



CAP

Compliance Complete

P r o g r a m m e
25, March 2017


Supported by

TATA TRUSTS



CONFERENCE SCHEDULE

10.00 – 10.15	Welcome Note
10.15 – 11.00	Fear Not Fundraising - Dare To Look Further
11.00 – 11.30	Tea Break
11.30 – 12.30	Seeking Solutions
12.30 – 1.30	Lunch
1.30 – 2.30	Communicate to Connect
2.30 – 2.50	Surprise Activity
2.50 - 3.20	Tea Break
3.20 – 3.45	Certificates for COMPLIANCE-COMPLETE Vote of Thanks
3.45 – 4.45	Intermediary Services - An Effective Bridge?



CHAIRPERSON'S ADDRESS



RATI FORBES

Welcome to our second conference, addressing the theme **Compliance - Complete**. Given the overwhelmingly positive response we received to the first one, it only seemed fitting, that we should try and make this conference an annual event. Fortunately, the grant funding we currently have, allows us to hold it once more - like many of you in the audience today, CAP also struggles with financial challenges!

Over the years, CAP has provided the sector with a host of resources and support services; helping each one of you to build capacity, in many ways, within your organisations and strengthen your programmes. In our effort to be relevant and empathetic to our members – i.e. all of you; CAP decided almost 18 months ago, to focus on four key areas. These have grown to be our core areas of strength; those, where you have sought the most support and information.

This also led us to design our **CAP Compliance Certification**, which 5 organisations signed up for, last year. We've been able to help those non-profits, become far more accurate in their compliance processes and therefore have a more sustainable approach to their functioning.

We hope that today's conference helps to answer a lot more questions and adds to last year's conference. On our part, we shall continue to serve the sector as effectively and robustly as we have done, over the past 30 years. We hope you enjoy the sessions today and have a **Compliance-Complete** year ahead.

OPENING NOTE




MEHER GANDEVIA-BILLIMORIA

NOSHIR DADRAWALA

Legal compliance may narrowly be defined to mean the process by which an organization ensures that it observes and complies with external statutory laws and regulations. But, in the wider perspective, legal compliance is not just about ticking the boxes and feeling smug about having done what was required by external regulating bodies. The true spirit of compliance involves building a cultural eco-system within the organization that begins with awareness and acceptance that risks and default must be minimized and controlled if not entirely eliminated.

While the law mandates filing of various documents, it does not require any organization to have clear and structured systems and processes or documented bye-laws or policy laid down. Often organisations institute systems



as also manuals and policies which should not just be prepared for showcasing, but, to serve as 'go to' documents, whenever in need or doubt. The exercise of creating these policies, as tedious as it may seem, throw up various questions, which gets the organisation to contemplate through the working and also re-think and solve short-comings. Adopting such policies not only provide a roadmap for the way ahead, but, also serve as a sentinel and guide when encountering road-blocks.

NGOs face numerous practical challenges almost on a routine basis. These could include succession planning or handling internal or external communications, working with partners and intermediaries, fundraising, board engagement among many others. But, where does compliance fit into all these aspects? It is almost certain that an organisation that has thought through these issues, discussed them internally, instituted systems and have clearly articulated policies; challenges such as these can be handled not only systematically but also objectively and effectively.

CAP's '**Compliance Complete Certificate**' program essentially reinforces this philosophy. Getting organisations to look at the indispensable obligatory compliance that are required and supported by the vital desirables. CAP's '**Compliance Complete Certificate**' program ensures non-profits meet their compliance criteria through capacity building in the following areas – Legal, Board Governance, Human Resources, Strategy, Communication/Reporting, Fund-raising, Volunteer Management.

Likewise today's sessions will focus not just on the 'tick the checklist' items but also those that lead to being effectively **COMPLIANCE-COMPLETE**.



Our compliance message to our participants... It takes less time to do things right than to undo the things done wrong.

If you think the CAP Compliance Complete Certification course is expensive or tedious... try non-compliance.

The non-negotiables of compliance are... never having to negotiate with the regulators.

Compromising on compliance means... inviting chaos.

Compliance goes hand in hand with... culture of the organisation.

Compliance is not an easy thing to do... but compliance is the right thing to do.



FEAR NOT FUNDRAISING - DARE TO LOOK FURTHER

TOPIC: Fundraising

FORMAT: Keynote Speech

As per the Bain report, India has added more than 100 million donors since 2009. Donors are also contributing more and donating to a larger pool of non-profit organisations, giving philanthropy a much higher public profile. In that case, why is this exponential growth in wealth and philanthropy not translating into ease of availability and access? Are the donors invisible or are the 3.3 million NGOs in India invisible to these donors?

The same report also states- “Non-profits must inspire cause loyalty among donors. They can do this by communicating impact and by involving donors beyond passively contributing money. Support networks need to develop collaboration and sharing models through which non-profits can access knowledge, learning and benefits of scale.”

Where fundraising is concerned, leaders in the non-profit sector are probably the first to acknowledge that ‘change is the only constant’. It is essential for them to accept that whether it’s program or organisational sustainability, their future depends on their ability to respond to changing goals, drivers and aspirations of the donors and society as a whole; coupled with sourcing new avenues for funding and tapping new opportunities created through technology.

Through this session let’s revisit ideas, stories and fundraising concepts that we already know about, but, never took the time to reflect upon:

- Try taking the ASK out of Fundraising and get it right with our donors.
- Understand the fundamentals of our donor’s philanthropic journey.
- Co-create the future with our donors – working with HNWI and family run businesses.
- Study Asian fundraising insights and its relevance to Indian fundraisers.
- IORDER- Fundraising policy areas that boards and management should consider to ensure ethical fundraising (Integrity/ Oversight/ Resource/ Direction/ Effectiveness/ Risk).

SPEAKER



USHA MENON

Usha Menon is the founder of **Usha Menon Management Consultancy (Asia)**, an international training and consultancy service working exclusively with social-impact organisations across Asia. Her international client list includes charities, arts, health, education, think-tanks, UN entities, International NGOs, social enterprises, philanthropists, capability building organizations, amongst others. She is a keen observer and an active global participant of this sector for the past 29 years. She brings a wealth of experience, expertise and insights on leadership, management and fundraising, having trained, inspired and consulted across the globe, in over 30 countries.



My favourite fundraising slogan... Fundraising is not about asking.

If you think fundraising is challenging... you should ask yourself how important is your mission to the world / country / community.

The latest trend in fundraising is... where the donor is a co-creator of a transformational future.

The art of fundraising lies in... creating a conversation, whatever the channel of communication may be.

The most creative fundraising idea... is the one that engages the donor as a collaborator.



SEEKING SOLUTIONS

TOPIC: Human Resources

FORMAT: Friendly Debate

The importance of Human Resources (HR) as human capital to ensure a rich dividend for growth and development, both internal and external cannot be overemphasised. It is one of the fundamentals upon which people, strategies, processes and operations are based.

In the Indian scenario, this is an amplified challenge, considering the relatively lower monetary compensation, increased competition and demand, overlapping and blurred job roles, dependence on volunteers, etc. Human resource teams are often led by those who have founded the organisation, employee teams which are driven more by passion than professionalism and supported by well-meaning volunteers. Often non-profits are not tuned into understanding that tackling organisation's HR issues are necessary to ensure compliance.

Our panelists will discuss how they have dealt with issues around the following:

- Compliance with HR laws is crucial for employee retention
- Lack of succession planning and the 'founder syndrome' prevalent within non-profits
- Corporate volunteering is a boon to the social sector

FACILITATOR



PRIYA NAIK

Priya Naik set up **Samhita Social Ventures**, a social enterprise that builds partnerships between companies, donor organizations, government agencies, NGOs and social enterprises to create innovative solutions and evidence based approaches, to maximize social impact. Priya has also obtained graduate degrees in Economics from Yale University for Public Policy in Michigan, Ann Arbor and has also completed an Executive Education course from Harvard Business School. Priya's interest in social entrepreneurship began when she worked as a researcher at the Poverty Action Lab at the Massachusetts Institute of Technology (MIT) in Cambridge, USA.

HR Compliance involves... creating policies and processes that reflect the culture of the organization, are designed to adapt to the changing environment in which it operates and serve the purpose for which it exists.

Succession planning in the social sector... requires not just intent, but, a lot of effort to ensure that the right leader is chosen and is provided with what he / she needs to succeed.

Corporate volunteering presents... a lot of possibilities, but we have seen very few examples where the potential of corporate volunteers has been leveraged effectively to address a critical social issue.

The success of any team lies in... ensuring that there is a shared understanding of success and each individual is clear about his / her role in achieving that success.

Great organization culture is defined... not just by it's leader, but, also by all the people that it engages, affects and serves.

PANELISTS



Guddi Advani, is a qualified and experienced Corporate Executive, who has handled a whole range of Senior Management Functions as CEO of a reputed Indo-German company. For more than 15 years now, as President of **Seva Sadan Society**, she oversees all functions of this century old institution, constantly infusing modern ideas and methods to enhance the lives of underprivileged girls and provide them with a level playing field in tune with the times. Simultaneously, she has been professionalizing the management with proper administrative and reporting systems, implementing friendly HR policies and ensuring financial accountability and utmost transparency.



Corporate Volunteering can be successful if... the mutually pre-defined objectives can be achieved.

Succession Planning in Non Profits is... NOT EASY (to find a person and ensure that he/ she has the same passion and vision)

A great recipe for organizational culture includes... Communication, Communication and more Communication.



Vanessa D'Souza, a previous volunteer with **SNEHA (Society for Nutrition Education and Health Action)** is the CEO since March 2013. Prior to that she worked with Citibank India in various positions, her last role being, Director, Citigroup Private Bank. Vanessa completed her BA in Economics with Honors and MBA with a specialization in Marketing Management. She also did a Management Executive Development Program at Stanford University. She is a Fellow of the Dasra / Harvard Business Review Leadership Program 2014. She was awarded the Social Innovation and Iconic Leadership Award by World CSR Congress 2016.



The passion of the founder in an organisation... is the driving force for social change, innovation and motivation to make a difference.

The secret ingredient for employee retention is... an enabling and trusting work place.

Any job should be a mix of... head, heart and fun!





Jayanti Shukla joined **United Way of Mumbai** in 2008. Prior to this assignment, she was with the New India Assurance Co. Ltd, a multinational insurance company, as their Regional Manager at the company's Delhi Regional Office and then with IL&FS Investsmart Insurance Brokers Ltd as Vice President for corporate and insurer relations.

Jayanti is also an Independent Director on the boards of three Standard Chartered group companies, and member of the CII task force for India@75.



Succession planning in non-profits should be... a core activity in the organisation so that when faced with the inevitable, it should be a transformative change rather than a disruptive one.

The ROI from Corporate volunteering... often surpasses expectations proving to be rewarding for employees to participate in meaningful corporate citizenship projects, while also contributing to better employee work life balance.



Known for her “Walk the Talk” attitude, **Chetna Malaviya** is an innovative leader and a change specialist. A “go-to person” for all her stakeholders, Chetna's expertise in the HR domain lies in organizational development, culture building and leadership development & spans over 20 years of work experience. In an 8 years stint with **Edelweiss** Chetna has built vigorous tools on succession planning, reward and recognition and organization effectiveness. Chetna also leads HR for the Edelgive foundation which is the philanthropic arm of the organization and has been actively involved in various capacity building projects.



Corporate volunteering can be successful if... a right mix of passion & sense of purpose is instilled in each individual irrespective of one being employed with the organization.

The secret ingredient for employee retention is... being Proactive !!
Know the pulse of your organization !!

A great recipe for organization culture includes... continuous communication and a liberal & transparent platform to express !!



COMMUNICATE TO CONNECT

TOPIC: Communication

FORMAT: Round Tables and Discussions

Non-profits are required to engage with diverse stakeholders and one of the most important need is to communicate effectively, especially with those outside the sector who understand little about the nature and extent of their work. Yet, in most non-profits, marketing and communications takes a backseat over program activities.

Communication can enhance how you get people to support your non-profit, raise awareness about your cause, engage volunteers, inspire donating and most importantly, connect with your beneficiaries and comply with reporting to donors. The means and channels of communication are increasing, as are the reasons for effective communication.

We accept communication is important, but, how imperative are the related aspects?

How does a nascent start-up gain visibility and communicate the message effectively in an already over-crowded space with organisations already addressing the same cause?

What is a brand? Do non-profits really need a strong brand, how do we establish the values and attributes that describe our brand?

How do you maintain the balance between being compliant, creative and communicating impact for advocacy of your cause?

Can celebrity status communicate the message of your cause or enhance the brand?

FACILITATOR



SWATI APTE

Swati Apte is a co-founder of **The Arts Quotient** and a part of the core team and faculty of SMART, which builds management capabilities of arts organizations. She started her career at McKinsey and has since worked extensively in both business and social sectors for over 15 years. Swati has a keen interest in inclusive education and is involved with NGOs like Educate Girls, among others. In her personal life, she is an Odissi dancer and is passionate about taking the live arts to new audiences. Swati has an M.A. in Politics, Philosophy and Economics from Oxford University (UK) and an M.B.A from Harvard Business School.

The challenges to clear communication are... identifying one's audience and speaking directly to them while yet remaining true to one's voice.

Celebrities can enhance an organisation's image... depending on the depth of their personal commitment and of course their personal image.

Non-profits need to communicate to... not just their funders but to all of their stakeholders - their beneficiaries, the public at large, partners, etc.

The art of communication lies in... the message but also the delivery channels and frequency.

PANELISTS



Mahabanoo Mody-Kotwal is a nationally and internationally acclaimed producer, director, stage and screen actor. Mahabanoo has used her production house, theatrical work and her foundation, **The Make-A-Difference Foundation** to raise awareness and funds to combat violence against women and girls, while working with NGOs and individuals all across India. In 2014 L'Officiel Magazine named her the 10 Most Powerful Women in India. Human rights activist and author Zerbanoo Gifford, in her book Confessions to a Serial Womaniser - Secrets of the World's Inspirational Women, has featured Mahabanoo as one of the 200 most inspirational women in the world.



Whether a celebrity can enhance an organisation's communication... depends on who the celebrity is and his/her credibility in society.

Creative communication can... reach out across all barriers of class and creed.

The challenges to clear communication are... not expressing your ideas with correct words/pictures and keeping your communication concise and to the point.



Soumya Jain is the founder of **iTeach Schools** – a nascent network of four free schools, providing a high quality secondary education to the most underprivileged students of Pune city. He holds a Master's degree from Penn State University, and is a 2013-15 Teach for India Fellow.



Non-profits need to communicate to... build awareness about the toughest problems that our society and our country are facing - and for people to invest in the solutions we are experimenting with.

Communicating for impact is... to identify, capture and share proof points of dramatic success, so that the sense of possibility and belief in change starts rising over time.

Creative communication can... inspire people and spark off a movement for change.





Debi Goenka an environmentalist, has worked with WWF-India, has been elected to the Executive Committee of the BNHS, and has been associated with various NGOs such as SOCLEEN, BEAG, INTACH, Indian Heritage Society, etc. He has also served on various Committees appointed by the Bombay High Court, the Ministry of Environment & Forests, and the Maharashtra Government. As the Executive Trustee of **Conservation Action Trust**, he continues to spearhead the issues regarding the conservation and protection of the environment. His notable campaign success stories have been the protection of mangroves, Borivili National Park, forests in Vidarbha & the Melghat Tiger Sanctuary.



Communicating for advocacy requires... getting your facts right, and being concise.

Branding for a non-profit cause is... crucial. Your credibility is your most important asset.

The art of communication lies in... capturing the attention of your audience.



Dimple Chainani is the Head of Corporate Communications at **Economic Laws Practice** & handles senior level HR and partner level liaison. Prior to joining ELP, she was working as a Practice Manager with BTG Legal and has also worked with Law Quest as Manager Corporate Communications. Dimple has also interacted with non-profits through Trust Law Connect, a Thompson Reuters initiative on three pro-bono projects; Hollaback, Nazdeek on the Minimum Wages Act and Assam Tea Estate Workers as well as worked on an extensive white paper on "Intellectual Disabilities in India" for Sols ARC.



The challenges to clear communication are... to clear the hurdles within our mind.

Communicating for impact is... essential, for the sheer act of communicating without an impact would be a rather futile exercise.

The art of communication lies in... being mindful, relevant, concise and lucid.



INTERMEDIARY SERVICES - AN EFFECTIVE BRIDGE?

TOPIC: NGO-Corporate Sector

FORMAT: Panel Discussion

With the evolution of the social sector, intermediary services have emerged as a key player for enhancing and strengthening interface between nonprofits and the networks that support their work. Intermediaries champion varied causes and offer support and access for effective collaboration. They operate in diverse forms – as technical and support hubs to funding platforms that assist nonprofits and social entrepreneurs to scale, build leadership, develop networks and ensure sustainability.

While non-profit organisations, face several challenges, intermediary services also face their own challenges, often sharing those of the non-profit they support.

Through this session, we will seek to examine

- The sudden surge of intermediary services within the social sector.
- The role of the intermediary services & what specific values do intermediaries enhance for donors and NGOs.
- Does funding reduce for the direct implementing organizations, considering they are charged an admin fee?
- How do the intermediaries manage to stay compliant and to what extent do they share the responsibility of their partner's compliance?
- Overcoming challenges for effective win-win situations for all.

FACILITATOR



RATI FORBES

Rati Forbes has been a Director at the **Forbes Marshall group of companies** since 1992. Today, Rati heads the **Forbes Foundation** and focuses full time on the social initiatives the company has developed and grown, over the last several years.

Rati chaired CII Western region's cell for Social development from 2002 to 2006 and continues to be actively involved with CII's outreach programs for skill development, leading to employability, as well as co-chairing CII's Professional Women's Network.

Rati is also on the board of listed companies as an independent director; as well as serving on Foundation Boards. Given her experience as a board member as well as being a donor supporting varied causes; her outlook is multi-dimensional. Over the years, she has interfaced with all three stakeholders – non-profits, intermediaries and corporates.

Intermediaries need to play... a far more significant role than they currently do, in the social sector in India today.

Intermediary services, by the nature of their work and competence, can add much value to non-profits... by understanding the challenges faced and helping non-profits overcome them.

The key aspect of NGO-Corporate partnerships that needs to change... is the ability for both to be aligned to the same goals and work synergistically together to make them happen.

Intermediaries add value to the donor/philanthropist... by making him/her think about his/her giving, more strategically and meaningfully.

PANELISTS



Mary Ellen Matsui is the Executive Director of **Atma**- a Mumbai-based non-profit that supports grassroots education. A graduate of the Telfer School of Management, Mary Ellen has worked across Asia and in India specifically for the last 8 years. A fierce advocate for the Education Sector, Mary Ellen has consulted funding bodies across Europe, Australia and Canada to direct investment in Atma's portfolio of education NGOs, in Mumbai. Mary Ellen was an advisor for the newly established UNICEF Innovation in Education Fund in partnership with CEI.

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Rukmini Datta has worked for 20 years on issues of development and social change, spanning a large spectrum. She has anchored implementation projects in both, rural and urban areas, non-government organisations, and independently anchored and grown support at the country's oldest and largest, private philanthropy. Independently, and on behalf of donor agencies, she has worked with small and mid-sized implementers to strengthen the institute's strategy formulation, M&E, and compliance with the norms of the donor and grant agreements. She currently works with **Cipla Foundation**, the Corporate Social Responsibility team of Cipla Ltd. anchoring its Operations.

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Akshat Singhal is a Co-Founder of **The Blue-Ribbon Movement** - an ecosystem of social initiatives that build leadership for a better world. Before starting-up, he worked with Third Sector Partners as the Project Lead of Barefootjobs.org, Crossword Bookstores and CinnamonTeal Publishing. An MBA from SSIMS, Goa, he was conferred with a special award for social consciousness by his institute. Akshat is also an UnLtd. India alumnus and a semi-finalist of Echoing Green Fellowship. He was selected as one of the 50 Shapers to represent the Global Shapers Community at the Annual Meeting of World Economic Forum at Davos in 2014.



What non-profits value in intermediary organisations is... a relationship with a real person who cares deeply about the mission of their organisation and doesn't waste their time.

The one challenge an intermediary faces is... being a confidant and support system as well as giving balanced external perspective.

The social sector in India today is... moving so fast - it is one of India's most exciting sectors.

The greatest value add to any non-profit is... leadership development.



The one aspect of NGO-Corporate partnerships that need to change today is... the belief that one cannot appreciate the other's point of view and priorities.

Scalability for NGOs is... desirable but not essential or always apt.

Organisations should use intermediaries to... enhance their ability to go wider and deeper, such that all players involved can focus their energy on playing to their strengths.

The social sector in India today... poses as many opportunities as challenges.



The one aspect of NGO-Corporate partnerships that need to change today... corporates need to empathise more, move from transaction to trust and consider unrestricted funding.

Intermediaries services are... not always a sure shot to success for NGOs because they are at times away from the ground reality.

The most important value add an intermediary can do for an NGO is... listen deeply and make right connections.

Our NGO had used an intermediary support because... we were at a startup phase then and their branding, seed money and ecosystem helped us.



CONFERENCE SUPPORT



Madhura Yellapurkar has over 22 years of hands-on experience in accounting expertise both with the corporate and social sector. At CAP Madhura is responsible for all the statutory finance and accounting functions.

“

Through working with CAP I have realised... how important it is to match practical knowledge with theory. As part of this conference I put that learning in practice while handling fees & payments to vendors.

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Arnaz Bhote Dalal is the Program Coordinator at CAP, assisting in coordination of CAP's capacity building and other programmes. Her prior experience has been as a part of global teams in a multinational environment.

“

This conference was... a great multi-tasking experience. Overseeing the communication collaterals to coordinating venue logistics. To see the work you contribute to the end result whilst being a part of a larger team is very satisfying.

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Ashish Joshi is CAP's office assistant. He has been at CAP for 2 years after working at a jewellery store in Dadar. Ashish handles the office support tasks and bank errands.

“

This was the second year I worked on this conference... I worked with a new team so in some aspects I was able to guide them and carry out some tasks independently.

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Shweta Pandharkar is the Creative Designer for CCC this year. A Post Graduate in Media and Cultural Studies from TISS, she has experience of more than six years as a Graphic Designer and Audio-Video Content Developer in wide range of sectors.

“

Designing for NGOs is always... a satisfying and learning experience. Designing requires understanding the organization and meeting the team's expectations. I got to know a lot about CAP's work in the area of Compliance.

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OUR OFFERINGS

LEGAL

- **Registration, Set Up & Ongoing Advisory**

Choice of Registration | Draft Aims and Objects | Trust Deed or MOA and R&R | Change Reports | Applying for Specific Permissions | Amalgamation/Mergers/ Dissolution | Filing Annual Returns

- **Taxation**

PAN/ TAN/ 12AA/ 80G | Carrying forward Surplus Income | Accumulating Income for up to 5 years | Guidance if IT Notices are served | Filing Annual Returns | Professional Tax | TDS – Tax deducted at source | Service Tax

- **FCRA**

Prior Permission | Registration | Renewal | FCRA Bank Account | FCRA Project Utilization Accounts | FCRA Accounting and Reporting | Updating Changes Online | FCRA Dos and Don'ts | Quarterly Updating of Information Online

- **Routine Compliance**

Drafting and Reviewing legal documents | Drafting and Reviewing policy documents | Legal Opinion on Organization-specific Issues | Program Partnership Memorandum of Understanding & Terms of Reference | Responding to Departmental Notices

- **Labour Laws**

Bombay Shops and Establishments Act | Provident Fund Act | Employees State Insurance Scheme

BOARD GOVERNANCE

- **Board Set-up**

Legal Requirements | Board Composition | Roles & Responsibility

- **Board Recruitment**

Skills Audit | Appointment | Orientation

- **Working of the Board**

Meetings | AGM | Resignations

- **Board Evolution**

Engagement & Assessment | Rotation | Governance vs Management



FINANCE

- **Banking & Investments**

Strategy/Planning | Practical and optimal (RoI) investments plan

- **Accounts & Finance Function**

Set-Up (new NGOs) | Restructuring (existing NGOs)

- **Internal Control Process & System**

Processes/Policies/Systems for Managing Expenses, Income, Assets

- **Financial Reporting Process & System**

System for Financial Reporting.

- **Budgeting and Cash/Fund Flow Management**

Process and System

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HUMAN RESOURCES

- **HR Systems and Recruitment**

HR Processes | Employee Handbook | Organization Structures | Recruitment Process | Job Analysis and Job Descriptions | Compensation Structuring | HR Budgeting | Payroll Process

- **HR Working**

Organizational Communication | Handling and Retention | Employee Engagement | Employee Separation/Grievances

- **Performance Management**

Management Systems | Appraisals | Employee Development

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STRATEGY

- Vision & Mission and how they relate to the Charter | Annual Goals and Reporting



FUNDRAISING

- Method of Fundraising | Types of Donors | Proposal Drafting Assistance | Computing income/what can be capitalized? | Managing Corpus Funds | Managing Ear-marked Funds | Managing 'grants' differently from 'donations' | Treatment of Anonymous Donations | Investment of Surplus Funds | Managing Flow of Online Funds | Treatment of Commercial or Business Income | Income from Various Subscriptions | Capital Gains
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VOLUNTEER MANAGEMENT

- Volunteer Recruitment | Volunteer Policy | Volunteer Induction & Training | Compensation & Accountability
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CORPORATE SUPPORT

- **Corporate Foundation Advisory**

Legal Advisory on the right choice for the company's Foundation (Trust/Society/Section 8 Company) | Legal Advisory on creating the Company's Foundation | Advice on Framing the Foundation's Objectives | Income Tax Act and FCRA Compliance

- **NGO – Corporate Partnerships**

Guidance on Systems and Structures - Drafting Grant Agreements and MoUs | Legal due diligence of implementing agencies | Legal advisory and guidance to these implementing agencies/NGOs/NPOs

- **CSR Advisory**

Orientation on Section 135 and its rules | Identification of initiatives aligned to their business | Guidance with systems and structures | Formation of the CSR committee, its role and responsibilities | Drafting CSR Policy | Governance role and responsibility of the Board | Budget allocations; management of surplus funds | Ensuring that funds are assigned to Schedule VII activities | Drafting CSR reports and ensuring their disclosure | CSR Best Practices

To avail of any of CAP's services or to register as a CAP Affiliate

write to us at - connect@capindia.in





Connect with CAP

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