Annexure 1a: Case Studies

Case Study A: Jhakaas Sangam

The community-based organisation (CBO) Jhakaas Sangam is a legally registered, 11-year-old trust that works in three districts in Gujarat. The organisation 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 total budget of Jhakaas Sangam is received from a single donor agency, the members of the organisation have not been too concerned about financial sources. Last year, however, the funding agency decided to cut down the budget for the foreseeable future. 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. Whenever someone would ask 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.

Questions

1. What are the problems faced by Jhakaas Sangam?
2. Why have the problems arisen?
3. From the resource mobilisation point of view, what could the organisation done to avoid such problems?
4. What are the similarities between your organisation and Jhakaas Sangam? Make a list.

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 TG and MSM people with the support of a donor agency. Though monthly savings are being generated after formation of self-help groups (SHGs) for income-generation, programmes 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 toward development, other than the HIV health programme 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.

Questions

1. What are the problems faced by the organisation?
2. What should have Rajnikant done to avoid such problems?
3. What are the similarities between Hocus Pocus Foundation and your organisation? Make a list.
4. From the resource mobilisation perspective, what should Rajnikant now do to improve the organisation?

Case Study C: Maharathi Organisation

Maharathi is a CBO founded in 1998 with the objective to work for the upliftment of the 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 programmes 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 an 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 programmes as per its target. The CBO’s work has been respected at the national and international levels. Other small organisations take Maharathi as their model.

Questions

1. What are the good practices of Maharathi?
2. What are the types of resource providers that Maharathi collects sources from?
3. What is the difference between your organisation and Maharathi?
4. What will you do to make your organisation like Maharathi?
5. On the basis of analysis of Maharathi, what do resource and resource mobilisation mean?