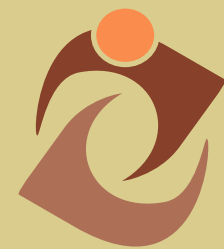


Annual Report



ALC India

2007-08

Access Livelihoods Consulting India Pvt. Ltd.

Economy Enterprise Employment Empowerment Equity



Genesis of ALC India

ALC India was started by two management professionals on 19th September 2005. After having worked for more than eight years in different development projects of government and other organizations they felt that the approach towards livelihoods of poor has lot to be reoriented. Thus emerged ALC India, a consulting organisation providing management solutions for enhancing livelihoods of poor.

Editor : *G.V. Krishnagopal*
Text : *Deepa Kanduri & Ranjan Kumar Baral*
Designing : *R. Srihari*
Printing : *Karshak Art Printers*

Access Livelihoods Consulting India Pvt. Ltd.



ALC India

Annual Report
2007-08

ALC India in Brief

Legal Status

Access Livelihoods Consulting India Private Limited (ALC India) is registered on September 19, 2005, under the Companies Act, with the Registrar of Companies at Hyderabad.

Our Mission

To fulfill the need for affordable, timely and quality professional consulting services to individuals, business, government, non government and community based organisations in order to promote sustainable livelihoods thereby creating equitable share and control over growing economy for the poor.

Our Vision

To become the most valued organization in the country for providing professional consulting services to enable sustainable livelihoods for the poor by 2010, with a service base of at least 100 institutions.

Our Values

- *Excellence*: To become competitive and deliver quality services
- *Inclusion*: To ensure rightful place for the poor
- *Integrity*: To honour commitments and to maintain honesty in all transactions for generating trust.
- *Learning Organisation*: To tackle the dynamic environment while ensuring diversity in the skills, scale, themes and functions so as to become relevant with time
- *Significance*: To achieve impact in consequence and magnitude
- *Sustainable benefits for poor*: To develop and support long lasting solutions
- *Teamwork*: To ensure sharing of competencies for achieving overarching mission
- *Transparency*: To be accountable to stakeholders

Our Services

- **Livelihood Services**: Promotion of livelihoods, implementation services, livelihood studies and technical support services
 - **Development Services**: Capacity building institution building, impact assessments, audits and effectiveness analysis, advocacy, publications, documentation and communication material
 - **Management Service**: Strategic planning, project and operation management, management information systems development, human resource management, management systems development, organisation institution development, financial and marketing management.
-

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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FROM THE DIRECTOR'S DESK

It is my pleasure to share the Annual Report 2007-08 of ALC India. At the outset, I want to state that ALC India owes its progress during the last year to advisors, clients, collaborators and team members for responding positively during different situations.



The Mission of ALC India "providing sustainable economic development equitable growth" has been the driving force this year too. To attain its agenda, it services 62 organizations and 20 states in the last year. To create significant on economic development ALC India has developed new programs and products. The triad of services management service, development services and livelihoods services has been focused on. Management service is the one which got more shaped up and formulated with internal support systems established this year.

Apart from continuing with the previous year's products and services, the increase in range and reach were the hallmark of this year. Our services were extended to locations as distant as Ladakh, Gujarat, Kerala and Arunachal Pradesh. ALC India also took important strides in its approach towards influencing the sector through long-term associations. World Vision India, Timbaktu Collectives, UNDP ETP and CSA have found value in this long-term association with ALC India. Studies and evaluations for HIVOS, IWMI, SRTT, DHAN Foundation and GERES also formed an important component of our services last year.

Even while responding to the external clients' needs, we have developed many in-house products for meeting the latent and unvoiced needs of the economic development sector. The launch of 'Transforming India', a magazine keeping the mission as pass, is an important milestone in the year. First of its kind in the economic development sphere, the magazine received encouraging reviews. It strengthened our resolve to invest on many such products.

ALC India instituted new trainings on business planning, urban livelihoods, pro-poor commodity markets and promotion of community dairy enterprises. Initiatives in ICT include establishment of MIS, development of portals and websites. www.transformingindia.org, www.livelihoodjobs.org, www.livelihoodsefinancing.org are three soon to be launched web products of ALC India. Each of the porthe will take cse of knowledge, human resource and needs of various state holders.

At ALC India, we very well understand that systems must gear up for the rapid pace we are envisioning for ourselves. HR policy, ICT policy, quality management systems, program review systems and business tracker have been initiated during the year. ALC India will apply for ISO 9001 next year to test the quality of these systems and policies.

All the above stated achievements are not without the stumbling blocks. Human resource recruiting, has been the key challenge in the last financial year. Financing investments for sector enhancement product like magazine too put pressure on the overall finances of the organisation.

I am happy that last year we grew to a national level organisation. The next year will be a year of take-off. With plans afoot to open our own branches across the country, we will firm up our foothold and reach the unreached in large numbers.

N. Chakraborty

2. SNAPSHOT

2.1 Providing Women's Dairy of Anantapur, Andhra Pradesh

Anantapur district is drought prone and the economy is mostly dependent on the mono crop groundnut. Dairying was identified as a possibility for providing supplementary income. Successful promotion of dairy, as an alternative livelihood, is crucial for the household economy, especially for the poor, to sustain.



The Timbaktu Collective is a registered Voluntary Organization initiated in 1990. It began with a successful experiment in restoration of a piece of completely degraded land that was named "Timbaktu". The Collective works in 140 villages serving about 45,000 marginalized people with particular focus on women, children, youth and disabled from among the landless labour and small/marginal farmer families.

ALC's India's developed a business plan for promotion of producer-owned dairy with a total investment of Rs. 60.6 million and expected date of operation would be November 2008. The project will cover 100 villages and would have an estimated membership of 15,000 women by 5 years.

2.2 Assessment Study on Biodiversity Issues Enhancing Livelihoods.



Foundation for Ecological Security (FES), Anand works towards the ecological restoration and conservation of the land and water resources, in conserving the uplands and the other eco-fragile, degraded and marginalized zones of the country and to set in place the processes of coordinated human effort and governance to achieve the objective.

As a part of the assessment, ALC is conducting a detailed study in 4 states Orissa, Chathisgarh, Jharkand & Arunachal Pradesh to develop program plan and ideas through which biodiversity context of biodiversity and livelihoods cross cuttings issues can be addressed of the gaps & constraints in various policies of state / country were identified in study. ALC India also analyzed the global best practices in this context, to suggests policy priorities.

2.3 Livelihood options of the people

GERES is an independent non-profit organization that has been promoting sustainable development for over thirty years globally. GERES involvement ranges from research and development, pilot projects, to large scale and long terms programmes.

The income-generating project of wool transformation and food processing started by GERES, are being de.....mented for changing the economic setting of Himalayan region. During winters when factors like climatic conditions and physical inaccessibility hinder prospects of agriculture, wool transformation and food processing activities provide occupation for almost six months. It provides additional income to women at zero opportunity cost and low physical labour. GERES, in association with 5 local resource NGOs has been working with rural women organized in SHGs in the region.



Since the resource NGOs play key role in implementation of the project, there is an urgent need to develop their capacities in handling the *commercial* aspects of operations. As per the findings of ALC Team in the mid-term evaluation of the project, resource NGOs found to be lacking in key skills in finance, marketing and product Quality relating to business operations.

ALC Team provided Training to the resource NGOs and SHGs , with the aim of improving their skills in business planning and marketing, focus in short term to increase sales in current business season and in long term systematically apply concepts of business planning to wool business and food-processing business in SHGs.

2.4 Lift Irrigation Revival: Stable Incomes For The Drought-Hit

ALC India has undertaken a study of Lift Irrigation Societies to understand their status and issues related to their sustenance.

The study focused on building the capacity of farmers societies to manage lift irrigation projects so that they can enjoy the benefits of assured irrigation for years to come. Naandi has taken up the work of reviving Lift Irrigation Projects in partnership with the Andhra Pradesh Irrigation Development Corporation in 65 villages, out of which, the Sir Ratan Tata Trust has supported repair and extensions works to the tune of Rs. 1.4 crores.



The objective was to understand the overall approach/process followed by Naandi towards the promotion of Lift Irrigation Societies (formation, renewal, current status and future directions)

Improvements in development process give inputs to the trust on design & ongoing resource support.

3. ALC INDIA'S YEAR PERFORMANCE (2007-08)

The third year of our operations 2007-08 has seen new clients, initiatives and also new employees at ALC India.

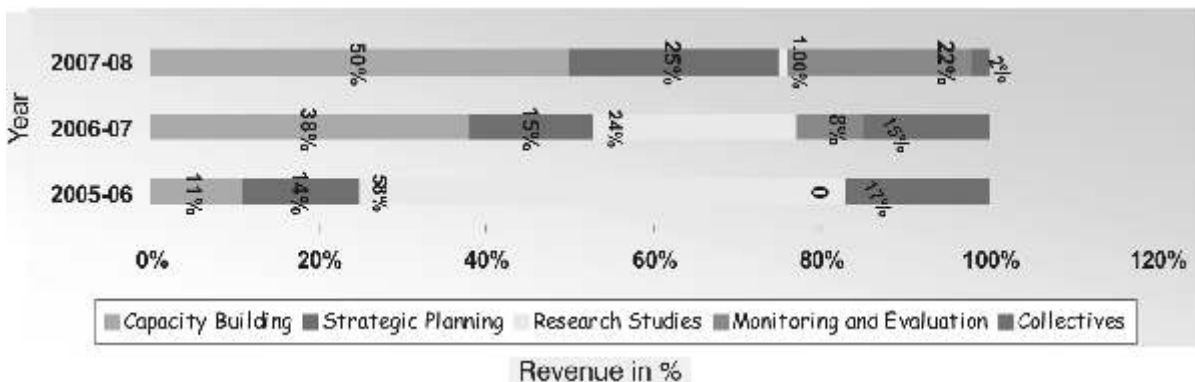
3.1 Our Work

Our service portfolio has been redefined this year as Management Services comprising of Project Management, Human Resources Management, Marketing Management, Risk Management, Information and Communications Technology, Institution Building and Strategic Management services. The following graph however is given with previous portfolios in our services, for a comparative analysis.

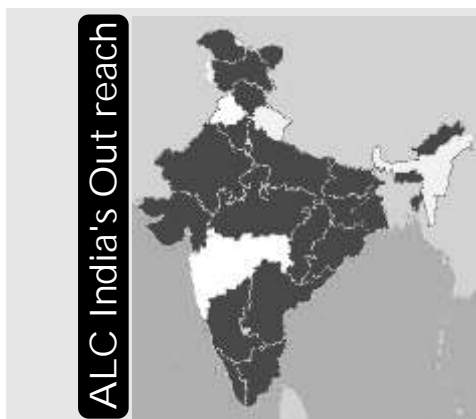
Service Portfolio

The chart given below shows nearly proportional increase in revenue generated from capacity building activities, both in-house products and external training assignments. Proportion of assignments on Monitoring and Evaluation have gained a decent increase. From almost nil in 2005-06 22% in last fiscal year.

Though assignments related to collectives and Research studies have shown a decrease, our section on future plans would elaborate on our efforts to increase contribution towards collectives in future.



3.2 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, NR Consulting.

4. ALC INDIA INITIATIVES

4.1 Capacity Building

Following are the details of our in-house capacity building programs for which modules were developed this year:

Training Course	Date	Place	Objective
Livelihoods Promotion for Urban Poor	19th - 22nd Dec 2007	Hyderabad	To understand the basics of urban livelihood issues. It helped participants to explore management practices, tools, institutional arrangement and policy framework required for enhancement of urban livelihoods. A special focus on insight on informal sector economy, micro-enterprises and alternative livelihood options for urban poor.
Pro-Poor Commodity M.....	16th - 19th Jan. 2008	Hyderabad	To understand the basics of effective commodity marketing and supply chain management and prepare business and Intervention plan for promoting collective enterprises and also to understand the process of nurturing commodity marketing and value addition collectives
.Developing Project Proposal for Livelihoods Enhancement	28th - 31st Jan. 2008	Hyderabad	To understand the basics of proposal writing including its relevance, effectiveness and contextual orientation. Also to understand the structure and components of project proposal and enable the participants in writing simulated proposals
Promotion of Dairy Enterprises	11th - 15h Feb. 2008	Hyderabad	To understand the basics of effective dairy enterprise, prepare business and intervention plan for promoting dairy enterprises dealing in marketing. Also to manage enabling producers get their rightful share.
Business Planning for	25th - 29th Feb 2008	Bhubaneswar	To understand the basic concepts of business Livelihoods Promotion planning, provide the skill to develop collective and individual business enterprises. Also to understand how to assist potential entrepreneurs in determining the feasibility and viability of their enterprises
Promotion of Sustainable	5th - 8th Mar. 2008	Ranchi	To develop a clear understanding of the aspects for promotion and business plan for sustainable livelihood. And also to understand the issues related to macro-environment and critical factors involved in it

4.2 Transforming India:

As part of our commitment to increase awareness about livelihood sector, we have launched a quarterly english magazine called transforming India. "Transforming India" (TI) is an attempt to generate wider debate on the means to achieve equitable growth benefiting larger sections of the society. "Transforming India" would facilitate knowledge exchange and discourse on economic development of the poor which will lead to more informed choices for all stakeholders from development sector, academic institutions and corporations who are looking for opportunities to develop long term sustainable mechanisms to help the poor attain better standards of living.

The first issue of our magazine was released in October 2007 and it carried a cover story on Weavers of Andhra Pradesh. That story dealt with the hardships faced by artisans and explored practical solutions to pave the way forward in enhancing the sustainability of weavers livelihoods.



We continued our focus on similar livelihoods issues faced by rural poor and brought out in the next two issues with stories on organic revolution and ecological farming as well as mutual insurance for poor.

We have tried to create and increase our subscriber base among all the stakeholders in development sector including government organizations, funding agencies, NGOs, cooperatives academics and individuals.

Our magazine's subscription base has increased from 2000 copies from the first issue, to 5000 copies on the third issue which is a 150% increase within three quarters! Transforming India circulates is for a total readership base of 20000 people.

Through out our magazine, we have generated new business streams by ways of subscriptions, advertisements and also posting Job vacancies in development sector.

4.3 Websites :

We have initiated three websites this year which will be fully operational in next year. The web-portals are:

www.transformingindia.org
A website has been launched for "Transforming India" for a greater reach and for netizens.



www.livelihoodjobs.org
 The livelihood jobs portal manages human resources in the livelihoods sector. It acts as an interface between job seekers and job providers.



www.livelihoodsefinancing.org
 The livelihood E-financing portal acts as an interface between the individuals and organizations, which seek funding support for taking livelihood interventions. The portal is unique in the way it operates as a facilitator between Funding Organization and Implementing Organizations. The portal provides Value added services like rating of the organizations, Rating of the proposals and more transparency between the organizations. Funding money will not be handled by the portal. It is directly given to implementing organizations by the Funding organizations. The portal caters solely to the Livelihoods sector financing.



www.alcindia.org
 One of our internal initiatives was to develop a full-fledged portal on our organization, its objectives, areas of expertise, our training modules, career opportunities and all the information needed to provide an understanding on our presence and work in Livelihoods sector. The website that was initiated last year is now fully operational.



4.4 Voluntary Support :

As part of ALC India's policy, it will provide voluntary support to relatively smaller organizations who are in need of some services/products which they are unable to access because of lack of resources. So it is mandatory that every staff at ALC India should provide 20 days for voluntary work. And we have also allocated 450 person -Days of voluntary support to small NGOs for the year 2008.

5. FINANCIAL REVIEW

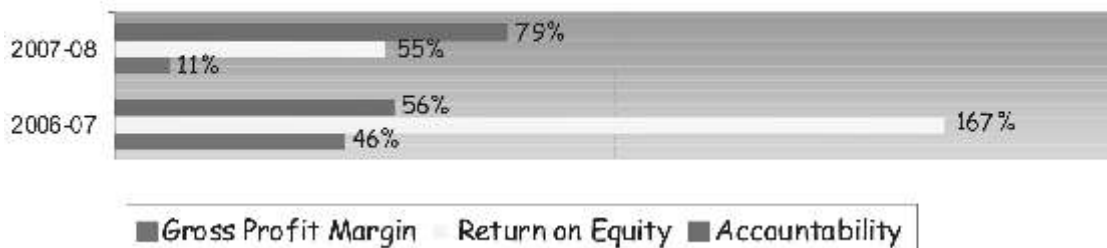
5.1 Analysis of Performance on Various Parameters:

Parameters	2007-08	2006-07	2005-06
*Business Generated(Rs)	8,500,000	4,900,412	800,000
*Revenue realized (Rs.)	45,16,778	3,139,000	350,000
*Net profit (Rs.)	35,337	167,235	33,900
*Average revenue realized /client(Rs.)	85,222	95,121	35,000
Overheads to total revenue(%)	8	10	23
Net profit as % of revenue	0.78	5	10

We can observe an increase in business generation and total revenue from the table. We have worked with many clients showing a surge in the business generation. A part from big assignments our clientele comprised mainly of small NGOs and short-term assignments through out the last year. That shows a slight decrease in the average revenue per client. There's a marked decline in the net profit due to Investments made towards our quarterly magazine publication - "Transforming India" and few other initiatives like website development.

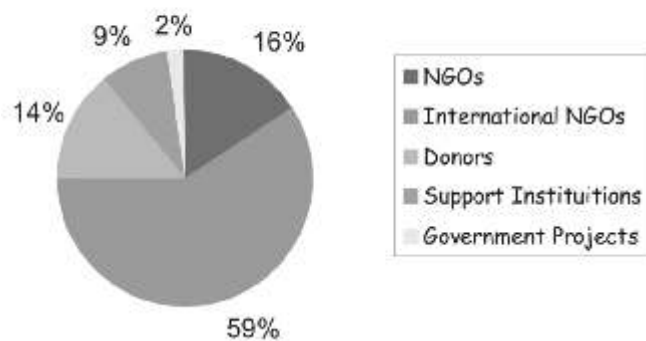
5.2 Financial Ratios:

Ratio Analysis



Revenue Profile (2007-08)

The above ratios give us an understanding of the profitability of the organization as well as accountability, which can be defined as the percentage of project expenditure to the total expenditure.



ACCESS LIVELIHOODS CONSULTING INDIA PRIVATE LIMITED
 12-5-12/4/1, Vijayapuri
 Tamaka, SECUNDERABAD - 500 017

PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31.03.2008			
PARTICUL	Schedule	AS ON 31-03-2008 AMOUNT	AS ON 31-03-2007 AMOUNT
INCOMES:			
Projects & Consultancy Income		3985978	3105339
Other Incomes		530802	6022
		4516778	3111361
EXPENDITURES:			
Administrative Expenses		440070	104969
Personal Expenses		252998	1098086
Project Specific Expenses		3685270	1684458
Human Resources Management		11555	53684
Finance charges (interest Paid)		33881	6047
Depreciation		31048	34404
		4454822	2981648
Profit/Loss for the year before Taxes & Provisions		61956	129713
Dividends and Dividend Tax Paid		23164	
Provisions for Income Tax			36000
Provisions for F B T		1000	600
Provision for Deferred Tax		355	6754
Preliminary Expenses written off		2100	2100
Profit/Loss carried over to Balance Sheet.		35337	84259
		61956	129713

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

PLACE : Hyderabad
 DATE : 30-08-2008



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

Madhya
 Director
 DIRECTOR

For ACCESS LIVELIHOODS CONSULTING
 INDIA PRIVATE LIMITED
 DIRECTOR

DIRECTOR

ACCESS LIVELIHOODS CONSULTING INDIA PRIVATE LIMITED
 12-5-12/4/1, Vijayapuri
 Tarnaka, SECUNDERABAD - 500 017.

BALANCE SHEET AS AT 31.03.2008

PARTICULARS	Schedule	AS ON 31-03-2008		AS ON 31-03-2007	
		AMOUNT		AMOUNT	
SOURCES OF FUNDS					
Shareholder's Fund:					
Share Capital	1	200,000	200,000	110,000	110,000
RESERVES AND SURPLUS	2	240,248	240,248	130,156	130,156
LOANS AND ADVANCES					
Secured Loans				25,000	25,000
Un secured Loans	3	989,966	989,966		
DEFERRED TAX LIABILITY			355	6,754	6,754
			1,430,569		271,910
APPLICATION OF FUNDS					
Fixed Assets					
Depreciation	4	112,286		114,471	
		31,048	81,238	34,404	80,067
INVESTMENTS	5				
Current Assets, Loans & Advances	6	1,222,205		761,734	
Less: Current Liabilities & Provisions	7	640,910		586,691	
Net Current Assets			581,296		175,043
Misc. Expenditures:-					
Preliminary Expenses		16,800		18,900	
(To the extent not written off)		2,100		2,100	
Magazine Development Expenses		753,335	768,035		16,800
			1,430,569		271,910

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

PLACE: Hydersbad
 DATE: 30-08-2008



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

For ACCESS LIVELIHOODS CONSULTING
 INDIA PRIVATE LIMITED

Director DIRECTOR

For ACCESS LIVELIHOODS CONSULTING
 INDIA PRIVATE LIMITED

Director
 DIRECTOR

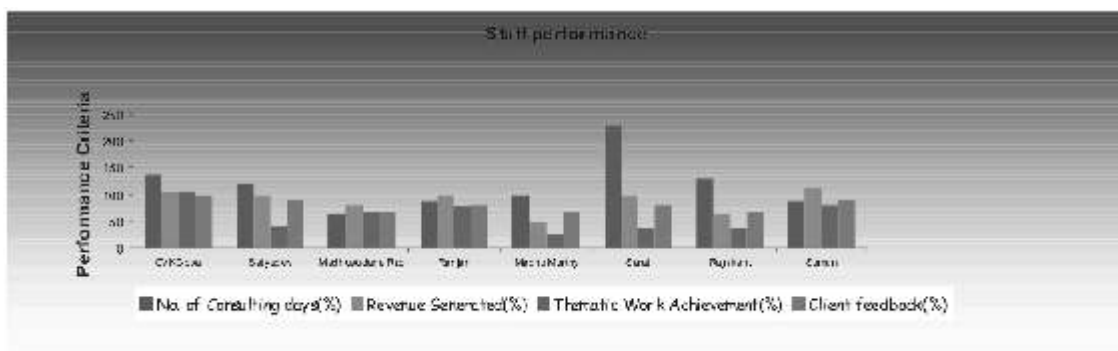
6. HUMAN RESOURCE MANAGEMENT

Human Resource Policy of ALC India was formulated in 2006-07, giving a detailed organogram of ALC India along with policy guidelines. The Policy enlists guidelines for selecting and recruiting staff at various levels, gives flexibility to the resource persons on issues like nature of employment whether permanent or on project-basis. The HR Policy emphasized on recruiting women employees at par with male employees providing equal opportunities.

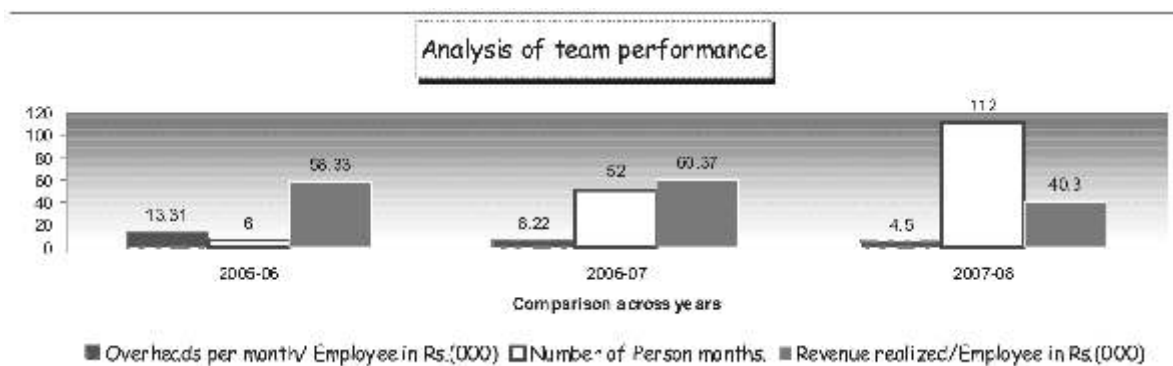
This year saw two new Joinees to our ALC Team, along with few associates who have rendered their services to our website development, 'Transforming India' magazine publication and few other projects.

The ALC team's individual performance during the year 2007-08 is given in the graph. Overall performance of each team member is given by various pointers: Revenue generated, number of consulting days- which are the number of days spent by each consultant on either consulting assignments with external clients or on internal projects. Thematic work includes work done on all issues related to livelihoods. Clients' feedbacks give credibility.

each Team member is given by various pointers: Revenue generated, number of consulting days- which are the number of days spent by each consultant on either consulting assignments with external clients or on internal projects. Thematic work includes work done on all issues related to livelihoods. Clients'



The following graph shows a comparative analysis of few parameters effecting staff performance, over the three consecutive years:



6.2 Our Team:

OUR TEAM



V Madhusudana Rao (Director- Finance and Administration)



Institutions and Financial Management Expert-Consummate experience of 15 years with government projects, funded programs and voluntary organizations in development of business plans, livelihoods planning at village level, management of corpus and funds for financing micro-livelihoods projects of poor, conducting sub sector and value chain studies in agriculture commodities like paddy, sugar cane, jute, artisans and dairy.

G.V. Krishna Gopal (Director- Programs and Human Resources)

A Dairy Technologist and a Rural Manager from IRMA- 9 years experience in enhancing the livelihoods of poor and microfinance across the country in various sectors and projects. Basic livelihoods issues related to livestock, agriculture, non - timber forest produce, enterprise development, food security, labour agriculture and migrant, in the last 8 years. He has done variety of training programs across diverse stakeholders of development sector.



G. Satyadev (Director- Information and Communications Technology)



A mechanical Engineer and a Rural Manager from IRMA with 9 years of wide-ranging experience of working in large government initiatives, international NGOs programs and small voluntary organizations projects in the areas of development of capacity building and training modules in livelihoods and microfinance sector, management of micro-projects in livelihoods, livelihoods planning, development of business plans for microfinance institutions, coordinating a livelihoods school and its one year programmes in livelihoods management.

N. MadhuMurthy (Director- Quality Assurance)

9+ years of diversified experience from implementation to support service for livelihoods. Experience spans areas of natural resource management, institution development and monitoring & learning. Key contributions include professional support to those working for the enhancement of livelihoods of the poor by trainings & consultancy ; anchoring livelihoods, marketing for collectives of different produce like neem, red gram, castor, baseline and monitoring system for watersheds, development of about 100 paraprofessionals in agriculture and animal husbandry.



DSRC. Murthy - Consultant

9 years of experience in implementation and monitoring, conducting trainings and capacity building programmes, financial management, micro-capital assistance, record-keeping, stock inventory-management.

G.Sarat Kumar- Consultant

More that 3 years of experience in management of large community based health project in Gujarat which includes project preparation management, capacity building and monitoring. More than one-year of experience in consultancy. Handled assignments on horticulture projects preparation, capacity building trainings on dairy, dairy cooperative assignment. Expertise; Social Mobilisation, Livelihoods promotion and poverty reduction, Health.



Rajnikant Prasad- Consultant

A Rural Manager from XIM-B, with more than six years experience in working on issues of tribals, enterprises and micro finance. Created proposals and managed entire projects on the livelihoods of the poor.

Ranjan Kumar Baral- Consultant

10 years of experience in the area of livelihoods, environment and social research. He has been actively involved in design and implementation of livelihoods enhancement programs especially in urban areas and involved in research on urban livelihoods, rural poverty and environment. Development of capacities of key stakeholders in livelihoods enhancement programs is another area of his expertise. He has also specialization in the urban environmental management issues.



Suman Laskar- Junior Consultant

An Engineer in Mining from NIT, Nagpur with 4 years experience in cluster formation, SHGs, Micro-finance and individually running a rural enterprise of 220 members and Rs. 35 million.



6.3 Our Associates & Volunteers

We would like to thank all our associates who have been instrumental in executing our projects and assignments.

6.3.1 Associates

The following table gives the details of our associates and their work. Wherever ALC India is mentioned as client, it must be noted that it is an in-house project of ALC India. The others are external projects.

Name	Project/ Assignment	Client
Mr. G. Srinivasa Rao	Transforming India	ALC India
Mr. Gaurav Mishra	ICT related activities	ALC India
Mr. Arjun Kumar	Workshop on Civil Society Assessment	IRMA
Ms. K. Swathi	Editing- Transforming India (TI)	ALC India
Ms. Surya Joseph	Editing & writing articles for TI	ALC India
Ms. Archana Londhe	Quality Assurance Policy for TI	ALC India
Ms. Mrinalini	Website content	ALC India
Mr. Krishnamurthy N. Karkun & Mr. L. Joseph Ponraj	Impact study	DHAN Foundation

6.3.2 Volunteers

A total of 19 volunteers supported us in different capacities to our organization. Website development work alone garnered volunteer support worth Rs.2 Lakhs.

We take this opportunity to acknowledge the voluntary support of all the people involved towards magazine publication and website development.

Volunteers	Contribution
Mr. Vikram Sagar, Mr. Abhijit Nandy	Website Development
Mr. Ashish Kumar Sahu, Mr. Nikhil Mathur, Mr. Rama Reddy Mr. Sudhir Rao, Ms. Surekha Sule, Ms. Tanisha Dutta Ms. Yamini Mishra, Ms. Vijaya Switha, Mr. Shashi Gupta Dr. Thilak T. Ranasinghe, Ms. Aditi Mukherjee Mr. Ashish Panda, Gauthami, Mr. GV. Ramanjaneyulu Mr. P.R. Choudary, Ms. Meghana Oza, Mr. V. Ravi Kiran	Contributed towards writing articles, columns, write-up, providing photos and editing for the magazine 'Transforming India'

7. CHALLENGES AND PLANS FOR 2008-09

7.1 Expansion:

We are spreading our operations all over India and also identify the need to make our presence at strategic locations by setting up branch offices. We have planned to start two branch offices in the year 2008. The challenge includes nurturing the right personnel, who would be able to individually handle a business unit as well as garnering enough financial support to the unit till it gets fully functional and self-sustaining.

Our lateral expansion has a regional emphasis with plans for developing our domain-wise programmes, in local languages (related to Capacity Building, Collectives Promotion, etc.). Domain-wise, we are extending our operations to more verticals like - Organic Farming, Dairy, Handicrafts, Handlooms, Urban wage labour, Fisheries and Non Timber Forest Products (NTFP).

7.2 Poverty Reduction:

We aim to improve livelihood issues of poor as well as to address the other side of the same coin i.e. to reduce the apathy or sensitize the non-poor sections of the society, which permeate into the very scope of improving the lives of poor communities. For instance, traditional anti-poverty programmes are funneling many of their benefits to the non-poor. According to data from the National Sample Survey (NSS), 76 percent of the wealthiest rural households, for instance, 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 greatly outnumber non-poor ones but the non-poor are getting the better off from farm subsidies.

We are planning to do film-shows and video documentations to create awareness among poor sections on how poor are getting marginalized and finding ways to improve their standard of living.

7.3 Service Quality:

Streamlining and benchmarking our processes and systems in tune with industry specific standards is part of our plan to improve our delivery quality. Also, we realize the importance of being a learning organization which continuously evolves on its learnings, create an environment for experimenting and innovative ways of doing things.

7.4 Networking and Linkages:

We envisage collaborations and strategic alliances with National and International organizations, consulting organizations in the development sector to enable knowledge sharing and emulation of industry best practices. 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 at least three organizations in this year.

7.5 Revenue Portfolio:

Our revenue 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, 15 more Capacity Building programmes has been added to our portfolio this year. The following table gives the targeted Revenue from each of our services:

7.6 Revenue Generation Plan for 2008-09.

Business Streams	
Particulars	(Rs. In Lakhs)
Institution Development	10
Human Resource Management	30
ICT for Livelihoods	20
Transforming India	60
Risk Management	5
Collectives Promotion	25
Total	150

As a part of our commitment to deliver affordable management expertise to small organizations, we plan to take up multiple long-term projects with small organizations, which would ensure steady business for our organization as well as to serve our objectives.

7.6 ALC India's HR Plan for 2008

Plan for this year includes recruitment of upto thirty personnel in the ALC India Team at various levels, catering to the increased number of projects in the ongoing year and future. Along with full time staff, we also plan to associate with professionals, from diverse backgrounds who would be interested to work on project basis. We aim to develop Internship programmes, in coordination with various academic institutions, to nurture useful talent and skills required for the organization and also mobilize voluntary support for our magazine development, website content management and conducting workshops.

ALC India, this year onwards would initiate Annual Staff Retreats for the ALC Team to provide the much needed breather from the work-routines and enliven their spirits.

Three Staff Development Trainings are also planned for this year to give scope for knowledge exchange within the industry and upgrade their knowledge and skills.



ANNEXURE

The Following table gives the list of Projects / Assignments undertaken in the year 2007-08

PROJECT MANAGEMENT	
Client Description	Project / Assignment Programme
International Water Management Institute (IWMI), Hyderabad	Assessment of Livelihood Generation Potential of Waste Water in Urban Areas in Hyderabad, AP
SEWA, Hyderabad	Feasibility Study on Establishment of Dairy, Cotton Ginning, Rice Mill and Seed Processing Plants for Proposing Interventions within the target group of Sewa Federation.
World Vision India (WVI), UK ADP	Professional Support in Promotion of Dairy Cooperatives.
Global Knowledge Partnerships, Kualalumpur	Network of Dynamic Labour Marts project for supporting migrant labour households through ICT applications in Hyderabad.
World Vision India (WVI), Balia	Feasibility Study for Dairy Intervention and Livelihoods Opportunities Assessment Study.
World Vision India (WVI), Singarayakonda	Livelihoods Assessment and Intervention Plans
Majesty Consulting, Hyderabad	Technical Support for Livelihoods Assessment and Intervention Plan for Premadhara ADP, Vijayawada
Chitrika, Hyderabad	Feasibility Study on Mechanized Laundry Unit Supported by 'Lanco' for Vijayawada and Hyderabad

Centre for Social Initiative and Management (CSIM), Hyderabad	Delivering lectures in CSIM on 'Basics of micro finance' & 'NGO fund raising'.
Centre for World Solidarity, Hyderabad	Facilitation of Workshop for Promotion of Organic Farmers Collective initiated by Centre for Sustainable Agriculture.
National Institute for Rural Development (NIRD), Hyderabad	Delivering lectures on Micro enterprises Development.
Timbaktu Collective, Ananthpur	Recruitment of Staff for BCU.
Centre for Management Social Research (CMSR) - Hyderabad	Recruitment of Staff
Institute of Rural Management Anand (IRMA), Anand	Facilitating Workshop on Devolution and Functioning of Panchayats.

FINANCIAL MANAGEMENT

Centre for People's Forestry, Hyderabad	Financial monitoring of NGOs.
Mulkanoor Women Cooperative Development (MWCD), Mulkanoor	Training Programme on Financial Management and ICT related activities to MWCD staff.
Chitrika, Hyderabad	Internal Auditing and Reporting.
N TV, Hyderabad	Panel discussion on Current Scenario on Financial Decision making of Women.

INSTITUTION BUILDING

World Vision India (WVI), Dharwad	Providing long term Professional Support for promotion of dairy cooperatives initiated by WVI Dharwad.
Centre for World Solidarity, Hyderabad	Preparation of byelaws for farmers' cooperative working on production and marketing of organic produce.
Sri Krishna Chiatanya (SKC) MACS Ltd, Vizianagaram	Providing Institutional Support on Micro finance Activities in Vizianagaram district.
Centre for World Solidarity, Hyderabad	Promotion of collective for organic farmers, in Enabavi village initiated by CWA.

MARKETING MANAGEMENT

Centre for Sustainable Agriculture, Hyderabad	Challenges in Marketing Small Holders Ecological Farming Produce
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HUMAN RESOURCES MANAGEMENT

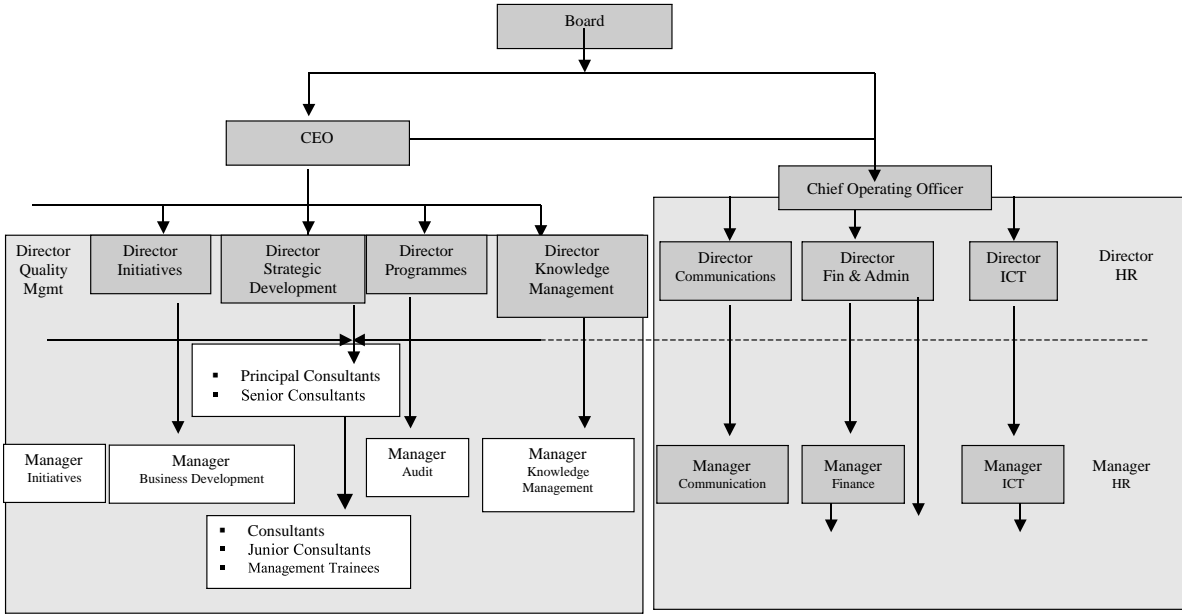
Client	Project / Assignment Description
SRIJAN, Sanchi	Capacity Enhancement Training on Promotion of Livelihoods.
APRLP, Hyderabad	Manual on Managerial Skills for C/DLRC Staff
Centre for Micro Finance, Jaipur	Study on capacity enhancement systems in micro finance sector for Rajasthan.
Centre for Micro Finance, Jaipur	Preparation of course modules on Development Orientation and Livelihood Promotion through micro Finance Programmes for micro Finance Development and Management Course (mFDM).
GERES, Ladakh	Imparting training and improving skills of rural women at applying concepts of business planning and marketing to Wool business and Food-processing businesses.
Christian Children's Fund, Bengaluru	Enhancing Job Opportunities for Youth (EnJOY) project for imparting technical and life skills to unemployed youth in getting access to job opportunities.
Timbaktu Collective, Ananthpur	Exposures visit on organic farming for two farmers and staff members.
Oxfam, Australia	Training on Promotion of Livelihoods.
Adam Smith International, Hyderabad	Recruitment for MLA professional support.
Chitrika, Hyderabad	Deputation of staff for technical assistance and promotion of weavers' collectives.
World Vision India (WVI), Chennai	Training Programme on Livelihood promotion and business development services for the ADP staff of WVI from the states of Maharashtra, Madhyapradesh, Uttarpradesh, Gujarat, West Bengal, Assam, Meghalaya & Mizoram.
World Vision India (WVI), Mannargudi, Dharwad.	Conducting exposure visits to Mulkanoor Agriculture cooperative and Women Dairy Cooperative for potential dairy farmers and staff members of WVI Mannargudi.
Chitrika, Hyderabad	Conducting training programme on Promotion of weavers' collectives to the staff.
Institute of Rural Management Anand (IRMA), Anand	Delivering lectures in VOLAG MAP on collective enterprises.

Client Description	Project
GERES, Ladakh	Evaluation of income generation activities for the rural people living in cold desert of Western Himalayas as part of LIGHT (Learning Income Generation in Himalayas Together) project.
Timbaktu Collective, Ananthpur	Promotion of dairy collectives in Ananthapur, AP.
SIR RATAN TATA TRUST, Mumbai	Review the performance of the Trust grant to Kalanjiam Foundation.
SIR RATAN TATA TRUST, Mumbai	Third party impact assessment of Kalanjiam Community Banking Programme for Dhan Foundation
SIR RATAN TATA TRUST, Mumbai	Terminal Study of Lift Irrigation Societies promoted with funding support from SRTT by Naandi Foundation.
HIVOS, Bengaluru	Evaluation of SIFFs' Tsunami response programme
Ford Foundation, New Delhi	Evaluation of Dairy Development and Grassland Conservation Programmes and upscaling capability.
UNDP, New Delhi	To help communities in Business Planning to Ensure Sustainable Models for Micro-enterprises relating to Tourism.
Spandana Educational Society, Nellore	Proposal writing for Help Line Establishment and Micro plan Development in Nellore district.
Sri Sai Educational Society, Hyderabad Tribes in Prakasham District	Proposal development on Waddi model for Chenchu.
World Vision India (WVI), Ongole	Facilitating the workshop in proposal writing to the staff of District level NGOs in Ongole.
DAMES, Ongole	Making suitable changes in the proposals already prepared by DAMES to make it more effective.
World Vision India (WVI), Nellore	Facilitating the workshop in proposal writing to the staff of District level NGOs in Nellore.
SAVAGE, Ongole	Providing technical support for preparation of Migran labour proposal and micro finance intervention in Martur area.
Community Coordinators Network (CCN), Visakhapatnam	Preparing proposal on NTFP collectives to be supported by AKF.
World Vision India (WVI), Ongole Sahajeevan, Chittoor	Conducting livelihoods assessment for five major sub sectors in the operational areas of WVI Ongole. Preparing proposal for development of chinch PTGs of Chittoor.
Awakening People's Action for Rural Development (APARD), Kurnool	Proposal development for Community Organisation and Economic Support for PLHAs in Kurnool district.

RISK MANAGEMENT	
Mulkanoor Womens Cooperative Dairy, Karimnagar	Designing Insurance package and providing training to the staff.

STRATEGIC MANAGEMENT	
Chitrika, Hyderabad	Development of Annual performance formats.
SAVEGE, Ongole	Strategic Plan and Vision Development.
World Vision India (WVI), Mumbai, World Vision India (WVI), Hyderabad.	Strategic Planning Support for Promotion of Urban Livelihoods.

ALC India Organogram



Economy Enterprise Employment Empowerment Equity

A Management Consulting
Organisation for Promotion
of Sustainable Livelihoods
for the Poor



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