Exchanges in a Not For Profit Organization
A case study of Green Volunteers

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Abstract

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<td>RESEARCH QUESTION</td>
<td>How different exchanges occur in a not for profit organization: in our case Green Volunteers, and how important are these exchanges in achieving its objective?</td>
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<td>The purpose of this case study is to identify and describe the exchanges that occur in an organization, in our case is the Green Volunteers, and how these exchanges are essential for the achievement of their objectives.</td>
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<td>Exchange, Exchanges in not for profit, Profit and non profit, marketing in not for profit, marketing and exchange</td>
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Acknowledgement

“Live as if you were to die tomorrow. Learn as if you were to live forever” (Mahatma Gandhi).

First and foremost, we would both like to thank God for being so kind to us and providing us the privilege to be able to study in a well reputable university such as Malardalens. The university instilled in us knowledge, information and teamwork and helped us grow as individuals and to really think about the matters which surround us. Secondly, we are ever so grateful to our supervisor Mr. Lars Hallen who has supported us throughout the tenure of our thesis and guided us along the way and instilled in us the confidence and courage to think in a positive manner and motivated us to apply our knowledge. We have gotten the best we could out of our experience with him and it has been a great pleasure working under him.

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Khurram Siddiqui  Muhammad Sarmad Ali
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### Abbreviations

List of frequently used abbreviations used throughout the thesis

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<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>GV</td>
<td>Green Volunteers</td>
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<tr>
<td>NFP</td>
<td>Not For Profit</td>
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<td>NFPO</td>
<td>Not For Profit Organization</td>
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<td>NP</td>
<td>Non Profit</td>
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<td>NPO</td>
<td>Non Profit Organization</td>
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<td>PD</td>
<td>Profit Driven</td>
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<td>NGO</td>
<td>Non Governmental Organization</td>
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1 Introduction
Not for profit organizations have been around for quite long time and their aim is primarily the welfare of people in society. Recently, not for profit organizations have been noted to exhibit traits similar to profit driven organizations due to economic hardships and scarcity of funds. Not for profit organization has to market itself through its activities to attract funds in order to achieve its social objectives. While funds are already scarce it is difficult for non for profits to maintain a separate marketing department, therefore, not for profits use exchanges occurring in their operations as their marketing. Exchange being at the heart of marketing, therefore, non for profits utilize exchanges, mostly symbolic, in order to attract and retain their supporters.

1.1 Background
The aim of many not for profits organizations is the improvement and enrichment of the lives of people in a given society, these organizations are known by many terms for example not for profit, nonprofit, civil society, charities, NGOs and social sector organizations, which often confuses many readers as to what is being mentioned. All these terms are synonymously used in a broader sense. Their aim is to make a difference in society rather than achieving financial profits, the differences only appear in organizational layout and process (Introduction to the non profit sector , 2013.).

Literally a non-profit organization may mean that the organization is not gaining any profit at all, while, a not for profit organization may mean that the organization does not get directly benefited by money they acquired. The terms non-profit and not for profit refer to same thing, however, the term non-profit is generally associated with large legal organizations under a governing body or charter. While, not for profit is associated with smaller companies focused on human interest areas, which also include recreational activities or hobbies (Differences between nonprofit and not for profit, n.d.).

Not for profit organizations are founded on the principle where no individual shares in profit or loss and their sole purpose is to provide goods and services to the public. This can include charity as well as NGOs (NGO, charity, nonprofit: the difference – in layman’s terms, 2003).

A charity must be non-profit, while not every non-profit is a charity, which means, that a non-profit, which is not a charity, can do whatever it wants with its money like any other privately owned organization. This also includes changing its status from non-profit to for-profit (Casey, 2007).

A non-profit organization can also be referred to as non-governmental organization (NGO). NGOs are founded by people who are not part of the government, although, most of their funding comes from the government but they maintain a non-governmental position. NGOs are also known as civil society organizations (Difference between NGO and non-profit organization, n.d.).

For the sake of clarity the term not for profit organization (NFPO) will be used in the thesis.
NFPOs have a unique position in the market, they lie between the government sector and the private/commercial sector (Introduction to non profit sector, 2013). The government has a central role to play in the well being of any economy. One such responsibility is the providing of public goods and services to its fellow country people, these include education, health, culture, personal security and others. But, the delivery of these goods and services fails to reach all the individuals who need them. This is where NFPO come in and try to provide goods and services on various different levels (Weinblatt, 1990).

These organizations are exempt from a range of taxes which include income and property. NFPOs are involved in many areas which include culture and recreation, education, social welfare, environment, employment and training etc. (Introduction to non profit sector, 2013)

In recent years the trend towards more NFPOs being established has been on the rise, despite the economic conditions of many countries, there has been no decline in the number of NFPOs coming into the market with the aim to benefit society. In the world today, major cutbacks in funding, reduced grants being made, government failure and inefficiencies to tackle different problems of society has prompted not for profit organizations to work efficiently and think of different ways to finance their operations. With the pressure mounting and many people in society in need of their services, many NFPOs have come up with ways to become self sufficient and adopt business like techniques (Introduction to non profit sector, 2013). This thesis is a study of one such organization operational in Pakistan by the name of Green Volunteers.

1.2 Problem Statement
Nonprofit organizations have started to adopt to business like techniques (Goerke, 2003) as they are confronted with market pressures typical for profit based companies, like competition for funding and the need to earn money to fulfill their mission (Andreasen & Kotler, 2003). In other words “smart nonprofits have to be just as concerned with strategy, planning and development as their for profit counterparts, after all they have to compete with other organizations, offer quality products and services and survive in the same tough economy” (Wiesendanger, 1994).

Although researchers appear to largely agree that the adoption of a market oriented perspective as well as marketing tools is important for nonprofit organizations (Andreasen & Kotler, 2003; Gonzalez et al, 2002; Kara et al, 2004). It is important to gain an understanding into another very important aspect which is marketing but before we look into marketing, it is essential to note that many famous marketing scholars have identified “exchange” to be at the heart of marketing. Exchange is identified as the backbone of every transaction and it is found in every aspect of our lives as all individuals engage in this process daily. Exchange is not just limited to tangible items exchanging hands but intangibles such as feelings, emotions and experiences are also exchanged. Therefore, the questions arise, what is exchange? What does it comprise of? What do certain people gain when they engage in exchange relationships with different entities in their everyday lives? The focus of this thesis revolves around the idea of exchange; how a NFPO, in our case, Green Volunteers is engaging in different aspects of
exchanges in order to successfully meet its objectives. It involves a study of their business which includes a profit based aspect as well as a NFP based aspect. Though young and small in size organization, it is a blend of two very different ways of doing business which makes it a good company to examine the different types of exchanges present in its operations.

Another essential thing to note is that the exchanges NFPO engages are different from the typical commercial exchanges; namely in the value associated with what is being exchanged; due to the involvement of more symbolic elements, donors of NFPs often complain being milked dry of their money without appreciation (Bruce, 1995). NFPOs are generally not studied in reference of exchanges, this case study is an effort to identify and describe the exchanges that occur in a NFPO, hence, identifying the areas of distance between NFPs and its supporters. This further can be used to bridge the gap between NFPs and its supporters.

1.3 Company Overview: Green Volunteers

Green Volunteers was founded almost three years ago by a group of dedicated Pakistani youth. The main objective was to promote the spirit of volunteerism in the country by providing the youth a platform where they can benefit society.

1.3.1 How it started

On 8th October 2005, Pakistan experienced an earthquake measuring 7.8 on the Richter scale which left the country with seventy eight thousand people dead and two and a half million people affected. A group of friends decided to help out the victims who were in immediate need of supplies and basic necessities as they had lost their homes to the massive earthquake. Marching out into unknown territory they started to collect donations from houses, streets, restaurants etc to raise funds to fund the supply of these goods.

These were the foundations which lead to the formation of the Green Volunteers five years later when Pakistan faced another natural disaster in the form of floods. This was when three friends, Rameez Mumtaz, Shah Talha Sohail and Ali Anis who based on their initial experiences of the earthquake disaster started the Green Volunteers on 14 August 2010. The main aim was helping as many people hit by the floods as they could, initially they tapped into every resource they could get their hands on, including support from family, friends, raising donations at traffic signals, markets, restaurants etc. so that they could supply relief items to the displaced flood victims, who were in immediate need of clean water, food, shelter etc. With the main aim of the organization being the immediate relief of the flood victims at that time the GV have come a long way and expanded their operations into other social areas as well.

1.4 Research Question

Arguments and discussion in the problem statement lead towards the formulation of following question;

- How different exchanges occur in a not for profit organization: in our case Green Volunteers, and how important are these exchanges in achieving its objective?
1.5 Purpose
The purpose of this case study is to identify and describe the exchanges that occur in an organization, in our case is the Green Volunteers, and how these exchanges are essential for the achievement of their objectives. We aim to identify the exchanges occurring in Green Volunteers past projects, as we try to identify what type of exchange took place, what it involved, who it involved and how it led to the achievement of Green Volunteers objective.
2 Theoretical Framework

2.1 What is Not for Profit Organization?

Not for profit organizations have the achievement of a social objective as their main objective and differ from profit making organizations as they do not aim to make profits. The main characteristic of a Not for profit organization is to act according to some values of the private sector but to achieve success by offering and delivering public services (LeRoux, 2005) hence, the ways of doing business may be somewhat similar but only with different objectives in mind.

Gonzalez et al (2002) defines private not for profit organizations as “any organization without a final objective, under private control, which aims to generate a social benefit for a specific sector of society”.

The role of Not for profit organizations is growing in many economies (Weisbrod, 1988). Consumers, when they view profit based organizations, often assume that the end quality will always be sacrificed, not to mention their trusts, in the race for higher profits, but they do not see a Not for profit organization in the same regard, this is because a NPO does not operate for profit. There are fewer chances of exploiting consumers on the basis of information and knowledge, therefore higher trust is exhibited in NPO and the quality of services they provide (Arrow, 1963)

Today not for profit organizations are facing increased market pressure which is typical for profit oriented organizations, for example competing for funding, and earning money to fulfill their mission (Andreasen & Kotler, 2003; Alexander & Wainer, 1998; Dolnicar et al, 2008).

Not for profits organizations have started to adopt business like techniques (Goerke 2003) in order to run successfully and compete with others in the same field as them. One such technique is known as marketing. Marketing in a not for profit organization was greatly absent in most parts of the world, the reason being its consideration as “selling people things they do not need and cannot afford” (Bruce 1995), but according to Kotler and Levy (1969), marketing plays a very important role in the lives of non profit organizations. It is viewed as a very important tool for non profit organizations (Andreasen & Kotler, 2003; Gonzalez et al, 2002; Kara et al, 2004).

A lot of people today refer to the term ”marketing” as something associated with selling or promotion. These aspects are central to the organization but if we analyze further, marketing is much more than just these terms. Marketing is more of a philosophy, the main aim of an organization is not simply to produce something or to supply a service, and instead resources are matched to customers’ needs to achieve social objectives (Yorke, 1984).

Many marketing scholars have accepted exchange as the core concept of marketing (Alderson 1957; Bagozzi 1975; Hunt 1976; Kotler 1984b) and to get a better understanding of marketing we need to look into the concept of exchange. Marketing involves a process of exchange whereby in order to achieve its objectives, an organization offers satisfaction to customers.
2.1.1 What is exchange
Exchange is the foundation of every business and exchange theory follows its literal definition of ‘giving up something in return for something’. Different scholars have presented different ideas about exchange and how it forms the basis of marketing. Housten and Gassenheimer (1987) provide a collection of definitions of marketing based on the concept of exchange from different researchers;

*Marketing is the exchange which takes place between consuming groups and supplying groups (Alderson, 1957, p. 15).*

*Marketing…. is the discipline of exchange behavior and it deals with problems related to this behavior (Bagozzi 1975, p.39).*

*Marketing is a social process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others (Kotler 1984b, p.4).*

*Marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives (Marketing News 1985).*

Cited in (Housten & Gassenheimer, 1987)

2.1.2 Who is involved in the exchange process of NFP
Drucker (1990) identifies ‘relationships’ as another basic difference between NP and PD organizations.

“One of the most basic differences between non-profit organizations and businesses is that the typical non-profit has so many more relationships that are vitally important. In all but the very biggest businesses, the key relationships are fewer – employers, customers and owners, and that’s it. Every non-profit organization has a multitude of constituencies and has to work out the relationship with each of them” (Drucker, 1990).

Customers involved in the NFP organizations are known by different names, some of these are even bewildering. Bruce (1995) points out the reasons of disagreement by different researchers on proposed names in the literature i.e. clients proposed by Rados (1981), clients and publics proposed by Kotler and Andreasen (1991) and users. Bruce (1995) preferred the term beneficiary for the customers of NP organizations; he divided actors into four main categories e.g. Beneficiaries, Supporters, Stakeholders and Regulators, and proposed a framework of actors involved in NP organizations.

The term used by Bruce (1995) is beneficiaries; derived from the word benefit. **Beneficiaries** are reached through different means and one way is through intermediaries who play a very vital role, these could include governments, families of potential beneficiaries, etc.
Supporters are those customers who help provide resources to the organization. The largest of these supporters includes donors and this is in terms of numbers and not necessarily in terms of money. This category has a range of sub groups which include individuals, companies, trusts, etc. Another important supporter group is people or organizations who support beneficiaries by purchasing the service from the not for profit organization, an example could include where the government or an individual sponsors a child to enroll in a school run by a not for profit organizations. Another subgroup includes those who volunteer their services for the not for profit organization and communicate to others on behalf of the NFP (Bruce, 1995).

Stakeholders, although small in number, carry the most influence. This includes staff members and trustees. Several subgroups may comprise the trustees and this could include representatives of beneficiaries and major fund providers. Others include staff managers, union representatives and leaders of different committees (Bruce, 1995).

Regulators, these are few in number and there is less interaction with this group but they are not to be dismissed lightly. They have great influence on the not for profit organization in terms of tax and regulatory matters. Another regulator is the community in which the not for profit operates in and this can be either geographic or in the vicinity of interest for the not for profit (Bruce, 1995).

Table 1 is the customer framework with examples from each category proposed by Bruce (1995) and he also mentions that the names/titles may differ across countries.
<table>
<thead>
<tr>
<th>Beneficiaries</th>
<th>Supporters</th>
<th>Stakeholders</th>
<th>Regulators</th>
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<tbody>
<tr>
<td>Direct</td>
<td></td>
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<tr>
<td>Clients</td>
<td>Donors</td>
<td>Staff</td>
<td>Charity Commission</td>
</tr>
<tr>
<td>Students</td>
<td>Volunteer fundraisers</td>
<td>Representatives of beneficiaries</td>
<td>Government Inspectors</td>
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<td>Patients</td>
<td>Volunteer workers</td>
<td>Committee/board members</td>
<td>Tax Authority</td>
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<td>Users</td>
<td>Purchasers</td>
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<td>Publics</td>
<td>Advocates</td>
<td></td>
<td></td>
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<td>Members</td>
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<tr>
<td>Audience</td>
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<tr>
<td>Patrons</td>
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<tr>
<td>Intermediary</td>
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<tr>
<td>Government referers</td>
<td>Church leaders</td>
<td>Staff managers</td>
<td>MPs/Congressmen</td>
</tr>
<tr>
<td>Government purchasers</td>
<td>Company chief executive officers</td>
<td>Union representatives</td>
<td>Local representatives</td>
</tr>
<tr>
<td>Committee providers</td>
<td>Purchasing cartels</td>
<td>Board leaders</td>
<td></td>
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<tr>
<td>Family purchasers and referers</td>
<td>Advocate leaders and influencers</td>
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<tr>
<td>Not-for-profit referers</td>
<td></td>
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<td></td>
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<tr>
<td>Policy makers</td>
<td></td>
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<tr>
<td>Decision makers</td>
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Table 1: Not-for-profit/voluntary organization customers (Bruce, 1995).

2.1.3 Conditions for exchange
In order to understand the exchange we need to first identify the conditions in which an exchange can or may take place.

Blalock and Wilken identified five conditions necessary for an exchange as cited by Houston and Gassenheimer (1987). First, *Humans are basically goal seeking animals*. Second, *Humans prefer some goals to other goals*. Third, *Humans are able to anticipate the consequences of their actions*. Fourth, *Humans direct their behavior towards their preferred anticipated consequences*. Fifth, *Humans are able to create innovative behavior that is aimed towards the consequences they desire*.

In addition, Kotler also identified five necessary conditions for the potential of exchange between parties, based on a pre-condition that each party must have some level of autonomy to be considered as a separate entity cited by Houston and Gassenheimer (1987). First, *There are at least two parties*. Second, *Each party has something of value that might be of value to the other party*. Third, *Each party is capable of communication and delivery*. Fourth, *Each party is free to accept or reject the offer*. Fifth, *Each party believes it is appropriate or desirable to deal with the other party*. 
According to Bagozzi (1974), Alderson (1965) was among the first researchers to propose ‘exchange as a foundation for a partial theory of marketing’. Alderson’s Law of Exchange stated that;

*Given that x is an element of the assortment A1 and y is an element of the assortment A2, x is exchangeable for y, if and only if these three conditions hold:*

1) x is different from y  
2) the potency of the assortment A1 is increased by dropping x and adding y  
3) The potency of the assortment A2 is increased by adding x and dropping y

Cited in (Bagozzi, 1974)

2.1.4 The Exchange System
Bagozzi developed the concept of exchange in order to provide the foundations for exchange theory by formulating the *The Exchange System* and later classified different types of exchanges. According to Bagozzi (1974) “exchange system may be defined as a set of social actors, their relationships to each other, and the endogenous and exogenous variable affecting the behavior of the social actors in those relationships”.

2.1.5 Types of Exchange
Bagozzi (1975) identified and generalized three types of exchanges which are mentioned in the following sub-sections.

2.1.5.1 Restricted Exchange
Restricted exchange involves a mutual relationship between two parties i.e. party A gives to and receives from party B, A ↔ B, whereas A & B represent social actors, and can include consumers, retailers, salesmen, organizations or combination of them (Bagozzi, 1975).

2.1.5.2 Generalized Exchange
Generalized exchange indicates the mutual relationship between at least three actors; the actors involved in exchange do not benefit each other directly but indirectly (Bagozzi, 1975). In a situation of generalized exchange each actor gives to another but receives from someone else other than whom they gave to (Bagozzi, 1975).

Bagozzi (1975) clarifies this exchange by the example; suppose bus company B asks a local departmental store chain A to donate few benches to bus company. When departmental store chain A donates benches to bus company B, the bus company B places the benches at bus stops for the convenience of its passengers C, later passengers C see the advertisement of departmental store chain A on the benches and patronize the store as a result of that exposure. This scenario can be depicted as; A → B→ C →A. Bagozzi (1975) admits that this process does not stick to the quid pro quo mentality, but still it is an exchange.

2.1.5.3 Complex Exchange
According to Bagozzi (1975) complex exchange is a system of mutual relationships between at least three actors, wherein, each actor is involved in at least one direct exchange while the entire system is organized by an interconnected web of relationships. Bagozzi (1975)
illustrates this scenario as $A \leftrightarrow B \leftrightarrow C$, where $A$ is a manufacturer, $B$ is a retailer and $C$ is a customer in a typical routine daily life business transaction or as Bagozzi (1975) suggests channel of distribution. This illustration represents an open exchange consisting of direct sequences, exchange can also occur in a closed sequence as well.

Figure 1 shows the exchange system in which a person experiences direct transfer of intangibles between him/herself and TV program, person gives his/her attention, support, potential for purchase and so on, in return of, entertainment, enjoyment, product information and etc (Bagozzi, 1975). While the exchange of tangibles occur between person and publisher, and publisher and advertising agency (Bagozzi, 1975).

Carman (1973) and Luck (1974) criticized this model and maintained that it did not constitute an exchange because they said that exchange should only be consisting of tangibles being transferred instead of intangibles and that this model was not possible. While, Bagozzi disagrees with the criticism and maintains that, marketing is the discipline of exchange behavior and it deals with problems related to this behavior and exchange involves the transfer of something tangible or intangible, actual or symbolic, between two or more social actors (Bagozzi, 1979).

2.1.6 Marketing exchange

Marketing exchanges are characterized by one of three classes of meanings namely, utilitarian, symbolic or mixed (Bagozzi, 1975).
2.1.6.1 Utilitarian exchange

Utilitarian interaction is where goods are exchanged for money or other goods. The tangible characteristics of the object and its use are the main motivation for exchange. This exchange is also referred to as economic exchange.

The utilitarian theory is based on the economic man and assumes that (Bagozzi, 1975);

1) Men are rational in their behavior.
2) They attempt to maximize their satisfaction.
3) They have complete information on alternatives available to them in exchanges.
4) These exchanges are relatively free from external influence.

This implies that the actors involved in utilitarian/economic exchange will choose the action which, according to them, will lead to most beneficial consequences (Bagozzi, 1975).

2.1.6.2 Symbolic exchange

The mutual transfer of social, psychological and other intangibles between two or more entities is known as symbolic exchange (Bagozzi, 1975).

“Symbol is a general term for all instances where experience is mediated rather than direct; where an object, action, word, picture, or complex behavior is understood to mean not only itself but also some other ideas or feelings” (Levy, 1959) cited in (Bagozzi, 1975).

The consequences of an exchange can be psychological in nature which may result directly from achieving an objective or which may arise from the act of exchange itself (Houston & Gassenheimer, 1987). According to Bagozzi (1975) the less a person is concerned with the satisfaction of a need for survival, the more theoretical are the responses of that individual. As this behavior is elaborated, it becomes leading to the idea that it is not only goods but also symbols that are exchanged.

Marketers not only sell products they also sell symbols. According to Levy (1959) “People buy things not only for what they can do, but also for what they mean”. This implies that the symbols (intangibles) are equally important as the tangibles in an exchange.

2.1.6.3 Mixed Exchange

Mixed exchange involves aspects which are both utilitarian and symbolic. Though it is difficult to separate the two from each other, many researchers now agree that man strives for both economic and symbolic rewards (Bagozzi, 1975). Most of the daily life exchanges are mixed exchanges because people buy products not just for their use but also for what that product means to them (Levy, 1959).
2.2 Conceptual Framework

Conceptual framework, illustrated in figure 2, is derived from the study of related concepts and theories, mentioned in section 2.1. Bagozzi’s (1975) concept of exchange, especially, circular complex exchange, classification of customers of NFPOs by Bruce (1995) and pre-conditions for an exchange cited by Houston and Gassenheimer (1987) provided the foundation for this conceptual framework. However, the existing concepts are adopted according to the particular needs of this case study.

Bruce (1995) has identified four categories of NFPOs customers, to avoid confusion and add simplicity we have used the term actors. Houston and Gassenheimer (1987) quote conditions for an exchange from Kotler as well as Blalock and Wilken, these conditions are merged together and adopted according to the particular needs of this case study. Hence, the analysis of this research took the following conditions into consideration;

- There are at least two parties involved in an exchange.
- Humans and/or organizations seek goals and prefer some goals to other goals.
- Each involved actor has something of value to offer.
- Each involved actor is free to accept or reject the offer.

Bagozzi (1975) identified different types of exchanges depending on what is being exchanged i.e. tangible (utilitarian), intangible (symbolic) and mixed, as well as different types of exchange processes, from simple (restricted) to complex.

This lead towards the formulation of a general exchange model, depicted in figure 3, for the analysis of exchanges in a NFPO inspired from Bagozzi’s (1975) circular complex exchange diagram (figure 1). Figure 2 provides the basic framework for the analysis and an overview of the procedure leading towards an exchange, while, figure 3 illustrates the actual exchange occurring in a NFPO.
The actors mentioned in general exchange model depicted in figure 3 are adopted from the categorization of NFPOs customer provided by Bruce (1995). Beneficiaries are the end users who inspired the actual exchange process, Stakeholders are the ones who represent the beneficiaries, supporters are the ones who provide resources and regulators are the governmental regulatory authority i.e. tax authorities (Bruce 1995).

Intermediaries play an essential role in order to reach beneficiaries (Bruce, 1995). Stakeholders represent beneficiaries (Bruce, 1995) and they act as an intermediary between supporters and beneficiaries. They provide supporters with the opportunity to help beneficiaries through them. Supporters provide their support in tangible and/or intangible form directly to stakeholders which then reach beneficiaries in tangible and/or intangible form i.e. relief project, social/moral support, education etc. Supporters group may or may not be directly involved with beneficiaries; therefore, their exchange with beneficiaries is indirect as they reach beneficiaries through stakeholders. NFPOs, as the name suggest, do not operate to earn profits in exchange of their social objectives, instead the consequences of their exchange are psychological, which are categorized as symbols by Bagozzi (1975).

Supporters do not get any economic benefits from their support to stakeholders instead their exchange is symbolic as Bagozzi (1975) points out that the social and psychological significance of the experiences and feelings lie in the explanation of the occurrence of exchange. Supporters category comprises of all those who provide resources to the NFPs (Bruce, 1995). Supporters can range from donors and volunteers to other NPs/NFPs and
commercial organizations. While, only volunteers are the one who may directly get involved with the beneficiaries and, therefore, have a direct exchange through the help of stakeholders.

Regulators are fewer in number and are seldom contacted (Bruce, 1995), regulators do not have any direct involvement in the exchange process, and therefore, figure 3 illustrates no exchange occurring between regulators and stakeholders, even though, regulators like government services, may refer beneficiaries to NFPs (Bruce, 1995).
3 Method

This section provides an overview of the research method applied by the authors for this thesis report.

3.1 Selection of topic

We (both authors) shared an interest in marketing, more specifically in the context of not for profit organizations, profit organizations and how marketing was the central aspect commonly found in both types of organizations. Fisher (2007, p 31) has recommended that the researcher should choose a topic which is interesting to them and even something which excites them, it should also be interesting for external audiences.

After some brainstorming sessions and preliminary study of NFPs and PD organizations, their similarities and differences, we decided to work on a NFPO named Green Volunteers based in Pakistan, because it exhibits a unique blend of PD and NFP organization. Marketing being the common trait in profit seeking and non profits, the concept of exchanges seemed to sum up both business types. Further study of articles provided a link between NFPs, marketing and exchanges. The idea of focusing the thesis on a young organization may come as a surprise for many readers but the reason for doing so was because this organization is a model for success and shows how we must come together to make a difference in society no matter what the situation is. This organization is something that makes us proud to be Pakistani.

Given the current situation in Pakistan, what was once a peaceful country is now being labeled as a failed state. This, due to the ever growing unrest with extremist groups, corrupt politicians, over reliance on foreign aid and increasing energy crisis leading to the closure of industries, loss of jobs and constant uncertainties in the eyes of the Pakistani people (Ranis, 2013). The Green Volunteers stand out and amidst these problems found in a country like Pakistan they still go out of their way and take a stand for those less fortunate in society. Relying on themselves and like minded individuals, they address the problems of society in their own unique way. An example of self sufficiency and defying the image that has been created that Pakistan cannot survive without foreign aid and grants; it is organizations like the Green Volunteers which show the world that change comes from within.

3.2 Case Study

The case study approach was used in the thesis as the theme was to gain an understanding into the exchange processes and how these exchanges occur in GV. The aim of the thesis was to illustrate the exchanges between GV and the different social actors involved in the business and how exchange is a critical aspect present in all activities relating to GV, we wanted to give a holistic account of the subject of the research as the focus was on all these factors (Fisher 2007, p. 59).

An in depth understanding was required to help relate exchange to the different business activities the Green Volunteers were involved in and since the study involved one organization which was also another factor why the case study approach seemed most appropriate Yin (1994:13) as quoted by Fisher (2007, p. 59).
The problem consisted of concepts which were definable, the underlying concept of exchange is explored in detail and explains what exchange is, what scholars in the field of marketing have said about it and how it can be applied to the GV, this has been explored in the thesis in order to answer the research question. We went for a descriptive explanation for the thesis so the concepts were better understood by the reader (Ghauri and Grønhaug 2005).

3.3 Data collection
The research for this thesis follows a primarily qualitative strategy with some aspects researched in the quantitative light. Although, the difference between qualitative and quantitative research is blurred, quantitative research is deductive and analytical while qualitative research is inductive and interpretative in nature (Bryman & Bell 2007).

The thesis involved both primary and secondary researches in order to make the thesis as descriptive as possible (Ghauri & Grønhaug 2005). The use of existing literature was used in a framework to answer the research question that was based on both these sources of data. Also deductive reasoning was used as a broad array of theories were connected and common links found and then narrowed down into more specific theories applicable to the organization being studied.

3.4 Interviews
Fisher (2007, p. 159) defines interviews in three types i.e. open interviews, pre-coded interviews, semi structured interviews. We conducted the interviews centered on the idea of open interviews as they were straightforward and informal in nature. The respondents were asked open questions about the events of the organization and were allowed to lead the discussion; we then ask follow up questions about the events mentioned by the informants.

In line with what Fisher mentions as the guidelines to follow when conducting a case study we performed our research as follows. We conducted seven interviews with the GV informants all of which were over the telephone mainly through applications like Viber and occasionally on Skype. The reason for these interviews was because we wanted a detailed picture of the GV. Our initial two interviews with the GV were held with Rameez Mumtaz and Shah Talha Sohail to understand how GV started and what areas they operated in. The idea was to formulate the company background and give as much information as possible about the organization to the reader. The five interviews that followed were each related to a specific event/project that GV took part in with the help of different organizations and individuals to reach their social objective. The following table 2 provides the date, time, duration, subject and informants name.
Table 2: Interviews dates, duration and subjects.

<table>
<thead>
<tr>
<th>First Interview</th>
<th>30th March 2013</th>
<th>10 am - 11 am</th>
<th>Information about GV</th>
<th>Rameez Mumtaz</th>
</tr>
</thead>
<tbody>
<tr>
<td>Second Interview</td>
<td>5th April 2013</td>
<td>12 pm - 1pm</td>
<td>Information about GV</td>
<td>Rameez Mumtaz and Shah Talha Sohail</td>
</tr>
<tr>
<td>Third Interview</td>
<td>13th April 2013</td>
<td>12 pm - 2 pm</td>
<td>Flood relief campaign 1</td>
<td>Rameez Mumtaz and Shah Talha Sohail</td>
</tr>
<tr>
<td>Fourth Interview</td>
<td>20th April 2013</td>
<td>8 pm - 9 pm</td>
<td>Flood relief campaign 2</td>
<td>Shah Talha Sohail</td>
</tr>
<tr>
<td>Fifth Interview</td>
<td>29th April 2013</td>
<td>6 pm - 7:30 pm</td>
<td>CARP event</td>
<td>Rameez Mumtaz</td>
</tr>
<tr>
<td>Sixth Interview</td>
<td>7th May 2013</td>
<td>7 pm - 8 pm</td>
<td>Saba Trust</td>
<td>Rameez Mumtaz</td>
</tr>
<tr>
<td>Seventh Interview</td>
<td>9th May 2013</td>
<td>6 pm - 7 pm</td>
<td>Deutsche Bank</td>
<td>Rameez Mumtaz</td>
</tr>
</tbody>
</table>

In line with the above mentioned interviews we regularly consulted the GV facebook page and their website so that information such as the exact dates and timings of the events could be included.

3.5 Questionnaire

We prepared a separate questionnaire for each of relief project participant (stakeholders), in order to get their views and thoughts about the relief project as well as the exchanges. We received responses from representatives of C-ARP (Zartasha Khan) and Saba Trust (Khulood Haibat) but the Deutsche Bank representative was not able to divulge information to a third party about their operations, but since our main aim was only to explain the exchanges that occurred we went with the information given to us by the Green Volunteers. Responses of C-ARP and SABA Trust bear similarities with the GV’s version of the events. Even though we did not receive an answer from the Deutsche Bank representative we feel confident that the information received from the Green Volunteers informant would have been in line as well. The questionnaire for C-ARP and Saba Trust are included in appendix III and IV respectively.

We also formed a questionnaire in order to conduct a survey, to gain an understanding of what volunteers and finance providers get out of donating their time and money to GV. The questionnaire was a combination of both closed ended multiple choice as well as open ended questions. The idea behind the survey was to identify the intangible/symbolic aspects of an exchange so we can portray this in our findings. The survey questionnaire has been attached in the appendix II. We received 39 responses from people involved with GV. The survey was uploaded by GV representative on their website as well as facebook page.

Since the survey was uploaded on the GV facebook page and their website, all the respondents, who participated in survey were familiar with the GV and somehow have been involved with the organization either physically or by supporting and promoting online (facebook). This implies convenient sampling, in other words, a certain amount of self selection was present with these respondents and there was a risk that the people with a high level of involvement would be more inclined to answer positively, this was not a major issue as the survey was just to gain an insight into what people, who contribute to the GV through different means, gain out of the transaction and what was the motivation behind their
involvement, so that the process of exchange could be better explained from not on the GV’s angle but through the account of different cooperatives as well.

The GV welcome everyone from all over the country to take part in their social events, therefore, there is no exact number of volunteers and finance providers available to estimate the total population.

The survey also included some questions that Green Volunteers requested us to include. These were designed to get an idea into what participants like about the GV i.e. events they would like GV to organize in the future, the type of merchandise GV should launch in the future etc.

3.6 Used Keywords
Not for profit. Profit and non profit, marketing in not for profit, exchange, social exchange, exchange theory, marketing and exchange, and combinations of these keywords were used.

3.7 Literature
The literature review is the beginning stage for most researches, this basically includes earlier researches done on the topic of research and includes books, articles, journals, online pages for example company websites etc (Ghauri & Gronhaug 2005, p. 91).

The literature search conducted in order to support and direct the research included different sources i.e. the university databases, journals, websites and textbooks. The databases which were available to us included Emerald, Discovery, ABI/Inform and search engines like Google scholar. JSTOR was used to locate those articles not available on some of the databases as well. The work of Richard P Bagozzi was referred to extensively and other marketing scholars such as Alderson and Kotler as well.

3.8 Delimitations
According to Fisher (2007, p. 60) case studies tend to lack representativeness. It is evident that the results of one case study cannot be extrapolated to other studies and similarly are not representative of the whole story. Its purpose is more to provide an insight into an organization. It can help the reader make some generalizations about how an organization functions and their processes.

Another limitation is that the sample of volunteers will be around 30 to 40 who are not based in Sweden, but since the idea is to understand what exchange takes place the sample; although not very general will yield mix responses and these will not affect any outcomes of the research.

3.9 Ethics and Research
During the compilation of the thesis all original authors and their theories have been quoted to make sure the reader refers to the correct source. A complete reference list has been provided as a proof of this. Transparency was the aim in all interviews conducted with the informants and constant follow ups were made after interviews to give the complete picture. A high degree of confidentiality was also maintained while gathering data for this thesis in order not to divulge sensitive information about the operations of the Green Volunteers.
4 Findings

4.1 Green Volunteers
All the following information is summarized from the conducted interviews.

4.1.1 How it works
Green Volunteers funds its projects through three main ways, firstly donations, secondly through the sale of its GV merchandise and thirdly from organizing events in different cities. Donations include funds from private individuals or from sponsors. The major portion of their funds is now coming from the sale of merchandise and from organizing events, this is because GV has witnessed a decline in funds coming from donations and in an attempt to become self sufficient have organized different events and launched a line of creative products, the proceeds of which have been instrumental in achieving the aims of GV.

The list of GV merchandise includes products such as wrist bands (simple and glow in the dark), t shirts, pens, notebooks, uppers, female kurtas (traditional shirts).

The biggest success factor for GV has been their self sufficiency. Now they do not have to rely on donations to help people in society. They have a business venture running within their not for profit organization. The launch of the wrist bands was where it all started from; it was something that was risky as well as exciting. They first ordered 1000 bands so that they could be as cost effective as possible, to their surprise most of these were sold within the first week. Till date GV has sold over 10000 of these bands both in Pakistan and abroad and it has been one of the pillars which has both supported this organization and which has also lead to raising awareness about the organization.

4.1.2 Green Volunteers Operations
What started off as an Islamabad based organization has expanded to other cities of Pakistan as well. This has been because a lot of people have the same vision as Green Volunteers and had expressed a desire to help and contribute to the organization.

Today each major city in Pakistan there is an operation of Green Volunteers which is running. Lahore Karachi and Islamabad chapters are known as effective chapters, meaning properly established while in others GV has represented themselves in these cities in a few one off events, but no active team is set up there as of yet. GV has its ambassadors in all the main universities and schools of the country, these ambassadors work with GV in raising awareness and funds for different projects. GV facilitates them in each event and these include movie nights, trade fairs, food festivals, etc all organized in each respective universities.

Through the use of social media, Green Volunteers have been able to secure a representation of the company in many different countries as well. Many students and Pakistanis living and settled abroad have contributed in order to make their homeland a better place through the platform of Green Volunteers. Today Green Volunteers is represented by dedicated volunteers in around 10 countries which include USA, UK, Canada, Hong Kong and Qatar. These names which are mentioned include active divisions which are running successfully and from where funds are regularly received.
4.1.3 What they do
GV initially started as a natural disaster relief providing organization which had as its main aim the relief of people who had suffered due to the floods in districts of Sindh, providing assistance in the form of collecting funds through donation drives, collections from the public. Two teams which were working in Islamabad and Lahore worked tirelessly to generate funds from the public to send to another team which was volunteering in Karachi, whose main aim was to help small districts of Sindh province, especially those where relief supplies had not yet reached. Today Green Volunteers has broadened its horizons and now it organizes social awareness campaigns. These include Tree plantations, Anti littering drives, Anti wall chalking (Graffiti). They also conduct regular visits to different orphanages, charitable schools, special children schools, old homes and try to facilitate them in different ways.

Their activities are quite broad and sometimes they collaborate with different organizations to make a positive contribution to society. Some of these include Lettuce Bee Kids, Children Amputee Rehabilitation Program, Thali – an effort etc to name a few.

4.1.4 Long term plans of GV
The aim is to create a pool of self motivated volunteers in all major cities of the country who can be called upon at the time of need or for any other social service that the situation deems necessary. They also aim to have a much decentralized structure where every city is responsible for their own chapter and has their own governing bodies. The city can initiate their own fund raising activities and generate funds for their projects and events. Support will be provided by all other chapters especially Islamabad, who will help them based on their need.

While volunteerism is at the heart of Green Volunteers, their long term goal is to establish a system of schools that initially will aim to reach at the urban poor. The objective of these schools will not only be to provide instructions in different courses but also to create social agents who promote the idea that age and resources do not matter and it is the will to do anything which is most important, to make the youth realize that the time is now.

4.2 Survey Results
The survey revealed the motives and reasons of respondent’s participation and support for GV. Majority of respondents contributed directly to GV by providing financial support and/or volunteering services. Findings revealed from the survey are explained below;

<table>
<thead>
<tr>
<th>Respondent’s involvement with Green Volunteers</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Not involved but want to be</td>
<td>14</td>
</tr>
<tr>
<td>Have volunteered services for GV</td>
<td>16</td>
</tr>
<tr>
<td>Have donated money to GV</td>
<td>7</td>
</tr>
<tr>
<td>Member of GV (management, staff)</td>
<td>2</td>
</tr>
</tbody>
</table>

Table 3: Respondents type of involvement with GV
Reasons for Supporting GV through facebook

Majority of the respondents who are not physically involved in GV, e.g. facebook fans, stated that they derive a feeling of self satisfaction through supporting GV and its objectives by promoting it through social media to their friends and families.

4.2.1 Financial supporters

<table>
<thead>
<tr>
<th>Ways in which respondents have financially supported Green Volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directly donated money</td>
</tr>
<tr>
<td>Bought Merchandise</td>
</tr>
<tr>
<td>Purchased tickets for events organized by the Green Volunteers i.e. movie nights, sports events screenings</td>
</tr>
<tr>
<td>Other</td>
</tr>
</tbody>
</table>

Table 4: Respondents preference of financial support

Majority of the respondents had supported the Green Volunteers through the purchase of its merchandise which reinforced the idea of GV’s efforts towards being a self sufficient organization; this was followed by donations directly made to GV which was subsequently followed by support through purchase of tickets to the events organized by the GV.

<table>
<thead>
<tr>
<th>Reasons for donated money to Green Volunteers</th>
<th>Frequency of donations to Green Volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Never</td>
</tr>
<tr>
<td>Religious Obligation</td>
<td></td>
</tr>
<tr>
<td>Ethical/Moral Responsibility</td>
<td>2</td>
</tr>
<tr>
<td>I support GV objectives</td>
<td>2</td>
</tr>
<tr>
<td>Social/Peer pressure</td>
<td>1</td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
</tr>
<tr>
<td>No Response</td>
<td>1</td>
</tr>
</tbody>
</table>

Table 5: Donors Responses 1

According to the individuals who participated in the survey, a high proportion contributes to Green Volunteers occasionally because they support the objectives of the organization. Similarly, those who contributed regularly to the organization cited supporting the objective of GV as the reason why they donated money.

A low proportion of people who contributed to the Green Volunteers did so because they thought of it as their ethical or moral responsibility and fewer individuals did so because of peer pressure which in this case meant that because someone else was donating they were also compelled to donate to avoid being labeled in society. The seven individuals who answered
that they did not contribute in terms of money/cash had helped GV in other ways (buying merchandise, events, volunteering etc).

<table>
<thead>
<tr>
<th>Reasons for donated money to Green Volunteers</th>
<th>Self Satisfaction from helping Humanity</th>
<th>Fulfillment of Religious Obligation</th>
<th>Fulfillment of Social Responsibility</th>
<th>Other</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Religious Obligation</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ethical/Moral Responsibility</td>
<td>6</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I support GV objectives</td>
<td>9</td>
<td>10</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social/Peer pressure</td>
<td>1</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No Response</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>39</td>
<td>16</td>
<td>2</td>
<td>13</td>
<td>1</td>
</tr>
</tbody>
</table>

Table 6: Donors Responses II

When we compared the results of the individuals using two variables which in this case were why people donate money to the GV and what they gain out of it we observed that a high proportion of the respondents had helped GV because they received self satisfaction from donating money to the organization, the reasons for doing so were different with majority of respondents stating that they agreed with the objectives of GV while others did so out of ethical/moral reasons. The second highest reason cited for helping the GV was because individuals thought that by helping GV they fulfilled a responsibility towards society. A very low proportion cited fulfillment of a religious obligation.

4.2.2 Merchandise Buyers

<table>
<thead>
<tr>
<th>Frequency of merchandise purchases</th>
<th>Never</th>
<th>1 - 3 times</th>
<th>3 – 5 times</th>
<th>5 – 10 times</th>
<th>More than 10 times</th>
<th>No response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Objective</td>
<td>3</td>
<td>9</td>
<td>2</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal Need</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal Need &amp; Objective</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Social Network</td>
<td>2</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Peer Pressure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No Response</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>39</td>
<td>8</td>
<td>14</td>
<td>4</td>
<td>6</td>
<td>2</td>
</tr>
</tbody>
</table>
Nearly 67% of respondents out of the total respondents had at one point or another purchased merchandise from Green Volunteers. The majority proportion of the merchandise buyers stated that the motivation behind the purchase was fulfillment of a personal objective because their personal aims were in line with the objectives of the organization and hence they wanted to contribute. Furthermore, a high number of people stated that they bought the merchandise for two reasons. One reason was to help the organization achieve its objectives and another was because they needed the product as well. A very low proportion of the respondents had purchased because they just needed the product.

<table>
<thead>
<tr>
<th>Motivation behind the purchase of Green Volunteers merchandise</th>
<th>Reasons to buy merchandise instead of donations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>To have something back in exchange</td>
</tr>
<tr>
<td>Personal Objective</td>
<td>1</td>
</tr>
<tr>
<td>Personal Need</td>
<td>1</td>
</tr>
<tr>
<td>Personal Need and Objective</td>
<td>2</td>
</tr>
<tr>
<td>Social Network</td>
<td></td>
</tr>
<tr>
<td>Peer Pressure</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
<tr>
<td>No Response</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>39</strong></td>
</tr>
</tbody>
</table>

Table 8: Merchandise Buyers Responses II

A high proportion of respondents who said that their motive to support the Green Volunteers through the purchase of its merchandise due to personal and need based objectives stated that they did so because they wanted the Green Volunteers to become a self sufficient organization and not only dependent on donations or be seen as charity dependant.

4.2.3 GV Fundraising Events Participants

Nearly half of respondents, who supported the organization through different events organized by Green Volunteers, said that they derived self satisfaction in return from participating at such events. This was based on the number of times they had participated in the events ranging from sometimes to always.

Some of the results were discarded as shown in table 9; this was because the respondents failed to mention their participation in the (fundraising) event and provided response to their achievement out of participation. Therefore, we categorized such responses as discarded because it is difficult to figure out if these respondents actually participated in fundraising events or not.
### How often have you participated in events?

<table>
<thead>
<tr>
<th>What do you gain out of participating in such events?</th>
<th>Never</th>
<th>Sometimes</th>
<th>Always</th>
<th>Other</th>
<th>No Response</th>
<th>Discarded Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entertainment</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Chance of Social Gathering</td>
<td>4</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Self Satisfaction</td>
<td>10</td>
<td>1</td>
<td></td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No Response</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>39</strong></td>
<td><strong>1</strong></td>
<td><strong>17</strong></td>
<td><strong>2</strong></td>
<td><strong>7</strong></td>
<td><strong>12</strong></td>
</tr>
</tbody>
</table>

*Table 9: Event participants responses*
### 4.2.4 Volunteers

#### How would you describe your level of involvement in Green Volunteers?

<table>
<thead>
<tr>
<th></th>
<th>Volunteer: present at every event/cause</th>
<th>Volunteer: present at most event/causes</th>
<th>Volunteer: present occasionally at events/causes</th>
<th>Management</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Looks good on CV</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recognition in society</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Self Satisfaction</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Religious Obligation Fulfillment</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>No Response</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td><strong>39</strong></td>
<td><strong>2</strong></td>
<td><strong>9</strong></td>
<td><strong>19</strong></td>
<td><strong>9</strong></td>
</tr>
</tbody>
</table>

#### What do you receive from volunteering your services?

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Looks good on CV</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recognition in society</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Self Satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Religious Obligation Fulfillment</td>
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<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No Response</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td><strong>39</strong></td>
<td><strong>2</strong></td>
<td><strong>9</strong></td>
<td><strong>19</strong></td>
<td><strong>9</strong></td>
</tr>
</tbody>
</table>

#### What motivates you to work for Green Volunteers?

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Looks good on CV</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recognition in society</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Self Satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Religious Obligation Fulfillment</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No Response</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td><strong>39</strong></td>
<td><strong>2</strong></td>
<td><strong>9</strong></td>
<td><strong>19</strong></td>
<td><strong>9</strong></td>
</tr>
</tbody>
</table>

#### What makes you comeback and help out at Green Volunteers?

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Recognition in society</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Self Satisfaction</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Religious Obligation Fulfillment</td>
<td></td>
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</tr>
<tr>
<td>Other</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>No Response</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td><strong>39</strong></td>
<td><strong>2</strong></td>
<td><strong>9</strong></td>
<td><strong>20</strong></td>
<td><strong>8</strong></td>
</tr>
</tbody>
</table>

**Table 10: Volunteers Responses**

Due to the nature of the questions asked which were specific to the volunteers we have made a comparison between four aspects which were included in the survey. We first asked the
respondents who had volunteered their efforts to the Green Volunteers to describe their level of participation to gain an understanding of how frequently they had participated. We then designed three different questions with the same responses so that we can get a clearer idea of three things namely: What motivates them? What do they gain out of volunteering and if they have volunteered more than once then what makes them come back to help the Green Volunteers?

Majority of the respondents stated that they occasionally help out at Green Volunteers projects and when asked the reason behind their involvement they said that they derive self satisfaction from helping at GV. A small number of the respondents answered that they volunteer to gain recognition in society while another equally small number answered that the motivation was based on their religious beliefs.

These respondents were then asked about the exchange process which included what they gained out of volunteering and the most popular answer among them was self satisfaction. Other reasons which were very lowly ranked included recognition in society and fulfillment of a religious obligation.

When we asked our respondents what made them come back to help out at the GV, the aim was to reinforce the idea of self satisfaction being the main reason for volunteers to help out at the Green Volunteers so when the same choices were given to the respondents an overwhelming majority answered self satisfaction which made us more confident in the survey which was conducted.

4.2.5 GV specific questions

These questions were included in the survey for the benefit of GV on their request; furthermore, these questions allowed respondents to select multiple options.

<table>
<thead>
<tr>
<th>Which merchandise items do you prefer most</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pens</td>
</tr>
<tr>
<td>8</td>
</tr>
</tbody>
</table>

The most popular items which the respondents preferred included T Shirts and Wrist bands which was followed by the pens and the Hoodies. Due to fewer female participants who filled out the survey the Kurtas were limited in response.

<table>
<thead>
<tr>
<th>Which item(s) would you like to see in the future Green Volunteers merchandise range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key chains</td>
</tr>
<tr>
<td>15</td>
</tr>
</tbody>
</table>

Most of the respondents ticked all three items that the GV founder asked us to mention in the survey and some popular answers given by respondents confined in the “other” section included: Laptop stickers, car stickers, sports kit bags, school bags, diaries, gift items, car air fresheners.
### Which Green Volunteers social awareness activity do you prefer most

<table>
<thead>
<tr>
<th>Activity</th>
<th>Votes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anti Wall Chalking</td>
<td>7</td>
</tr>
<tr>
<td>Anti Littering Drives</td>
<td>9</td>
</tr>
<tr>
<td>Tree Plantations</td>
<td>16</td>
</tr>
</tbody>
</table>

Majority of the respondents wanted to see more tree plantation drives carried out by the Green Volunteers. Anti littering drives and Anti wall chalking were also among the other options chosen by respondents.

### Which Green Volunteers social activity do you prefer most

<table>
<thead>
<tr>
<th>Activity</th>
<th>Votes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visits to orphanages</td>
<td>12</td>
</tr>
<tr>
<td>Visits to schools</td>
<td>4</td>
</tr>
<tr>
<td>Paint for a cause</td>
<td>3</td>
</tr>
<tr>
<td>Mentoring programs</td>
<td>6</td>
</tr>
</tbody>
</table>

Respondents ranked visits to orphanages as the most preferred social activity this was followed by mentoring programs and then visits to schools and paint for a cause activity.

## 4.3 Relief Projects

### 4.3.1 Flood Project

The following information is summarized from the conducted interviews with GV informants Rameez Mumtaz and Shah Talha Sohail, unless specified otherwise.

#### 4.3.1.1 Flood Relief Campaign 1

Pakistan was hit by massive floods in late July 2010. An organization which was just starting off in its path to help society was faced with a huge task of providing assistance to the victims started its first operation with organizing donation drives to collect funds amongst their close circles which included family, relatives and friends. They organized small teams of volunteers which targeted different segments such as markets, restaurants, traffic signals etc to raise as much donations for the flood victims. In a matter of ten days, the Green Volunteers were able to collect Rs 800,000 ($9344 approx.). The next challenge was to make use of this money as best as possible because the affected people were many in number and to find a way to send the items to these displaced people as most of the infrastructure had been damaged due to the floods. This is when the Navy, which was already commissioned by the government to immediately provide assistance to the victims of the floods, in the form of rescue, evacuation and sustenance came in and as a duty to the country helped the Green Volunteers in delivering goods to the flood affected people. In response to the question regarding the involvement of Navy, Rameez Mumtaz replied; it was their duty as protectors of Pakistan to help the country in times of need and since the infrastructure was badly damaged, and many villages completely submerged under water, posed a great difficulty for supplies to reached to these areas. The Green volunteers, now that they had a mode of transport, quickly started organizing supplies of immediate relief items which included milk, biscuits, rice, flour, lentils, salt, pepper, oil and basic hygiene items such as soap, toothpaste, toothbrushes and medicine etc into different bags so that each family had the essentials. This truck was directed at the...
Nowshera region and it contained supplies for 325 families, so that they had the basics until more aid would arrive from the Government and other Relief agencies.

After the first truck successfully reached the area of Nowshera the Green Volunteers then began another donation drive. This time within a period of 2 weeks they managed to collect Rs. 750,000 ($8760 approx.) through their same circle of family, relatives and friends and the funds generated from volunteers from the public. Again the Navy gladly helped in providing logistics and security to the other area by the name of Charsadda. The same items as mentioned above were delivered and this time a total of 309 families were catered to with the bare essentials as mentioned above.

4.3.1.2 Flood relief Campaign 2

The Green Volunteers made their second trip to the Sindh flood affected areas on the 22nd of October, 2011. This time they were accompanied by an organization called "Serving Humanity". Serving Humanity is an organization working towards the safeguarding and preservation of human life. It is a non political and non sectarian international group working with poor and vulnerable people. The initiative was taken by a group of IT Professionals but has come to include people of varied backgrounds and from different countries.

The aim of Serving Humanity is to serve the family of Adam, to help mankind by serving them irrespective of religion, caste and background. Needy people and communities are identified and plans are then drawn to help them (Who we are, Serving Humanity Homepage).

Two trucks were sent to the hard hit regions of Sindh. One heading to the region by the name of Tando Bago and the other to the region called Badin. 350 families were catered to by each truck filled with supplies making the total to 700 families. The donations that were raised by both organizations amounted to Rs 17 00 000 ($19,562 approx.). Both organizations contributed 50: 50 ratio of the total amount. This time these organizations collaborated with the United Nations Rural Support Program Network (UN RSPN) which provided transport and logistics for the supply of goods to the aforementioned areas.

UN RSPN is a nonprofit company registered in 2001 under Pakistan’s Companies Ordinance (1984) by the Rural Support Programs (RSPs) Made up of network of 11 RSPs which involve poor communities with improved management and delivery of basic services through social mobilization . It is a platform which provides capacity building support and assistance in advocating policies and donor linkages. They have presently a presence in 108 out of 131 districts which are located throughout the 4 provinces. The RSPs also work collectively with 4.8 million rural households which are part of its rural membership of community organizations (Introduction, RSPN homepage).

The breakup of the donations collected by the Green Volunteers includes profits from events i.e. movie nights, sale of wrist bands, and donation drives.
4.3.2 An Event in Co-operation with C-ARP

The following information is summarized from the interview with GV informant Rameez Mumtaz and questionnaire response from the C-ARP respondent Zartasha, unless specified otherwise.

Green Volunteers partnered with C-ARP (Children Amputee Rehabilitation Program) a registered organization which aims to rehabilitate amputee children. Their mission is to groom disabled children into productive and active members of society while trying to overcome the negative attitudes that society has towards disabled people.

In response to the question regarding GV’s involvement, C-ARP respondent, Zartasha said that GV has an important resource in the form of volunteers and C-ARP is short on human resource due to its small size.

Both organizations treated amputee children from the area of Bagh, Kashmir, to a two day trip of fun filled activities in Islamabad, which took place on the 19th and 20th of July 2012. This journey was the first time these kids had ever been out of their city and its aim was to provide kids with recreation incorporated in different activities providing psychological and sociological rehabilitation.

On day one GV treated the kids to lunch at McDonalds and then took them to Cinepax Cinema in Rawalpindi to watch a movie, which was then followed by a dinner.

On day two GV had a series of fun filled activities planned for the kids. The day started with breakfast at 9:30 am which was followed by a magic show at 11:00 am. After having refreshments and lunch, the kids proceeded to F9 Park where GV had partnered with three other organizations for more activities. In Co-operation with two of these, HennArt and Party World, GV organized drawing, face painting, cricket, dental hygiene seminar, water fight and musical chairs for the amputee kids. The third organization by the name of ‘Thali – an effort’, arranged BBQ grill for the dinner.

Thali-an effort is an organization which aims to rescue clean leftover food from different restaurants in the city and gives it to the first needy person they find (Objectives, Thali homepage). The BBQ they arranged for the amputee kids was not rescued clean leftover food, they specially made arrangement to do grill for this event.

Party world is a private company which organizes events of all sorts at nominal prices. They specialize in events which include both informal and formal events from business parties to birthdays etc (Party World, facebook page).

HennArt is a private business that operates in the line of henna art which is considered to be a necessary adornment for celebrations such as weddings and other festivals commonly found in Pakistan, India and Bangladesh. Although an ancient tradition, HennArt has taken a modern approach with its intricate designs which make a bold statement and compliment the bearers outfit and look. With a portfolio of different designs HennArt caters to people with different preferences and different backgrounds (HennArt, facebook page).
4.3.3 Saba Trust

The following information is summarized from the interview with GV informant Rameez Mumtaz and Saba Trust questionnaire respondent Khulood Haibat, unless specified otherwise.

Green Volunteers organize regular visits to an orphanage by the name of Saba Homes which is a project of the Saba Aslam Education and welfare Trust. The Saba Trust aims to make a difference in the lives of people who are underprivileged and destitute in Pakistan, USA and other parts of the world. Saba Trust develops and supports different types of programs to address humanitarian, educational, healthcare and economic needs of people. Some of these programs are directly initiated by Saba Trust while others are with the support of other like minded organizations, which are used to facilitate interaction and maximize both resources and outcomes. The programs aim to make an immediate and tangible difference on the ground level and have their focus on a number of areas which include; Humanitarian relief, Health care, Education, Microcredit assistance, Nation building and Interfaith Cooperation (Saba Trust, homepage).

Founded by Saghir and Bushra Aslam the Saba Trust has been helping people for four decades. One of the projects of Saba Trust is the Saba Homes which is not an orphanage but a home for orphan girls according to the couple. This is a home of the highest quality of its kind and raises girls who lost their parents during the October 2005 earthquake in Pakistan. The aim is not just to provide food, clothing and shelter to these girls but to raise them up as one would with their own daughters by providing them love, a good education, an upbringing with good social and moral characteristics (Saba Trust, Homepage).

The Green Volunteers have made it a point to visit the Saba Homes, regularly each year, on the two biggest Muslim festivals known as Eid where they interact with children, give them gifts and try to share the spirit of happiness where events like singing, musical chairs, and eatable items are provided. The aim is to add color to the lives of the kids so they do not feel lonely or miss their homes.

In another occasion, the Green Volunteers took an initiative to distribute 40 schoolbags as a present to the orphan girls at Saba Homes for their upcoming school year.

This initiative was funded in two ways, half of these bags being sponsored from the proceeds of sales from the GV merchandise and other initiatives for example events etc, while the rest of the bags were donated by private individuals. The Green Volunteers organized a campaign where they tried to secure individuals who would be interested in sponsoring a school bag for one girl at the cost of Rs 1000 each ($10 approx.). This was met with success as 20 private individuals contacted GV to help out with this event and make sure that the kids had a new school bag for the next school year. These projects were fully financed by the Green Volunteers team.

4.3.4 Deutsche Bank

Following information is summarized from the interview with GV informant Rameez Mumtaz.

Deutsche Bank contacted the Green Volunteers to perform their Corporate Social Responsibility (CSR) Activity. The activity was for their three main offices in Karachi,
Lahore and Islamabad. The GV team in Karachi provided Deutsche Bank with a presentation on the environment, water availability in Pakistan, about Green Volunteers and other environmental concerns. This was live streamed to the Islamabad and Lahore offices at the same time.

GV sold its pens to Deutsche Bank with the engraving modified to include the name of the bank. 500 pens were sold at a price of Rs. 50 per piece for the overall branches of Deutsche Bank and a donation of Rs. 5000 (approx. $300 overall) was given to the Green Volunteers. The CSR activity that GV provided took place in Islamabad and included the tree plantation in which families of Deutsche bank employees were invited to take part in an evening which benefited society.
5 Analysis

5.1 Exchanges within GV

The causes taken by GV relate to different social issues of the society, therefore, they acts as *stakeholders* by representing society and society is the *beneficiary*. GV capitalizes the services of volunteers and financial support from donors, merchandise buyers and participants of fund raising events i.e. movie nights and match screening, for its operations. Complete list of actors participating in the operations of GV is given in table 11.

<table>
<thead>
<tr>
<th>Beneficiaries</th>
<th>Supporters</th>
<th>Stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Society</td>
<td>Volunteers</td>
<td>Green Volunteers</td>
</tr>
<tr>
<td></td>
<td>Donors</td>
<td>Merchandise Buyers</td>
</tr>
<tr>
<td></td>
<td>Event Participants</td>
<td></td>
</tr>
</tbody>
</table>

Table 11: Categorization of involved actors within GV.

Based on the survey results, exchanges that occur between GV and its supporters are depicted in figure 4;

![Figure 4: Exchanges within GV](image)

All the supporters offer tangibles and/or intangibles directly to GV in the form of moral and financial support and services, which are delivered directly or indirectly through GV and/or with the support of another intermediary to the beneficiaries. This process will become clearer in the coming examples of GV projects.

Volunteers mostly provide their services in various forms directly to GV and sometimes also interact directly with the beneficiaries, depending on the project. In exchange for their services volunteers receive self satisfaction, fulfillment of social and religious responsibility, directly from beneficiaries.
Donors provide financial support directly to GV, which then gets transformed into tangible goods or intangible services, depending on the project, and delivered to beneficiaries through GV. In exchange donors derive self satisfaction as well as satisfaction of fulfillment of social responsibility.

Merchandise buyers provide funds through their purchase of GV products; in exchange they receive the product as well as satisfaction of participation in GV objective. This exchange is two folds as merchandise buyers achieve two motives from their transaction, one in the form of the product and other to provide their support for the social causes of GV. Our survey also found that merchandise buyers prefer to buy products instead of donating direct cash, in order for GV to break charity dependency and become a self sufficient organization.

Event participants also provide financial support by buying tickets for fundraising events i.e. movie night, match screening etc. These actors directly provide their support to GV and its causes and in return they receive self satisfaction as well as entertainment.

5.2 Exchanges in Relief Projects
We lead the analysis of each event by identifying involved actors and categorizing them before examining the fulfillment of prerequisites of exchange, in order to reach the exchange process itself. Involved actors in each event have been categorized as ‘Beneficiaries’, ‘Supporters’ and ‘Stakeholders’.

5.2.1 Flood relief project

5.2.1.1 Flood Relief Campaign 1
The flood relief campaigns were targeted to provide immediate relief to the beneficiaries, in this case victims of the biggest disaster in Pakistan’s history. The aim of this project was to provide provisions in the form of food supplies and basic necessities to these beneficiaries, through the combined effort of a number of supporters which included the volunteers, donors and the Navy. A complete list of these different categories has been included in table 12;

<table>
<thead>
<tr>
<th>Beneficiaries</th>
<th>Supporters</th>
<th>Stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flood victims</td>
<td>Volunteers</td>
<td>Green Volunteers</td>
</tr>
<tr>
<td>Donors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Navy</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 12: Categorization of involved actors in flood relief campaign 1.

GV initiated the campaign by representing beneficiaries, victims of flood, in order to raise donations and supplies; therefore, in this case GV becomes a stakeholder. Donors contributed in GV’s objective through donations, while volunteers provided their time, effort and services in motivating and encouraging people to contribute to GV’s objective as well as helped GV in arranging and distribution of supplies to beneficiaries. The Navy played a vital role in helping GV achieve its objective by providing means to reach the beneficiaries. Therefore, the contribution and efforts of volunteers, donors and Navy is categorized as supporters. The purpose of GV and the Navy was to help and provide relief to the victims, but both are categorized differently because of the nature of their involvement. The key difference, in fact, is that one party was contributing because of their national duty towards fellow countrymen,
while the other was involved to fulfill a social objective. The supporters and stakeholder had a common goal, in this case helping and showing support for the beneficiaries. It can be argued that Navy was involved due to its obligation; on the other hand, other actors were involved with their free will. Simple reason for this is that the armed forces are called in almost every country in such disastrous situations; in addition, people independently choose to join the armed forces to protect and serve fellow countrymen. Moreover, each involved actor had something of value to offer, even the beneficiaries, as supporters and stakeholder offered tangibles and intangibles in exchange for intangibles, as shown in figure 5.

![Diagram](image.png)

**Figure 5: Exchanges present in flood relief campaign 1.**

Donations and funds were collected from donors who in this campaign included family, friends, relatives and the general public. Through our surveys we found out that most of the donors who contribute in the form of money and give financial help derive immense self satisfaction out of supporting for social objectives of GV, furthermore, some respondents answered that they consider it as fulfillment of a social responsibility and some donated out of religious reasons.

The volunteers contributed significantly to this cause and by devoting their time, efforts and energy towards collecting funds through motivating and encouraging masses at different
venues, including schools, homes, restaurants, public places and traffic signals. According to our survey majority of volunteers derive self satisfaction in exchange for their voluntary services.

Navy provided transportation to GV in order for the relief supplies to reach the flood victims; furthermore, Navy provided rescue and security to the victims. In return Navy received gratitude and appreciation not just from beneficiaries but general public as well, moreover, they also achieved patriotic duty fulfillment.

GV provided Beneficiaries with relief supplies and expressed their support in exchange for gratitude of beneficiaries and objective fulfillment, which motivated and encouraged GV for future efforts and projects.

GV Played the part of an intermediary for the volunteers and donors, i.e. donors provided the funds directly to GV, which took the form of relief supplies and indirectly, through GV, reached the flood victims. Similarly, volunteers provided their services to GV in the form of donation drives directly for beneficiaries, which reached beneficiaries indirectly through GV. This suggests mixed exchange as donors provided tangible, while volunteers provided intangible, which reached beneficiaries in the form of tangible (relief goods) through GV; in exchange both donors and volunteers received back intangible directly from their donation and services respectively.

The funds which were provided by donors and the efforts of the volunteers in fund raising drives were examples of direct exchanges made with the Green Volunteers. The GV which received financial support in return gave these actors self satisfaction due to fulfillment of their personal objectives and their religious obligations.

The funds that these actors contributed resulted in an indirect exchange with the beneficiaries through the Green Volunteers. The flood victims received tangible goods while the exchange with the donors and volunteers was mainly intangible in nature.

The Green Volunteers worked in collaboration with the Navy which involved the direct exchange of tangibles such as the aforementioned goods including intangibles such as the fulfillment of their duties in exchange for providing logistics and support services to the Green Volunteers.

The overall objective of the Green Volunteers which was providing relief to the flood victims was achieved directly and intangibles included self satisfaction, peace, fulfillment of a religious obligation and tackling inequality were exchanged from the involved actors during the process.

5.2.1.2 Flood Relief Campaign 2
In their second flood relief campaign GV again represented beneficiaries to collect resources, the only difference here is the means of collection, in their first campaign they solely depended on donors for financial support, while, this time they also collected funds through sale of their merchandise. Volunteers, donors and merchandise buyers helped GV in gathering resources, which enabled GV to arrange supplies, furthermore, GV Collaborated
with Serving Humanity and UN-RSPN to raise and deliver supplies to the beneficiaries. Therefore, volunteers, donors, merchandise buyers, Serving Humanity and UN RSPN are the supporters of this campaign. Categorization of Serving Humanity and UN-RSPN as supporters instead of stakeholders can be argued as; Serving Humanity and UN RSPN also represented and dedicated their efforts to reach and offer relief supplies to beneficiaries, which places them in the stakeholder category, but we are only focusing on GV’s efforts towards helping flood victims, therefore, we only consider aspects of their involvement with GV. Table 13 presents complete list of involved actors and their categorization.

Individually GV, UN RSPN and Serving Humanity work for different social objectives, however, natural disaster brought them together to share value and expertise. Supporters and stakeholder joined forces to achieve a common goal of providing relief to the beneficiaries. Involved actors had the liberty to accept or reject participation and cooperation, including the beneficiaries, but it is unlikely for the victims of such natural disaster to refuse help for sustenance.

<table>
<thead>
<tr>
<th>Beneficiaries</th>
<th>Supporters</th>
<th>Stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flood victims</td>
<td>Volunteers</td>
<td>Green Volunteers</td>
</tr>
<tr>
<td>Donors</td>
<td>Merchandise buyers</td>
<td>Serving Humanity</td>
</tr>
<tr>
<td></td>
<td>Serving Humanity</td>
<td>UN RSPN</td>
</tr>
</tbody>
</table>

Table 13: Categorization of involved actors in flood relief campaign 2.

The collaboration of Serving Humanity, UN RSPN and GV provided support, exposure to new contacts and network to each other, which resulted in motivation and encouragement to achieve common objective. GV and Serving Humanity, though, arranged relief supplies separately but cooperated to provide relief to the beneficiaries in same region with the help and logistic support of UN RSPN in order to reach flood victims. All of them exchanged relief goods in return for objective achievement, appreciation and gratitude of beneficiaries as illustrated in figure 6.

Donors and merchandise buyers provided financial support; donors exchanged self satisfaction, social responsibility and religious obligation fulfillment in return for their donations. On the other hand, merchandise buyers received the merchandise as well in addition to self satisfaction of supporting a social objective.

Volunteers offered their services in collecting funds as well as distributing relief supplies to the victims, in exchange of, self satisfaction and fulfillment of social responsibility through helping fellow citizens.
Figure 6: Exchanges present in the flood relief campaign 2.

The fund providers and the volunteers who donated their time and services for the cause entered into direct exchanges with GV which has been mentioned in the first flood relief campaign. The additional source of funding came from the buyers who at that time supported GV through the sale of its merchandise. The exchanges made were directly with the GV and buyers derived fulfillment of a personal objective while others fulfilled both a personal need and objective. The buyers along with the donors and volunteers who participated in the
donation drives indirectly received satisfaction from the flood victims in the form of gratitude and prayers

The GV derived funds which were used for the supplies needed to cater to the beneficiaries. Additional funds were also contributed by Serving Humanity and both organizations exchanged expertise and a network directly between each other and also formed a network through the exchanges.

The Green Volunteers then engaged with UN RSPN which provided the logistics and transport for the goods in return for fulfillment of a common objective which was helping the flood victims. A direct exchange took place at this level as well between the two actors and other than the tangible relief items expertise and network links were again exchanged.

The successful delivery of the relief items through the help of UN RSPN helped GV gain satisfaction from helping their fellow humanity, respect from others and confidence as the organization was growing.

5.2.2 C-ARP Event

In this two day event Stakeholders were the organizations which collaborated to represent and provide Beneficiaries, in this case Amputee kids, entertainment and enjoyment through the help and support of Party World, HennArt, Thali-an effort, volunteers, GV’s merchandise buyers as well as donors of both GV and C-ARP. Table 14 provides complete categorized list of actors.

<table>
<thead>
<tr>
<th>Beneficiaries</th>
<th>Supporters</th>
<th>Stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amputee kids</td>
<td>Volunteers</td>
<td>Green Volunteers</td>
</tr>
<tr>
<td></td>
<td>Donors of GV &amp; C-ARP</td>
<td>C-ARP</td>
</tr>
<tr>
<td></td>
<td>Merchandise buyers</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Thali-an effort</td>
<td></td>
</tr>
<tr>
<td></td>
<td>HennArt</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Party World</td>
<td></td>
</tr>
</tbody>
</table>

Table 14: Categorization of involved actors in C-ARP event.

HennArt and Party World are commercial companies but for this event they offered their services free of cost. While, Thali-an effort is another NFPO, with the objective of feeding poor and needy people, for this event they organized a feast especially for the kids. Therefore, the alliance between Supporter companies and organization was purely goal oriented, in this case to nurture and entertain Beneficiaries and they were completely independent to accept or reject cooperation with each other. C-ARP has its objective revolving around amputee kids and its donors are in accordance with its objective, similarly Thali and its donors also share common objective. On the other hand, GV takes on different social issues which allow its volunteers and finance providers, both donors and merchandise buyers, to participate in the cause of their preference. Our survey revealed that majority of GV volunteers and finance providers were in agreement with GV’s objectives. Therefore, supporters involved in this event were also motivated by a common goal. It was evident that each involved actor had something of value to offer in the form of tangibles and/or intangibles which lead towards the exchange as shown in figure 7.
Finance providers of each Stakeholder provided them with the funds in exchange for self satisfaction and to demonstrate their support for the cause. In GVs case the merchandise buyers offered their support by purchasing goods in exchange for self satisfaction, similarly, donors received self satisfaction in exchange for their money. Volunteers provided their time, support and services to GV in exchange of self satisfaction.

GV provided C-ARP with human resources in the form of volunteers and transportation for the event, on the other hand, C-ARP provided GV with the opportunity to achieve a common objective. NFPOs and commercial companies directly exchanged, between them, exposure to a new network and new contacts to achieve a shared goal, while, indirectly NFPOs received exposure to supporters of each other and commercial organizations i.e. Party World and HennArt, gained reputation of socially responsible and free marketing.

![Figure 7: Exchanges in Event with C-ARP.](image)

On the whole, alliance provided the kids with activities contributing towards social, physical and psychological accretion of the kids. HennArt involved kids in face painting, drawing activities in order to receive self satisfaction. Similarly, Party World provided kids with sports
activities in order to give something back to society and achieve self satisfaction. Thali-an effort, provided kids with food and a sense of belonging to share a common objective and self satisfaction. GV provided the kids with sense of belonging, enjoyment, entertainment and learning with the help of supporters in exchange for self satisfaction and achievement of objective.

_Beneficiaries_, amputee kids, received experience of their lifetime, learning, happiness, enjoyment, entertainment, affection, and an opportunity for social, physical and psychological development through different planned activities of the event. In exchange, kids offered self satisfaction, social responsibility, happiness and achievement of objective to _stakeholders_ and _supporters_.

Money which was collected from donors and the profits from merchandise sales provided the funds for this project. The providers engaging in direct exchanges with the Green Volunteers and while GV gained something tangible in the form of money the providers gained satisfaction etc.

C-ARP which was seen as the main representative of the amputee kids and the other organizations such as Thali-an effort, Party World, HennArt all directly exchanged new contacts and partners and their interaction with the amputee kids led them to directly achieve a common objective which in this case we can term as helping amputee kids.

The volunteers involved in the event directly exchanged self satisfaction with their exchanges with GV in return offering them support for the event and they also directly were involved with the amputee kids during the events leading to the amputee kids receiving a feeling of acceptance, belonging and happiness.

From GV’s stance we see that through the event the GV directly exchanged not only with the organizations participating in the event but also with the amputee kids who received the feeling of acceptance, belonging and happiness in exchange for the fulfillment of their objective and self satisfaction along with self esteem.

5.2.3 Saba Homes Event

In our findings we described events with two separate objectives; 1) Eid/Festival programs, and 2) school bags distribution. For ease of illustration, in reference of beneficiaries, both events are analyzed together.

The GV events in collaboration with Saba Trust, taken into account for this thesis, focus on same _beneficiaries_, which are 40 orphan girls. Saba Homes, a subproject of Saba Trust, and GV represented the _beneficiaries_; therefore, both are categorized as _stakeholders_. Merchandise buyers provided financial support through purchase of GV merchandise, on the other hand, donors supported by donating funds and bags. Volunteers supported by offering their services through participation in donation drives as well as sharing the occasion of festivity with orphans instead of their own families and friends. Saba Trust supported by acting as an intermediary in order for GV to reach the _beneficiaries_. The list of categorization of involved actors in illustrated in table 15.
The cooperation between supporters and stakeholders was based on a common objective of helping society; the key difference is only in terms of scope, as Saba Homes only works for orphan girls, while Saba Trust, on the whole, focuses on multiple social issues, similarly, GV also targets multiple social issues. Stakeholders and supporters opted to participate freely to exchange tangible and intangible.

As Saba Homes is sub-project of Saba Trust and many similarities exist between the exchange process, therefore, to avoid repetition and maintain simplicity in the illustration and analysis we only mention Saba Trust, as shown in figure 8:

![Exchange Diagram](image)

Figure 8: Exchanges in Event with Saba Trust.

Every aspect of the GV’s operations involved some kind of exchange taking place as can be seen in the diagram above. Donors contributed with bags and donations for presents on festivals in exchange of self satisfaction and fulfillment of responsibility towards society. While, merchandise buyers contributed financially in return for the merchandise and
satisfaction of contribution in the objectives of GV. Volunteers offered their time and services in the form of human resource, which was essential, in organizing the event in return for self satisfaction.

Saba Trust provided the opportunity of social objective fulfillment to GV in return for network building as well as human resource (volunteers). Similarly, Saba Trust through this event provided the orphan girls enjoyment and memorable festival in exchange for fulfilling their objective.

GV provided orphan girls with school bags on one occasion and other times they offered gifts, affection, support and feeling of belonging on the festivals, in order to bring joy and happiness, so that the orphan girls don’t feel homesick, deprived and abandoned. In exchange GV received love and affection of the orphan girls, self satisfaction and objective achievement.

The money which was collected from donors and the profits from merchandise sales provided the funds for this project. The providers engaging in direct exchanges with the Green Volunteers and while GV gained something tangible in the form of money the providers gained satisfaction etc.

The GV worked in collaboration with Saba Trust and provided the finance needed for the Eid festivals and the bag drives. The exchanges involved directly were GV gaining a new partner and broadening their network while Saba Trust receiving energetic and enthusiastic people with new ideas to make a difference in the kid’s lives.

The interaction with the kids directly led to objectives of the GV being fulfilled along with satisfaction by directly offering intangibles such as motivation, friendship, respect, a sense of belonging and a good environment. Tangible items which were directly exchanged with the kids included the school bags and snacks, food items which were provided during the events.

5.2.4 Deutsche Bank Event

The beneficiary in this event was the society particularly the local community as it gained a better healthy and beautiful environment due to plantation of new trees. Deutsche Banks and GV were the stakeholders as they identified and represented the need of the society and joined efforts to do something about it. GV is also identified as supporter because it provided the support to Deutsche Bank to achieve its CSR activity. Other supporters in this event included Deutsche bank employee’s families and GV’s volunteers. Complete list of involved actors and their categorization for this event is mentioned in table 16.

<table>
<thead>
<tr>
<th>Beneficiaries</th>
<th>Supporters</th>
<th>Stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Society</td>
<td>Green Volunteers</td>
<td>Deutsche Bank</td>
</tr>
<tr>
<td></td>
<td>Volunteers</td>
<td>Green Volunteers</td>
</tr>
<tr>
<td></td>
<td>Bank employee’s families</td>
<td></td>
</tr>
</tbody>
</table>

Table 16: Categorization of involved actors in Deutsche Bank event.

Deutsche Bank wanted to pay back to society, therefore, contacted GV and provided GV an opportunity to achieve one of its social objectives, in exchange, GV provided Deutsche Bank with updates on current environmental statistics and issues and a chance to earn an
environmental conscious reputation and CSR activity. Furthermore, GV arranged for the Bank employees and their families to participate in tree plantation event, which resulted in appreciation for GVs efforts for betterment of society as well as satisfied and happy employees for the bank. The exchanges present in this event are illustrated in the figure 9.

GV acted as an intermediary for the bank as well as its employees and their families to work for the society. This event provides some interesting exchanges, the exchange between Deutsche Bank and its employees and their families a direct symbolic exchange, similarly, the exchange between GV and bank employees and their families is also symbolic, while, mixed exchange occurred between GV, society and Deutsche Bank. Society received new trees and in return GV achieved its social objective, while, Deutsche Bank achieved its CSR activity. In addition to learning and CSR activity GV provided pens to Deutsche Bank and in return got donation and monetary benefits, thus, resulting in a mixed exchange.

![Figure 9: Exchanges present in the Deutsche Bank event.](image)

### 5.3 Overall Analysis

Individual analysis of each relief project illustrates the key role of GV as an intermediary; Bruce (1995) highlights the importance of intermediaries. GV represented the beneficiaries in every project, and therefore, gets categorized as stakeholder according to Bruce’s (1995) categorization of NFPs customers, furthermore, GV’s intermediary role linked the supporters and beneficiaries in order to achieve its social objectives. Supporters provide resources (Bruce, 1995) and example relief projects provide a set of different ways how supporters
provide resources. Donors and volunteers provide financial and human resource respectively, while, skilled expertise come from co-operating organizations and companies e.g. Navy and UN-RSPN in the flood relief projects and HenArt, Party World and Thali- an effort in C-ARP event.

Each project focused on different social cause and involved different people represented same categories identified by Bruce (1995). For example, beneficiaries, supporting organizations, donors and volunteers were different in each project. All the involved actors were independent to accept or reject each other’s co-operation, in addition, all the supporters joined forces with stakeholders to achieve a common goal; this satisfies the pre requisite for exchange suggested by Blalock and Wilken (1979). Each involved actor was different from each other and had something of value to offer in exchange to not just improve their individual value but overall value of the project; this is similar to Alderson’s (1965) law of exchange. Financial supporters provided something of value in the form of finance, volunteers provided something of value as human resource, collaboration organizations provided something of value in the form of expertise skills; and this alliance provided overall resources to GV in order to achieve their common objective. The exchanges occurring in each alliance made during each relief project, illustrated earlier, is an example for Bagozzi’s (1975) complex exchange.

As depicted in each individual project analysis, financial supporters have a direct exchange with GV and indirect exchange with beneficiaries. Donors overall exchange is mixed exchange, which comprises of economic and symbolic exchange (Bagozzi, 1975). Donors provide finance to GV which then reaches beneficiaries and in exchange donors receive self satisfaction. Similarly bagozzi’s (1975) mixed exchange occurs in the case of merchandise buyers as well. Merchandise buyers provide financial support through their purchases and return they receive the product as well as self satisfaction from supporting GV’s social objectives. Volunteers exhibits Bagozzi’s (1975) symbolic exchange, as they provide services in exchange for self satisfaction. Volunteer’s interaction with the beneficiaries may be direct as well as indirect, as in flood relief projects, some volunteers interacted directly with beneficiaries while some only participated in fundraising campaign.
6 Conclusion

The concept of exchange being central to organizations and individuals was reinforced everywhere and the study gave an overview of how the involved actors engaged in the process of exchange to achieve not just their own goals but also something good for the society through an intermediary, Green Volunteers, hence achieving the GV objective as well.

In this case study we looked into different past projects of GV involving different types of exchanges between different parties in order to achieve a social objective. It is quite obvious that GV is not focused on one particular social objective, it takes on different social objectives. The key to its success is that GV involves its supporters in various social causes and activities to keep them attracted and motivated; furthermore, it exhibits a flexible innovative behavior by changing its role between stakeholder and supporter in order to gain and maintain cooperation with other organizations.

Securing funds is becoming harder and harder NFPs have to be innovative in order to raise funds through various activities. The more a NFP is innovative and flexible, the more cooperation and support it will generate.

The importance of each individual exchange in all discussed relief projects is self evident; none of the example projects selected for this case study would have been able to successfully achieve its respective objective if any of the existing exchange would not have taken place. The exchanges in a NFPO and its operations are all interlinked and exhibit similarities of life cycle. For instance, if any of the supporters i.e. donors or volunteers, fail to support NFPO the existence of NFPO gets jeopardized. Similarly, if the beneficiaries do not get the respective benefits, then the supporters will not have anything back in exchange and the circle will break.

NPOs and NFPOs act as intermediaries between beneficiaries and supporters; supporters provide support through their funds and services, which are then transformed into relief products and/or services in order to reach the beneficiaries. Therefore, the most important link in a relief project is the stakeholders who work as direct intermediaries between beneficiaries and supporters. Theses intermediaries provide an opportunity to the supporters to come forward and achieve their individual goals along with an overall social objective.

The most important exchange in a relief project is the exchange of supporters .e.g. volunteers, donors, cooperating organization, etc. These supporters provide directly tangible items i.e. donors provide funds, volunteers provide manpower or human resource, cooperating organizations provide their skills, resources and expertise, to the intermediaries in exchange for symbols like psychological and emotional benefits. NFPOs may be able to earn some extra financial support through business like activities, as GV does through its merchandise sales and events, but that extra is never enough to make them self sufficient in term of funds, therefore, they need the external support from donors, volunteers and cooperation with other organizations. Supporter like volunteers and donors are the fuel which runs the engine of an NFP organization. GV’s relief projects provide evidence that the stronger this exchange is the more future support NFP receives. In other words, this exchange needs to be prominent and
visible for the NFPO to get more fuel for its smooth functioning. This is evident from the survey results; as the respondents preferred activities and social causes like tree plantation and orphanage visits respectively, which provides direct involvement and opportunity to experience the exchange first hand.

7 Recommendations

Recommendations for Future Research

Further research can be done to study how identified exchanges create value for the NFPs. In addition research can be performed using the general exchange model for relief projects presented in this thesis to study the exchanges present in NFPs and NPs present all around the world as well as organizations with focus on one particular social objective. In addition the research can be conducted to compare Green Volunteers with other NFPs present in Sweden to analyze if the existing exchanges bear any resemblance and similarities.

Recommendations for Not For Profit Organizations

NFP organizations provide opportunity to the public to support and participate in their activities in exchange of psychological and emotional satisfaction. They can promote themselves to the supporters in order to get more support for their social objective by emphasizing on the psychological and emotional exchange. NFPOs should also be innovative and flexible to generate more funds through various ventures as well as encourage cooperation between themselves to share costs and achieve common objectives.

Recommendations for Green Volunteers

Based on the survey finding, GV can earn more financial support by introducing key chain, mugs and caps to their already popular product range of wrist bands and t shirt. Furthermore, they can attract more volunteer support through their tree plantation and orphanages visits campaigns.
8 References


Green Volunteers Official Website http://greenvolunteerspk.org/

Green Volunteer Facebook Page http://www.facebook.com/GreenVolunteers

HennArt facebook page link https://www.facebook.com/pages/HennArt/141703449177537?id=141703449177537&sk=info


Appendices

Appendix I: GV Interview Questions

1. Can you give us a brief description about your organization the Green Volunteers specifying how it was founded and what was your aim?
2. How is an organization like GV financed?
3. How big is your organization?
4. How do you reach your beneficiaries?
5. What are the future plans of Green Volunteers?
6. How do you motivate your volunteers?
7. How do you market yourself to others?
8. What are some memorable projects for you where you really helped GV grow?

Following questions are similar for all the discussed projects in this thesis.

9. Can you give us a descriptive account of the event?
10. How did GV contribute?
11. Who were the actors involved?
12. What did you get out of the experience?
13. What did those beneficiaries get out of the experience?
14. What do you think in your opinion the organizations who collaborated got out of the experience?

Appendix II: GV Survey

Online link for the questionnaire is https://docs.google.com/forms/d/1hyK_URDA3SA9azcCz4u9i4OU/viewform

Exchanges in Green Volunteers

Instructions

This questionnaire is divided in sections, therefore, answer the questions which relate to you the most, you can select multiple options, where applicable. Some questions are closed ended while some are open ended allowing you to briefly explain your thoughts in your own words. P.S. Please answer the questions with focus on the exchange of tangibles and/or intangibles.

How would you describe your involvement with Green Volunteers?

- [ ] Not involved but want to be. For example only facebook fan.
- [ ] Have volunteered services for Green volunteers once or more.
- [ ] Have donated money to Green Volunteers cause once or more.
- [ ] Member of Green Volunteers organizational body (management/staff).
No Physical Involvement

This section is to identify the exchange existing between Green Volunteers and its facebook fans.

Why have you liked Green Volunteers facebook page?

- Self satisfaction by promoting Green Volunteers work.
- It's kind of cool to have a Non-Profit organization in facebook’s ‘likes’ sections.
- Other: 

If possible, how would you like to help Green Volunteers in real life?

Donors

This section is to identify exchanges between Green Volunteers and those who have contributed to Green Volunteers objectives financially through different means.

How have you financially helped Green Volunteers?

- Directly donated money.
- Bought merchandize from Green Volunteers.
- Purchased tickets in events organized by Green Volunteers i.e. movie night, match screening etc.
- Other:

How often do you contribute to Green Volunteers in terms of money/cash?

- Never.
- Occasionally.
- Regularly.
- Always.

Why do you donate money to Green Volunteers?

- Religious obligation.
- Ethical/Moral responsibility.
- I support Green Volunteers objectives.
- Social/peer pressure.
- Other:

What do you gain out of contributing money to Green Volunteers?

- Self satisfaction from helping humanity.
- Fulfillment of Religious obligation.
- Fulfillment of a responsibility towards society.
- Other:

How many times have you purchased Green Volunteers merchandise?
(one item of purchase equals one time)

- Never.
- 1 - 3 times.
- 3-5 times.
- 5-10 times.
- More than 10 times.

**Which merchandise item(s) do you prefer most?**

- [ ] Pens
- [ ] Notebooks
- [ ] Wrist Bands
- [ ] T-Shirts
- [ ] Hoodies
- [ ] Kurtas
- [ ] Other: 

**Which item(s) would you like to see in the future Green Volunteers merchandise range?**

- [ ] Key chains
- [ ] Mugs
- [ ] Caps
- [ ] Other: 

**What was the motivation behind the purchase of Green Volunteers merchandise?**

- [ ] Personal need: you needed the product for personal use only.
- [ ] Personal objective: I agree with Green Volunteers objectives and only wanted to contribute.
- [ ] Personal Need and Objective: needed the product as well as wanted to contribute.
- [ ] Social network: It’s cool to walk around in social network with a Non Profit Organization’s shirt, wrist band etc.
- [ ] Peer pressure.
- [ ] Other: 

**Why did you choose to buy Green Volunteers merchandise instead of supporting them through donations?**

- [ ] To have something back in return/exchange.
- [ ] Not to make Green Volunteers feels like a charity dependent organization.
- [ ] Other: 

**How often have you participated in events i.e. movie night, match screening etc, organized by Green Volunteers?**
Which events do you prefer to participate?
- Movie nights.
- Match screening.
- Other:

What to do gain out of participating in such events?
- Entertainment.
- Chance of social gathering.
- Self satisfaction: contributing to Green Volunteers objectives.
- Other:

Which Green Volunteers social awareness activity do you prefer most?
- Anti wall chalking
- Anti littering drives
- Tree Plantations
- Other:

Which Green Volunteers social activity do you prefer most?
- Visits to orphanages.
- Visits to schools.
- Paint for a cause.
- Mentoring programs.
- Other:

Volunteers and Management

This section is aimed to target exchanges existing within Green Volunteers organizational body.

How would you describe your level of involvement in Green Volunteers?
- Volunteer: present at every event and/or cause.
- Volunteer: present at most of events or causes.
- Volunteer: present occasionally at events or cause (whenever I get time).
- Management: organizing events.
- Management: collaboration with other organizations.
Management: organizing tasks, causes or objectives to target.

What do you receive from volunteering your services?

- Looks good on CV.
- Recognition in society.
- Self satisfaction.
- Religious obligation fulfillment.
- Other: [Blank]

What motivates you to work for Green Volunteers?

- Looks good on CV.
- Recognition in society.
- Self satisfaction.
- Religious obligation fulfillment.
- Other: [Blank]

What makes you come back and help out at Green Volunteers?

- Recognition in society.
- Self satisfaction.
- Religious obligation fulfillment.
- Other: [Blank]

Gender

Please select your gender

- Male
- Female

Age

Please mention your age

[Blank]

Submit

Appendix III: C-ARP Questionnaire

C-ARP Respondent --- Zartasha

1. Why was the event organized? What were the aims? What was it about?
2. What was the involvement of the Green Volunteers in this event? How did they contribute?
3. What did you derive from this event? What did the kids for which this event was organized derive out of this event? (In a few words)
4. Who were the different parties involved that made this event a success?
5. How was it financed?
6. Since exchange is at the center of each organization we would like you to explain to us if possible how you viewed the exchanges made in this event between your organization, the kids and Green Volunteers.

Appendix IV: Saba Trust Questionnaire
Saba Trust Respondent  Khulood Haibat

Saba Homes- Child Counsellor.

1. Why was the event organized? What were the aims? What was it about?
2. What was the involvement of the Green Volunteers in this event? How did they contribute
3. What did you derive from this event? Who benefited from it?
4. How was it financed? What was your support and how did Green Volunteers supported in this project?

School Bags Distribution:

1. Why was the event organized? What were the aims? What was it about?
2. What was the involvement of the Green Volunteers in this event? How did they contribute
3. What did you derive from this event? Who benefited from it?
4. How was it financed? How did you support Green Volunteers? and this project?