

Access Livelihoods Consulting India Pvt. Ltd.  
ENTERPRISE | EMPLOYMENT | ECONOMY | EQUITY | EMPOWERMENT



2012-13

ANNUAL  
REPORT



## CEO's MESSAGE

Dear Shareholders and Stakeholders,

I am pleased to present the annual report of ALC India for the financial year (FY) 2012-13. I am happy to inform you that FY 2012-13 was another eventful year for ALC India. Our depth of contribution as well direct outreach to communities in agriculture, livestock, handicrafts and handlooms and forestry sectors increased during the year. There was improved collaboration with a variety of stakeholders to enable communities to access resources. Funds for existing projects were raised from new avenues. While new responsibilities bestowed upon us increased, we strengthened existing relationships. We also increased our organizational presence on the map of India. A new organization structure for the company was conceptualized.

### Key Achievements

In the year under review, nine producer companies promoted by ALC India offered services worth Rs. 1.94 crores to 2,893 producers. The services addressed input and output management needs of producers, especially small and marginal farmers.

We continued with our efforts to develop four tribal producer enterprises meeting the needs of 4,000 households in Srikakulam district, Andhra Pradesh. Tribal producers have shown better preparedness to register the producer companies in the current year.

Two new projects were conceptualized for serving the needs of small-livestock holders and wage-earning weavers of East Godavari District, Andhra Pradesh. If our proposals get sanctioned, we will be able to extend services to 3,200 small-livestock holders and 3,000 wage-earning weavers.

A significant part of our human resources was used to serve the needs of partners. Some of the major projects were:

Support was given to the five resource institutions (RIs) of Small Farmers Agribusiness Consortium (SFAC) working with 15,600 farmers under the 'Mentoring Plan for Resource Institutions' initiative. This project is aimed at enabling RIs to be better prepared to promote and develop farmers producer companies (FPCs) and farmers' affinity groups (FAGs) at the ground level.

Support was extended to GMR Infrastructure Ltd to develop comprehensive plans for rehabilitating livelihoods of artisanal fisher folk and fishing communities. Through a detailed consultative planning process, a package of interventions requiring investments of Rs 4.8 crores was developed by a team of ALC India consultants.

Our engagement with India's first all women's union, Mulukanoor Women's Cooperative Dairy Union Limited (serving 21,000 women with an annual turnover of Rs 84 crores and annual surplus of Rs 4 crores), continued. During the year, ALC India helped the Union to develop new service models for (i) extending productivity enhancement services to milch cattle and (ii) venturing into the market for traditional, milk-based sweets.

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Our support to SPARDA, a development agency based at Baripada, Mayurbhanj district, Odisha, to promote five large tribal producer groups covering 2,500 tribal households, came to an end after the pilot phase of output aggregation and marketing of forest produce was completed. These groups will together be registered as a producer company in the coming year.

Support was extended to conduct extensive consultation for formulation of the Andhra Pradesh State Farmers Services Producer Company. SFAC encouraged us to carry forward dialogue to promote a state level forum to aggregate the demand for inputs and outputs so that better prices and deals can be negotiated for farmers. ALC India consulted more than 135 cooperatives and producer companies registered under different legal forms.

Support was extended to Orissa State Forestry Sector Development Project (Phase II) wherein they reached 6500 households in Northern Odisha and developed livelihood plans for forest dependent households.

#### Key Performance Indicators

Total Number of Projects	31
Total Number of Direct Outreach Projects	5
Total Number of Indirect Outreach Projects	26
Total Human Resource (no. of staff)	65
Total Business Generation (Rs)	Rs. 59,065,969
Total Revenue (Rs)	Rs. 33,100,760
Total Number of Households Serviced Directly	22,916
Total Number of Partners Serviced Indirectly	11

#### Expanding Responsibilities

The National Skill Development Corporation, Government of India, has sanctioned low-cost debt (@6% per annum) of Rs 15.5 crores to ALC India so that self employment opportunities for three lakh households in the agriculture sector are strengthened, with skill development inputs, in the next 10 years. This is a significant opportunity for ALC India to serve tenant, small and marginal farmers.

ALC India is incubating two units: ATLS (Access Tribal Livelihood Services), Bhubaneswar, Odisha and AFLS (Access Farmers Livelihood Services), Ranchi, Jharkhand. While ATLS has grown to significant levels, with turnover rising from Rs. 11 lakhs to Rs. 77 lakhs in the last three years, AFLS is in the formative stage.

ATLS plans to scale up its operations, to reach out to a larger number of tribal households. ATLS would work with approximately 30,000 more tribal households in different parts of Odisha and Andhra Pradesh. It is in discussion with reputed agencies to design and develop a comprehensive livelihood development project. It is also talking with some producer institutions in Western Odisha.

ATLS is to be registered in the first quarter of FY 2013-14; AFLS will be registered by the first quarter of FY 2014-15. The challenge in the coming years is to nurture strong values, build quality human resources and ensure risk capital for these entities, so that they are able to grow and support the needs of tribal producers and farmers in some of the most backward regions of India.

We also face the challenge of raising financial resources to the tune of Rs 28 crores in FY 2013-14 to meet the needs of 13 producer companies, which are to be registered and made functional very soon.

To mobilize equity for the organization, we conceptualized a Social Private Investment Opportunity (SPIO) campaign, to raise capital through preferential placement of equity shares at predetermined coupon rates (0%, 5% and 7%) with a lock-in period of seven years. Funds mobilized through the campaign will be used to further promote and expand activities of ALC India. In the first phase of the campaign, we hope to mobilize Rs 1.5 crores.

#### Enduring Relationships

During the year, our relations with partners were strengthened.

In the absence (on long leave) of its Chief Executive Officer, ALC India was given the responsibility to manage the projects, day-to-day operations and field operations of Chitrika- Artisan Development Foundation, Hyderabad, Andhra Pradesh. ALC India extended services to four weavers and artisan cooperatives with 300 members promoted by Chitrika in Srikakulam and Vishakhapatnam districts of Andhra Pradesh. ALC India also managed accounts and donor reports.

Ford Foundation, New Delhi, continued its engagement with ALC India. It extended Rs 85 lakhs to facilitate our engagement with government projects (in turn supporting our engagement with farmers and tribal producers in Andhra Pradesh, Odisha and Jharkhand); helped us develop new partnerships and supported us through continuous advice and review.

SFAC, New Delhi, engaged ALC India for a variety of purposes like development of project proposals to set up FPOs in Madhya Pradesh, Chhattisgarh and Meghalaya; development of guidelines to extend support to FPOs; and for doing assessment studies.

Safe Harvest Private Limited, Bengaluru, engaged ALC India to develop their business plan, raise financial resources (both equity and debt) and pilot marketing efforts.

#### Organizational Growth

During the year, our total staff strength grew from 40 consultants in the previous year to 65 consultants, including 20 women. As a consulting service-provider, our only asset is our human resource and we were able to work towards creation of a better work environment in the organization, through a variety of mechanisms like training programs and counseling sessions.

The entire team of consultants was consulted to make suitable amendments to ALC India's annual organizational policies (we have six different policy documents for enabling smooth operations).

Due to expanding presence through different projects, our need for office space has increased. Apart from one central office at Hyderabad, and one unit office at Bhubaneswar, we now have four project offices at:

- Degloor, Nanded district, Maharashtra
- Kodangal, Mahabubnagar district, Andhra Pradesh
- Heeramandlam, Srikakulam district, Andhra Pradesh
- Sindagi, Bijapur district, Karnataka

Internal processes of ALC India were strengthened during the year. Internal financial and process audits of unit and project offices were undertaken periodically.

The governing board of ALC India met in all the quarters and deliberated on emerging issues of the organization. All board members attended all the meetings. The annual general body meeting was also conducted after due intimation to shareholders.

#### Emerging Opportunities

In FY 2013-14 some important milestones are likely to be achieved. Business operations will start in 13 producer companies. The physical infrastructure and processing units will have to be developed during the course of year. Financial resources need to be tied up for these companies. Two projects conceptualized in FY 2012-13 will become operational in East Godavari district, Andhra Pradesh. Long term support will be extended to revitalize the Rainfed Agriculture Network on institutional partnership and development issues.

A new organizational structure is being made operational. The structure involves emergence of four internal divisions:

**Community Program Services:** All direct outreach projects will be clubbed under this division, with one Program Director in charge of the Farmers Enterprise Program (FEP), Artisans Enterprise Program (AEP) and Livestock Enterprise Programs (LEP).

**Partner Program Services:** All indirect outreach projects will be handled by this division. Services to partner agencies through various functional domains will be extended. Four domains which have established service models, namely Program and Project Management, Human Resource Management, Livelihoods Development Finance and Marketing & Business Development, will become operational.

**Livelihoods Program Initiatives:** All livelihood program initiatives will be handled by this division. Three initiatives, related to information technology, livelihoods models and Access Livelihoods Group, will be undertaken.

**Internal Operational Services:** All services related to internal needs will be clubbed under one Operations Head.

ALC India will initiate the process for designing a world-class educational institute focused on four theme areas: social enterprise management, green business management, cooperative management and business trusteeship.

We hope that you will continue your engagement with ALC India with greater vigor. Please feel free to share your words of encouragement, feedback and suggestions, so that together we can achieve the ambitious mission of the organization.

With wishes,  
GV Krishnagopal

## ORGANIZATIONAL PROFILE

#### Vision:

ALC India envisions to directly and indirectly enhance livelihoods of 1 million economically disadvantaged households by March 2014 (0.1 million households directly and 0.9 million households indirectly)

#### Mission:

To enable equitable and sustainable economic development for marginalized by provision of professional services to individuals and collectives/organizations/institutions. It will ensure that the marginalized are recognized as active contributors to growing economy and enable equitable share of wealth gets generated and distributed in favour of them.



Registered name	:	Access Livelihoods Consulting India Pvt. Ltd.
Legal character	:	Private limited company
Date of incorporation	:	September 19, 2005
Paid-up share capital	:	Rs 500,000 (17 shareholders)
External auditor	:	VSPN, Chartered Accountants, Hyderabad

#### Focus communities

- Urban marginalized
- Wage labour, including migrant labor (construction and agriculture)
- Small and marginal farmers
- Artisanal fisherfolk
- Small livestock-holders
- Assetless and small artisans and weavers
- Marine and inland fisherfolk using non-mechanized equipment
- Forest produce-gatherers
- Internally displaced communities
- Disaster-prone communities
- Micro and small entrepreneurs
- Other vulnerable communities (differently-abled, HIV-affected, sufferers of chronic diseases, single women, marginalized castes, unemployed youth, etc)

#### Operational values

Both in its internal as well as external transactions, ALC India believe in the following values:

**Non-Discriminatory Approach:** Respects and honors all legitimate and diverse approaches to attain the purpose of the organization.

**Positive Bias:** Towards marginalized communities, people, livelihoods, locations and organizations.

**Learning Teams and Organization:** Zealously acquires knowledge and applies it creatively in all its engagements with and for the economically marginalized.

**Excellence:** By being cost and resource-conscious and managing delivery in time.

**Transparency and Accountability:** In both financial and operational transactions.

**Green Practices:** Advocating and practicing sustainable processes with respect to natural resources.



## BOARD OF DIRECTORS

Name	:	Mr. Vinod Reddy
Designation	:	Independent Director
Qualification	:	B.Tech, IIT- K, PGDBM, IIM-A
Period of work experience	:	33 years
Period of association with ALC India	:	3.5 years
Name	:	Mr. G. V. Krishnagopal
Designation	:	CEO & Senior Partner ALC India
Qualification	:	B.Tech (Dairy Technology), PGDRM, IRMA
Period of work experience	:	14 years
Period of association with ALC India	:	8 years
Name	:	Mr. G Satya Deva Prasad
Designation	:	Director, ALC India
Qualification	:	B.Tech (Mechanical), PGDRM, IRMA
Period of work experience	:	14 years
Period of association with ALC India	:	8 years
Name	:	Mr. N Madhu Murthy
Designation	:	Partner, ALC India
Qualification	:	B.Sc (Agriculture), PGDRM, IRMA
Period of work experience	:	14 years
Period of association with ALC India	:	8 years
Name	:	Mr. G. V. Sarat Kumar
Designation	:	Partner, ALC India
Qualification	:	B.Sc (Botany), PGDRM, IRMA
Period of work experience	:	10 years
Period of association with ALC India	:	6 years

## KEY OUTCOMES 5 Es

With economic dimension of the livelihoods of the marginalized as its core focus, ALC India works for the following five outcomes, or five Es:

- Enterprise Promotion and Development
- Employment Generation and Development
- Equitable Economy
- Economic Growth and Development
- Empowerment

### Enterprise Promotion and Development

ALC India seeks to promote individual and group enterprises of the economically marginalized to enable them to better engage with the market. In FY 2012-13, ALC India got the opportunity to work on a number of enterprise-promotion projects, including:

#### Andhra Pradesh State Farmers Services Producers Company

Partner : Small Farmers Agribusiness Consortium (SFAC)  
 Duration of the project : 10th February 2012 -9th February 2013  
 Scale of the project : Rs 1.56 lakhs

The project was to bring farmer producer organizations (FPOs) and related institutions such as banks, NGOs and Krishi Vigyan Kendras on one platform, to leverage the collective bargaining power of FPO members of the network with input suppliers, financial institutions and market agents. The objective also involved: identification of the needs of FPOs for various value-added services; finding ways of meeting these requirements; create linkages with service providers, financial institutions, input suppliers and government agencies; add value to the activities of FPOs in network.

#### Institutional design for producer companies

Partner : Infrastructure Leasing & Financial Services (IL&FS)  
 Duration of the project : 30th December 2012 -31st March 2013  
 Scale of the project : Rs 4.90 lakhs

The project was carried out in Jaunpur district of Uttar Pradesh and Bhilwara district of Rajasthan. In Jaunpur, the focus was on the papad industry and in Bhilwara it was on the garments industry. At both places, the focus was on women producers. ALC India worked in collaboration with Chitrika, an artisan development foundation, to design a suitable institutional structure and facilitate registration for producer companies. It also worked to build the capacities of women leaders to effectively run and manage their businesses.

#### Mapping of districts for livelihood options

Partner : National Bank for Agriculture and Rural Development & German International Cooperation (NABARD & GIZ)  
 Duration of the project : 12th October 2012 -10th December 2012  
 Scale of the project : Rs 13.79 lakhs

The project was carried out in two districts, Shravasti in Uttar Pradesh and Gulbarga in Karnataka, to analyze demand for financial and non-financial services and products that are required by SHG members to engage in profitable livelihood activities. Mapping of three major livelihoods in the districts was done from a demand point of view and the supply gap for financial and non-financial products and services was analyzed. Design of financial products for SHGs was also done.

## KEY OUTCOMES 5 Es

### Business planning and fund raising

Partner : Safe Harvest Private Limited  
Duration of the project : 6th August 2012- 15th September 2012  
Scale of the project : Rs 3.52 lakhs

#### Project 1

The project aimed at preparing a 5-year business plan for scaling up the operation of SHPL, by expanding its team, strengthening its infrastructure (procurement, storage, packing and distribution), widening its range of products (primarily staples) and reaching out to more consumers.

### Marketing support

Partner : Safe Harvest Private Limited  
Duration of the project : 1st December 2012 – 20th February 2013  
Scale of the project : Rs 5.56 lakhs

#### Project 2

Safe Harvest Private Limited (SHPL) has been trying to support marginalized farmers. The mission of SHPL is to popularize the idea of Non-Pesticide Management agriculture and create a market for non-pesticide food products. The idea is to provide benefit to small and marginal farmers, by increasing their market access and incomes at the same time reaching out consumer with safe food available at competitive price.

ALC India has provided support of three consultants to SHPL, who had worked on the expansion of marketing channels and improving partner relationships of SHPL. Project objectives or deliverables for the period of seven month was to establish and develop links to place Non Pesticide Management products with at least 3 exhibitions, corporate tie ups or institution sales. Increase consumer awareness and visibility of SHPL as well as Non Pesticide Management concept, acquire sales order of 50 Lakhs through organized retail, develop network with 2 retail partners apart from existing one, initiate E-marketing with clear demonstrable work and develop strong relationship with 5 NGO partners who can scale Non Pesticide Management and add value in their product basket.

Channel Explored during project were organized retail, Ghanshyaam Super Market, Ratnadeep Super Market, Vijetha Super Market, Ushodaya Super Market, Balaji Grand Bazaar, Ayyan's Mart, Food Bazaar, Heritage Fresh, D-mart and Spencer's.

To maintain the continuous flow of product and to know the market scenario, relationship building was continuously done with whole sellers in Hyderabad city. Retails such as Daram and TARA's 95 Parklane were contacted for the promotional activity and marketing.

Events were organized at different gated housing societies to bring awareness among consumer about Non Pesticide Management concept and to promote brand Zero. Those societies were My Home Jewel, Aparna Cyber commune, Indu Fortune Field Gardenia. SHPL participated in Agbio Asia event which provided a dynamic platform for companies to exhibit, launch and showcase their unique strengths, products and services. Sales order of 8 lakhs was generated in a span of three months with the aid of activities conducted.

## KEY OUTCOMES 5 Es

### Management support

Partner : Wardhannapet Swarkurshi Women's Cooperative Dairy  
Duration of the project : 1st April 2013 – 31st March 2015  
Scale of the project : Rs 2.5 lakhs

In 2005, Sahavikasa (Cooperative Development Foundation) promoted Swakrushi Women's Dairy Cooperative Union in Illandha of Wardhannapet Mandal, Warangal District, Andhra Pradesh. With a radius of 70 kms from Illandha, milk centers in 99 villages were promoted. On 20th October 2006, Wardhannapet Swarkurshi Women's Cooperative Dairy started procuring 900 liters of milk two times i.e., morning and evening from 44 villages. Now the dairy have 10,979 members spread over around 100 villages. The dairy is currently processing 11,000 liters of milk per day with state of art processing unit which has capacity of 30,000 liters per day. The Board of cooperative, during begiing of this financial year, approached ALC India to get associated with dairy for exploring the possibilities of how the dairy can perform better in all areas viz. institution, procurement, processing and marketing as the cooperative was running in loss from inception. ALC India took up the assigned work of assessing the dairy's current status and developed a revival plan. Along with this ALC India has been assigned a task of fund raising of INR 2 Crore. A sum of INR 2.5 Lakhs has been paid to ALC India for assessment and preparation of revival plan. For fund raising ALC India will get paid in terms of service charges (3-6% of fund raised). The revival plan will directly benefit 10,979 women members, those who are associated with the cooperative for economic and social upliftment.

### Employment Generation and Development

ALC India seeks to develop skills of the marginalized so that they get employed across the traditional and emerging economic sectors, in rural and urban settings. Projects undertaken in FY 2012-13 under this outcome category included:

#### Scoping study for youth employment opportunities in Jharkhand

Partner : Sir Ratan Tata Trust (SRTT)  
Duration of the project : 5th March 2012- 12th April 2012  
Scale of the project : Rs 3.66 lakhs

The study was carried out in four districts of Jharkhand, Gumla, Jamshepur-West Singhbhum, Deogarh and Khunti, to identify employment opportunities for youth. Eight focused group discussions were conducted in each district and consultative meets were held in Ranchi and Jamshepur. Various stakeholders currently working with youth on the issues of livelihoods, skill building and employment were also identified.

### Equitable Economy

ALC India seeks to promote optimum accumulation of wealth across all sections of the society and just distribution of resources and wealth among the marginalized. In FY 2012-13, ALC India implemented the following project related to this outcome:

#### Co-creation in institutional strengthening, market assessment and productivity enhancement (milch animal)

Partner : Rabo Bank Foundation  
Duration of the project : 13th January 2013- 15th January 2015  
Scale of the project : Rs 15.93 lakhs

Mulukanoor Primary Agricultural Cooperative Society, a leading agriculture cooperative in India, promoted in 1956, promoted the Mulukanoor Women's Cooperative Dairy (MWCD) with technical support from the National Dairy Development Board (NDDB). Established in 2002, MWCD is the first women's dairy cooperative in India.

To increase the productivity of the dairy, a plan was made and submitted to Rabo Bank Foundation for financial assistance. The Rabo Bank Foundation approved the proposal and granted a budget of Rs 1.23 crores. MWCD has also committed a budget of Rs 5.29 crores. The 3-years project, to be completed in 2014, is being implemented in partnership with ALC India. Under the project, some of the major deliverables are:

- Establishment of 10 livestock service centers providing nine livestock related services on demand at the doorstep (in farm).
- Establishment of 28 enterprises for supply of green fodder.
- Capacity building of 15,000 women members, 1500 board members, technical staff of cooperative and trainers.
- Consumer-producer meets

#### Economic Growth and Development

ALC India seeks to promote pro-marginalized policies, through workshops, publications and events. ALC India could not initiate any specific projects under this outcome category in FY 2012-13. However, it worked for betterment of policies through various other efforts and meetings. Mention must be made of ALC India's indirect contribution to the Union Ministry of Agriculture's policy to scale up and replicate the development of FPOs under Rashtriya Krishi Vignyan Yojana (RKVY). The policy incorporates most of the suggestions made by ALC India, on aspects related to the model, its design, principles, values, development process, institutional rating and MOUs with research institutes and state departments.

ALC India also wrote papers for RBI and XIMB.

#### Empowerment

ALC India seeks to ensure that the marginalized are adequately meta-skilled to adapt to any economic environment, with awareness and motivation to demand their rightful share. In FY 2012-13, ALC India implemented the following project related to this outcome:

##### Mentoring plan for resource institutions

Partner : Small Farmer Agribusiness Consortium  
Duration of the project : 13th January 2013- 15th January 2015  
Scale of the project : Rs 34.07 lakhs

SFAC undertook various ways to enhance capacity of partner resource institutions to promote FPO's in various states and ALC India played the role of Apex Resource Institute (ARI). ALC India was mentor to 5 RIs which were- AFARM, KVGPS, ISAP, VGAI and IFFDC who were working with 15000 farmers approx in 7 states of India. The focus was to provide continuous advice, hand holding support and guidance to resource institutions in FPO promotion/registration/legal compliance, business planning, MIS maintenance through specific training and capacity building in workshop mode. It also focused to develop appropriate tool kits, guidance manuals, promotional literature to build better understanding among RI and field staff and FPO member totaling to 320 so that the RI achieve the outcomes laid down in the SFAC FPO process guidelines of empowering the farmers, increase production and productivity and conserve the natural resources.

#### Direct Outreach

##### SPARDA: Deputation

ATLS (Access Tribal Livelihood Services), Bhubaneswar, Odisha, helped SPARDA in promotion of NTFP based cooperatives in two blocks, Morada and Suliapada, of the tribal dominated Mayurbhanj district of Odisha. ATLS provided techno managerial support to SPARDA for implementation of the Jangal Parivar inclusive eco-livelihood project funded by Ford Foundation. ATLS helped the client organization do a baseline survey for selection of villages, prepare business plans, form cooperatives and successfully commence and continue cooperative business. A cumulative turnover of Rs. 9 lakhs was recorded with a profit of Rs 35,000 for 1000 members (400 active members). Promotion of community enterprises has led to increased participation of women in business activities.

##### Producer organization development: NABARD

ATLS is working on a NABARD-supported project for promotion of producer companies in Srikakulam district of Andhra Pradesh. Four producers companies—two each in Patapattanam and Kutur clusters—are to be formed. Applications for registration of the four companies have been submitted. Around 1000 members have been mobilized. Share capital, membership fee and deposits amounting to Rs. 1.17 lakhs has been mobilized from members.

##### Odisha Forestry Sector Development Project

ATLS deputed staff for this project that has reached out to approximately 6500 households in Northern Odisha. Within a short span of eight months, it has been able to facilitate credit linkage worth approximately Rs.1 crore. It is developing five producer clusters in its operational area.

##### Farmer Producers' Organization (FPO) project: SFAC

ALC India has been engaged with SFAC, a nodal agency under the Union Ministry of Agriculture, at the long-term implementation level, for its FPO project. ALC India is one among 22 two resource agencies selected to promote FPOs across the country under the National Vegetable Initiative (NVI) and Integrated Pulses Program.

During the year, ALC India established three project offices in Maharashtra, Karnataka and Andhra Pradesh under the pulses program. In each state, ALC India formed three farmer producer companies (FPCs), each consisting of 1500 farmer-members. Legal registration of four FPCs in two states has been done and registration of others FPCs is in process. An amount of Rs. 23.37 lakhs has been deposited towards share capital and deposits mobilized from members.

Project units established linkages with organizations like ATMA, KVK, ARS, and Department of Agriculture for technical trainings. Through these organisations, training was imparted to 4948 farmers, on productivity enhancement, soil testing and new technologies of cultivation. ALC India also imparted training to all members on the concept of FPOs and the benefits and services that a member can avail from FPOs. ALC India conducted exposure visits to many places such as Mulukanoor Cooperative Rural Bank, IGS Wardha and CCD Uttoor, to increase farmers' awareness. Farmers were given training by different technical agencies.

Through linkages established with the Department of Agriculture, NFSM and TATA Rallies, 1027 members of FPCs were given seeds of red gram and safflower in Maharashtra and Andhra Pradesh; 172.9 tons of DAP was distributed to 1542 farmers; 66.4 tons of urea was distributed to 265 farmers and 4.27 tons of pesticides were distributed in Maharashtra and Andhra Pradesh. The Karnataka unit distributed integrated pest management (IPM) kits to 800 farmers. The Maharashtra project office established linkages with NSEL for procurement of produce. Turnover of Rs. 1.94 crores was achieved by FPCs established by ALC India. The FPCs procured 2314.71 quintals of black gram, 4.48 quintals of Bengal gram and 29.78 quintals of red gram from members.





## FINANCIAL HIGHLIGHTS

In FY 2012-13, ALC India performed well in terms of profitable consulting projects and revenue generation. ATLS also experienced an increase in turnover. The turnover previous year was Rs. 11 lakhs where as in the FY 12-13 the turnover was Rs.77 lakhs.

Business Development  
Business generation of the five domains was as shown below:

Domain	Business generated (Rs.)
PPM	3,55,34,791.00
FMA	5,02,539.00
HRM	92,07,081.00
IOM	1,22,28,041.00
ICK	15,93,517.00

### PROPOSAL SANCTIONED

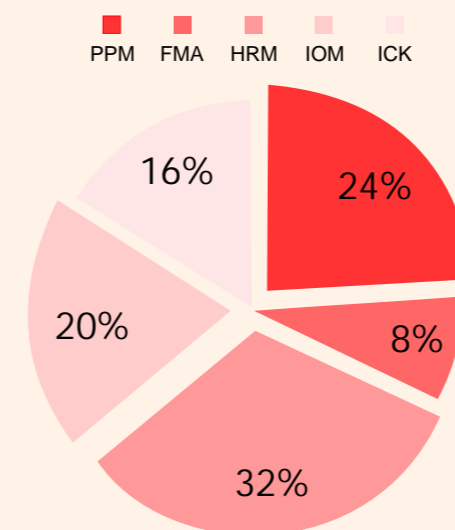


Figure 1: Proposals Sanctioned in FY 12-13

### PROPOSAL SENT

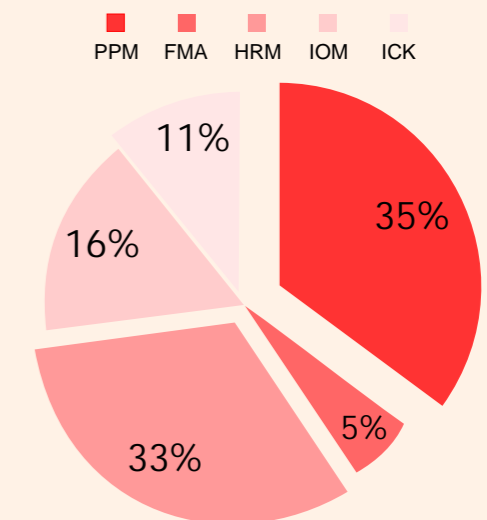
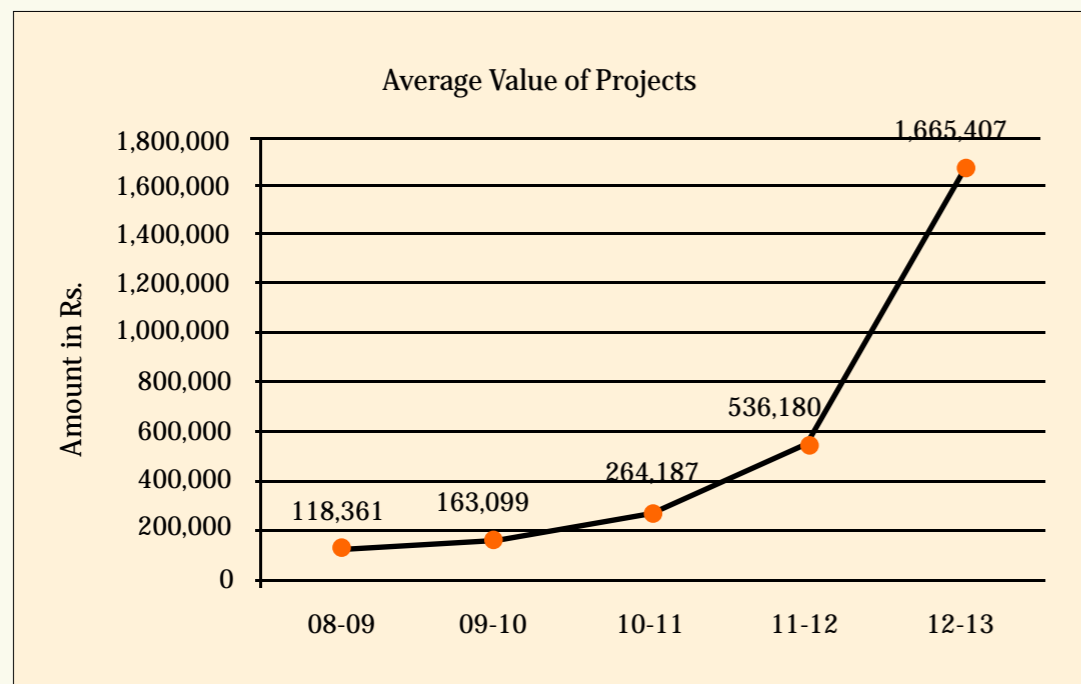
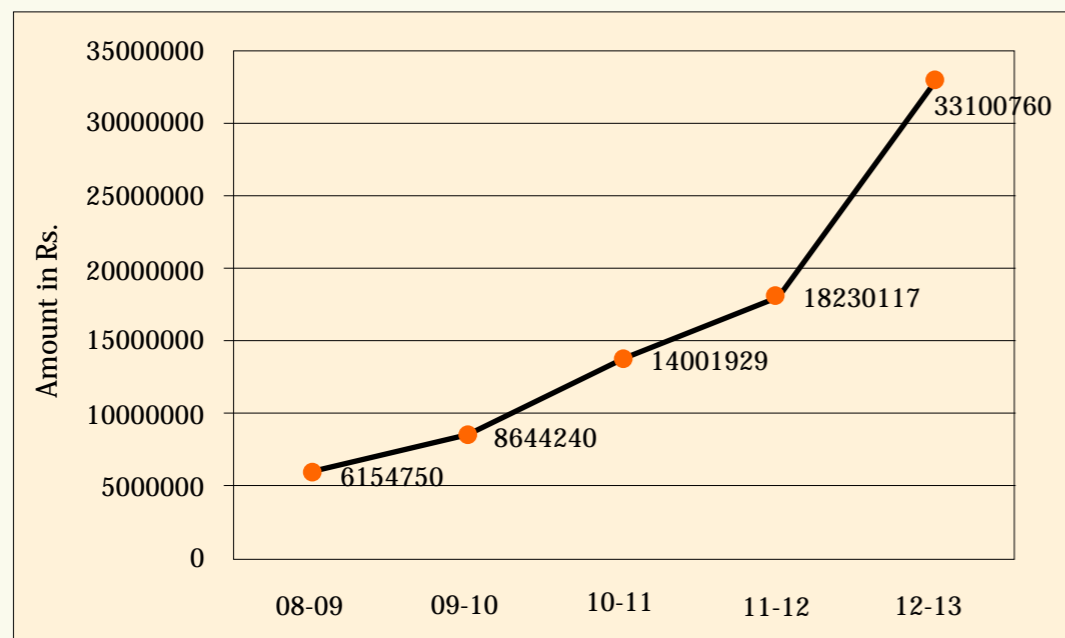


Figure 2: Proposals Sent in FY 12-13

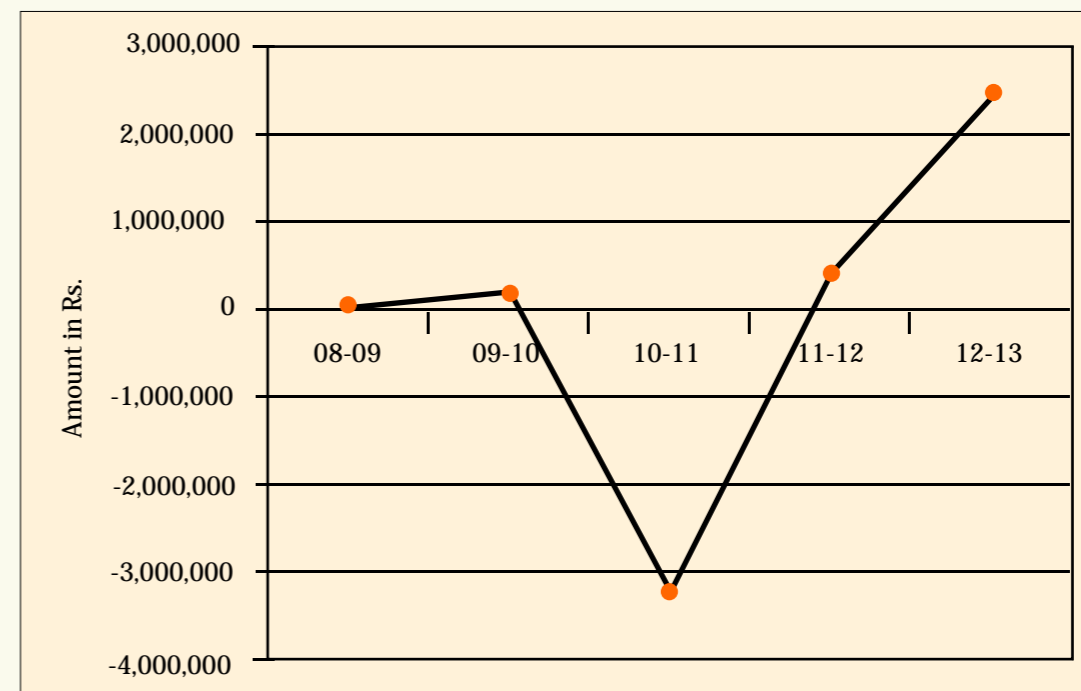
Average value of projects in last 5 years



Total revenue generated in last 5 years



Net profit in last 5 years



Business Performance in last 5 years

Particulars	2008-09	2009-10	2010-11	2011-12	2012-13
Total Projects Undertaken	52	53	53	34	31
Total Organizations Served	36	39	39	21	15
Total Paid Working Days of Full-Time Consultants	2,975	5,864	10,095	14,740	11,262
Total Voluntary (Unpaid) Consulting Days of Full-time	159	97	104	295	380

## DOMAIN WISE PROGRESS

ALC India delivers outreach under five domains. The domains are inter-dependent, inter-related and inter-accountable entities. Each domain serves other domains as well as external customers, with the help of other domains. Each domain is expected to generate revenue to meet all its overheads.

Overheads compliance by domains in FY 2012-13

Domain	Members	Overhead Compliance
Institution and Operation Management (IOM)	3	73%
Human Resource Management (HRM)	3	
Finance Management and Administration (FMA)	4	87%
Information Communication and Knowledge (ICK)	2	45%
Programme and Project Management (PPM)	6	55%

The HRM domain initiated counseling session for ALC India consultants. The Programme and Project Management domain came up with new initiatives like improvements in the reporting system and institution of a performance calculator.

### Voluntary work

ALC India encourages its consultants to provide voluntary services to organizations with focus on the livelihoods of economically marginalized. In FY 2012-13 more than 90 days of free professional service were contributed by ALC India consultants to various organizations. The following examples indicate the type of voluntary work taken up by consultants:

Two consultants did a feasibility study for Ankuram Sangamam Poram (ASP), a cooperative federation, for setting up a farmer producer organization. ASP, set up in the year 2000, works with dalit, tribal and other most backward groups, for developing economic empowerment and sustainable livelihood options.

One consultant worked with a Delhi-based NGO Protsahan, which works at the grass root level in urban areas for empowering marginalized children and women from low income backgrounds. The consultant was involved in reviving a development plan as well as preparing a workshop model for 'Project Stree', focused on the holistic development of marginalized urban women through workshops on health, skills and awareness.

Consultants of Finance & Administration Management domain provided accounts and administration support to Chitrika Artisan Development Foundation, a Hyderabad-based NGO working for weavers. Capacity building programs to manage various projects of Chitrika were also conducted.

### Internship

Every year ALC India selects interns from top educational institutions and trains them for two-three months on projects undertaken by the company. In FY 2012-13 ALC India hired three interns; two from IIM-Indore and one from KIIT.

The interns from IIM-Indore worked on developing a business model for a producer organization of vegetable farmers and also a 5-year business plan, to give a framework for all its future course of action.

The intern from KIIT was involved in market research and business plan development, on traditional Indian dairy products, in Warangal, Hanmakonda and Kazipet, Andhra Pradesh. Market segments in the three cities were studied, and demand for chhena and khoa base, chhena and khoa based sweets and ice-creams was analyzed. The potential market for each product was identified and strategy for launch of products was developed.

### Annual Events

#### Retreat

Retreat is an annual event at ALC India since 2008. The retreat provides an opportunity for staff to get away from work routines and explore their inner self. ALC India's third annual retreat was a two-day event conducted at Brahmakumaris Iswariya Viswavidyalaya's center at Shanti Sarovar. It focused on getting insights into living and working towards a value-based, meaningful life. The event brought together 59 consultants of ALC India from Hyderabad, Bhubaneswar unit, project units and consultants of Chitrika.

#### Get together

A get together was held on 6th October, 2012, in Hyderabad. It was attended by 30 consultants of the central office, and their family members. Indoor games were organized and consultants got a good opportunity to interact with each other as well as family members.

#### Picnic, movie show

On 24th February, 2012, ALC India consultants went for picnic to Divya Retreat in Hyderabad. Games, contests and plays were organized during the day. Breakfast and lunch was arranged at Divya Retreat. Another fun event for the consultants was attending a screening of Life of Pi on 5th December, 2012.

## CHALLENGES IN THE FINANCIAL YEAR

Overall attrition rate at ALC India was 36.6%. To tackle this challenge, the HRM domain has come up with a strong, value-based system that is expected to enhance consultants' feeling of belongingness to the ALC India family.

Another challenge which the organization faced was to conduct an institutional effectiveness study of ALC India, to assess how effective it is in enhancing the livelihoods of marginalized poor and in achieving the set vision of the organization.

Streamlining the legal compliance of the organization was a herculean task. Even conducting regular financial audits was a tough job, as it was not conducted either in project offices or in the central office. As a solution, concurrent audits will be done from current financial year.

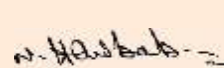

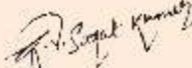
## FUTURE PATH

In FY 2013–14, the main focus will be on partnering with the marginalized and continuously improving systematic quality mechanisms, to enhance impact on the livelihoods of focus communities; and facilitate effective reflection at various stages. Development of a distinguishing identity of a true social enterprise, and nurturing an appropriate culture and value system will be given importance.

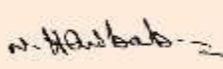

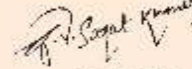


# ANNEXURE

## a) Balance Sheet 2012-13

HYDERABAD CONSOLIDATED BALANCE SHEET AS AT 31st March, 2013			
Particulars	Notes	ASON 31.03.2013	ASON 31.03.2012
		Amount in Rs.	Amount in Rs.
<b>I. EQUITY AND LIABILITIES</b>			
<b>(1) Shareholder's Funds</b>			
(a) Share Capital		500000	500000
(b) Reserves and Surplus		118275	(2251518)
{c} Money received against share warrants		0	0
<b>(2) Share Application money pending allotment</b>		0	0
<b>(3) Non-Current Liabilities</b>			
(a) Long-Term Borrowings		6459336	3931874
(b) Deferred Tax Liabilities (Net)		27702	22499
(c) Other Long Term Liabilities		0	0
(d) Long Term Provisions		0	0
<b>(4) Current Liabilities</b>			
(a) Short Term Borrowings		0	0
(b) Trade Payables		114456179	7051855
(c) Other Current Liabilities		2830204	899213
(d) Short-Term Provisions		1095832	796911
<b>Total Equity &amp; Liabilities</b>		<b>22,478,128</b>	<b>10,950,834</b>
<b>II. ASSETS</b>			
<b>(1) Non-Current Assets</b>			
<b>(a) Fixed Assets</b>			
(i) Tangible Assets		1813557	2135261
(ii) Intangible Assets		0	0
		1813557	2135261
(b) Non-Current Investments		0	0
(c) Deferred Tax Assets (Net)		0	0
(d) Long Term Loans and Advances		0	0
(e) Other Non-Current Assets		82483	84583
<b>(2) Current Assets</b>			
(a) Current Investments		0	0
(b) Inventories		399081	505187
(c) Trade Receivables		5917374	2346509
(d) Cash and Cash Equivalents		555894	374740
(e) Short Term Loans and Advances		13709739	5564554
(f) Other Current Assets		0	0
<b>TOTAL ASSETS</b>		<b>22,478,128</b>	<b>10,950,834</b>
This is the Balance Sheet referred to in our Report of even date.			
for VSPN & CO. CHARTERED ACCOUNTANTS		For Access Livelihoods Consulting India Pvt. Ltd	
 (N. HARI BABU) Partner Membership No. : 209819 Firm Reg. No.: 008178S	 (DIRECTOR)	 (DIRECTOR)	PLACE: Hyderabad DATED: 25/07/2013

## b) Profit & Loss Statement 2012-13

HYDERABAD CONSOLIDATED PROFIT & LOSS STATEMENT FOR THE PERIOD ENDED 31st March 2013			
Particulars	Notes	FOR THE YEAR ENDING ON 31.03.13	FOR THE YEAR ENDING ON 31.03.12
			Amount in Rs.
(I) Revenue from operations		32520111	
(II) Other Income		982374	323025
(III) <b>III. TOTAL REVENUE (I + II)</b>		<b>33502485</b>	<b>18553142</b>
<b>(IV) EXPENSES</b>			
Cost of Materials Consumed		0	0
Purchase of Stock-in-Trade		0	0
Changes in Inventories of finished goods, work in progress and Stock-in-Trade		106106	146493
Employee Benefit Expense		24788986	8306111
Financial Costs		808172	1026444
Depreciation and Amortization Expense		144418	73416
Other Administrative Expenses		5123692	8551406
<b>TOTAL EXPENSES (IV)</b>		<b>30971374</b>	<b>18103870</b>
(V) Profit before exceptional and extraordinary items and Tax	(III-IV)	2531111	449272
(VI) Exceptional Items		0	0
(VII) Profit before extraordinary items and Tax	(V-VI)	2531111	449272
(VIII) Extraordinary Items		0	0
(IX) Profit before tax	(VII-VIII)	2531111	449272
<b>(X) TAX EXPENSE</b>			
(1) Current Tax		156115	0
(2) Deferred Tax		5203	14190
(XI) Profit/(Loss) from the period from continuing operations	(IX-X)	2359793	435082
(XII) Tax expense of discounting operations		0	0
(XIII) Tax expense of discounting operations		0	0
(XIV) Profit/(Loss) from discounting operations	(XI-XIII)	0	0
(XV) Profit/(Loss) for the period	(XI - XIV)	2369793	435082
(XVI) Earning per equity share			
(1) Basic		47.40	9
(2) Diluted		47.40	9
This is the Profit & Loss Statement referred to in our Report of even date.			
for VSPN & CO. CHARTERED ACCOUNTANTS		For Access Livelihoods Consulting India Pvt. Ltd	
 (N. HARI BABU) Partner Membership No. : 209819 Firm Reg. No.: 008178S	 (DIRECTOR)	 (DIRECTOR)	PLACE: Hyderabad DATED: 25/07/2013

## ANNEXURE

### c) List of Shareholders

Sr. No.	Name of Share Holder	No. Share(s) held	Share holding amount (Rs.)
1	Mr. G.V. Krishnagopal	12,700	1,27,000.00
2	Mr. G. Satya Deva Prasad	11,000	1,10,000.00
3	Ms. K. Prativa Sundary	1000	10,000.00
4	Mr. Santosh Kumar	1200	12,000.00
5	Mr. Sanjay Tripathy	1000	10,000.00
6	Ms. Nisha Kumari	500	5,000.00
7	Mr. Bhaskar Rao	500	5,000.00
8	Ms. Rama Mishra	200	2,000.00
9	Ms. Shruti Rao	200	2,000.00
10	Mr. Hussain Nadiadwala	500	5,000.00
11	Mr. Sandip Vairagar	800	8,000.00
12	Mr. Guru Prakash	500	5,000.00
13	Mr. Pramod Kalekar	500	5,000.00
14	Ms. Rituparna Majumdar	200	2,000.00
15	Mr. N Madhu Murthy	8500	85,000.00
16	Mr. GV Sarat Kumar	8200	82,000.00
17	Mr. V Madhusudan Rao	2500	25,000.00
TOTAL		50000	5,00,00.00

### d) Current Plan for FY 13-14 for different divisions

Table 6: Overall ALC India plan for FY 12-13

Particulars	Plan
Geographic Outreach	
No. of States	20
No. of Project Office	6
No. of Units	3
Resource Mobilization (For FPCs)	
Investment	12,93,00,000
Working Capital	5,75,59,000
Units (Per Unit)	
Avg. Team Size	5
Start Capital Requirement	20,00,000
Expected Revenue	40,00,000

Table 7: Internal Operation Services plan for FY 12-13

OPERATIONS	
No. of Human Resource	19
Working Capital	65,34,325.66

## ANNEXURE

Table 8: Program Services plan for FY 12-13

PARTNER PROGRAMS	
Number of Partners	52
No. of Programs / Domains	9
No. of Human Resource	25
Business Generation	2,35,30,360
Revenue	2,96,11,350
Working Capital requirement	65,34,325.66

Table 9: Community Program Services plan for FY 12-13

COMMUNITY PROGRAM	
No. of Households	33,000
No. of Producer Companies	14
No. of Partners	48
No. of Programs / Domains	3
Business Generation	2,35,30,360
Revenue	3,20,95,783
Working Capital requirement	68,20,948.92

Table 10: Initiatives plan for FY 12-13

INITIATIVES	
No. of Partners	5
No. of Programs / Domains	9
No. of Human Resource	4
Working Capital requirement	65,34,325.66

### e) Projects undertaken in FY 12-13

Name of the Project	ALC India Domain	Client	Value (Rs.)
Business Planning & Fund Raising Proposal	FMA	SHPL	Rs.3,52,000.00
Account Support	FMA	Chitrika	Rs.1,11,312.00
Deputation Services	FMA	Chitrika	Rs.1,44,000.00
Management Support	FMA	Chitrika	Rs.2,88,986.00
Management Support & Deputation Services	FMA	Chitrika	Rs.5,14,047.00
Scoping Study for Youth Employment Opportunities in Jharkhand	HRM	SRTT	Rs.4,32,000.00
Round Table for Andhra Pradesh FPO Forum	HRM	SFAC	Rs.50,996.00
Mentoring Plan for Resource Institution Implementation	HRM	SFAC	Rs.3,407,513.00
Formation of AP Forum	HRM	SFAC	Rs.1,56,000.00
Co-creation in Institutional Strengthening, Market Assessment and Productivity Enhancement (Milch Animal)	IOM	Rabo Bank Foundation	Rs.1,797,760.00
Institutional Design for Producer Companies	IOM	IL&FS	Rs.4,90,000.00
Revitalizing Rainfed Agricultural Network(RRA) Technical Support	HRM	HIVOS India	Rs.19,19,714.00
Capacity Building of Earth Craft and AVANI staff	HRM	AVANI	Rs.2,56,040.00
Marketing	ICK	SHPL	Rs.14,28,000.00

## ANNEXURE

### e) Projects undertaken in FY 12-13

Name of the Project	ALC India Domain	Client	Value (Rs.)
Krishi Sutra-II	ICK	SFAC	Rs.10,000.00
Ag Bio Asia	ICK	SFAC	Rs.1,17,517.00
Impact Assessment of Watershed Programme	PPM	ITC	Rs.3,91,849.00
Mentoring Plan for Resource Institutions: Assessment	HRM	SFAC	Rs.1,34,420.00
Assessment of Social Regulations for Groundwater Management	PPM	CWS	Rs.1,60,000.00
Mapping of Districts for Livelihood Options	PPM	NABARD, GIZ	Rs.16,17,141.00
Institutional Capacity Assessment (ICA)- Expanding Social Protection Programme	HRM	Maxwell Stamp	Rs.2586101.02
Support for Perspective Plan Implementation	IOM	MWCD	Rs.17,97,760.00
Artisan Enterprise Program	PPM	EGMM	Rs.2,95,29,689
Deputation cum translator	ICK	TraidCraft	Rs.44,000.00
Promotion of FPO (SFAC-AP-V)	Direct Outreach	SFAC	Rs.85,00,000.00
Promotion of FPO (SFAC-AP-P)	Direct Outreach	SFAC	Rs.83,98,800.00
Promotion of FPO (SFAC-MH-P)	Direct Outreach	SFAC	Rs.81,00,000.00
Promotion of FPO (SFAC-TN-V)	Direct Outreach	SFAC	Rs.76,50,000.00
Promotion of FPO (SFAC-KN-P)	Direct Outreach	SFAC	Rs.99,00,000.00

### f) Consultant details as on March 2013

Sr.No.	Consultant	Designation
Location : Central Office		
1	Mr. G.V. Krishnagopal	Chief Executive Officer
2	Mr. GV Sarat Kumar	Partner
3	Mr. N Madhumurthy	Program Director
4	Mr. Balasubramanyam	Senior Consultant
5	Ms. Prativa K Sundaray	Senior Consultant
6	Ms. Anuradha Panigrahi	Senior Consultant
7	Mr. Sunil Kumar Singh	Senior Consultant
8	Mr. Pratik Gaikwad	Consultant
9	Mr. Subodh Kumar	Consultant
10	Ms. Deepti Arya	Consultant
11	Ms. Smriti Mishra Sharma	Consultant
12	Ms. Surekha K. Saxena	Consultant
13	Ms. Vindhya Rani Bandari	Consultant
14	Mr. Abhishek Ranjan	Management Analyst
15	Mr. Anjaneya Kumar	Management Analyst
16	Mr. Gaurav Vyas	Management Analyst
17	Mr. Kaushalendra Singh	Management Analyst
18	Mr. Neeraj Kumar	Management Analyst
19	Mr. Yogesh Sharma	Management Analyst
20	Ms. Meenakhi Choudhury	Management Analyst
21	Ms. Pinky Kumari	Management Analyst
22	Ms. G. Naga jyothe	Senior Executive
23	Ms. Jayashree	Senior Executive
24	Ms. K. Lakshmi	Senior Executive
25	Ms. K. Nalini Kumari	Senior Executive
26	Ms. Kavita Jaiswal	Senior Executive
27	Ms. Shruti Choubey	Senior Executive
28	Ms. Uma Nagaranjan	Senior Executive
29	Ms. Upasana Mahanta	Senior Executive
30	Mr. Sandeep Goud	Project Executive
31	Mr. Murali Krishna	Executive
32	Mr. T. Veeranjanya	Executive
33	Mr. Bhaskar Rao	Executive



## ANNEXURE

e) Projects undertaken in FY 12-13

Sr. No.	Consultant	Designation
Location : Unit Office (Access Tribal Livelihoods Services - Bhubaneswar)		
1	Mr. Sasanka Sekar Singh	Senior Consultant
2	Mr. Naveen Kumar Singh	Senior Consultant
3	Mr. Gautam Kumar	Consultant
4	Mr. Satyadeep Pati	Senior Consultant
5	Mr. Anil Kumar Padhy	Senior Executive
6	Mr. Ambrish Paikaray	Management Analyst
Location : Project Office, Kodangal (Andhra Pradesh)		
1	Mr. Rajaratnam	Senior Project Executive
2	Mr. Sanny Kumar	Management Analyst
3	Mr. S. Kishore Kumar	Senior Project Executive
4	Mr. Raghvendra Goud	Project Executive
Location : Deglour (Maharashtra)		
1	Mr. Pratap Krishna Mote	Senior Project Executive
2	Mr. Kailash Suryakantrao Yesge	Project Analyst
3	Mr. Navande Ravikant	Senior Project Executive
Location : Bijapur (Karnataka)		
1	Mr. Manohar Shankar Davane	Project Analyst
2	Mr. Abhishek Kumar Shahi	Management Analyst
3	Mr. Mathangi Devi	Senior Project Executive
4	Ms. Anita Shapur	Senior Project Executive

## ABBREVIATIONS

AFARM	Action for Agriculture Renewal in Maharashtra
ISAP	Institutional Strengthening Action Plan
VGAI	Vegetable Growing Association
KVGPS	Krushi Vikas Va Gramin Prashikshan Sanstha
IGS	Indian Grameen Services
KVK	Krishi Vigyan Kendra
ARS	Agricultural Research Service
ATMA	Agriculture Technology Management Agency
IFFDC	Indian Farm Forestry Development Cooperative Limited
CCD	Centre for Community Development
NFSM	National Food Security Mission
NSEL	National Spot Exchange Limited
SHPL	Safe Harvest Private Limited
SFAC	Small Farmer's Agribusiness Consortium
IL & FS	Infrastructure Leasing & Financial Services
NABARD	National Bank for Agriculture & Rural Development
SRTT	Sir Ratan Tata Trust
CWS	Centre for World Solidarity
ITC	Indian Tobacco Company
FMA	Finance & Management Administration
ICK	Information, Communication & Knowledge
HRM	Human Resource Management
IOM	Institution & Operation Management
PPM	Program & Project Management
FEP	Farmer Enterprise Program
FPO	Farmer Producer Organization