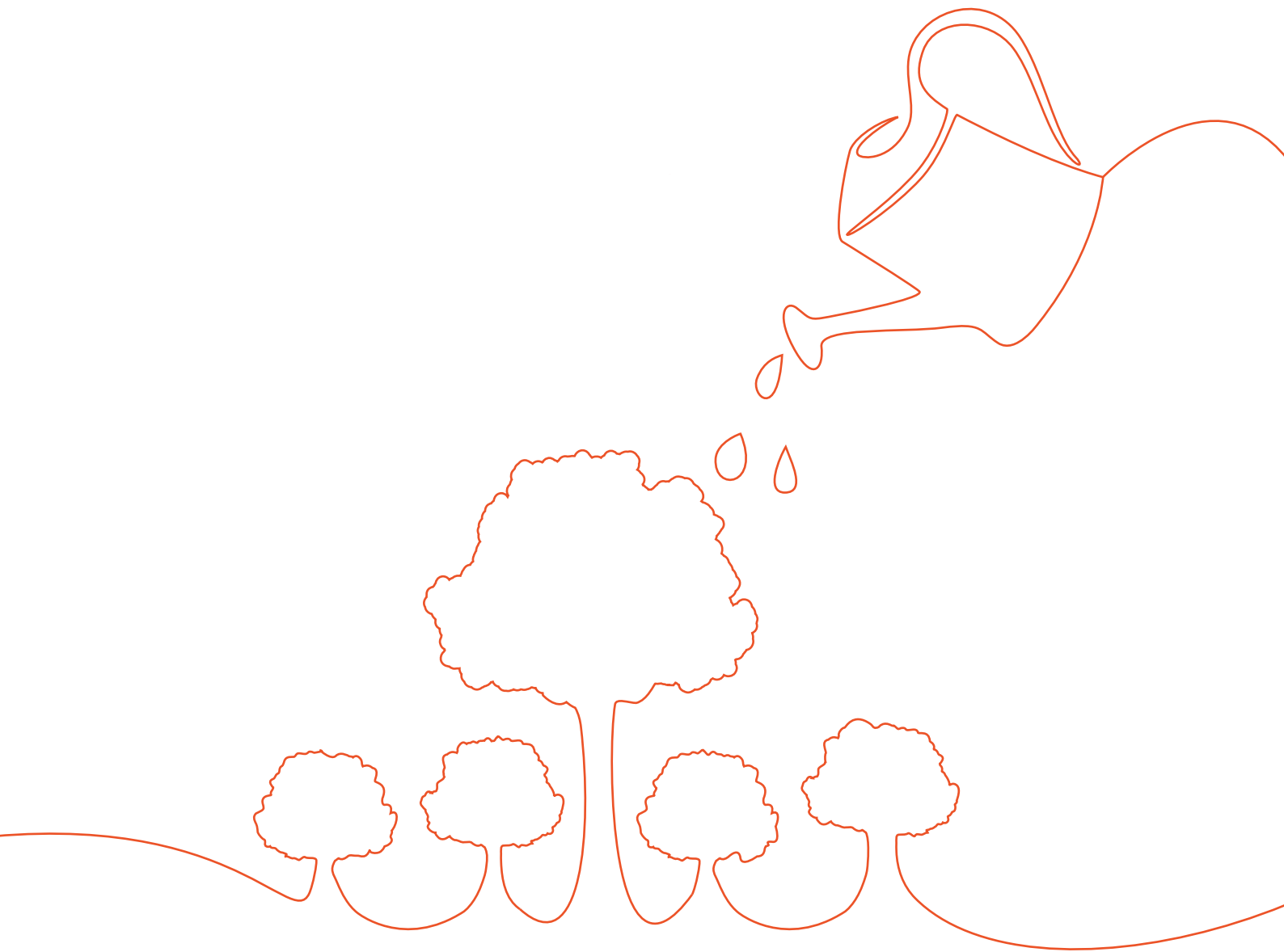


# WE HELP THOSE WHO HELP OTHERS

Strengthening growth of not-for-profit organisations  
through inclusive partnerships in India.



# CONTENTS

Foreword	3
Vision	4
Capacity-Building. To build a better society	5
We envision a future with a greater capacity	6
Capacity-Building. Making a difference to NGOs	7
Whenever you need us, we will step in	8
Building an edge through capacity	9
How we build capacities: A case study	10
What the NGOs have to say about our programmes	14
Building through conversations	15
Our partners and corporate donors	17
About CAF India	18

# FOREWORD



We, at Charities Aid Foundation (CAF) India, promote the culture of giving and believe that every individual and organisation must contribute towards a social cause. We are also highly conscious of the fact that these individuals and organisations are also connected to credible and strong NGO partners. We believe a good NGO partner not just ensures the optimum usage of the donor's valuable contribution, but also strengthens the faith of the donor.

Having worked in the philanthropy sector for over 18 years now, we have witnessed gaps in various areas of NGO management ranging from governance to compliance and overall management to reporting. After a close assessment of 1600 of our NGO partners during our due-diligence processes and working with them on project implementation on ground, we have developed significant understanding of the sector. The highlight here is the fact that most of these NGOs are willing to learn and thereby gear up to meet the expectations of their stakeholders. But this would call for an equal amount of effort on part of the donor in terms of helping their NGO partners build their capacities. This, we believe, will be a true sign of 'inclusive partnership'.

NGO Capacity-Building has been an integral part of many of our projects, most of which have been CSR initiatives. These exercises, integrated into CSR projects, have always been great value additions which have not just helped the NGO address its challenges, but have also helped create a great bond between the NGO and the corporate sector. Such projects have not just been successful and sustainable; they have been able to create partnerships which have lasted long after the completion of the project. Also, it has been noticed that Capacity-Building is seen by the NGO partner as a gesture of 'confidence and care', encouraging them to achieve better results, thereby weaving success stories.

Through this booklet we endeavour to take our NGO advisory and Capacity-Building support to greater heights. We see this as a medium to reach more NGOs and support them through our Capacity-Building programmes. We also seek to reach out to the donors who could use our Capacity-Building support to help their NGO partners perform better. We are grateful to the UPS Foundation for the grant support provided to us for building capabilities of NGOs in Delhi NCR. This has actually showed us the way forward.

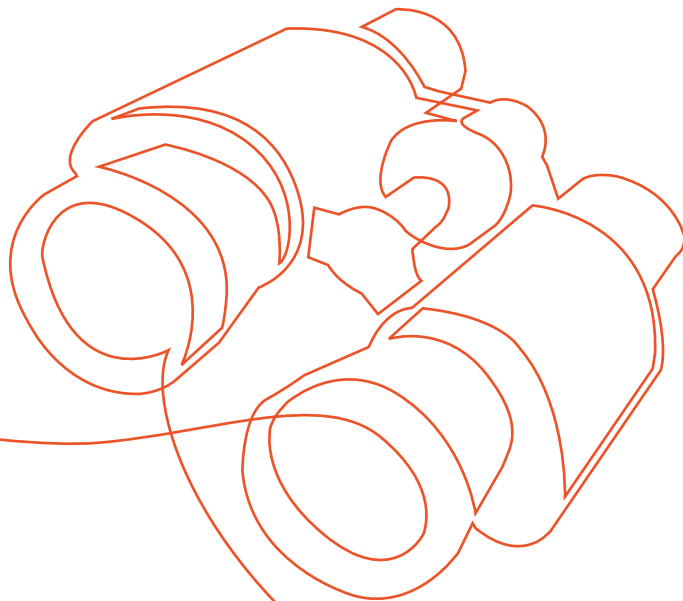
With your support, we, at CAF India, strive to strengthen NGO advisory and Capacity-Building.

Meenakshi Batra  
CEO, Charities Aid Foundation (CAF) India

# VISION

Build capacities of not-for-profit organisations to help transform lives and communities. We also endeavour to shape the charitable sector through our research and thought leadership.

To summarise, our work is to create greater value for charities and social enterprises.



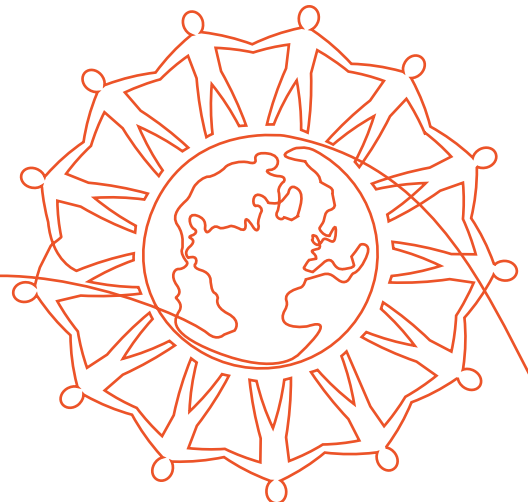
# CAPACITY-BUILDING. TO BUILD A BETTER SOCIETY.

India is growing exponentially. Along with the State and Market, there is a third, extremely important, space of voluntary sector that provides a 'human face' to India's growth story. There are more than 20 lakh Non-Governmental Organisations (NGOs) already operating in states and Union Territories.

These organisations are increasingly expected to become more strategic, entrepreneurial, and 'high performing' to create large scale social change. NGOs lack this capacity as they devote most of their energies into reaching out to problems at the grassroots level. The adequate capacities to live up to such expectations. Many lack vision, planning and management skills/competencies and access to training to develop these skills.

## Objectives

- Guide NGOs on the important aspects of NGO management and governance, enabling them to perform better.
- Build confidence of NGOs for gaining enhanced visibility among their potential donors and stakeholders.
- Support NGOs and enable them to deliver projects which have greater impact and are sustainable.
- Provide credible and robust NGO partners to the donors who utilise their donations in an optimum manner.
- Create an atmosphere of trust between the donors, the government and the NGOs that forge inclusive partnerships.
- To enhance accountability, transparency and governance within the NGO sector through promotional initiatives and policy advocacy.

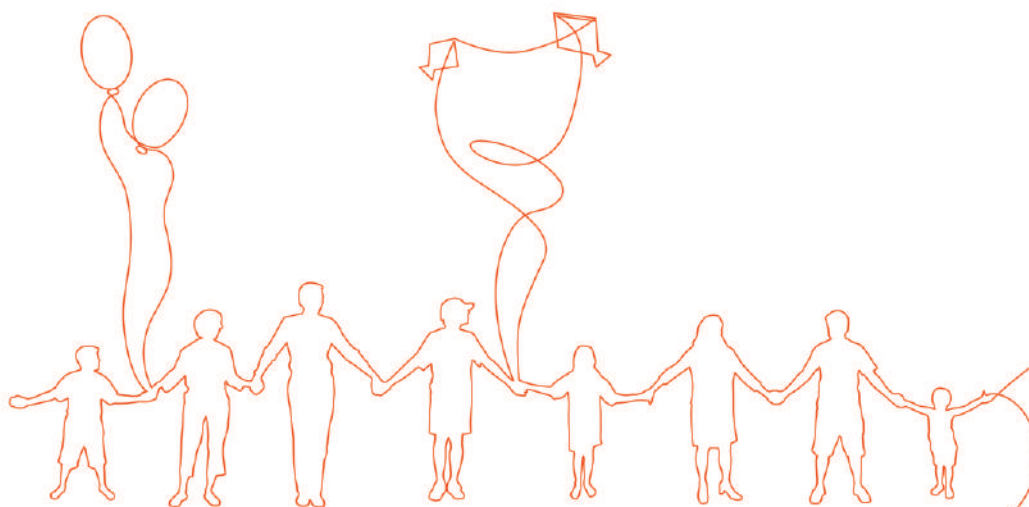


# WE ENVISION A FUTURE WITH A GREATER CAPACITY.

NGO Capacity-Building has always been our core area of interest since our inception. Our journey in this area began with extensive research conducted in the year 2000, through a grant support from Rockefeller Foundation, when we published 'Mapping for Diaspora Investment in the Social Development Sector in India', a book that facilitates diaspora philanthropy in the social development sector in India. In the same year we received a grant from the Planning Commission for NGO validation and published a report titled 'Dimensions of Voluntary Sector in India', where we assessed the capacity of 1200 NGOs across India, touching upon their credibility and capacity. In the year 2003, we released two publications – 'Working with Non-profit Sector' (support from Rockefeller Foundation) and 'Indian Diaspora and Giving Patterns of Indian Americans in USA' (Support from USAID). In 2004, we partnered with Resource Alliance UK to develop and sponsor a series of workshops that addressed gap issues in NGO management, communication and fundraising strategies. We received seed funding from Backster International Foundation to incubate Chronic Care Foundation in 2006.

Since 2000, we, at CAF India, have been trying to strengthen our NGO partners in all aspects to help them deliver impactful and sustainable projects. In fact, Capacity-Building is an integral part of some of our CSR projects, aimed at creating better corporate-donor partnerships.

In view of the new challenges faced by the NGO sector in the rapidly-changing digital ecosystem, it has become imperative for the NGOs to mould itself in order to mobilise resources and keep the donor engaged. Realising this need, CAF India has developed an online giving platform called **Give4Good**, aimed at building capacities of NGOs with the help of sustainable resource generation.



# CAPACITY-BUILDING. MAKING A DIFFERENCE TO NGOs.

Philanthropy in India is as ancient as the country itself. The concept and practice of it, however, have seemingly changed with times. Last few years have witnessed rapid growth with new trends taking hold in that regard. It is now more about organised and strategic philanthropy. Donors' expectations are largely depended on the Non-Governmental Organisations' capacity to deliver.

The need of the hour is to help local Non-Governmental Organisations achieve the greatest possible programme impact through the best organisational practices. Local Non-Governmental Organisations are created to bring about major positive changes in the lives of the beneficiaries they have been formed for. Simply put, these organisations are a means to a broader end. If they are to achieve maximum positive impact through these programmes that they deliver, organisations need to work as effectively as possible.

According to Philanthropy reports the two biggest constraints are lack of accountability and transparency in some charitable organisations and tax laws that deter giving. For donors, concerns about governance, accountability, transparency and efficiency of administration have become even more paramount. That makes the role of intermediaries, such as support networks, increasingly important. The report further states that to overcome the existing hurdles and to reach the full potential of philanthropy in India, all the players in the philanthropy ecosystem need to take action with four key objectives in mind:

- 01** | Increase accountability and transparency throughout the giving chain
- 02** | Create more capable and professional NGOs with strong financial planning and operational skills to create an impact.
- 03** | Continue to promote a culture of giving
- 04** | Collaborate with the government to adopt more philanthropy-friendly policies.

Organisations like CAF India, thus, has a very key role to play in the development of the charity sector and promotion of effective giving in India.

# WHENEVER YOU NEED US, WE WILL STEP IN.

Our NGO Credibility & Engagement initiative aims to strengthen the overall practices of NGOs through Capacity-Building interventions. Our Capacity-Building portfolio is built upon our rich experience in the past and on learnings from our partner NGOs. Capacity-Building is seen as a way of engaging with our NGO partners and helping them strengthen themselves to be able to deliver better and thereby impact more lives.

## Our Capacity-Building interventions at CAF India broadly cover the following important areas:







- **NGO Governance**- We build capacities of Board Members/Trustees/Chief Functionary/Leadership/Senior Management on governance, legal aspects and best management practices.
- **Legal, Regulatory and Fiscal Compliances** - We educate NGO members on key statutory compliance issues which would help an set up a credible organisation, which is a pre-condition to any partnership or funding.
- **Human Resources & Financial Systems** - We train NGOs on the best practices in the areas of HR and Finance which would help them build a transparent and accountable organisation.
- **Policy development** - We conduct exercises to help NGOs develop organisational policies which include Financial Policy, HR Policy, Child Protection Policy, Information Security and Information Disclosure Policy, Anti-Harassment Policy, etc.
- **Resource Mobilisation and Fundraising** - We add to the skill of NGOs in the area of resource mobilisation which includes donor mapping, proposal and concept note writing, cause-based fundraising etc.
- **Partnership Building and Management**- We educate organisations on different aspects of partnership building, that is; network, coordination, collaboration and partnership management done through trust, mutuality, solidarity and accountability.
- **Programme Management** - We build capacities of key programme staff on various elements of programme management, right from need assessment to project planning, implementation to monitoring and evaluation, and MIS, based on our experiences and best practices from the field.
- **Documentation and Report Writing** - We train the NGOs on this most important element of programme / project management that involves understanding the importance of documentation and report writing. This allows them to understand their gaps and teaches them about elements of effective documentation and report writing for effective partnership management and stakeholder engagement.
- **Communication Management** - We help build capacities of NGOs when it comes to communicating with their key stakeholders, including guiding them in maximising their outreach through online and offline mediums.









# BUILDING AN EDGE THROUGH CAPACITY.

Our main function at CAF India is to connect the giver and the receiver of the funds or, in other words, the donor and the charity. In this process it is crucial for us to understand the NGOs and to service them as per their needs. Our Capacity-Building programmes help the NGO partner address its gaps and prepare to become a more professional organisation. It also supplements the monetary support of the donor with moral support in form of strengthening exercises, aimed at helping the donor's charity partner to perform well long after the project has ended. This builds up the NGO's trust on its donor, thereby developing a strong relationship which is mutually beneficial.

## Our Capacity-Building helps the NGOs:

-  Assess their present systems, practices and policies and analyze their strengths, weaknesses, opportunities and threats.
-  Gain knowledge on some of the key areas of NGO Management such as statutory compliances, governance, policies, project management, reporting and documentation etc.
-  Learn about best practices in the industry, based on our real experiences from the different projects.
-  Enhance their level of credibility by creating awareness about the importance of transparency and accountability.
-  Network better with donors and stakeholders through strong communication, documentation and reporting.
-  Prepare themselves professionally to take up bigger projects and be able to deliver it more effectively.

## Our Capacity-Building helps the donors:

-  Prepare their NGO partners to meet the desired project goals and objectives in a more effective manner.
-  Build the feeling of trust and empathy by helping their NGO partners address their challenges through strengthening exercises.
-  Work with strong and credible NGO partners who are aware of their roles and responsibilities.
-  Develop inclusive and sustainable partnerships with their NGO partners which have a positive effect on the CSR projects.
-  Create successful CSR partnership models to set fine examples for other.
-  Ensure the utilisation of its valuable resources/funds by its partner NGO in an optimum manner by tightening the loose ends and addressing the gaps.

# HOW WE BUILD CAPACITIES: A CASE STUDY.

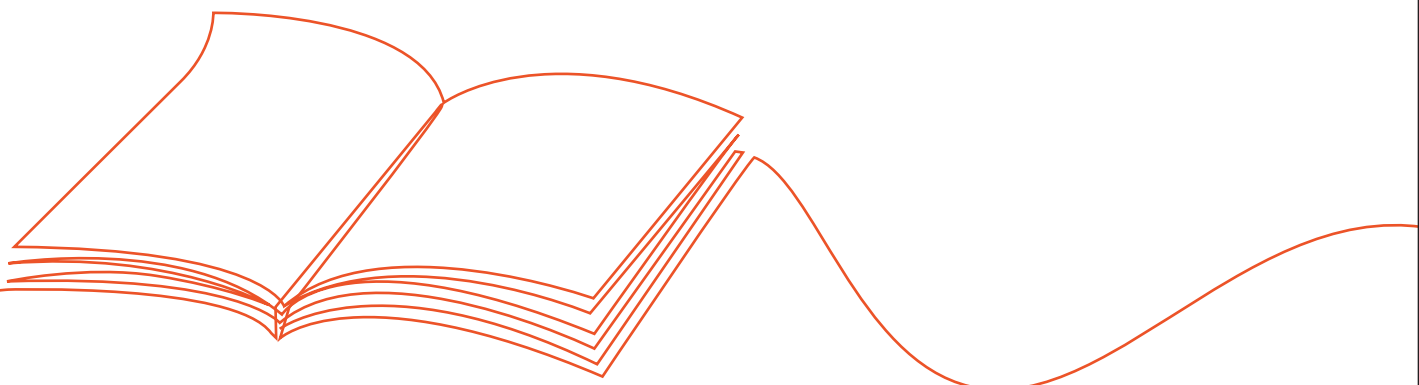
Our partner United Parcel Service (UPS) Foundation identified considerable gaps in the NGO sector. In order to maximise the potential of NGOs, UPS collaborated with CAF India with the goal of capacity building in the not-for-profit sector.

## Aim

Help local Non-Governmental Organisations achieve the greatest possible programme impact through the best organisational practices.

## Objectives:

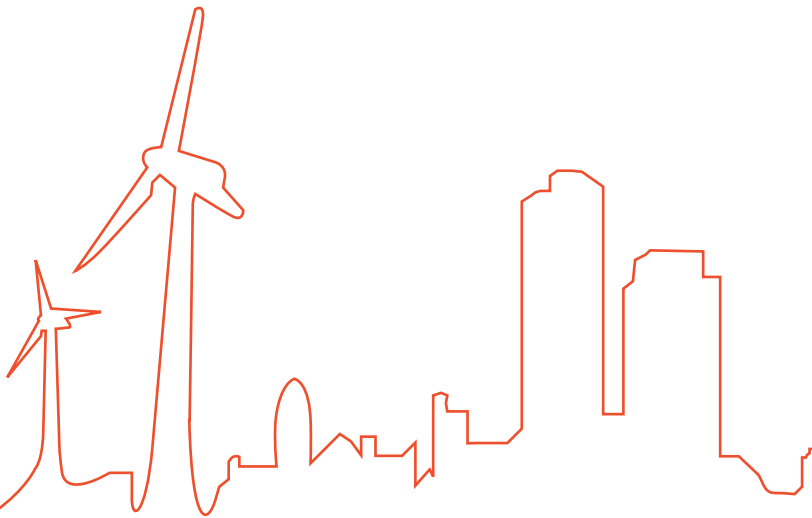
- 01** | To have an impartial and robust assessment of nonprofits credentials; capacity and track record with a purpose of maximizing the potential of every grant
- 02** | To build capacities of Non-Governmental Organisations (NGOs) for making it more effective, successful and dependable
- 03** | To attract different types of donors to these Non-Governmental Organisations (NGOs) and communities and help them make more informed and strategic decisions about giving.
- 04** | To highlight, promote and advocate the need for accountability and transparency amongst nonprofits in India



## The Work We Have Done

Under the project titled 'Strengthening growth of not-for-profit organisations through inclusive partnerships' 15 NGOs were identified using varied selection criteria and using in-depth and consistent due-diligence methodology. After the selection of these organisations, we, at CAF India, worked closely with them through intensive workshops to develop their capacities on issues of governance, fund raising, accountability and others. It was to enhance overall organisational effectiveness. While the first workshop covered the governance, organisational issues and the financial compliance issues, the second workshop imparted skills to the NGOs on CSR project management, proposal writing and on CSR Law in India.

The objective of Capacity-Building was also to attract different types of donors to these NGOs and communities and help them make more informed and strategic decisions about giving. Under this partnership CAF India also documented learnings that can be used for policy advocacy on accountability and transparency of not-for-profit sector per se.



## Benefits

**Overall, the UPS project has been beneficial for both the beneficiary NGOs, as well as us at CAF India, as it has been a mutual learning exercise for us. Some of the key benefits are as follows:**

- Key benefit of this project for the UPS NGOs was the due-diligence process which helped the NGOs assess their current systems, policies and practices, to help them improve in those areas.
- The Capacity-Building workshops provided deeper understanding to the NGOs on the aspects of compliance, governance, programme management, fundraising and CSR Law etc.
- Some of the learnings from this exercise would benefit the beneficiary NGOs greatly in executing CSR projects effectively and in managing their relationship with the stakeholder through right network and communication.
- In-depth study of the NGOs helped us develop a better understanding of the challenges faced by small NGOs which has paved way for planning similar interventions in future to strengthen small and grass root level NGOs in India.

## Challenges

Like any other project, the UPS project also had its own challenges, which were successfully overcome.

- All the 15 NGOs were working in diverse thematic areas, therefore it became very important for us to understand each one of them, their experiences and knowledge beforehand.
- Limited understanding of some of the beneficiary NGOs on statutory compliances, whereby the legal and financial due-diligence required a lot of hand-holding.
- Since some of the NGOs were very small and new, they had their own challenges in terms of governance, internal systems, policies and procedures.
- It was a challenge to ensure the cooperation and participation of the NGOs in due-diligence process and Capacity-Building workshops, given the fact that some of the NGOs are very small in terms of Human Resources and were unable to give time for the exercises.

## Learnings

Some of the Key learnings for us, at CAF India, from this project have been:

- It is very important to have an in-depth understanding of the NGO before working with them.
- The due-diligence exercise has been of a great value to the beneficiary NGOs who learnt about the nuances of statutory compliance, which is crucial for the organisation in terms of transparency and accountability.
- The feedback of the beneficiary NGOs about Capacity-Building workshops brought forth the importance of such interventions in non-profit sector, which could go a long way in helping them become credible and professional organisations.
- Most importantly, non-compliance on the part of the NGOs most often is because of 'lack of knowledge' and 'not on purpose'.
- Overall the UPS project has laid bare the fact that strengthening the non-profits in India through Capacity-Building is crucial for ensuring effective delivery of programmes, because any NGO which is internally weak and unsustainable lacks quality in delivery and hence, any CSR project must have Capacity-Building as an important component for an inclusive partnership and impactful projects.



Dr. Manoj Fogla, Tax Expert in Financial Management of NGOs, conducting a session on Financial Management in UPS NGO workshop, held in Sept 2015

Ms. Gayatri Subramaniam, Chief Programme Executive, NFCSR-IICA, educating participating NGOs on 'Effective Management of CSR projects' during UPS Foundation-supported workshop held in March 2016



Participating NGOs of UPS NGO Workshop held in Sept 2015

# WHAT THE NGOs HAVE TO SAY ABOUT OUR PROGRAMMES.

"A very good discussion on leadership issues. Learnt the difference between responsibility & accountability"-

**Surender Giri**  
Secretary General, SHAPE India

**Dr.Mala Bhandari,**  
Finance Team, SADRAG

"Had learnt a lot , especially in the finance session which covered Taxation and FCRA rules."

"We learnt how to formulate organisational strategy, governance & accountability, and new areas like fundraising through outreach"

**Anjali Pathak**  
President, URJA

**Prabhat Kumar**  
Project Director,  
Child Survival India

"It was good to learn about NGO management, finance and accounting, digital innovation etc"

"These types of Capacity-Building workshops should be held on regular basis for a better understanding between Corporates and their NGO partners."

**Ved Prakash**  
Trustee, CHETNA

**Arvind Singh,**  
Project Manager, Matri Sudha

"A very good exercise to develop our skills!"

# BUILDING THROUGH CONVERSATIONS.

We have regularly convened useful meetings of partner NGOs and donors on Capacity-Building and promoting organised philanthropy. These have been through dialogues, workshops, trainings, volunteering programmes and in project mode. Some of our recent such engagements have been:

- UPS Project titled “Strengthening growth of not-for-profits through Inclusive Partnerships in Delhi/NCR” (2014-15) where 15 NGOs from Delhi/NCR were chosen, validated, and their capacity was built.
- Capacity-Building programme (2015-16 ) for Oracle CSR partner NGOs.
- Capacity-Building on baseline and project development (June 2015) for USL's CSR partner NGOs.
- Skill2Succeed Capacity-Building workshops (2014-15 & 2015-16) for Accenture supported NGOs.
- Capacity-Building of Support My School partner NGOs (2013-14) supported by Coca-Cola.
- Two workshops for Accenture supported NGOs (2013-14) to address the lack of appropriate platform to share information, discuss challenges and best practices.
- CAF India was associated as Guest Faculty in NTPC Employees Training on Corporate Social Responsibility. New Delhi, April 2012
- The Third UBS Community Leadership Experience (CLE) for NGOs. This was for women Executive heads of NGOs on Leadership Development. 20 NGOs participated. Lonavala, June 2011.
- CAF India NGO Partners Capacity-Building workshop on 'One Partnership: Endless Possibilities'. 4th March 2010 New Delhi.
- Building organisational Capacity of a Jaipur based NGO directly implemented by CAF India (2010).
- The Second UBS Community Leadership Experience (CLE) for NGOs on Governance, strategy, Human Resourcing, Finance and communications was facilitated by CAF India. 24 NGOs participated. (2009)
- CAF India organised a 2-day Project Planning and Management—A Capacity-Building Workshop' for 22 NGO Partners. (New Delhi. November 2008)
- The first UBS Community Leadership Experience for NGOs (CLE) was facilitated by CAF India at UBS India Service Centre. Hyderabad. (September 2008)
- Selling to Corporate' by Mr. Panikos Efthimiou. Bangalore. (April 2008)
- Two days workshop on Selling Your Charity was organised by master trainer Mr. Panikos Efthimiou (Training head, CAF UK) on Give As You Earn was organised for CAF India charity partners and staff. Delhi. (April 2008)

Glimpses of our Capacity-Building workshops.





# OUR PARTNERS AND DONORS TRUST US.





# ABOUT CAF INDIA

We are a not-for-profit organisation working to make giving more effective and NGOs more successful. Established in 1998, at CAF India, our vision is to build a society motivated to give ever more effectively and help transform lives and communities. In order to achieve this vision we have been actively engaged with stakeholders across a broad spectrum of areas. At CAF India, we have worked with over 300 companies and 2,00,000 individual donors, providing effective giving to more than 400 validated NGOs across 23 states in India.

Our wide range of 'giving' solutions includes delivering on the CSR commitments of partners, grant management, CSR strategy development, programme management, employee giving, individual giving, Capacity-Building, disaster support, employee engagement, and volunteering and communication advocacy, tailored to meet their business objectives. We have a proven track record of conducting due-diligence of NGOs across India and helping establish trust amongst various NGOs which also facilitates increased engagement with the companies.

## ABOUT *Give4Good*

*Transforming Lives  
Through Online Giving*

It has been our constant endeavour to increase flow of resources to the NGO sector. Driven by our commitment to make NGOs more successful, we have raised close to Rs 225 crores till date for several social causes.

In view of the rapid growth in the digital space and individuals donating frequently through the online medium, it has become imperative for the NGO sector to mould itself in order to raise funds and keep the donor engaged. Realising this need, CAF India has developed an online giving platform called Give4Good, aimed at raising more resources for our validated NGO partners and making the process of giving more effective.

This unique online giving tool Give4Good will empower donors to choose – donate – manage – monitor their giving to the NGO sector.



Lets get  
on with  
giving

**Head Office**

Charities Aid Foundation (CAF) India  
Plot / Site No.2, First Floor,  
Sector C (OFC Pocket),  
Nelson Mandela Marg,  
Vasant Kunj,  
New Delhi - 110070

**Telephone**

011 - 2613 4192/93/94  
011 - 2613 4195/96/97/98  
011 - 6565 9188  
011 - 6565 9199

**Regional Presence**

Mumbai  
Bangalore

This booklet is sponsored by UPS Foundation.