



Improving Governance
Building Trust

CREDIBILITY ALLIANCE

ANNUAL REPORT 2012-13

Inspire • Educate • Enable

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Annual Report 2012-13

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Chairman's Message

The year gone past has seen many issues propelled in the sphere of activities of the voluntary sector in India. These have confirmed to our thinking on the importance of India's voluntary sector, especially in the context of the country's development.

There are, however, challenges that come from within. The issue relates to accomplishing the mission, effective handling of the programme and creating some impact on the ground. Then, there are challenges of efficiency, wherein, their accomplishments are way below what should have been accomplished otherwise.

Both cases have raised questions of accountability.

The touchstone for the voluntary sector will remain its accountability, transparency and responsiveness to the needs of the people it professes to serve. Alongside this is the conduct of its functions: What are its internal decision-making mechanisms? Are its decisions arrived democratically and with participation? Does the voluntary sector practice what it preaches?

The demand for accountability has been accompanied by lack of enabling environment by the government and funding challenges in recent times

The touchstone for the voluntary sector will remain its accountability, transparency and responsiveness to the needs of the people it professes to serve.

These have challenged the voluntary sector's autonomy. Going by the trend of restrictions in the shape of regulations, it is likely that the restrictions will grow as years roll by.

These restrictions are also sought to be justified in the face of the fact that functioning of more than a million organizations functioning across the length and breadth of the country pose serious questions on the accountability of the voluntary sector.

This is where the role of Credibility Alliance gets more important by the day, as its achievements elucidated in this year's annual report will bear out. The work done by the organization in dealing with the dual dichotomies of accountability and self-regulation during the year is best illustrated by its efforts to accredit willing organizations on the basis of their records with respect to how they practice their accountability.

– Jagadananda
Chairperson



Message from Executive Director

*I*t gives us immense pleasure to share our Annual report for the year 2012-13. The vision of Credibility Alliance (CA) is to build an accountable, effective and efficient Voluntary Sector demonstrating transparency mechanism in its functioning.

Our experience of working for the Accreditation of Voluntary Organizations in this sector and the learning's derived from it has strengthened our Capacity Building thrust area to support and reach out to the grass root and small organizations for promoting better concepts and practices.

During the year, CA organized a number of meetings and Regional Workshops. While the Outreach Meetings were organized to take forward the Accreditation Process of CA, the Regional Workshops were organized on Accountability and Compliances in Voluntary Sector. These events evoked a very positive response. CA organized Regional Capacity Building Workshops on Accountability and Compliances in Voluntary Sector.

CA's initiative in the Information Dissemination area, the e-communique, 'CA Learning Series on Governance and Disclosure Practices in Voluntary Sector' brought out periodically has generated a wider readership among our Network and Member Organizations'. CA receives huge appreciation for this initiative from several quarters.

CA is focused on taking forward the Accreditation whereby during the year, Oxfam India, referred its select partner organizations to get Accredited by Credibility Alliance.

The year witnessed CA's shift towards technological integration in its Core Programme Areas. Through renewed web-site of CA with new features, CA initiated Integration of online link to enable Organizations to apply and register themselves for accreditation through the Web-site.

The year witnessed CA's shift towards technological integration in its Core Programme Areas. Through renewed web-site of CA with new features, CA initiated Integration of online link to enable Organizations to apply and register themselves for accreditation through the Web-site.

The Online Accreditation Software launched earlier was also made functional during the year. The Software enabled acceleration of Accreditation Process added efficiency to the process of accreditation thus replacing the manual process completely.

The year gone by was fulfilling and enriching. I take this opportunity to express our sincere gratitude to Ford Foundation for their unconditional support and encouragement to the initiatives of Credibility Alliance.

I extend special note of thanks to our Governing Board Members for their regular support and guidance. We also express our sincere gratitude to all our partners, members and associates who have expressed constant support in all our endeavors.

I would like to recognize the hard work and committed performance of the staff team of Credibility Alliance.

With this we would like to present the Annual Report 2012-13 as we prepare ourselves for the coming year with renewed focus to explore new opportunities.

- S. P. Selvi
Executive Director



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About Credibility Alliance

Credibility Alliance (CA) is a consortium of Voluntary Organizations and networks working for the promotion of Good Governance in the Voluntary Sector and enhancement of its credibility in the eyes of the stakeholders. CA intends to promote transparency and accountability in the Voluntary Sector through self disclosure mechanisms. Following a two-year long extensive consultative process involving more than 500 Organizations from across the country, the Alliance emerged as an initiative from within the sector and was registered in May 2004 as an independent, not-for-profit organization.

Currently there is very little mechanism within the Sector to give assurance about an organization to its stakeholders, to the donors it works with. As a result, VOs having good track record go unnoticed and the Sector also is generally questioned for lack of accountability mechanism. Credibility Alliance addresses this issue, primarily through Accreditation of voluntary Organizations, which is carried out through a structured process, whereby CA recognizes an organization which complies with the norms developed by CA, which assures that certain basic parameters are in place in an organization. Credibility Alliance has been working to build and promote self-regulatory frameworks by defining various norms and standards for the Organizations to adhere to and in doing so help them demonstrate greater transparency and accountability of the overall sector. Credibility Alliance believes that accountability of VOs is the corner-stone of good governance and a pre-requisite for an effective democratic participatory process

Vision

A Voluntary Sector, which is responsive to the needs of the society, is democratic, is transparent in its functioning, and is accountable to all concerned.

Mission

To build the credibility of the voluntary sector through creation and promotion of norms related to good governance and public disclosure.

Organisational Profile

Legal Status	: Registered Society
Registration No.	: S- 49315 dated 28.05.2004
Income Tax Registration No. (Under Section 12A)	: DIT (E) 2004-2005/C-824/04/1487 dated 25.01.2005
Income Tax Exemption (Under Section 80G)	: NQ.DIT (E) 1/3289 DEL-CE 21649 valid from AY. 2010-11 onwards
FCRA Registration No.	: 083781102 dated 12.12.2007
Permanent Account No.	: AAAAC2595B
Registered Office Address	: B- 32, Tara Crescent, Qutab Institutional Area, New Delhi, New Delhi- 110 016
Office Address	: 401, Fourth Floor, DDA-1 Building, District Centre, Janakpuri, New Delhi- 110 058
Statutory Auditors	: S. Sahoo & Co., Chartered Accountants, 107, Laxman Singh Complex -1, Munirka, New Delhi- 110 067
Bankers	: ICICI Bank Limited, Mahatta Towers, 54, B-Block, Community Centre, Janakpuri, New Delhi - 110 058

Objectives

A fast emerging voluntary sector in our country is a major contributor in the development of Indian society. Hence, it's but natural that the rapid growth of the sector in terms of its size, number and resources has generated many a question on the credibility of its constituents. Despite this, the existing regulatory bodies in our country have made no efforts to set up adequate mechanisms or processes to assess the credibility of voluntary Organizations in concrete and verifiable terms. Keeping this in view, the Credibility Alliance has been working hard to build and promote self-regulatory frameworks by defining various norms and standards for the Organizations to adhere to and in doing so help them demonstrate greater transparency and accountability of the overall sector. This is achieved through:

- Establishing norms of transparent governance, based on participation, consultation, and consensus;
- Developing and promoting an accreditation system for voluntary Organizations;
- Providing capacity building support to Organizations for enabling them to improve conceptual understanding of what governance and finance practices are necessary, what is the existing legal framework, and how to comply with the agreed norms and accountability practices; and

Conducting policy advocacy with government, the donors, the corporate sector, the media, and the overall public for ensuring better recognition of the highly credible work being done by the voluntary Organizations.

Core Values of Credibility Alliance



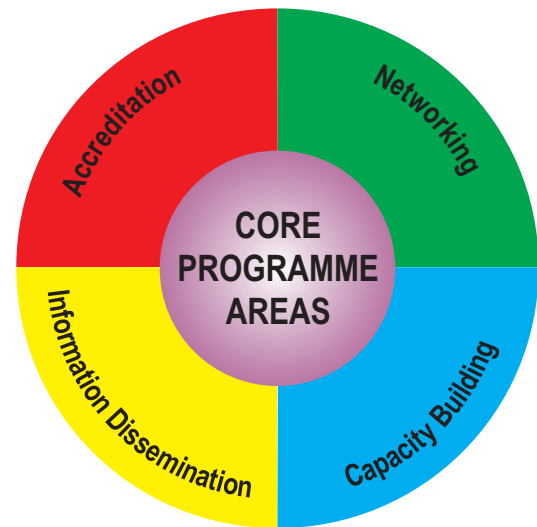
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Core Programme Areas

Programmatically, the Alliance focuses on the four Programme areas Accreditation, Capacity Building, Networking, and Information Dissemination.



Accreditation by Credibility Alliance is a process through which a Voluntary Organisation is certified as an organisation adhering to Accountability Norms and providing service of a reasonably good quality. The main purpose of the accreditation exercise is to develop a cost effective mechanism of periodic evaluation for Voluntary Organizations in the country.

As a step forward, Credibility Alliance undertakes Capacity Building initiatives by identifying and outlining the gaps in the Voluntary Sector. It does so by assessing the needs, locating and adopting the existing best practices and finally instituting programmes to address those needs. Care is taken to integrate the Capacity Building initiatives with the observations emerging during the accreditation process in a systematic manner.

The Alliance has also established good networking with pivotal groups and individuals that helps a great deal in furthering the organisation's mission and vision. Keeping this in view, Credibility Alliance, places a great deal of thrust on strengthening relationships, exchanges, cooperation and partnership with and among various Voluntary Organizations.

The Alliance sensitises, spreads awareness, assists, educates and appraises on the recent developments, responsibilities and other critical issues pertaining to the Voluntary Sector by disseminating vital information to all the Voluntary Organizations.

Accreditation

Accreditation by Credibility Alliance is a process through which a Voluntary Organisation is certified as an organisation adhering to accountability norms and providing service of a reasonably good quality. The recognition helps the public and others to trust in the quality of its services. The accreditation is provided only after ensuring that the organisation adheres to the Minimum Norms defined by the Alliance. The process begins as soon as an organisation voluntarily approaches the alliance for receiving accreditation.

Benefits of Accreditation

Voluntary Organizations avail the following benefits after getting accredited by Credibility Alliance

- Discounted fees to access the capacity- building support through various workshops
- Enjoy a wider reach with Credibility Alliance's and Guide Star India's websites displaying the organisation's profile
- Enhanced prospects for attracting greater financial and other forms of support from various stakeholders, including the government and other donors



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- Share Information regarding various Capacity Building workshops and other events organised by other organizations.

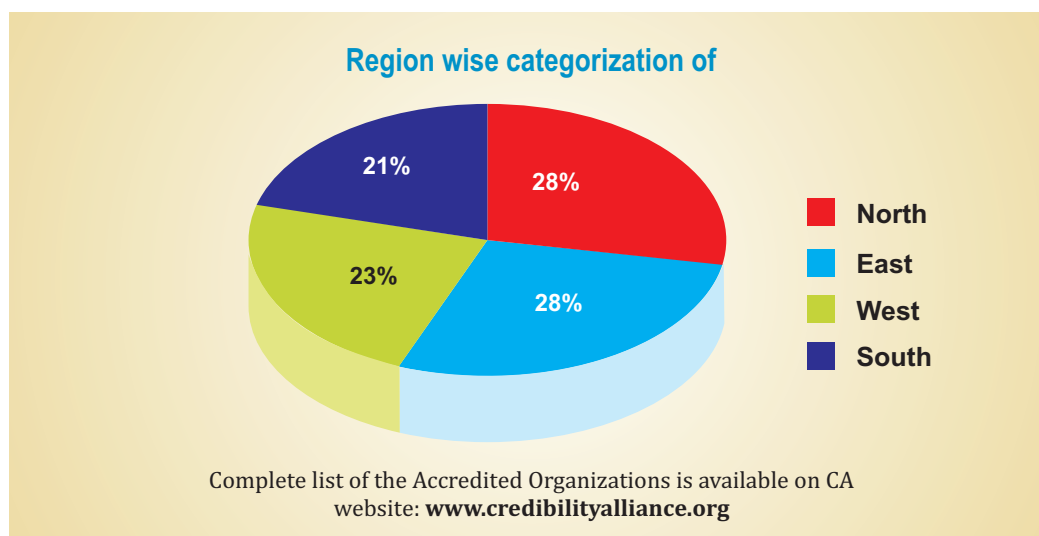
Other value additions for the Voluntary Organizations are:

- Commitment to a set of norms and recognition as an accountable, transparent and governance driven organisation.
- Building the professional capacity of the organisation through networking opportunities within a large membership base.
- Having a sense of accountability by bringing greater credibility to the sector as a whole.

Activities

As on March 31, 2013, 296 Voluntary Organizations are accredited by Credibility Alliance. Out of these, 181 fall under Desirable Norms, 113 under Minimum Norms and 2 under Provisional Desirable Norms. Around 361 Voluntary Organizations are in the process of getting accredited, all over India.

During the year, 28 VOs were accredited under Minimum Norms and 26 VOs were accredited under Desirable Norms.					
	North	East	West	South	Total
Desirable	45	48	44	44	181
Provisional Desirable	01	01	—	—	02
Minimum	36	35	24	18	113
Total	82	84	68	62	296





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All applications for accreditation are handled through the Online Accreditation Software (OAS). This software helps Credibility Alliance meet the objectives of enhancement of transparency for the overall Accreditation process, evasion of time delays and in maintaining a centralised database of all the Accredited Organizations and the VOs which are under the process of getting accredited. The salient features of the Software include:

- Auto Profile creation once CA approves the VO
- Profiling, processing application and documenting details of all the VOs in a standardised format.
- Online Application desk reviews and eligibilities
- Automatic generation of information to Assessor as well as the VO regarding Assessor's visit
- Uploading Assessor's visit report and CA Review report for VOs
- Online sharing of review reports with VOs
- Automatic generation of e-mails after CAC meeting, regarding approval or clarification of accreditation.
- Online certificate generation for VO and acknowledgement option from VO.

Central Accreditation Committee Meetings

The Alliance has set up a Central Accreditation Committee (CAC) - a group comprising of Development experts from various fields and few Credibility Alliance Board members. The committee comprises of specialists and eminent experts, possessing skills in the areas of organisational management, finance, and social work, who subject the aspirant



Organizations to a process of rigorous scrutiny on the basis of the norms and standards decided by the Alliance.

The Committee takes a holistic view of an applicant organisation on the basis of the documents submitted by it. Primarily, observations made by the expert assessors are taken into consideration.

During the reporting period, eight CAC meetings were held and altogether 96 files were presented, of which 54 were accredited, 26 were accredited under Desirable Norms and 28 under Minimum Norms.

Assessors' Meeting

The Credibility Alliance has developed a committed team of professionals from the Voluntary Sector working as Assessors. Assessors' Meetings were organised to enhance the skills for assessment of an organisation for Accreditation by Credibility Alliance. The primary objective of the meetings was to enhance the effectiveness of the assessment process. The year witnessed three meetings of the expert assessors on April 4, April 7 and August 8, 2012. The meetings were held in Chennai, Delhi and Mumbai respectively. The meetings were aimed at enhancement of knowledge

and understanding of the assessors on the alliance's Vision and Mission, the accreditation process, the objectives of such assessments, the role of assessors, and the norms of the alliance.

In particular, the meetings enabled the assessors to

1. Improve their understanding on norms adhered to by the Credibility Alliance and principles of Governance.
2. Gain greater clarity on their roles and responsibilities in the accreditation process; and
3. Understand the emerging gaps in the assessment process and the areas for further improvement. One such meeting was also organised on March 23, 2012 in Bangalore.



Outreach Meetings

Outreach Workshops were aimed at promotion of the concept of Accreditation by the Credibility Alliance to a larger group of Voluntary Organizations.



In lieu of the same, Credibility Alliance organised two regional Outreach Workshops on 'Benefits from Accreditation and Compliance with FCRA 2010' in Kolkata & Chennai on Aug 25 & Aug 27-28 respectively. The workshops were aimed to enhance the reach of CA's accreditation work.

GuideStar India was the outreach partner for these two workshops. The workshops had about 212 participants from 144 VOs and

were focused to enlighten the participants about the Accreditation process. During these workshops, inputs were provided on the salient features of the amended FCRA 2010. About 94 VOs expressed their interest to get accredited during the workshop to which CA offered a discount of 20% on Accreditation Fee to appreciate their on the spot interest for accreditation.

Norms Review Committee Meeting

In order to enhance the reach of Credibility Alliance in the Voluntary Sector, the Alliance endeavoured to promote initiatives for accreditation and accountability to build trust and confidence in Voluntary Sector. As a follow up of this initiative; CA convened a meeting of the Norms Review Committee Members on June 23, 2012 for reviewing of the existing Norms.

The primary objective of this meeting was to further add value to the Norms



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Review process of CA. The meeting was attended by Mr. Manoj Fogla, Consultant and Chartered Accountant; Mr. Dhaval Udani, CEO, Give India and Mr. Subhash Mittal, Chartered Accountant and Secretary, SRRE, who reviewed the existing norms.



As an outcome of this meeting, Accreditation under Basic Norms emerged. As Credibility Alliance has already developed comprehensive Norms in the form of Minimum and Desirable Norms, a need was felt to reach out through adoption of Basic Norms which will enable CA in promoting accountability and transparency of the overall Sector especially at the grass root level. Certification under Basic Norms primarily is confined to the basic legally valid existence and present status of a Voluntary Organisation, working in a particular area, based on the self declaration, documents and reference. The initiative is in its development stage.

Meeting of In-Process Organizations



CA is working towards accelerating the files in-process for Accreditation. CA, therefore, had organised four meetings for the Organizations whose accreditation is in-process at Ranchi, Bangalore, Mumbai and Bhubaneswar on June 20, June 28, August 7 and August 11, 2012 respectively. The meetings paved way for direct discussion with all such Organizations on matters relating to compliance of CA Norms and gave VOs an

opportunity to clarify the same. 55 VOs participated in the meetings who utilised the opportunity to discuss their respective files to progress in the Accreditation process. Out of the 55 VOs, 31 VOs have been accredited so far and files of the rest 24 VOs are now in process for accreditation.

Capacity Building

'Capacity Building' refers to a process to increase the skills, infrastructure, and resources of individuals, Organizations and communities. Capacity building is a key strategy for the promotion, delivery and sustainability in voluntary sector.

Credibility Alliance focuses on the capacity building process to impart knowledge on the concepts and practices in implementing the same. The Alliance plans the capacity building initiatives to address the existing gaps by identifying and outlining the areas wherein awareness and conceptual understanding is required.

Workshops

Accountability and Compliances in Voluntary Sector: Four Regional Workshops each for 2 days

Voluntary Organizations (VOs) are committed to the highest level of Accountability and Credibility. Accountability and Good Governance are key to the growth and sustainability of VOs. Being institutions dealing with public funds, VOs are open to scrutiny on a continuous basis.



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Clockwise, from top left: Stills from the regional workshops conducted in Kolkata, Mumbai, Bengaluru and Delhi.

The challenge before the non-profit sector is the increasing expectations on the front of accountability and credibility. Focusing on aspects related to good governance and the legal framework for Voluntary Organizations, CA organised a series of region wise workshops for voluntary Organizations in the Northern, Western, Eastern & Southern Region on “Accountability and Compliances in Voluntary Sector”:

Kolkata -January 17-18, 2013

Bengaluru - January 23-24, 2013

Delhi - February 6-7, 2013

Mumbai - February 13-14, 2013

These workshops were organised in association with GiveIndia. During these workshops a few activities, such as Proposal Writing and Fund-raising were facilitated by GiveIndia team.



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The overall objective of the workshops was to develop a good understanding on matters related to accountability and governance and to throw light on recent Legal Amendments in FCRA and the provisions of Income Tax Act, 1961. The specific objectives were to gain knowledge on the following aspects:

- Challenges related to Accountability of a Voluntary Organisation
- Accountable Governance & Board processes
- Effective Financial Management
- Importance and Integration of transparency in organisational systems and practices
 - Credibility and Transparency from a Donor's point of view
 - Project Proposal writing and Due Diligence
 - Fund raising for NGOs
- Recent developments in legal framework (New FCRA-2010 and the impending Direct Taxes Code) and its implications for Voluntary Organizations.

The overall objective of the workshops was to develop a good understanding on matters related to accountability and governance and to throw light on recent Legal Amendments in FCRA and the provisions of Income Tax Act, 1961.

The workshops had about 120 participants and were attended by Chief Functionaries of NGOs, Senior Board Members, Senior Staff, Consultants and Persons involved in Governance, Finance and Legal issues of NGOs. Participants of workshops were provided with course material for their reference.

Resource Team included experts from the Voluntary Sector: Mr Manoj Fogla, Legal and Income Tax expert; Mr Suresh Kejriwal, Chartered Accountant; Mr Pradeep Esteves, Development Activist; Mr Subhash Mittal, Chartered Accountant; Mr Noshir Dadrwala, CAP India; Ms. S.P. Selvi, Credibility Alliance; Ms. Veena Beleyur and Ms. Swati, GiveIndia.

The participants who attended all the four workshops shared the following views:

- Sessions on Governance, Internal Control Procedures, FCRA 2010, Income Tax, Direct Taxes Code and Financial Management were found to be most enriching and interesting.
- Duration of the workshops could have been three days instead of two.
- Such workshops should be conducted more frequently as the topics covered were of high relevance to the Voluntary Sector.

National Consultations

National Consultations are organised by CA annually, every year:

During the reporting year, various Capacity Building initiatives were undertaken by Credibility Alliance:

National Consultation in association with Oxfam India

Evolving Role of Philanthropy in India

In order to debate on the existing scenario of CSOs and philanthropy in India, and to enable a mapping and appraisal of visions, policies and strategies and to make an overall assessment of the charity environment in which they operate, CA, in association with Oxfam India, organised a National Consultation on 'Evolving Role of Philanthropy in India' on September 17, 2012 in New Delhi.





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The event was attended by about 120 representatives from the Voluntary Sector. Ms. Vandana K. Jena, Senior Advisor, Planning Commission, presided over as the Chief Guest of the event. such as NASSCOM Foundation, Confederation of Indian Industry (CII), CAPART, Arcelor Mittal India, AIACA, SOSVA, Oxfam India, HelpAge India, GuideStar India, Financial Management Service Foundation, Bharti Foundation and The David and Lucile Packard Foundation.

Vandana Jena, delivering the Key Note Address, highlighted that NGOs are recognized as Organizations which help in deepening democracy and enhancing governance as a social-mobilising tool. The NGO sector demands that the Government should seek the participation of NGOs at the time of policy framing, innovation and during social audits and not just at the time of implementation.

Shri Jagadananda, Chairperson, Credibility Alliance and State Information Commissioner- Odisha, highlighted that the need of the hour is to shift the gear and move forward with a faster pace. For that, the sector needs effective and efficient Organizations, promoting active citizenship thereby deepening democracy.

Nisha Agrawal, CEO, Oxfam India, emphasised that the main obstacle why donors don't give funds is due to the lack of transparency and accountability. This is primarily the reason why the sector needs Organizations like the Credibility Alliance and other such agencies that can help to promote trust among the high-networked individuals, Business Sector, Government and Voluntary Sector. People look forward to witness the impact of the work done by the sector, as measuring and demonstrating results is another aspect of accountability.

Reflections were also made on the role of philanthropy in India in the present context and with respect to factors like impact of philanthropy in India, changing paradigm of giving and donations in India, CSR and Corporate Philanthropy and transition and changing face of NPOs.

Consultations held in previous years by CA included:

- Emerging Challenges in Accountability and Good Governance, 2011.
- Mainstreaming Good Governance in Voluntary Organizations in the next decade, 2010.

Networking

CA has established associations and works in close partnership with key Organizations to expand prospects of collaborative initiatives and high level engagements.

The Organizations include Global Compact Network, Child Fund India, TISS, EdelGive Foundation, Action Aid, UBM India, Resource Alliance, Oxfam, Caritas India, CII, Centre for Advocacy and Research, German Agro Action, World Bank, Sir Dorabji Tata Trust (SDTT) and Department of Public Enterprises (DPE).

Credibility Alliance is also engaged in a dialogue with India's Planning Commission to gain a formal recognition and standardisation for the Accreditation of Voluntary Organizations.

Credibility Alliance is also engaged in a dialogue with India's Planning Commission to gain a formal recognition and standardisation for the Accreditation of Voluntary Organizations, as a prerequisite for sanctioning of funds to VOs by the Government of India. In this regard, two meetings have been held with the Planning Commission during the reporting period, wherein the idea to hold an inter-ministerial meeting was discussed. A follow-up meeting is also being planned during the month of April 2013.

Credibility Alliance works closely with many prominent Organizations on various issues relating to the Sector. CA also facilitates interaction between experts in



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different areas and promotes the sharing of ideas and information between the Voluntary Organizations and the experts. CA assists VOs to seek issue-based information in the sector that they are working in, which helps in building the professional capacities of VOs through training, thereby enabling them to increase institutional capacities. To this end, the Alliance has been aiming to work closely with like-minded Organizations like Give India, Oxfam India, GuideStar India, HelpAge India, VANI, National Foundation for India, Confederation of India Industry (CII), TISS CSR Hub, Sampradaan, India Policy Foundation, Global Compact Network, NEG-Fire, PRIA, Socio Research and Reform Foundation (SRRF) etc.

Information Dissemination

Voluntary Organizations are encouraged to increase their institutional capacities by seeking issue-based information and building their professional strength through imparted information and inputs received through participation in trainings. In the course of providing accreditation to voluntary Organizations, CA realised the critical need for enhancing understanding of Governance related principles and practices. With a view to address this need, the Alliance has launched an e-communicé for the Voluntary Organizations titled “CA Learning Series on Governance and Disclosure Practices for Voluntary Organizations”. The publication aimed at serving as a learning material, seeks to help Organizations gain deeper insights in order to bring about desired improvements in their governance and accountability practices.

So far, CA has brought out a series covering the following areas:

Issue I : Overview of Governance & Board of Voluntary Organizations

Issue II : All About Meetings, Notices, Agendas, Minutes & Resolutions

Issue III : Meetings through Video Conferencing

Issue IV : Various Committees of the Board

Issue V : Overseeing Function of Board

Issue VI : Conflict of Interest and Principles of Public Life

The issues are disseminated to more than 500 VOs, including the Member VOs of CA, Resource Persons and other associate Organizations. The initiative continues to receive encouraging reviews from its recipients, wherein the series and the topics are appreciated for their relevance and bringing in more clarity as far as Governance aspects of the VOs are concerned.

Pursued Initiatives

❖ **Accreditation of Oxfam India Partner Organizations:** During the reporting period, the Alliance has collaborated with Oxfam India for the accreditation of 43 of its partner VOs to promote accountability, transparency and good governance among the Voluntary Sector. So far two Organizations have been accredited and 41 are in the process.

❖ **Refurbished website for Credibility Alliance:** With the incorporation of latest features, CA symbolically inaugurated its refurbished website in the presence of its Governing Board Members on May 12, 2012. The Board members were appreciative of the new look and new features of the website and made valuable inputs and suggestions to make CA website more dynamic and user-friendly. The new website was made live during end of June 2012.

As of March 2013, Credibility Alliance, has accredited 296 voluntary Organizations and around 361 Organizations are in the process of accreditation.



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The redesigned website of Credibility Alliance has the following features:

- (i.) Good design that allows easy navigation, readability and usability
 - (ii.) Integration of online links to enable Organizations to register themselves
 - (iii.) 'Meet our Member' – a platform to showcase the activities and achievements of a Member organisation of CA working at the grass root level.
 - (iv.) Update members regarding the events & meetings
 - (v.) Receipt of Accredited applications through the website
 - (vi.) Record of the number of hits the web-site receives periodically.
- ❖ **Online Software to enhance Accreditation Process:** In order to accelerate and to expedite the process of accreditation which was earlier carried out manually, the Alliance launched an online application software. Shri Jagadananda, State Information Commissioner, Odisha and Chairman, Credibility Alliance, inaugurated the application on February 18, 2012. The online application enables the Alliance to have a centralised database of all the accredited Organizations and Organizations in the process of accreditation. Auto profile creation facility for voluntary Organizations, automatic generation of e-mails and other vital information, online sharing of review reports, online generation of certificates etc. are among the other salient features of the application. The link of the application is available on the website.
- ❖ Credibility Alliance, as of March 2013, has accredited 296 voluntary Organizations and around 373 Organizations are in the process of accreditation. The list of accredited member Organizations is available online on the CA website along with the sector in which the organisation is working. It is available on the link http://www.credibilityalliance.org/home/choose_accreditation.php

Lessons Learnt

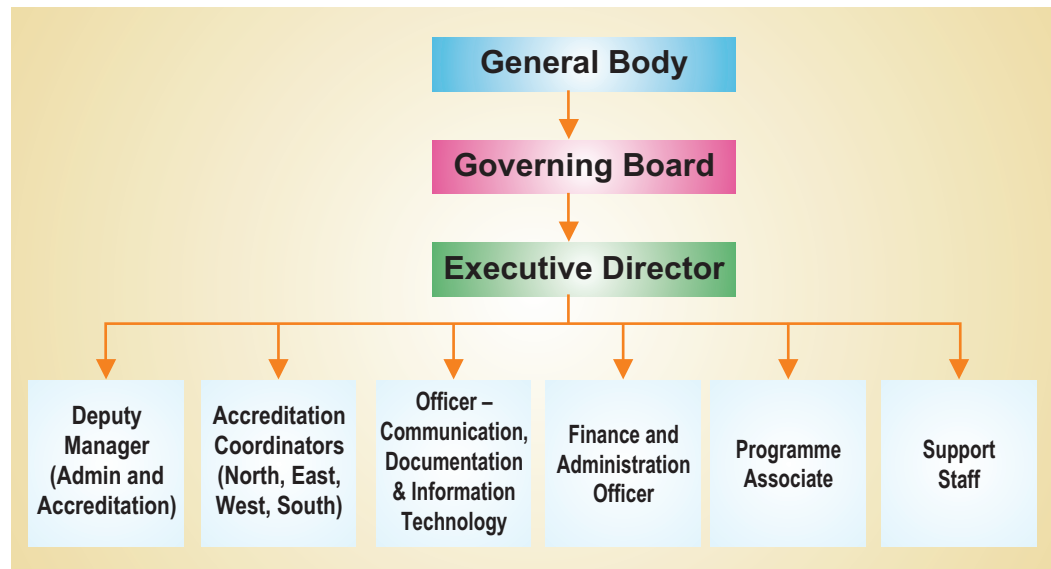
- (a) Capacity of Voluntary Organizations to comply with CA requirements: Voluntary Organizations have limited capacity to comply with the norms prescribed by the Alliance. The Alliance provides periodic capacity building support to such Organizations by enabling them to enhance their understanding and build the required capacity to conform to CA's Norms.
- (b) Competent Assessors to assess large size Organizations: There is a need to enhance the capacities of the existing assessors for enabling them to make quality assessments. Keeping this in view, assessors' meetings are organised to address the above mentioned concerns.
- (c) Compliance by Accredited Organizations: Accredited Organizations are expected to be complying to the norms of CA during their respective Accreditation Period. Credibility Alliance re-engineered the mechanism to ensure the compliance of the Accredited Organizations. A rigorous follow up is done with all such Organizations to ensure compliance by submission of the necessary documents after the first year of accreditation.



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Governance

Organization Structure



Governing Board

The board leads the organisation with the ultimate authority of guiding organisation and to ensure that the objectives of the organisation are achieved. Credibility Alliance has a multi-faceted & multi-skilled board.



Shri Jagadananda, Chairperson
State Information Commissioner, Odisha



Ms. Elizabeth Kurian, Vice Chairperson
Regional Director, Sightsavers International



Dr. Bhushan Punani, Treasurer
Executive Director, Blind's People Association



Ms. Poonam Natarajan, Member
Chairperson, National Trust



Dr. Gautam Vohra, Member
Chairman, Development Research and Action Group (DRAG)



Mr. Rozmin Ajani, Member
Chartered Accountant and Management Accountant



Mr. Sushanta Sen, Member
Principal Advisor, Confederation of
Indian Industry (CII)



Ms. Usha Sridhar, Member
Founder and Social Investment Manager,
The Interface



Mr. Satish Girija, Member
Secretary and Founder Member,
Nav Bharat Jagriti Kendra



Dr. Dinesh Joshi, Member
Founder, President and CEO,
Himalayan Study Circle



Captain V.P. Singh, Member
Founder and Chief Functionary, Sahara Manch



Mr. Mukul Goswami, Member
Secretary, Ashadeep

Credibility Alliance Board Members are not related by blood or marriage. The term of each board member is 5 years.

In 2012-13, the alliance held two board meetings - on May 12, 2012 and on September 17, 2012. The following points were discussed in the meetings:

- (i.) Accreditation Process: Discussion on evolving Basic Norms and approval of the same
- (ii.) Resolution on Accredited Organizations as Members of CA
- (iii.) Centralization of Accreditation Process

Annual General Body Meeting

The 8th Annual General Body Meeting of the alliance was held on September 18, 2012 at India International Centre (IIC) Annexes, New Delhi. The following points were discussed in the meeting:

- (i.) Discussion on procedure for renewal of Accreditation
- (ii.) Approval of Audit Report 2011-12
- (iii.) Appointment of Statutory Auditor S. Sahoo & Co.
- (iv.) Reflections by Mr. BN Makhija, special invitee on:
 - Need of Sustainability
 - Pushing the root of Accreditation in Government of India grants
 - Need to have mechanism for Capacity Building such as preparing handouts, templates, etc.



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Transparency Disclosures

- No remuneration, sitting fees or any other form of compensation is paid to any Board member, except to the Executive Director
- Actual amounts of travel reimbursements made to board members attending board meetings and other office meetings
- Total costs of national level travels incurred by all CA Members during the year amount to Rs. 1,56,371/-
- No international travel happened during the year

Legal Compliances

- Credibility Alliance complies with statutory requirements of Income tax Act, 1961 and Foreign Contribution Regulation Act, 1976.
- All donor requirements were duly complied with.
- The Alliance followed a rigorous audit process. The statutory auditor with a fixed remuneration was appointed in the Annual General Body Meeting. Auditor's reports and financial statements were shared at length in the Annual General Meeting.

Salary Distribution as on March 31, 2013

<i>Monthly Salary of Staff Members (in Rs.)</i>	<i>Men</i>	<i>Women</i>	<i>Total</i>
<= 5,000	0	0	0
5,001 – 10,000	1	1	2
10,001 – 25,000	2	3	5
25,001 – 50,000	1	0	1
50,001 <	0	1	1
Total	4	5	9

Our Team

Credibility Alliance adopts highly professional work practices to create an inclusive environment in which employees are valued the most. The alliance has a team of qualified and dedicated professionals coming from diverse backgrounds like Communications, Finance & Accounts, Arts and Commerce.



S P Selvi
Executive Director



Tejinder Kaur
Deputy Manager (Accreditation & Administration)



Cherag Chatwal
Finance Officer



Gunjan Chawla
Programme Associate



Anita Papreja
Accreditation Coordinator



Utpal Pegu
Accreditation Coordinator



Seema Madaan
Accreditation Coordinator



Sandhya Rawat
Programme Trainee



Parveen Kumar
Support Staff

Finance



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Building Trust

Responsibility Statement by The Management

CA Confirms

1. The Annual Accounts, have been prepared on the basis of the Accounting policies adopted by the organisation in compliance to the existing Accounting Standards wherever necessary.
2. Sufficient care has been taken for the maintenance of Accounts as per the applicable legal statutes of India.
3. The Statutory Auditors have performed their task in an independent manner and the management letter submitted by the Statutory Auditors has been considered by the management.
4. During day to day operations of the organisation, ethical accountability, value of money and environmental concerns have been given highest priority. No part of the income during the previous year has been applied and used directly for the benefit of :
 - a. The author or founder of the organisation.
 - b. Any person who has made a substantial contribution to the organisation
 - c. Any relative of the Member of the Governing Board.
 - d. Any concerns in which the above mentioned category of persons have substantial interest.

(As required under Sec. 13(3) of Income Tax Act, 1961)
5. None of the members of the Governing Board has been given any honorarium and none of them occupies a place of profit in the organisation.



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S. Sahoo & Co.

Chartered Accountants

To
The Members of Board
CREDIBILITY ALLIANCE
New Delhi

We have examined the attached Balance Sheet of "CREDIBILITY ALLIANCE" (PAN: AAAAC2595B) as at 31st March 2013 & the related Income & Expenditure Account on the said date.

These financial statements are the responsibility of the CREDIBILITY ALLIANCE's management. Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with generally accepted auditing standards in India. These standards require that we plan and perform the audit to obtain reasonable assurance whether the financial statements are prepared, in all material respects, in accordance with an identified financial reporting framework and are free of material misstatements. An audit includes examining the evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statements. We believe that our audit provides a reasonable basis for our opinion.

On the basis of the information and explanation given to us, we are of the opinion that:

- (a) The Balance Sheet gives a true and fair view of the state of affairs of CREDIBILITY ALLIANCE, as at 31st March, 2013;
- (b) The Income & Expenditure Account gives a true and fair view of the result of operation of CREDIBILITY ALLIANCE for the year ended on the date stated above.

For and on behalf of:
S.Sahoo & Co.
Chartered Accountants



CA. Subhajt Sahoo, FCA
Partner
MM NO: 057426
FRN:- 322952E

Place: New Delhi
Dated: 19th August, 2013

107, LAXMAN SINGH COMPLEX-I, MUNIRKA, NEW DELHI-110067, TEL.: 26191252, 41090039 MOB.: 9810212917
B.O.: D/5, G.E. BLDCK, SECTOR-III, SALT LAKE, KOLKATA - 700 091
H.O.: 583-585, SAHEED NAGAR, BHUBANESWAR - 751 007 PH: 0674-2340081 0674-254 4484

CREDIBILITY ALLIANCE
B-32, Tara Crescent, Qutab Institutional Area, New Delhi-110016



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BALANCE SHEET AS AT 31ST, MARCH, 2013

	SCHEDULE	Amount (Rs)	
		F.Y. 2012-13	F.Y. 2011-12
SOURCES OF FUNDS			
I. FUND BALANCES:			
a. General Fund	[01]	63,13,060.00	48,76,175.00
b. Corpus Fund		5,35,000.00	5,35,000.00
c. Asset Fund	[02]	4,05,989.00	4,92,368.00
		<u>72,54,049.00</u>	<u>59,03,543.00</u>
II. LOAN FUNDS:			
a. Secured Loans		-	-
b. Unsecured Loans		-	-
		<u>-</u>	<u>-</u>
TOTAL Rs.	[I + II]	<u>72,54,049.00</u>	<u>59,03,543.00</u>
APPLICATION OF FUNDS			
I. FIXED ASSETS:			
Gross Block	[03]	14,62,851.00	14,03,590.00
Less: Accumulated Depreciation		9,48,228.00	8,23,842.00
Net Block		<u>5,14,622.00</u>	<u>5,79,748.00</u>
II. INVESTMENTS			
	[04]	35,66,310.00	10,35,000.00
III. CURRENT ASSETS, LOANS & ADVANCES:			
a. Loans & Advances	[05]	3,70,734.00	1,83,404.00
b. Other Current assets	[06]	4,43,880.00	3,10,351.00
c. Cash & Bank Balance	[07]	85,62,725.00	48,59,304.00
	A	<u>93,67,339.00</u>	<u>53,53,059.00</u>
Less: CURRENT LIABILITIES & PROVISIONS:			
a. Other Current Liabilities	[08]	1,63,475.00	2,03,840.00
b. Unspent Grant Balance	[09]	60,20,745.00	8,60,424.00
	B	<u>61,84,222.00</u>	<u>10,64,264.00</u>
NET CURRENT ASSETS	[A - B]	<u>31,83,117.00</u>	<u>42,88,795.00</u>
TOTAL Rs.	[I+II+III]	<u>72,54,049.00</u>	<u>59,03,543.00</u>
Significant Accounting Policies and Notes to Accounts	[20]		

The schedules referred to above form an integral part of the Balance Sheet.

For & on behalf
S. SAHOO & CO.
Chartered Accountants

[CA. Subjit Sahoo, FCA, LLB]
Partner
MM No. 057428
Firm Regn No. - 322652E



Place: New Delhi
Date: 19.03.2013

CREDIBILITY ALLIANCE

[Jagadananda]
Chairperson

[Bhushan Punani]
Treasurer

[B. P. Salvi]
Executive Director



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CREDIBILITY ALLIANCE

B-32, Tara Crescent, Outstation Institutional Area, New Delhi-110016

INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31/03/2013			
		Amount (Rs)	
	SCHEDULE	F.Y.2012-13	F.Y.2011-12
I. INCOME			
Grant in Aid	[10]	63,58,048.00	50,92,506.00
Donation		1,59,300.00	1,01,051.00
Earmarked Donation		3,65,100.00	1,89,800.00
Other Income	[11]	3,31,915.00	1,09,974.00
Bank Interest		2,93,247.00	3,24,164.00
Interest on Fixed Deposits		3,63,697.00	2,39,119.00
TOTAL Rs.		78,71,308.00	60,56,634.00
II. EXPENDITURE			
Grants Related Expenses (Restricted Fund)	[12]	63,58,048.00	50,97,431.00
Administration & Other Prog. Expenses	[13]	29,059.00	1,04,305.00
Amount Receivable Written off During The Year		26,665.00	16,500.00
Depreciation	[03]	1,82,452.00	1,85,448.00
Less: Depreciation transferred to Asset Fund	[03]	1,81,801.00	1,63,674.00
TOTAL Rs.		64,34,423.00	52,40,010.00
III. EXCESS OF INCOME OVER EXPENDITURE	[I - II]	14,36,885.00	8,16,624.00
IV. EXCESS OF INCOME OVER EXPENDITURE TRANSFERRED TO GENERAL FUND		14,36,885.00	8,16,624.00
Significant Accounting Policies and Notes to Accounts	[20]		

The schedules referred to above form an integral part of the Income & Expenditure Account.

For & on behalf of:
S. SAHOO & CO.
Chartered Accountants

[CA. Subhjit Sahoo, FCA, LLB]

Partner
MM No. 057428
Firm Regn No. - 322952E

Place: New Delhi
Date: 19.08.2013



For
CREDIBILITY ALLIANCE

[Jagadananda]
Chairperson

[S. P. Selvi]
Executive Director

[Bhushan Punani]
Member



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CREDIBILITY ALLIANCE

B-32, Tara Crescent, Qutab Institutional Area, New Delhi-110016

RECEIPTS & PAYMENT ACCOUNT FOR THE YEAR ENDED 31/03/2013			
		Amount (Rs.)	
	SCHEDULE	F.Y. 2012-13	F.Y. 2011-12
RECEIPTS			
<u>Opening Balance</u>			
Cash in Hand		-	-
Cash at Bank		48,59,304.00	46,21,934.00
		<u>48,59,304.00</u>	<u>46,21,934.00</u>
Grant Received	[14]	1,15,18,370.00	1,85,000.00
Earmarked Donation		3,30,000.00	2,94,100.00
Donation		1,59,300.00	1,01,051.00
Bank Interest		2,93,247.00	3,24,164.00
Interest on Fixed Deposits		2,82,408.00	2,54,896.00
Other Receipts	[15]	3,32,012.00	1,09,974.00
Receipt on Maturity of FDs (Net Figure)		-	55,00,000.00
Loans & Advances Received	[16]	20,305.00	14,121.00
		<u>1,77,94,946.00</u>	<u>1,13,85,262.00</u>
TOTAL Rs.			
PAYMENTS			
Grants Related Expenses (Restricted Fund)	[17]	54,21,312.00	62,72,499.00
Administration & Other Prog. Expenses	[18]	29,059.00	1,06,105.00
Non Recurring Expenses		42,000.00	13,950.00
Loans & Advances Paid	[19]	2,28,540.00	1,33,404.00
Fixed Deposit Made During The Year (Net)		75,21,310.00	-
		<u>1,59,12,121.00</u>	<u>78,26,958.00</u>
Cash & Bank Balance c/d			
Cash in Hand		618.00	-
Cash at Bank		25,34,807.00	48,59,304.00
Cheque in Hand		10,17,300.00	-
		<u>35,52,725.00</u>	<u>48,59,304.00</u>
TOTAL Rs.			
		<u>1,77,94,946.00</u>	<u>1,13,85,262.00</u>

Significant Accounting Policies and Notes to Accounts [20]

The schedules referred to above form an integral part of the Receipts & Payment Account.

For & on behalf
S.SAHOO & CO.
Chartered Accountants

[CA. Subh] [Sahoo, FCA, LLB]
Partner
MIM No. 057426
Firm Regn No. - 322852E

Place: New Delhi
Date: 19.06.2013



For

CREDIBILITY ALLIANCE

[Jagatrananda]
Chairperson

[Bhushan Punani]
Secretary

[S. P. Selvi]
Executive Director



CREDIBILITY ALLIANCE
B-32, Tara Crescent, Qutab Institutional Area, New Delhi-110016

Schedule: [03] FIXED ASSETS

DESCRIPTION	GROSS BLOCK		DEPRECIATION			NET BLOCK		RATE OF DEP.
	As At 31.03.2012	Purchase 2012	As at 31.03.2013	For the Year	As at 31.03.2013	As at 31.03.13	As at 31.03.12	
A. Asset out of Grant fund								
Furniture & Fixtures	3,66,914.00	10,632	3,84,746.00	20,718.00	1,84,790.00	1,89,956.00	1,02,842.00	10%
Office Equipments	1,65,694.00	17,090	1,82,654.00	13,453.00	1,06,422.00	70,232.00	72,595.00	15%
Computer	2,15,381.00	40,500	1,97,700.00	88,868.00	1,40,995.00	45,912.00	74,376.00	60%
Laptop	2,86,240.00	-	2,86,240.00	35,552.00	2,26,986.00	23,702.00	59,254.00	60%
Mobile Phone	7,854.00	-	7,854.00	378.00	5,714.00	2,140.00	2,518.00	15%
Printer & Scanner	53,405.00	-	53,405.00	12,757.00	46,991.00	6,504.00	21,261.00	15%
UPS	49,875.00	-	49,875.00	6,920.00	10,661.00	39,214.00	46,134.00	
Projector	65,000.00	-	65,000.00	3,126.00	47,289.00	17,711.00	20,637.00	15%
Server	30,000.00	-	30,000.00	29.00	29,980.00	20.00	49.00	60%
Computer in kind	2.00	-	2.00	-	-	2.00	-	
TOTAL [A]	12,40,215.00	68,422	12,57,476.00	1,61,801.00	8,54,083.00	4,03,393.00	4,89,868.00	
B. Asset out of Own fund								
Office Equipments	8,669.00	-	8,669.00	616.00	5,169.00	3,489.00	4,105.00	15%
Furniture & Fixtures	49,131.00	15,000	64,131.00	4,972.00	11,892.00	52,239.00	42,211.00	10%
Computer & Laptop	58,500.00	10,200	68,700.00	6,991.00	58,839.00	8,761.00	6,562.00	60%
Air Conditioner	-	16,800	16,800.00	2,520.00	2,520.00	14,280.00	-	15%
Printer & Scanner	47,075.00	-	47,075.00	5,552.00	15,615.00	31,460.00	37,012.00	45%
TOTAL [B]	1,63,375.00	25,200	2,05,375.00	20,551.00	94,146.00	1,11,229.00	89,880.00	
GRAND TOTAL [A+B]	14,03,590.00	68,422	14,62,851.00	1,82,452.00	9,48,229.00	5,14,622.00	5,79,748.00	



What Next? A Snapshot

The alliance has identified the following as the future areas of focus for Organisational and Programmatic Sustainability:

- ❖ Emerge as an alliance of credible and accountable Organizations
- ❖ Gain endorsements from the government and other key donors
- ❖ Emerge as a strong capacity building institution in the areas of transparency and accountability in collaboration with other support Organizations and training institutions.

Conclusion

With the vision to promote good Governance and Accountability practices, Credibility Alliance is entering into another year wherein various new steps and initiatives are to be implemented and strengthened. CA sincerely acknowledges and appreciates the immense support of its partners and supporters towards this development endeavor.

CA is thankful to its Board Members for their constant support and guidance, and extends the appreciation to the entire staff for their commitment and contribution.

The journey so far would not have been possible without the support of Ford Foundation. CA takes this opportunity to mention a special note of gratitude to Ford Foundation for their continuous institutional support.

We hope and aspire to continue to work with all the more enthusiasm and passion in the coming years as well.



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Members Speak

Credibility Alliance highly values the association and commitment of the Voluntary Organizations to the cause of Accountability and Transparency and demonstrating the same by getting accredited by the Credibility Alliance. The Alliance, indeed, receives feedback and appreciation from the Organizations that are accredited, and is pleased to share the experiences of Accredited Organizations during accreditation and thereafter:

We have developed more confidence to carry out the activities with the support of partner Organizations in the areas of health after getting accredited by Credibility Alliance. Getting Accreditation from Credibility Alliance throws a good picture in front of the donors, Government and other players, showcasing that BVHA is fully accountable and maintains transparency and also for the poor people for whom the activities are carried out."

Swapan Mazumder,
Executive Director Bihar Voluntary Health Association, Bihar, Patna

Credibility Alliance is the only organisation in India offering accreditation to NGO's. The positive feedback given by the accreditation team was a source of encouragement for all our team members to keep pressing on in their work. Post accreditation, we promote our work through social media, one to one interaction and applications to corporate and foundations. In all these forms of presentation, we display the accreditation certificate for enhanced credibility.

Rahul Thomas, *Coordinator Donors Sahaara Charitable Society*

"Accreditation by Credibility Alliance gives confidence within the organisation. The process strengthens organisation's internal systems.

Ameen Charles, *Executive Director Community Development Centre, Balaghat, Madhya Pradesh*

"The purpose, aims and objectives of CA encouraged us to get accredited. We learnt several things during the accreditation process to ensure utmost transparency, good governance within the organisation.

Pravin Kumar, *Executive Director Jan Samadhan, Bihar, Patna*

"We had heard a lot about CA and interacted with few NGOs who have been accredited by CA. The information gathered about CA encouraged NIPDIT to get its accreditation to keep on practicing accountability and transparency as its fundamental thrust area."

Rama Chandra Dash,
Member-Secretary - NIPDIT, Kandhamal, Odisha

There were many areas of learning for us. To be very specific we gained lot of insight in developing a holistic annual report. We do not hesitate in saying; our website happened in time as it was mandatory for this process.

Pallavi Sawardekar,
Manager Systems - Yuva Urban Initiatives

Our Work Illustrated through the Mainstream Media



Improving Governance
Building Trust

June 12, 2012

THE HINDU Business Line

In the corporate sector, whistle-blowing tops the list of methods employed by organisations to detect fraud. Credibility Alliance, an India-based consortium of voluntary organisations, also prescribes a whistle-blowing mechanism for promoting good governance standards in this sector. Such a mechanism will facilitate the transmission of critical information pertaining to fraud, misconduct, violation of policies and so on to the authority concerned. It can also become a critical success factor in an NGO's endeavour to detect fraud and promote ethical culture, while also following international best practices to enhance its anti-fraud and governance environment.

FROM THE HINDU BUSINESS LINE (JUNE 12, 2012)

and about 130 others are under the process of accreditation.

"Not all those who apply get accredited. It is a stringent process and takes a maximum of three months," says J.E. Saha, executive director, CA. "NGOs accredited by CA do not indulge in mispractices. CA can work for them."

An important point, says Chatterjee, is that the major share of donations to the voluntary sector is utilized for infrastructure and similar. "Not more than 30 per cent of the total funding is used for developmental purposes," he says.

Of the NGOs received Rs 22,225 crore from abroad in 2008 in the largest chunk of Rs 7,482.38 crore, was reserved for establishment expenses, rural development (1944.12 crore), children's welfare (1743.42 crore) and education (1638.79 crore) were the other major sectors.

First, FCRA norms have been amended, establishment costs cannot be more than 30 per cent of the total donations. "An NGO can spend more than 30 per cent on establishment expenses only after obtaining the home ministry's approval," says a ministry source.

Not that the government departments are sacred areas. "There is a lot of dishonesty in the process of giving grants," says Chatterjee. "It is common knowledge that if you want a grant, you need to pay a commission. Moreover, there are dishonest chartered accountants who will certify your accounts and give solvency certificates, even when the money has not been used properly."

There are middlemen, too, in the loop. "Instead of blaming government funding, one must look at improving the systems and processes so that these middlemen will be removed," says Udani.

Saha feels the NGO sector should be formalised. "We have strong corporate governance laws, but the same did not take place in the case of the NGO sector."

Sanjivrao Ghosh, founder CEO of CEO Partners, which helps credible NGOs raise funds and promote accountability, says there is a need for setting up an independent accreditation system for the civil society entities. To, he reservations regarding it the Planning Commission for Advancement of Rural and Tribal Technology and the Indian Business to develop an accreditation for NGOs.

"I have concerns also over the accreditation system. A new, independent, non-profit, non-governmental body should be set up and the government doing it," says Ghosh.

Funds from tax havens		
Year	Switzerland	Other
2007-08	113.44 crore	231.39 crore
2008-09	119.27 crore	245.45 crore
2009-10	233.30 crore	463.67 crore
2010-11	220.60 crore	431.51 crore

Excerpts from the Cover Article in *The Week*, February 13, 2012



Improving Governance
Building Trust



From the Mid Day Newspaper of June 9, 2012

WE ARE THANKFUL TO:

- Ford Foundation
- Oxfam India
- The David and Lucile Packard Foundation
- Canadian Fund for Local Initiatives
- Public Affairs Centre, Bangalore
- ChildFund India
- OneWorld South Asia



CA also conveys its gratitude to all its accredited Voluntary Organizations

SUPPORT OUR WORK

CREDIBILITY ALLIANCE IS A 'MOVEMENT' TO CHANGE THE FACE OF INDIAN VOLUNTARY SECTOR. WE HAVE EMBARKED UPON THIS LONG ENDURING JOURNEY WITH THE HOPE AND FAITH THAT YOUR GENEROUS SUPPORT IS ALWAYS WITH US. WE ARE ABLE TO WORK AND CARRY OUT OUR FUNCTIONS ONLY BECAUSE OF THE CONTINUED SUPPORT OF OUR DONORS, PARTNERS, SUPPORTERS AND WELL-WISHERS. WE CONTINUE TO SEEK YOUR HELP IN OUR ENDEAVORS TO ENSURE IMPROVED ACCOUNTABILITY AND GOVERNANCE PRACTICES AMONGST THE VOLUNTARY AGENCIES FOR BUILDING TRUST IN THE INDIAN NON-PROFIT SECTOR. WE HEARTILY WELCOME ANY SMALL SUPPORT THAT YOU WOULD LIKE TO PROVIDE TO US TO MAKE A BEGINNING WITH. YOU CAN SUPPORT US BY:

- Supporting the accreditation of one grassroots level voluntary organization (having annual receipt up to Rs.25 Lakhs) in the form of a donation of Rs.15,000/-
- Supporting one of our workshops by providing us with a donation of Rs.20,000/-
- Helping us reach our message wide across

Please send in your cheques/ drafts payable at Delhi to 'Credibility Alliance' and mail it to our Head Office: 401, Fourth Floor, DDA-1 Building, District Centre, Janakpuri, New Delhi-110058.



Improving Governance
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CREDIBILITY ALLIANCE

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Website: www.credibilityalliance.org

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