

Annual Report

2009 – 10



Access Livelihoods Consulting India Pvt. Ltd.

ENTERPRISES	EMPLOYMENT	ECONOMY	EQUITY	EMPOWERMENT
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Editor Manas Mohan
Designing Nisha Kumari
Printing Karshak Art Printers

Genesis of ALC India

Access Livelihoods Consulting India Private Limited (ALC India) was registered on September 19, 2005 under the Companies Act, in Hyderabad. While those who have formed the company have, individually, several years of experience in the field of promoting livelihoods of economically marginalised. ALC India already has a 5-year history of working with various stakeholders in enhancing the quality of and opportunity for livelihoods of marginalised sections of the community.

Mission, Vision and Values

ALC India is committed to ensuring that the economically marginalised are recognised for their active contributions to economic growth, that they organise themselves for higher returns, that the policy and legislative environment that they function in is not weighted against them, and that, therefore, they benefit equitably from economic growth.

Mission

To enable equitable and sustainable economic development by provision of professional techno – managerial services to individuals and organisations. It will ensure that the economically marginalised are recognised as active contributors to growing economy and to ascertain that an equitable share of wealth is generated and distributed in their favour.

Vision

ALC India envisions itself enhancing the lives of 1 million economically marginalised households by March 2014, targeting 0.1 million directly and 0.9 million indirectly.

Core Values

Inclusion

ALC India is mandated to reach the most economically marginalised communities and the smallest organisations that serve these constituencies.

Non Discriminatory Approach

ALC India places equal importance on all approaches to economic development of the economically marginalised. At the institutional level, ALC India endeavours to promote equal opportunities in recruitment and day to day administration of the organisation. Discriminations based on gender, caste, region or nation can only be overcome through concrete action.

Equity

ALC India's work practices promote optimised returns to all.

Learning Organisation

ALC India believes that a learning oriented approach is the foundation of a dynamic organisation. It is proactive in acquiring and generating knowledge in all its engagements.

Excellence

ALC India holds itself to high standards of excellence, especially in terms of cost competitiveness and timely delivery of services and products.

Transparency

ALC India zealously practices and promotes transparency within the organisation and also with its stakeholders.

Accountability

ALC India believes in its accountability towards all its stakeholders.

Green Practices

ALC India practices and promotes the responsible relationship with the environment and judicious use of resources.

The 5 Es:

Guided by the above values, ALC India works to facilitate the achievement of the following strategic outcomes termed as the **5 Es**:

- a. **Enterprise Promotion and Development** – promoting collectives of the economically marginalised to enable them to aggregate their skills/produce/capital, to engage with the market collectively and thereby influence, lead, and benefit from markets.
- b. **Employment Generation and Development** - identifying new employment opportunities adding value to existing opportunities in a changing economy, and enabling the economically marginalised to position themselves so that they can use and benefit from emerging opportunities
- c. **Equitable Distribution of Wealth** - promoting optimum accumulation of wealth by all, sensitising organisations and individuals to value and remunerate sufficiently the contribution of the economically marginalised so that they ensure inclusive and equitable growth, not in a spirit of charity and social safety, but out of a belief that growth is sustainable only if equitable.

d. **Economic Growth and Development**– Ensuring creation/revision in policies and legislation aimed at enhancing the lives and livelihoods of the disadvantaged and ensuring that economically marginalised benefit from them

e. **Empowerment**–ensuring that economically marginalised are adequately meta skilled to adopt to any environment; adequately motivate and equip them for demanding their rightful share in the economy

ALC India intends to work with all key stakeholders in the economy ensuring (a) that the economically marginalised position themselves in a manner that makes the market engage with them on equitable terms and (b) that the state frames policy and legislation not biased against the economically marginalised, and that (c) the non-economically marginalised who are not directly engaged in working with the economically marginalised are adequately sensitised and contribute resources needed for the economically marginalised.

Our Services

ALC India provides techno managerial support services and products that add value and enhance livelihoods of the economically marginalised. We serve majorly in the area of economic development and are broadly classified into 7 domains. Each domain has a specific team of dedicated individuals and functions as a unit performing specific functions. The domains are listed below:

Program and Project Management (PPM)

Under this domain, ALC provides a wide range of services including designing of projects for livelihoods enhancement, conducting project appraisals, evaluations and development audits, establishment of turn key projects and providing off site training and on site hand holding support.

Finance Management and Administration (FMA)

A felt need in the livelihoods sector, particularly among civil society organisations is that of capacity building in setting up systems for financial management. In order to facilitate this, ALC India provides training support to organisations on book keeping and auditing, gender budgeting, credit worthiness ratings and development of fiscal policies. ALC India also supports organisations in creating access to capital.

Information, Communication and Knowledge Management (ICK)

Taking forward ALC India's mandate on 'Learning Organisation', this domain focuses on the idea that information and knowledge are critical elements in the process of realizing the 5 Es i.e. Employment, Equity, Enterprises, Economy and Empowerment. Activities in this domain focus on development of products for information dissemination like videos, books and magazines and towards development of management information systems and knowledge management through centralized systems.

Human Resource Management (HRM)

This domain extends support in the form of assistance in recruitments, design and development of job portals, development of human resource policies, workforce management including competency assessments and developments and in house trainings.

Institution and Organisation Management (IOM)

This domain includes envisioning, planning and designing of monitoring tools, organisational development, structuring, incorporation and rating.

Marketing and Business Development Services (MBD)

This domain actively scouts projects for ALC India and supports other domains in sourcing out projects. The domain also shoulders the responsibility of marketing of the internal products of ALC India such as the TI Magazine.

Risk and Disaster Management Services (RDM)

This domain addresses the livelihood related risks faced by urban and rural economically marginalised. Reviewing means and measures to reduce risks are part of the domains activities. Other activities include asset insurance, health insurance, life insurance, loan insurance, mutual insurance, disaster mitigation, biodiversity, climate change etc.

Organisation's Service Practises

Proactive Products and Services

In order to keep pace with the changing needs of the market economy and socio-political-legal structures, ALC India designs innovative products and services to address latent and future needs. Towards this end, the organisation proactively offers training programs, publications, web based services and conducts events to educate stakeholders.

Wide Service Base

ALC India works with a wide stakeholder base to promote sustainable livelihoods for the economically marginalised. These include individuals, businesses, governments, NGOs, CBOs, INGOs, Trusts / Foundations, research and academic institutions.

Integrated Support Services

ALC India works with different stakeholders at individual, household, community and society to provide integrated support services that span value chains. These services aim to improve human, social, physical, financial and natural capital with a view towards achieving multiple outcomes such as increase in skills, productivity, income and employment and reducing risks. Such services are designed and delivered in a variety of social, legal, political, environmental, technological, economic and climatic contexts and through diverse institutions like cooperatives, trade unions, societies, companies and trusts.

Cost Conscious Services

ALC India practices cost consciousness in keeping with the spirit of inclusion embodied in its core values. Towards this end, consultancy services are provided in differently priced packages. Costs are based on the nature of the organisation and structured to be affordable for smaller organisations. This type of cross subsidizing for NGOs and CBOs has enabled ALC India to expand its reach at the grass roots level. 40% of the consulting time is dedicated for smaller entities in low cost or voluntary form. Apart from this, other cost saving measures and low overheads form key strategies for providing services to smaller organisations.

Social Contribution

Again rooted in its core values, ALC India uses its own resources to undertake processes and activities that make a positive social contribution. Towards this end a few initiatives include:

- Low cost training programs for CBOs and other grass roots organisations
- Development advocacy on various aspects of livelihoods
- Providing fellowship for development entrepreneurs
- Volunteering for small NGOs and CBOs.

Organisational Behaviour

ALC India follows a policy of moderation in its organisational practices. It aims to affect harmony in approaches such as centralisation and decentralization, top down and bottom up, globalisation and localization etc.

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I. Overview

A livelihoods perspective, in a simple sense, is concerned with how different people in different places live. But at a deeper level, *a livelihood comprises of a combination of resources used and activities undertaken*—altogether dynamic and most often complex. Thereby making it imperative for one to consider several factors in consonance, and in interconnectedness. This clearly reflects as part of our work—from milk cooperatives and artisan livelihoods to agriculture and the role of accompanying markets, from participation in various forums. Be it regarding policy imperatives that bear consequences for the rural economically marginalised, or discussion boards on sensitive issues such as biodiversity-livelihood concerns. In each case the approach is to support partner organisations, to help them acquire role clarity, to provide them strategic and managerial assistance where required, and most importantly, to provide critical information where missing.

1. Youth and Employability

This year, there was a significant improvement in the nature of work undertaken for capacity building and employment. A lot of initiatives were also taken to assist youth in their employment. An assignment of Child Fund of India looks at the employability of youth. The three stage assignment will look at the employability aspects of around 300 youth in four districts of Uttar Pradesh. The focus of this program is to provide employment opportunities to the school drop outs, who could not continue their education for one reason or the other. The first phase has been completed and will look to start the second phase or the training. Based on the first phase study, necessary vocational training will be provided to youth. An extension of this service, i.e. placement of youth in various industries was also tried for the first time. In partnership of World Vision, a Job Mela was organised. Around 300 youth from different project areas of WVI had turned up for placement. Seven different agencies varying from known retail corporate to Foundations, selected more than sixty people at various levels. As a service to KRITI, we helped them with our placement services. Three of the desired profiles were fulfilled and this has given space to us to explore and provide similar services to other organisations.

2. Livestock Holders

Under the broad objective of feasibility, specific aspects of the study included a market viability analysis of the dairy sector, strategies for institution building at the community level, business development plans and preparation of staff capacity building plans. The feasibility study would enable World Vision India to develop a proposal for intervention in the dairy sector as a sustainable livelihood option for the economically marginalised. Our suggestions on setting up of a production unit, market availability and accessibility should help them in being more competitive. Another project in Kutch Nav Nirman Abhiyaan in Gujarat focuses on aspects related to cattle feed and medical services to the economically marginalised farmers who remain devoid off medical facilities.

The project is still ongoing. We also developed a Dairy Feasibility Study in twenty villages in Hardoi district of Uttar Pradesh for World Vision India.

3. Subsistence Livelihoods of Farmers & Communities

The Bottom of Pyramid Study was conducted in Thirupalani block of Ramanathapuram District, (Tamil Nadu) for an organisation known as Habitat for Humanity India. Target mass for the study were inhabitants of villages around Keezhakarai area falling in Thirupullani block of Ramanathapuram district, Tamil Nadu.

With the ultimate goal of improving socio-economic standards of the targeted community, the study aimed at assessing the current resource availability and scope for enhanced usage of same, so as to realize the added value to the community in a sustained manner. This involved understanding the existing activities and their economic returns; bottlenecks felt by communities around such activity and a comprehensive assessment of factors and demand conditions. The study outcomes threw some light on the key products and services needed to initiate new or additional functions that need to be integrated into existing activities there by culminating in creation of enterprise that add economic value to community.

The study looked at various livelihood options available for the community, based on the available resources and livelihood practices in different sectors such as agriculture / horticulture, livestock, fisheries and small scale industries. While the study in Thirupalani gave insight on resource availability and usability, a study in Odisha highlighted issues related to food security. Trócaire commenced a new livelihoods program in Odisha titled “Promoting land rights and sustainable livelihoods in Odisha”. This program, focused on food security and land rights, endeavours to promote equitable access to and control over resources, particularly land and forests. The Forest Rights Act (FRA) will be used as tool to ensure forest dwelling households obtain title to their land. Advocacy on proper implementation of the FRA, as well as government welfare schemes such as the National Rural Employment Guarantee Act (NREGA) and the Public Distribution System (PDS) will be a major focus of the program going forward.

A similar level of study was conducted for slum dwellers in partnership with Kriti in Hyderabad. Under this project, we conducted a study in slum areas of Filmnagar, Yellammabanda and Rasoolpura for understanding lifestyles, living conditions, income and expenditure aspects of households. Based on the survey, our inputs on various aspects of household should provide a better understanding of their lifestyles and the solutions accordingly.

An interesting study in association with IIM Ahemdabad, on socio-economic conditions was conducted on coconut/cocoa growing areas in India, and the impact of cocoa farming. The study is funded by Cadbury and ALC India has been identified to carry out the field study with farmers and workers in 2 states in Tamil Nadu and Andhra Pradesh. We look at the outcome of the study as a potential point of change which would influence stakeholders in cocoa viz., companies promoting cocoa farming and government which may lead to better returns to the farmers - approximately 10,000 farmers in Kerala, Tamilnadu and Andhra Pradesh states in the next 5 years. Better compensation and working environment to the workers - approximately about 5, 00,000 workers in

Kerala, Tamilnadu and Andhra Pradesh, over the span of next 5 years is also envisaged as a benefit to the community.

4. Ecology and Environment

ALC India carried out an assessment of horticulture programme implementation and submitted a report based on the current assessment. The objective was to evaluate the area of 2007-08 and 2008-09 for horticulture plantations in Kadapa district of Andhra Pradesh.

Detailed Project Reports (DPR) Preparation in 9 IWMPs: ALC India prepared DPR of each watershed areas for DWMA Nalgonda

5. Enterprise & Institution Support

Establishment of enterprises and support to them has been a key component of our services. By doing so, we not only try to strengthen the organisations but also get an opportunity to work with the producers. We developed a business plan for setting up a dairy unit in Karzat district of Maharashtra. We also undertook an assessment of the Inteddeepam Mahila Dairy Program, an intervention promoted by GRAM-an NGO based in Nizamabad district of Andhra Pradesh. GRAM envisages setting up a large scale livelihood program on its SHG and Federation platform. The Dairy is a first step in this direction, covering 8,471 active members from 164 functional Producer Institutions (PI) across 235 villages. The assessment was undertaken with the purpose of understanding the structure of the Dairy and the Producers' Institutions, the Business Model and the horizontal expansion being undertaken and future growth plans. Based on these, recommendations were made to GRAM on the way forward. The recommendations of the assessment were primarily to improve the overall returns to the dairy producer and help in up-scaling the dairy program and starting a variety of productivity increasing services for dairy producers.

We also implemented projects in Dhar & Dewas district of Madhya Pradesh for comprehensive development of agriculture plan (CDAP). Four commodities of high agriculture value were selected and a comprehensive plan was developed for each of them in both the districts. On a similar note, we have partnered with Ford Foundation for developing monitoring & evaluation processes for its 19 supported NGOs. These NGO promoted enterprises which work on various products provide a great learning platform for us, simultaneously it shows a way to make a difference in the lives of people.

6. Publications

Transforming India: The magazine was launched with an idea, to provide an opportunity to the member consultants within ALC India, to express their views and opinions. At the same time, it also acted as a forum for other writers, who work in the development sector. It's has been 3 years now, since we published the first issue of the magazine. The magazine has got its RNI registration and slowly reaching number of subscription. There have been a few changes pertaining to it. At one hand, TI was able to highlight the various issues related to agriculture and development sector but there is a lot to be done to make the magazine financially viable. The readership base has increased quite significantly but no breakthroughs have been achieved so far in advertisements to take care of the publication cost. However to combat the present situation, ALC India is working on various alternatives including the e-version of it.

TI Issues (published in 2009 - 10)	Name of the Article		
	Cover Story	Beyond Horizon	My Opinion (Author)
April – June, 2009	Employment & Skill Development - Retail Sector	Sarvodya maha Sangha-that promoted villagers from project participants to decision makers	Mr.T.Vijay Kumar
July – Sept, 2009	Special Economic Zones: Engines of growth or destruction	A Cooperative success-Mulukanoor Cooperative Rural Bank & Marketing Society Ltd.	Mr.Vijay Mahajan, Founder of Basix group of companies-
Oct – Dec, 2009	Rural Livelihoods and Small Holder Poultry Production Systems: A Re-look	South Indian federation of fisherman: Making waves of development	Dr. Nachiket Mor, President ICICI Foundation For inclusive Growth and Director , ICICI Knowledge park
Jan-March, 2010	Gypsy Lores-Trailing the Caravan	Empowerment is Collective	M.P.Vasimalai, Founder & Executive Director of DHAN Foundation

7. Key Initiatives

Financing Livelihoods of Economically Marginalised

Right understanding of finance, defines the success of an enterprise. With an eye to provide a discourse on key aspects of finance, a symposium was organised in Hyderabad. The symposium was supported by NABARD and Ford Foundation. The event highlighted various aspects of financial needs of the economically marginalised and issues related to it. The event saw the participation of more than 40 practitioners from development sector.

Tathya: The Pulse of Unsung Heroes

Creating awareness among haves about the have nots will not only bridge the ever increasing gap but also develop a sense of concern and empathy towards them. Understanding the necessity to create awareness on the difficulties with the livelihoods of people whose contribution towards India's' growth have gone unnoticed, a two day documentary film festival pivoting around livelihoods of several economically marginalised communities of society was organised in Hyderabad. The two day livelihoods event was supported by Basix India, Chetana Organics, OXFAM India, JEEVIKA and Radio City. This festival comprised of 19 award winning short & documentary films and product kiosks by various NGOs. The two day festival not only provided platform for an interaction session but also gave an insight into the lives of unsung heroes. Many NGOs participated in the event and

brought to the masses a wide range of handicraft and organic products that narrated the stories of tradition and culture and the challenges in keeping them alive with the changing environment and ever increasing difficulties in this technologically dynamic world. The program was inaugurated by Mr. Amitava Guha (Chairman of ALC India). Around 500 people turned towards this festival over the span of 2 days.

Learning Tours

A community based enterprise has a lot of stakeholders, so before making a decision due diligence is required. In such a scenario, where providing complete understanding of any activity is more than important; exposure visits provide a real time experience and a better understanding of issues and processes. Keeping this in mind, we conducted eight exposure visits and tried to ensure that the representatives of concerned enterprises are exposed to successful organisations and understand various processes comprehensively. The list of exposure visits is given below:

Organisation	Purpose of Learning Tour
Masuta	Institutional Systems
ADITI	Enterprise Development
Sehgal Foundation	SME Development
Kotak Education Foundation	Employability Tour
Chitrika	Market Exposure

8. Projects undertaken in the year 2009-10

In all, sixty projects were undertaken, of which a detailed break-up along with the budget and domain specifications is given in the table below:

Domain	Name of Organisation	Project Name	Project Value (Rs.)
MBD	KNNA	Training Programme on Marketing and Business Development with Producers' Institutions	82,725.00
	NIRD RPM Course	Rural Products Marketing Course	120,000.00
HRM	KEF Mumbai	Phase III- Strategic Plan development	66,180.00
	KEF Mumbai	Market assessment study for Unemployed youth	102,000.00
	NIRD Hyderabad	Workshop on Strategic Planning	75,000.00
	ALC India	Training program on Basics in Livelihoods promotion	30,000.00
	WV Mumbai	Skill Development Program for Youth	129,000.00
	Masuta	Learning Tour for Staff on Institution Development	162,500.00

	KEF	Training on Education	80,000.00
	Kriti	Placement Services to Kriti	35,000.00
	Enna	Training for Economic Enterprises Promotion	12,500.00
	WORLP (Odisha)	WORLP (Odisha)	901,070.00
	WVI Chennai	Training Manual of Sub Sectors and livelihoods intervention	656,924.50
	UPASaC	Training on enterprise promotion for Business Promoters.	98,500.00
PPM	WVI Mumbai	SHG skill assessment and market opportunity study	145,231.00
	Kriti Foundation	Base-line study of slum-dwellers in Hyderabad	34,000.00
	SERP	Impact of Market Intervention by VOs	839,311.00
	Rural Development department of AP	Assessment of Horticulture program implementation	450,576.00
	Manchester University	Cocoa Scoping Study	63,966.00
	IIMA	Cocoa Study	1,446,450.00
	Shivaji Dham	Dham Mini Dairy Proposal	50,000.00
	MSSRF	Training on Proposal Writing	82,120.00
	Center for Excellence	Sirsilla Weavers Rehabilitation Impact Study	23,163.00
	WVI Hardoi	Dairy Feasibility Study – Hardoi	209,008.00
	GRAM	GRAM-Dairy Study	158,600.00
	MaFoi	Livelihoods Assessment & Strategy Development	22,000.00
	HFH India	Needs assessment study	180,000.00
	Trocaire	Baseline Survey	733,200.00
	DWMA Medak	DPRs Preparation in 5 IWMPs	827,250.00
	WVI Ongole	Workshop on Proposal Writing	9,616.00
	DWMA Nalgonda	DPRs Preparation in 9 IWMPs	1,489,050.00
	SAPPLP	GP Notes Finalisation	268933
	DWMA Medak	DPRs Preparation in 5 IWMPs	827250
ICK	Intellectap	Advertisement for Transforming India magazine	14,000.00
	Buffalo Trader	Advertisement for Transforming India magazine	27,000.00
	SubscriptionTI	Transforming India magazine Subscription	62,000.00
	NASSCOM	NASSCOM Foundation Capacity Building training manual	101,000.00
	Ad-Deshpande Foundation	Advertisement for TI	7,000.00
	ALC India	Documentary Film Festival- Tathya	300,000.00

RMD	ALC India	Training Programme on Risk Management for Promotion of Sustainable Livelihoods	60,500.00
	NIRD	Risk Management and Rural Insurance Course	26,472.00
	NIRD	Exposure Visit on Risk Management	75,280.00
	Handicap International	Training on Promotion of SHG and Livelihoods	49,954.00
	NIRD-RMRI Course	Risk Management and Rural Insurance Course	90,000.00
	FMA	Chitrika	Internal Audit Service -1
	Chitrika	Internal Audit Service -2	8,554.00
IOM	CARE India	Programme options for AP	226,000.00
	AIACA - MITAN	Institution formation support	150,000.00
	BAIF	Institutional and Business Plan for CBOs	84,000.00
	ALC India	Training Programme on Collectives and Livelihoods Promotion	78,000.00
	World Vision Premamaya ADP	Institution Support	11,580.00
	FABS – MANAGE	C-DAP	785,000.00
	APPS, Ananthapur	Promotion of Labour Cooperative	2,000.00
	CSA, Hyderabad	Registration of Federation	183,100.00
	HASSS, Hyderabad	Capacity Building of SHGs	2,000.00
	WVI, Premamaya ADP	Institution Development for CIGs	338,070.00
	MITRA-BAIF	Strengthening of Lead Vibhag (Phase I)	397,000.00
	Oxfam Australia	Capacity Building of Federations	480,000.00
	WII	Institution & Enterprise Development & Support	2,867,800.00

II. Domains & Team Composition

During the financial year 2009-10, one unit at Bhubaneswar with a team of 5 consultants has been established. Over time, it is expected that the BBSR branch will be able to generate sufficient revenue to enable roll back of ALC India support. It will then function autonomously as a self sufficient unit of ALC India.

A. Domains and Their Work

In the financial year 2009-10, ALC India worked through 7 different domains in total, each comprising of members that devote their time and efforts to a specialised field. **Risk Management & Marketing Domain** was functional only till first half of the financial year. Due to lack of senior

consultants, the members of the domain were put into other domains, based on their preference. The nature and scope of each of the domains is elaborated in the table below:

Sl.	Domain Name	Team	Description
1	Information, Communication and Knowledge Management	Mr. Manas Mohan, Ms. Nisha Kumari, Mr. Abhishek Kumar Shahi	It aims to improve the overall efforts at information sharing, dissemination, and organisational communication
2	Institution and Organisation Management	Mr. N. Madhu Murthy, Dr. K. Surekha, Mr. V. Madhusudan Rao	Aims to promote suitable institutions for the economically marginalised, considering the context and the need at hand. The formulation of bylaws, business rules, norms and procedures for institutional functioning are deliberated
3	Programs and Project Management	Mr. G. Satyadeva Prasad, Md. Sarfaraz Khan Alam, Ms. Rituparna Majumder, Mr. PNVS Murthy	The domain is concerned with the integration of projects undertaken by different domains. It also looks into aspects of Quality (of work delivered) and Finance (cost incurred as against budget) and management of the programs from its inception right up to its end.
4	Marketing and Business Development	Dr. B.R.Athani	The domain is mainly responsible for marketing ALC India's products to generate business, and to provide the leads for all other domains as far as business development is concerned
5	Risk Management and Disaster	Mr. Rajnikant Prasad, Mr. Kundan Chandra	The domain addresses the livelihood related risk faced by rural and urban economically marginalised. Different means and measures, by which risk may be reduced, are reviewed and scrutinised as part of the domain's activities
6	Finance Management and Administration	Mr. Manoj Ms. S. Kameshwari, Mr. Pankaj Tiwary, Mr. B. Bhaskar Rao	Monitoring of advances and recruitment process for the other domains are the main functions. The domain remains focused on decreasing the overheads, and increasing the returns from consulting services offered
7	Human Resource Management	Mr. G V Sarat Kumar, Ms. Pratiba K. Sudaray, Ms. Priyanka Kohli, Mr. Prashant Lal Mr. Kiran Satya	This domain has developed a standardised recruitment process for ALC India. It has also started an online testing facility so that candidates can apply from any part of the country. They have initiated programs on staff capacity building, get-togethers and retreats.

B. Performance Appraisal

Work across each domain is evaluated and measured on regular basis. A sample of the performance appraisal report is presented below. The self-designed matrix evaluates each members across different parameters – their performance as members of the domain, ratings by members of other domains, compliance to requirements/policies, voluntary contribution and successful fulfilment of other prerequisites. The overall score is required to exceed 70%, failing which the concerned consultant suffers a proportionate loss of pay. Tools such as this, not only act as an incentive for better performance, but also measure the success of the organisation as a team.

Sample of Performance Appraisal Sheet

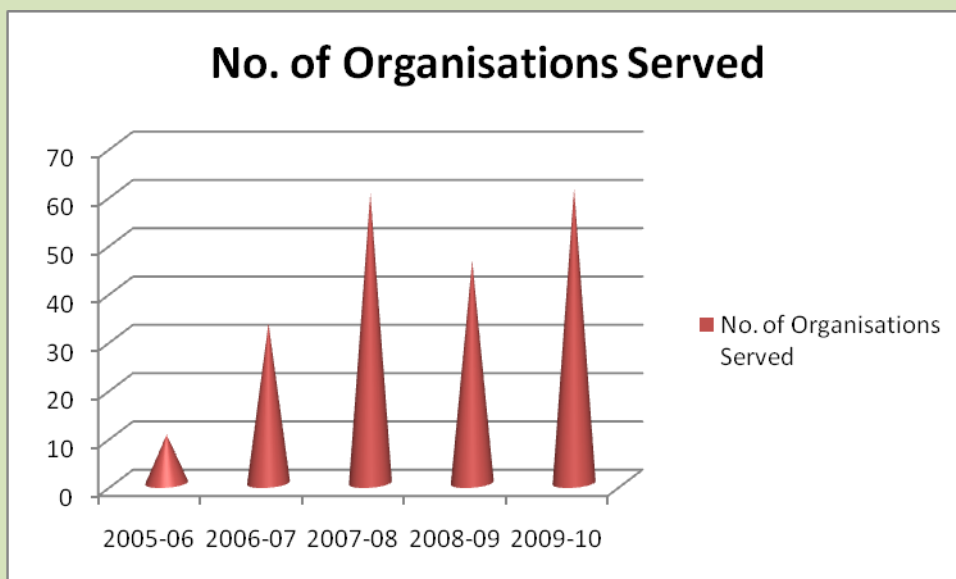
Performance Report FY 09 10 - ALC India Consultants															
#	Name	Designation	Weighted Scores Against Indicators					Minimum Performance Compliance						Business Development Incentive/Disincentive	TOTAL SCORE
			Domain Score	Other Domain Score	Self Development Score	Competency Score	TOTAL PERCENTAGE	Revenue Generation	Minimum Business Generation	Domain Viability	TI Articles	Voluntary Work	Working Day Compliance		
1	G.V.Krish nagopal	Senior Partner	61.2		10.0	9.6	80.9	-	-	-	-	-	-	15.00	95.94
2	G Satya Deva Prasad	Partner	67.5	11.0	8.0	9.0	95.5	-	-	-	-10.0	10.0	-	15.0	90.50
3	N Madhu murthy	Partner	25.2	13.2	10.0	8.3	56.8	-	-	-	-	10.0	-	15.0	61.82
4	V Madhusudan Rao	Senior Consultant	9.5	12.0	6.0	7.0	34.5	-	-	-	-10.0	10.0	-	15.0	30.50
5	K Prativa Sundaray	Senior Consultant	36.0	3.75	8.0	6.0	54.0	-	-	-	-	10.0	-	15.0	44.08
6	G V Sarat Kumar	Senior Consultant	35.0	7.80	8.0	7.0	57.8	-	-	-	-10.0	10.0	-	15.0	37.80
7	Manoj Kumar	Consultant	21.5	10.0	8.0	9.5	49.0	-	-	-	-	10.0	-	15.0	36.00
8	Manas Mohan	Consultant	21.8	30.0	10.0	9.0	70.8	-	-	-	-	10.0	-	15.0	4.13
9	Sarfraz Khan	Consultant	32.3	30.0	8.0	8.6	79.0	-	-	-	-	10.0	-	15.0	39.06
10	Surekha K	Consultant	45.0	12.0	10.0	8.1	75.1	-	-	-	-	10.0	-	5.0	70.17
11	Priyanka Kohli	Consultant	49.5	4.00	10.0	9.0	72.5	-	-	-	-10.0	-	-	15.0	62.50
12	Rituparna Majumder	Management Trainee	41.4	10.0	8.0	8.6	68.1	-	-	-	-	10.0	-	5.0	53.14
13	Ms. Nisha Kumari	Management Trainee	26.9	30.0	10.0	8.1	75.1	-	-	-	-	10.0	-	15.0	0.16
14	Mrs. Kameshw	Senior Executive	14.0	2.40	6.0	4.9	27.3	-	-	-	-	10.0	-	15.0	57.70

	ari															
15	Pankaj Tiwari	Senior Executive	16.1	7.50	8.0	6.3	37.9	-	-	20.0	-10.0	10.0	-	15.0	-	47.08
16	Abhishek Kr. Shahi	Senior Executive	17.7	-	10.0	8.5	36.2	-	-	20.0	-	10.0	-	15.0	-	38.72
17	PNVS Murthy	Senior Executive	DS	DS	DS	DS	DS	DS	DS	DS	DS	DS	DS	DS	DS	DS
18	Bhaskar Rao Bannisetty	Executive	37.1	21.0	8.0	8.0	74.1	-	-	20.0	-10.0	10.0	-	-	-	19.18

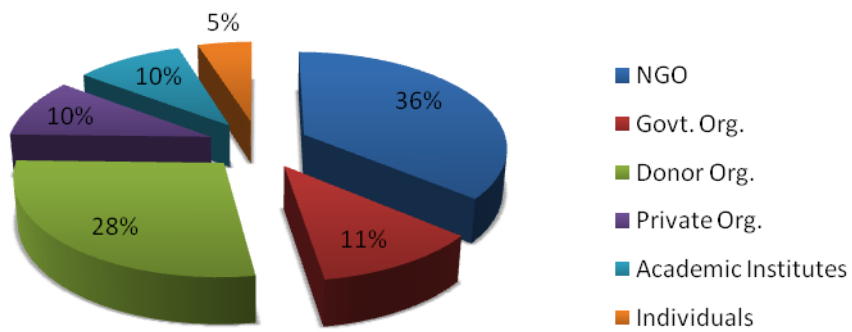
C. Organisational Progress – Performance at Team Level

Compared to last financial year, the number of consultants has increased, which has helped significantly in maintaining the quality aspects of our services.

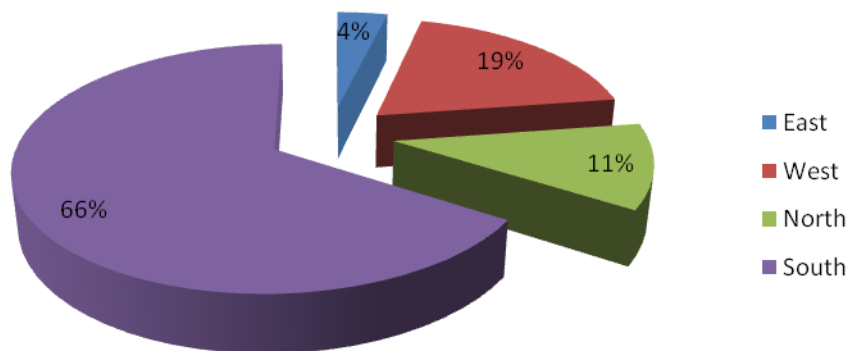
Likewise, the graphs shown below show the **number** of different organisations served in last four years, net profits, and net profits as a percentage against the turnover.



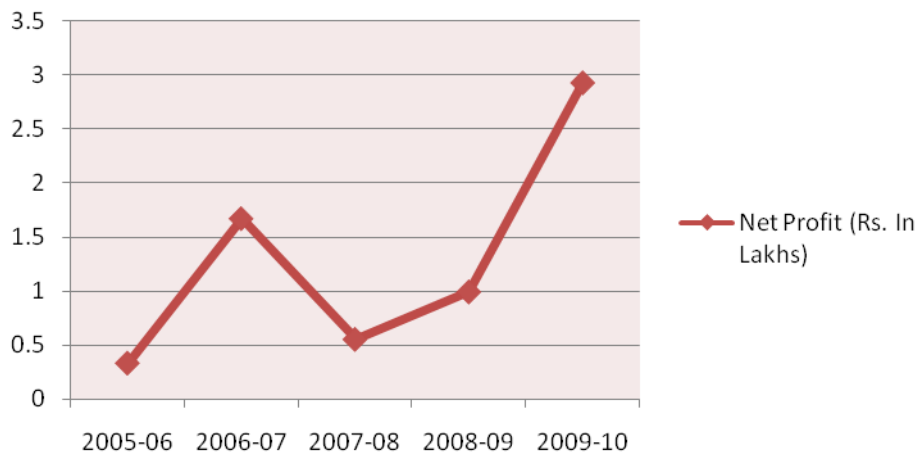
Type of organisations Served

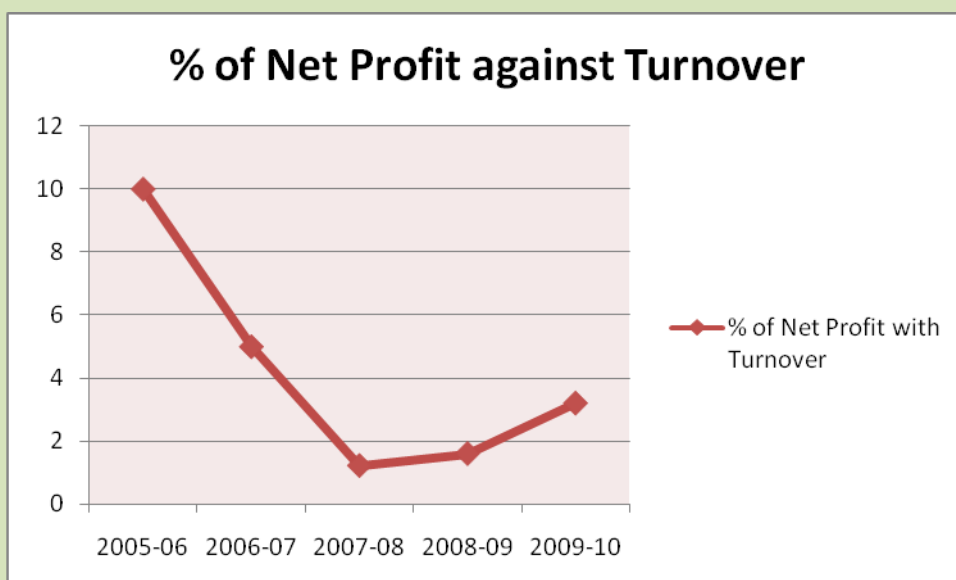


Regional Distribution of Projects



Net Profit





III. ALC India Initiatives

1. Capacity Building Programmes

As mentioned earlier, capacity building figures are important elements of our initiatives, it includes trainings and workshops conducted and attended. The tables below elaborate the same:

Name of the Project	Client Name	Brief Description of Project
Learning Tour for Staff on Institution Development	Masuta	Learning Tour cum Training on Institutional and Business Development

Workshop on Strategic Planning	NIRD	Workshop on 'Strategic Management' for the PGDRDM Students
Skill Development Program for Youth	WVI Mumbai	Providing employability enhancement training and opportunities for placement
Training for Economic Enterprises promotion	Ennela	Training of women entrepreneurs on enterprise development
Training on Education	KEF	Familiarization and Strategic Plan Development for Staff of Education Wing
Training Manual of Sub-sectors and Livelihoods Intervention	WVI Chennai	Designing training manual for Sub Sectors and Livelihoods Intervention
Training on Enterprise Promotion for Business Promoters.	UPASaC	Training for enterprise promotion for Business Promoters.
NASSCOM Foundation Capacity Building Training Manual	NASSCOM Foundation	To Develop Trainer and User Manual
Rural Products Marketing Course	NIRD	Preparation of course includes basic concepts of marketing in the context of rural products
Training Programme on Collectives and Livelihoods Promotion	ALC India	Training to promote different collectives for the livelihoods of the economically marginalised
Capacity Building of Federations	Oxfam Australia	To build the capacities of federations promoted by NGOs as part of Oxfam Tsunami Project
Institutional and Business Plan for CBOs	BAIF	5 days capacity building plan on business planning to cooperative
Institution Development for CIGs	WVI Ongole	Institution development support for community based organisation
Rural Product Marketing Course	NIRD	Rural Product Marketing Course at NIRD
Training Programme on Marketing and Business Development with Producers' Institutions	Sahajeevan, Kutch Nav Nirman (No Suggestions) and SJS (KMVS)	5 day training programme for 20 participants on marketing, institution development and business planning
Training on Proposal Writing	MSSRF	Preparation of proposal writing manual and 4 day training on the subject to telecom managers
Workshop on Proposal Writing	WVI Ongole	Workshop on proposal writing for Community Facilitators
Risk Management and Rural Insurance Course	NIRD	Course on Risk Management and Rural Insurance for PGDRDM students
Exposure Visit on Risk Management	NIRD	Exposure Visit to PGDRDM students on Risk Management of livelihoods
Training on Promotion of SHG and Livelihoods	Handicap International	Mainly on promotion of SHG and livelihood for people living with disability

2. Fellowships

ALC India offered a fellowship to Mr. Dinesh Kumar, for the year of 2009 - 10. Ashis is an IRMA alumnus and was previously working with Timbaktu Collective (AP). Based on his experience Ashis decided to work on the land-water related issues, in the tribal dominated area of Dungarpur of

Rajasthan. By assessing Ashis' interest and plan, ALC India granted him a fellowship of Rs. 8,000 per month. The core objective of Ashis's work is to create organisations that are owned and run by the producers themselves. The organisation should ensure sustainable livelihood opportunities for its members. Initially, Ashis worked with *Samarthak Samiti*, a civil society organisation based at Udaipur, Rajasthan, which has been working on providing marketing and management support to various forest produce cooperatives in the southern districts of Rajasthan. The partnership was symbiotic with Ashis developing a new program for agriculture and its marketing and the Samiti deriving management and leadership support from him.

During the course of the fellowship tenure, Ashis has executed the following activities:

- Initiated work in 2 villages and has established a rapport with the community through participation in various functions, helping in village works and planning NREGA activities.
- Networked with 3 organisations, namely - Vagad Mazdoor Kisan Sangathan (VMKS) for local mobilisation and community based initiatives, Sambhaav Trust for support on water related activities and OFFER on organic and SRI initiatives

Fellowship for 2009-10

During the financial year 2010-11, ALC India plans to offer fellowship to Mr. M. N Dinesha Kumar. He is an alumnus of IRMA. He plans to work with a community working on millet in Anantpur (AP). He will be involved in setting up of millet based enterprise.

3. Voluntary Support

As part of ALC India's policy, we provide voluntary support to relatively smaller organisations that are in need of services/products, which they cannot afford. So, every consultant of ALC India tries to contribute 20 days in a year as voluntary time. In the year 2009-10, the comprehensive list of voluntary support/services contributed by ALCI's consultants to different grassroots level NGOs and CBOs is given below:

Voluntary Support Extended by ALC India

SN.	Consultant Name	Organisation	No. of Days	Details of Work
1	Mr. G. V. Sarat Kumar	Chitrika	15.50	<ul style="list-style-type: none"> ➤ Annual Planning, Recruitment, ➤ Development of Cooperative HR policy and Plans ➤ Development of Promotional notes
2	Ms. Priyanka Kohli	Chitrika	20	<ul style="list-style-type: none"> ➤ Advertisement preparation and posting on various sites for recruitment ➤ Recruitment Services ➤ Development of HR Policy
3	Mr. GV Krishna gopal	Chitrika	13.25	<ul style="list-style-type: none"> ➤ Annual Plan Preparation ➤ Funding Proposals ➤ Cooperatives General Body ➤ Perspective Planning ➤ Funding Proposals Development
		ICCO	2	➤ Workshop on Corporate Responsibility
		Raifed Livestock Network	2	➤ Workshop
		SERP	1	➤ Workshop on CMSA
		Villgro	1	➤ Training of Staff on Cooperatives
		ISB	1	➤ Social Enterprise Proposal Evaluation
		NABARD	0.5	➤ Task Force Meeting - Farmers Loan Waiver
4	Mr. N. Madhu murthy	APARD	15.5	➤ Institution Development Support
		Ecoventures	3	➤ Institution Development Support
5	Mr. Madhu sudhan	CONARE	8	➤ Financial Management System
6	Dr. K Surekha	RD dept.	1	➤ Delegates from other states to DWACRA women
		Chaitanya Vikasa MACS	6	➤ Annual Report, Board Meetings etc.
7	Mr. G. SatyaDeva	SERP	1	➤ Workshop on Sustainable Agriculture
		Chitrika	1.75	➤ Training on computer for analysis and MIS
		Kriti	4	➤ Base-line study
8	Ms. Prativa	Safal Solutions	4	➤ ITFT

Annexure 2 (a): Balance Sheet

ACCESS - LIVELIHOODS CONSULTING INDIA PRIVATE LIMITED

4, Matrunilayam, Srinagar Colony,
Picket, SECUNDERABAD - 500 009.

BALANCE SHEET AS AT 31.03.2010

Particulars	Schedule	As on 31	
		03-2010 Amount	03-2009 Amount
I. SOURCES OF FUNDS			
1. SHAREHOLDER'S FUND			
Share Capital	1	775,000	175,000
Reserves & Surplus	2	463,798	260,278
2. LOANS FUNDS	3		
Secured Loans		2,090,235	1,231,687
Un secured Loans			243,763
DEFERRED TAX LIABILITY		9,391	196
		3,338,424	1,910,924
II. APPLICATION OF FUNDS			
1 Fixed Assets	4		
Gross Block		1,828,524	1,698,087
Less Depreciation		85,629	56,077
		1,742,895	1,642,010
2. Investments		--	--
Current Assets, Loans & Advances	5	4,798,280	1,498,596
Less: Current Liabilities & Provisions	6	3,213,251	1,242,273
Net Current Assets		1,585,029	256,323
Misc. Expenditures:-			
Preliminary Expenses		12,600	14,700
(To the extent not written off)		2,100	2,100
Magazine Development Expenses		10,500	--
		3,338,424	1,910,933

NOTE: Previous year figures are regrouped wherever necessary.

As Per Separate Report of even date
M/s SIVA KRISHNA & NARAYAN
CHARTERED ACCOUNTANTS

For SIVA KRISHNA & NARAYAN
CHARTERED ACCOUNTANTS

R.V.N. SASTRY
Partner
M. No: 206635

PLACE: Hyderabad
DATE: 30-04-2010



On behalf of Board of Directors
For Access Livelihoods Consulting
India Private Limited

Director

Director

Annexure 2(b): Profit and Loss Account

ACCESS LIVELIHOODS CONSULTING INDIA PRIVATE LIMITED

PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31.03.2010		
PARTICULARS	As on 31/03/2010 Amount	As on 31/03/2009 Amount
INCOMES:		
Projects & Consultancy Fees	8,727,696	5,989,131
Other Incomes	413,756	52,819
Work in Progress	—	113,000
	9,141,452	6,154,750
EXPENDITURES:		
Administrative Expenses	788,857	570,361
Payments & Benefits to Consulting personnel	6,252,100	4,117,595
Project Specific Expenditure	925,680	788,343
Domain Expenditure	519,880	426,924
Finance charges (Interest & Bank charges)	275,810	133,262
Depreciation	85,629	25,439
	8,847,956	6,061,924
Profit/Loss for the year before Taxes & Provisions	293,496	92,826
Dividends and Dividend Tax Paid	—	—
Provision for Income Tax	90,690	30,220
Provision for F B T	—	8,846
Provision for Deferred Tax	9,195	196
Preliminary Expenses written off	2,100	2,100
	101,985	41,362
Profit/Loss carried over to Balance Sheet.	191,511	51,464
	293,496	92,826

NOTE: Previous year figures are regrouped wherever necessary.

As Per Separate Report of even date
M/s SILVA KRISHNA NARAYAN
CHARTERED ACCOUNTANTS

For SILVA KRISHNA NARAYAN
CHARTERED ACCOUNTANTS

R.V.N. Sastry
R.V.N. SASTRY
Partner
M. No: 206635

PLACE : Hyderabad
DATE : 30-06-2010



On behalf of Board of Directors
For Access Livelihoods Consulting
India Private Limited

Madhya
Director

Director

ACCESS LIVELIHOODS CONSULTING INDIA PRIVATE LIMITED

PARTICULARS	Schedule	AS ON	
		31-03-2010 AMOUNT	31-03-2009 AMOUNT
SHARE CAPITAL	1		
Authorised Share Capital 50,000 Equity Shares @ 10/- each Issued, Subscribed and Paid up 10000 Equity Shares of Rs. 10/-each)		500,000	500,000
Share Application of Money		500,000	100,000
		275,000	75,000
		775,000	175,000
RESERVES AND SURPLUS	2		
Opening Balance		260,287	208,823
Add: Profit for the Year		191,511	61,464
		451,798	260,278
LOANS & ADVANCES	3		
Un Secured Loans		2,090,235	1,231,687
Deferred Tax Liability		9,391	196
FIXED ASSETS	4		
Net Block		1,828,524	1,698,067
Less: Depreciation		32,552	85,529
		1,795,972	1,612,458
CURRENT ASSETS LOANS & ADVANCES	5		
Sundry Debtors		2,730,690	646,356
Cash and Bank Balances			
Cash on Hand		14,391	224
Cash at Bank		436,315	182,446
Loans and Advances		729,450	73,687
Deposits		88,772	50,241
Work in progress		--	113,000
TDS Receivable		800,662	432,642
		4,798,280	1,498,596
CURRENT LIABILITIES, PROVISIONS & ADVANCES	6		
Outstanding Salaries		692,597	482,258
Outstanding Duties & Taxes		818,800	658,990
Advances received		806,804	51,949
Sundry Creditors		353,557	39,086
Staff Savings/Advances		448,803	243,763
Provision for Income Tax		90,690	--
		3,213,251	1,486,036
		3,213,251	1,486,036

NOTE: Previous year figures are regrouped wherever necessary.

On behalf of Board of Directors
For Access Livelihoods Consulting
India Private Limited



Director

Director



ACCESS LIVELIHOODS CONSULTING INDIA PRIVATE LIMITED

FIXED ASSETS SCHEDULE - 4

Companies Act

PARTICULARS	Depreciation Rate	GROSS BLOCK				DEPRECIATION				NET BLOCK	
		As on 1-4-09	Additions during the year	Deletion during the year	Cost as at 31-3-10	As at 1-4-09	for the year	On Deletion	As at 31-3-10	As on 31-3-10	As on 31-3-09
Computers	40%	84,845	27,759	7,500	105,104	43,958	25,116	3,000	66,074	39,030	40,887
Mobile Instruments	40.00%	4,059	4,980	-	9,039	1,377	2,568	-	3,945	5,094	2,882
Web Cam	40.00%	525	-	-	525	281	96	-	379	146	244
Digital Camera	40.00%	6,500	-	-	6,500	4,160	234	-	4,394	2,108	2,340
Furniture & Fixture	10.00%	41,953	26,090	-	68,043	6,301	4,536	-	10,837	67,206	35,652
Product Research & Development Work in-Process	-	1,560,205	179,108	100,000	1,639,313	-	-	-	-	1,639,313	1,560,205
Total		1,698,087	237,937	107,500	1,828,524	56,077	32,552	3,000	85,629	1,742,895	1,642,010

NOTE: Previous year figures are regrouped wherever necessary.

As Per Separate Report of even date

M. SIVAKRISHNAIAH & ASSOCIATES
CHARTERED ACCOUNTANTS

R. V. N. SASTRY
Partner M.No. 206635
Hyderabad

PLACE : Hyderabad
 DATE : 30-05-2010



On behalf of Board of Directors
 For Access Livelihoods Consulting
 India Private Limited

Moddy
 Director Director