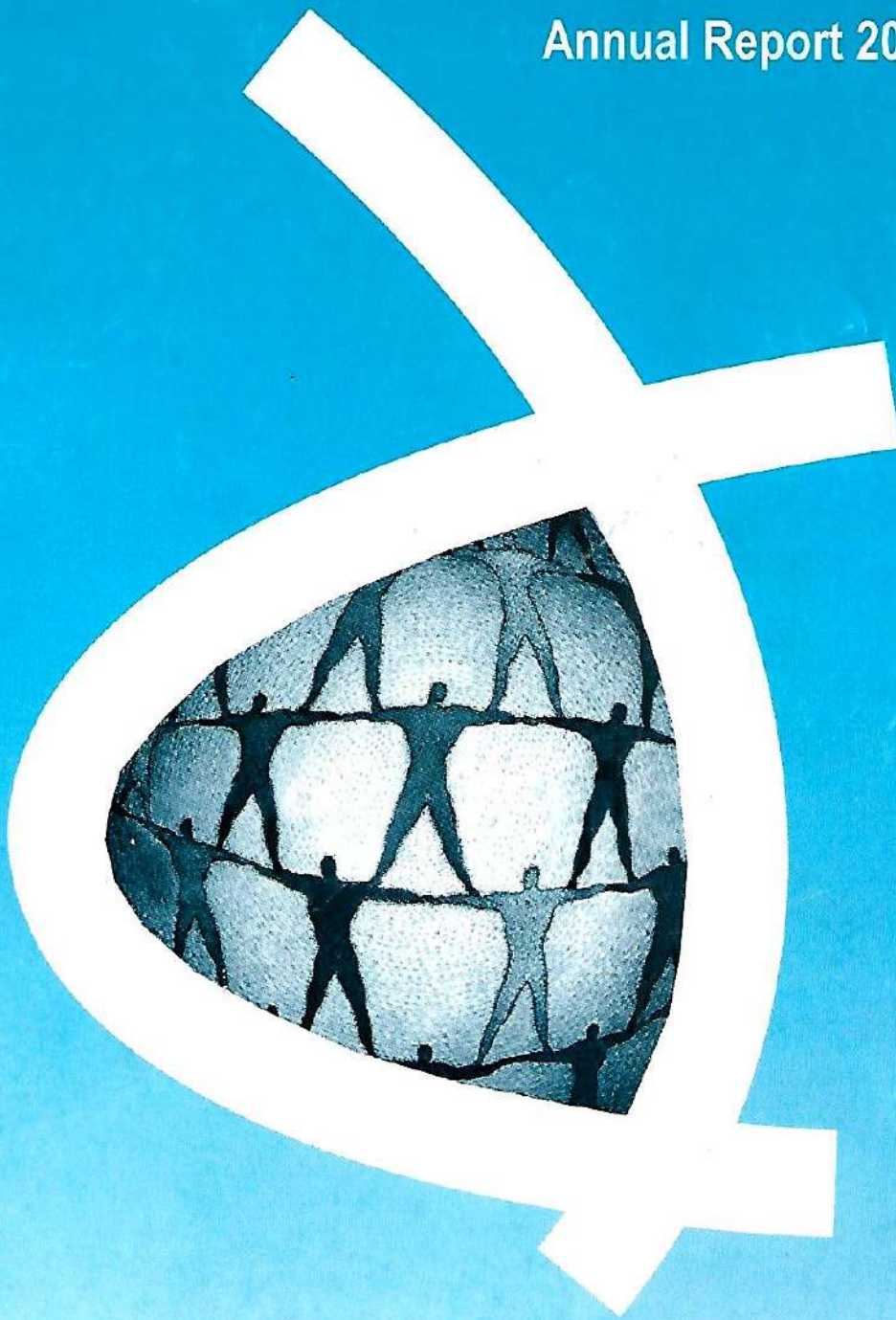


Annual Report 2007-2008



IMPROVING GOVERNANCE
BUILDING TRUST

CREDIBILITY ALLIANCE

ABOUT CREDIBILITY ALLIANCE

Credibility Alliance (CA) is a consortium of voluntary organisations and networks working towards enhancing good governance in the voluntary sector to further the sector's credibility in the eyes of the public. This unique initiative has evolved from the constituents of the voluntary sector and aims to be a self-regulatory body for the non-profit sector in India.

As an independent, voluntary and not-for profit organisation, CA strives to build trust among stakeholders of a voluntary organisation, including the staff, the Board, donors and volunteers. The CA norms for public disclosure and good governance help organisations become more transparent and accountable.

Credibility Alliance's concept of Peer Group Review and Accreditation further helps organisations to identify their capacity building needs as well as secure and raise funds

OUR VISION

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

OUR MISSION

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

REGISTRATION DETAILS:

- Credibility Alliance is registered as a Society under Societies Registration Act, (XXI) of 1860. Registration no. S-49315 dated 28.05.2004
- Credibility Alliance is registered with Income Tax Department under Section 12A
- No. DIT (E) 2004-2005 /C-824/04/1487 dated 25.01.2005
- All contributions to Credibility Alliance are exempt under Section 80(G) of the Income Tax Act, 1961 No. DIT (E) 2007-2008/C-824/148 valid from 01.04.2006 to 31.03.2009
- We have FCRA Registration with No. 083781102 dated 12.12.2007
- Income Tax Permanent Account No. AAAAC2595B

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



Promotional meeting in Deoghar Aug 7 2007



Karnataka State Committee Meeting, November 2007

CA'S GOVERNING BOARD

Sr. No.	Name of Board member	Affiliated organisation	Gender	Position on Board	Meetings attended
1	Mr. Mathew Cherian	HelpAge India	Male	Chairperson	2/3
2	Ms. Neelima Khetan	Sewa Mandir	Female	Vice Chairperson	1/3
3	Mr. Venkat Krishnan	GiveIndia	Male	Treasurer	3/3
4	Mr. George C Varughese	Development Alternatives	Male	Member	3/3
5	Ms. Sheelu Francis	Women's Collective	Female	Member	2/3
6	Mr. Jagadananda	Centre for Youth and Social Dev.	Male	Member	3/3
7	Dr. Armaity Desai	Former Chairperson, UGC	Female	Member	3/3
8	Mr. S. Sen	Confederation of Indian Industry	Male	Member	1/3
9	Mr. B. N. Makhija	SOSVA	Male	Member	3/3
10	Mr. K. N. Gupta	Chartered Accountant (Thakur, Vaidyanath, Iyer & Co)	Male	Member	1/2
11	Mr Babu Mathew	ActionAid India	Male	Member	0/3
12	Ms. Sucheta Dalal	MoneyLIFE	Female	Member	1/1
13	Dr. Yogesh Kumar	Samarthan	Male	Member	0/2
14	Mr. Shyamal Deb	All Tripura SC, ST & Minority Upliftment Council	Male	Member	2/2
15	Ms. Poonam Natrajan	Vidya Sagar	Female	Member	0/1
16	Ms. Rewati Bhagwat	Credibility Alliance	Female	Executive Director	3/3

CA Board Rotation Policy statement is available with CA head office. None of the CA governing board members hold remunerative positions except for the Executive Director. None of the CA board members are related by blood or marriage. Credibility Alliance held 3 Board meetings, suitably spaced, in the Year 2007/08.

Team Developments

Forming new project team : Ms. Rewati Bhagwat was promoted as Executive Director of Credibility Alliance in August 2007 and a new project team was been formed consisting of Programme Manager, Membership Assistant and Coordinator – Communications and CSR.

As a strategic direction, it was decided to put a programme emphasis on conducting Accreditation and Peer Group review (PGR) as well as strengthening Credibility Alliance's membership base.

Norm Development and Improvement

Norms committee : One of the objectives of Credibility Alliance is to develop norms for good governance for the voluntary sector in India. The need was felt within the sector to review current norms and develop norms for programme evaluation/performance appraisal in addition to present norms for the purpose of accreditation.

Since a Norms Committee was formed in December 2006, a total of 8 Norms Committee Meetings were held. In the financial year 2007/2008 5 meetings were held on 11th April 2007, 10th May, 2007, 23rd June, 2007, 14th July, 2007, and 8th November, 2007. Focus of these meetings was the development of programme norms. After the norms committee developed following documents: Draft Programme Norms, Preamble, Values and Definitions, Credibility Alliance's member organisations were asked for their feedback on respective documents between September and December 2007. The programme Norms were also discussed in State Committee Meetings and were finalized in the month of January 2008.

The mandate of the Norms Committee was

- To review the current norms documents with focus on developing norms for programme evaluation/performance appraisal.
- To develop criteria for generic programme evaluation in the larger development sector.
- To contextualize the generic criteria for programme evaluation to different sectors in the field of development.
- To develop the scope and framework for application of the criteria, a process by which these criteria will be used for assessment.
- To specify the nature of trained personnel to undertake the assessment.
- To develop criteria by which developed norms of programme evaluation could be used by CA-certified assessors.

Members of Norms Committee

Sr.No.	Name of Member	Affiliated Organisation
1	Mr. Murray Culshaw	Murray Culshaw Consultancy
2	Dr. Armaity Desai	Board Member, Credibility Alliance
3	Ms. Helen Joseph	Nirmala Niketan
4	Mr. Joe Madiath	Gram Vikas
5	Dr. Rajashree Mahtani	Tata Institute of Social Sciences
6	Mr. B. N. Makhija	SOSVA
7	Mr. Venkat Krishnan	GiveIndia
8	Ms. Alpa Vora	Consultant
9	Mr. Ranjan Rao Yerdoor	Nagarika Seva Trust
10	Ms. Manisha Ladkat	YASHADA

Credibility Alliance

11	Ms. Rewati Bhagwat	Executive Director
12	Mr. Daniel Herzog	Coordinator Norms, Communications & CSR
13	Ms. Sarika Kamble	Assistant Accreditation

Accreditation

Accreditation of voluntary organisations in India is a relatively new concept. However, we have been able to carry out several initial projects with our partners The Packard Foundation and PLAN (India) for their partner organisations. Assessments for Sight Savers International's prospective partners are planned for the next financial year.

Central Accreditation Committee

A Central Accreditation Committee was formed in January 2008. The Committee is a high-level group comprising of Alliance Board members and outside experts which receives assessors' reports and takes a holistic view on their recommendations considering all relevant factors. For this purpose, a panel of experts is maintained, of men and women of eminence and integrity, possessing skills in the areas of management, finance and social work. The group is chaired by Mr. B N Makhija, a senior member of the Governing Board of the Alliance and is serviced by the Executive Director. The group meets periodically as and when a bunch of assessment reports have been received and are ready for final processing. Currently the Committee meets at the Alliance's headquarters but we foresee zonal or regional committees emerging as volumes grow. In this financial year 3 meetings were held.

Project with The David and Lucile Packard Foundation, India:

Under the phase 1 (March 31 to May 31, 2008) of the assessment process, 15 partner organisations of Packard Foundation and 7 partner organizations of Plan (India) were visited. Out of these 22 organisations, four organisations were certified on compliance with minimum norms of Credibility Alliance. These four organisations are Tata Steel Rural Development Society, Badlao Foundation, NEEDS, and Tata Steel Family Initiatives Foundation. In phase 2 of the assessment, 19 organisations (17 from Bihar and 2 from Jharkhand) were visited.

Project with PLAN

PLAN initiated its expansion plan for the state of Jharkhand and in this regard intended to assess its compatibility with voluntary organisations that had shown their interest in partnering with PLAN. PLAN assigned Credibility Alliance to undertake Round I of the compatibility assessment for PLAN. Credibility Alliance also used its own formats for the accreditation of the visiting organisations. 4 organisations from Jharkhand and 2 organisations from Bihar have been accredited in the first phase of assessment visits.

Assessors Training Programme: 6 assessors training programmes were conducted in

- i) Kolkata on 18 and 19 December 07,
- ii) Pune on 21 December 07,
- iii) Bangalore on 28 December 07,
- iv) Delhi on 1 and 28 February 08
- v) Ahmedabad on 15 February 08 and
- vi) Mumbai on 21 and 22 August.

The purpose of these meetings was to explain the accreditation procedure and to share and discuss key documents, such as assessment form, assessors' checklist, CA accreditation visit form, sample assessment visit form, and CA norms booklet.

Peer Group Review (PGR)

Peer Group Review is also a relatively new concept in the voluntary sector in India, and was introduced by Credibility Alliance in 2007. It is a physical 'on-the-spot' validation/ verification of Norms' compliance, conducted by a Member on a potential member or a current member. It is an intermediate mechanism: between self-disclosure and independent validation leading to accreditation. The validity for PGR is 2 years.

A number of 3 Peer Group Reviews have been conducted in the financial year 2007/08, and several organisations are in the pipeline.

Membership

The number of Credibility Alliance members during the year was 339 besides 88 pending organisations yet to send the required documents to Credibility Alliance to complete the requirement of membership process.

Membership is also promoted through state committees, communication tools, and promotional events. Part of the future strategic direction of membership is the continuation of:

- Empowering 'CA state committees' to screen applications from their respective states initially, thereby ensuring credibility of the applying VO.
- Publishing monthly e-newsletter, which will help members and non-members to periodically update on developments within the Alliance and provide an opportunity to exchange views and offer suggestions for improvements in CA processes. This gives the stakeholders a sense of ownership, thus stirring an interest in taking the process further in their respective states.

Formation of State Committees

Success of the Alliance largely depends upon formation of state committees and encouraging them to actively promote the process of CA norms in their respective states. Nineteen active state committees are currently in place in states and union territories.

Role of state committees:

- Membership enrolment:
- Recommending credible partners
- Verifying background of new applicants
- Organizing workshops/ seminars or 'enrichment series'.
- Local resource mobilization.
- Liaison with Corporate sector/ Government agencies for endorsements.
- Advocacy.

By the end of the financial year 2007-08 our membership base was 339 in 27 states.

Capacity Building through Newsletter: Credibility Alliance publishes monthly e-newsletters for its members which also act as a capacity building tool. E-newsletters are also posted to member organisations that do not have internet facility. In our past newsletters we have included information on accreditation and PGR and its advantages, good practices reported by Credibility Alliance members, write up on Governance and related issues, details of training programmes and links to various informative websites.

Networks and Linkages

Collaboration with GuideStar:

The UK-based organisation GuideStar collaborated with CA to work on a comprehensive database of credible voluntary organisations in India and to make a comprehensive online information system to help these organisations announce their work to the world.

Collaboration with GivelIndia:

CA and GivelIndia are working towards a collaborative arrangement for benefits to be extended to the members of each organization.

Collaboration with Resource Alliance:

The Resource Alliance and The Nand & Jeet Khemka Foundation had launched NGO awards. Credibility Alliance was one of the partners in this process. The Awards were instituted in 2006 with an aim to advance the country's non-profit sector by promoting financial and organizational sustainability, and strengthening community support of civil society. 131 organisations applied for the awards last year and of these 51 were shortlisted for the second stage of assessment after a rigorous selection process.

Credibility Alliance participated in the assessments. Credibility Alliance norms were used as criteria for assessments of the organizations.

Collaboration with YASHADA:

Yashwantrao Chavan Academy of Development Administration worked in close collaboration with CA on adopting the CA norms of accreditation. YASHADA assessed 30 of its partner organisations for accreditation using CA norms as the basis.

Collaboration with CSO Partners

Credibility Alliance has been closely associated with CSO Partners, an alliance of organisations working for capacity building of NGOs in India. CA has been a part of initiatives and communications of CSO Partners throughout the year 2007-08.

Future Plans

- Increasing number of Accreditations and Peer Group Reviews
- Establishing stronger corporate contacts for Accreditation
- Stronger Branding
- Establishing better communication channels (e.g. media)
- Strengthening of State Committees
- Seek to increase endorsements from institutional and individual donors, corporate and central government

Our sincere thanks go to...

- **Ford Foundation** for their generous support.
- **The Municipal Corporation of Greater Mumbai (MCGM)** for allowing us to use the premises of the Khetwadi Municipal School, Mumbai for our office.
- **The Principal and staff of West Khetwadi Municipal School**, for their support and co-operation
- **Mr B N Makhija, Mr Shyamal Deb and another board member** for their generous financial support
- **Former Executive Director of CA, Ms Rewati Bhagwat** for her involvement and contribution
- **Ms Puloma Dalal of Puloma Dalal & Co. and Mr Nayan Marphatia** for their invaluable legal advice.

Karnataka State Committee Meeting
Bangalore, November 2007



Jharkhand SC meeting August 6, 2007

Financial Statements

ASSETS & LIABILITIES

ASSETS	2007-08	2006-07
Fixed Assets	466255	553718
Current Assets		
Deposits & Advances	338782	60311
Cash & Bank balance	1045688	3134072
TOTAL	1850725	3748101
LIABILITIES		
Asset Fund	460654	553718
Corpus Fund	34524	35000
Unutilised Grant	0	2766672
Current Liabilities & provisions	337641	83749
Net surplus	1017906	308962
TOTAL	1850725	3748101

STAFF DETAILS (AS ON 31.03.08)

GENDER	PAID FULL-TIME	PAID PART-TIME	PAID CONSULTANTS	VOLUNTEERS	TOTAL
MALE	5	0	1	1	7
FEMALE	4	0	0	0	4
TOTAL	9	0	1	1	11

SALARY DISTRIBUTION (AS ON 31.03.08)

	MALE	FEMALE	TOTAL
< 5,000	1	0	1
5,000 - 10,000	2	1	3
10,000 - 25,000	4	2	6
25,000 - 50,000	0	1	1
TOTAL	7	4	11

INCOME & EXPENDITURE

	2007-08		2006-07	
	TOTAL	%	TOTAL	%
INCOME				
Self Generated				
Membership Fee	159088	3	150500	4
Accreditation process-	998000	21		
Indian sources				
Donation	273000	5	17000	1
Grant-PHI & Plan	903766	13		
Interest	39678	1	11183	
Others	33502	1	1857	
International sources				
Grant-FORD & Guidestar	3111352	56	3214329	95
TOTAL	5518386	100	3394869	100
EXPENDITURE				
Programme Expenses				
Staff Support	2200966	40	1502869	44
Meeting & Travel	795984	15	726125	21
Publication & Web	32584	1	59322	2
Capital Exp			316180	9
Accreditation prog.	903748	16		
Administration Expenses				
Communications	241025	4	191893	6
Office Expenses	625586	11	395324	12
Audit Fee	8560		13469	
Depreciation	989			
Excess Income over expenses	708944	13	189687	6
TOTAL	5518386	100	3394869	100

- No remuneration, sitting fees or any other form of compensation was paid to any board member except for the Executive Director.
- Travel reimbursements were made to Board members attending board meetings and other office meetings is Rs. 40,508
- Executive Director's remuneration Rs. 50,000 per month
- Remuneration of the three highest paid staff members
Rs 50,000
Rs 20,000
Rs 18,000
- Remuneration of the lowest paid staff is Rs. 3,500.
- The total cost of national travel by all the staff members during the year: Rs. 4,80,450
- Total cost of international travel by all staff during the year: nil

Registered Office:	East Regional Office	West Regional office	North Regional Office	South Regional Office
B-32, Tara Crescent, Qutab Institutional Area, New Delhi.	Ms. Rituparna Bose 62 A Bondel Road, Kolkata 700 019, West Bengal Phone: 033 22523166 Mobile: 09830634629 email: rceast@credall.org.in	Kuldeep Solanki C/O R. M. Parikh Resource Centre, 3rd Floor, "SUMERU" Complex, Nr. Parimal Rly. Crossing, Paldi, Ahmedabad - 380007, Gujarat. Mobile: +91 09227687384 Email: rcwest@credall.org.in	Mr. S. N. Srivastava Dwaraka Apartments B-603, Plot No 21, Sector VII Dwaraka Phase I New Delhi 110075 Mobile: 09971997555 Email: rcnorth@credall.org.in	Mr. S. Praveen C/o MCC, 2nd Floor Vijay Kiran Apartments 314/1, 7th Cross, Domlur Bangalore 560071, Karnataka. Mob: 09342673527 Email: rcsouth@credall.org.in



If you feel strongly about building a credible voluntary sector, please visit or call us today.

CREDIBILITY ALLIANCE

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