh Bengali)
- iii. He always adopts a policy of do or die. (Jagdish Kapur)
- iv. His untiring effort, his impatience, sometime restlessness nature that urged him to keep planning (achieving). (Makim, Trustee, BMA)
- v. Despite being blind, one wonders how he picked up skills in all categories of disability. (B. K. Panchal)
- vi. An administrator cannot be tender-hearted. He told me that 'power' must be grabbed. (Mahesh Thakar)
- vii. He lost eye-sight at age 8, he is so much creative and determined that most sighted people. (Arvind Narottam Lalbhai)
- viii. A man under his problematic conditions would fade away, his total energy poured into the work of blind. (Gool Ghadial)
- ix. Best expression of human values of courage, determination, integrity, sense of purpose and ruthless tenacity to overcome any obstacle, a "Saga of Success". (Hansa B. Punani)
- x. He has capacity, ability and temperament to do hard work. (D. R. Parekh)

- xi. Despite his loss of vision, he had the courage and ability of developing the organization to the present stature. (Nandini Munshaw)
- xii. In spite of his multiple handicaps, he has the ability of a Phoenix- a bird, that rises from ashes. (Subhash Datrangle)
- xiii. He is man of iron, will, grit and strong determination. (Niranjan P. Pandya)

2. Professional Approach

- i. Seeking a professional approach to developing resources for education... (Alan John)
- ii. Thrust to find sound professional solutions. (P. G. Michael)
- iii. Physiotherapy is perhaps most professional course for the educated blind. (B. K. Panchal)
- iv. He played a pioneering role in promoting various functions/activities. (Mehboob Nasrullah)
- v. He has been responsible for inculcating professionalism in the field of blind welfare. (All India Confederation of the Blind, Delhi).
- vi. In Jagdishbhai's views the growth of the organization is not its material prosperity. It is reflected in the adoption of fundamental principles of education and training of the disabled which would lead to the independence and self-reliance. (Jayantibhai Panchal)

3. Inspiring and Dynamic

- i. "He has inspired the public at large to work for the blind and the disabled... created leaders in every nook and corner of Gujarat." (Tarak K. Luhar)
- ii. He is a source of inspiration to many. (Gool Ghadiyal)
- iii. His style of thinking and working is unique. (Iqbal Mohammadi)

- iv. He has outstanding ability to provide guidance and inspiration to people around him. (M. K. Choudhry)
- v. The impact of Jagdishbhai on the BMA will be obvious in the wide range and variety of services the organization provides. (Fr. R. Cutinha)
- vi. The Sight Savers International salute Jagdish for all his efforts and trust that they will continue to multiply and to act as an example throughout South Asia- a process in which we are proud to be associated and all his colleagues. (Alan John)
- vii. He was probably the first to insist on ensuring viability and accountability of programmes for the blind. The BMA has also been recognised and conferred several awards under his able guidance. (All India Confederation of the Blind, Delhi)
- viii. Under his dynamic leadership, the NABRAC has emerged to be the most leading, functional and result-oriented activity of NAB. (Lalita Muralidharan)
- ix. He has developed the feeling of “one family – one mission” among all the staff members and the workers of the organization. (Rajni Chauhan)
- x. His voice and nature are most important for everyone he meets. Everyone considers him a role model and wishes to achieve what Jagdishbhai has achieved. (Iqbal Mohammadi)
- xi. Wherever he has gone, he has left his imprints through the papers he presented and recommendations he has suggested. (Fr. R. Cutinha)
- xii. Jagdishbhai has successfully developed a cadre of such devoted workers. (Tarak K. Luhar)
- xiii.his influence for good spreads far beyond the boundaries of Gujarat, his devotion and dedication being an example to everyone. (John Mayo)

4. Visionary with a Mission

- i. His breadth of vision and understanding of needs of the blind and the activities he took for their welfare, we solute. (Solute picked from another sentence) (Alan John)
- ii. As a leader full of vision, vigour and vitality. (P. G. Michael)
- iii. He is a man of clear vision and mission to see beyond the capacity of an average man. (Ashok Khandelwal)
- iv. Sharp 6th sense and ability to foresee the events. (Hansa B. Punani)
- v. Therefore to dream of 'equality' and 'opportunity' to people without sight almost 25 years before this statement was made. (Fr. R. Cutinha)
- vi. He sees what we with eyesight can't see. He sees tomorrow. He sees coming events and he knows how to put dreams in practice. (Dilip R. Parikh) His vision has provided the opportunity for the pre-school age blind, adult blind and blind people with multiple handicapped to receive appropriate services in order that They can be fully integrated into society. (Kirk Herton)

5. High Energy and Enthusiasm

- i. Enthusiasm and dynamism to achieve best for his fellow-beings.... Devotion to cause.... 365 days a year and 24 hours a day. (Ashok Khandelwal)
- ii. "Blind people refused to be marginalized" was the message of Jagdishbhai. (Fr. R. Cutinha)
- iii. Never lagged behind in enthusiasm.... adopts a policy of 'do or die'. (Jagdish Kapoor)
- iv. Every project which might have seemed impossible to begin with, his enthusiasm has grown manifold. (Jagdish Kapoor)

- v. But, his great enthusiasm, will to live and let others live and his energies are poured totally into the work. (Gool Ghadiyali)

6. Service Attitude

- i. Jagdishbhai and his team are doing valuable services to the institution which is unique. (Vidyavati Rathore)
- ii. His most outstanding quality is encouraging the blind and disabled persons to adopt welfare of other disabled persons as mission of their life. (Tarak K. Luhar)
- iii. Day and night he is thinking about the means and ways of promoting welfare of the disabled. (H. M. Panchal)
- iv. Instead of receiving something from society, he always tries to give something to it. (B. K. Panchal)
- v. Once committed to a cause, he will leave no stone unturned.... selfless devotion to the cause. (Ashok Khandelwal)
- vi. He has been tirelessly and selflessly working day and night, sacrificing all his time for the uplift of the blind. (Niranjan P. Pandya)
- vii. He had dedicated his life to those who are disabled, enabling them to develop their skills and talents so that they may live with dignity and independence. (John Mayo).
- viii. Bhadraben and Lion Jagdishbhai are really putting their best efforts with a missionary zeal (k k Trivedi)
- ix. Jagdishbhai is a symbol of sacrifice (Bharat A.Dhuri)
- x. I was impressed with his knowledge, dedication and clarity of thought.(Fr George Kunnath)
- xi. A very devoted person, Jagdishbhai is always keen on promoting services for the blind and the disabled (Jayantibhai Shah)

- xii. His struggle has never been for self gain but for the comprehensive interest of blind people at large (Bhaskar Y Mehta)

7. Innovativeness

- i. He always has innovative ideas up the sleeve and rolls them out at the spur of the moment. (M. K. Choudhary)
- ii. He has poured his blood to make BMA what it is today with all its multi-faceted departments with all his innovative ideas. (Gool Ghadiyali)
- iii. He deserves my compliments for initiating, for the first time, in the country, the parent-teacher programmes.... his contribution to the promotion of integrated education. (Bipin R. Mehta)
- iv. He believes in promoting innovations and encourages new approaches. He established school of physiotherapy for the blind.... Jagdishbhai thought of low cost, result-oriented and unique approaches on community based rehabilitation and integrated education.... and computer programme for the blind welfare. (B. K. Panchal)
- v. A man of creative vision and complete devotion to his work. (Nandibhai Parekh)
- vi. A man of innovative ideas whose aim in life is to achieve his goals regardless of any problems. (Niranjan R. Pandya)
- vii. His achievements in respect of establishing Multicategory Workshop for the handicapped
- viii. Imaginative organization of the multifaceted activities for the meaningful rehabilitation of the visually and other physically handicapped persons
- ix. We then began to realise that Jagdishbhai's genius not only as a innovator but also as an capable administrator (Kirk Horton)

8. Facilitator

- i. His ability to generate interest and active participation by the local community and his thrust to find sound professional solutions to the problems deserve special mention. (P. G. Michael)
- ii. It was at the instance of Jagdishbhai that the State Government made statutory provisions for employing the physically handicapped in large commercial and industrial concerns. (Sanat Mehta)
- iii. He has been responsible for remaking of many broken lives and the uplift of broken spirits. (Tarak K. Luhar)
- iv. We have many fruitful moments together to bring Gujarat still higher in the world of physically handicapped. (Shamboo Dayal, IAS)

9. Mentor

- i. During the initial years of my life, Jagdishbhai looked after me like a local guardian. He always considered me as his family member and stood by my side in thick and thin. (Kalyan Singh Chudavat)
- ii. Jagdishbhai has sown such a seed of thinking which is a symbol of analytical, scientific and psychological process of this material world. (Mahesh Thakar)
- iii. He has developed the feeling of “one family – one mission” among all the staff and workers of the organization. (Rajni Chauhan)
- iv. He always encourages young professionals. (Subhash Datrang) As I had completed civil engg. prior to onslaught of blindness, he desired me to opt for skilled training----I joined motor rewinding (Manubhai Virchand Shah)

10. Integrity

- i. He is a man of integrity, frankness and understanding. (P. G. Michael)
- ii. His integrity, loyalty and untiring effort has no comparison. (Niranjan P. Pandya)
- iii. Values of courage, determination, integrity and sense of purpose. (Hansa B. Punani)

11. Good Memory

- i. Jagdishbhai is the quickest and most efficient method of date retrieval, required telephone numbers and likewise history of blind welfare. (Jasubhai Kavi)
- ii. Most sighted people depend upon diaries and digital notebooks for numbers. Jagdishbhai shows them from memory. (Mahesh Thakar)
- iii. His memory of people and voices is worth appreciating. (Hansa B. Punani).
- iv. His memory is phenomenal as his insistence on perfection (Ramachandra M. Thakkar)

Appendix-12.1

GUIDELINES FOR INCREASING YOUR FLEXIBILITY AND DIAGNOSTIC ABILITY

**(Given to the Leadership Workshop
participants)**

Flexibility and diagnostic ability of the group can be increased by the following ways:

1. Flexibility score
 - a. Identify the style in which you are not flexible. (score is less than 2)
 - b. Read about the style and its enactment, i.e. about the behaviours of leaders with that dominant style.
 - c. Plan to use them in your workplace.
2. Index of leadership effectiveness or adaptability or diagnostic ability has been calculated and presented as a percentage score which can range from 0 to 100. The higher the score the better is the diagnostic ability. Ideal is of course the maximum possible.
3. Observe your team members' behaviour carefully over a week. Identify the strengths in your team members which you tend to discount or neglect. Thereafter, prepare an action plan to deliberately and objectively start identifying people's strengths and after that start entrusting them with appropriate tasks.
4. Observe your team members' behaviour carefully over a week. Identify weaknesses of your team that you tend to neglect. Thereafter, prepare an action plan to deliberately and objectively start identifying people's areas of improvement and plan a development plan for each one of them with their active participation.

Appendix-17.1

FEATURES OF A GOOD WEBSITE

(Compiled from different sources)¹

1) Appearance

A site must be visually appealing, polished and professional.

An attractive site is far more likely to generate a positive impression and keep visitors on your site once they arrive.

Guidelines

- Good use of color
- Text that is easily readable: The most easily read combination is black text on a white background, but many other color combinations are acceptable if the contrast is within an appropriate range. Use fonts that are easy to read and are found on most of today's computer systems, depending on your audience. Keep font size for paragraph text between 10 and 12 pts.
- Meaningful graphics: Graphics are important, as they lend visual variety and appeal to an otherwise boring page of text.
- Quality photography: A simple way to increase visual appeal is to use high quality photography.
- Simplicity: Keep it simple and allow for adequate white space. Uncluttered layouts allow viewers to focus on your message.

¹This document has been compiled by Mr Kuldeep Brahmhbhatt. His contribution is gratefully acknowledged by the author.

2) **Content**

Content should be informative and relevant. Use this opportunity to increase visitor confidence in your company's knowledge and competence.

Guidelines

- Short and organized copy: Clearly label topics and break your text up into small paragraphs. Don't bore your visitors with visually overwhelming text. You've got very less time to hook your visitors, so grab their attention by being clear, concise and compelling.
- Update your content regularly: No one likes to read the same thing over and over again. Dead or static content will not bring visitors back to your site!

Flashy graphics and animation are tempting, and can have a very positive impact on user experience. Use multimedia to entertain and enlighten your prospects. An animated banner, snappy video or interactive content will add to your site's "interest quotient" and keep your visitors around longer. But, don't force your visitors to endure something they're not interested in or don't have time for, and don't let the "rich media" overwhelm your other content.

3) **Functionality**

Double-check your facts and figures. Spelling mistakes and bad grammar are as unforgivable on a website as they are in other company materials.

4) **Usability**

A critical, but often overlooked component of a successful website is its degree of usability.

Some key usability elements include:

- Simplicity: The best way to keep visitors glued to your site is through valuable content, good organization and attractive design. Keep your site simple and well organized.

- **Fast-loading pages:** A page should load very quickly or else potential visitors tend to lose interest.
- **Minimal scroll:** This is particularly important on the first page. Create links from the main page to read more about a particular topic. Even the Search Engines will reward you for this behavior.
- **Consistent layout:** Site layout is extremely important for usability. Use a consistent layout and repeat certain elements throughout the site.
- **Prominent, logical navigation:** Place your menu items at the top of your site, or above the fold on either side. Limit your menu items to 10 or fewer. Remember, your visitors are in a hurry -- don't make them hunt for information.
- **Descriptive link text:** Usability testing shows that long link text makes it much easier for visitors to find their way around a site. Long, descriptive link text is favored by Search Engines, too. Back links are important to give users a sense of direction and to keep them from feeling lost. Use a site map, and breadcrumbs, if necessary.
- **Cross-platform/browser compatibility:** Different browsers often have different rules for displaying content. At a minimum, you should test your site in the latest versions of Internet Explorer, Firefox, Safari, and Google Chrome.
- **Screen Resolution:** Screen resolution for the typical computer monitor continues to increase. Today, the average web surfer uses a resolution of 1024 x 768 pixels. However, you need to make sure that what looks good at this setting will also work nicely for other resolutions.

5) Search Engine Optimization (SEO)

- Include plenty of written content in HTML format. Don't use Flash, JavaScript or image-only objects for your navigational items.
- Use your important keywords frequently and appropriately in your copy.
- Minimize the use of tables and use Cascading Style Sheets for layout and positioning; keep your HTML code clutter-free.
- Leverage your links—make them descriptive and use your keywords in the link text

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Appendix-19.1

TYPES OF DISABILITIES

1. **Blindness**– It refers to a condition where a person suffers from any of the following conditions:
 - a. Total absence of sight.
 - b. Visual acuity not exceeding 6/60 or 20/200 (snellen) in the better eye with correcting lenses
 - c. Limitation of the field of vision subtending an angle of 20 degree or worse
2. **Person with low vision**– It means a person with impairment of visual functioning even after treatment or standard refractive correction but who uses or is potentially capable of using vision for the planning or execution of a task with appropriate assistive device;
3. **Leprosy cured person**– It means any person who has been cured of leprosy but is suffering from:
 - (i) Loss of sensation in hands or feet as well as loss of sensation and paresis in the eye and eye-lid but with no manifest deformity
 - (ii) Manifest deformity and paresis; but having sufficient mobility in their hands and feet to enable them to engage in normal economic activity
 - (iii) Extreme physical deformity as well as advanced age which prevents him from undertaking any gainful occupation, and the expression "leprosy cured" shall be construed accordingly

4. **Hearing impairment**– It means loss of sixty decibels or more in the better ear in the conversational range of frequencies
5. **Locomotor disability**– It means disability of the bones, joints muscles leading to substantial restriction of the movement of the limbs or any form of cerebral palsy
6. **Mental retardation**– It means a condition of arrested or incomplete development of mind of a person which is specially characterized by sub normality of intelligence
7. **Mental illness**– It means any mental disorder other than mental retardation

Source: *Major Concepts & Definitions.*(1995). The Persons with Disabilities (Equal Opportunities, Protection of Rights and Full Participation) Act, 1995. New-Delhi: Government of India. Retrieved 27 March 2015, from http://mospi.nic.in/mospi_new/upload/disability_india_statistical_data_11mar2011/Chapter%203%20Definition_%20Disability.pdf