



IMPROVING GOVERNANCE
BUILDING TRUST

CREDIBILITY ALLIANCE

MEMBERSHIP FORM

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Introduction:

Credibility Alliance (CA) is an initiative of voluntary organizations in India, to enhance accountability, transparency and good governance within the voluntary sector.

Credibility Alliance is a consortium of voluntary organizations committed towards enhancing accountability and transparency in the voluntary sector through good governance. It is an initiative that emerged from within the sector and was registered in May 2004 as an independent, not-for-profit organization after an extensive consultative process over a period of two years involving thousands of voluntary organizations all over India. As an organization CA aspires to build trust among all the stakeholders through improving governance within the voluntary sector. Credibility Alliance is akin to a professional body that will set norms or standards of governance. These norms shall operate on the principle of self-regulation that respects the autonomy and seeks to preserve the spirit of innovation in the voluntary sector.

As an initiative whose hallmark has been the participatory approach, Credibility Alliance shall develop suitable norms through wide-ranging consultation with and participation of diverse organizations within the sector. It plans to achieve this by developing a large membership base. The members shall participate in the process of evolving suitable guidelines based on voluntary disclosure of information and adhere to them. This shall promote the ideals of accountability and transparency within the voluntary sector. In addition, Credibility Alliance developed an Accreditation System based on the norms to strengthen and enhance the legitimacy and the credibility of individual organizations in the sector. Capacity building initiatives required to equip voluntary organizations to meet the norms shall also be promoted.

The Johns Hopkins University & PRIA study states that

- There are 12 lakh NPOs in India.
- Half of them may not be registered.
- Their total receipts are over Rs 18000 Crores.
- Only 7% of its receipts are from foreign sources.
- There are 2.7 million full time employees.
- And 15 million volunteers.
- 40.7% of Indian households donate to the sector

You are invited to be a member of the Alliance

Who can become a member of CA?

Our membership is open to all organizations serving the social and development sector, this include:

Voluntary organizations and networks,

Voluntary sector support organizations,

Grant making agencies

Criteria for Membership:

Membership is open to:

- ✓ Any organization registered under the Societies Registration Act, 1860 or The Trust Act or a Section 25 company.
- ✓ The organization should adhere to the prescribed CA Minimum Norms.

- ✓ The organization should complete and send the Minimum Norms Compliance Form – see below (also available as download on the website and hard copy on request) with the annual membership fees of Rs. 500.00 (Rupees five hundred only).

What are the benefits of becoming a member of CA?

- *Recognition as being committed to a set of norms that ensures accountability, good governance and transparency within their organization.*
- *Access to capacity-building support to meet the requirements specified in the norms.*
- *Free services rendered by the Alliance, such as listing your organization in the 'Organizational Profile' on the Alliance's website*
- *Concession in accreditation fees, when it commences.*
- *Prospects of attracting greater financial and other forms of support, from different stakeholders, including the government and other donors.*
- *Opportunities to influence the policies and procedures of grant-making agencies including the government.*
- *Networking opportunities within a large membership base.*
- *A sense of belonging in broad and collective efforts to bring greater credibility to the sector as a whole.*

Accountability and transparency are key issues in governance and the voluntary sector is expected to set benchmarks in this regards.

- *Government Planning Commission 2000.*

OUR COLLABORATORS

A F Ferguson and Co. Against Trafficking of Sexually Exploited Children (ATSEC). All India Women's Conference. ANUBHAV. AP Child Rights Advocacy Forum. Apnalaya. Ashoka: Innovators for the Public. Association of Schools of Social Work. British High Commission. Centre for Advancement of Philanthropy. Centre for Health and Social Sector Studies. Cerebral Palsy, Mental Retardation and Multiple Disability. CHAI - Catholic Hospital Association of India. Chaitanya. Charities Aid Foundation. CHILDLINE India Foundation. CINI ASHA. CMAI - Christian Medical Association of India. Common Wealth Human Rights Initiative. Concern India Foundation. Confederation of Indian Industries. Consumer Rights Education and Awareness Trust (CREAT). COVA. CRISIL. CRY Child Relief and You. DAN- Donor Action Network. Development Alternatives. Development Support Initiative. DFID Don Bosco National Forum. Don Bosco Provincial House. Financial Management Service Foundation. FINGODAP. Foundation for Humanization. GIVE Foundation. Helpage India. Hunger Project. ICMF - India Collective for Micro Finance. ICYO. IDPMS - Indo Dutch Project Management Society. Indian Network on Participatory Irrigation Management. Indian NGOs.com. KRITI (A Development Praxis and Communication Team). Lok Jagruti Mandal. Mahiti.org. Manav Vikas Kendra. MCAS. MCRIL - Micro Credit Ratings International Limited. Mobility India. NACSET. NAFRE - National Alliance for the Fundamental Right to Education. Nagarika Seva Trust. National Association for the Blind, India. National Trust For Welfare of Persons with Autism. NAZ Foundation. NIPCCD. Nirmala Niketan College of Social Work. People's Vigilance Committee on Human Rights. Plan International. Pratham. Prayas. Railway Children. Rajiv Gandhi Foundation. Rambhau Mhalgi Prabodhini, Thane. Rashtriya Karigar Panchayat. Resource and Support Centre for Development. Salaam Balak Trust. Sampradan- Indian Centre for Philanthropy. Sanskruti Samvardhan Mandal. Satpuda Foundation. Save the Children India. Save the Children UK. Shrishti. Society for Child Development. SOSVA. SRSHTI STOP. Stree Mukti Sangatana. Tata

LET'S JOIN HANDS TODAY TO MAKE A POSITIVE CHANGE FOR A WELL GOVERNED AND TRUSTWORTHY VOLUNTARY SECTOR IN INDIA!

Credibility alliance has formed norms of good governance for the voluntary sector. These norms have been broadly categorized into **Minimum Norms**, **Desirable Norms** and **Good Practices**. All these norms have been discussed in several workshops throughout the country and approved by the National workshop of the Alliance held in November 2003.

MINIMUM NORMS

The Minimum Norms are basic standards of governance that all voluntary organizations should follow. It is mandatory for all members of the Alliance to comply with the Minimum Norms or give an undertaking that they would do so within a year. They include the following elements: -

- Identity
- Vision, Aims / Objectives and Achievements
- Governance
- Operations
- Accountability and Transparency

IDENTITY

Principle: The organisation should exist and be registered

a. Existence

- The organisation has been functioning for a minimum of 1 year from the date of registration.
- The physical address given by the organisation is verifiable.

b. Legal Status

- The organisation is registered as a Trust/Society/Section 25 Company.
- Registration documents of the organisation are available on request.

VISION, AIMS/ OBJECTIVES AND ACHIEVEMENTS

Principle: The organisation is able to state what it is aiming to do and can also state achievements related to its aims.

a. Vision/ Purpose/ Mandate/ Mission/ Objectives¹

A vision/ purpose/ mandate/ mission, which drives the organisation, is articulated beyond the registration documents.

b. Impact/ Achievement/ Output/ Performance²

The organisation is able to show performance through defined indicators against stated objectives.

c. Aims and Objectives

The organisation has a defined set of aims and objectives.

GOVERNANCE

Principle: The organisation is committed to and practices good governance, especially because voluntary organisations draw upon public funds and private donations.

1. The organisation has a Governing Board, by whatever name called.
2. The organisation discloses name, age, gender, occupation and position of its Board members.
3. Not more than half the Board members have remunerated roles.

¹ Organisations use different nomenclature to denote these terms such as purpose, mandate, mission, etc.

² Organisations use different nomenclature to denote these terms such as impact, output, performance, etc.

4. The Board has at least two meetings a year suitably spaced with quorum stipulated in its own Articles of Association.
5. Minutes of the Board meetings are documented and circulated.
6. The Board approves programmes, budgets, annual activity reports and audited financial statements.
7. The Board ensures the organisation's compliance with its laws and regulations.

OPERATIONS

Principle: The organisation conducts its programmes and operations efficiently and effectively in public interest.

a. Programme

- Activities are in line with the Vision and Aims/Objectives of the organisation.

b. Management

- The organisation periodically reviews progress of programmes.
- The organisation follows consultative decision-making processes.
- The organisation complies with applicable laws and regulations of the country.
- The accounts of the organisation are regularly maintained and those with an annual income above Rs 50,000/- are audited by a chartered accountant.

c. Human Resources

- Roles and responsibilities are defined for Personnel (Staff and Volunteers).
- All personnel are issued letters of contract/ appointment.
- Appropriate Personnel Policy is in place.

ACCOUNTABILITY AND TRANSPARENCY

Principle: Organisation is accountable and transparent to the community served, the state, the public, the donors, the staff, the volunteers, and concerned others.

a. Accountability

- Signed audited statements are available: balance sheet, income and expenditure statement, receipts and payments account, schedules to these, notes on accounts and the statutory auditor's report.
- Statement of accounts indicates whether constructed on a cash or accrual basis.
- There are no serious adverse notes on any material point.
- There are no material transactions involving conflict of interest between a Board or staff member and the organisation.

b. Transparency

- The organisation's Annual Report is distributed and communicated to the community and others and is made available on request every year, within eight months of the end of the organisation's financial year.
- The Annual Report contains information on the Board members' names, position in the Board, remuneration or reimbursement, objectives and description of main activities, a review of the progress and results achieved in the year.

DESIRABLE NORMS

1. Governance

Composition of the Board

- At least two-thirds of Board members are unrelated by blood or marriage.
- A Board Rotation Policy exists and is practiced.

2. Accountability and Transparency

- Distribution of staff, according to salary levels and gender break-up, is disclosed in the Annual Report.
- Annual Report discloses the total cost of international travel by all personnel (including volunteers) – segregating those incurred on organisational expense and those that were sponsored, along with the names and designations of the persons who travelled and the purpose(s) of travel. In addition, organisations may also include details of air travel undertaken within the country.

FRAMEWORK I (Illustrative)

Slab of gross monthly salary (in Rs) plus benefits paid to staff	Male staff	Female Staff	Total
<2500			
<7000			
<15000			
<30000			
<50000			
>/50000			

FRAMEWORK II (Illustrative)

Slab of gross monthly salary (in Rs) plus benefits paid to staff	Male staff	Female Staff	Total
<5000			
5001-10000			
10001-25000			
25001-50000			
>50000			

FRAMEWORK III (Illustrative)

Name	Designation	Year of Joining	Yrs of Experience	Remuneration (Rs p.m.)	Benefits (Rs p.m.)	Remarks

GOOD PRACTICES

The Good Practices encompass standards of excellence in governance. There are many practices that could be categorized as good practices and would, such as the desirable norms, require more time to be adopted. These good practices will be continuously updated to include various aspects of the functioning of an organization. A draft copy of good practices is available on request from Credibility Alliance.

CREDIBILITY ALLIANCE

Minimum Norms Compliance Form

- Notes:**
1. Kindly fill the entire form and do not leave any question unanswered.
 2. Attach separate sheets if space given is not enough.
 3. You can also send this form by e-mail to members@credall.org.in if you have the facility. Electronic version of the form is available on our website, www.credall.org.in
 4. All enquiries regarding membership should be sent to members@credall.org.in
 5. An organisation needs to comply with all minimum norms.
 6. Contact Credibility Alliance office for any help you may require regarding membership.

1. **Name of the organization:-** _____

Registered Address: _____

_____ District _____ State _____ Pin _____

Phone _____ Fax _____ Email _____ Website _____

If the organization is not located at this address:

Address of Present Location: _____

District _____ State _____ PIN _____

Phone _____ Fax _____ Email _____ Website _____

2. **Name of the Chief Functionary:** _____

Designation _____ Address _____

_____ District _____ State _____ PIN _____

Phone (Office) _____ (Residence) _____ Mobile _____

3. **Is the organisation registered?** Yes No

As a Trust As a Society As a Section 25 Company

4. **Are copies of registration documents available on request?** Yes No

5. **Is the organization at least one year old from the date of registration?**

Yes No.

Date of registration: _____

6. **What is the Vision / Mission statement of the organization?**

7. **Is it reflected in programmes/activities?** Yes No

8. Do you set verifiable indicators and do you measure your performance against your goals?

Yes No

If Yes, Please specify indicators and achievements in the table below for the year 2005-2006¹

(If required attach a separate sheet of paper)

No.	Aims/ objectives of the organization	Indicator/activity carried out during the latest financial year	Achieved(numbers only)
1.	Eg. Rehabilitation	Eg. No. of Families/Persons Rehabilitated after a disaster.	80
2.			
3.			
4.			

9. Does the organization have a governing board? Yes No

10. Details of Governing Board members (Details to be provided in a separate sheet)

No.	Name	Address along with Contact Details Telephone, fax, email	Age	Gender	Occupation	Position in the Board
1.						
2.						

11. Does the organization disclose the above information to the public? (Website/annual report/ notice board/ other documents/brochure of organization/ any other please specify) Yes No

If Yes, please specify _____.

12. Details of Board Members who have received remuneration/honorarium (other than expenses reimbursed) during the last financial year. (Details to be provided in a separate sheet)

Name of the Board Member	Designation	Total amount paid in last financial year(Rs.)	Form of payment Salary/Consultancy/Honorarium/Sitting Fees/other(Specify)

¹ 1. Example: Data for 2005- 2006 will not be accepted after August 31, 2006

2. Rehabilitation: a) Number of affected families rehabilitated (socially, educationally, and economically) after a disaster- 80

b) Number of Persons with Disabilities provided rehabilitative services in a particular area within the project timeframe- 560.

13. Details of the Board Meetings held in the last Financial Year.

Date of Board Meeting	Total members on Board at that time	Quorum required	Number of Board Members Present

14. Board's resolution on following major issues in the last Financial Year

Issues	Date of Board Meeting	No of member present
Budget		
Programmes/ Projects		
Annual Report		
Financial Audit Report		

15. Are the minutes of Board meetings documented and circulated among all Board Members?

Yes No

16. Does the Board ensure the organization's compliance with applicable laws, and regulations of the VO?

Yes No

17. Does an organization plan and periodically review its programmes/ activities?

Yes No

18. Does the organization follow consultative decision making process?

Yes No

19. Are the Accounts of the organization audited by a Chartered Accountant (if income is above Rs. 50 000/-)

Yes No

20. Are there reasonably defined roles and responsibilities for staff?

Yes No

21. Are all staff members issued a letter of appointments/contracts? Yes No

22. Do you have a Personnel Policy (policies related to employees such as Employee Recruitment, Employee Conduct, Salary & Benefits etc.), which is known to all staff? Yes No

23. Are accounts of your organization constructed on cash or accrual basis? _____

24. Are there any serious audit notes on any material point? Yes No

25. Are there any material transactions involving conflict of interest between a Board or Staff member and the Organization? Yes No

26. How are your Annual Reports disseminated to key Stakeholders (latest year)?

Key Stakeholders	No. of copies of Annual Reports disseminated	Method of dissemination (courier/post/hand delivery/e-mail)
Beneficiaries		
Major Grant Makers		
Public well-wishers and donors		
Staff and volunteers		
Others		

27. Does your Annual Report contain following information

- a) Name and position of Board Members Yes No
- b) Remuneration/ reimbursement to Board Members Yes No
- c) Objectives and Description of Main activities Yes No
- d) Review of the Progress of activities Yes No
- e) Results Achieved in the Year. Yes No

28. Is the Annual Report of activities and Financial Statement available on request to the public?

- Yes No

DOCUMENTS TO BE ATTACHED

1. Copy of Registration Certificate/ Trust deed / Incorporation certificate
2. Memorandum of Association / Rules and Regulation/ By Laws
3. Any other legal documents pertaining to registration
4. Last year's Annual Report
5. Audited Financial Statement Report

Note: Note: Please ensure photocopies of the documents are legible.

Please ensure that the documents are attested by the Head of the VO or Chartered Accountant with organizational seal. If the documents are two-sided, please ensure that a photocopy of both sides is taken and also that both the sides are attested.

Please mention the name of the VO on the top right hand corner of each document

Certificate

I _____ Chairperson/President/Chief Executive Officer of the organisation _____
 _____ hereby certify that the contents of the enclosed minimum norms compliance form are true and factually correct. As an organization we comply with the **Minimum Norms** set by **Credibility Alliance**.

Date:

Place:

Signature with organizational seal

CREDIBILITY ALLIANCE

Membership Application

I _____ Chairperson/President/Chief Executive Officer on behalf of the organization _____

wish to apply for membership of Credibility Alliance. I state that:-

- 1) We comply with the minimum norms set by Credibility Alliance and have filled and enclosed the Minimum Norms compliance Form.
- 2) We subscribe to the aims and objects of Credibility Alliance. The main aims and objects being:-
 - To research into, develop, establish and promote norms and standards for good governance of voluntary organizations.
 - To certify organizations that undertake accreditation or rating of voluntary organizations based on the norms set by the Alliance.
 - To certify organizations that undertake to develop capacities of voluntary organizations to meet the requirements of the norms set by the Alliance.
 - To Advocate with Governments at the Central, State and Local levels for implementation of the norms.
 - To advocate with donor agencies - Indian, Foreign and Multilateral for implementation of the norms.
- 3) Mr./Ms _____ has been nominated as the authorized representative of our organization to Credibility Alliance.
- 4) **We have enclosed a Demand Draft /Cheque No. _____ drawn on bank _____ payable to Credibility Alliance at Mumbai for Rs.500/- as membership fees.**

We request you to consider our application and grant us membership in Credibility Alliance.

Date:

Place:

Signature with organizational seal

Before sending the membership form please ensure: -

Particulars	√ / X
1. Membership form is complete and there are no questions unanswered.	
2. Full postal addresses (along with pin codes) of the governing board members have been given.	
3. Enclosed a copy of Memorandum of Association/ Trust deed/ Article of Association.	
4. Enclosed a copy of your Annual activity report	
5. Encloses a copy of your Audited financial report	
6. Enclosed a Demand Draft of Rs.500 in favour of Credibility Alliance	