

Analysing Grunig's Two Way Symmetrical Model in the context of NGOs: A Case Study of Bal Sahyog, Teach for India and Good Weave International

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Abstract: This research seeks to analyse Grunig's Two Way Symmetrical Model in the context of NGOs by understanding the PR Practices of 3 different NGO's placed at a local, national and international level namely Bal Sahyog, Teach for India and Green Weave International NGO. In order to carry out the research, qualitative content analysis was employed. Case Studies of these three NGOs were taken on the basis of their geographical area of function. The researcher tries to find out the answers to how are the PR practices of these NGOs undertaken to match the present day scenario and how they vary from each other. To conduct the research, websites, annual reports, publications and social media handles were analysed for content analysis. The criteria for the content were decided on the principles given by Vercic (1996, cited in Rhee 2002), who along with J. Grunig and L. Grunig developed the concept of excellence in PR further [Davis, A. (2007). *Mastering Public Relations*. London, United Kingdom: Macmillan International Higher Education]. The objective of the study is to examine the application of Grunig's Two Way Symmetrical Model in PR practices of an International Ngo, a National Ngo and a local Ngo and compare the PR practices of the three selected NGOs. The study helps us bring out the different PR practices that the NGOs practice in the current setting. The questions that the researcher seeks answers to are the PR practices of NGOs on a local, national, international level analysing through the example of Teach For India, Bal Sahyog and Good Weave and How does interaction affect Public Visibility of the organisation? The researcher concluded that all three NGOs have taken steps to instill PR practices in their working but on different levels. While Bal Sahyog and Good Weave International were initiating conversation with the publics, it was mainly an asymmetrical method of communication where the option of feedback and public interaction was limited. According to the researcher, Teach for India succeeded in reaching closest to Grunig's Two Way Symmetrical model with the open interaction and two way communication that it offers to its publics. Most of the web sites analyzed displayed a lack of interactivity and two-way symmetrical communication.

1. Introduction

Public relations or **PR**, is a planned communication between 3 organizations and their publics. The British Chartered Institute of Public Relations defines PR as "the planned and sustained effort to establish and maintain goodwill and mutual understanding between an organisation and its publics"¹. The Public Relations Society of America is along the same lines, stating that "public relations is a strategic communication process that builds mutually beneficial relationships between organizations and their publics" (PRSA 2011)².

Grunig and Hunt (1984) created four models of public relations that portray the field's different administration and hierarchical practices. These models fill in as rules to make projects, techniques, and strategies.

There are various models of Public Relations:

The **press agent/publicity model**, interchanges that experts use influence to shape the musings and assessments of key crowds. In this model, exactness isn't significant and associations don't look for crowd criticism or direct crowd investigation explore. It is a single direction type of correspondence. One model is advocate procedures made by news sources in North Korea.

The **public information model** moves from the manipulative strategies utilized in the press agency model and introduces progressively exact information. In any case, the correspondence design is as yet single direction. Experts don't lead crowd investigation research to direct their techniques and strategies. Some press releases and pamphlets are made dependent on this model, when crowds are not really focused on or looked into in advance.

The **two-way asymmetrical model** presents a more "scientifically persuasive" way of communicating with key audiences. Here, content creators conduct research to better understand the audience's attitudes and behaviors, which in turn informs the message strategy and creation. Still, persuasive communication is used in this model to benefit the organization more so than

The **two-way asymmetrical model** introduces a more "scientifically persuasive" way of speaking with key crowds. Here, content makers direct research to all the more likely comprehend the crowd's mentalities and practices, which thus advises the message system and creation. All things considered, persuasive correspondence is utilized in this model to profit the association more so than crowds; therefore, it is viewed as asymmetrical or imbalanced. The model is especially well known in publicizing and purchaser promoting, fields that are explicitly keen on expanding an association's benefits.

At last, the **two-way symmetrical model** contends that the advertising specialist should fill in as a liason between the organisation and key publics, as opposed to as a persuader.

¹ REDDI, C. N. (2009). Public Relations for NGOs. In *Effective Public Relations and Media Strategy* (pp. 258-260). New Delhi, Delhi: PHI Learning Pvt.

² About Public Relations. (n.d.). Retrieved from <https://www.pr.sa.org/about/all-about-pr>

Here, professionals are moderators and use correspondence to guarantee that every included gathering advantage, not simply the association that utilizes them. The expression "symmetrical" is utilized on the grounds that the model endeavors to make a commonly advantageous circumstance. The two-way symmetrical model is regarded the most moral model, one that experts ought to try to use in their regular strategies and methodologies. (Simpson, 2014)⁴.

Grunig's Two Way Symmetrical Model

The symmetrical model of communication is a structure for the PR specialist to pursue, and one that can both be viable or inconvenient, contingent upon the circumstance. The general objective of making shared comprehension between parties likewise is substantially more attractive for crowds, in light of the fact that in human instinct, nobody wants to be controlled. On the off chance that an individual is controlled or feels sub-par compared to someone else or association, they won't create trust, and they are probably going to pull back totally from a relationship. In the event that we make a feeling of open communication and fabricate trust through the two-way symmetrical model, we are bound to be in an inspirational position when a period of emergency occurs due to solid connections that have made solid notoriety. The utilization of two-way symmetrical communication by a PR professional who capacities at the key administration level additionally enable our crowds to have a voice at the official table. This model makes it possible for exchange and shared comprehension to occur between the association and its publics. The two-way model gives an association the devices and way expected to make solid organization notoriety based upon strong, durable connections, on the grounds that both the association and its crowds are furnished with a voice in procedures and creating issues or problems.³ The two-way symmetrical model for communication keeps up both the association's eventual benefits and its crowds' eventual benefits at the cutting edge in the most reasonable and adjusted manner conceivable. Using this model, both the association and its crowds can work together to develop and fortify a general association, driving it to more noteworthy achievement.

2. Purpose of Study

A lot of new NGOs and Social Entrepreneurs are coming up and are trying to compete with the big fishes in the market but they do not get enough visibility because of which, at the end their respective cause and "publics" are affected, for better visibility they need a better PR practices. Key Stake Holders:

- Budding NGOs and Social Entrepreneurs
- People who are intended to be benefitted (publics of NGO)
- Academicians and Students in general.

2.1 Objective of the study

- To examine the application of Grunig Two Way

³ Grunig, J. E., & Dozier, D. M. (1992). *Excellence in Public Relations and Communication Management* (pp. 289- 301). New York, NY: St. Martin's Press

Symmetrical Model in PR practices of an International Ngo, a National Ngo and a Local Ngo.

- Compare the PR practices of the three selected NGOs.

2.2 Requirement for NGO PR

An uncommon element of all NGOs is that they vigorously rely upon fundraising exercises to assemble their budgetary assets. Such gathering pledges crusades the need for PR support as raising money supposedly is a significant exercise for the NGOs. The requirement for PR in NGOs is essentially four reasons:

- NGOs altogether depend on their publics for raising funds.
- NGO needs to draw in the consideration of altruistic trusts and contributors for money related assistance.
- Third, identifies with the dissemination of information for better understanding of the issues.
- Fourth, an NGO needs to keep up great media relations with the goal that the media conveys their messages both to the givers and to the recipients other than building a picture of the associations.

2.3 Research Questions

RQ1: What are the PR practices of NGOs on a local, national, international level an analysis through the example of Teach For India, Bal Sahyog and Good Weave?

RQ2: How does interaction affect Public Visibility of the organisation?

3. Definitions

- The Public Relations Society of America defines **Public Relations** as, "Public relations is a strategic communication process that builds mutually beneficial relationships between organizations and their publics"⁴ (PRSA 2011).
- **Non-governmental organisations**, or **NGOs**, refer to non-profit organisations that function on a local, national or transnational level and are independent from any governmental control. The sphere of NGOs is extremely wide, ranging from small local groups to multinational institutions such as the United Nations.⁵
- **Grunig Two-way symmetrical communication** is described as the best practice, involving dialogue between the organisation and the public. The key aim of the two-way symmetrical model is, according to Grunig, to influence both the public and the organisation. (2001, p. 12). Grunig sees it as an effective model, serving the interests of the organisation better than the two-way asymmetrical model, which at first glance might seem to be the model that works best for the organisations (ibid.).⁶

⁴ About Public Relations. (n.d.). Retrieved from <https://www.prsa.org/about/all-about-pr>

⁵ McCormack, L. (n.d.). Nongovernmental Organizations, Governments, and Humanitarian Aid. *Encyclopedia of Trauma: An Interdisciplinary Guide*. doi:10.4135/9781452218595.n138

⁶ Grunig, J. E., & Dozier, D. M. (1992). *Excellence in Public*

4. Literature review

Davies, T. (2019). highlight various opportunities as well as threat sthat the new media offers in the contemporary times. Online portals offer substantial growth for getting the publics together so as to promote goods and services of a particular brand.⁷

Coombs and Holladay (2012) see excellence theory keeping the concepts of activism in mind. They state that the theory has the power to persuade and create a situation where in major changes can be brought in PR paradigm on a societal level.

Holtz (1999) reviews the integration of traditional and online media. He asserts the importance of new media which encourages a two way dialogue, which is of utmost importance in the current scenario.⁸

Kent and Taylor, alongside White (2001), have executed the hypothesis in later research, representing considerable authority in activist associations. The creators note that these associations may profit the most from the dialogic advertising potential that the web brings to the table, and may depend vigorously if not only on the web in their correspondence. (Taylor, Kent and White 2001, pp. 263, 267).⁹

Kelleher (2009) considered associations' online relationship-building forms with publics. As he guarantees, this is a move from breaking down the utilitarian attributes of online PR to inspecting the qualities of the real connections that can be assembled on the web (Kelleher 2009, p. 179). He additionally recommends that, for enormous associations paying little mind to their sort, intuitive online correspondence is a huge test, as their publics online are huge as well as amazingly different.

Toth (2009) offers an another view on basic deduction in PR investigate, exhibiting a few similitudes between basic PR and the excellence theory. She guarantees that while numerous basic PR researchers have assaulted the ideas of balance and exchange, they stay focal in the talks of PR inquire about; actually, basic researchers stay joined to the idea of evenness as it suggests sharing of intensity (Toth 2009, p. 56). Toth additionally contends that another basic point for both the basic and the amazing PR viewpoints is that they have perceived advertising as having a dialogic nature.

¹⁵Yang, S. (2007). An Integrated Model for Organization—Public Relational Outcomes, Organizational Reputation,

Relations and Communication Management (pp. 289- 301). New York, NY: St. Martin's Press.

⁷ Davies, T. (2019). *Routledge Handbook of NGOs and International Relations*. London, England: Routledge.

⁸ Brunner, B. R. (2019). *Public Relations Theory: Application and Understanding*. Hoboken, NJ: John Wiley & Sons.

⁹ ¹⁴Kent, M. L., & Taylor, M. (2002). Toward a dialogic theory of public relations. *Public Relations Review*, 28(1), 21-37. doi:10.1016/s0363-8111(02)00108-x

and Their Antecedents. *Journal of Public Relations Research*, 19(2), 91-121. doi:10.1080/10627260701290612
Kim and Yang (2009) did their examination on transnational NGOs and their utilization of "new media", saw as sites, writes and digital recordings, for instance (Seo, Kim and Yang 2009, p. 123). They arrive at the resolution that NGOs' utilization of web in their PR rehearses is obvious in their broad communications relations, while the intelligent measurement with publics hasn't been completely abused (in the same place., p. 124). As per the creators, potential clarifications could be absence of trust in the dependability and message control of online PR (on the same page., p. 125).¹⁰

Del Mar Gálvez Rodríguez, del Carmen Caba Pérez and López Godoy (2011) dissected Spanish NGOs' online correspondence considering transparency. The idea is a significant one concerning NGOs' advertising. The creators quote Eggert and Helm, and guarantee that transparency in correspondence keeps partners educated regarding the association's activities just as lets them partake in similar procedures they get data about; in this manner, transparency can be viewed as a piece of the associations' technique (Eggert and Helm 2003, referred to in del Mar Gálvez Rodríguez, del Carmen Caba Pérez and López Godoy 2011, p. 664).¹¹

Yeon, Choi and Kiousis (2005) approach the subject of intelligent online specialized strategies in NGOs' PR from a partner focused point; their point is to analyze how the associations utilize their sites as an advertising device for various publics. The creators see that benefactors are considered as the most significant partner bunch for NGOs, as the examination shows that a dominant part of the associations picked for the investigation utilize their sites to deal with contributor relations, and incorporate intuitive correspondence highlights, for example, visit rooms or websites in this procedure. Contrasted with the associations' correspondence with media experts or volunteers the thing that matters is noteworthy. (Yeon, Choi and Kiousis 2005, pp. 75-76)¹²

5. Methodology

The method that was used for the study is **qualitative content analysis through a log sheet and the Research Design was Descriptive in nature**, for the analysis of PR Practices of 3 different NGO's placed at a **local, national and international** level. Their websites, annual reports, publications and social media handles were analysed for

¹⁰ Cheong, P. H., & Yang, A. (2017). Chinese non-governmental organizations, media, and culture: communication perspectives, practices, and provocations. *Chinese Journal of Communication*, 10(1), 1-11. doi:10.1080/17544750.2017.1275084

¹¹ Gálvez Rodríguez, M. D., Caba Pérez, M. D., & López Godoy, M. (2011). Determining Factors in Online Transparency of NGOs: A Spanish Case Study. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 23(3), 661-683. doi:10.1007/s11266-011-9229-x

¹² Bach, J., & Stark, D. (2002). Innovative ambiguities: NGOs' use of interactive technology in Eastern Europe. *Studies in Comparative International Development*, 37(2), 3-23. doi:10.1007/bf02686259

content analysis. The criterion for choosing these three NGOs is that they all represent valid Case Studies for understanding PR Practices on NGOs in the present scenario on the basis of their geographical area of function i.e. National, International and Local. . The universe for the study comprised of three Case Studies for Bal Sahyog, Teach for India and Green Weave International NGO.

The criteria for the content were decided on the principles given by Vercic (1996, cited in Rhee 2002), who along with J. Grunig and L. Grunig developed the concept of excellence in PR further. They formulated ten generic principles to articulate its meaning:

- 1) Public relations is involved in strategic management.
- 2) Public relations is empowered by the dominant coalition or by a direct reporting relationship to senior management.
- 3) The public relations function is an integrated one.
- 4) Public relations is a management function separate from other functions.
- 5) The public relations unit is headed by a manager rather than a technician.
- 6) The two-way symmetrical model of public relations is used.
- 7) A symmetrical system of internal communication is used.
- 8) Knowledge potential for managerial role and for symmetrical public relations.
- 9) Diversity is embodied in all roles.
- 10) An organizational context exists for excellence [1 Davis, A. (2007). *Mastering Public Relations*. London, United Kingdom: Macmillan International Higher Education]. (ibid., pp. 163-165)

The criteria selected are as follows:

Strategic Management
Statement from Management
Integrated
Specialized PR function
Interactive
Objective
Public Participation
Media Coverage

Population and sample

As far as Sampling is concerned, Three NGOs are chosen on the basis of their area of function i.e. National, International and Local namely Bal Sahyog, Teach For India and Good Weave International NGO.

The universe for the study comprises of the websites, publications, and social media handles of these three NGOs.

Primarily, data was gathered through content analysis and subsequently, comparison and contraction was performed. Themes and patterns were identified and practices of PR were analysed.

The constant comparative method was used to develop concepts from the data by analysis of data. Finally, the findings were presented in the form of results which were analysed and hence compared.

In reference to RQ1,

Log Sheet

Criteria	Local NGO	National NGO (Teach For India)	International NGO (Good Weave International)
Strategic Management	<ul style="list-style-type: none"> • Propagation • Donation attraction • Attract Corporates for CSR 	<ul style="list-style-type: none"> • Placing • Model Propagation • Advertisement 	<ul style="list-style-type: none"> • Placing • Propagation • Certifying Marks • Licensing
Statement from Management	<ul style="list-style-type: none"> • Newsletter • Annual Reports 	<ul style="list-style-type: none"> • Often on different platforms Grey Sunshine Stories (book) written by Sandeep Rai (Chief of City Operations) 	<ul style="list-style-type: none"> • Statements given Journals, articles and newspaper published. • Public Appearance
Integrated	<ul style="list-style-type: none"> • Yes 	<ul style="list-style-type: none"> Integrated with other departments, (Special Reference of Human Resource Department) 	<ul style="list-style-type: none"> Integrated well with other departments (Special Reference to Marketing and Human Resource)
Specialized PR function	<ul style="list-style-type: none"> • No 	<ul style="list-style-type: none"> • Yes 	<ul style="list-style-type: none"> • Separate Desk Set for Media related enquiries under two segments Relations and News. • Both online and offline presence. • Galleries and images libraries of each event present. • Online Sources and libraries present.
Interactive	<ul style="list-style-type: none"> • Donations • Internship 	<ul style="list-style-type: none"> • Fellowship • Volunteer • Donation 	<ul style="list-style-type: none"> • Donations • Shopping Portal
Objective	<ul style="list-style-type: none"> • To provide cardiac care to needy children. 	<ul style="list-style-type: none"> • Specific to Child Education 	<ul style="list-style-type: none"> • To abolish Child Labor • To make rug weaving industry child labor free
Public Participation	<ul style="list-style-type: none"> • Donations • Partnership with Hanraj 	<ul style="list-style-type: none"> • Yes • Attracts applications • Provides Fellowships • Actively engages 	<ul style="list-style-type: none"> • Yes • As shoppers and retailers

Media Coverage	<ul style="list-style-type: none"> • Not Much • Facebook Followers: 919 • Instagram Followers: NA • Twitter Followers: 13 	Total Media Mentions in Print & Online Publications -385+ Twitter Followers -1,288,652 Instagram Followers -20,700 LinkedIn Followers -22,756 Facebook Followers -8,67,000	<ul style="list-style-type: none"> • Total media mentions: 1050+ • Facebook Followers: 10,274 • Instagram Followers: 3696 • Twitter Followers: 4195
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6. Result and Discussion

6.1 Local NGO- Bal Sahyog

Bal Sahyog was founded by late Prime Minister, Smt. Indira Gandhi in 1954, for the care and protection of orphan, helpless, abandoned and neglected children. Prime Minister of India is the Patron of Bal Sahyog. It is a Children's World serving thousands of children in its Home and Contact Centres in the slums of Delhi by providing nutrition, health care, education and protection. It is also supporting thousands of youth and women through vocational training, awareness education, health services and gainful engagement/placement services etc [Bal Sahyog. (n.d.). Retrieved from <http://www.balsahyog.org.in/>].

The **Strategic Mangement** works on is in the form of mainly attracting Corporate houses for conducting CSR Activities so that working population connects with the NGO and indulges in donations. The organisation is active in publishing newsletters and reports at regular intervals to update their publics about the ongoing activities and events conducted by Bal Sahyog which come as strong **Statement from the Management**. The organization is **integrated** with a definite functional hierarchy and separate departments perform distinct functions such as HR, Communication, Marketing and Recruiting but do not have a **separate PR function**. The organisation creates an **interactive** space for its publics through the portals of donations for those who have the spending capacity and recruiting interns for generating awareness and enthusiasm among the younger generation. Bal Sahyog works with an **objective** to provide cardiac care to needy children. It has been successful in generating **Public Participation** through collaboration with DU colleges such as Hasnraj College to open communication channels with public at large. Talking about the **Media Coverage**, the presence that the organisation has on online and offline platforms is not much with 919 Facebook Followers, 13 Twitter Followers and it is not available on Instagram.

6.2 National NGO- Teach for India

Teach For India (TFI) is a non-profit organisation that is a part of the Teach For All network. The Fellowship recruits college graduates and working professionals to serve as full-time teachers in low-income schools for two years. Teach For India is striving to end the problem of educational inequity in India and provide excellent education to all children. The 'Teach For India Fellows' work across 305 schools in seven cities of India - Mumbai, Pune, New Delhi, Chennai, Ahmedabad, Bengaluru and Hyderabad reaching approximately 38,000 students.¹³

As an organization, Teach for India is an interactive NGO, following a participatory model wherein it has placed itself as a multilayered platform, working for children on deeper levels. For **Strategic Management**, The model that the organization functions on accommodates the needs of children keeping in mind the contemporary digital era where the aspects of exposure and life skills are inclusive apart from academic skills. The organization makes interactive advertisements which are sponsored as well. The aspect of celebrity influence has been used in the same. The presence of the NGO can be seen on different platforms, both digital and offline and has devised innovative methods to interact with their publics including Grey Sunshine Stories, written by Sandeep Rai which came as a direct **Statement from Management** using it as an important PR tool to communicate the successful stories of their fellows and students to their publics. The organization is **integrated** with a definite functional hierarchy and separate departments perform distinct functions such as HR, Communication, Marketing, Recruiting and following a **separate PR function**. The organization as a whole is an **interactive** one by holding the option of Donations open to their publics and offering internships for budding social workers. The **objective** that the NGO works for is specific for Child Education incorporating innovative techniques to work towards education inequity in the country. The procedure of **Public Participation** fairly high, wherein the organization holds regular workshops for volunteers, offers 2 year fellowship programme attracting applications on an extensive scale. The communication pattern that the organization follows is largely two way with immense engagement with **Media**. Teach for India has a wide **coverage** and holds mentions in more than 350 print and online publications. It has a fairly high reach on Social Media platforms as well with 1,288,652 Twitter Followers, 20,700 Instagram Followers, 8,67,000 Facebook followers and 22,756 LinkedIn Followers which shows that the communication pattern is highly dynamic and offers feedback channels.

6.3 International NGO- Goodweave International

GoodWeave – a nonprofit organization founded in 1994 by Nobel laureate Kailash Satyarthi – is the leading global institution with a mission to end child labor in global supply chains through a market-based holistic and authentic system. GoodWeave brings visibility to global supply chains, gives voice to informal and marginalized workers, provides assurance that certified products are free of child labor, and restores childhood to vulnerable children so they can laugh, learn, and play. GoodWeave has rescued over 6,700 children from labor, provided quality education to almost 26,000 rescued and vulnerable children, and deterred

¹³ Join the Movement. (n.d.). Retrieved from

<https://www.teachforindia.org/>

hundreds of thousands of children from entering labor.¹⁴

The **Strategic Mangement** technique that the organization follows is highly ethical with high standards of service placement which is done in such a manner that it attracts global attention and frees the world from cases of child and bonded labour. Here, the hologram mark that the organization uses on all its products serves as an important PR strategy becoming the face of the NGO hitting on the emotional core of its publics. Communication channel that the organization uses for disseminating information is multifold with **Statement from the Management** being visible in forms of newspaper reports, journals and articles. Also, Kailash Satyarthi being the face of the organization and a world famous Nobel Prize winner serves as an influencer for attracting customers. The organization is **integrated** with a definite functional hierarchy and separate departments perform distinct functions such as HR, Communication, Marketing, and Recruiting. The organization does not have a **separate PR department**; however, media related enquiries are stated through an information channel in the section of news which covers the live examples of how the organization has been successful in achieving its objective of working towards the issue of child and bonded labour. Separate Desk set for Media related enquiries under two segments Relations and News. Goodweave has also managed to make the working **interactive** through the channels of donations as well as a shopping portal, which allows the customers to order these rugs directly from their website increasing the aspect of two way communication. The **objective** with which the organization began was to abolish child labour broadly, with a specific aim to eliminate the same from the rug weaving industry which has trapped a large amount of children in its vicious trap over the years. Talking about the aspect of **public participation**, it is seen that the organisation deals with the same on 2 different levels. The first, where public serve as shoppers buying rugs and other materials sold by the organisation. Also, it lets retailers become a part of the customer-buyer chain by acting as intermediaries to whom the material is sold which is then bought by the customers. The communication pattern that the organization follows involves engagement with **Media** with a fairly decent **coverage** of more than 1050 online and offline publications. . It has a decent reach on Social Media platforms as well with 10,274 Facebook followers, 4195 Twitter Followers and 3696 Instagram Followers which exhibits the communication pattern of the organisation.

6.4 Comparison of PR practices between NGOs

In reference with RQ2

On a relative basis, it can be stated that **Teach for India** and **Good Weave International** are **better strategically placed** when compared to **Bal Sahyog** because the activities undertaken by them offer better communication with the public and **on a wider scale**. As in the case of **Teach for India** it can be seen that they do not only rely on **donations** as a means to reach audiences or conduct **CSR activities** directly like Bal Sahyog but use **Advertisements** as an extremely important tool in order to reach their

publics which is also in stark contrast with Good Weave, which has made its **website** alone as a strong tool to reach the audiences.

An extremely important function of **PR** is to create better understanding with a strong sense of **interactivity** between the organizations and its publics, which again can be seen in the work of **Teach for India** as in comparison with the other two organizations because the level of **public participation** offered by the organisation is not only in the form of **donations** as in Bal Sahyog or **shoppers and retailers** in case of Good Weave International but acts as a direct tool to reach the publics through the introduction of **fellowships** and **internships** engaging with the volunteers on both virtual and personal levels.

In the context of **present day scenario**, **digital media** owns the world and organizations have to take a step forward to match with the pace of the fast moving times to create a niche for themselves in the external environment. The **media coverage** of **Bal Sahyog**, which is a local Ngo was the **least** in terms of its representations in online media, social media activities followed by **Good Weave** and lead by **Teach For India**. This shows that the tool of **feedbacks** and **two way communication** has been best exploited by Teach for India which is of utmost importance and need.

Talking in respect with the **time** that these organizations came into **existence**, it was seen that **Bal Sahyog** was the **oldest** formed organisation which was established in **1954**, as opposed to **Good Weave International** which came into existence in **1994** and **Teach For India** working in the country from **the past 10 years**. A conclusion which can be drawn by seeing the data is that **Teach for India** being the most recent NGO among others, has been able to **devise newer ways** and means to increase **public visibility** and **interaction** with the audiences as compared to the other two.

7. Findings

- **Teach for India** and **Good Weave International** are **better strategically placed** when compared to **Bal Sahyog**.
- **Teach for India** uses **Advertisements** as an extremely important tool in order to reach their publics.
- **Teach for India** uses **fellowships** and **internships** engaging with the volunteers on both virtual and personal levels.
- **Media coverage** of **Bal Sahyog** is **least** in terms of its representations in online media, social media activities followed by **Good Weave** and lead by **Teach For India**.
- On the basis on their **existence** it was seen that **Teach for India** is the most active on Social and Digital platforms as compared to the other two.

8. Conclusion

On the whole it can be stated that **Teach for India** as an organisation appears to be the **closest** to the following of **Grunig's Two Way Symmetrical PR model** with the **open interaction** and **two way communication** that it offers to

¹⁴ GoodWeave | Ending Child Labor in Global Supply Chains. (n.d.). Retrieved from <https://goodweave.org/>

its publics. It was noted that the other two Ngos that took part in this study did not view the **building of relationships** and **mutual understanding** as the purpose of their public relations efforts. This was illustrated by the finding that only one of the NGOs consistently practiced the two-way symmetrical model of public relations. Public relations efforts were hampered by the **lack of communication specialists** with communication qualifications in most of the selected NGOs. In some cases the **merging of the public relations and marketing functions** were also problematic. However, Ngo's also displayed characteristics that would be conducive to the practicing of two-way symmetrical communication, for instance with regard to their organizational cultures and worldviews. As a result of their **asymmetrical views** on the purpose of public relations, the NGOs could also **not realize the potential of the WWW** for the application of two-way symmetrical purposes. This finding corresponds with the findings of **Elliot (1997:131)**, i.e. that the poor quality of public relations overall led to an inadequate response to the internet as a means to practice two-way symmetrical communication as happened in the case of Bal Sahyog. Most of the **web sites** analyzed **displayed a lack of interactivity and two-way symmetrical communication** principles and web sites were often utilized as an information dissemination tool or instrument.

9. Limitations

- Being a descriptive investigation of a qualitative sort, one of the deficiencies is the little example of NGOs that partook in the examination. The Findings could along these lines not be summed up to all NGOs in India.
- It would have been ideal to make a longitudinal, in-depth investigation of every NGO so as to acquire greater knowledge about the impact of the two-way model. Such an examination could incorporate the different forms of hierarchical sites as they advance and improve.

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