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ALC INDIA

ISO 9001:2008

**Access Livelihood Consulting
India Pvt. Ltd.**

ENTERPRISE | EMPLOYMENT | ECONOMY | EQUITY | EMPOWERMENT

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CHAIRPERSON'S MESSAGE



Dear shareholders / stakeholders,

ALC India is a new generation social enterprise. While ALC India struggled to impress upon its stakeholders that there could be revenue models through which services can be effectively and efficiently delivered for the economically marginalized, in the USA there are some states which have already passed legislations for enabling companies with moderate or marginal profits serving public causes.

There is a growing acceptance that social enterprises need not always be non-profits, but can be for-profits with definite purpose orientation and with a cap on returns anticipated for financial investments (typically called 'social investments'). Much before such legal space emerges in India, ALC India has embarked on the journey to be organized as a private limited company but committed to the core to the cause of sustainable and equitable economic development.

In coming years, ALC India is going to focus on delivering high impact generating projects. It will mature into a team of project management consultants working on large-scale projects aimed at developing community (rural and urban economically marginalized) controlled enterprises (cooperatives and producer companies). An initial breakthrough in that direction emerged when ALC India tied up with Small Farmers' Agribusiness Consortium, Ford Foundation and a few others for promoting farmers' enterprises in various locations across country. As these enterprises become more visible we hope many more development agencies will partner with ALC India.

Another focus area in the coming year will be employment generation for youth, especially school dropouts. ALC India has identified five areas, which are in line with the mandate of the organization, to work on – social enterprises, cooperatives, decentralized governance (panchayat system), corporate responsibility and green business. In these areas in the coming years, ALC India will develop both short-term and long-term courses which can empower large numbers of youngsters.

ALC India will emerge as an impact-oriented organization with simple delivery mechanisms next year and stabilize its finances. As it moves into the growth phase, it will need to capitalize on the services well recognized by various development agencies it has serviced over the years.

During the last year, Mr Amitabh Guha moved his base to Kolkata from Hyderabad, and decided to step down as Chairperson of ALC India. During his tenure ALC India strengthened its internal systems and governance mechanisms for which we owe him more than just gratitude.

ALC India suffered a major loss soon after its financial year ended, when Ms Shashi Rajagopalan passed away. She had mentored ALC India for the last four years and her absence will be sorely missed. At this juncture ALC India dedicates itself to her vision for the marginalized and to her professionalism.

With best wishes,

A handwritten signature in black ink that reads "Vinod Reddy". The signature is written in a cursive, flowing style.

Vinod Reddy

CEO'S MESSAGE

Greetings from ALC India!

It's my pleasure to share with all of you the 6th Annual Report of ALC India.

Financial Year 2010-11 presented in this report is with mixed results for ALC India. During the year, we have grown to impact a larger number of economically marginalized homes with greater involvement through longer duration engagement and by direct outreach projects. ALC India has been able to successfully work on 51 projects, by adding services to 22 new development agencies and with a turnover of Rs. 1.45 Crores. To manage these projects our consultants have travelled across 15 states and interacted with a variety of stakeholders.

While those are the rosy figures indicating growth and improved outreach on one side, ALC India suffered losses during the financial year for the first time due to a variety of reasons. Introspection on the same has indicated that the financial losses were mainly due to time and cost overruns in consulting projects, undue delays in realizing the payments from government projects, unstructured recruitment of consultants, underestimation of working capital requirement, and ineffective control over overheads (cost for managing internal affairs of organization). In a way, the loss has given scope for internal reflection and also impressed upon the ALC India team the need to institutionalize strict systems for monitoring delivery of projects.

With adequate commitments from the development agencies for projects to be delivered by ALC India, we are placed much better in Financial Year 2011-12. ALC India sees this as an opportunity to improve internal systems ensuring high impact, and at the same time generate surplus from the finances.



Marginalized communities like urban poor, fisher folk, vulnerable groups and internally displaced communities will be focused upon in the coming years. At the same time, designing programs which sustain local economies improving the productive capacity of rural and urban marginalized will be an area to be pursued vigorously.

We hope to become a high impact generating organization.

Look forward to the support of everyone to make the coming year fruitful.

With best wishes,

A handwritten signature in black ink, appearing to read 'GV Krishnagopal', with a horizontal line drawn through the middle of the signature.

GV Krishnagopal

ORGANIZATIONAL PROFILE...

Access Livelihoods Consulting (ALC) India is a management consulting organization, started with the aim of promoting sustainable livelihoods for the economically marginalized. ALC India was initiated by three management professionals with experience in promotion of a variety of livelihoods at the grassroots level. It was registered in 2005 as a Private Limited Company under the Companies Act, with the Registrar of Companies at Hyderabad.

ALC India's Mission is to enable equitable and sustainable economic development by provision of professional techno-managerial services to individuals and organizations. It will ensure that the marginalized are recognized as active contributors to the growing economy and enable them to generate an equitable share of wealth and the same being distributed in their favour.

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

KEY OUTCOMES

With economic dimension of the livelihoods of the marginalized as its core focus, ALC India works for the five 'E's:

Enterprise Promotion and Development

Promoting individual and group enterprises of the economically marginalized to enable them to engage with the market.

Employment Generation and Development

Developing programs to enable economically marginalized utilize and benefit from emerging opportunities.

Equitable Economy

Promoting optimum accumulation of wealth by all, sensitizing organizations and individuals to value and remunerate sufficiently the contribution of the economically marginalized to 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.

Economic Growth and Development

Ensuring creation / revision in policies and legislation aimed at enhancing the lives and livelihoods of the disadvantaged.

Empowerment

Ensuring that economically marginalized are adequately meta-skilled to adapt to any environment; adequately motivated and equipped them for demanding their rightful share in the economy.

FOCUS COMMUNITIES

- Economically Marginalized in Urban Areas
- Migrant Labourers (construction & agriculture)
- Small and Marginal Farmers
- Artisans, Fisher Folk & Small Livestock Holders
- Assetless & Weavers
- Forest Produce Gatherers
- Internally Displaced Communities
- Disaster-Prone Communities
- Micro and Small Entrepreneurs
- Other Vulnerable Communities (including differently-abled, HIV infected / affected, chronic disease sufferers, single women, marginalized castes and unemployed youth).



VALUES

Both in its internal and external transactions, ALC India maintains and follows the values mentioned below:

- **Non-Discriminatory Approach**
Respects and honours 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 acquire knowledge and apply it creatively in all its engagements with/for the economically marginalized.
- **Excellence**
By being cost and resource-conscious and managing delivery in time.
- **Transparency and Accountability**
In all transactions, both financial and operational.
- **Green Practices**
Advocating and practicing sustainable processes which respect the natural resources.

PRACTICES

Products & Services Innovation

There are continuous changes in the market-based economy and socio politico-legal structure. To keep pace with these changes and to address both the latent and future needs, ALC India creates innovative products and services. We offer pro bono training programs, develop web-based services, publish magazine and conduct events for educating the stakeholders.

Wide Service Base

For promotion of sustainable livelihoods for the economically marginalized, it is important to work with a variety of stakeholders. ALC India aims to do so through individuals, business as government's, funding agencies, INGOs/NGOs, consulting organizations, community

enterprises trusts, foundations, trade unions research organizations 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 for 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 services at differently priced packages, based on the nature and requirement of the organization. Cost saving measures and low overheads are key strategies for providing affordable services to the smaller organizations. This strategy is useful in cross-subsidizing services for small NGOs and community enterprises. 40% of its consulting time is dedicated for smaller entities and this is either priced at low-cost or done voluntarily.

Voluntary Contribution

ALC India has predetermined limits on returns to various stakeholders such as clients, shareholders, employees and investors. From the resources thus saved contributions are made towards: low cost training programs to grassroots-level organizations, development advocacy on livelihoods fellowships for development entrepreneurs and voluntary time contribution to small NGOs and CBOs.

...ORGANIZATIONAL PROFILE

ALC India has broadly visualised its nature of work in nine domains / verticals.

Verticals or Domains



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Promoting 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.

UNITS

Realizing that both big and small organizations have critical unique advantages, ALC India has tried to incorporate the same in its model of outreach. ALC India has visualised itself as a network of small organizations at the regional level.

Regional units will allow better comprehension of local issues, better control over operations and better access and visibility to local governments and other institutions.

Financial self-sufficiency, independence in operations and policies of each unit as per its framework of economic development of marginalized will be the hallmark of this model. ALC India believes that for retaining flexibility and to reduce expenditure of its units will not have a team strength of more than 30 at any point in time.

The network of the regional units (group company) will be able to easily collaborate and take up large development projects and will also influence and steer the equitable and sustainable economic development policies.



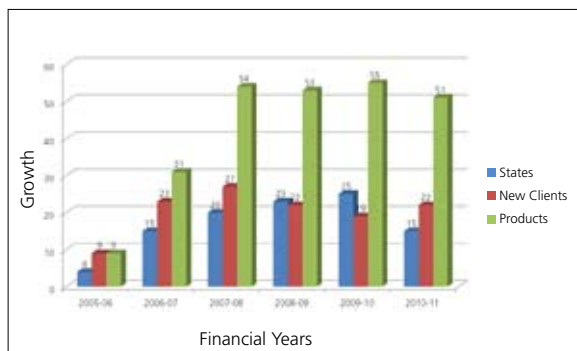
A REVIEW OF THE LAST 6 YEARS...

ALC India has executed projects in more than 23 states. Since inception, it has worked with 122 unique clients to execute 253 projects. ALC India has directly benefited 18,650 marginalized by working with either their enterprises or conducting employability programs for them.

Performance at a Glance

Year	Human Resources	New Clients	Projects	Turnover (in Rs. Lakhs)	Average Turnover per Consultant (in Rs. Lakhs)	Average Size of Project (in Rs. Lakhs)	States	Direct Outreach
2005-06	3	9	9	3.49	1.16	0.39	4	18650
2006-07	7	23	31	31.11	4.44	1.00	15	
2007-08	9	27	54	45.16	5.02	0.84	20	
2008-09	15	22	53	61.54	4.10	1.16	23	
2009-10	26	19	55	86.44	3.32	1.57	25	
2010-11	35	22	51	145.06	4.14	2.84	15	

Growth in Outreach



that ALC India has served a variety of development agencies:

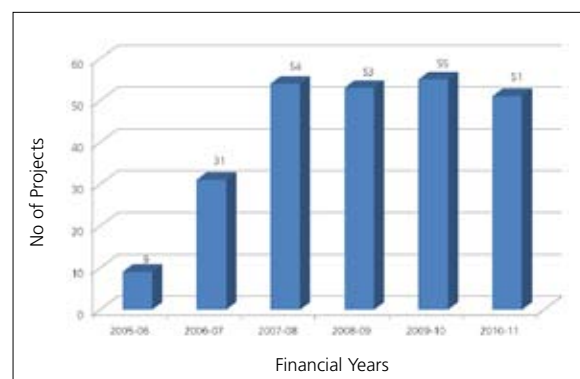
- 58 % of organizations served were NGOs
- 12% were funding agencies
- 12% were academic institutions
- 8% were government departments
- 6% were private-sector companies/corporate social responsibility (CSR) initiatives
- 4% were people's collectives.

Progress on Outreach

ALC India had worked for various clients and various categories of end-clients, in different geographies, from inception till March 31, 2011. ALC India has executed 253 projects in more than 23 states. All the projects were related to livelihood promotion, directly or indirectly. The number of households directly impacted was also notable: the aggregate of direct outreach for 2005-2011 was 18,600 households. The number of households indirectly impacted is conservatively estimated to be 150 times that number (1.5 million).

In all, around 136 different organizations were served, and category-wise analysis of the organizations shows

Year-Wise Total Projects



There has also been a constant increase in the average

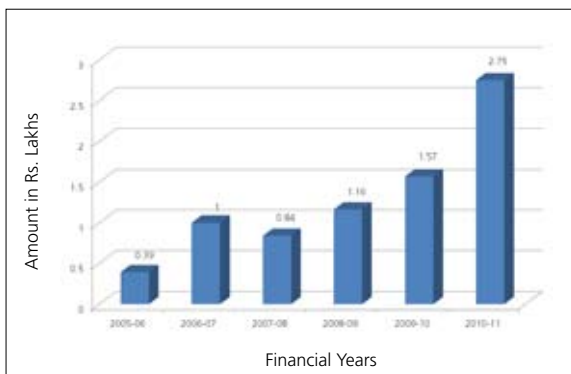


size of projects. In FY 2010-11, we got some long-term contracts due to which the average project size increased quite substantially (66%).

Of the various development agencies, there are some which came back multiple times for various types of projects:

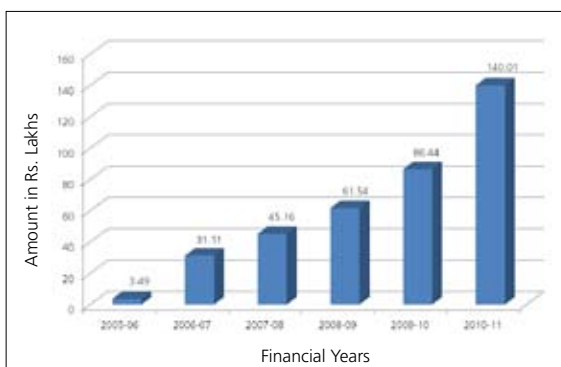
- World Vision India (WVI)
- Kotak Education Foundation (KEF)
- BAIF Development Research Foundation (BAIF)
- Chitrika
- Ford Foundation Partners

Average Size Per Project



There has been a substantial year on year growth in the turnover of the company. However, ALC India generated modest surpluses in its first five years but recorded a net loss in 2010-11. The reasons for losses have been substantiated in the next section on 'The Year That Was'.

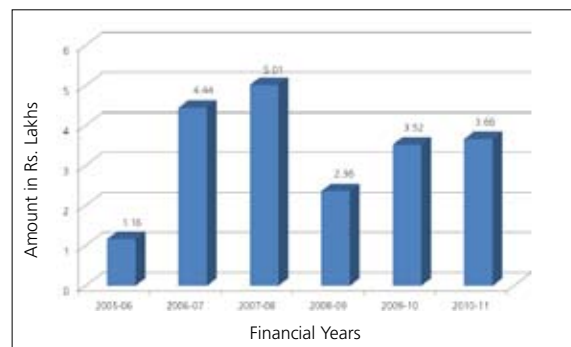
Year-Wise Turnover



Progress on Human Resources

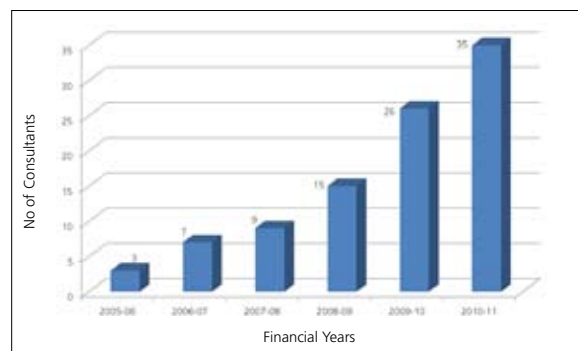
In FY 2009 and 2010, when we had the maximum number of staff since inception, around a third of our consultants were women and around a third belonged to SC, BC and OBC categories. Of the total, the quantum of work done by associates was only 36% of total consulting days in 2005-2011.

Average Turnover Per Consultant



Staff was recruited from a variety of educational backgrounds and institutions. We have had graduates from subject-areas like dairy technology, agriculture, botany, public administration, law, economics, commerce, veterinary sciences, food technology, sociology and physics, with postgraduate qualifications in rural management, business administration, mass communications and social work.

Growth in Number of Consultants



With substantial jump in the human resource after FY 2007-08, there has been a productivity challenge. The

...A REVIEW OF THE LAST 6 YEARS

average turnover per consultant has seen a sharp dip in the fourth year (2008-09). The productivity per individual is still low and can be substantially improved.

Voluntary Work for Organizations

ALC India has a mandate to provide free services to select development agencies. Each consultant is supposed to provide 20 days consulting work. The voluntary-work figure per consultant is lower than ALC India's target of 20 days per consultant per year. A large part of the voluntary work has been provided over the years to Chitrika and APARD. Chitrika is an artisan development foundation promoting weavers' and toy artisans' cooperatives in Srikakulam and Visakhapatnam districts of Andhra Pradesh, and APARD is working in the agriculture sector in Kurnool district of Andhra Pradesh.



A total of 51 projects were executed in the year 2010-11, of which 70% were related to enterprises.

ALC India aims to work on all five 'E's and is actively seeking projects on skill development areas. It is yet to make a significant mark in the economic growth, empowerment and equity areas.

Further classification of projects is done as follows:

Direct Outreach: Projects done over a long-period

with multiple inputs across the value chain with the communities.

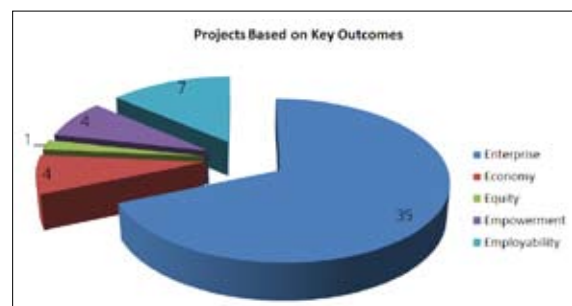
- KNNA DPP-II Steering Program
- Entrepreneurship Job Opportunities for Youth

Indirect Outreach: Short-term projects and services provided to anybody except directly to the marginalized.

- Support to Community Enterprises Promoted by Ford Foundation Partners
- DPRs for IWMP in Nalgonda and Medak
- Dairy Feasibility Study and Business Plan for Share Microfinance
- Study on the Status of Self-Reliant Cooperatives in India.
- Assessment of Market Interventions by VOs (SERP)
- Courses for NIRD

Initiatives: Products and services developed in-house help us to respond to the latent needs of development agencies.

A substantial number of projects are indirect outreach projects. Three direct outreach projects and eight initiatives were executed last year. A brief of key projects is mentioned hereinafter.





2010-11: THE YEAR THAT WAS...

DIRECT OUTREACH PROGRAMS

KNNA DPP-II Steering Program



The end evaluation of the Drought Proofing Program - Phase I in Kutch (Gujarat) in 2008 brought out that Animal Husbandry could bring a lot of change in the income status of the communities in Kutch. Therefore in DPP II, which is an extension of DPPI, Livestock Service Centre (LSC) model has been developed by Kutch Nav Nirma Abhiyan (KNNA), in response to need for dairy back-end services. KNNA had identified 13 clusters of 15-



20 villages, with each cluster having one LSC and 3-4 sub-centers. Through LSCs, Cattle Feed, Mineral Mixture, Primary Animal Health Services, Vaccination, Deworming, Cattle Loan and Cattle Insurance are provided

to members. The staff at each LSC comprises of a team of a cluster coordinator, community mobilizer and para-veterinary professional. Though till March 2011, more than 5,433 people in 201 villages had registered themselves with the LSCs, only up to 50% of them are actually availing the services.

Role of ALC India

A two-member team was deputed by ALC India to support and monitor the overall coordination and management of the program. This team supported in coordination among the centres, conducted studies and surveys for expanding service portfolio, developed business plans, developed centralised MIS and developed linkages with government animal husbandry department. NABARD facilitated registration of LSCs as producer companies, developed Standard Operating Procedures for service delivery, instituted accounting and financial management systems, and built capacities of staff of partner organization and LSC

Expected Benefits to the Community

It is expected that in the next two years each LSC is likely to have a turnover of more than Rs. 100 Lakhs. Also, each LSC will have more than 800 active members who will avail services including input services which will increase the quality and quantity of milk yield. This will ultimately lead to decrease in costs due to collective purchasing of input services. The farmer returns are also likely to go up due to increase in quality.

Enhancing Job Opportunities for Youth



Child Fund India (CFI) works in partnership with 80 NGO partners spread over 15 states and 1 union territory on child development issues. In Uttar Pradesh among other partners, it is working in Chandauli district with Manav Seva Kendra (MSK) and in Chitrakoot district with Sarvodaya Sewa Ashram (SSA). CFI contracted ALC India to identify employment opportunities, train and place the school dropout youth along with their partners MSK and SSA.

Role of ALC India

In all 248 youth were trained in two centres. 125 youth at each centre were trained for 3 months on soft skills and technical



trades. A total of 84 females and 164 male youth had participated in the 3-month program conducted by ALC India. 214 employment opportunities were created for 115 youth who successfully completed the course in different trades such as driving, cell phone repairing, security guard, beautician course and tailoring.

Expected Benefits to the Community

There is an increase in knowledge and skills of 250 youth. The youth have also been exposed to different trades of their choice which will help them in accessing more opportunities, more importantly jobs with steady income provided through placement process.

INDIRECT OUTREACH PROGRAMS...

Support to Community Enterprises Promoted by Ford Foundation Partners



Ford Foundation is supporting 29 development agencies across the country to promote community enterprises for increasing income of the marginalized. The enterprises are in various stages of the life cycle. More than 20,000 producers are part of these enterprises. A need was felt to streamline the management information system (MIS) and monitoring & evaluation (M&E) systems of the enterprises to reflect their progress and enable them to create future plans. ALC India was contracted to provide inputs to enterprises supported by 22 partner organizations in 9 states. Of the 22 partners, 3 were promoting agriculture, 3 were promoting NTFP, 6 were promoting livestock and 5 were promoting crafts and 2 were network organizations.

Role of ALC India

Comprehending that each enterprise's needs are different, ALC India undertook a preliminary field visit and signed an individual partner-based ToR. An average of 63.5 person days of inputs was provided in 3-4 workshops to each partner. The broad range of activities with the enterprises included preparation of strategic and business plan, evolution of institutional design, developing legal structures and reworking bylaws & institutional policies, and development of MIS and M&E systems.



Expected Benefits to the Community

Many enterprises and partner organizations of Ford Foundation have been able to understand various aspects of community enterprises business models. More than 300 participants from the staff of the partner organizations and community enterprises have directly benefited from the workshops. It is expected that the workshops will lead to more prudent businesses improving efficiency and effectiveness of the enterprises, which will benefit more than 20,000 members as well as numerous consumers.

Detailed Project Reports for Integrated Watershed Management Program in Nalgonda and Medak Districts of Andhra Pradesh

As part of the IWMP Program, Government of Andhra Pradesh, ALC India had taken up the responsibility of preparing Detailed Project Reports (DPRs) in two districts. This comprised planning and resource allocation for watershed program spanning over seven years.

Role of ALC India

ALC India was entrusted with the preparation of DPRs in Nalgonda and Medak Districts in 14 IWMP Watershed in 96 villages covering 52,000 households and 30,000 farmers. ALC India conducted detailed socio-economic survey of households, participatory planning for land treatment, natural resource development and focused group discussions (FGDs) with the villagers for proposing appropriate interventions in the villages.

Expected Benefits to the Community

It is expected that upon implementation, these DPRs will help to improve social and economic status of 2,60,000 farmers in the watershed areas.

Dairy Feasibility Study and Business Plan for Share Microfinance

Realizing the potential of dairy sector in improving livelihoods of marginalized in Andhra Pradesh, Share Microfinance Limited envisaged an opportunity to set up a dairy plant in a potential milk shed area. ALC India was entrusted the task of identifying a milk shed area conducting a dairy feasibility study and designing a business plan.



Role of ALC India

ALC India prepared a detailed 5-year business plan for a



dairy processing unit comprising layout plan, engineering design, machinery, proposed vendors list and expansion plan for a period of 3 years. To understand the potential of dairy processing plant,

800 farmers, 10 distributors, 20 institutional, 5 dairies and 400 retail customers in different parts of East Godavari district were interviewed.

Expected Benefits to the Community

If the dairy is established by Share Microfinance, it is expected to procure 25,000 litres milk per day, with a 5th year turnover of Rs. 15 Crores benefiting 30,000 milk producers.

Study on the Status of Self-Reliant Cooperatives in Furtherance of Resurgence of a Vibrant Cooperative Movement in India

While policy and legislation relating to investment-controlled and investment-rewarding businesses are constantly being restructured for an increasingly open economy, the cooperative form of business continues to be stifled with appalling policy and legislation. The Indian Cooperative Union formed in 1948 and the Cooperative Development Foundation registered in 1982 (with its creator, the Multipurpose Cooperatives' Association having its beginnings in 1977) have each played their part in advocating for reforms in cooperative legislation and policy, and also in helping promote sound

cooperative businesses for disadvantaged communities. However, there has been a pause in cooperative advocacy for some years now, resulting in increased attempts by governments to retrace their steps in providing for a liberal environment in which disadvantaged communities can establish user-controlled businesses. In such a vitiating environment, it was felt by Late Shri LC Jain and Late Ms Shashi Rajagopalan to study the Status of Self Reliant Cooperatives in India. The study, carried out under the leadership of Ms Shashi Rajagopalan, was supported by RRA Network.

Role of ALC India

ALC India conducted an extensive study, which included desk review of nine Self-Reliant Cooperative Acts, implementation of Vaidyanathan Committee recommendations and Multi-State Cooperative Societies Act. Field visits were conducted in nine states where Self-Reliant Cooperatives Act was being implemented. In all the nine states, ALC India interacted with the cooperatives, held individual and state consultations, culminating into a national-level conference to present the final report. To understand the status and the way forward of self-reliant cooperatives in the country, study of 16 self-reliant cooperatives, more than 50 individual consultations and 9 state-level consultations were held.

Key findings suggest that wherever self-reliant cooperatives have succeeded, they have created new employment opportunities at the local level, increased the purchasing power of large numbers of people, increased the income of their members, significantly impacted agricultural production and created a large cadre of highly competent and accountable women and men who have the vision to lead their cooperatives with business acumen and political wisdom. Cooperatives with significant stake of members flourished well and have met the needs of their members, while cooperatives which received easy money from promoting agencies rarely functioned as sound business enterprises.

Expected Benefits to the Community

There was a lot of momentum generated through ideas generated in concluding national conference. Several recommendations emerged from various cross-sections of the society and a movement for self-reliant

...2010-11: THE YEAR THAT WAS

...INDIRECT OUTREACH PROGRAMS

cooperatives has been ignited. It has the potential to benefit more than 67,000 self-reliant cooperatives in the 9 states and may also lead to enactment of self-reliant cooperatives law in other states.

Assessment of Market Interventions by Village Organisations VOs – Society for Elimination of Rural Poverty (SERP)

SERP is facilitating community-led and managed intervention 'Collective Marketing Interventions by Village Organizations (VOs)', as part of Indira Kranthi Padham (IKP) in Andhra Pradesh, to support marketing of farmers' produce. The project assesses the impact of marketing intervention by VOs on agricultural income of the economically marginalized households, farmers, institutions, markets and the contribution of such efforts to the bottom lines of the VOs and Mandal Samakhayas (MSs).

Role of ALC India

A detailed study was carried out in Anantapur, Karimnagar, Mahabubnagar, Nalgonda and Visakhapatnam districts covering 997 farmers spread across 101 VOs in 24 Mandals. About 55% (18144) of the members participated in the collective marketing intervention against sample VOs with total membership of 32853 members. The study's findings revealed that VOs have been able to exercise a remarkable influence on the village market structures and operating systems within a short span of time. Prior to VO intervention there was a high dependence on local market and traders, which after the collective marketing intervention has now been replaced with VO. The average overall additional benefit received



is Rs. 5,708 per farmer which includes additional income of Rs. 2,741 per farmer on sale of produce. Karimnagar district reported highest average additional benefit of Rs. 15,175 per farmer which includes additional income of Rs. 6,527 per farmer.

Expected Benefits to the Community

These study findings would stand as the benchmark for SERP's community-led program in the project districts and is expected to improve its efficiency by plugging the existing gaps and designing a good monitoring and evaluation system.



Courses for National Institute of Rural Development (NIRD)

National Institute of Rural Development (NIRD) conducts one-year Post Graduate Diploma in Rural Development and Management (PGDRDM). ALC India conducted two courses – Rural Product Marketing and Risk Management & Rural Insurance – for the PGDRDM students

Role of ALC India

ALC India designed and conducted both the courses. The course design was based on adult learning mechanisms and hence had a large component of learning by doing and learning by observing. Apart from classroom sessions, students were taken for exposure visits, wherein they interacted with the communities and related the theory and concepts to actual practice.

Expected Benefits to the Community

It is expected that learning and field visits have sensitized 40 students on the issues of the marginalized with respect to rural marketing and risk management aspects.



PROGRESS ON INITIATIVES...

Transforming India

The 'Transforming India' magazine in its fourth year went through a tumultuous phase. Financial crunch at the organization level, lack of adequate subscribers and advertisers, and frequent change in the editorial team were some of the key challenges faced by the magazine. Only 2 out of 4 issues of FY 2010-11, were published and circulated. The October-December and January-March issues were inordinately delayed and would be published in first quarter of FY 2011-12 in black-and-white and dispatched to 122 subscribers.

Keeping its tradition of previous issues, this year's issues too had dealt with a variety of economic development issues. While the cover story of first issue (April-June 2010) was on Employability and Skill Development in the Retail Sector, the second issue (July-Sept 2010) carried a cover story on Special Economic Zones: Impact and Implications on Coastal Fisheries. The other important stories focused on small ruminant livelihoods, forests and biodiversity, issues of labour at construction sites, issues of micro, small and medium enterprises, small tea growers in Indian tea industry, rise in fertilizer cost & its impact on agriculture, global food security and its challenges, women in agriculture and cooperative society vs producer company

TATHYA - Livelihoods Film Festival

To create awareness among urban population about the contribution of marginalized sections of the society, Tathya, a 2-day learning event was organized on 27-28 November 2010 at Hyderabad. It included screening of



documentary films and product kiosks by NGOs. To create awareness about Tathya and ensure larger participation, 'Run for Tathya' was conducted in 15 colleges where movies were screened and panel discussions held.



The event included screening of 17 award-winning documentaries and short films and organizing of 16 kiosks displaying rural artisans and farmers' products. Of the 17 films, the notable ones were 'Signature of Change' on Grameen Bank and Muhammad Yunus's ambition of creating a poverty-free world, 'Gaon Chhodab Nahi' on about the plight of citizens displaced because of development projects, 'Fairy-Tale of Queens', a short film on a marginalized woman who sustains her family by making quilts, 'Bhookh', a 14-minute film on the street urchins of Delhi and how they survive on garbage, polythene, wood and coins thrown in the Yamuna river for their livelihood, 'Heroes of Today' a 20-minute film on the experiences of the youth from the economically marginalized and 'Thodi si Zameen Thoda sa Aasmaan' on street entrepreneurs and the constant threats that they face.

The two-day event was attended by more than 2,000 people and rural products worth Rs. 60,000 were sold. The documentary films were majorly contributed by Jeevika and the event was co-sponsored by NABARD and Oxfam India.

...2010-11: THE YEAR THAT WAS

...PROGRESS ON INITIATIVES

Economic Summit

In order to arrive at a well considered articulation of the urgent and long-term changes required in agricultural policies and practices that directly affect tenant, small-holder and marginal farmers, ALC India organized a summit on 'Tenant, Marginal and Small-Holder Farmers in Agriculture' on 20-21 May 2010 in Hyderabad. The objectives of the program were to:

- Identify the problems in policies, legislation and practices and suggest changes.
- Explore the need for alternative policies, legislation and practices that could contribute to the growth of marginal, tenant and small-holder farmers.
- Arrive at a broad framework for the drafting of alternate policies, legislation and best practices.

There were 30 participants from academics, government agencies, NGOs and students of NIRD participated in the summit. The 2-day summit comprised 10 paper presentations on topics related to agriculture and small-holder livelihoods.



Symposium on Financing Economically Marginalized

A two-day Symposium on Financing Economically Marginalized was held on 13-14 December 2010. The purpose of the event was to discuss and sensitize the issues of finance seekers and finance providers and promote a better collaboration among the two for the purpose of ensuring benefits to the economically marginalized. Realizing that a large proportion of the marginalized are still in primary production sector and optimal returns can accrue to them only through collectivisation, this year's theme was Financing Producers' Institutions. Six sessions were held in two days to discuss topics related to financing needs at various life cycle stages, instruments of, legal issues and forms for, utility of technology in and role of government and large financial institutions in financing producers' institutions. 35 participants mostly from institutions in Andhra Pradesh attended the event. Prominent speakers for various institutions included CGM, NABARD (Hyderabad), Ex-CEOs from SIFFS and BASIX, ED Chetna Organic and CEO Rang De. The symposium was part-sponsored by NABARD, State Bank of Hyderabad, National Small Industries Corporation (NSIC).

TI Spencer

In 2010, ALC India started a collaborative venture with Spencer's Retail Ltd, in which a 20-page magazine was distributed to high purchase customers. The aim of the collaboration was to sensitize the customers towards the marginalized. 60,000 copies of each of the two issues were distributed by Spencer's from all its stores across Hyderabad.

Learning Tours

A learning tour was organized for staff and board members of UMANG, a community enterprise from Uttaranchal with more than 1000 women members supplying fruits and staples. These representatives were taken to Mulkanoor to comprehend institutional model and design of vibrant self-reliant institutions. Students of NIRD studying Risk Management and Rural Insurance were taken for a visit to Srikakulam to interact with the communities such as the fisherfolk, the agricultural farmers, tribals and the weaver households. Chitrika



an artisan development foundation and Artic, an NGO which promoted fisherfolk, tribals and agriculture cooperatives facilitated this. Another batch of students from NIRD who opted for Rural Product Management course visited Adilabad to understand marketing aspects of soyabean, which was facilitated by Centre for Collectives Development.

Other Initiatives

- **Web Portals:** There was not much progress in operationalising the three portals: Transforming India, Livelihoods Jobs and Livelihoods Financing portal due to financial constraints. The business plans for the portals are ready and will be vetted out the next financial year based on funds availability.
- **Modules:** This year internal training was not organized due to lack of adequate follow up. However based on clients requests trainings were conducted on topics like basics of livelihoods promotion and business planning for community enterprises.

Fellowships

In 2010-11, a fellowship of Rs. 10,000 per month was given to Mr Dinesh Kumar, for starting a millets-based enterprise. Mr Dinesh Kumar is an engineering graduate with vast experience in working with farmers at Timbaktu.

In the drought-prone district of Anantapur, it has been proved that farmers with millet-based diversified cropping systems have ensured soil fertility, food security of farmers' families and also the fodder security for their livestock. Millets can be grown in relatively low fertile soils, take shorter duration to grow, can be stored safely for long duration and are highly nutritious and healthy for consumers. Recognizing these benefits of millets, Earth 360 Degrees Eco-ventures, a millet based enterprise, was started by Mr Dinesh Kumar at Kadiri in

Anantapur district. In 2009-10 the enterprise procured millets from 150 members of 12 villages. The enterprise also established a processing unit to produce value added products out of millets.

Since the enterprise is in the first year ALC India assisted it in designing the enterprise, developing management systems which included standard operating practices and human resource systems and gave a long term perspective for its sustainable growth.

It is expected that the enterprise will work with more than 2,000 farmers in the long run, adopting sustainable agriculture practices with millets as an important crop. The enterprise also envisions making millets an integral ingredient of urban population consumption by producing modern products.

Voluntary Work

A total of 104.75 voluntary days were contributed by ALC India consultants during last year. In total, 13 consultants provided voluntary services. Significant contributions were made towards Chitrika, APARD and Earth 360 Degrees Eco-venture. Lack of planning and focus by individuals can be seen as the major reason for inadequate voluntary work.

ALC India team members gave voluntary services to Chitrika for conducting symposium on marketing issues of handloom weavers, for designing of session material and conducting sessions for financing issues in handloom. ALC India also developed the Finance Policy for Chitrika and the Cooperatives supported by it and the basic architecture for inventory management by these cooperatives.

For APARD, services were provided in the form of governance strengthening, management training, business planning and proposal development.

...2010-11: THE YEAR THAT WAS

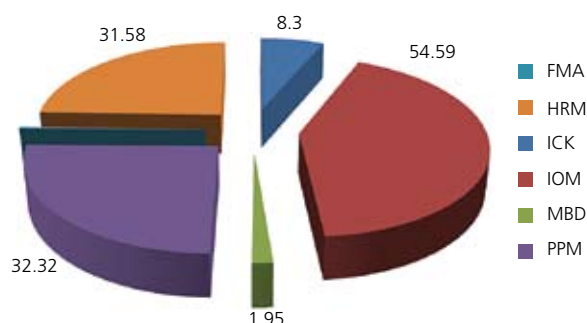
PROGRESS IN DOMAINS...

During FY 2010-11, only 6 out of the 9 envisioned domains were operational. These include:

- Finance Management and Administration (FMA)
- Human Resource Management (HRM)
- Information Communication and Knowledge (ICK)
- Institution and Organization Management (IOM)
- Marketing and Business Development (MBD)
- Program and Project Management (PPM)

A domain-wise breakup of external projects and income is as indicated below:

Domain-Wise Business Generation (in Rs. Lakhs)



KEY CONTRIBUTIONS BY EACH DOMAIN

Finance Management and Administration (FMA)

No of Team Members: 6

The FMA Domain had mostly concentrated on servicing internal needs of ALC India. The domain matured from being only accounts-driven to finance-driven. Standardized tracking and analysis of receivables payables, monthly cash flows, and attendance compliance statements started during this year. The domain processed a total of 3,267 vouchers in all. The domain conducted the symposium on 'Financing Economically Marginalized' and also developed 'Business Plan on Remittance Services of Migrant Labour'.

Information Communication and Knowledge (ICK)

No of Team Members: 3

ICK domain has been largely experimenting with the products of ALC India. Products like Tathya, Transforming India and documentaries are anchored by this domain.

The domain is also the one which has made progress in working with the non-poor by organizing Tathya. ICK also saw its portfolio of consulting projects growing and had projects on documentation, documentaries and annual reports coming by its way.

Institution and Organization Management (IOM)

No of Team Members: 3

This domain was one of the largest revenue contributors to the organization. The domain anchored the two large projects of ALC India: Ford Foundation Support to Community Enterprises and Study on Status of Self Reliant Cooperatives. The domain's work with the clients is notable to the extent that it has been able to provide critical inputs on institution development, bylaws formation and legal forms direction for the collectives of the marginalized. IOM also participated in the workshops of National Rural Livelihoods Mission (NRLM) and contributed to projects evaluation.



Human Resource Management (HRM)

No of Team Members: 3

HRM undertook both internal and external functions. HRM recruited 10 personnel for ALC India and anchored 2 internal capacity building trainings. It also initiated the staff counselling process. This year HRM domain ventured into the new area of policy advocacy for small, marginal and tenant farmers in order to arrive at a well considered articulation of the urgent and long-term changes required in agricultural policies and practices directly affecting them. The domain's external service portfolio expanded and deputation and recruitment became more prominent services. The domain also managed a program on employability for youth. This year was also marked by small contributions in trainings and learning tours to organizations like MAVIM and UMANG respectively.

Program and Project Management (PPM)

No of Team Members: 5

PPM was instrumental in executing a large number of external projects. PPM was in charge of assuring quality of both external and internal projects. Three projects were assessed for their quality compliance. PPM ensured that there were approach papers for 87% of the projects and winding up reports for 81% of the projects. A large number of external projects, mostly studies, were executed by PPM. These include the dairy feasibility study for Share Microfinance, Lac feasibility study for SIGN in Jharkhand, Detailed Project Reports for Rural Development Department of Andhra Pradesh. The domain also managed the direct outreach project of Kutch Nav Nirman Abhiyan.

Progress of Units

Key Indicators	Odisha	Jharkhand
Total revenue generated (in Rs.)	1,495,986.00	596,105.00
Total new clients apart from ALC India	6	2
Total team members	5	2
Net loss (in Rs. Lakhs)	1.18	0.075

The Odisha and Jharkhand units were established during the FY 10-11 and were largely dependent on ALC India Head Office for their revenues. Both the units ran in losses. While the Jharkhand unit incurred a loss of Rs. 0.075 Lakhs, Odisha unit incurred Rs. 1.18 Lakhs loss. Though there have been substantial business generation trials at the unit level, especially Odisha, the units are yet to strike a balance between large project and smaller projects which are likely to provide regular income. The Odisha unit successfully organized training for Barefoot Accountants in collaboration with Rashtriya Gram Vikas Nigam (RGVN) where 13 members participated from various NGOs in Odisha.

Some of the strategies which could have worked in increasing visibility and establishing relationship with various partners like voluntary work, short-term trainings and small studies were not tried out to the full potential at the units. Other institutional mechanisms such as advisory body were also not experimented.

...2010-11: THE YEAR THAT WAS

...PROGRESS IN DOMAINS

Progress on Governance

Indicators	Numbers
No of Shareholders	23
Board of Directors	6
Independent Director	1
Number of Board Meetings	4
Number of Annual General Meetings	1
Advisory Team Meetings	2

In the year 2010-11 the board had taken a decision to increase the number of shareholders and shares were offered to all the consultants in the company. 23 consultants opted to be shareholders of the institution. The board comprises 5 internal directors and 1 independent director. The year saw Mr Amitabha Guha, the first Chairperson and independent director of ALC India making way for Mr Vinod Reddy another independent director as the Chairperson. Quarterly board meetings were held and one annual general meeting was also held last year.

Two advisory meetings were held where experts from finance, programs and management were consulted on the direction and plans of ALC India.

Progress in Human Resources

Key Indicators	Numbers
Total consultants	35
Total female	11
Total male	24
Percentage attrition	42.5
No of new recruitments during the year	10
No of staff capacity building programs	2
No of staff recreation programs	2
Number of members with performance scores below 50%	21

Out of the total 35 consultants last year 11 were females. This is 3 less than 40%, the minimum as prescribed in ALC India to have policies in the organization. There is only one woman among the senior management team and efforts were made to recruit more number albeit not successful till date. ALC India adopted more flexible policies for women especially married and with kids.

An attrition of over 40% was observed, caused by irregular remuneration due to cash flow and income problems and mismatch in expectations of the consultant with ALC India's work culture and internal systems. Ten new recruitments were done during the whole year. There were additions in the team from social sciences, journalism and legal studies background to increase the variety of issues to be addressed.

Keeping in mind the requirements of enterprise promotion and the large portfolio of studies training on cooperatives and training on SPSS was provided to the consultants.

In the annual performance it was found that 21 consultants out of 25 who were evaluated scored below 50%. This can largely be attributed to the non-compliance to key indicators like business generation and voluntary work and is also a reflection of overall company's performance.



KEY PERFORMANCE INDICATORS

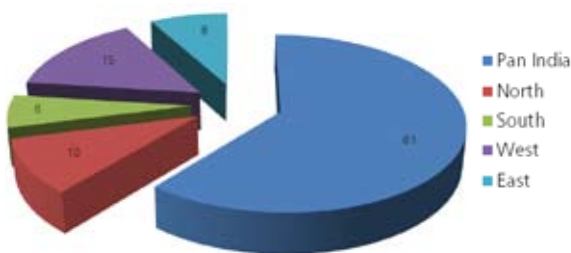
Though ALC had serviced a large number of organizations across the country, a majority of the projects were in South. Most of these were studies which included feasibility and end-evaluations. ALC India also executed two large pan-India projects which together covered 13 states across the country.

Progress on Business and Revenue

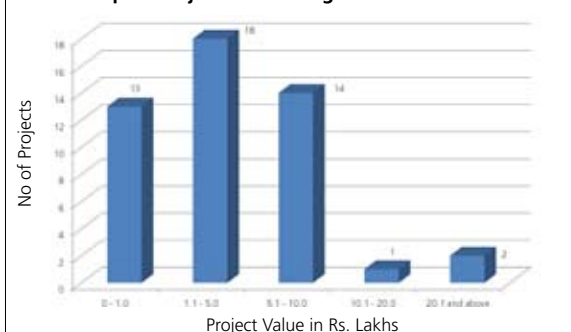
Key Indicators	Numbers
Total number of projects undertaken	51
Total business generated (in Rs. Lakhs)	151
Total revenue generated (in Rs. Lakhs)	145.06
Total new clients	22
Net profit / loss (in Rs. Lakhs)	30.41

More than 40% of the projects can be classified as medium-sized projects in the range of Rs. 1 Lakh to Rs. 5 Lakhs. ALC India for the first time got two projects with value Rs. 20 Lakhs or more.

Region-Wise Projects Executed in FY 2010-11



Breakup of Projects According to Value: FY 2010-11



Almost 80% of the business generated had been executed and revenue had been realized. ALC India for the first time in its history has incurred losses. On a turnover of Rs. 145.06 Lakhs, ALC India has a loss of Rs.30.41 Lakhs.

Following are the reasons for losses incurred during FY 2010-11:

- Project Inefficiencies:** It was observed that there were cost overruns in 83% and time overruns in 42% of the projects executed during the year. While there were many fresh graduates who were still finding their feet, the senior management to a large extent is responsible for mismanagement of the projects.
- Insufficient Business Generation:** It was observed that 85% of the business for the company was brought by the CEO. Unlike earlier years, there were many individuals who did not generate business for the year.
- Increase in Overheads:** With the team size growing there was an increase in the general overheads like vacation leave and paid holidays payments, office rentals, telephone and internet expenses. It was found that overheads which include consultant payments for functional work, leave expenses and administration expenses accounted for more than 50% of the expenditure while in previous years it was around 40% of the total expenses.

Recognitions

While the year was replete with ups and downs, there were some notable recognitions for the organization:

- ALC India CEO was invited to Ford Foundation Learning Group Meeting at New York.
- ALC obtained ISO 9001-2008 certification.
- ALC India was invited as Panel member by National Rural Livelihoods Mission for evaluating proposals

COLLABORATIONS AND NETWORKS

Kutch Nav Nirman Abhiyan (KNNA)

The Kutch Nav Nirman Abhiyan is a network of 124 grassroots NGOs, founded as a response to the devastating cyclone that hit Kutch in May 1998.

The Abhiyan galvanized highly effective disaster relief operations by close coordination between organizations working in the development sector, numerous NGOs, the district administration, health services, donor agencies and the disaster-affected victims.

Post-earthquake rehabilitation phase, it has undertaken a range of development initiatives including training of rural youth for social work and policy advocacy on drinking water, primary education, disaster management, natural resources and industrialization.

Recently the Abhiyan started drought-proofing activities in 200 villages of 5 talukas of Kutch district in partnership with the district government with financial support from the United Nations Development Program.

ALC India is involved in Phase 2 of the drought-proofing program, providing strong management and coordination support to the program.

Society for People's Awareness and Rural Development Action (SPARDA)

SPARDA is oriented towards sustainable rural development of the marginalized through health, education, environment and economic uplift with conservation of non-renewable natural resources, application of indigenous science, technology innovations and judicious use of governmental resources for larger benefit of the marginalized and suppressed people.

ALC India is working with SPARDA to help establish self-reliant cooperatives on Non-Timber Forest Produce. ALC India is providing long-term support by deputation of its professional at SPARDA. It has also assisted SPARDA in induction of their employee in cooperatives and collectives management.

Ford Foundation

Ford Foundation works to reduce poverty and injustice, strengthen democracy, promote international cooperation and advance human achievement by funding projects that build knowledge and strengthen organizations and networks.

The Ford Foundation currently supports some 29 development organizations spread throughout the country that adopt a business / enterprise orientation to some degree within their work.

Based on this recognition, the Ford Foundation contracted ALC India to assist in:

- Improving the performance of enterprises
- Strengthening monitoring systems of the enterprises.

Friends of Women's World Banking, India (FWWB)

FWWB specializes in dealing with small local lending organizations. It selects its partner organization through a rigorous screening process.

Unlike commercial banks that require a credit history to assess their risk of loss, FWWB evaluates an organization on a set of parameters which includes the company's management and business systems (accounts, MIS, HR, etc).

If an organization is found to have potential to develop into a financially sustainable community development organization, it is selected as a partner. FWWB is committed to building a society based on equity and social justice where women are leaders of social change.

FWWB is the first institutional financier of ALC India and last year provided Rs. 25 Lakhs of debt financing at 10% rate of interest.



ANNEXURES...

Annexure 1 A

M/S. Access Livelihoods Consulting India Private Limited, Hyderabad Consolidated Balance Sheet As on 31st March, 2011

(Amount in Rs.)

Particulars	Schedule	As on 31.03.2011	As on 31.03.2010
SOURCES OF FUNDS			
SHARE HOLDERS FUNDS			
Share Capital	1	500,000	775,000
Reserves & Surpluses	2	(2,686,600)	322,065
LOAN FUNDS			
Secured Loans		0	0
Un-secured Loans	3	5,615,131	2,538,974
Deffered Tax Liability	4	8,309	6,397
TOTAL SOURCES OF FUNDS		3,436,840	3,642,436
APPLICATION OF FUNDS			
FIXED ASSETS (Gross Block)	5	2,469,178	1,829,859
Less: Depreciation		115,846	81,465
NET BLOCK		2,353,332	1,748,394
INVESTMENTS		0	0
CURRENT ASSETS, LOANS & ADVANCES			
- Closing WIP	6	651,680	121,180
- Sundry Debtors	7	1,783,722	1,593,017
- Loans & Advances	8	3,282,582	1,895,422
- Cash & Bank Balance	9	191,266	450,705
		5,909,250	4,060,324
Less: Current Liabilities & Provisions	10	4,912,425	2,176,782
NET CURRENT ASSETS		996,825	1,883,542
MISCELLANEOUS EXPENDITURE (to the extent not written off)	11	86,683	10,500
NOTES ON ACCOUNTS	15		
TOTAL APPLICATION OF FUNDS		3,436,840	3,642,436

The Schedules referred to above form part of the accounts

As per our report even date
for VSPN & Co.,
CHARTERED ACCOUNTANTS

for and on behalf of the board
ACCESS LIVELIHOODS CONSULTING INDIA PVT LTD

N. HARI BABU

Partner

Membership Number:209819

Firm Regn. No.0081785

Director

Director

Place : Hyderabad

Date :

...2010-11: THE YEAR THAT WAS

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Annexure 1 B

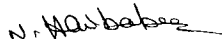
M/s. Access Livelihoods Consulting India Private Limited, Hyderabad
Consolidated Profit and Loss Account for the Year Ending on 31st March, 2011

(Amount in Rs.)

	Particulars	For the Year Ending 31.03.2011	For the Year Ending 31.03.2010
A.	INCOME		
	Projects & Consultancy Fees	13,774,610	8,270,756
	Other Income	201,664	394,536
	Closing WIP	530,500	0
	TOTAL	14,506,774	8,665,292
B.	EXPENDITURE		
	Opening WIP	0	113,000
	Payments & Benefits to Consulting Personnel	80,778,86	3,914,640
	Administration Expenses	8,923,614	4,210,864
	Financial Charges	506,451	275,746
	Depreciation	35,537	27,851
	Preliminary Expenses Written Off	2,100	2,100
		17,545,588	8,544,201
C	Profit for the Year Before Tax	(3,038,814)	121,091
D	Provision for Income Tax	0	40,396
E	Provision for FBT	0	0
F	Profit (Loss) After Tax	(3,038,814)	80,695
G	Deffered Tax Liability	1912	6,061
H	Profit (Loss) Carried to Balance Sheet	(3,040,726)	74,634
I	Notes on Accounts	15	

The Schedules referred to above form part of the accounts

As per our report even date
for VSPN & Co.,
CHARTERED ACCOUNTANTS



N. HARI BABU

Partner

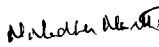
Membership Number:209819

Firm Regn. No.0081785

Place : Hyderabad

Date :

for and on behalf of the board
ACCESS LIVELIHOODS CONSULTING INDIA PVT LTD


Director


Director



Annexure 2: Business Development Report

Domain / Unit	Submission Value of Sanctioned Projects (Rs. Lakhs)	Sanctioned Value (Rs. Lakhs)	Sanctioned to submission Value %	No of Projects Applied	No. of Projects Sanctioned	Hit Ratio	Plan for the year 2010-11 (Rs. Lakhs)	% of Domain Business to total business
MBD	9.98	1.95	19.53	11.00	2.00	0.18	35.00	1.50
HRM	799.60	31.58	3.95	29.00	17.00	0.59	35.00	24.23
PPM	723.55	32.32	4.47	30.00	15.00	0.50	75.00	24.80
ICK	49.31	8.30	16.83	28.00	12.00	0.43	35.00	6.37
FMA	25.79	0.44	1.71	5.00	3.00	0.60	10.00	0.34
IOM	642.12	54.59	8.50	17.00	9.00	0.53	50.00	41.89
Odisha Unit	857.21	1.08	0.13	14.00	4.00	0.29	30.00	0.83
Ranchi Unit	10.26	0.05	0.49	6.00	1.00	0.17	9.75	0.04
Total		130.31		144	63		279.75	

Annexure 3: CEO and Directors' Remuneration (per month in Rs.)

Name of Directors	Rate per day	Total Pay	Additional Allowances		Total	Less TDS	Less Savings	Total Take Home
Mr GV Krishnagopal	1,677.05	51,988.55	500.00		51,988.55	5,198.86	2,599.43	44,190.27
Mr G Satya Dev Prasad	1,637.00	49,110.00	500.00	500.00	49,610.00	4,911.00	2,455.50	42,243.50
Mr GV Sarat Kumar	1,332.80	39,984.00	500.00	350.00	40,834.00	3,998.40	1,999.20	34,836.40
Mr N Madhu Murthy	1,268.20	38,046.00	500.00	500.00	38,546.00	3,804.60	1,902.30	32,839.10

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Annexure 4: Legal Compliance Report

Compliance	Annual target	Progress	Remarks
Filing of Annual Returns 2009-10	Should be filed within 60 days of AGM	Done within 60 days	Done
Issue of Share Certificates	Share certificates to all shareholders within 2 months after date of allotment	List of shareholders uploaded & approved by RoC and share certificates issued to all shareholders in the year	Done
Directors' Identification Number (DIN)	All directors must have DIN number	DIN of new Directors approved and done	Done
Allotment of New Shares	Form No. 2 to be filled with ROC within 30 days of allotment.	Filing with RoC . List of shareholders declared	Done
Service Tax Payment	Current month payment by next month 5th	Total Amount = 15,04,704.00	Deficit of funds
Filling Service Tax Returns	Half yearly - in Sept and March	Total Amount = 15,04,704.00	Deficit of funds
TDS Payments	Current month payment by next month 7th	FY 2010-11, Q1 and Q2 paid Q3 and Q4 Pending Amount = 8,29,836.00	Q3 and Q4 pending
Filling TDS Returns	Filed Quarterly	FY 2010-11, Q1 and Q2	Q3 and Q4 pending
Audited Financial Statements	Before September 30th	Regular	Regular
Filling of Income Tax Returns to ROC	Should file with 60 days of AGM	Done up to FY 2009-10	Done
Income Tax Payments	Will be deducted from TDS refund	Paid up to FY2009-10	Done
Professional Tax	Paid Annually	Paid up to FY 2010-11	Done



Annexure 5: Detailed List of Projects Executed in FY 2010-11

Finance Management and Administration (FMA)

Name of the Project	Client Name	Project Value, as per ToR (Rs.)
Business Plan on Remittance Services Institution	Nandini R Murty	44,120

Human Resource Management (HRM)

Business Planning for Community Learning Resource Center (CLRC)	WORLP (Orissa)	901,070
Communication Development Center (CDC) Training Manual	WVI Chennai	656,925
Economic Summit	ALC India	105,750
Strategic Planning & Policy Development	CSA	65,000
Risk Management & Rural Insurance (RMRI) Course	NIRD	155,713
Youth Employability Program	CFI	1,439,250
Livelihood workshop	MSSRF	97,000
Placement Services	Faith Foundation	71,000
Proposal Writing	Adarsha Trust	9,000
Placement Services	FWWB	41,500
Deputation Services	Chitrika	21,691
Livelihood Learning Conference	IIE	220,500
Learning Tour	UMANG	100,000
Training Program for MAVIM	MAVIM	120,000
SPARDA-Deputation	SPARDA	1,336,500
Study on Potential Alternative Livelihoods, Vocational Skills and Possible Market Linkages	Action Aid	463,000
Professional support services to prepare business plan	Villgro	405,000

Information Communication and Knowledge (ICK)

Annual Report	SARAL/SAFAL	20,736
Brochure Designing	FPA	4,500
Tathya II - Livelihoods Film Festival	ALC India	NA
Video Documentary	Faith Foundation	49,929
Livelihoods-Desk Guide	CARE India	40,000
Documentation Services	Conare	40,000
TI Spencer's - Oct 10	Spencer's Retail Ltd.	75,000
TI Spencer's - Nov 10	Spencer's Retail Ltd.	75,000
Content Development for Website and Annual Report	SPARDA	25,000
District Development Plan - Khammam District (AP)	CII	225,000
Video Documentary	PSGC-Dharmarajpally	75,000

...2010-11: THE YEAR THAT WAS

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Institution and Organization Management (IOM)

Name of the Project	Client Name	Project Value, as per ToR (Rs.)
Cohort I: Support to Ford Foundation partner NGOs	WII	2,867,800
Support for Organization Growth & Monitoring Evaluation Process	AIACA	77,210
Study on Status of Self Reliant Cooperatives	WASSAN	2,022,000
Support for current practices and policies Improvement	AVANI	71,695
Promotion of Producer Company	CHIRAG	200,000
Cohort II: Support to Ford Foundation partner NGOs	WII	3,088,400

Marketing and Business Development (MBD)

Rural Products Marketing (RPM) Course	NIRD	154,193
RPM Course - 2010 - 11	NIRD	194,899

Program and Project Management (PPM)

Strategic and Perspective Planning	MWCD	300,000
Detailed Project Report - Nalgonda	DWMA Nalgonda	1,489,050
Detailed Project Report - Medak	DWMA Medak	827,250
Cocoa Study	IIMA	1,446,000
Impact of Market Intervention by VOs	SERP	839,130
Baseline Survey	Trocaire	733,200
Evaluation of System of Rice Intensification (SRI)	BRLP	243,000
Training & Purchase of Small Ruminants in Mahaboobnagar District	CARE - India (AP)	529,022
Evaluation of Effectiveness and Impact of NTFP	RCDC	82,500
Feasibility of Lac Cultivation	CRS-Ranchi	350,000
Training and Purchase of Small Ruminants in Kurnool district	CARE - India (AP)	666,759
Dairy Feasibility Study & Designing Business Plan	SHARE Microfin	900,000
Feasibility Study for Promotion of Livelihoods	KVK energy	250,000
Value Chain Analysis	MSSRF	210,925
Steering the Drought Proofing Program - II	KNNA	10,40,000
Sub-Total		24426217



Annexure 6: List of Shareholders

Sl No	Name of Shareholders	No. of Shares	Total Amount (Rs.)
1.	Ms K Prativa Sundry	1,000	10,000
2.	Mr Santosh Kumar	1,200	12,000
3.	Mr Sanjay Tripathy	1,000	10,000
4.	Ms Nisha Kumari	500	5,000
5.	Mr B Bhaskar Rao	500	5,000
6.	Ms Rama Mishra	200	2,000
7.	Ms Shruti Rao	200	2,000
8.	Mr Hussain Nadiadwala	500	5,000
9.	Mr Sandip Vairagar	800	8,000
10.	Mr Guru Prakash	500	5,000
11.	Ms Mrudula Dumpala	500	5,000
12.	Mr Pratik Gaikwad	250	2,500
13.	Mr Lalit Kumar	250	2,500
14.	Ms Smriti Mishra	200	2,000
15.	Mr Pramod Kalekar	500	5,000
16.	Mr Amrendra Kumar	500	5,000
17.	Mr Randhir Thakur	200	2,000
18.	Ms Rituparna Majumdar	200	2,000
19.	Mr GV Krishnagopal	12,000	120,000
20.	Mr G Satya Deva Prasad	11,000	110,000
21.	Mr N Madhu Murthy	8,500	85,000
22.	Mr GV Sarat Kumar	7,000	70,000
23.	Mr V Madhusudan Rao	2,500	25,000
	Total	50,000	500,000

Annexure 7: Details of Board Members

Name of Directors	Designation	Qualifications	Experience	Association with ALC India
Mr Vinod Reddy	Independent Director	B.Tech, IIT Kanpur, MBA, IIM Ahmedabad	31 years	1.5 years
Mr GV Krishnagopal	CEO, Senior Partner ALC India	B.Tech, Dairy Technology; PGDRM, IRMA	12 years	6 years
Mr G Satya Deva Prasad	Senior Partner, ALC India	B.Tech, Mechanical; PGDRM, IRMA	12 years	6 years
Mr N Madhu Murthy	Partner, ALC India	BSc. Agriculture; PGDRM, IRMA	12 years	6 years
Mr GV Sarat Kumar	Partner, ALC India	BSc Botany, PGDRM, IRMA	8 years	4 years
Mr V Madhusudhana Rao	Senior Consultant, ALC India	M. Com	20 years	5 years

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Annexure 8: Details of Consultant-wise Performance*

Name	Designation	Weighted Scores Against Indicators	Minimum Performance Compliance						Total Score
		Individual Score	Domain Overhead Compliance	Domain Viability	Domain Minimum Business Generation	TI Articles	Revenue Generation	Voluntary Work	
GV Krishnagopal	Senior Partner	97.33	-15.00	-15.00	-	-15.00	-	-	52.33
G Satya Deva Prasad	Senior Partner	94.67	-15.00	-15.00	-	-15.00	-	-15.00	34.67
N Madhu Murthy	Partner	71.81	-15.00	-15.00	-15.00	-	-	-	26.81
GV Sarat Kumar	Partner	80.93	-	-15.00	-	-15.00	-	-15.00	35.93
K Prativa Sundaray	Senior Consultant	66.27	-	-15.00	-15.00	-	-15.00	-15.00	6.27
Manas Mohan	Senior Consultant	82.73	-15.00	-15.00	-15.00	-	-	-15.00	22.73
Vibhash Kumar	Consultant	68.13	-15.00	-15.00	-15.00	-15.00	-	-	8.13
Sandip Vairagar	Consultant	61.13	NA	NA	NA	-15.00	-	NA	46.13
Nisha Kumari	Management Trainee	76.32	-15.00	-	-15.00	-	-	-15.00	31.32
Pratik Gaikwad	Management Trainee	82.00	-15.00	-15.00	-15.00	-15.00	-	-15.00	7.00
Lalit Kumar	Management Trainee	55.80	-	-15.00	-	-15.00	-	-15.00	10.80
Pramod Kalekar	Management Trainee	48.73	-15.00	-15.00	-15.00	-	-	-15.00	-11.27
Utpal kumar	Management Trainee								-
Smriti Mishra	Management Trainee	81.67	-	-15.00	-15.00	-15.00	-	-15.00	21.67
Hussain Nadiadwala	Management Trainee	51.73	NA	NA	NA	-15.00		NA	36.73
Aditya Mohan Pradan	Management Trainee								-
Rajyashree Singh	Management Trainee	47.20	-15.00	-15.00	-15.00	-	-	-15.00	-12.80
Sushmita Garima	Management Trainee	87.00	-15.00	-15.00	-15.00	-15.00	-	-15.00	12.00
Abhishek Kumar Shahi	Senior Executive								-
PNVS Murthy	Senior Executive	41.93	-15.00	-15.00	-15.00	-	-	-	-3.07
Rama Mishra	Senior Executive	65.67	-15.00	-15.00	-15.00	-15.00	-	-	5.67
D Mrudula	Senior Executive	65.73	-	-15.00	-15.00	-15.00	-15.00	-15.00	-9.27
Menakhi Choudhary	Senior Executive	63.40	-	-15.00	-15.00	-15.00	-	-15.00	3.40
B Bhaskar Rao	Executive	81.60	-	-15.00	-15.00	-	-	-15.00	36.60
Sima Behera	Executive	30.13	-	-15.00	-15.00	-15.00	-	-15.00	-29.87

*The performance of the staff in induction period and with less than six months of association has not been mentioned



Annexure 9: Details of Consultant-Wise Voluntary Work

Consultant Name	Organization	No. of Days	Details of Work
Mr GV Sarat Kumar	Chitrika	10.25	Symposium on Handloom Marketing
Ms K Prativa Sundaray	Saralta Academy, Safal Solutions	10	Need Assessment of ITFT'S
Mr N. Madhu Murthy	APARD	18.75	Governance Strengthening Management Training Business Planning Proposal Development
Ms Rama Mishra	Balaji Dairy	21.75	Creation of Business Plans, Feasibility Study
Mr Lalit Kumar	Chitrika	5.5	Inventory Management System
Mr B Bhaskar Rao	Chitrika	4.25	Internal Audit
Ms Menakhi Choudhary	Chitrika	5	Drafting of Financial & Administration Policy
Ms Mrudula Dumpala	Safal Solutions	1	Preparing Success Stories for Saralta Academy
	Conare	2	Translation of Documents into English
Ms Smriti Mishra	Safal Solutions	5.5	Proposal Development
Ms Rajyashree Singh	Conare	3.25	Documentation of Activity Report
			Documentation of Mid-term Report
Mr Pramod Kalekar	CW Co-Op	4.75	Annual Budget
Mr Pratik Gaikwad	Chaitanya Vikasa MACS	12.25	Financial Audit & Training on Business Planning.
	Sri Krishna BMCU	0.50	Preparation of Business Plan Outline
Mr PNVS Murthy	Conare	3	Translation of Documents into English

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Annexure 10: Unsecured Loans FY 2010-11 (Rs.)

Name of Creditors	Opening Balance as on 1st April 2010	Fresh Debt during (FY 2010-11)	Liquidated Debt during (FY 2010-11)	Closing Balance as on 31 March 2011
GVL Prasanna	250,025.00	-	-	250,025.00
GV Rajagopal	529,651.00	600,000.00	-	1,129,651.00
Manprit Arora	-	150,000.00	-	150,000.00
Mruthunjay Das	250,000.00	300,000.00	-	550,000.00
Padmavathi		216,659.00	138,910.00	77,749.00
RK Anil	800,000.00	800,000.00	800,000.00	800,000.00
Trilochan Sastri		100,000.00	100,000.00	-
FWWB		2,500,000.00	1,156,163.00	1,343,837.00
Total	1,829,676.00	4,666,659.00	2,195,073.00	4,301,262.00



FACING THE FUTURE

ORGANIZATIONAL CHALLENGES

As the organization is entering the growth phase, there are several key challenges it requires to address:

- Attracting human resources, especially women at senior and managerial level and with large direct outreach enterprise projects expert and fresh professionals to work at the field level.
- Stabilizing units and making them viable
- Managing working capital requirement, given the fact that large projects especially government partnerships, will require initial expenditure from ALC India

OFFSETTING LOSS INCURRED IN 2010-11

- Forging strategic partnerships with like-minded organizations for increasing direct outreach to stabilize each other.
- Making internal initiatives like Transforming India, Tathya viable
- Working on other outcomes like employability and economic advocacy
- Standardizing operational procedures for large direct outreach enterprise projects

Next year, ALC India proposes to increase the direct outreach to 30,000 households. ALC India expects to reach these numbers by working with large government organizations and large funding agencies promoting community enterprises and skill development programs.

Probable organizations include:

- Small Farmers Agriculture Consortium (SFAC)
- National Skills Development Council (NSDC)
- Rabo Bank Foundation
- Employment Generation and Marketing Mission (EGMM) of Andhra Pradesh
- National Rural Livelihoods Mission (NRLM).

In the process ALC India expects the turnover to increase to above Rs. 4 Crores and an operational profit of Rs. 30 Lakhs. It expects to make at least 6 of its current 9 initiatives viable. The focus will also be on making the units viable instead of expanding the number of units.

It also proposes to raise finance of Rs. 1 Crore from debt and equity financing from internal and external consultants for meeting its working capital needs and also investing into new products relevant for the cause of the marginalized.

PLAN FOR FY 2011-12

Key Parameters	No
Direct Outreach-Households	30,000
Business Generation (in Rs. Lakhs)	450
Operational Profit (in Rs. Lakhs)	30
Raising Finance (in Rs. Lakhs)	100
Viable Units	3
Viable Initiatives	6

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Annexure 11: Plan for FY 2011-12...

Business Generation							
Particulars	CEO Desk	PPM	IOM	HRM	FMA	ICK	MBD
Business Generation	1.5 Crores	75 Lakhs	75 Lakhs	50 Lakhs	14 Lakhs	24 Lakhs	20 Lakhs
ALC India Financing					1 Crore		

ALC India Annual Target Plan FY 2011-12	
Particulars	Target
Domain Viability	Positive for all domains
Individual TI Articles	2 Articles Each
Voluntary Time	20 Days Each
Generic Indicators of CEO Desk	
Viable Initiatives	6
Direct Outreach	30,000 HH
Quality Assessment Scores above 80%	20
Overheads of Each Domain	
CEO Desk Overheads	
Number of Domains with 90% Compliance	6
Units Viable	3
Livelihoods Development Fund	Rs. 1 Crores
Unit External Consulting - Jharkhand	40%
Unit External Consulting - Odisha	60%
PPM Overheads	
Project Quality Assessment Reports	80%
Project Management Information System (PMIS)	12
Voluntary Project Management Information System (VPMIS)	12
Project Planning Report	24
PPM Policy Revision	1
Software/Tool for Project Management	1
Standard Operating Procedure (SOP)	4
IOM Overheads	
Legal Compliances of the Company	All Requirements
Quarterly Board Meeting	4
Internal Audit	7



...Annexure 11: Plan for FY 2011-12

Units Audit (Quarterly Financial, Half Yearly Management, Annual Governance)	All Units
Advisory Meetings	2
Ensuring ALC India Policies Revision	5
IOM Policy Revision	2
Expanding Board of Directors	3
ISO Certification	1
Annual General Meeting	1
CMMI Level 3 Certification	1
Institutional Effectiveness Study	1
HRM Overheads	
Recruitments	6
Preparation of Associate Database	200
Induction to Associates	1
Induction to Full Time Consultants	2
HR Policy Revision	1
Staff Training (Senior/ Middle/ New Entrant Level)	2
Volunteership	4
Annual Retreat	1
Fellowship	3
Internship	4
Performance Appraisal (Half yearly and annually)	2
Annual Planning	1
Staff Get-together/ Picnic	2
Counselor	1
FMA Overheads	
Payroll tasks-Logsheets Verification, Payments and Salary slips	By 5th of every month
Flight Reconciliation Statement	12
Bank Reconciliation Statement	12
ALC India Financial Statements	4
Project Financial Management Information Systems (PFMIS)	12
Receivables and Payables statements	24
Office Discipline Management	1
FMA Policy Revision	1
Taxes and other Legal Compliances Statements	12
Procurement of Assets	1

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...Annexure 11: Plan for FY 2011-12

Air Tickets Booking	All Requirements
Leaves Monitoring	12
Office Security Management	All Requirements
Guest House Management	12
Logistics Arrangements	All Requirements
Managing Visitors	All Requirements
Assets Management	All Requirements
SIM Cards & Telephone	All Requirements
Visiting Cards & ID Cards	All Requirements
Attendance Management	Daily
Office Cleanliness	Daily
Inward & Outward Register Maintenance	Daily
Drinking Water Maintenance	Daily
File Management	Daily
Regular Bill Payments (Phone & Electricity)	12
ICK Overheads	
Annual Report	1
Library & Stocks Management	12
Milestone Document	1
Knowledge/Communication Audit	2
Knowledge Management/Database Management/Server	12
Promotion of ALC on electronic platform (Picasa, Blog, Facebook etc.)	Every month
Maintenance of ALC website, ALC Info	Every week
ALC India Calendar	Every week
MBD Overheads	
Fortnightly BD Report (8th and 21st of every month)	24
Client Database Updation	1000
Total Client Leads	120
Marketing Policy	1
Comprehensive Health Insurance for All the Staff of ALC	1
Business Development Ratio (Proposal Sanctioned : Proposal Submitted)	50% for all domains
Memberships in Federations / Networks	3
PPF for All the ALC Staff	1
Proposal Quality Assurance (Standard Format of the Proposal, Standard Format for Contract)	5 per month
Business Development Meeting	12
Client Interface Meeting	1
Capability Profile	1



LIST OF ABBREVIATIONS

INGOs	– International Non Government Organizations	NIRD	– National Institute of Rural Development
NGOs	– Non Government Organizations	CFI	– Child Fund India
CBOs	– Community Based Organizations	MSSRF	– MS Swaminathan Research Foundation
VOs	– Village Organizations	IIE	– Indian Institute of Entrepreneurship
APARD	– Awakening Peoples Action for Rural Development	FPA	– Financial Planning Association
SAVEGE	– Society On Action Village Education Guiding Environment	CII	– Confederation of Indian Industries
CONARE	– Conservation of Natural Resources through Rural Awakening	PSGC Dharmarajupally	– Paddy Seed Growers' Cooperative Dharmarajupally
KNNA DPP	– Kutch Nav Nirman Abhiyaan Drought Proofing Program	WII	– Winrock International India
EnJOY	– Enhancing Job Opportunities for Youth	AIACA	– All India Artisans and Craftworkers Welfare Association
DPR	– Detailed Project Report	MWCD	– Mulkanoor Women Cooperative Dairy
SERP	– Society for Elimination of Social Poverty	DWMA	– District Water Management Agency
NIRD	– National Institute of Rural Development	IIMA	– Indian Institute of Management Ahmedabad
LSC	– Livestock Service Centre	BRLP	– Bihar Rural Livelihoods Project
NABARD	– National Bank for Agriculture & Rural Development	RCDC	– Regional Centre for Development Cooperation
CFI	– Child Fund India	CRS Ranchi	– Catholic Relief Services Ranchi
SSA	– Sarvodaya Sewa Ashram	CHIRAG	– Central Himalayan Rural Action Group
MSK	– Manav Seva Kendra		
M & E	– Monitoring & Evaluation		
IWMP	– Integrated Watershed Management Project		
IKP	– Indira Kranthi Padham		
MSs	– Mahila Samakhyas		
MAVIM	– Mahila Arthik Vikas Mahamandal		
NRLM	– National Rural Livelihoods Mission		
SIGN	– Social Initiatives for Growth & Networking		
RGVN	– Rashtriya Gram Vikas Nigam		
SPARDA	– Society for People's Awareness and Rural Development Action		
UNDP	– United National Development Program		
NTFP	– Non-Timber Forest Produce		
FWWB	– Friends' of Women's World Banking		
CMMI	– Capability Maturity Model Integration		
NSDC	– National Skills Development Council		
SFAC	– Small Farmers Agri-business Consortium		
EGMM	– Employment Generation and Marketing Mission		
SIFFS	– South India Federation of Fishermen Societies		
WASSAN	– Watershed Support Services and Activities Network		
WORLP	– Western Orissa Rural Livelihoods Project		
WVI	– World Vision India		
CSA	– Center for Sustainable Agriculture		

Generic Acronyms

MIS	– Management Information System
PMIS	– Project Management Information System
VPMIS	– Voluntary Project Management Information System
PFMIS	– Project Financial Management Information System

Domain Names within ALC India

ICK	– Information, Communication & Knowledge
FMA	– Finance Management & Administration
MBD	– Management & Business Development
PPM	– Program & Project Management
HRM	– Human Resource Management
IOM	– Institution & Organization Management
RDM	– Risk & Disaster Management
LEA	– Legal Environment & Advocacy

Work Designations

ED	– Executive Director
CEO	– Chief Executive Officer
CGM	– Chief General Manager



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