Annexure 1: Case Studies

Case Study A: Jhakaas Sangam

Jhakaas Sangam is a community-based organisation (CBO) that has been legally registered as a trust. It works in three districts of Gujarat. The organisation is 11 years old and has a 10,000-strong membership of men who have sex with men (MSM).

The CBO is getting some support from the State AIDS Control Society. As most of the budget of Jhakaas Sangam is being received from a single donor agency, the members of the organisation are not concerned about financial sources. But now the funding agency has decided to cut down the budget since last year. This has created a big problem for Jhakaas Sangam.

The leadership of the organisation lacks individuals with skills for resource mobilisation. The organisation never thought of the possibility of such a problem and when someone asked about making the organisation sustainable, they would give a very easy answer, ‘It will remain sustainable until the donor gives it funds!’

As a result of the decision of the donor agency, a dispute has occurred in the working committee over who should leave and who should continue in Jhakaas Sangam.

Case Study B: Hocus Pocus Foundation

Rajnikant who, until few years back used to teach at a local primary school, is the Chairperson of the Hocus Pocus Foundation. The Hocus Pocus Foundation was founded with health-and income-generation as its mission.

Presently, Rajnikant runs counselling centres, health education centres, HIV service centres for transgender people and MSM with the support of a donor agency. Though monthly savings are being generated after formation of self-help groups (SHGs) for income-generation, programs have not been carried out for the skill-development of women due to lack of the required capital.

The working committee of the Hocus Pocus Foundation has 11 members, but due to lack of skill and knowledge of organisational development and resource mobilisation, Rajnikant has not been able to achieve anything much towards development, other than the HIV health program granted by the donor agency.

A majority of the SHG members are inactive while some have stopped building savings because they have not been able to use the savings made in their SHG for income-generation. Rajnikant always pressurises one of the members to write a project proposal and go to meet a donor agency.
Case Study C: Maharathi Organisation

Maharathi is a CBO founded in 1998 with the objective to work for the uplift of the transgender (TG) community. The CBO has its own structure. The Executive Committee of the CBO is represented by individuals with skilled leadership qualities, as a result of which it has been receiving resources from various sectors. Under its Executive Committee (or Working Committee) is a Sub-Committee for Resource Mobilisation. The Sub-Committee works at the local and national level to expand relations with various organisations and collect resources.

The CBO runs programs in two districts. Local government, private sector and international agencies have been providing financial, technical and other cooperation to the CBO. Starting this year, the CBO is running adult-care program and income-generating programs for the community, in addition to partnering two other big CBOs in four districts.

With the cooperation of local volunteers, it runs a social awakening campaign against prevailing harmful traditions, health issues, HIV issues and takes up cases where legal services may be required. The CBO also runs counselling centres, health-education centres, and cultural centres with wide participation of local volunteers.

Maharathi has its own policies and regulations and good governance is strong. It has been running programs as per its target. The CBO's work has been respected at the national and international levels. Other small organizations take Maharathi as their model.