

Building the Capacity of People Living with HIV and Sexual Minorities in Orissa and West Bengal to Advance their Health and Rights¹

A SAATHII project in partnership with Interact Worldwide, London and funded by the Department for International Development – Civil Society Challenge Fund, Glasgow

COALITION BUILDING STRATEGY POINTS

(Document developed at the project orientation workshop in Kolkata in July 2008 and later in the year through further discussions involving the project team, Interact Worldwide and other resource persons)

1. Why Coalitions?

- Collective voice of civil society greater than individual and isolated civil society initiatives
- Coalitions can be rich pools of knowledge, experience, resources and strategies
- Coalitions can help tide over intra and inter-community differences in interest of larger common goals
- Coalitions (and not SAATHII or Interact Worldwide) will ultimately lead project at hand

2. Proposed Coalition Set-up: Who can be Coalition Members?

a) Primarily community-based initiatives (CBOs, networks and coalitions²) of sexual minorities and / or PLHIV (including sub-sections of these broad social groups)

b) NGOs or coalition of NGOs working with sexual minorities and / or PLHIV (or specific sub-sections of these social groups)

c) NGOs or coalition of NGOs working on sexual and reproductive health (SRH) and a range of associated issues like gender; sexuality; human rights; HIV/AIDS; sexual abuse; migration; trafficking; domestic violence; substance use; child, adolescent and youth health and development; old age; mental health; and physical disabilities

One **grand coalition** is planned in each state – Orissa and West Bengal. It is envisaged that each of the grand coalitions will have at most 15-25 members to begin with – from the point of view of practicality and effective coordination. Given that Orissa's HIV response and sexual minority community mobilization is behind that of West Bengal, greater emphasis will be put on Orissa in coalition formation in terms of resource allocation in the first two years of the project.³

3. Parameters for Ensuring Inclusive Representation (Social Appraisal)

The coalition building process must recognize that the broad groups of PLHIV and sexual minorities in West Bengal and Orissa have considerable heterogeneity, and this diversity should

¹ Health and Rights: Particular focus on SRH issues, including HIV

² “Networks” versus “coalitions”: Both concepts can be said to be the same, but for the purpose of this project, “networks” will be defined by individual membership and “coalitions” by group or organizational membership

³ West Bengal has seen formation of long lasting and politically conscious sexual minority self-help initiatives since the early 1990s. Similar initiatives came up in Orissa only after the mid 1990s and with any degree of sustainability only in the last few years. Community mobilization among PLHIV in Orissa gained pace only around 2006, nearly eight years after West Bengal. Government support for HIV care, support and treatment programmes is also greater in West Bengal, which has five full-fledged and link ART centres compared to three in Orissa

be reflected in the composition of the coalitions. Particularly the most disadvantaged sub-sections of PLHIV and sexual minorities must find space and voice in the grand coalitions.

This section details parameters for ensuring inclusive representation in the grand coalitions:

- a) **Gender and sexuality:** Lesbian / bisexual women and female to male (FTM) transgender (TG) people are under-represented in West Bengal in the sexual minority movement compared to other sub-sections like gay / bisexual men and other males who have sex with males (MSM) or male to female (MTF) TG communities. In Orissa, the sexual minority movement per se has so far seen only the beginning of community mobilization among a few MSM and MTF TG populations. Similarly, women infected or affected by HIV need greater representation in PLHIV networks in both states, more so in Orissa where the response to the HIV epidemic is much more recent. The project should facilitate the participation of these sub-sections in the proposed grand coalitions.
- b) **Income:** The HIV epidemic in West Bengal and Orissa, as elsewhere in India, has impacted the lower income groups far more than other sections of society. Among sexual minorities, socially some of the worst off sub-sections (like MTF TG populations) are economically disadvantaged as well. Their representation in the grand coalitions will be crucial.
- c) **Age:** Young people living with HIV, whether children, adolescents or older youth, need special care, support and medical attention. Youth among sexual minorities have SRH needs that often remain unaddressed by civil society and government programmes.

Similarly, older MSM and MTF TG persons need help that is usually not forthcoming in existing support systems for sexual minorities in Orissa and West Bengal. The grand coalitions will have an opportunity to address these needs.

- d) **HIV status and impact:** PLHIV constitute one of the broad groups that the project is focusing on. But it is also important to include people affected by HIV even if not infected. Example: Spouses, children, care givers of PLHIV and the like. Similarly, the impact of HIV on sexual minorities is worse as it adds to the sexual marginalization already faced by them. The project should provide space for these sub-sections in the grand coalitions.
- e) **Disability:** Specific needs of sexual minorities and PLHIV who have physical disabilities have not received adequate attention so far in the rights movements of either broad group. The grand coalitions must ensure representation of the concerns of these sub-sections.
- f) **Geography:** Location of grand coalition members should not be limited to specific places like Calcutta and Bhubaneswar, or towns and villages where SAATHII has worked so far. Representation from the entire length and breadth of Orissa and West Bengal is needed, even if limited in the initial years of the project. Special emphasis should be given on districts with high HIV prevalence in both states (as per the HIV surveillance data of the National AIDS Control Organization for 2007).

4. Preliminary Mapping of Civil Society Organizations (CSOs) to Identify Potential Grand Coalition Members in Orissa and West Bengal

Data sources for mapping: (a) SAATHII and Interact Worldwide's civil society linkages through past and current projects; (b) SAATHII's mapping studies (SAATHII Red Ribbon Pages Directory of HIV/AIDS Services in India, 2003; APCOM Mapping of Transgender Groups, Organizations and Networks in South Asia, 2008); (c) Internet searches and review of organizational profiles, annual reports and project reports in SAATHII's reference libraries in Calcutta and Bhubaneswar.

Appendices 1 and 2 show preliminary lists of CSOs in Orissa and West Bengal, respectively. These mapping lists are based on the criteria mentioned in **Section 2** and the inclusiveness parameters discussed in **Section 3**. Potential grand coalition founder members will be identified from these lists⁴.

5. Short Listing Potential Grand Coalition Founder Members

A maximum of 25 founding members are envisaged for each grand coalition to ensure practical and effective coordination. But different short listing criteria will be applied to the mapping lists for each state.

In **West Bengal**, SAATHII already has many linkages and partnerships with civil society initiatives working on issues concerning sexual minorities, PLHIV, SRH, human rights, mental health, trafficking and livelihood. Some of the linkages and partnerships are recent in origin, but many have been formed as part of the Calcutta Office's flagship HIV/AIDS Support Centre Project (2004-08). Since many of the advocacy issues likely to be taken up under the Coalition Based Advocacy Project form the basis of the existing linkages and partnerships⁵, it seems pertinent to first invite existing partner agencies of SAATHII to form the grand coalition in West Bengal.

An added advantage is that many of these partner agencies are also linked to each other, and in some instances, these links were fostered by SAATHII in the first place under the HIV/AIDS Support Centre Project. This will increase chances that most member agencies in the coalition are likeminded. At the same time, since SAATHII's linkages are diverse, the initial composition of the grand coalition in West Bengal is not likely to be restricted to a single sector. **Appendix 3** lists the agencies to be first invited for forming the grand coalition in West Bengal.

In the case of **Orissa**, where SAATHII has relatively fewer partnerships and is looking to form diverse linkages, the CSOs mapped will be graded in terms of inclusiveness parameters detailed in **Section 3** to short list 25 founding member agencies. The CSOs will earn scores for each of the parameters they deal with. Most of the parameters will be applicable to a CSO only if they are part of its specific programme focus, but some may be applicable by default. For instance, "working in a district with high HIV prevalence" is a parameter that will be applicable by default given the dire need for as many civil society resources as possible in such districts.

Scores will be given based on information collected by SAATHII from organizational profiles, annual reports, programme reports and enquiries made with the CSOs. But each of the inclusiveness parameters will be assigned a weight that is inversely proportional to the degree of commonness of the parameter in the health and development sector in Orissa. That is, the less common a parameter, more the weight assigned to it. Each CSO will therefore have a score that will be the sum total of the weighted values of the parameters it deals with. The top 25 scoring CSOs will be short listed.

Table 1 lists the inclusiveness parameters and their weights. Default parameters have also been marked. **Appendix 4** provides the scores for all CSOs mapped and lists those to be first invited for forming the grand coalition in Orissa.

Note: SAATHII recognizes that the short listing criteria for both states may have elements of subjectivity. But it is expected that as the coalition building process gains momentum, these elements will be minimized if not entirely eliminated.

⁴ Once the grand coalitions are formed, these lists will continue to improve on the basis of inputs from the coalition members and depending on the need to expand the membership base

⁵ For instance, affordable medicines and treatment access, HIV/AIDS legislation and decriminalizing homosexuality

Table 1: Inclusiveness Parameters and their Weights

No.	Inclusiveness Parameters	Weights
01	Agency works with lower income groups	1
02	Agency works in urban / suburban areas	2
03	Agency works with female sex workers	3
04	Agency works with women infected or affected by HIV	3
05	Agency works with children (0-9 years)	4
06	Agency works with adolescents (10-19 years)	4
07	Agency works with older youth (20 years and above)	4
08	Agency works in rural areas	5
09	Agency works with migrant populations	5
10	Agency works in tribal areas	5
11	Agency works in high HIV prevalence districts ⁶ (applicable by default)	6
12	Agency works in districts with poor HIV care, support and treatment coverage ⁷ (applicable by default)	6
13	Agency works with male-to-female TG populations	7
14	Agency works with male and / or TG sex workers	7
15	Agency works with old age groups (50 years and above)	8
16	Agency works with physically disabled people	9
17	Agency works on mental health issues	9
18	Agency works on sexual abuse issues	9
19	Agency works on domestic violence issues	9
20	Agency works on trafficking issues	9
21	Agency works with lesbians and bisexual women	10
22	Agency works with female-to-male TG populations	10
	Total score possible	135

6. Inviting Potential Members to Grand Coalitions

- a) Inviting established, upcoming, and potential individual leaders through outreach and meetings (one-on-one or group). Short lists described in **Section 5** will provide leads for outreach and meetings. This will be a SAATHII activity in the first year of the project, thereafter grand coalitions are expected to take over.
- b) Individuals identified as leaders must have community standing and mandate to represent their communities or potential to develop such a status.
- c) Leaders identified will represent their communities and organizations in the grand coalitions, not themselves. New leaders to be assisted in setting up community based initiatives – before they join grand coalitions as representatives of those initiatives.

⁶ Anugul, Balangir, Bhadrak, Ganjam ('A' category districts); Balasore, Khurda, Koraput ('B' category districts)

⁷ All districts in the state, barring Ganjam, which till date has the only full-fledged ART centre in the state

Once the grand coalitions are formed, they can revise and improve the rules of membership, but without sacrificing the principle of inclusiveness.

7. Support for Grand Coalition Members

Different member agencies of the grand coalitions are likely to be in different stages of growth and development. SAATHII believes that the participation of the members in the coalition activities will be more effective if the project provides them capacity building support in keeping with their development status. The following categorization and associated support for the member agencies is envisaged under the project:

- a) **Most Disadvantaged Groups (MDGs):** Sub-sections of sexual minorities and PLHIV who have the least mobilization and representation in the current rights movements of either broad group in Orissa and / or West Bengal. Nascent civil society groups working on SRH and associated issues of concern to sexual minorities and PLHIV in the two states also belong to this category.

Method of Support – Community Mobilization Grants: Provision of reimbursement based small “grants” for community mobilization, leadership development and support group (safe space) formation activities (budget line item 2.3.9) – to ensure stronger participation of the MDGs in the grand coalitions. SAATHII will assist the MDGs to prepare project proposals (simple idea documents). Selected MDGs will receive these grants on a one-time basis in the first year of the project. Successful completion of project undertaken will make them eligible to receive a higher category of grants in the second year of the project (Advocacy Activity Grants).

Provisions for Community Mobilization Grants exist till the third year of the project. From the second year of the project, selection of MDGs eligible for the grants will be made by the grand coalitions. These MDGs may be existing coalition members or newly identified ones.

- b) **Developing Groups / Networks (DGNs):** Formal or informal but relatively more organized groups and networks of sexual minorities and PLHIV in Orissa and / or West Bengal who can, with partial support, take the next step forward in their growth and development. Other CSOs (comparable in terms of development stage) working on SRH and associated issues of concern to sexual minorities and PLHIV in the two states also belong to this category.

Method of Support – Seed Money Grants: Provision of reimbursement based small “grants” for organizational development activities, particularly those that strengthen the functioning of newly formed support groups or safe spaces (budget line item 2.3.3). SAATHII will assist the DGNs to prepare project proposals (simple idea documents). Selected DGNs will receive these grants on a one-time basis in the first year of the project. Successful completion of project undertaken will make them eligible to receive a higher category of grants in the second year of the project (Advocacy Activity Grants).

Provisions for Seed Money Grants exist till the third year of the project. From the second year of the project, selection of DGNs eligible for the grants will be made by the grand coalitions. These DGNs may be existing coalition members or newly identified ones.

- c) **Established Groups / Networks (EGNs):** Formal or informal but established groups / networks / coalitions of sexual minorities and PLHIV (or specific sub-sections of these social groups) in Orissa and / or West Bengal who are in a position to carry out innovative advocacy activities. Key NGOs or coalition of NGOs working with sexual minorities and / or PLHIV or on SRH and associated issues in the two states also belong to this category.

Method of Support – Advocacy Activity Grants: In the first year of the project, EGNs may join the grand coalitions purely on an invitation basis. But from the second year, there will be a provision of reimbursement based small “grants” for advocacy activities. These grants will be made out from the second year of the project (after the grand coalitions are in place), and unless otherwise decided, can be made out throughout the life time of the project.

The grand coalitions will decide which member agencies should receive these grants. Existing EGN coalition members and MDGs and DGNs that complete their first year projects successfully will be eligible.

EGNs not already members will also be eligible. A public call for submission of grants will be made for such EGNs. But these EGNs will have the option of joining the grand coalitions even if their grants are not accepted.

The proposed projects must relate to the advocacy agenda of the grand coalitions and suit the budgets available in the relevant line items of the project budget (2.4.4 and 2.4.5). The grand coalitions will decide total funds to be made available as grants, as well as the amounts to be allocated for existing EGNs, eligible MDGs and DGNs, and the new EGNs.

Note 1: In identification of leaders from groups / networks of sexual minorities and PLHIV, the individuals concerned should preferably belong to the two broad groups – sexual minorities and PLHIV. In the case of PLHIV, the individual can possibly be one who is affected by HIV, though perhaps not infected

Note 2: SAATHII will be a member of both the Orissa and West Bengal grand coalitions and play the role of the Founding Secretariat

Note 3: Identification and inclusion of MDGs and DGNs into the grand coalitions will be based on one-to-one dialogue, whether carried out by SAATHII or the grand coalitions. Therefore no public call to invite Community Mobilization or Seed Money Grants will be made

Note 4: Programme Expenses: Fourth mode of support to members of grand coalitions. Occasionally, one or more coalition members may undertake advocacy activities in collaboration with SAATHII in keeping with the coalition agendas but **not** based on any grant give-out. In such situations, the project may meet full or partial costs of the activities undertaken

Note 5: The project emphasis will not be just on grand coalition formation, but also on strengthening existing coalitions or, if needed, forming new coalitions in the two states and including them in the grand coalition. These “sub-coalitions” are most likely to fall in the EGN category as coalition formation requires a certain level of experience and resources ownership. If such sub-coalitions are included in the grand coalition, then their constituent member agencies may also be invited to join the grand coalition in their individual capacities (as MDGs, DGNs or EGNs). But funding support, if provided to sub-coalitions, may not be extended to their member agencies

Note 6: Individuals representing themselves can be part of the grand coalitions only as “Friends”, “Advisors” or “Observers”. They may participate in coalition activities, but will not have voting rights

8. Development Status of Potential Grand Coalition Founder Members

Categorization of potential grand coalition founder members in both states on the basis of their development status will use criteria of (a) Years of experience; (b) Registration status; and (c) Financial resources. CSOs short listed in **Section 5** will be graded according to these criteria and classified as MDG, DGN or EGN depending on their scores. As described in **Section 7**, this categorization will help determine the grant support to be provided to the member agencies.

Table 2 provides details of the grading methodology. As in the case of short listing potential grand coalition founder members, scores will be given based on information collected from organizational profiles, annual reports, programme reports and enquiries made with the CSOs.

Greater the number of years of experience or access to financial resources, lower the scores. In the case of registration status, a non-registered status will fetch higher scores than a registered status. Thus the more developed a CSO is, the lower its score will be and lesser the capacity building support to be provided. The total score for each CSO can range from 0 to 5.

Table 2: Grading for Development Status

No.	Development Status Parameters	Weights
A	Years of Experience	
01	Operational since more than three years	0
02	Operational since at least a year, but less than three years	1
03	Starting from scratch / new initiative	2
B	Registration Status	
01	Registered as a society or trust	0
02	Non-registered organization	1
C	Value of Annual Financial Turnover / Funding Support (Latest Data Applicable)	
01	More than Rs.1 lakh	0
02	Less than Rs.1 lakh	1
03	None	2

Table 3: Development Status Categorization

No.	Total Score	Development Status	Grant Support Applicable
01	3 to 5	Most Disadvantaged Group (MDG)	Community Mobilization Grant
02	1 to 2	Developing Group / Network (DGN)	Seed Money Grant
03	0	Established Group / Network (EGN)	Advocacy Activity Grant

Appendices 5 and 6 provide the development status scores and categorization for potential grand coalition founder members in Orissa and West Bengal, respectively.

9. Calculating Grant Support Values and Grant Disbursal

In the first year of the project, only Community Mobilization and Seed Money Grants (both reimbursement-based) will be provided. The unit size or value of these grants will be a simple division of total budget available divided by the number of CSOs qualified to receive the grants, but subject to the unit size being of a practical value – not so small that it cannot meet expenses meaningfully and not so large that the MDGs and DGNs find it difficult to spend in a timely and effective manner (over a period of three to six months)⁸.

Appendix 7 details typical Community Mobilization Grants and Seed Money Grants (based on SAATHII's knowledge and experience of what kind of activities need to be funded for initial community mobilization and organizational development). The unit sizes calculated for the two grant categories amount to Rs.10,400/- and Rs.12,800/-, respectively, per CSO for a timeframe of three months each.

⁸ Unit size for Advocacy Activity Grants will be calculated in the second year of the project by the grand coalitions.

The total budgets (at the start of the project in July 2008) for the two grant categories in the first year of the project were Rs.1,01,250/- and Rs.64,800, respectively. Divided by the number of CSOs qualified to receive grants under the two categories (nine and six, respectively, both states together), the unit sizes amount to Rs.11,250/- and Rs.10,800/-, respectively, per CSO.

As a rough average of the two different values, the unit sizes for Community Mobilization Grants and Seed Money Grants can vary from Rs.10,500-11,000/- and Rs.11,000-13,000/-, respectively, per CSO for timeframes of three months each.

The grant structure shown in **Appendix 7** is a guide that a qualified CSO can follow in preparing its grant application. Keeping the maximum grant value in mind, each CSO can adapt the guide to suit its priorities. The proposed activities in the grant application need to be similar to those shown in the guide, but not necessarily exactly the same. Some of the activities in the guide can even be entirely left out and the corresponding budget allocated to other activities.

Grant support will be provided to each of the qualified CSOs after initial outreach, leadership identification, invitation to the leaders and their community groups / organizations to participate in the grand coalitions, and workshops on project orientation and training on leadership skills, community mobilization, support group formation and organizational development aspects. Workshops for project orientation and related training have been slated for November / December in both states. These workshops will also include guidance for small grant application writing (simple idea documents in pre-designed grant application forms).

Implementation of projects proposed in the grants will be supported with hand holding by project staff – after a grant application is reviewed, accepted and a supporting MoU is signed between the CSO concerned and SAATHII for a capacity building partnership and participation in the proposed coalition.

Note (1): If a CSO does not have registration, its key representative(s) will have to take the responsibility of receiving, managing and accounting for the grant funds on behalf of the CSO.

Note (2): Since the grants will be reimbursement-based, all project expenses will be reimbursed by SAATHII to the CSO on production of necessary bills and receipts. Any reimbursement amount equal to or more than Rs.5,000/- will be paid by cheque.

10. Grand Coalition Functioning Policy – Some Preliminary Issues

- a) Both grand coalitions to have regular planning and review meetings apart from other project activities (state wise and where needed and possible – together)
- b) Decision making to be based on majority voting (provided necessary quorum exists), unless decided that a consensus is necessary for specific issues
- c) Each grand coalition member will have one vote, including SAATHII (though more than one representative from a member agency may be involved in coalition activities)
- d) As mentioned earlier, individual leaders will represent their agencies, not themselves in the grand coalitions. Also, an individual cannot represent more than one agency⁹. Individuals representing themselves can be part of the grand coalitions only as “Friends”, “Advisors” or “Observers”. They may participate in coalition activities, but will not have voting rights
- e) Founding members of each grand coalition will take up the task of including new members from the second year of the project

⁹ For instance, Person ‘A’ can represent Agency ‘P’, but if Agency ‘P’ is part of Sub-Coalition ‘X’ which is a member of the grand coalition, then ‘A’ cannot represent ‘X’ as well

f) Potential grand coalition common agendas (in no particular order of importance):

- Reading down of Section 377, Indian Penal Code – national campaign undertaken by civil society groups in different cities and towns, loosely banded together
- Campaign for the HIV/AIDS Bill – national campaign with regional chapters, initiated by Lawyers Collective – HIV/AIDS Unit (SAATHII and Orissa AIDS Solidarity Forum lead eastern India chapters in West Bengal and Orissa, respectively)
- Affordable Medicines and Treatment Campaign (AMTC) – national campaign with regional chapters, initiated by Lawyers Collective – HIV/AIDS Unit and other agencies (SAATHII and Prantakatha lead eastern India activities)
- Pressuring government to facilitate free access to 2nd line anti-retroviral therapy for all PLHIV (no full-fledged campaign as yet)
- Treatment Action Campaign (TAC) – West Bengal (focused on preventing incidents of treatment denial faced by PLHIV and initiated by BNP+, SAATHII and other civil society groups in 2007 – currently inactive)
- Facilitating GFATM fund raising for gender and HIV issues (potentially 10th Round)
- Protesting Violence Against Women (national annual fortnightly campaign in November-December)
- Revision of Immoral Trafficking Prevention Act (ITPA)
- Dristikone – media advocacy collective initiated by SAATHII in West Bengal
- Sex education policy revision campaign (national campaign in the making – lead by Lawyers Collective – HIV/AIDS Unit)
- Encouraging inclusion of issues concerning lesbians, bisexual women and female-to-male transgender persons in national and regional SRH programmes
- Other inputs expected from MDGs, DGNs and EGNs – of local, regional and national importance

g) All member agencies must commit to participation in the grand coalitions in writing, and contribute to common coalition advocacy agendas apart from individual agendas that may be facilitated by the project

h) Each grand coalition will have sub-committees (with specific ToRs) for the following:

- Coalition administration, membership, logistics, budgeting for grants and other activities
- Public relations (representing coalitions in networking, other public events and during media interaction)
- Each of the common agenda items or set of similar agenda items
- Project monitoring and evaluation
- Other issues

These sub-committees will work out their activities based on discussions and decisions taken in grand coalition meetings, and report to the grand coalitions for decision making

- i) Some aspects of this functioning policy may be applicable also to the new sub-coalitions that the project may initiate. For example, they can be used in helping set up a possible coalition of MSM / TG CBOs in Orissa

11. Transfer of Project Ownership from SAATHII to Grand Coalitions: Project Sustainability

- Year 1 (2008): SAATHII initiates coalition formation and acts as the founding secretariat in both Orissa and West Bengal
- Year 2 (2009) onwards: Grand coalitions take up membership and budgeting for specific project activities along with SAATHII
- Year 3 (2010): Grand coalitions acquire independent registration (optional)
- Year 4 (2011): Grand coalitions start fund raising for their activities and long term sustainability (if coalitions decide not to register, then specific coalition members may have to take the lead in raising funds on behalf of all members on the basis of MoUs with each member agency)
- Year 5 (2012): Grand coalitions expected to form independent secretariats and SAATHII to consider recommendations from grand coalition members on project staffing
- Year 6 (2013) onwards: Grand coalitions strike out on their own. SAATHII remains as a member if there is no conflict of interest

Note: Issues of sustainability to be elaborated further.

APPENDIX 1

Preliminary Mapping List of CSOs in Orissa

1. ActionAid India, Bhubaneswar *
2. Association for Rural Upliftment and National Allegiance (ARUNA), Berhampur
3. Bhawanis (supported by Parivartan), Bhawanipatna
4. CARE India, Bhubaneswar *
5. Catholic Relief Services (CRS), Bhubaneswar *
6. Centre for Good Living (CGL), Nabarangpur
7. Centre for Youth and Social Development (CYSD), Bhubaneswar *
8. Chetna, Bhubaneswar
9. Concern India, Bhubaneswar *
10. Family Planning Association of India (FPAI), Bhubaneswar
11. Fellowship, Bhadrak
12. Friends Association for Rural Reconstruction (FARR), Bhawanipatna
13. Gania Unnayana Committee (GUC), Nayagarh
14. Ganjam Network of Positives (GNP+), Berhampur
15. Human Rights Law Network (HRLN), Bhubaneswar
16. Indian Network of People Living with HIV/AIDS (INP+), Bhubaneswar
17. Institute of Rural Development and Management Studies (IRDMS), Bargarh
18. Kalinga Network for People Living with HIV/AIDS (KNP+), Bhubaneswar
19. Laxminarayan MSM CBO (supported by Rajendra Yuvak Sangh), Balangir
20. Lepra Society, Bhubaneswar
21. Maa Manikeswari Group (supported by Rajendra Yuvak Sangh), Titlagarh
22. Maa Samaleswari Group (supported by Arun Institute of Rural Affairs), Sambalpur
23. National Alliance of Women (NAWO), Bhubaneswar
24. New Hope Orphanage, Muniguda
25. Odisha One, Bhubaneswar
26. Orissa AIDS Solidarity Forum (OASF), Bhubaneswar
27. Orissa Voluntary Health Association (OVHA), Bhubaneswar *
28. Parivar Seva Sanstha (PSS), Bhubaneswar
29. Parivartan, Bhawanipatna
30. Patang, Sambalpur
31. People's Cultural Centre (PECUC), Bhubaneswar
32. Population Services International (PSI), Bhubaneswar
33. Rajendra Yuvak Sangh (RYS), Balangir
34. Rushikulya Network of Positive People (RNP+, supported by ARUNA), Berhampur

35. Sakha, Bhubaneswar
 36. Santi Seva, Bhadrak
 37. Saraswati, Betaligaon
 38. Sevakari Swayam Sahayak Gosthi (SSSG, supported by Brundaban Sanskrutika Anusthan), Kesinga
 39. Shanta Memorial Rehabilitation Centre (SMRC), Bhubaneswar
 40. Shradha (supported by OASF), Bhubaneswar
 41. South Orissa Voluntary Association (SOVA), Koraput
 42. The Medics (Community Care Centre), Bhubaneswar
 43. Utkal Network of People Living with HIV/AIDS (UNP+, supported by Utkal Sevak Samaj), Cuttack
 44. Utkal Sevak Samaj (USS), Cuttack
 45. Viswa Jeevan Seva Sangha (VJSS), Bhubaneswar
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* All these CSOs also play a larger role similar to that of funding agencies. Dialogue may be initiated with each one of them from the second year of the project to better understand their scope of work and invite them to the grand coalition in Orissa. They have been excluded from the current short listing process described in **Section 5**.

APPENDIX 2

Preliminary Mapping List of CSOs in West Bengal

1. AASHA (Association for Acquiring Self-Reliance through Handicraft Activities), Medinipur
2. Amitie' Trust, Belur
3. Anjali, Calcutta
4. Apne Aap Women Worldwide, Calcutta
5. Arunima Hospice, Calcutta
6. Astitva, Baruipur
7. Bagaria Relief Welfare Ambulance Society (BRWAS) Self Help Groups, Bagaria
8. Bankura Network of Positive People, Bankura
9. Barddhaman Network of Positive People, Barddhaman
10. Bengal Network of People Living with HIV/AIDS (BNP+), Calcutta
11. Bhoruka Public Welfare Trust, Calcutta
12. Birbhum Network of Positive People, Siuri
13. CARE West Bengal, Calcutta
14. Child In Need Institute (CINI), Pailan
15. Chittaranjan Welfare & Research Centre, Calcutta
16. Cooch Behar Network of Positive People, Cooch Behar
17. Darjeeling Network of Positive People, Darjeeling
18. Dakshin Dinajpur Network of Positive People, Balurghat
19. DIKSHA, Calcutta
20. Dumdum Swikriti Society, Calcutta
21. Elaan, Calcutta
22. Elmhirst Institute of Community Studies, Santiniketan
23. Family Planning Association of India (FPAI), Calcutta
24. Gandhi Mission Trust, Medinipur
25. Hooghly Network of Positive People, Serampore
26. Howrah Network of Positive People, Howrah
27. Human Rights Law Network (HRLN), Calcutta
28. Jabala, Calcutta
29. Jalpaiguri Network of Positive People, Jalpaiguri
30. Jalpaiguri Uttarapan, Jalpaiguri
31. Jayaprakash Institute of Social Change, Calcutta
32. Kolkata Network of HIV Positives (KNP+), Calcutta
33. Kolkata Rista, Calcutta
34. Koshish, Calcutta

35. Legal Aid Services West Bengal (LASWEB), Calcutta
36. Malda Network of Positive People, Malda
37. Mamta Care (supported by Durbar Mahila Samanwaya Committee – DMSC), Calcutta
38. MANAS Bangla, Calcutta
39. Mitiyu, Darjeeling
40. Murshidabad Network of Positive People, Beherampur
41. Nadia Network of Positive People, Krishnanagar
42. Naihati Prolife PLHIV Network, Naihati
43. New Alipore Praajak Development Society, Calcutta
44. North 24 Paraganas Network of Positive People, Barasat
45. Northern Black Rose, Siliguri
46. OFFER, Calcutta
47. Organized Labour Society for Positive People, Calcutta
48. Paschim Medinipur Network of Positive People, Medinipur
49. People Like Us (PLUS), Calcutta
50. Phoenix, Bolpur
51. Prantakatha Youth Group affiliated to Red Ribbon Club Kolkata, Calcutta
52. Prantik Bongaon, Bongaon
53. Pratyay Gender Trust, Calcutta
54. Purba Medinipur Network of Positive People, Tamluk
55. Purulia Network of Positive People, Purulia
56. Sahay, Calcutta
57. Sangram, Beherampur
58. Sanlaap, Calcutta
59. Sangabaddha, Siliguri
60. Sanhita, Calcutta
61. Sappho for Equality, Calcutta
62. Southern Network of People Living with HIV (SNP+), Sonarpur
63. SPARSHA (Society for Positive Atmosphere & Related Support to HIV/AIDS), Calcutta
64. Sristi for Human Society, Rajarhat
65. Sundarban Rural Development Training Centre (SRDTC), Baidyabagan
66. Swapnil, Barddhaman
67. Swayam, Calcutta
68. The Calcutta Samaritans, Calcutta
69. Thoughtshop Foundation, Calcutta
70. Uttar Dinajpur Network of Positive People, Raiganj
71. Velvet, Calcutta

72. Vivekananda Education Society (VES), Calcutta
73. West Bengal Voluntary Health Association (WBVHA), Calcutta
74. World Vision, Calcutta

APPENDIX 3

List of CSOs in West Bengal to be First Invited for Setting up Grand Coalition in West Bengal

1. AASHA, Calcutta – Support forum for women and children infected or affected by HIV in four districts of West Bengal (Calcutta, Howrah, Purba and Paschim Medinipur) – sister CBO of SPARSHA
2. Anjali, Calcutta – Mental health focused NGO working in West Bengal
3. BRWAS Self Help Groups, Bagaria – BRWAS is an NGO working to mainstream HIV into its rural development agenda in specific blocks of South 24 Parganas district in West Bengal
4. Bengal Network of People Living with HIV/AIDS (BNP+), Calcutta – State level network of PLHIV that has also fostered district level networks in all the districts of West Bengal
5. Child In Need Institute (CINI), Pailan – Reproductive and child health NGO working in West Bengal and other eastern Indian states
6. DIKSHA, Calcutta – Community based initiative of disadvantaged children and adolescents living in specific red light areas and slums of Calcutta
7. Elaan, Calcutta – Community based initiative focusing on child sexual abuse issues
8. LASWEB, Calcutta – NGO providing legal aid services in West Bengal
9. MANAS Bangla, Calcutta – Statewide coalition of CBOs working with MSM and MTF TG populations
10. New Alipore Praajak Development Society, Calcutta – An NGO working with children living on railway platforms and juvenile correctional homes in West Bengal
11. Sanlaap, Calcutta – NGO working with women in prostitution and on anti-trafficking issues
12. SPARSHA, Calcutta – Support forum for PLHIV and their friends in four districts of West Bengal (Calcutta, Howrah, Purba and Paschim Medinipur) – sister NGO of AASHA
13. Sundarban Rural Development Training Centre (SRDTC), Baidyabagan – NGO working on rural development in specific blocks of South 24 Parganas district in West Bengal
14. Velvet, Calcutta – New support forum for lesbians, bisexual women and FTM TG persons in West Bengal and other eastern states

Note (1): 13 member / potential member agencies of MANAS Bangla and 19 member agencies of BNP+ may also be invited in their individual capacities as founder members of the grand coalition, but after MANAS Bangla and BNP+ decide one way or the other about participation in the grand coalition.

Note (2): Some of the agencies involved in the HIV/AIDS Bill campaign have been included in the list above. Others involved in the campaign but with no direct partnership link with SAATHII, may be invited later to join the grand coalition in West Bengal.

Note (3): Outreach and interaction is currently under way with the Prantakatha Youth Group affiliated to Red Ribbon Club Kolkata. Once SAATHII's relationship with this group is clearer, they may also be invited to the grand coalition in West Bengal.

APPENDIX 4

Scores for CSOs Mapped in Orissa with Top 25 to be First Invited for Setting up Grand Coalition in Orissa

No.	CSO Name	Inclusiveness Parameters and their Weights																						Total Score
		01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	
		01	02	03	03	04	04	04	05	05	05	06	06	07	07	08	09	09	09	09	09	10	10	
01	PECUC	√	√			√	√		√		√	√	√						√	√	√			60
02	Lepra Society	√	√	√			√	√	√			√	√	√	√		√							54
03	NAWO	√	√						√		√	√	√						√	√	√			52
04	Fellowship	√	√	√					√			√	√	√	√						√			46
05	RYS	√	√	√	√			√	√	√	√		√	√	√									46
06	Sakha	√	√	√					√				√	√	√	√							√	46
07	Santi Seva	√	√						√	√			√	√	√	√	√							46
08	SOVA	√	√		√	√	√	√	√	√	√	√	√											45
09	Laxminarayan MSM CBO	√	√						√	√	√		√	√	√	√								43
10	Maa Manikeswari	√	√						√	√	√		√	√	√	√								43
11	Odisha One	√	√						√				√	√	√	√				√				42
12	Maa Samaleswari	√	√						√	√			√	√	√					√				41
13	Patang		√					√	√	√				√				√			√			39
14	CGL	√	√	√		√			√	√		√		√	√									37
15	OASF	√	√	√	√				√	√			√	√	√									37
16	Bhawanis	√	√					√	√	√				√	√	√								36
17	SSSG	√	√					√	√	√				√	√	√								36

No.	CSO Name	Inclusiveness Parameters and their Weights																						Total Score
		01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	
		01	02	03	03	04	04	04	05	05	05	06	06	07	07	08	09	09	09	09	09	09	10	
18	Chetna	√	√			√	√					√	√					√						32
19	Parivartan	√	√		√		√	√	√				√	√										32
20	FARR	√	√			√	√	√	√		√													31
21	KNP+	√	√		√		√	√	√			√	√											31
22	Saraswati	√	√						√	√			√	√		√								31
23	ARUNA	√	√		√	√		√	√	√		√												30
24	RNP+	√	√		√	√		√	√	√		√												30
25	UNP+	√	√		√	√	√	√		√			√											29
26	FPAI	√	√				√	√	√			√	√											28
27	GUC	√	√	√			√		√				√	√										28
28	IRDMS	√	√	√				√	√				√	√										28
29	PSI	√	√			√	√		√			√	√											28
30	PSS	√	√				√	√	√			√	√											28
31	Shradha	√	√		√			√	√			√	√											27
32	The Medics	√	√						√			√	√	√										27
33	USS	√	√		√			√	√	√			√											26
34	SMRC	√	√									√	√				√							24
35	INP+	√	√		√				√			√	√											23
36	VJSS	√	√									√	√	√										22
37	HRLN	√	√		√		√	√				√	√											20
38	New Hope Orphanage	√	√			√			√				√											18

No.	CSO Name	Inclusiveness Parameters and their Weights																				Total Score		
		01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20		21	22
		01	02	03	03	04	04	04	05	05	05	06	06	07	07	08	09	09	09	09	09		10	10
39	GNP+	√	√		√				√			√												17

Note: If a CSO ranked among the top 25 refuses to participate in the project, or backs out after agreeing in the initial stages, CSOs ranked 26 onwards will be invited to join the grand coalition in Orissa in order of their rank.

APPENDIX 5

Development Status Scores and Categorization of CSOs Short Listed in Orissa

No.	CSO Name	Development Status Parameters and Scores			Total Scores	Development Status
		A	B	C		
01	PECUC, NGO working on child rights in Orissa	0	0	0	00	EGN
02	Lepra Society, NGO working on SRH and HIV issues in Orissa	0	0	0	00	EGN
03	NAWO, network of NGOs working on women's issues	0	0	0	00	EGN
04	Fellowship, NGO working on gender and HIV in Bhadrak district	0	0	0	00	EGN
05	RYS, NGO working on HIV in Balangir district	0	0	0	00	EGN
06	Sakha, MSM / MTF TG CBO in Bhubaneswar	2	1	2	05	MDG
07	Santi Seva, MTF TG CBO in Bhadrak district	1	0	0	01	DGN
08	SOVA, NGO working on HIV issues in Koraput district	0	0	0	00	EGN
09	Laxminarayan MSM CBO in Balangir district	2	1	0	03	MDG
10	Maa Manikeswari, MSM / MTF TG CBO in Balangir district	2	1	2	05	MDG
11	Odisha One, state level coalition of civil society groups working with PLHIV and other groups vulnerable to HIV	1	1	1	03	MDG – but funds support likely to be needed by Odisha One's members, not coalition itself
12	Maa Samaleswari, MSM / MTF TG CBO in Sambalpur district	2	1	0	03	MDG
13	Patang, NGO working on youth volunteerism in gender and disability in Sambalpur district	0	0	0	00	EGN
14	CGL, NGO working on HIV in Nabarangpur district	0	0	0	00	EGN

No.	CSO Name	Development Status Parameters and Scores			Total Scores	Development Status
		A	B	C		
15	OASF, state level coalition of various civil society and other stakeholders involved in HIV response	1	NA	NA	01	DGN – but funds support may be needed by OASF's members, not coalition itself
16	Bhawanis, MSM / MTF TG CBO in Kalahandi district	1	0	1	02	DGN
17	SSSG, MSM / MTF TG CBO in Kalahandi district	2	1	0	03	MDG
18	Chetna, NGO working on young people and mental health issues in Orissa	0	0	0	00	EGN
19	Parivartan, NGO working on HIV and gender issues in Kalahandi district	0	0	0	00	EGN
20	FARR, NGO working on gender and human rights issues in Orissa	0	0	0	00	EGN
21	KNP+, PLHIV network in Khurda and other districts of Orissa	0	0	0	00	EGN
22	Saraswati, MSM CBO in Bhadrak district	0	1	0	01	DGN
23	ARUNA, NGO working on HIV and migration issues in southern Orissa	0	0	0	00	EGN
24	RNP+, PLHIV network in Ganjam district	0	0	1	01	DGN
25	UNP+, PLHIV network in Cuttack district	1	0	0	01	DGN

Note (1): NA = Not applicable in relation to the CSO's agenda / functioning.

Note (2): Six CSOs categorized as MDG and qualified for Community Mobilization Grant in Orissa. Six CSOs categorized as DGN and qualified for Seed Money Grant in Orissa. All qualified CSOs to be invited to the Orissa grand coalition and dialogue to be initiated to find out if funding support is indeed needed and will be accepted.

APPENDIX 6

Development Status Scores and Categorization of CSOs Short Listed in West Bengal

No.	CSO Name	Development Status Parameters and Scores			Total Scores	Development Status
		A	B	C		
01	AASHA	0	0	0	00	EGN
02	Anjali	0	0	0	00	EGN
03	BRWAS SHGs	1	1	1	03	MDG
04	BNP+	0	0	0	00	EGN
05	CINI	0	0	0	00	EGN
06	DIKSHA	0	0	0	00	EGN
07	Elaan	1	0	2	03	MDG
08	LASWEB	0	0	0	00	EGN
09	MANAS Bangla	0	0	0	00	EGN
10	Praajak	0	0	0	00	EGN
11	Sanlaap	0	0	0	00	EGN
12	SPARSHA	0	0	0	00	EGN
13	SRDTC	0	0	0	00	EGN
14	Velvet	2	1	2	05	MDG

Note: Three CSOs categorized as MDG and qualified for Community Mobilization Grant in West Bengal. All qualified CSOs to be invited to the West Bengal grand coalition and dialogue to be initiated to find out if funding support is indeed needed and will be accepted.

APPENDIX 7

Structural Guidelines for Community Mobilization and Seed Money Grants

A. Community Mobilization Grant for MDGs (Timeframe 3 Months)

No.	Likely Activities	Calculations	Tentative Costs (Rs.)
1	Outreach – field based (inter-personal) and mass media based communication (through telephone and internet) by 1 or 2 persons	Allowances for travel, phone / internet expenses: Rs.2000/- x 3 months	6000.00
2	Regular open general group meetings (monthly / fortnightly) + Developing a core group and formulating a draft agenda for support group in the making	Refreshments / travel support: Rs.10/- x 15 people x 2 meetings x 3 months	900.00
3	Social networking events / infotainment based activities / initial advocacy activities	For at least one event / activity: Rs.2000/-	2000.00
4	Regular functioning space (if no free space is available like the office, meeting room or drop-in centre of an associate NGO)	Space hiring expenses: Rs.200/- per hire x 2 meetings x 3 months	1200.00
5	Basic documentation expenses	Lump sum: Rs.300/-	300.00
Total			10400.00

B. Seed Money Grant for DGNs (Timeframe 3 Months)

No.	Likely Activities	Calculations	Tentative Costs (Rs.)
1	Regular open general group meetings (monthly / fortnightly) + Core group meetings	Refreshments / travel support: Rs.10/- x 20 people x 2 meetings x 3 months	1200.00
2	Visioning exercise (for strengthening conceptualization and articulation of initial agenda)	Refreshments / travel support: Rs.100/- x 10 people + Workshop expenses (venue hire, equipment): Rs.800/-	1800.00
3	Profile development (two page leaflet)	Designing and printing expenses: Rs.6/- x 100 pieces	600.00
4	Organizational / functioning policy development workshop	Refreshments / travel support: Rs.100/- x 10 people + Workshop expenses (venue hire, equipment): Rs.800/-	1800.00
5	Coordination for outreach, monitoring, reporting, accounting and other documentation work	Travel / phone / internet expenses: Rs.800/- x 3 months	2400.00
6	Registration process and / or opening bank account and / or annual financial auditing and / or filing annual returns to registration or income tax office	Legal fee / court fee / auditor's fee / bank account opening balance / other fee: Rs.5,000 lump sum	5000.00
			12800.00