

# Annual Report

## 2008 - 09



**Access Livelihoods Consulting India Pvt. Ltd.**

ENTERPRISES | EMPLOYMENT | ECONOMY | EQUITY | EMPOWERMENT

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## 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 livelihoods development, as a company, ALC India itself already has a 3-year history of working with various stakeholders in enhancing the quality of and opportunity for livelihoods of marginalised sections of the community. We, at ALC India have felt this to be an appropriate time to reflect on our experiences and, based on such reflection, to prepare this strategy plan and practice document to guide us in our actions over the next 5 years.

## Overall Mission, Vision and Values for 2009-2014

ALC India is committed to ensuring that the poor 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.

*ALC India has been created with a mission 'to enable economic development of the poor by striving for their due share in and control over growing economy through professional services to organisations/individuals of the poor and for the poor'.*

*ALC India envisions itself enhancing directly (0.1million) and indirectly (0.9 million) the livelihoods of 1 million economically disadvantaged households by March 2014.*

### Key Values

- a. **Inclusion-** *Reach the poorest communities and smaller organisation working for the poor*
- b. **Non-discriminatory Approach-** *Render equal importance to all approaches for economic development of the poor and practicing equal opportunities policy for recruitment in and day-to-day affairs of the organisation.*
- c. **Equity-** *Practice and promote optimised returns to all*
- d. **Learning Organisation-** *Zealously acquire knowledge and apply it creatively in all our engagements with/for the poor*
- e. **Excellence-** *Practice cost-competitiveness and timely delivery*
- f. **Transparency-** *Practice both internal and external transparency*
- g. **Accountability-** *of all actions towards all its stakeholders*
- h. **Green Organisation-** *Practice and promote green practices*

## Our Services

ALC INDIA provides products and services that add value to livelihood promotion and enhancement. In particular, ALC India provides

### **1. Focus on 9 domains**

ALC India has broadly visualised the nature of work required for the economic development issues in 9 domains/verticals:

- I. **Program & Project Management (PPM)**- (including designing of projects aimed at livelihood enhancement, audit, project appraisals and evaluation for entry level/mid-course correction, turnkey project establishment, off-site training and on-site handholding, etc)
- II. **Finance Management & Administration (FMA)**-(including providing access to capital, training in financial management, book keeping, and accounting, fiscal policies, sustainable financial management, gender budgeting, credit worthiness ratings etc)
- III. **Information, Communication & Knowledge Management (ICK)**-(including products for information dissemination like videos, books, magazines, workshops, development of management information systems, knowledge management through centralised system etc.)
- IV. **Human Resources Management (HRM)**-(including assistance with recruitment, design and development of job portal, human resource policy development, in-house training, employability etc)
- V. **Institution & Organization Management (IOM)**-(including envisioning, planning, design of monitoring tools, organisational incorporation, organisational structuring, establishment of systems, rating etc)
- VI. **Marketing and Business Development Services (MBD)**- (including market intelligence, market research, market plans, direct marketing etc)
- VII. **Risk and Disaster Management services (RDM)**- (including asset insurance, health insurance, life insurance, loan insurance, mutual insurance, disaster mitigation, biodiversity, climate change etc)
- VIII. **Legal Environment and Advocacy (LEA)**- (including legal entities promotion, analysis of critical policies, policies formulation, policies implementation etc)
- IX. **Technology Development and Management (TDM)** - (including pro-poor technologies in all fields)

## **2. Focus on 5Es**

With the economic dimensions of the livelihoods of the poor as its core focus, ALC India will work for the 5E's:

- a. **enterprise promotion and development** – promoting collectives of the poor 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 in a changing economy, and enabling the poor 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 poor 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 poor benefit from them
- e. **empowerment**–ensuring that poor 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 poor 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 poor, and that (c) the non-poor who are not directly engaged in working with the poor are adequately sensitised and contribute resources needed for the poor.

### **ALC India's Out reach**

#### **Our Client Base**

The list given below is indicative but not exhaustive  
In  
nature:

UNDP, OXFAM, CARE, GERES, CCF, GTZ, DFID,  
US-AID, IWMI, SRTT, HIVOS, SERP (AP), DSAG  
(Gujarat), CMF, Timbaktu Farmers Cooperative,  
Timbaktu Collective, Chitrika, Srijan, FES, GERES,  
Kotak Education Foundation and World Vision.

## **ALC India's Practices**

### **Proactive Products & Services**

To keep pace with continuous changes in market based economy and socio-politico-legal structures, we need to address both latent & future needs. ALC India innovates products and services to address this. We offer pro active training programs, develop web-based services, publish magazine and conduct events for educating the stakeholders.

### **Wide Service Base**

Realizing the importance of working with a variety of stakeholders, ALC India aims to promote sustainable livelihoods for the poor through individuals, business, government, funding agencies, INGOs/ NGOs, CBOs, consulting organisations, trusts, foundations, research organisations and academic institutions.

### **Integrated Support Services**

ALC India provides integrated support services on livelihoods. It works with various stakeholders at different levels (individual, household, community & society), across value chain (inputs, process & outputs), improving five capitals (human, social, financial, physical, natural), aiming multiple outcomes (increased income, decreased expenditure, improved productivity, improved skills, managed risks, greater employment) in a variety of contexts (social, legal, political, technological, economic, climatic, environment) through diverse institutions (cooperatives, societies, companies, trusts, trade unions).

### **Cost Conscious Services**

ALC India provides consulting through differently priced package of services based on the nature of the organization cost reducing.

This strategy is useful in cross-subsidizing services for small NGOs and CBOs. 40% of the consulting time is dedicated for smaller entities and this is either low-cost or voluntary. Cost saving measures and low overheads are also key strategies for providing affordable services to the smaller organisations.

### **Social Contribution**

ALC India has predefined limits on returns to various stakeholders such as clients, shareholders, employees, and investors. From the resources saved it contributes towards:

- Low cost training programmes to grassroots level organisations
- Development advocacy for livelihoods aspects
- Fellowships for development entrepreneurs
- Voluntary time contribution to small NGOs and CBOs

### **Developing Optimal Behaviour**

ALC India believes in and operates on the philosophy of balancing the extremes such as centralization & decentralization, top-down & bottom-up approach, globalization & localization and so on.

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## Note from the Director's Desk

This 2008-09 year has been eventful for ALC India in many ways. For the first time, since inception, ALC India has come up with 5 year strategic plan document with a clear mandate to reach out to 10 million economically disadvantaged households. We have crossed turnover of Rs. 5 million in this financial year. Transforming India, magazine being published by ALC India on quarterly basis on economic development aspects, got the title name clearance from the government of India. A separate policy on Quality Assurance has been developed and made operational in this financial year with an aim to ensure the quality of the projects being executed by ALC India.

Wide ranging services in the sectors like weaving, small and marginal farmers, youth, dairy and livestock were provided to the client organisations. In this financial year ALC India has worked with 30 organisations out of which 10 organisations were provided service for the first time. We were able to achieve near to 80% against our total target of Rs. 80 lakhs set for the financial year.

ALC India has forayed into video documentation of the successful livelihood interventions for the first time. Video film on mulukanur women cooperative dairy has been documented. Academic tie up has been established with National Institute of Rural Management and course on Rural Product Marketing was handled by ALC India for PGDRDM students.

We have been able to organise staff development training programmes and conducted three such programmes to the staff members. Staffs were encouraged to provide voluntary services to the grass root organisations in order to broaden their field exposure.

Despite of the impressive progress in the year, there are some issues of concern. There is urgent need to mobilize the working capital to sustain and speed up the growth of the organisation. Because of the working capital constraints, some of the new ideas conceptualised by ALC India could not be taken forward. The three portals conceptualised in the last year also could not be completed. Additionally, we need to increase the human resources at the senior level. The major challenge is to include women members in the board. We could not launch two new branch offices as we envisaged in this year.

We have observed about 20% attrition rate in the staff. We need to look into the reasons for the attrition in detail and initiate the changes in the policies, if it demands.

For the next financial year, we have decided to categorize the services of ALC India into 7 domains viz., Finance Management and Administration, Human Resource Management, Information Communication and Knowledge, Institution and Organisation Management, Marketing and Business Development, Programmes and Project Management, Risk Management and Disaster Response. Each domain will



function as separate cost centre. Let us hope this initiative will bring in high levels of efforts and efficiency among each domain.

## Unveiling our Strategy Policy Document (2009 –14)

### *In Brief*

Already 4 years since its inception in 2005, ALC India has prepared a strategy policy document for a 5-year period starting from 2009. Every person joining as consultant is expected to subscribe to ALC's objectives, and the accompanying strategy. Annual self/peer/supervisor appraisals are to ensure adherence to organisational objectives.

During the period 2009 - 14 ALC seeks to reach out to at least 10 million economically disadvantaged households. ALC seeks to impart services related to project management, financial management, HRM, institution building, policy advocacy, and information and knowledge dissemination. ALC will engage with government departments, poor and their institutions, civil society organisations, corporate business houses, local leaders and eminent individuals for the above purpose.

ALC is registered as for-profit private limited company. It is in the *business of enhancing livelihoods* and would like its interventions to be sustainable and replicable. ALC is committed to good governance. Its Board of Directors consists of members, elected by the shareholders on the basis of their shareholding. The Board relies on the expertise of 3 working groups—Project Management, Knowledge Services and Advocacy. Each working group comprises of eminent individuals with significant standing in their respective fields.

ALC hopes that by 2011, 40% of its Board's membership will comprise of women. In addition by 2010, ALC expects women consultants to form anything between 40% and 60% of total consultant strength. Each consultant is expected to use 65% of his/her time for revenue earning activity, and to earn annually at least 1.5 times his/her remuneration. Time is allocated annually when fixing work plans, also towards ALC management and development (including one's own capacity building), and towards organisational investment in new products and services.

In order to ensure that the services of ALC are available to nascent organisations of and/or for the poor, and also to ensure sensitivity to the needs of the unorganised or newly organised sector, each consultant is expected to provide 20 days of services free of charge to new or small organisations.

In year 2013-14, ALC aims for a gross income of over Rs. 25 crores, which includes fees received from various services (including interest on loans provided) and the value of turnkey projects handled. ALC pays all the taxes that it is required to, and does not engage in creative accounting, to mislead either its shareholders, or other investors, or the tax department.

ALC believes in optimal and not maximum gains for all stakeholders. Profits earned in a given year, are (a) reinvested in the business, (b) given as dividend on shareholding (not exceeding 18% of paid up capital); and (c) provided as bonus to members based on an elaborate staff appraisal exercise. The maximum wage paid to any consultant is fixed at 100% of the average wage paid to a basket of consultants and other career professionals, as monitored by ALC. The limit on wage is fixed because of ALC's belief that sustainable lifestyles of consultants are a pre-requisite to optimal gains. The maximum dividend paid on share capital, in so far, has been 18%.

ALC is a pro-poor and equal opportunity organisation that believes in gender equity.

## 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 that has come to span a plethora—from milk cooperatives and artisan livelihoods to agriculture and the role of accompanying markets, from participation in various forums, be it as regards policy imperatives that bear consequences for the rural poor, or discussion boards on sensitive issues such as biodiversity-livelihood concerns. In each case the approach is to support partner organizations, to help them acquire role clarity, to provide them strategic and managerial assistance where required, and most importantly, to provide for critical information where missing.

Our work during the year has been presented under the following sections:

### 1. Weavers and Artisans

Our work in this field has primarily been in partnership with **Chitrika**, an organisation that supports the livelihoods of artisan community in Andhra Pradesh, particularly the handloom weavers. Trainings were conducted for artisans on strengthening market linkages for products manufactured by local toy making units and weaver groups. In addition we have also conducted a training programme on cooperatives, and their potential at raising finance. We have also assisted Chitrika in carrying out a comprehensive research on the Market Potential for Handlooms. Findings of the study were in turn shared at a workshop organised at Osmania University, Hyderabad, which was attended by representatives from eminent organisations in the field, such as Dastkar, OXFAM, Gram Nirman and Urvi.



In order to enhance cross learning, exposure visits were organised for 2 other organisations, namely **Adithi** and **Sehgal Foundation**, to the weaver clusters of Pochampalle and Mulukanoor falling in Andhra Pradesh. Of the two organisations Adithi, has been selected to promote local crafts and culture in the village of Nepura, Nalanda District of Bihar under the banner of a UNDP sponsored programme called Endogenous Tourism. Targeted at both the domestic and international visitors, this alternative model will run alongside conventional tourism models with the rural poor being the beneficiaries. On our part we have conducted training programmes on artisans development, specifically looking at the manner in which artisans can benefit as well as enrich the proposed model of tourism. In addition, we have also assisted Adithi in reorganising its women's garment making unit as a cooperative. Facilitation

was provided for the preparation of byelaws, business rules and market communication material. Product costing and work & motion studies to develop wage rates were also carried out.

With the aim of improving the governance of established institutions we have also conducted a workshop for the governing bodies of the Tasar weaving units established by **Masuta**—a unit promoted by PRADAN. We have also played a vital role in providing technical and institutional guidance to the artisans being reached out to under the **Bihar Rural Livelihoods Programme**. Likewise, programme managers of the **Asian Heritage Foundation** were trained to develop business plans using participatory approaches for a World Bank (WB) sponsored project aimed at enhancing the livelihoods of artisans.

Handloom production depends upon cotton yields at the local level, for which purpose it is all the more important to adopt farming practices that are sustainable and resistant to pest attacks. In this regard ALCI has assisted a private limited garment company, **Urvi**, in developing a proposal for establishing a market chain for green handloom products by working out both backward and forward linkages.

## 2. Youth and Employability

During the year, an effort was made to ascertain the success of employment programmes in so far at the national level, and the overall employability of urban youth as part of a research assignment with **Quest Alliance, India**. The study was carried out in 11 major cities of India with the strategic focus of assessing the true potential of select “sunrise sectors” to absorb the surplus workforce. This study report, accompanied with a critical overview of relevant policies, is in the final stages of completion. The report seeks to convey suggestions specific to each department/agency, and is of particular relevance to our economic situation where increase in GDP has not been matched with a commensurate increase in employment.



each department/agency, and is of particular relevance to our economic situation where increase in GDP has not been matched with a commensurate increase in employment.

In addition we have tried to ascertain the employability of urban slum youth in partnership with **World Vision, Rajumundry**. Unemployment issues in urban areas are far more complex, with aspirations, job preferences and changing trends playing a crucial role. However, our efforts went a long way in matching available opportunities with the aspirations and hopes of local youth. Our efforts in the rural areas are of a similar nature, and as part of a programme titled Tribal Employment Potential Assessment we have attempted to identify employment opportunities for rural youth, in partnership with the **Gujarat Government**,

Ministry of Tribal Welfare (MoTW). The study was focussed on tribal areas surrounding Vapi town.

Likewise, a study was carried out in Hyderabad to ascertain possibilities of replicating the **LabourNet** model—a labourers-based model evolved by a Bangalore based NGO, Movement for Alternatives and Youth Awareness (MAYA). The LabourNet model addresses issues of workforce development in the construction sector by networking all stakeholders in the sector. LabourNet seeks to offer a legitimate framework for skill development for workers and fair practices by employers. The study reveals ample scope and provides leads for successful replication.

### 3. Small and Marginal Farmers

The limitations of input-intensive cropping have only gone to reveal the superiority of organic and natural farming methods in compare. As part of our collaboration with **Timbuktu Collective**—a pioneering NGO based in Anantapur (AP)—we have provided the much-required impetus for their sustained efforts on ecological regeneration by arranging for an exposure visit of beneficiary farmers to villages where organic farming has been successful. The group was provided an opportunity to interact with the small and marginal farmers of **Mulukanoor**,



Karimnagar District (AP), who have set a precedent by undertaking the cultivation of groundnut, in compliance with organic norms. Elsewhere, with the **Centre for Sustainable Agriculture (CSA)**, we are exploring the possibilities of instating a collective for organic farmers. An institutional schema has been drawn for the above purpose, by accounting for diverse factors, from market linkages and economic feasibility to production patterns and certification. As part of the process, facilitation was imparted to a local vegetable marketing unit at Ennabhavi [v] for the preparation of byelaws and business rules. Inputs for product costing and streamlining accounts were also provided.

We believe that if any meaningful work has to be carried out with the lives and livelihoods of paddy producers, a deeper understanding of the concerned food or value chain is essential. This was achieved in collaboration with **Hivos International**. Intensive documentation of the value chain of paddy was undertaken along with 3 of Hivos’s partners (already reaching out to no less than 30,000 paddy cultivators) for identifying potential areas and key drivers that can improve farmers’ realisation in the long run.

Supplementary Irrigation is a critical element of subsistence agriculture. **NANDI Foundation** had adopted 20 odd locations in Andhra Pradesh that were earlier

provided with lift irrigation equipment under State devised programmes and schemes to optimise agriculture yields. While NANDI foundation was able to leverage financial resources for reviving the physical infrastructure that had gone defunct (comprising of motors, pumps and pipelines), the services of ALC India were relied upon to brace social and institutional mechanisms.

Most of the vegetables that are sold in Hyderabad city are grown not too far from home, but in the peri-urban areas of the city itself; basically 3 or 4 pockets that circumference the city. In collaboration with the **Federation for Farmers Associations** (FFA), Andhra Pradesh, we are bringing in the required perspectives and offering support that will ensure the formation of collectives in each of the pockets. We hope to bring at least a thousand members in each cluster, comprising both men and women, under the ambit of a cooperative structure; and then gradually work towards increasing the membership. It is envisaged that once cooperatives in each pocket have acquired a certain degree of maturity, they will be brought under the larger umbrella of a federating body.

Further explorations with regard to urban agriculture were in collaboration with the co-partners International Water Management Institute (IWMI) & Resource Centres on Urban Agriculture and Food Security (RUAF). **IMWI – RUAF** had evolved a set of tools and techniques in order to ensure gender participation as part of their programmes focussing on the development of agriculture in urban and peri-urban areas. It was required of us to test the given set of tools and techniques, and provide suggestions for fine-tuning them to the context at hand. This was successfully achieved on our part.

Similarly, a study was carried out on behalf of the **Government of Andhra Pradesh** (GoAP) to assess the success of private land Horticulture plantations in the 5 districts of Mehboobnagar, Medak, Ranga Reddy, Kurnool and Anantapur. Though the study revealed a relatively high survival of 70 per cent, it was found that plantations suffered on account of the lack of drip irrigation facility. On many an occasion farmers had been unsuccessful in availing the required subsidies. It was also discovered that in several locations where plants were poorly managed, farmers had not been capacitated well enough. The recommendations that have been submitted to the GoAP are likely to improve the provisioning of facilities for small and marginal farmers, and make horticulture far more lucrative, while reducing the risk that accompanies rain dependent agriculture.

**Bharatiya Agro Industries Foundation** (BAIF) has intervened in several pockets of Gujarat, Rajasthan, Maharashtra and Karnataka to promote *wadi* cultivation through the formation of cooperatives. In a workshop attended by representatives from different locations, we conducted modules to help institutional heads to improve the viability of their operations. Considering the context of each wadi, clear directions were provided on increasing memberships, enhancing member alliance and improving participation at all levels.

#### **4. Livestock Holders**

In the livestock sector our partnership has primarily been with the **South Asia Pro Poor Livestock Policy Programme (SAPPLPP)**. Sponsored in part by the



Food Agriculture Organisation (FAO) and the National Dairy Development Board (NDDB), the SAPPLPP has been making a serious effort to ascertain the nature of dependence of small and marginal farmers on Common Property Resources such as forests and revenue wastelands. As part of effort the programme seeks to identify Good Practices (GP) that optimise the

productivity of the commons as much as remain sensitive to their regenerative capacity. Our role in this has been to assist SAPPLPP in anchoring workshops that would succeed in pooling in Good Practices from participating NGOs. We have also assisted the programme in preparing theme papers on the concerned subject (of Good Practices) that would assist partner NGOs in identifying, collecting and compiling Good Practices. Another workshop on smallholder poultry highlighted critical gaps in the sector to participants from across South Asia. Even while macro economic indicators are found to overlook the role non-dairy livestock plays at the household level, ALCI shared strategies and success stories that could render smallholder poultry more viable at the local level. In this regard we also assisted SAPPLPP in the preparation of 2 case studies, one on **Venkateshwara Hatcheries** and the other on **Suguna Chicken**.

As regards dairy livestock our collaboration has been the **Bharat Agro Industries Foundation (BAIF)**, wherein we helped them arrange and conduct a training programme on Business Models for Veterinary Services. Part of the effort is to create an economic and revenue-replenishing model, albeit subsidised, that will make it viable for BAIF to provide veterinary services at a larger scale.

During the year we evaluated the viability of a Rs. 60 millions project proposal submitted by the Kutch Navnirman Abhiyan (KNA) to **Ford Foundation**. The proposal aspires to improve the livelihoods of smallholder producers and create the required economic incentive for the preservation of the local *Banni* breed through enhanced market linkages. Inputs provided on our end have sought to add value to the proposed process by laying emphasis on (a) local marketing, with a view to energising local markets while ensuring that local nutritional requirements are not altogether compromised, and (b) establishment of smaller, localised milk-processing units that will play a significant role in decentralising the overall process.

Strengthening of livelihood-based institutions, especially those of the poor, has also involved a Strategic Planning Exercises carried out with the **Mulukanoor Womens Dairy Cooperative (MWDC)**. Programme management services were

offered to **Timbuktu Collective** for their dairy project, as part of which we have readied a technical blue print for the proposed dairy, as much as a recruitment policy.

## 5. Subsistence Livelihoods of Marginalized Communities

Two organisations, namely, the **Bapuji Rural Enlightenment and Development Society (BREDS)**, Srikakulam and **Community Coordinators Network (CCN)**,

Vishakapatnam, have been dedicatedly working on the bear subsistence livelihoods of *adivasis* and *dalits* in the northeastern pockets of coastal Andhra Pradesh. On our part we are supporting both the organisations in assessing the existing gamut of tribal livelihoods, and providing inputs that will help to realise their true economic potential. Assistance to BREDS has been for the purpose of institution development and



livelihoods support, while sessions conducted with CCN explored the different ways in which it can enhance the marketability of local NTFP products.

In working on subsistence livelihoods we have also reached out to Tsunami affected areas in partnership with **Oxfam, Australia**. We have conducted important trainings and workshops in Chennai, Mahabaleshwar and Pondicherry in Tamil Nadu, and Vijayawada and Ongole in Andhra Pradesh. In total we reached out to 12 partner organisations of Oxfam, Australia involved in tsunami relief and livelihood development alike. As part of our trainings and workshops we have touched upon important topics ranging from livelihoods and microfinance to monitoring and evaluation methods for the partner organisations of Oxfam.

In working with the co-funders **GERES - BORDA**, who are currently supporting livelihood initiatives in the western Himalayas, we have tendered inputs that will assist local communities in harnessing the full potential of cooperatives. Cooperatives in this part would be required to undertake and channel the value addition of *pashmina* wool and fruits such as the *sea buckthorn*. Simultaneously, Guidelines for the formation and management of cooperatives for honey collecting communities have been prepared in partnership with the **Centre for Peoples Forestry (CPF)**, Hyderabad.

## 6. Ecology and Environment



In times of global changing temperatures, mass extinction of species and climate change, work on ecology and environment has been a primary focus area for us.



We provided assistance as part of a **United Nations Development Programme (UNDP)** sponsored study on Land Use, Land Use Change and Forestry (LULUCF) and Biodiversity Conservation. As part of the study we interviewed different stakeholders, from both government and non-government agencies, across 4 different states, namely Arunachal Pradesh (AP), Orissa, Jharkhand and Chhattisgarh.

The purpose of the study was to provide programmatic action for reconciling biodiversity and livelihood imperatives, while closely considering factors such as changing land use patterns and policies. Closely related to concerns on biodiversity is the present and ongoing emphasis on the nation wide cultivation of *Jatropha*. In this regard we have conducted a study on the feasibility, both ecological and economical, of promoting bio-diesel plantations as part of NREGS activities. The study was supported by the **Government of Andhra Pradesh (GoAP)**.

Another ecological concern that has received our attention is that of coastal salinity and salinity ingress along the Gulf of Cambay—a phenomenon by way of which salt laden winds blowing across the saline mudflats coupled with sea water ingress reduces crop productivity in neighbouring villages, renders fodder unpalatable and reduces water quality, both surface and ground water. We carried out an evaluation study for the **Coastal Salinity Protection Cell (CSPC)** in this regard, attempting to ascertain the suitability of instated institutions in dealing with the situation. Our evaluation efforts were primarily focussed upon the efforts undertaken by 2 local organisations that work as part of the larger CSPC network, namely the **Aga Khan Rural Support Programme (AKRSP)** and **Vivekananda Research and Training Institute (VRTI)**.

## 7. Administrative and Financial Assistance

Several local NGOs and civil society initiatives, though driven by good intentions, are found to suffer for the lack of proper administrative competence. It is part of our overall effort to fill such gaps, and provide partner organisations with the fullest chance to realise their novel objectives. In this regard we have carried out a financial audit for **Chitrika**, and provided further assistance in preparing the required financial statements. Similarly a financial monitoring and evaluation was carried out for the **Centre for Peoples Forestry (CPF)**, with the objective of streamlining their financial processes and helping them to attain higher cost efficiency.

## 8. Media: Publications, Portals and Web Based Services

### Publications

We have launched a quarterly English magazine titled Transforming India in the year 2007. Transforming India (TI), a quarterly publication, and in the nature of an in house project, has gained in coverage and appeal alike. Transforming India intends to facilitate knowledge exchange and encourage discourse on subjects pertaining to the livelihoods of the poor.

Transforming India not only provides member consultants within ALC India to express their views and opinions openly, but also acts a forum for other writers, young and those of renown alike. This year we have published our 1st anniversary issue (5th TI issue) in October 2008 and till date eight issues of Transforming India have been published.



Below mentioned are the main features of Transforming India:

TI issue (Published in 2008-09)	Name of the articles		
	Cover Story	Beyond Horizon	My Opinion
<b>Apr – June 2008</b>	Mutual Insurance	Uralungal Labour Contract Cooperative Society (ULCCS)	Small Producers in New Economy – Mr. B.M.Vyas, GCMMF
<b>July – Sept 2008</b>	Unorganized Sector	Irula Snake Catchers Industrial Cooperative Society	Role of Trade Unions – Mr. Baba Adhav
<b>*Oct – Dec 2008</b>	Rural Management Education in India	Seed Business-Alternate Model	Human Resources for Sustainable Development – Mr. Deep Joshi, PRADAN
<b>Jan – Mar 2009</b>	Forest Rights Act' 2006 - Reality Check!	Charaka Gramodyog Unit – Invigorating Gandhian Thoughts	Illuminating Lives – Mr. T. Vijay Kumar

\* **First Anniversary Issue**

Apart from TI we have also developed a handbook on marketing for weavers for *Chitrika* NGO. During the last year ALCI also undertook a comprehensive video documentation of the Mulukanoor Women Dairy Cooperative (MWDC), in order to showcase a successful dairy co-operative model managed and run entirely by

rural women. This was achieved with technical assistance from *Maa Movies* (Mumbai).

### **Portals**

In a bid to disseminate information at a wider scale an effort is being made to put up a web based TI portal: [www.transformingindia.org](http://www.transformingindia.org). Care is being taken to ensure that the portal is user friendly, well laid out, highlights key issues and concerns, and is accompanied with illustrations in the nature of photos and cartoons. Similarly, the livelihood jobs portal, [www.livelihoodjobs.org](http://www.livelihoodjobs.org), will act as a virtual forum for the management of human resources in the livelihoods sector. It is meant to act as an interface between job seekers and job providers.

Another portal, [www.alcindia.org](http://www.alcindia.org) is being developed in the same spirit, to give wider visibility to our organization, its objectives, areas of expertise, our training modules and career opportunities. On the other hand the livelihood E-financing portal, [www.livelihoodsefinancing.org](http://www.livelihoodsefinancing.org), will act as an interface between the individuals and organizations, which seek funding support for taking on livelihood interventions.

Despite best efforts, success in the above realm has been limited, and it is hoped that each of the above portals will be hosted in the coming year.

## **9. Academics and Lectureship**

It is also important to share that we have worked out a fruitful alliance with the *National Institute of Rural Development* (NIRD), Andhra Pradesh. Many of our members have a rich working experience in rural areas, most often spanning more than a decade, and as a result are able to contribute significantly to classroom sessions. During the year we were invited to hold classes for the 1<sup>st</sup> year students of the Post Graduates Diploma in Rural Management (PGDRM) in the following subjects:

- Exposure visit and orientation to Rural livelihoods
- Rural Product Marketing
- Rural Development Management – Principles and Practice

As part of the exposure visit the students were taken to Mulukanoor, Karimnagar (AP) where they were provided the opportunity of interacting with local organic farmers and women members of the local dairy cooperative (MWDC). They were also afforded the opportunity to understand the workings of the exemplary Mulukanoor Bank, which is a peoples managed bank. As regards the two courses that we conducted on Rural Product Marketing and Rural Development Management, a conscious effort was made to redesign the curriculum to give students a proper theoretical footing while grounding them in grass root realities. Yet another session was anchored at the Institute of Rural Management

Anand (IRMA) for government officers from different parts on the subject of endogenous tourism.

## 10. Projects undertaken in the year 2008-09

Sl.	Client Name	Project Name	Value (Rs.)
1	Aditi, Bihar	Nepura Women Cooperative Members Exposure	84,774.00
2	Asian Heritage Foundation	Institution and Business Enterprise Development Training Program for Artisans	160,000.00
3	BAIF Pune	Business Planning and Institution Development Training for Horticulture Cooperatives	66,750.00
4	BAIF, Pune	Business Planning for AI Program	24,000.00
5	BBC London	Urban & Peri Urban Dairying	8,000.00
6	CCN, Vizag	Marketing of NTFP - Tribals	5,254.00
7	Centre of Gravity	Value Chain Assessment	27,575.00
8	Chitrika	Financial Audit of Artisans Co-operative	31,425.00
9	Chitrika	Feasibility of Setting Up Laundry Unit	15,350.00
10	Chitrika	Institution Development - Kondapalli Toys	32,125.00
11	Chitrika	Pan Andhra Pradesh Handloom Markets Study	91,740.00
12	Chitrika	Institution Development Support	54,016.00
13	CMSR		6,000.00
14	CPF	Financial Audit of Partner NGOs	9,702.00
15	CSA	Organic Farmers Co-operative Promotion	146,516.00
16	DSAG Gujarat	Feasibility of Youth Employability Program for Tribals	138,057.00
17	FES	Development of Strategic Program Plan - UNDP on Biodiversity Conservation & Livelihoods	160,000.00
18	FFA	Feasibility of Vegetables Cooperatives	28,480.00
19	GERES	Business Planning and Institution Development Training	157,148.00
20	HD, GoAP	Institution Development for Horticulture Farmers	5,195.00
21	HIVOS, Bangalore	Paddy Value Chain Assessment - Partners Support	215,690.00
22	IFMR Trust	Learning Tour on Dairy Industry	20,000.00
23	International Youth Foundation	Opportunities for Youth in Emerging Sectors	1,182,588.00
24	IRDC Tiruchy	Feasibility of Dairy Cooperative Promotion	12,000.00
25	IWMI	Gender Operationalization Manual - Urban and Peri Urban Agriculture	129,780.00

26	Kotak Education Foundation, Mumbai	TOT on Youth Employability Program	60,000.00
27	Krushni Dairy	Business Plan for Dairy Products Production	36,700.00
28	MASUTA	Governance & Operations Improvement Training to BOD	24,902.00
29	Maya Organic	Feasibility of LABOUR NET in Hyderabad	120,000.00
30	Maya Organic	LABOUR Net Workshop	86,853.00
31	MoRD, GoAP	Evaluation of Horticulture Plantation Promoted through NREGA	537,274.00
32	MoRD, GoAP	Evaluation of Biofuels Plantation Promoted through NREGA	288,900.00
33	MWCD, Mulukanoor	Website Development	7,120.00
34	MWCD, Mulukanoor	Video Documentation of MWCD	67,996.00
35	NIRD	Basics of Rural Development Management – Classes	12,000.00
36	NIRD	Rural Product Marketing Course	61,957.00
37	Oxfam - Australia	Institution Development & Livelihoods Promotion	100,000.00
38	Oxfam - Australia	Monitoring & Evaluation of Livelihood Projects	40,000.00
39	Sahajeevan	Proposal Development Advice - Tribal Livelihoods	5,000.00
40	SAPPLP, New Delhi	Case Study on Venkateshwara Hatcheries	101,400.00
41	SAPPLP, New Delhi	Case Study on Suguna Poultry	329,300.00
42	SAPPLP, New Delhi	Facilitation of Workshops on Small Holder Poultry	-
43	SAPPLP, New Delhi	Facilitation of Workshops on Common Property Resources and Livestock	-
44	Shegal Foundation	Exposure Visit for Women Cooperative Members	6,180.00
45	SRTT, Mumbai	End of Project Evaluation of Coastal Salinity Reduction Project	220,887.00
46	Timbaktu Collective	Dairy Producers Co-operative Promotion	132,000.00
47	UNDP	Endogenous Tourism Project	369,717.00
48	URVI, Hyderabad	Business Plan for Green Artisans Products Marketing Chain	41,700.00
49	WV Dharwad	Dairy Producers Co-operative Promotion	9,500.00
50	WV Ongole	Planning Youth Employability Program	21,869.00
51	WV Ongole	Institution Development Training	17,000.00
52	WV Rajamundhry	Livelihoods Opportunity Assessment	100,000.00

## II. Domains

### A. Domains and Their Work

In the financial year 2008-09, ALC India worked through 11 different domains, each comprising of members that devote their time and efforts to a specialised field. The nature and scope of each of the domains is elaborated as part of below Table:

Sl.	Domain Name	Team	Description
1.	Information and Communication Technology	Mr. G. Satyadevaprasad, Mr. Suman Laskar, Mr. Saurabh Misra	ICT domain was initiated in the year 2008-09 with the objective of improving overall efforts at information sharing and dissemination, and organisational communication
2.	Institution Development	Mr. N. Madhu Murthy	Aims to promote suitable institutions for the poor, considering the context and the need at hand. The formulation of byelaws, business rules, norms and procedures for institutional functioning are deliberated
3.	Programs and Project Management	Mr. G.V.Krishnagopal & Mr. Sanjeev Singh	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 Management	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	Mr. Rajnikant Prasad	The domain addresses the livelihood related risk faced by rural and urban poor. Different means and measures, by which risk may be reduced are reviewed and scrutinised as part of the domain's activities
6.	Strategic Management	Mr. G.V.Krishnagopal, Mr. G.V. Sarat Kumar	Its main function is to bring strategic coherence into our operations. For this it works out a 5-year plan for the organization that comprises of various objectives for the company and related strategies
7.	Financial Management	Mr. Madhusudhana Rao, Ms. S. Kameshwari,	Monitoring of advances and recruitment process for the other domains are the main functions. The domain remains

		Mr. B. Bhaskar Rao	focused on decreasing the overheads, and increasing the returns from consulting services offered
8.	Capacity Building	Ms. Purnima Manar, Mr. Ranjan Kumar Baral	ALC India's capacity building aims to address the present and future challenges of Human Resources in the sector. The programs are intended to develop the skill sets and knowledge of professionals working in the sector
9.	Business Development	Mr. G.V. Sarat Kumar	This domain actively looks for the projects for ALC India and supports other domains in sourcing out projects. The domain shoulders the added responsibility of marketing the internal products of ALC India like the TI Magazine
10.	Human Resource Management	Mr. G.V.Krishnagopal, Ms. Deepa Kanduri, Ms. Sailaja and Mr. Ranjeeth Kumar	This domain has developed a standardized recruitment process for ALCI. 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. List of Projects, Domain Wise

The following table gives the list of Projects/Assignments undertaken in the year 2008-09, Domain Wise:

Domains	Clients	Projects/Assignments
Business Development	<b>BAIF, Pune</b>	Business Planning for AI Program
	<b>Krushni Dairy</b>	Business Plan for Dairy Products Production
	<b>Sahajeevan</b>	Proposal Development Advice - Tribal Livelihoods
	<b>WV Ongole</b>	Planning Youth Employability Program
Financial Management	<b>Chitrika</b>	Financial Audit of Artisans Co-operative
	<b>CPF</b>	Financial Audit of Partner NGOs
Human Resource Management	<b>Maya Organic</b>	LABOUR Net Workshop
	<b>Aditi, Bihar</b>	Nepura Women Cooperative Members Exposure
	<b>IFMR Trust</b>	Learning Tour on Dairy Industry
	<b>Kotak Education Foundation, Mumbai</b>	TOT on Youth Employability Program
	<b>NIRD</b>	Basics of Rural Development Management - Classes
	<b>Shegal Foundation</b>	Exposure Visit for Women Cooperative Members
Information, Communication	<b>BBC London</b>	Urban & Peri Urban Dairying
	<b>MWCD,</b>	Website Development

and Technology	<b>Mulukanoor</b>	
	<b>MWCD, Mulukanoor</b>	Video Documentation of MWCD
Institutional Development	<b>Asian Heritage Foundation</b>	Institution and Business Enterprise Development Training Program for Artisans
	<b>BAIF Pune</b>	Business Planning and Institution Development Training for Horticulture Cooperatives
	<b>Chitrika</b>	Institution Development - Kondapalli Toys
	<b>Chitrika</b>	Institution Development Support
	<b>GERES</b>	Business Planning and Institution Development Training
	<b>HD, GoAP</b>	Institution Development for Horticulture Farmers
	<b>Oxfam - Australia</b>	Institution Development & Livelihoods Promotion
	<b>WV Ongole</b>	Institution Development Training
Marketing Management	<b>CCN, Vizag</b>	Marketing of NTFP – Tribals
	<b>Centre of Gravity</b>	Value Chain Assessment
	<b>Chitrika</b>	Pan Andhra Pradesh Handloom Markets Study
	<b>HIVOS, Bangalore</b>	Paddy Value Chain Assessment - Partners Support
	<b>NIRD</b>	Rural Product Marketing Course
	<b>URVI, Hyderabad</b>	Business Plan for Green Artisans Products Marketing Chain
Programs	<b>IWMI</b>	Gender Operationalization Manual - Urban and Peri Urban Agriculture
	<b>MASUTA</b>	Governance & Operations Improvement Training to BOD
	<b>SAPPLP, New Delhi</b>	Case Study on Venkateshwara Hatcheries
	<b>SAPPLP, New Delhi</b>	Case Study on Suguna Poultry
Project Management	<b>Chitrika</b>	Feasibility of Setting Up Laundry Unit
	<b>CSA</b>	Organic Farmers Co-operative Promotion
	<b>DSAG Gujarat</b>	Feasibility of Youth Employability Program for Tribals
	<b>FFA</b>	Feasibility of Vegetables Cooperatives
	<b>International Youth Foundation</b>	Opportunities for Youth in Emerging Sectors
	<b>IRDC Tirchy</b>	Feasibility of Dairy Cooperative Promotion
	<b>Maya Organic</b>	Feasibility of LABOUR NET in Hyderabad
	<b>MoRD, GoAP</b>	Evaluation of Horticulture Plantation Promoted through NREGA
	<b>MoRD, GoAP</b>	Evaluation of Biofuels Plantation Promoted through NREGA
	<b>Oxfam - Australia</b>	Monitoring & Evaluation of Livelihood Projects
	<b>SRTT, Mumbai</b>	End of Project Evaluation of Coastal Salinity Reduction Project
<b>Timbaktu Collective</b>	Dairy Producers Co-operative Promotion	



	<b>UNDP</b>	Endogenous Tourism Project
	<b>WV Dharwad</b>	Dairy Producers Co-operative Promotion
	<b>WV Rajamundhry</b>	Livelihoods Opportunity Assessment
Strategic Management	<b>FES, Anand</b>	Development of Strategic Program Plan - UNDP on Biodiversity Conservation & Livelihoods

*Note* – Financial domain is not included in the above listing as its activities mostly pertain to the functioning of ALCI itself. Similarly the activities of the Capacity Building are discussed in greater detail in the later sections.

## C. Our Policies: Streamlining the Performance of Domains

In recent times we have developed a **Human Resource Policy** that seeks to improve coordination between different domains of the organisation. Also referred to as the Personnel Policy, it touches upon subjects such as recruitment and induction procedures, compensation packages, working days, leaves and holidays, travel, food and accommodation, work timings etc. The policy also supplies reporting formats and claim sheets for settlement procedures. Our Human Resource Policy cautiously accounts for both, personal needs and professional interests. The intention is to value human resources as much as provide an enabling environment in which an employee can perform at his best, especially within her/his own domain. Trainings and workshops to be organised for the same purpose are also enlisted in the policy document; a list of programmes to be undertaken in the coming year are enclosed as *Annexure 1*.

The **Quality Policy** is a distinguishing feature of our internal policy framework. It reflects our commitment to deliver the highest quality of work. As part of this policy every assignment undertaken is required to come under the joint scrutiny of an internally formed team comprising of the assignment Team Leader (TL), Programmes Director (PD), and the Quality Assuror (QA). The QA is a senior member of the organisation itself, who is not a part of the assignment team, more specifically the domain handling the concerned project—this provides for an objective opinion. The three members as mentioned above are required to determine a set of indicators (for Quality) at the start of the project and ensure that they are complied through regular reviews. Apart from internal assessment, feedback is requested from the client through a prescribed format. While the client’s feedback accounts for 40% of quality assurance, the remainder 60% is ascertained by the internal 3 member team. Apart from rating quality, the policy statement most importantly, links individual performance appraisal with quality standards met.

Similarly, the **Finance and Administration Policy** articulates the basic most expectation from employees, in aspects ranging from personal behaviour to professional interactions. The policy lays down protocol for financial transactions—the circumstances in which expenses and costs shall, or shall not be admitted. A system of checks and balances, enumerated as part of the policy, seeks to minimise miscalculations and/or misappropriations, also while ensuring a *true* and *correct* depiction of the company’s financial status. This

policy is supported by an ancillary policy for regular Audits, called the Audit Policy. The provisional P/L statement and Balance Sheet are submitted as *Annexure 2*.

### D. Performance Appraisal – Where Performance and Policies Meet

Work across each of the domains is evaluated and measured, and this goes hand in hand with the Quality policy which was discussed a while earlier. A sample of the performance appraisal report is presented below. The self-designed matrix evaluates each of the 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 member 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

Sl. No.	Employee Name	Designation	Pay Per Day (Rs.)	Domain Score	Other Domain Score	Self Assessment	Competency Score	Min. Revenue score	Min. Business Generation score	Voluntary Work Contribution	Min. Articles for TI – 5	Generic Work Time Compliance	Working Days Compliance	Incentive/Disincentive Score	Overall score
1	Madhusudana	Senior consultant	3391.25	21.5	7.17	4.5	7.33	-15	-15	-10	0	0	0	-15	-15
2	Madhu Murthy	Senior consultant	3780.5	22.29	17.43	7.5	7.33	-15	-15	0	0	0	0	-15	9.55
3	Balu Athani	Principal Consultant	5135.4	44.61	15.38	8	7.67	0	-15	-10	0	0	0	15	65.7
4	Purnima Manar	Junior Consultant	2255	60.3	22.5	10	6.83	-15	0	-10	0	0	0	5	79.6
5	Kameshwar i	Executive Operations	555	49	16.33	6	5.75	0	0	-10	-10	0	-5	0	52.1
6	Bhaskar	Junior Executive	338	37.78	12.5	5	5.16	0	0	-10	-10	0	0	0	40.4
7	Ranjeeth	Junior Consultant	2255	13.9	20	6	8	-15	-15	-10	-10	0	0	-15	-17
8	G. Satya Deva Prasad	Senior consultant	4133.75	51.04	20.78	7.14	7.5	-15	-15	0	0	0	0	-15	41.5
9	Rajnikant Prasad	Senior consultant	3204.5	29.82	22.74	10	8.33	-15	-15	0	0	0	0	15	55.9
10	G.V. Sarat Kumar	Senior Manager, Strategic Development	3058.25	26.59	18.27	8	6.75	-15	0	0	0	0	0	-15	29.6

11	G.V. Krishna gopal	Director, Programs	4887.5	48.66	36.69	10	9.33	0	0	0	0	0	0	5	110
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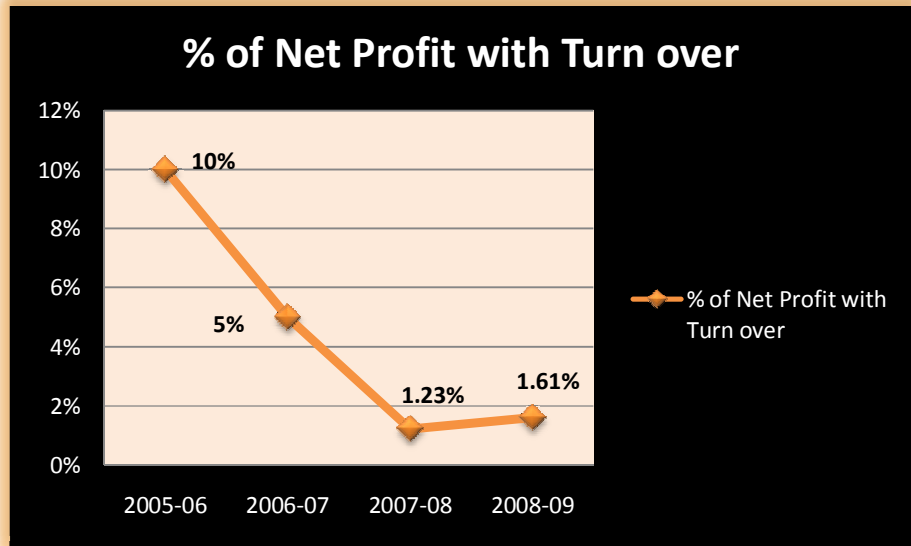
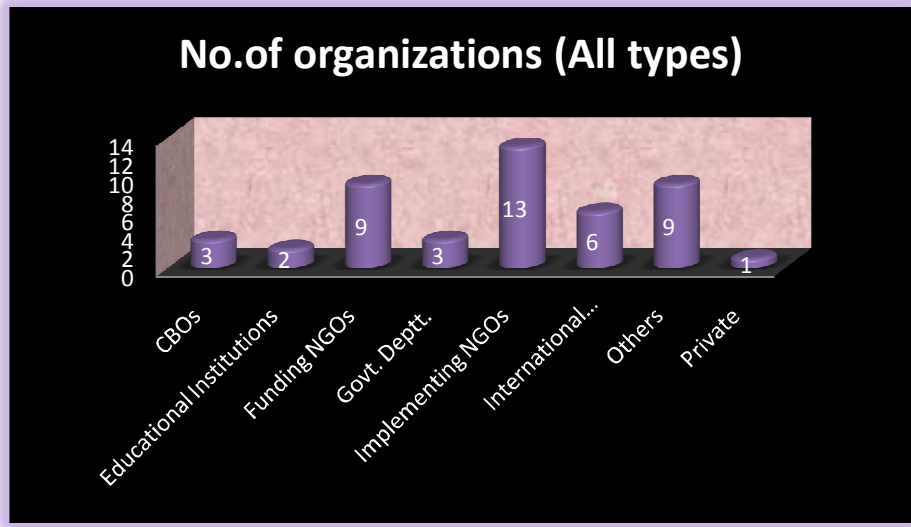
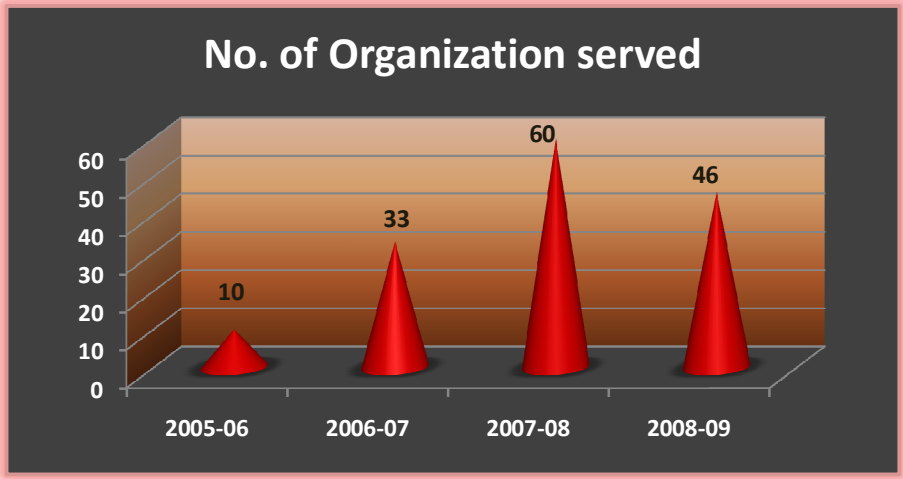
### Performance based Bonus Distribution

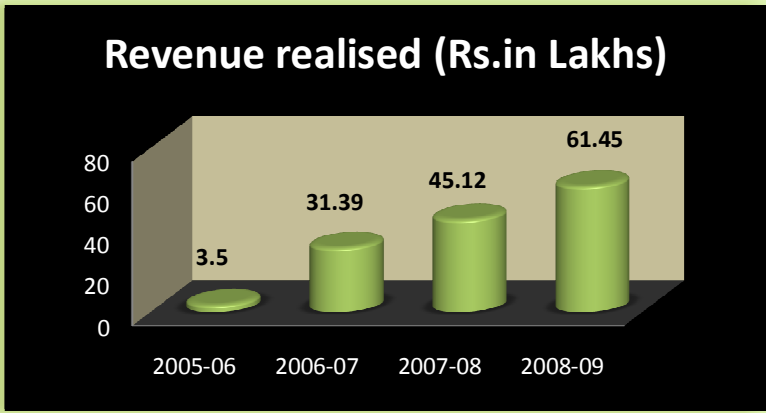
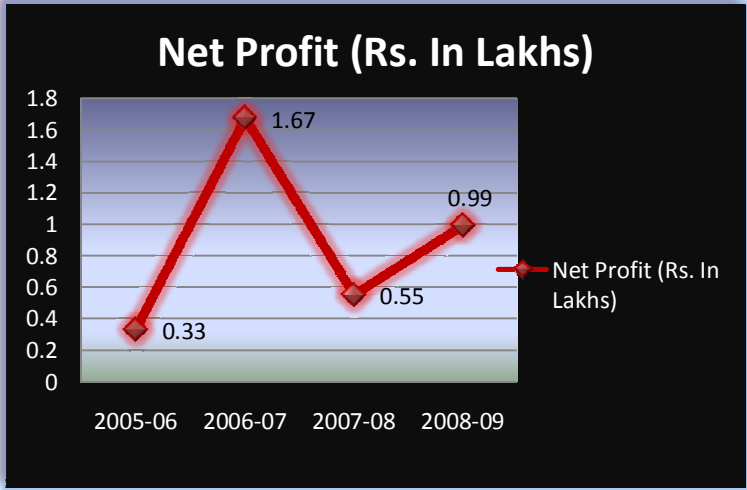
Rank	Name	No. of Working Days	Bonus Amount (Rs.)
1	G.V.Krishnagopal	303	2,427
2	Purnima Manar	192.25	1,538
3	Balu Athani	138.5	1,105
4	Rajnikant Prasad	288.75	2,307
5	Kameshwari	282	2,259
6	G.Satya Deva Prasad	280	2,243
7	Bhaskar	293	2,347
8	Sarat Kumar	292	2,339
9	N.Madhumurthy	275	2,203
10	Madhusudan Rao	296.5	2,371
	<b>Total amount to be given as bonus</b>		<b>21,139</b>

### E. Organisational Progress – Performance at the Team Level

Decline in the number of organisations attended to during the present year can be traced to efforts aimed at restructuring the organisation, to enable expansion in the long run. The formulation of specific policies and investment in capacity building of staff (as against unplanned expansion) was a part of the inward looking process. Recession and slack in the economy have had their own role to play.

Likewise, below mentioned graphs show No. of different organizations served in last four years, Net Profits, and Net Profit as a percentage against the turnover.





### III. ALC India Initiatives

#### 1. Capacity Building Programmes

As mentioned earlier Capacity Building figures as an important elements of our initiatives, it includes trainings and workshops conducted as much as those attended by our selves. The below tables elaborate the same:

##### Trainings and Workshops Conducted by ALC India

Sl.	Training Course	Date	Place	Basic Objectives
1.	Business Planning for Promotion of Livelihoods (2)	8 <sup>th</sup> – 12 <sup>th</sup> December 2008 & 23 <sup>rd</sup> – 26 <sup>th</sup> March 2009	Hyderabad, Andhra Pradesh	To understand the basic concepts of business planning for promoting livelihoods and enhancing skills to develop collective and individual business enterprises & to assist potential entrepreneurs in determining the feasibility/viability of their enterprises
2.	Risk Management and Sustainable livelihoods	28 <sup>th</sup> – 31 <sup>st</sup> January 2009	Hyderabad, Andhra Pradesh	To understand the basic issues of Risk Management at household and livelihoods levels and to explore a systematic way of protecting the individual/business enterprise resources, and income against losses
3.	Rural Product Marketing	17 <sup>th</sup> – 21 <sup>st</sup> February 2009	Hyderabad, Andhra Pradesh	Strategic marketing plan for the rural products, to identify & appreciate the importance of markets in promotion of livelihoods of poor and also to understand the bottlenecks of rural product & service marketing, supply chain and value chain concepts

## Trainings and Workshops attended by ALC India

Sl.	Name of Consultant	Workshop Attended	Month of the Workshop
1.	G V Krishna Gopal	Workshop on Paddy Value Chain organised by HIVOS at Indonesia	October
		Panel member for Social Audit of Dr. Reddy's Foundation LABS program at Hyderabad	October
		Panel member of Learning Group on Community Based Institutions	February
2.	Purnima Manar	Forest Rights Act	June
3.	Suman Laskar	Organic Farming	June
4.	Sanjeev Singh	Annual Skill Development Conference of CII	September

**Capacity Building** has also included Trainings on how to write better articles in Transforming India by Ms. Shashi Rajagopalan, Independent Consultant. Similarly, Mr. C.S. Reddy, Mr. Prathap Reddy gave inputs on how to improve individual and organizational visioning. Interactions with Mr. Vijay Mahajan were equally fruitful as the delved on the “Fifth Discipline – Systems Thinking”. In addition a retreat was organised for the first time in December 2008 at ALC India to reflect upon the synergies between organisation goals and individual goals. Ms. Shashi Rajagopalan anchored the retreat.

## Staff Get together

Sl.No.	Activity	Month	Topics Covered
1	Staff Get-together	April	The staff get-together was organized as part of Annual Day celebration of ALC India. All the employees were invited along with their families and they spoke to the gathering about “how they met their husband/wife”, thus reveled in convivial interactions with each other. The Annual Dinner ensued after the fun and frolic of the evening
2	Staff Trainings	July	Biodiversity and Livelihoods, Community Organisation, Livelihoods, Interactions-G. Muralidhar, Vijaya Switha discussions on ALC India Operations, Financial Management, Exploring Terms-Efficiency, Quality Assurance, Reflections on ALC India Initiatives, Individual Counseling and Opportunity Mapping, CB Programs-Preparation of Modules, ICT and Livelihoods
		September	How to improve Transforming India, 5th Discipline- Managing Mental Models, Organisation and Individual Visioning, Interactions: Mr. C.S. Reddy, Mr. Prathap Reddy
		December	5th Discipline-Systems thinking, Interactions-Mr. Vijay Mahajan, Gouthami Travel Another India

		January	How to write better articles in Transforming India by Ms. Shashi Rajagopalan, Independent Consultant
<b>3</b>	<b>Staff Retreat</b>	December	A retreat was organised for the first time in December 2008 at ALC India to reflect upon the synergies between organisation goals and individual goals. This was anchored by Ms. Shashi Rajagopalan, Independent Consultant



## **2. Fellowships**

ALC India offered a fellowship to Mr. Ashis Panda, for the year of 2008 - 09. Ashis is an IRMA alumnus and was previously working with Timbaktu Collective (AP). Based on his experience Ashis decided to work on the land and 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 the 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 2009-10, ALC India plans to offer fellowship to Mr. Parthasarathy. He is an alumnus of IRMA. He plans to work with the traditional fisherfolk in kutch. He will be involved in promoting a Trade Union that will work for the rights of traditional fisher folk in the region.

### 3. Voluntary Support

As part of ALC India's policy, we provide voluntary support to relatively smaller organizations that are in need of services/products, which they cannot afford. So it is mandatory that every staff at ALC India should give 20 days voluntary time. In the year 2008-09, voluntary support/services provided by ALCI's consultants to different grass root level NGOs and CBOs are as follows:

#### Voluntary Support Extended by ALCI

Sl	Consultant Name	Organization	No. of Days	Details of Work
1	Mr. Rajnikant Prasad	SVAS, Andhra Pradesh & CWS Andhra Pradesh	20	<ul style="list-style-type: none"> <li>➤ Documentation of local knowledge</li> <li>➤ Strategic planning</li> <li>➤ Promoting sustainable livelihoods while identifying formal ways of managing risk</li> </ul>
2	Mr. Sarat Kumar	Chitrika, Andhra Pradesh	22.50	<ul style="list-style-type: none"> <li>➤ Preparation of funding proposals, and overall fund mobilization</li> </ul>
3	Mr. Krishnagopal	Chitrika, Andhra Pradesh	18	<ul style="list-style-type: none"> <li>➤ Preparation of training modules</li> <li>➤ Assisted in annual planning</li> <li>➤ Preparation of HR policy</li> </ul>
		CCN, Andhra Pradesh	1	<ul style="list-style-type: none"> <li>➤ Strategic Planning</li> </ul>
		PRADAN, Jharkhand	1	<ul style="list-style-type: none"> <li>➤ Community organization</li> </ul>
4	Mr. Madhu Murthy	APARD, Andhra Pradesh	20	<ul style="list-style-type: none"> <li>➤ Strategic planning</li> <li>➤ Training on business planning</li> <li>➤ Assisted in preparation of funding proposals</li> </ul>
5	Mr. Satya Dev Prasad	SAVEGE, Andhra Pradesh	13.5	<ul style="list-style-type: none"> <li>➤ E-mail configuration for the organization</li> <li>➤ Personalized mail set up for the staff</li> </ul>
		Pragati Seva Samiti	1	<ul style="list-style-type: none"> <li>➤ Website development for both organizations</li> </ul>
		Freelancing - Development Consultant	5.75	<ul style="list-style-type: none"> <li>➤ Development of digital maps for the study on SEZs</li> </ul>
6	Ms. Purnima Manar	Chitrika, Andhra Pradesh	3	<ul style="list-style-type: none"> <li>➤ Prepared draft questionnaires for a market study on handlooms</li> </ul>
		SABALA, Andhra Pradesh	8	<ul style="list-style-type: none"> <li>➤ Preparation of organization brochure, and Annual Report 07-08</li> </ul>
7	Mr. Madhusudan Rao	Chitrika, Andhra Pradesh	4.25	<ul style="list-style-type: none"> <li>➤ Board Meetings and other admin support</li> </ul>
		KONERU (Chaitnya Vikasa Mahila MACs), Andhra Pradesh	10.75	<ul style="list-style-type: none"> <li>➤ Internal Audit and Financial Management of MACS</li> </ul>
		Horticulture Department, Andhra Pradesh	0.25	<ul style="list-style-type: none"> <li>➤ Prepared Byelaws of Vegetable co-operative</li> </ul>
8	Kameshwari	KONERU (Chaitnya Vikasa Mahila MACs), Andhra Pradesh	2.5	<ul style="list-style-type: none"> <li>➤ Internal Audit</li> </ul>

9	Dr.Balu Athani	POWER, Karnataka	12	<ul style="list-style-type: none"> <li>➤ Strategic business planning for organic food products</li> <li>➤ Development of marketing plan</li> <li>➤ Assisted in conducting market research</li> </ul>
10	Dr. S.B. Nadagouda	GREEN Foundation, Karnataka	2	<ul style="list-style-type: none"> <li>➤ Assisted in vision and mission building</li> <li>➤ Provided suggestions/inputs as regards decision-making, conflict management, market linkages etc.</li> <li>➤ Conducted leadership management</li> </ul>
11	Bhaskar	Chitrika, Andhra Pradesh	6	➤ Internal Audit and SDTT market study
		Chitrika, Andhra Pradesh	4	➤ Administration support
		KONERU (Chaitnya Vikasa Mahila MACs), Andhra Pradesh	2	➤ Internal Audit
		Uma Chandra Shakara Society, Andhra Pradesh	1	➤ Administration support

## ***The Way Forward...***

The way forward could only be based on reflections over past accomplishments and failures. Apart from reflections there have also been other creative ideas that have added on to our list of “do’s” - some of which are shared below:

1. At a very fundamental level we aspire to *grow* as an organisation, in all-possible senses of the word - such as staff numbers, capacities, expertise and specialisation, domain strength, geographical spread through formation of new team offices etc. We are keen to set up team offices in different states, Karnataka being one, in order to ease interactions with local clients as much as ensure better follow-up services. Speaking of subject matter expertise, we look forward to strengthening our legal services, and giving our efforts at policy advocacy a surer footing through collaboration with other pertinent organisations in the field. In this regard we are keen to extend our services and collaborate with peoples based movements and Trade Unions apart from non-government agencies (NGOs) and community-based organisations (CBOs).
2. Since the nature of work involves interaction with different actors across different geographies, there is always the possibility of encouraging cross learning. This has been achieved to a reasonable extent in the present year, but in the time to come we plan to create/instate active and full time networks that will function as decentralised units within the larger mandate of ALCI. It is hoped that the networks established will not only encourage sharing of learning, but also act as active sites for dialogue, or even expression of dissent where necessary. It is envisaged that each of the networks will also anchor cultural and social exchange programmes for youth, with the hope of bridging the rural-urban divide.
3. Even while we are stepping into a stage of expansion we would like our focus to remain on poverty reduction. According to data submitted by the National Sample Survey (NSS), 76 percent of the wealthiest rural households, are likely to take advantage of the subsidized prices for food under the Public Distribution System, while at the opposite end of the scale, fewer than 70 percent of the poorest households benefit from food subsidies. Similarly, poor farmers are greater in numbers but less likely to benefit from farm subsidies. In addressing such anomalies we would like our target audience to not only include the rural and urban marginalized, but also the State and society as a whole. We understand and recognise the importance of networks and collaborations in this regard as well.
4. Also alliances would introduce our operations into new sectors and generate new business streams. To accomplish these goals we plan to forge strategic alliances with as many organizations in the coming year. Our business generation plan for the year would be to improve new business streams and strengthen current business streams like service fee and advertising revenue, subscriptions from Transforming India magazine. Apart from these, we are planning to generate product usage fee from our Capacity Building

Programmes, keeping in mind which 13 more Capacity Building programmes has been added to our portfolio this year. The following table gives the targeted Business Generation from each of our domains:

### Revenue Generation Envisaged

Sl. No.	Domain	Total Income	Total Investment	Overheads	Net Income
1.	Human Resources Management	2,000,000.00	240,000	2,371,000	729,000
2.	Marketing Management	1,500,000.00	557,600	519,700	449,700
3.	Finance & Administration	1,600,000.00	0	0	2,350,000
4.	Institution & Organization Management	2,000,000.00	215,000	565,000	1,145,000
5.	Risk Management	1,800,000.00	840,000	540,000	380,000
6.	Information communication and Knowledge	900,000.00	200,000	782,600	103,000
7.	Project Management	3,000,000.00	65,000	216,000	724,000
8.	CEO*	2,200,000.00			
	<b>Grand Total</b>	<b>15,000,000.00</b>	<b>2,117,600</b>	<b>4,994,300</b>	<b>5,880,700</b>

- In the coming year we will try and raise our fund capital through the issue of preferential shares. The shareholders will be entitled to a limited rate of returns, with the guarantee that their investments will be directed to other socially motivated organisations that are employment generative and ecologically sound. By providing recipient organisations with the required managerial and financial support we will aim to optimise their profits, which may then be re-routed to our shareholders in the form of returns. We hope that in this way shareholders will become active participants in the development process, and benefit by way of social investments.
- In terms of technology, we seek to invest in Geographic Information Services (GIS) systems. Though the idea is still in nascent stages, it is envisaged that the established unit, in the nature of a revenue-generating model, will not only provide internal support to projects, but also ensure higher return to our stakeholders on account of its economic model. Nevertheless, considering our strong social mandate we will seek to extend services at subsidised rates to community based organisations with scarce financial resources. Eventually we hope that wider dissemination of information (through such means) will come to act as a tool for creating awareness and increasing levels of accountability and transparency.

This may form a relatively long list for the coming year of 2009 – 10. But we are confident of doing justice to our goals.

## Our Team

### **1. In Andhra Pradesh**

#### **V. Madhusudana Rao** **Senior Consultant**

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A Post Graduate degree in commerce, having 16 years experience, his expertise lies in financial management, audit, corpus management and revolving investment funds, especially where cooperatives are concerned. He also has experience in water and sanitation related projects.

#### **G.V. Krishna Gopal** **Senior Consultant**

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A B.Tech in Dairy Technology, PGDRM from IRMA and with 10 years of work experience, his basic interest lies in the development of institutions that work on economic development and poverty reduction, in simultaneity.

#### **G. Satyadev** **Senior Consultant**

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A Mechanical Engineer and PGDRM (IRMA) with 10 years of experience, his interest lies in management of micro-projects in livelihoods, livelihoods planning, development of business plans for microfinance institutions and module preparation.

#### **N. Madhu Murthy** **Senior Consultant**

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A Graduate in Agriculture and PGDRM (IRMA) having 10 years of diversified experience. His expertise lies in the area of NRM, institution development, and marketing for collectives, monitoring and Capacity Building Programme.

#### **Sanjeev Singh** **Senior Consultant**

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He is a Management Post Graduate from XISS, having 15 years of experience in handling MFIs, large-scale development projects, community based projects and youth employability programmes.

#### **G. Sarat Kumar** **Consultant**

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A PGDRM (IRMA) having 4 years of experience in management of large community based health project, his basic interest is in social mobilisation, livelihoods promotion and poverty reduction and youth employability programmes.

**Rajnikant Prasad**  
**Consultant**

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A Rural Manager from XIM-B, with more than 7 years of experience. He specialises in livelihoods promotion, micro-enterprise, NRM and Risk Management & Disaster Response.

**Noella Corriea**  
**Consultant**

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A MBA in Finance from UCD Michael Smurfit School of Business, Ireland, she has 8 years of experience in MFIs, banking projects, marketing, co-operatives and financial management.

**Purnima Manar**  
**Junior Consultant**

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A Post Graduate from Forest Research Institute (FRI) India, having more than 6 years of experience, her areas of expertise are project implementation and monitoring, capacity building programmes, NRM and editorial support.

**B. Ranjeeth Kumar**  
**Junior Consultant**

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A Post Graduate in Social Science, having six years of experience with specialization in rural project management, evaluation, impact assessment and related research of development projects.

**Srutikantha Devidutta Parida**  
**Junior Consultant**

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A Post Graduate in Economics, currently pursuing Ph.d in Credit Market and Microfinance, her basic interest lies in banking, rural credit marketing and statistical and econometric packages.

**Suman Laskar**  
**Junior Consultant**

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An Engineer from NIT, with 5 years experience in cluster formation, SHGs, Micro-finance, Capacity Building and livelihood promotion programmes. His area of expertise lies in Microfinance and Information Technology.

**Saurabh Misra**  
**Management Trainee**

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He is a B.Tech in Information, Communication and Technology, from the Dhirubhai Ambani Institute of Technology, Ahmedabad. His interest lies in community based development programmes, designing and management of portals.

## **2. In Karnataka**

### **Dr. B. R. Athani** **Principal Consultant**

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He is a veterinarian, PGDRM (IRMA) and PGD in Bioinformatics & Applied Biotechnology. He has 24 years of experience with interest in agro biodiversity conservation, livestock production & dairying, agribusiness management and marketing.

### **Dr. S.B.Nadagouda** **Principal Consultant**

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He is a veterinary graduate, PGDRM (IRMA) with 20 years of experience. His interest lies in milk co-operatives, technical inputs and strategic marketing of milk and milk products and agribusiness management.



## **Our Associates, Volunteers and Contributors**

We would like to thank all our *associates* who have been instrumental in executing our projects and assignments. Ms. K. Padmavathi, Dr. Satyanand, Mr. Viswanathan and Mr. Pawan Bhardwaj are thanked for their contributions to the youth employability program, and assessing the scope of youth in emerging sectors. Ms. Archana Londhe, Mr. Ranjan K. Baral, Mr. Ashis Panda, Mr. Bruslin Mento, Mr. Srihari Reddy, Mr. Srikanth, Ms. Surya Joseph, Ms. Meghna Oza, Ms. Tannistha Dutta and Mr. Arjun Kumar are thanked for the contributions towards Transforming India, be it in terms of editorial support, articles, or illustrations.

The assistance received from Ms. Gauri in evaluating horticulture plantation promoted through NREGA was valuable. Similarly one may say of the efforts made by Mr. T.S. Rao, relating to projects such as the Mulukanoor Women's Cooperative Dairy, MoRd and LabourNet; and that of Mr. Hriduay Raj as regards the Project Evaluation conducted for the Coastal Salinity Reduction Project. Mr. Ridhesh Sahajpal's work on the video documentation of MWCD, Ms. Deepa Kanduri's inputs as regards Human Resource Management within ALCI, Ms. K. Surekha's assistance on the IWMI-Rauf project, and Ms. Vijaya Switha's support in organising development training programs for artisans are appreciated.

We also take this opportunity to acknowledge the *voluntary support* received from different individuals. As regards website development we are much thankful to Mr. Abhijit Nandy, Mr. Vicky and Mr. Dravidmani. Similarly we thank Mr. Sandip Virmani, Mr. D. Manoharan, Mr. Gaurav Mishra, Ms. Shashi Gupta, Dr. Tilak T. Ranasinghe, Mr. A. T. M. Nurul Amin, Mr. Arindam Dasgupta, Mr. M. S. Sriram, Ms. S. Rajeshwari Srivastava, Mr. S. S. Manoharan, Mr. Trilochan Tripathi, Mr. Abhijit Ray, Mr. Amit Singh Bisht, Mr. Aviraj Puri, Mr. Deepankar Bhattacharya, Ms. Roli Sharma, Ms. Sana Imam, Mr. Srikanth Khadilkar, Mr. Souvik Mishra, Ms. Sunanda Kulkarni, Ms. Swarnpriya, Mr. Vineet Sharma, Mr. Ashis Kumar Gharai, Ms. Komal Arya, Mr. Manish K. Mishra, Mr. Mansingh Sisodiya, Ms. Taru Paliwal, Mr. Dhurjaty Krunakar, Mr. V. Ravikiran, Mr. Subham Datta.

## Annexure 1 – Capacity Building – Proposed Plan submitted by HR Domain

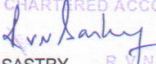
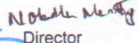
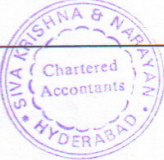
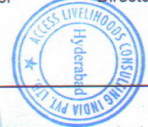
Sl.No.	Proposed Plan	Numbers
1	Staff Trainings	3
2	Proposed CB Programs	13
3	Workshops	4
4	New Recruits	15
5	Volunteers	10
6	Interns	8
7	Associates	50
8	Staff get-togethers	2
	<b>Information Communication and Knowledge</b>	<b>Targets</b>
1	Capacity Building	3
2	Research and Development	1
3	Products Development	16
4	Partnerships	
5	Assessments and Ratings	1
	<b>Human Resource Management</b>	
1	Capacity Building	10
2	Research and Development	1
3	Products Development	4
4	Partnerships	
5	Assessments and Ratings	1
	<b>Program and Project Management</b>	
1	Capacity Building	1
2	Research and Development	6
3	Products Development	3
4	Partnerships	
5	Assessments and Ratings	2
	<b>Institution and Organisation Management</b>	
1	Capacity Building	3
2	Research and Development	
3	Products Development	
4	Partnerships	14
5	Assessments and Ratings	2
	<b>Finance Management and Administration</b>	
1	Capacity Building	2
2	Research and Development	4
3	Products Development	5
4	Partnerships	3
5	Assessments and Ratings	4
	<b>Risk Management and Disaster Response</b>	
1	Capacity Building	3
2	Research and Development	2
3	Products Development	2
4	Partnerships	3
5	Assessments and Ratings	1

	<b>Marketing and Business Development</b>	
1	Capacity Building	3
2	Research and Development	2
3	Products Development	1
4	Partnerships	3
5	Assessments and Ratings	

<b>New Products for the FY 09-10</b>		
<b>S.No.</b>	<b>DOMAIN</b>	<b>New Products</b>
<b>1</b>	<b>Information Communication and Knowledge</b>	Brochures(9)
		Photo exhibition
		Film Festivals
		Annual Plan
		Campaign
		Television series
<b>2</b>	<b>Human Resource Management</b>	Module
		Developing HR and CB Policies
		Placement Services
		Job mela and portal services
<b>3</b>	<b>Program and Project Management</b>	Project Rating tools
		Training Manuals(Project management and Business plan)
<b>4</b>	<b>Finance Management and Administration</b>	Finance Management support services
		Revolving fund services
		Lobbying services for subsidies and grant
		Microfinance mngement services
		Company Act services
<b>5</b>	<b>Risk Management and Disaster Response</b>	Microinsurance
		Enterprise risk management module
<b>6</b>	<b>Marketing and Business Development</b>	Module on green product marketing

## Annexure 2 (a): Profit and Loss Account

### ACCESS LIVELIHOODS CONSULTING INDIA PRIVATE LIMITED

PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31.03.2009			
PARTICULARS	Schedule	As on 31-03-2009 Amount	As on 31-03-2008 Amount
<b>INCOMES:</b>			
Projects & Consultancy Fees		5,989,131	3,985,976
Other Incomes		52,619	530,802
Work in Progress		113,000	-
		<b>6,154,750</b>	<b>4,516,778</b>
<b>EXPENDITURES:</b>			
Administrative Expenses		570,361	440,070
Payments & Benefits to Consulting personnel		4,117,595	252,998
Project Specific Expenditure		788,343	3,685,270
Domain Expenditure		426,924	11,555
Finance charges (interest & Bank charges)		133,262	33,881
Depreciation		25,439	31,048
		<b>6,061,924</b>	<b>4,454,822</b>
Profit/Loss for the year before Taxes & Provisions		92,826	61,956
Dividends and Dividend Tax Paid		-	23,164
Provisions for Income Tax		30,220	-
Provisions for F B T		8,846	1,000
Provision for Deferred Tax		196	355
Preliminary Expenses written off		2,100	2,100
		<b>41,362</b>	<b>26,619</b>
Profit/Loss carried over to Balance Sheet.		51,464	35,337
		<b>92,826</b>	<b>61,956</b>
NOTE: Previous year figures are regrouped wherever necessary.			
As Per Separate Report of even date M/s SIVA KRISHNA & NARAYAN CHARTERED ACCOUNTANTS		On behalf of Board of Directors For Access Livelihoods Consulting India Private	
 R. V. N. SASTRY Partner M. No: 206635		 Director	
PLACE : Hyderabad DATE :28-08-2009		 	

## Annexure 2(b): Balance Sheet

### ACCESS LIVELIHOODS CONSULTING INDIA PRIVATE LIMITED

12-5-12/4/1, Vijayapuri

Tarnaka, SECUNDERABAD - 500 017.

#### BALANCE SHEET AS AT 31.03.2009

Particulars	Schedule	As on 31-03-2009 Amount		As on 31-03-2008 Amount	
<b>SOURCES OF FUNDS</b>					
<u>Shareholder's Fund:</u>					
Share Capital	1	175,000		200,000	
RESERVES AND SURPLUS	2	260,287		240,248	
LOANS AND ADVANCES	3				
Secured Loans					
Un secured Loans		1,231,687		989,966	
Staff Savings/Advances		243,763			
DEFERRED TAX LIABILITY		196		355	
			<b>1,910,933</b>		<b>1,430,569</b>
<b>APPLICATION OF FUNDS</b>					
<u>Fixed Assets</u>					
Gross Block		1698087		112,286	
Depreciation	4	56077	1,642,010	31,048	81,238
Current Assets ,Loans & Advances	5	1,498,596		1,222,206	
Less: Current Liabilities & Provisions	6	1,242,273		640,910	
Net Current Assets			256,323		581,296
<u>Misc. Expenditures:-</u>					
Preliminary Expenses		14,700		16,800	
(To the extent not written off)		2,100		2,100	
Magazine Development Expenses		-	12,600	753,335	768,035
			<b>1,910,933</b>		<b>1,430,569</b>

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

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

PLACE : Hyderabad  
DATE : 28-08-2009



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

Director

Director

