

Access Livelihood Consulting India Pvt. Ltd.



ENTERPRISE EMPLOYMENT
EMPLOYMENT EMPOWERMENT
ECONOMY ECONOMY
ECONOMY ECONOMY
EMPLOYMENT EQUITY
EMPLOYMENT EQUITY
ENTERPRISE
EMPLOYMENT



ALC India
The First
6 YEARS
Milestone Document

2005-11

MAINSTREAMING THE ECONOMICALLY MARGINALISED



Around 240 Projects

undertaken for the benefit of 135 development organizations, for enhancing the livelihoods of the economically marginalised.



ALC INDIA

Highlights of Performance in the years 2005-11

1

Around 240 projects* undertaken for the benefit of 135 development organizations, for enhancing livelihoods of the economically marginalized.

2

Projects undertaken in all regions of India, in over 15 states.

3

Over 12,000 households directly impacted; around 1.5 million households indirectly benefitted.

4

Several pro-bono initiatives undertaken; around 350 person-days of free (voluntary) services offered to small organizations.

5

Value-based professional-services organization built without institutional backing.

*All professional assignments undertaken by ALC India are called "projects". The terms covers: preparation of strategy and business plans; training, skill-enhancement programmes; specific studies of various kinds; institution-building services; evaluation of development programmes; documentation and production of communication material; and implementation of turnkey projects.

Preface

Six years is not a long time in the life of an organization, especially an organization like ALC India (Access Livelihoods Consulting India Pvt Ltd), whose mission is to enable equitable & sustainable economic development, enabling generation & distribution of wealth in favour of the economically marginalized

That is an enormous challenge and it can be met only through sustained efforts over a long period of time. It calls on the efforts of many agencies before any significant impact on substantial number of economically marginalized households and groups in India.

That said, we believe the first six years of our organization has been a story worth documenting. This is particularly because of the role we see ourselves as playing: as providers of techno-managerial services aimed at mainstreaming the economically marginalized. We believe there is a great need for such services, especially in a liberalized and globalized economy, which provides unprecedented economic opportunities but also threatens the livelihoods of millions of marginalized households across the country.

We faced a number of diverse challenges, related both to strategic and operational matters, in getting on to the path that would lead to the fulfillment of our mission. At the end of the first six financial years, we can say with considerable pride that we have, by and large, tackled these challenges successfully. And have laid a sound foundation in diverse geographies and socio-economic conditions, to be well and truly on our mission path.

Even so, because of our chosen role and our underlying value system, we think we have a story worth telling and disseminating.

There are not many providers of value-based techno-managerial services for the benefit of the economically marginalized, in India. We hope that in the years to come there will be many more service providers -- individuals and organizations -- in this space. We believe the story of our first six years will be of relevance and use to them, and to those who choose to join us in our mission.

That, in brief, is the rationale and scope of this document.

To the best of our abilities, we have recounted, in the pages that follow, the genesis and growth of ALC India and the manner in which we dealt with the strategic and operational challenges that any value-based provider of techno-managerial services for the economically marginalized would have faced.

In telling our story, we have been candid about our limitations and failures.

As we are dealing with public resources and are serving the interests of the marginalized, we have shared details of organizational performance, including financial performance, though as a private limited company we are not required to make the latter public.

The story that follows is a result of several structured rounds of reflection among our senior team members, complemented by collation of relevant organizational data and reports. A considerable amount of information was generated only for the purpose of this document. The material was then handed over to one of our associate consultants, a development-communications professional with a rich journalistic background. He reviewed the material and had probing interactions with our chairperson, directors, staff and some clients. Clarifications were sought, and additional information was provided. Finally, the information was objectively screened, structured, contextualized and presented in a manner that could be easily understood by an interested reader.

ALC India -- The First Six Years (2005-2011)

should prove invaluable primarily to our current and future team members. We also hope the document will be of interest to other stakeholders working for upliftment of the economically marginalized, particularly individuals and agencies that would like to work with us, or be part of our effort.

They include:

- Development agencies including NGOs, funding agencies, and producer/marketing bodies
- Consultants and consulting organizations that work for the above-mentioned agencies
- Policy-makers & government agencies
- Opinion-makers

Unless otherwise specified, all the information given in this document is about our first six financial years, from September 2005 to March 2011. While data for the period after this date would obviously be different, many ideas expressed, especially in the last section, on our planned way forward may also change. We live in a dynamic environment and have to be constantly geared towards a proactive response to the needs of marginalized groups. Systems and means to adopt such an approach are, in fact, one of our key contributions to the many organizations and communities for whom we have done work.

Acknowledgements

On behalf of the board of ALC India, I would like to take this opportunity to express our heartfelt gratitude to the many individuals and agencies that voluntarily helped in our inception and growth in many ways. As explained in Section 2, Shashi Rajagopalan was our mentor. Amitabha Guha and Vinod Reddy gave us their valuable time and guided us as chairpersons. A number of distinguished professionals, listed in the organization factsheet, have served as our advisors. A number of people, listed in Table 3 of the Appendix, advanced unsecured loans to help us meet our cashflow needs. K Vikram Sagar, a software engineer, developed our website. Another software professional, Abhijit Nandy, developed our database and timesheet system. Shivaji Dam, Managing Trustee, Kotak Education Foundation, conducted a training course for our staff. Prakash Londhe, a retired bank manager, helped us in financial audit. J Srinivasa Rao, Regional Manager, Child Fund India (erstwhile Christian Children Fund), was instrumental in giving us our first large direct-impact project. Family members and friends gave us moral and emotional support. To all these people, we owe much that can never possibly be repaid.

I would also like to thank the many staff members who toiled to make this document possible. And development communications professional Ashok Gopal who shaped the document with great diligence and intelligence.

We hope you find ALC India -- The First Six Years (2005-2011) useful, and we look forward to your comments and queries.

GV Krishnagopal
CEO, ALC India

Organizational Factsheet

Registered Name: Access Livelihoods Consulting India Pvt Ltd

Legal Character: Private limited company

Date of Incorporation: September 19, 2005

Paid-up share capital: Rs 500,000 (23 shareholders)

Office Address: 4, Matrunilayam, Sainagar Colony, Picket, Secunderabad 500 009

Phone: 040-40177321, 27891147 | **Email Id:** info@alcindia.org | **Website:** www.alcindia.org

Staff: 35 | **External Auditor:** VSPN, Chartered Accountants, Hyderabad

BOARD OF DIRECTORS



Vinod Reddy (Independent Director)

Present Position: Chairperson, ALC India Trustee/ Chairperson South India AIDS Action Programme
Previous Position: Head-India Operations, Effigent Inc
Education Background: PGDM (IIM - Ahmedabad) BTech (IIT - Kanpur)
Areas of Work Experience: Software development, Administration, Marketing, Finance, Business planning, Systems design, Staff development, International business development.
Years of Work Experience: 31 Years
Years with ALC India: Since October 2010



G V Krishnagopal

Present Position: Executive Director and CEO, ALC India
Previous Position: Project Manager - Consulting, Akshara Network for Development Support Services
Education Background: PG Diploma in Rural Management (IRMA) BTech (Dairy Technology)
Areas of Work Experience: Tribal empowerment projects, Community based institutions, Development projects, Employability enhancement projects
Years of Work Experience: 13 Years
Years with ALC India: 6 Years



G Satyadeva

Present Position: Executive Director and Senior Associate, ALC India
Previous Position: Project Manager, Akshara Network for Development Support Services
Education Background: PG Diploma Rural Management (IRMA) BTech
Areas of Work Experience: Tribal empowerment projects Livelihoods - promotion projects District-level livelihoods planning Capacity building
Years of Work Experience: 13 Years
Years with ALC India: 5 Years



N Madhumurty

Present Position:	Executive Director & Program Director, ALC India
Previous Position:	Project Manager, Akshara Network Development Support Services
Education Background:	PG Diploma Rural Management (IRMA) BSC (Agr)
Areas of Work Experience:	Promotion of collective livelihood projects Seed production projects Livelihood- enhancement action plans, Capacity building for livelihood projects
Years of Work Experience:	13 Years
Years with ALC India:	4 Years



G V Sarat Kumar

Present Position:	Executive Director and Program Director, ALC India
Previous Position:	Manager, Aga Khan Health Service - India
Education Background:	PG Diploma Rural Management (IRMA) BSc (Botany)
Areas of Work Experience:	Capacity - building, Strategic and business planning Project management Monitoring and evaluation
Years of Work Experience:	9 Years
Years with ALC India:	4 Years



Madhusudan Rao

Present Position:	Executive Director and Senior Associate, ALC India
Previous Position:	Finance Manager Arcadis Euro Consult BV
Education Background:	MCom
Areas of Work Experience:	Designing business models, Finance management, Institution- building, Administration.
Years of Work Experience:	13 Years
Years with ALC India:	6 Years

ADVISORY BOARD MEMBERS

***Andy Bhanot**, Communications and Market Research Expert, Researcher with Westat India Social Sciences Pvt Ltd

Ashis Kumar Sahoo, Head-Operations, Selco Solar Light Pvt Ltd (earlier, Head-Knowledge Management, South India, Livelihoods Domain, BASIX)

G Muralidhar, Chief Mentor, Akshara Network for Development Support Services

K Narendra, Advisor, Sir Ratan Tata Trust (earlier with Dhan Foundation)

***KV Raju**, Professor, General Management-Strategy and Policy and Social Sciences, IRMA

Madan Mohan, Consultant and Microfinance Advisor; ex-CEO, NABARD Consulting Services (NABCONS)

Nikhil Mathur, Rajiv Gandhi Foundation

NV Ramana, Senior Consultant and Agribusiness Advisor (earlier Group CEO, BASIX)

Shashi Rekha Rajagopalan, Former Secretary, Cooperative Development Foundation; leading cooperative activist and strong advocate of cooperative movement; former board member of RBI and NABARD

Shivaji Dam, Managing Trustee, Kotak Education Foundation; board member of several Kotak Group companies

Rozmin Ajani, Chartered Accountant and Management Accountant working solely in the development sector; board member, BASIX, Credibility Alliance, etc

* Amitabha Guha, Chairman, South Indian Bank (ex-MD of State Bank of Hyderabad and State Bank of Travancore), was ALC India's chairperson from July 2009 till October 2010

* Current advisory board member

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An understanding of ALC India's genesis and growth requires the appreciation of three core beliefs which form the very foundation of ALC India as an organization. They are:

Poverty is not just about income. It has multiple dimensions

A layperson's understanding of poverty is that it is a phenomenon related to and resulting from lack of adequate income or wealth. However, as eloquently argued by Nobel laureate Amartya Sen, poverty is not just about income deprivation. It is deprivation of capability -- a person's opportunity and ability to generate desired outcomes in life. Consequently, attempts to eradicate poverty, or the 'development process', must facilitate the provision of choices and freedoms, thereby enabling people to improve their lives.

People have to be at the centre of the development process. To emerge from a state of poverty, people have to be in good health; they have to be educated; they must be in an environment that provides equitable access to opportunities, resources and facilities. It follows therefore that poverty eradication requires concerted action on several fronts: health, education, infrastructure development, governance, economic growth and market development.

Even within the context of a single community in a small geographical area, it is possibly beyond the scope of any one agency to tackle challenges on all these fronts with the required vigour. Successful tackling of poverty calls on the efforts of multiple agencies with different capabilities. In this situation, ALC India has chosen to focus on the economic aspect of poverty.

More specifically, we focus on the economically marginalized and look to build their capabilities: people who do not enjoy the ability to participate in and influence mainstream economic processes; people whose productive potential is ignored, excluded or neglected; people who lag behind the non-marginalized in terms of their well being.

Techno-managerial services can help economically marginalized join the mainstream

In India, tackling the economic aspect of poverty witnessed two fundamentally different phases. In the first phase, which commenced after Independence, the nation set itself on an avowedly 'socialistic' path of development, with the assumption that the State can and should be the primary mover of economic growth. By the 1980s, this assumption was seriously questioned and alarming economic imperatives forced the State to move away from the 'socialist' approach. An era of economic liberalization dawned. A range of entrepreneurial energy was unleashed. There was record economic growth. But even within a decade of economic liberalization, there were grave concerns. The growth was clearly skewed. Glaring evidence comes from the services sector. Despite the swanky offices of IT companies giving the impression that modern services have provided employment to a huge chunk of the country's working-age population, the reality is that the services sector accounted for only 25% of employment in 2004-05; growth in the sector is not matched by growth in employment*.

The picture presented by the organized manufacturing sector is not very different. The number of people employed in this segment did increase in the 1990s, but, by the end of the decade, the absolute numbers started declining, with the result that the total number of persons employed in organized manufacturing in 2007 was actually lower than the figure in 1984![†] Nearly 60% of the employed workforce in rural areas, and around 42% of the urban employed are "self-employed"[‡], indicating high casualization of workforce.

Economic growth is clearly not matched by overall human development.

* "India's new, high-growth trajectory: implications for demand, technology and employment" by CP Chandrasekhar, in *The Indian Journal of Labour Economics*, Vol 54, No 1, 2011 † *ibid.* Data collated from various issues of Economic Survey of the Ministry of Finance, Government of India.

‡ *ibid.* Data collated from NSSO, 1992; 1997; 2001; 2006; 2010

Attempts to eradicate poverty, or the 'development process', must facilitate the provision of choices and freedoms, thereby enabling people to improve their lives

India is placed among the top 10 countries in the world in terms of GDP growth, and it has more dollar billionaires than most countries.

But it ranks a low 119 among 169 countries in the 2010 Human Development Index published by the United Nations Development Programme. India's Gross National Income (GNI) per capita, measured on purchasing power parity terms, was less than a third of the global average in 2008.

The skewed train of growth is leaving behind many passengers. In fact, a bulk of the population has been excluded. Agriculture and allied occupations like fishing remained the largest provider of employment in 2009–10, accounting for 52% of the total workforce (Economic Survey 2010). But, as reported by the 2007 Radhakrishna Committee on agricultural indebtedness, the agrarian economy is gripped by a severe crisis that threatens not merely the livelihoods but also the lives of millions of farmers, particularly small and marginal cultivators:

The support systems to farming have weakened, public investments in agriculture have declined and institutions have become unresponsive. In the absence of any breakthrough in cost-reducing technologies, the rising input prices have made cultivation un-remunerative. The result is the manifestation of agrarian crisis, often in the extreme form of distress that results in suicides by some farmers.

Overall, we can see that people who have been following traditional livelihood patterns for generations are under serious threat.

In an open-market environment these groups will not be able to survive as they have been doing so far, and the prospects for improving their current living status are not good. At best, if no remedial action is initiated, these groups will be pushed into highly exploitative urban and industrial labour markets, or compelled to live a life of utter destitution.

This will be a great blow not only to them but to the world at large.

As research has established, producer - groups engaged in traditional livelihoods are extremely resource-conscious; their modes of production are more environment - friendly than industrial-production systems. On the other hand, with supportive policies and programmes, marginalized groups can become full-fledged participants in the modern economy. Broadly, policies and programmes should be designed to:

- Enhance the skills of marginalized individuals and groups.
- Increase their productivity.
- Improve & increase their access to finance and markets.
- Protect and regenerate their natural environment, with access to its resources regulated on the principles of sustainability, equity and justice.
- Provide them a safety net to ease economic and other shocks.

Efforts are underway at the level of both the central government and state governments, in varying degrees, to evolve policies and programmes towards these ends. Some private sector organizations are also seeing a role for themselves in the strengthening of capabilities of the economically marginalized;

Moral obligations apart, there are potential commercial benefits for such far-sighted Organizations.

In this emerging environment, we believe that the economically marginalized need professional services in areas like:

- Skill-building and upgradation market analysis, including analysis of competition and identification of new markets
- Productivity enhancement with better use of inputs formulation of business models and plans
- Upgradation of quality and design of traditional products
- Aggregation of producers to help them command better negotiation positions
- Evolution of institutional mechanisms to ensure that producers use resources sustainably, and access technology, markets and finance equitably
- Advocacy with government for fair and just pro-marginalized policies

Development-management professionals are required to equip economically marginalized producer groups with technical knowledge and insights into social mobilization and design of institutions; and strengthen their management capacities and processes. To illustrate, the creation of a producer body requires in-depth knowledge of legalities and funding mechanisms; if there are manufacturing and processing operations to be undertaken, expertise is required in choosing appropriate technology, selecting suitable machinery, estimating energy requirements, and ensuring compliance with safety and environmental norms. The producer body also requires well-defined processes for dealing with strategic, operational, marketing and financing choices, and an in-house cadre of managers capable of applying these processes efficiently. ALC India is designed to meet both these streams of requirements. That is, it is designed to provide techno-managerial services, as against purely technical

Economically marginalized have to be provided with services within a framework of values

The solution to economic marginalization lies broadly in the advancement of integration of marginalized producers with mainstream economic processes. However, integration is a double-edged sword. Under certain circumstances (see box on Dynamics of Economic Marginalization), integration can accentuate rather than alleviate marginalization. Further, integration can be incomplete, inefficient or inequitable. It can create new vested interests, and some sections of the marginalized could themselves aggravate the marginalization of others. Also, through over-exploitation of natural resources, integration can bring rich benefits in the short term, but at the cost of long-term destruction.

For all these reasons, we believe that the providers of techno-managerial services should work for the multiplication of the assets, skills and resources of the economically marginalized, within a framework of equity and sustainability. It must also be remembered that the relation between a techno-managerial service-provider and an economically marginalized group is inevitably asymmetrical. With their specialist knowledge and networks, service-providers can, in relative terms, easily do more good for themselves than their marginalized clients. Unless service-providers take a strong and inflexible stand on their own costs and margins, they can, even without intending to, become exploiters. Hence, ALC India works under the principle of optimal returns, with the understanding that maximizing behaviour is incompatible with promotion of the interests of the marginalized.



The Dynamics of Economic Marginalization

Like other forms of marginalization -- social, political, cultural -- economic marginalization is a complex process, with non-economic dimensions. Notwithstanding its complexities and dimensions, however, all forms of economic marginalization are, in essence, related to the structure of markets and their integration, and reflect in skewed terms of exchange unfavourable to the marginalized. To the extent that some households or groups engage in markets that are segmented or excluded from the economy in general, they can be said to be marginalized from the rest of the economy[§]. Economic marginalization varies in degree: some groups are more marginalized than others. The state of marginalization is also dynamic. An extreme example is of forest produce-gatherers, distant from markets for centuries, who find, overnight, that the mainstream market is at their doorstep, eager to pay a lucrative price for a species of medicinal flower they gather, as it has been reported to have astounding healing properties. Once all the flowers in the area have been collected, the market will withdraw as rapidly as it came forward. Setting aside such exceptional instances, economic marginalization is generally a long-term process with long-term victims. Certain economic groups, like forest produce-gatherers and small cultivators in remote areas, can be said as chronically and severely marginalized.

In general, the remedy for economic marginalization is integration through appropriate methods. By enhancing skills, modifying business processes, building infrastructure, establishing linkages to markets and institutional sources of finance, and through other such measures, marginalized groups can be helped to become participants in the mainstream economy, with improved bargaining power. But while integration is a necessary solution, it is not always a sufficient one. Some mainstream markets may be marked by high concentration of market power, or monopolies. In such cases, market integration of small producers may accentuate rather than alleviate marginalization. Aggregation of weak producers is one way to combat the power of a monopoly by collective negotiation.

Economic marginalization is the result of many factors, including non-economic and non-financial ones such as discrimination on grounds of gender, caste or ethnicity. When marginalization is primarily due to non-economic factors, integration takes on a broader meaning and only market-based solutions may not help. Special legislation and positive discrimination policies in favour of SC/ST groups, which have enabled economically weak members get employment in government, are an example of multiple forms of marginalization overcome through a combination of non-economic and economic measures. When economic marginalization is overcome, the process can be called one of economic empowerment. It has two critical dimensions: becoming meta-skilled, to adapt to the changing market situation, and becoming conscious of the negative impacts of economic activity on the environment.

There is often no direct relation between economic empowerment and other kinds of empowerment -- even among educated elites we see that some women earning high incomes have little say at home. It is however generally seen that economic empowerment enables other forms of empowerment, and no other forms of empowerment are sustainable unless backed by economic empowerment. As folk wisdom tells us: money talks and, we may add, compels others to listen.

[§] The definition of economic marginalization and some of the ideas in this discussion are based on the keynote address to the 'Living on the Margins' conference (Cape Town, March 2007) delivered by Ravi Kanbur of Cornell University

ALC India was founded in 2005 by two young men with bright ideas, a lot of passion for development work, and very little money.

GV Krishnagopal ("KG") and G Satyadev ("Satya") were batch mates at the Institute of Rural Management, Anand (IRMA), batch 1999. Subsequently, as they took up jobs in the development sector, their paths overlapped. KG and Satya were in CARE together, though at different locations. In 2001, they met again under the umbrella of the Society for Elimination of Rural Poverty (SERP), a World Bank-supported initiative of the Andhra Pradesh government for promoting self-help groups (SHGs). They were also together in Akshara Network for Development Support Services (Akshara).

The seeds of ALC India were sown in Akshara, with deliberations for starting a separate unit that would cater to non-government organizations (NGOs), community-based organizations (CBOs) and developmental organizations (DOs). KG and Satya were to run this unit, which was registered as a company. But there were fundamental differences of opinion with other professionals associated with Akshara, on how the company should be organized and run. The main bone of contention was the degree and focus of the professionals who would be involved. KG and Satya felt that if the organization had to have a significant launch, it required professionals who give full-time commitment; a loose association of consultants with different professional commitments would not do. Hence, they decided to move out of Akshara and start their own organization.

While that decision was taken with courage -- with generous emotional support from family members -- there was no clear path ahead. KG and Satya had no "brand value". They did not have an extensive network. They had little savings, and no financial backing. They had no work orders, no office. Even in these circumstances, they had to make fundamental choices.

They had to decide on the genetic makeup of the organization they hoped to build.

Blueprint for Realizing a Social Mission

ALC India was founded with the purpose of providing professional techno-managerial services focused on enhancing livelihoods of the economically marginalized. This goal can be met in three ways, by offering:

- Volunteer services, as and when possible
- Full-time services, free or at low cost, with the help of grants
- Fully paid services

The first way, though laudable, is very limited in scope. Full-time services can be offered free or at low cost if the service-provider is externally funded through grants. This is the way most NGOs work. But while several NGOs have undoubtedly done exemplary work, the grant-based model suffers many constraints. Grants are tied to the priorities and ideologies of grant-providers. Grants may be given copiously and for extended periods of time, but there are limits both in terms of money and time. As such, grants cannot help meet the needs of every marginalized group in a country the size of India. Grants also cannot help meet the needs of identified beneficiary groups over the long term. Some day or other, the grant will end and the service-provider that got the grant will pull out.

A paid service model is thus the most promising for reaching out to a large number of marginalized groups, across locations and over as much time as the groups require. However, the capacity of marginalized groups to pay for professional services is obviously limited.

If the organization has to have a **significant launch**, it required **professionals** who give **full-time commitment**

This obstacle can be overcome by working for and with intermediaries, such as government agencies, cooperatives, producer companies and NGOs that have programmes and funds for the benefit of marginalized groups. Further, some services can be offered to marginalized groups directly, through internal subsidization: by professionals devoting part of their time to doing work free or at minimal cost, for marginalized groups or their CBOs or grassroots organizations.

Professional services in this form can be channelized through various structures, with varying potential reach:

- At the lowest end of reach, professionals can work in their individual capacity as one-person units.
- Professionals working in informal teams can have a wider reach than one-person units.
- Maximum reach is possible when the teams are organized under a formal structure -- a legal entity with established systems for decision-making, allocation of work, and distribution of fees earned. Theoretically, such a structure has no limit for expansion. The structure is also independent of individuals. People, including the promoters, may come and go but the organization can exist and deliver for as long as there is a need for its services.

With these thoughts in mind, KG and Satya began brainstorming on the kind of organizational character and structure that would be most appropriate. A workers cooperative was an attractive option. It would provide an ambience for like-minded professionals to work together in a manner that allowed optimal returns and internal subsidization: as they would not be accountable to external investors, members of the cooperative would not be compelled to achieve maximum returns. However, a cooperative, by definition, works primarily for the benefit of its members, not the people it serves. When the focus is on the latter, and the attempt is to increase their numbers continually, a cooperative form may not be suitable.

And so the choice fell on a private limited company, with shareholding limited to people who embrace the philosophy of optimal returns -- to cover current and estimated costs -- rather than maximum returns, to increase shareholders' returns. With this framework, Access Livelihoods Consulting India Pvt Ltd was incorporated, on September 19, 2005, with two shareholders -- KG, Satya -- and paid-up share capital of Rs 100,000. The promoter-shareholders agreed to observe the following guidelines for optimal returns:

- Fees would be charged and revenue earned from other avenues primarily to cover costs and allow for expansion. Some services would be offered at low cost, or free. Profit would not exceed 10% of revenue.
- With adjustments for future inflation, the maximum salary would be Rs 60,000. The ratio of highest to lowest salary of full-time consultants would not exceed 12:1.
- There would be a cap of 12% on dividend that could be declared, if the company earned a profit.

The mission statement of the organization was also drafted in such a way that the principle of optimal returns was incorporated. While the first draft spoke of providing "consulting services to collectives of poor, civil society, business, government and individuals so as to facilitate and enable sustainable livelihoods," the second and final draft went as follows:

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

With this mission, ALC India began operations with a staff of one: KG, who operated from his home. Soon, Taru Paliwal, batchmate of KG & Satya at IRMA joined & even applied for shareholding. She was infact the first official CEO of ALC India. But most immediately had to move to the US, and, in keeping with the promoters agreement that there would be no absentee shareholding, she divested her stake.

Even before the company was incorporated, much groundwork had been done to identify potential clients and submit work proposals. Insofar as they were interested or involved in addressing economic marginalization, the following categories of development agencies were identified as potential clients:

- NGOs
- Donors
- Government organizations
- Cooperatives
- Academic institutions
- Corporate social responsibility (CSR) foundations
- Private companies that work as intermediaries for marginalized producers

The first assignment was bagged around the time the company was incorporated. The client was World Vision India and the association soon flowered (see box, Partnering with World Vision India). The staff strength increased to three, and a two-room office was set up with furniture and computers donated by family members, friends and relatives. By the end of the first financial year, ALC India had served 10 clients in five states.

A seed planted in 2004 had germinated in 2005, and was set to grow vigorously. But as neither KG nor Satya had experience in running an organization, the growth could have been wild and uncontrolled.

Fortunately, there was a strong guiding force, a mentor.

The Mentor

A multi-faceted professional, Shashi Rekha Rajgopalan (1951-2011) was a leading activist in the cooperative movement, and a renowned consultant with a special interest in micro-financial services based on frontline thrift and credit cooperatives. Among the many responsibilities she handled was secretaryship of Cooperative Development Foundation (CDF), popularly known as Sahavikasa, a Hyderabad - based society committed to the promotion of self-reliant cooperatives. It was through her association with CDF that the promoters of ALC India met Shashi, and with the largeness of spirit that she is known for she virtually adopted the fledgling organization. She provided training and vital inputs in areas like strategic planning, internal accounting, and external communication. She guided ALC India to set up important pillars of governance: an advisory board and an independent director who was also the company chairperson. Shashi helped find people of eminence to occupy these positions; she herself kept a close watch on ALC India's initial growth.



Partnering with World Vision India

World Vision India (WVI), a humanitarian organization that undertakes disaster relief operations and works in 174 districts of India through long-term community development programmes, was ALC India's first client, in 2005. The brief was to organize a training programme on livelihoods promotion, as part of WVI's response to the devastating tsunami of 2004. Subsequently, the association with WVI grew, with ALC India engaging itself with several of WVI's state branches. In the period 2005-10, ALC India executed nearly 30 projects for WVI, undertaking responsibilities like:

- Developing strategic plans for livelihood interventions
- Training staff on livelihood promotion and business development services
- Assessing livelihood opportunities
- Conducting feasibility studies for identified livelihood opportunities
- Preparing training manuals for livelihood interventions
- Assessing SHG skills
- Preparing technical proposals
- Providing training in proposal writing
- Providing professional support in promotion of dairy cooperatives
- Planning and conducting skill development programmes for youth
- Institutional development



By the end of the second year -- its first full financial year -- ALC India had grown rapidly. As on March 31, 2007, it had executed 30 projects in financial year 2006-2007 for a variety of clients:

NGOs, MFIs, funding agencies, consulting organizations, government departments, CBOs, Panchayati Raj Institutions (PRIs), and policy support agencies. The board, which had two members -- KG and Satya -- was expanded, with the induction of Madhusudan Rao, a senior development professional**. Staff strength had increased to seven. With definite prospects for more work coming in, and more professionals joining the team, there was need to crystallize and articulate some fundamentals: What would be the scope of our operations? What would be the key outcomes to assess its impact? What would be the values that would have to be followed all through the organization? What would be the character of our business practices?

Before evolving responses to these key questions, we made certain strategic choices:

- We decided that we would work on both the distinct ways of facilitating economic empowerment: promoting enterprises, and generating employment.
- We would focus on people (producer groups) rather than livelihood sectors.
- We would have two distinct halves of work: we would work with those who are marginalized and those who are not to sensitize them towards equity.
- Even while valuing the safety net approach, we would promote viable, sustainable and growth- oriented approaches.
- We would use a variety of strategies to manage risks: diversification, risk reduction and mitigation.
- We would value grant, equity, debt and venture funds as equally important in financing livelihoods for the marginalized.

- We would support promotion and development of a variety of organizations supporting livelihoods of the marginalized.
- We would value short-, medium - and long - term support services as equally important in promoting sustainable livelihoods for the marginalized.
- We would provide proactive and responsive services.
- We would not claim intellectual property rights on any material we developed.

Beyond Consulting

To realize our strategic choices, we had to go beyond the traditional scope of consulting, which is generally limited to advisory services. Advisory services can only be given to pre-existent organizations. But there was need for several more organizations, working directly for the economically marginalized. We had to get into the role of envisioning and setting up such organizations. From designers and advisors, we had to ourselves become doers. We had to think in terms of BOT -- build, operate, transfer.

Further, for both pre-existent and emerging organizations, we had to offer a package of multidimensional services. We had to work at various levels:

- With stakeholders at different levels -- individuals, households, groups, intermediaries (non-government, private, government) -- organized through diverse institutions: cooperatives, registered societies, companies, trusts, trade unions
- Across value chains -- inputs, processes and outputs

** The board was further expanded with the induction of N Madhumurthy and GV Saret Kumar in FY 2007-08 and FY 2010-11 respectively

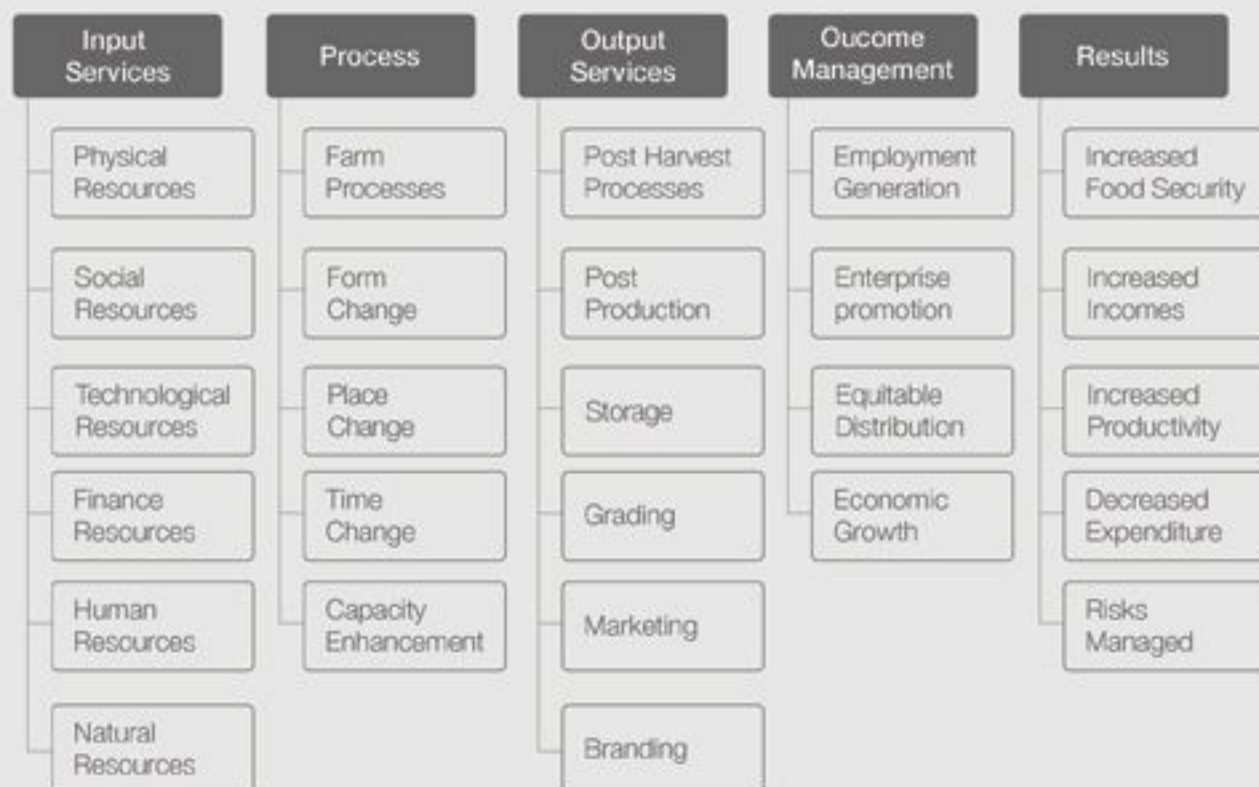
- In a variety of contexts -- social, legal, political, technological, economic, environmental
- On improving all the five essential forms of capital -- human, social, financial, physical and natural

This expanse of work would result in multiple outcomes:

- Increased income
- Decreased expenditure
- Improved productivity
- Improved skills
- Better management of risks
- Greater employment

Integrated Service Delivery

The multidimensional and integrated scope of the work and its possible outcomes and results is detailed in the diagram, Integrated Service Delivery.



Assessable Outcomes: Five Es

Sustainable economic development for the benefit of the economically marginalized can be achieved only by addressing issues and enabling outcomes at both the macro and micro level. While economic opportunities can be created at the micro level, either by generating enterprises or employment, it is also imperative to address policies and aspects of the macro environment that are not supportive of the marginalized. It is also important to ensure that marginalized households and groups have non-discriminatory access to opportunities, and fair ability to exercise options. Unless all these issues are tackled, efforts to overcome economic marginalization will be incomplete. Hence, the following outcomes, or five Es, were identified as cornerstones for assessing the impact of ALC India's work:

Enterprise promotion and development: Promoting individual and group enterprises of the marginalized to enable them to better engage with the market.

Employment generation and development: Developing programmes to enable the economically marginalized to benefit from emerging opportunities.

Equitable economy: Promoting optimum accumulation of wealth by all; sensitizing organizations and individuals to the value of the contribution of the marginalized so that they ensure inclusive and equitable growth, not in a spirit of charity and social safety but out of a belief that growth is sustainable only if it is equitable.

Economic growth and development: Ensuring that policies and legislation are aimed at enhancing the livelihoods of the marginalized.

Empowerment: Ensuring that the poor are adequately meta-skilled to adapt to any environment, and that they are adequately aware and motivated to demand their rightful share at the same time conscious about the negative impacts of economic development especially on environment & natural resources.

Target Groups

One of our core strategic choices is that we do not work for livelihood sectors; we work for people engaged in particular livelihoods who experience a high degree of marginalization and vulnerability. The following categories of individuals, households and groups were identified as target groups:

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

Operational Values

Apart from the principle of optimal returns, explained in the previous section, the following were identified as ALC India's core operational values:

Positive bias: In choosing our clients and defining the scope of our work in specific instances, we would necessarily have to be positively biased towards marginalized groups, under-served geographical areas, pro-marginalized institutions and pro-marginalized policies.

OUR MISSION

Along with our mission, we have set a goalpost for ourselves. We aim to **enhance the lives of 1 million economically marginalized households by March 2014, targeting 0.1 million households directly and 0.9 million indirectly.**

Non-discriminatory approach: Within the framework of positive bias, we would be non-discriminatory. As much as working with the marginalized is required, we have to sensitize other sections of society that are better endowed and can contribute to decreasing economic marginalization. Insofar as they are committed to the economically marginalized, we would not discriminate between categories of clients. We would also be non-discriminatory in building our internal team. We would encourage women and people from marginalized groups. We would discourage our staff from discriminating against their family in favour of work.

Transparency and accountability: We would be transparent internally and externally, with ultimate accountability towards the marginalized. The performance of every member of the organization, including the CEO, would be monitored and made public.

Learning teams and organization: We would zealously acquire knowledge and apply it creatively in all engagements with/for the economically marginalized.

Excellence: We would strive for excellence by being cost - and resource-conscious and managing delivery times.

Green practices: In all our endeavours, we would make every effort to conserve energy and use of natural resources.

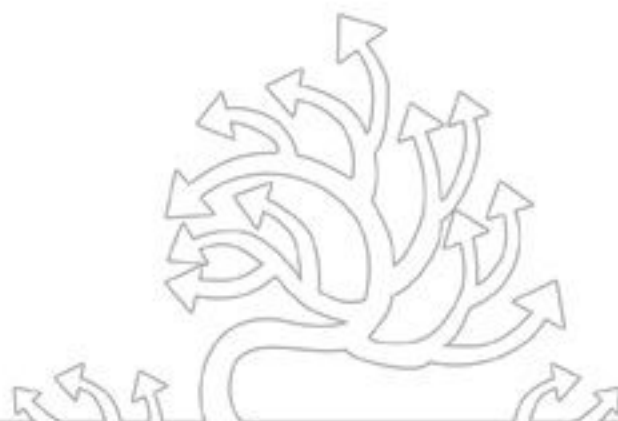
Business Practices

As already mentioned, at the end of our first year itself we decided to go beyond the normal scope of a consulting organization.

We decided that we would:

- Offer a package of support services for stake holders at different levels, across value chains, to achieve multiple outcomes

- Cater to a wide service base, including businesses, governments, NGOs, CBOs, INGOs, trusts/ foundations, research and academic institutions
- Offer cost-conscious services through a tight control on our overheads, differential pricing and cross-subsidization, which would enable us to meet the needs of small organizations, CBOs and voluntary bodies working at the grassroots level
- Make voluntary contributions through low-cost training programmes, developing advocacy on various aspects of livelihoods, providing fellowships for development entrepreneurs, and volunteering for small NGOs and CBOs
- Design products and services proactively in order to keep pace with the emerging needs of the market economy and changing socio - political - legal structures



Name, Logo & Brand

As an organization with a social rather than a profit orientation, we did not spend sleepless nights deciding on our name. As the seed of ALC India was sown in Akshara Networks (Section 2), it was decided that the name should start with A. As the mission of the organization was about improving market access for the economically marginalized, "access" suggested itself, and the rest of the components of the name fell into place.

Much more effort went into designing the logo, with the help of hired designers. After several iterations, the present logo was finalized. The brown represents "grounded to earth"; the orange represents the ascending sun, or change. The human being is at the centre of the logo, because it is the focus of our approach: we work for individuals or groups engaged in livelihoods (we do not work in "livelihood sectors").

Initially, the registered company name was part of the logo. However, we soon learnt that CARE India had registered an organization called Access Development Services. We had registered our name earlier, but we could not match their visibility. To avoid confusion in the minds of clients, we removed the company name from the logo and replaced it with "ALC India". That is the brand we sought to build.



Previous Logo



Present Logo



OUR BRAND

The brown represents "**grounded to earth**" the orange represents **the ascending sun, or change**. The human being at the centre of the logo, because it is the focus of our approach: **we work for individuals or groups engaged in livelihoods.**

As a consulting company with a social mission, ALC India faced considerable hurdles in devising a suitable organization structure with processes that ensure outcomes aligned to the mission.

The organization was formed with the idea that most of the work would be done by full-time staff with no other professional commitments. But it was plainly impossible to expect that there would be an adequate number of professionals, with suitable expertise, who shared our mission and our values, and were keen to work for us. We had to nurture an in-house team that was infused with our mission.

It could not happen overnight.

While our directors and senior staff comprised professionals who had come together on the platform of a shared mission, we could not expect that every person we recruited would have the same outlook. At best, an induction programme would orient a recruit to our way of thinking; but it would not ensure true induction into our values. That would take time.

But given our mission, and the task ahead of us, time was a luxury we could not afford. We had to get the best out of the person, to the best of his/her abilities. And what would be those desired abilities?

Single-tasking vs Multi-tasking

Initially, we tried to build our team in functional and thematic areas. Under this structure, individuals are exclusively focused on one area of work. They are, in a manner of speaking, single-tasked. However, we soon realized that for an organization that sought to offer multi-disciplinary services in an integrated manner, single-tasking was unsuitable. We required multi-taskers. And multi-tasking had to be built into the organization's way of working. After a lot of deliberation, we thought that this objective could be met by adopting the structure of a matrix organization, through the creation of symbiotic domains.

ALC Domains

According to the dictionary meaning, a domain is a specific field of knowledge or activity. At ALC India, we use the term in this way, but we have expanded its meaning. We do not see domains as pigeonholes. We see domains as inter-dependent, inter-related and inter-accountable entities. Each ALC India domain serves other domains. Each ALC India domain also serves external customers, with the help of other domains. Nine domains were identified as outlined in the table, Scope of ALC India Domains.

Each domain is expected to be viable: while profits are not expected, each domain should earn enough revenue to cover its human resource and overhead costs and, if possible, generate a surplus for organizational growth. Each domain is expected to generate work and revenue by seeking clients who require services under the following generic heads:

- Need assessment analysis
- Strategy and planning
- Research and studies
- Product design and development
- Capacity-building
- Audit and rating

As on March 31, 2011, five domains had been established: PPM, FMA, HRM, IOM and ICK. While some work has been done with respect to other domains, progress was stymied by staff turnover and considerations of viability.

Each established domain has exclusively delegated or recruited staff, and a detailed policy and practice document. Each domain has a domain leader, with one or more domain members. The accountability relationships, from the level of domain member to shareholder, are shown in the organization chart, Accountability Structure for Domains. As can be seen, under the CEO there are three levels. All staff at these levels, generically called consultants, are categorized under seven designations, depending on responsibilities and years of experience, as shown in the table, Level-wise Categorization of Consultants.

Scope of ALC India Domains

Programme and Project Management (PPM)

- Project appraisals, impact evaluation
- Project MIS
- Turnkey project implementation
- Project monitoring and evaluation

Human Resource Management (HRM)

- Recruitment and placement services
- Designing and implementing employability programmes
- Design and development of HR portal
- Human resource policy development

Marketing & Business Development (MBD)

- Market strategy
- Product pricing
- Product promotion
- Market segmentation & branding

Legal Environment & Advocacy (LEA)

- Policy Advocacy
- Position papers & legal reviews
- Arbitrage services
- Enterprise legal compliance

Information Communication & Knowledge (ICK)

- Communication planning
- Video documentation & films
- Web content management
- Publications

Finance Management & Administration (FMA)

- Fundraising
- Livelihood investment fund
- Project finance management
- Tracking budget variances

Institution & Organization Management (IOM)

- Institutional design
- Institutional policy
- Organization development
- Institutional effectiveness

Risk & Disaster Management (RDM)

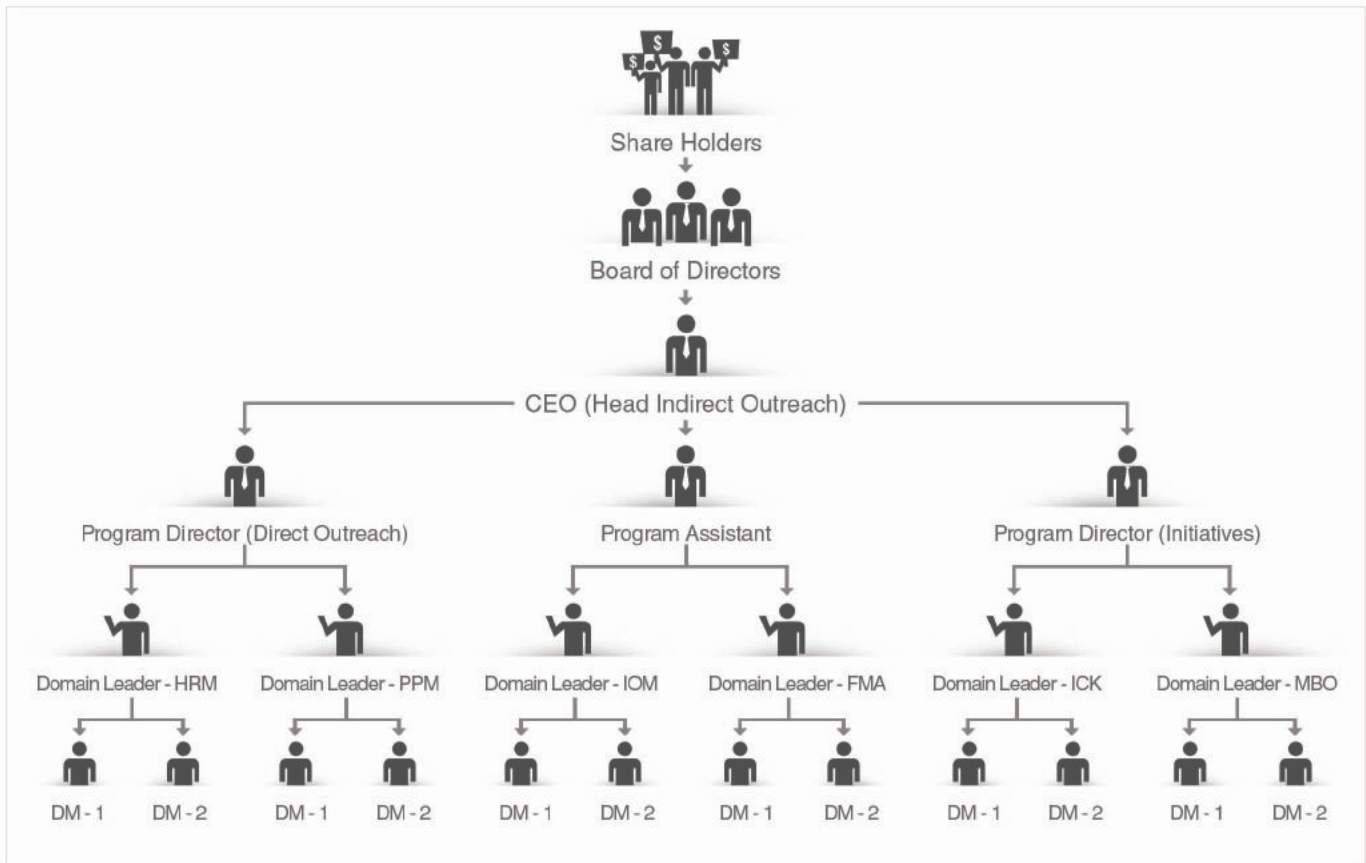
- Risk diversification
- Risk mitigation & reduction
- Insurance
- Disaster response

Technology Development & Management (TDM)

- Productivity enhancement
- Drudgery reduction
- Eco-friendly technology
- Information Technology



Accountability Structure for Domains



Outside the context of specific projects, each operational domain continually serves internal customers as follows:

- HRM recruits staff according to domain requirements, inducts them, conducts training programmes according to domain needs, and oversees performance appraisals of all staff. As required, it provides counselling services to staff members. HRM also maintains a database of external consultants -- called associates in ALC India -- who can be used for specific tasks or assignments.
- FMA is in charge of financial management at ALC India. It verifies staff logsheets, tracks attendance and leave, and makes salary payments. FMA also raises finances, manages cash flows, monitors project & domain viability, support bank transactions and ensures statutory compliance.

- PPM tracks all projects undertaken by ALC India (including PPM projects) along four major parameters: quality, timeliness, overall duration & adherence to budget. PPM tracks quality of each project, according to a rigorous rating system.
- IOM works to ensure that ALC India meets legal compliance and certification requirements. It also takes care of governance and management audit, institutional reflection, evolution studies and manages organizational policies
- ICK produces ALC India's annual reports and other items of external communication.

Internal tasks done by each domain are called overhead tasks, as against consulting tasks for external clients. The overhead tasks for each domain are explicitly listed; the number of overhead tasks per domain varies, with FMA and HRM obviously having more such tasks.

†† We also have slots for volunteers and interns

Level-wise Categorization of Consultants

Level No.	Level Name	Category of Consultants
1.	Programme Director	Senior Partner, Partner
2.	Domain Leader	Senior Consultant, Consultant
3.	Domain Member (DM)	Management Analyst, Senior Executive, Executive ^{††}

Domain Inter-Relationships at the level of individual projects can vary, as shown in the table, Domain Inter-Relationships in Individual Projects.

Illustrative Domain Inter-relationships in Individual Projects

Project (by domain)	Tasks Performed by Supporting Domains				
	HRM	FMA	PPM	IOM	ICK
Forming producer cooperative (IOM)	Supply of associate consultants	Tracking fund receipts & outgoings	Project design, planning, execution & monitoring	Framing bylaws, meeting registration requirements overall vision	Video documentation & communication material
Skill-training programme (HRM)	Design & execution of programme	Tracking fund receipts & outgoings	Project performance & quality tracking	Statutory compliances & institutional arrangements	Production of Manuals
Project Execution (PPM)	Supply of associate consultants	Tracking fund receipts & outgoings	Project performance & quality Design & execution	Statutory compliances & institutional arrangements	Production of Communication material

†† We also have slots for volunteers and interns

Tracking Performance Within and Across Domains

A matrix organization requires a performance-tracking and appraisal mechanism quite different from that followed by linear or segmented organizations. In the context of ALC India, the following are the key parameters:

- Performance of domain-specific consulting
- Performance of domain-specific overhead tasks by individual domain members and the unit as a whole
- Performance of tasks for other domains
- Initiatives taken to generate revenue for the domain and ensure its viability
- Voluntary work done by individual members of all domains
- Business generation for domain/ALC India

ALC India has developed a computerized system to track performance on all the above parameters and rate individual and domain performance. The rating is fed into performance appraisals of individual members, which is used to determine eligibility for promotions. The basic tool for tracking is a log sheet that each member of staff, including the CEO, has to fill in regularly. The log sheet details the time given to each type of activity -- consulting, overhead tasks, initiatives, volunteering -- every day. Aggregates are made for each type of activity every six months and compared with domain and individual targets set at the beginning of the period. It is expected that, every year, each staff member:

- Devotes 70% of work time to own-domain tasks, and 30% to other domains
- Does consulting work that is 2.5 times the remuneration given
- Does 20 days of unpaid volunteering

Further, each domain is expected to complete at least 80% of the allotted overhead domain tasks. Variations from these norms are noted individually and appraisal ratings are done according to defined formulae.

Monitoring Quality

Overhead tasks done for each domain can be easily judged by each domain head. But evaluation of work done for external clients is more complex. To meet this challenge, ALC India uses a combination of internal and external evaluation.

Internal evaluation is done by the leader of each project, along with a quality monitor appointed for each project. Generally, the CEO or one of the two programme directors is the quality monitor. Internal evaluation is done with a standardized scoresheet, which has scores for different parameters, like:

- Goal-attainment: attainment of deliverables as specified by client/required by project
- Schedule compliance, from work initiation to deliverables
- Quality of communication, to team and client
- Project quality: quality of methodology, final output
- Variation from budget and net surplus for ALC India, if any
- Direct benefit to community, if any

External evaluation is done by soliciting feedback from clients through a structured questionnaire, which has several questions related to:

- Delivery of various project deliverables according to the agreed schedule
- Quality of deliverables on basis of content and form, clients opinion on validity of project suggestions, and overall cost-effectiveness of project
- Quality of communication, especially related to project logistics, agreed change in deliverables, and project progress
- Client approval: will the client recommend ALC India to other organizations?

For the process of ensuring quality of service delivery, we have ISO certification.

Evolutionary Process

All the above mentioned processes were put in place through trial and error. Symbiotic domains were initiated in 2007-08, modified in 2008-09, and stabilized over the next two years. Performance appraisal and quality assurance processes were operationalized in 2008-09, and some changes were introduced in 2010-11. Modifications will continue to be made as we grow, expand our reach, and respond to a wider range of needs.

Governance

Initially, ALC India had no CEO and the directors took on the responsibility of various functions within the organization. There were no external directors; only shareholders who were fulltime consultants would participate in board meetings. Board meetings would be long -- sometimes stretching to two days -- as many operational issues were discussed.

A more effective governance mechanism came into being after Amitabha Guha, Chairman, South Indian Bank (ex-MD of State Bank of Hyderabad and State Bank of Travancore), volunteered to become ALC India's chairperson from July 2009. A smooth reporting mechanism was put in place, with brief reports on every aspect of the company's performance, and each director presenting his prepared observations at the meeting. Our present chairperson, Vinod Reddy, has continued this culture and enabled more open discussions on core challenges.

Internal Monitoring of Institutional Effectiveness

To enhance organizational effectiveness and monitor institutional effectiveness, ALC India conducts internal audits covering financial, governance and management aspects. In each case, the audit not only captures progress made but also envisaged processes to be followed.

The financial audit captures provisions contained in the finance management policy and practice document. The management audit covers all policy documents of all functioning domains, and their practices.

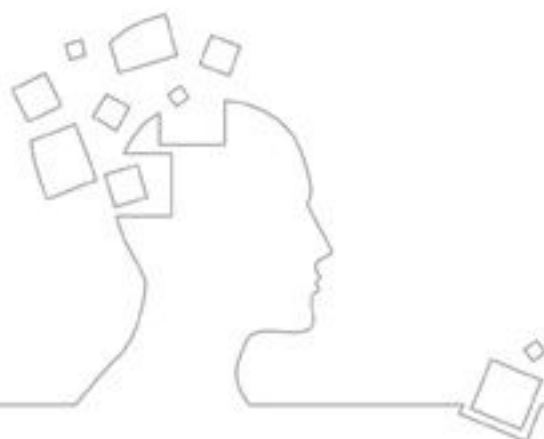
Likewise, the governance audit covers the policy document of the Institution and Organization Management (IOM) domain and actual practices towards stated objectives.

While the financial audit is done quarterly, the management audit is done every six months; the governance audit is done annually. Additionally, a knowledge audit is carried out every six months.

Each internal audit involves use of a checklist of different activities and processes to be taken up according to the relevant policy document. The audit team has discussions with various domain heads and reviews compliance with policies and practices by studying related documents, and viewing performance against output and outcome indicators. This way, the performance of each domain is reviewed.

The first management audit was conducted during the first half of FY 2010-2011. Consequently, many new tools were prepared for data-sharing, planning projects and implementing projects effectively. This has seen an improvement in the regularity of submissions and sharing of vital documents for project planning, leading to the smooth flow of information and planning.

Till date, two management audits, one knowledge audit and one governance audit have been conducted internally.



ALC Indian Project Process

Every project undertaken by ALC India -- from a small feasibility study to a large turnkey project for setting up a viable business unit -- goes through three well-defined stages, with sequential steps.

At the first, project initiation stage, a team leader (TL) is appointed. The TL understands the project requirements, according to the contract or ToR given by the client, and estimates the kind and quantity of human resources that will be required to complete the project. Human resource needs are met by selecting team members from within the relevant ALC India domain(s) and by using external or associate consultants. Once the availability of different team members, including associates, is ascertained, the team is finalized in consultation with the domain head. The TL then estimates the days of work that each team member will have to put in. Based on the pre-fixed cost of consulting day (CCD) per team member^{††} and estimated overheads (costs related to travelling, communication, stationery, etc), a detailed budget is prepared, within the contract value.

Before the project moves on to the next stage, it has a senior quality monitor, usually the CEO or a programme director; a project monitor, appointed by PPM; and a project coordinator, appointed by the TL in consultation with the domain head.

The project implementation stage starts with the preparation of an approach paper that details: team, timeline, activities, processes, methods and tools, budget, deliverable structure and benefits to communities. For each activity, the number of days allotted per team member is specified, along with start and end dates, and measurable details. The approach paper is a critical document for project implementation as it provides directions and benchmarks against which the progress of the project can be tracked and mid-term corrections made.

Project execution then commences, with each team member performing roles defined in the approach paper. Weekly or fortnightly meetings are held to track progress according to three parameters: quality, timelines and cost compliance. Progress is also tracked through a computerized Project Management Information System (PMIS), in which data has to be fed every week or fortnight. If mid-course deviations are required, they are discussed with the domain head and the project monitor, as well as the client whose approval is required if the deviations are substantial.

Irrespective of the nature of the project, the project implementation stage ends with the preparation of a report for a client, following broad headings and annexures pre-determined in the approach paper.

In the third, project end stage, client feedback is sought, by email, post, or telephonic discussions, and quality assessment is done using internal and external mechanisms. Each project ends with a winding-up report which elaborates lessons that would be useful in planning and implementing similar projects.

^{††} Pre-fixed CCD for staff varies according to their categorization (see table, Level-wise Categorization of Consultants). Within each category, CCD ranges from a pre-fixed minimum to a pre-fixed maximum. External consultants -- or associates -- are also categorized and paid remuneration in a similar way. While staff is paid monthly (@ 30 days/month), associates are paid for actual number of consulting days

No degree of organizational and management expertise is of much significance if it does not enable an organization to fulfill its mission. In this section, we examine how far ALC India has walked the talk -- how far and how well it has provided affordable, timely and quality professional development consulting services in order to promote sustainable livelihoods for the most vulnerable and marginalized.

Undoubtedly, the mission compliance of an organization like ALC India has to be externally and independently audited. Pending this planned activity, we discuss below our attainments related to the following key questions:

- Given our organizational limitations, in terms of manpower and funding, how much work have we done to promote sustainable livelihoods? Is it substantial in terms of person-days? And did we stray from the objective of promoting sustainable livelihoods? To what extent did we follow our chosen business practices?
- Have our services been affordable, timely and of high quality?
- How far have we walked the talk with respect to our organizational values?
- Assuming that we have done reasonably well on the above parameters, have we established a financially stable organization that can grow and expand its reach sustainably?

In the discussion that follows, we have not used a quantitative rating method; hopefully such a method will emerge from an external audit. Nevertheless, the information we have provided is, we think, revealing and provides much food for thought.

Promoting Sustainable Livelihoods

Table 1 in the Appendix, which runs into several pages, lists all the projects undertaken by ALC India, for various clients and various categories of end-clients, in different geographies, from inception till March 31, 2011.

The sheer number of projects listed (around 250 in all) indicates that, for an organization that started from scratch, with a small capital base, and without any influential backing, ALC India executed a large body of work in its first six years. Notably, as the brief description of each project indicates, all the projects were related to economic development, directly or indirectly. We did not stray from our chosen path.

The number of households directly impacted was also notable: the aggregate of direct outreach for 2005-2011 was over 12,000 households. The number of households indirectly impacted is conservatively estimated to be 150 times that number (1.5 million).

We also directly impacted a large number of people working for development agencies catering to the needs of the economically marginalized, through our capacity-building programmes and learning tours. Over 15 capacity-building modules were created and over 2,000 people across the country were trained. Over 12 learning tours were organized for various development agencies so they could gain firsthand knowledge about different kinds of well-functioning people's institutions.

To assess compliance with chosen business practices, we have to view the aggregate performance under the parameters of: (i) package of support services (ii) wide service base (iii) voluntary social contribution, and (iv) proactive design of products and services (affordability is also one of our chosen practices; it is discussed in the next sub-section).

Package of Support Services

In its first six years, ALC India got an opportunity to execute only a few turnkey projects that involved integrated delivery of a range of services. The lack of opportunity was understandable: ALC India was a new company without an established track record for undertaking large-scale projects. Further, the very fact that it was a private limited company rather than an NGO made it ineligible in the eyes of several donors.

The aggregate of direct **outreach** for **2005-2011** was over **12,000** households

It is however notable that while multi-disciplinary services were provided in only a few specific instances, ALC India did provide a gamut of services, over a period of time, especially to major clients (see box, A Gamut of Services for Major Clients). This established the company's multi-disciplinary capability.

Wide Service Base

Though a young company without a national-level office, ALC India serviced a wide range of clients from 2005 to 2011. In all, around 136 different organizations were served, and category-wise analysis of the organizations shows that ALC India did fulfill its mandate of serving 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

Distribution of Projects According to Target Groups (2005-2011)

Target Group	No. of Projects
Small and marginal farmers	73
Micro and small entrepreneurs	46
Other vulnerable communities	39
Fisherfolk and small livestock-holders	31
Small weavers	24
Casualand migrant labourers	8
Urban poor	8
Forest produce-gatherers	6
Disaster-prone communities	6
Intenally displaced communities	4
Generic groups	3

Through these organizations, ALC India served, in varying measures, all its target groups as shown in the table, Distribution of Projects According to Target Groups (2005-2011). Analyzed in terms of outcomes served, using our 5 Es (Section 2):

- 55% of projects were aimed at enterprise-promotion
- 19% were aimed at improving employability
- 23% were aimed at economic empowerment
- 3% were aimed at promoting equity

ALC India started working through domains in 2007-08. But doing a retrospective categorization of projects in terms of our domains, we see that over half the projects fall under the Programme and Project Management (PPM) and Human Resource Management (HRM) domains.

The geographical distribution of projects is noteworthy. Though a Hyderabad-based company with substantial presence in Andhra Pradesh (AP), ALC India established itself in other Indian states too, as evident from the table, State-wise Distribution of Projects (2005-11).

State wise Distribution of Projects (2005-11)

State	No. of Projects
AP	134
Maharashtra	17
Tamil Nadu	12
Odisha	10
Karnataka	8
Delhi	7
Gujarat	7
Rajasthan	6
UP	4
Uttarakhand	4
Jharkhand	3
Bihar	3
MP	2
Tripura	1
Haryana	1
Multi-state	24

An opportunity to expand the service base presented itself when several NGO clients spoke to us about staff shortages and their inability to find suitable qualified people for specific assignments

To stabilize geographical extension, we thought of promoting small but vibrant regional units with their own systems and processes and autonomy to formulate activities, according to the demands of marginalized groups in their region. Two such units were set up in Odisha, in 2009-10 (Bhubaneswar), and Jharkhand in 2010-11 (Ranchi). Although both units undertook a considerable amount of promotional activities, the revenues earned by the Ranchi unit did not match the costs incurred, and it had to be closed down.

ALC India has however not abandoned the idea of expansion through autonomous units. The challenge is to find suitably driven social entrepreneurs and strike a balance between short-term assignments for a large number of clients in a region, and long-term work, including region-specific work generated by the ALC India head office.

An opportunity to expand the service base presented itself when several NGO clients spoke to us about staff shortages and their inability to find suitably qualified people for specific assignments or tasks. We took it upon ourselves to fill this gap by offering our staff on deputation. However, rather than indulging in what is called „bodyshopping“, we impressed on potential clients that they could also use our techno-managerial services. The fee for the same is built into the deputation cost. Deputation picked up in FY 2010, and we see considerable potential for expanding this service. The period of deputation ranges from around three months to three years. Long-term deputation, along with capacity-building programmes, constitute a steady revenue stream, which is a welcome bonus for any consulting organization.

Voluntary Contributions

Apart from pro-bono initiatives, discussed in the next sub-section, ALC India made voluntary contributions in a number of ways.

After its third year, when the organization was firmly established, some staff members devoted consulting days to providing free services to selected development agencies.

The total number of voluntary service-days provided by ALC India in a year is shown in Table 2 of the Appendix. While the voluntary work figure per consultant is lower than ALC India's target of 20 days per consultant per year, the value of the contribution made to the beneficiary organization must be highlighted; it is indicated in the table, ALC India Voluntary Work: Indicative Contributions.

ALC India also offered fellowships to encourage young professionals to work for the benefit of marginalized groups in remote areas:

- Ashish Panda, an IRMA graduate, was granted a fellowship of Rs 8,000/month in 2008-09 to work on land- and water-related issues in Rajasthan's Dungarpur district, which has a predominantly tribal population.
- T Parthasarthy, an IRMA graduate, was given a fellowship of Rs 8,000/month in 2009-10 for his involvement in a campaign for the rights of fisherfolk vis-à-vis an SEZ being set up in Kutch, Gujarat.
- Dinesh Kumar was given a fellowship in 2010-11, to set up a millet-based enterprise in Anantapur (AP).

Proactive Design of Products and Services

Going beyond the brief given by clients, and the standard scope of consulting organizations, ALC India conceptualized and developed a number of pro-bono offerings. Broadly, the objectives of these initiatives were:

- To promote discussion and dissemination of information on livelihood issues impacting the marginalized.
- Information on livelihood issues impacting the marginalized.

- To address the unexpressed needs of organizations working with the marginalized.
- To provide platforms for networking.
- To create awareness among non-marginalized sections of society.

In October 2007, ALC India launched a quarterly magazine called Transforming India (TI), with internal funding, to disseminate knowledge and ideas on current and emerging critical livelihood issues.

Despite its unusual scope, the magazine attracted a readership base of around 20,000. Due to financial constraints and lack of adequate advertising support, publication of TI had to be suspended in 2010-11; funds permitting, we plan to revive the magazine, possibly in a more cost-efficient format. In the time it came out regularly, TI dealt with a number of issues in depth (see Appendix). The seriousness with which ALC India considered this endeavour is reflected in the fact that editorial contributions to the magazine by our consultants were considered during the annual performance appraisal.

ALC India Voluntary Work -- Indicative Contribution

Beneficiary Organization ^{§§}	Voluntary Support Provided by ALC India
Chitrika, Hyderabad (NGO working with weavers)	Annual planning, recruitment Development of cooperative HR policy Development of promotional notes Recruitment services Preparing funding proposals Perspective planning
Awakening People Action for Rural Development (APARD), Hyderabad	Institutional development support Strategic planning Training in business planning Preparation of funding proposals
Samatha Vidhya Vyavasaya Abhivudhi Sankshema Sangam (SVAS), East Godavari -- an NGO focused on marginalized groups -- and Cente for World Solidarity (CWS), Hyderabad	Documentation of local knowledge Strategic planning Promoting sustainable livelihoods with management of risk.
Chaitanya Mahila MACS Ltd, Chittoor -- a micro finance insitution	Internal audit and financial management
Dairy Enterprise, Anantapur	Business planning & feasibility studies

^{§§} Voluntary services have been provided to several other organizations, including: Society for Elimination of Rural Poverty (SERP), an autonomous society of the AP government; the Rain-fed Livestock Network promoted by Foundation for Ecological Security; Safal Solutions, a Hyderabad-based software company that caters to NGO needs; and the rural development department of the AP government.

In October 2007, ALC India launched a quarterly magazine called **Transforming India (TI)**, with internal funding, to **disseminate knowledge and ideas on current and emerging critical livelihood issues.**

ALC India's experience with TI enabled it to start, in 2010, TI Spencer's, a collaborative venture with Spencer's Retail Ltd, under which a 20-page magazine was distributed to high-purchase customers, to sensitize them on the marginalized. Around 60,000 copies of each of the two issues of the magazine were distributed by Spencer's from its stores across Hyderabad.

ALC India also attempted to launch three useful web platforms:

- A website for displaying current and back issues of TI.
- A livelihoods-jobs portal, to act as an interface between job-seekers and potential employers.
- A portal to facilitate funding for livelihood interventions.

Whilst a considerable amount of work was done, on a purely voluntary basis by some of our well-wishers, to design and engineer these web platforms, the full-fledged launch had to be postponed due to financial constraints; funds permitting, we hope to revive these initiatives too.

To create awareness among urban populations about the contribution of marginalized sections of society, we organized Tathya, a two-day learning event, in March and November 2010, in Hyderabad. The event had two components: screening of documentary films and display of products by rural artisans and farmers. To create awareness about the event and ensure greater participation, Run for Tathya was conducted in 15 colleges, where movies were shown and discussions held. Over 15 award-winning short films were screened and kiosks set up to display products. Several thousand people attended the event and there were brisk sales of products made by marginalized groups. While Tathya-I was supported by Chetna Organic and Oxfam India, Tathya-II was supported by Bank of Baroda, NABARD and Oxfam India. The documentary films were contributed by Jeevika.

Two other pro-bono efforts in 2010-11 were:

- A two-day economic summit on :Tenant, Marginal and Smallholder Farmers in Agriculture , held in May 2010, in

Hyderabad, and attended by 30 participants from academic institutions, government agencies, NGOs, and students from the National Institute of Rural Development (NIRD).

- A two-day symposium on „Financing Economically Marginalized“ held in December 2010, with the CGM of NABARD, Hyderabad, ex-CEOs of SIFFS and BASIX, ED of Chetna Organic and the CEO of Rang De as key speakers.

ALC India also produced two educational documentaries from its own funds. While one film is on employability, the other is on a successful women s dairy cooperative.

Affordability

As already mentioned, ALC India has definite internal practices to ensure affordability of services, viz: (i) cap on remuneration for consultants (ii) differential pricing with a positive bias towards small organizations (iii) cap on dividend to shareholders. In addition, we keep a strict control on our costs.

In 2009-10, we had the good fortune of getting a large (2,000 sq ft) office on rent at a convenient location in Secunderabad. To save on unnecessary use of energy and natural resources, we have avoided installing air-conditioning equipment in our office; use of printers is discouraged and paper is used both sides. Unnecessary travel is cut down by use of email, chat and Skype.

A cap on remuneration for consultants is built into our HR policy, which specifies the per day remuneration of the consultant at each level. In 2010-11, the actual per day remuneration for 15 staff members in the categories senior partner, partner, senior consultant and consultant ranged from a minimum of Rs. 960 to Rs. 1,973 (continue the next sentence as well up to - Rs. 957^{†††}). Based on these per day values, ALC India calculates CCD^{***} values - rate at which the organization costs the values to the client. It is around 2.5 to 4 times the per day value. We believe that, considering the market rates for professional services and the rising cost of living, especially in a city like Hyderabad, the remuneration is extremely modest; it has in fact contributed to a high degree of attrition.

As Table 2 in the Appendix shows, ALC India has also maintained its cap on dividend; in fact, no dividend was declared in the first six years.

These measures enable us to offer services at rates that are on par or lower than those quoted by leading development-consulting organizations in India. Using our discretion, we also offer services on a cost basis; particularly, in 2005-11, a number of capacity-building programmes were conducted on a no-profit basis. We believe this is a social obligation; it is also an investment for the future.

Quality of Services

As explained in the previous section, ALC India has a number of processes to ensure that affordability of services is matched by quality. One clear indicator of quality is the number of organizations that have returned to us again and again (see Table 1 in Appendix). This was confirmed in a client satisfaction survey. It is also significant that most of the contracts secured in 2005-2011 were from existing clients or a result of their recommendations.

While we did invest considerably in marketing our services to unknown clients, and in bidding, we secured very little work from these avenues. It appears that once an organization experiences our services, it is generally inclined to rely on us over the long term; on the other hand, given our low brand visibility across the nation, organizations that do not know us at all are initially wary of giving us work.

This was confirmed in a client satisfaction survey we undertook in 2008-09, through a questionnaire. Of the 30 clients that participated in the exercise, 51% reported that they were made aware of ALC India through friends or relatives, and 38% reported that they had come to know of the organization through other consultants. Not surprisingly, 66% of clients reported that it was very easy to contact and establish a relationship with ALC India. The majority of clients were happy with the outcome:

- 72% of clients rated the final report they got from ALC India as "good" or "excellent".
- 78% said they found the knowledge of the consultants they dealt with "good" or "excellent".
- 67% said they found ALC India's consultants accessible whenever required.
- Finally, as many as 85% of clients said they would definitely recommend the company to other development agencies.

Though this survey gave a good overall picture about the quality of our services, we implemented a rigorous quality assurance system from 2008-09, covering all projects, through internal and external valuation, as described in the previous section. External evaluation depends on client feedback, in a structured format. Regrettably, most clients do not find the time to meet this requirement. Hence, as things stood on March 31, 2011, quality monitoring was done mainly through internal evaluation.

^{***} CCD per consultant is calculated as the ratio of all expenses (salary + overheads + other expenses) incurred on a consultant plus the expected profit from the consultant for the organization, per annum, to the consultant's number of consulting days per annum ^{†††} Staff also get other benefits like paid casual leave, paid sick leave, premium-paid accident and health insurance, paid mandatory vacation every six months, employee contribution (50%) to Public Provident Fund, capped allowance for use of mobile phone, a one-time incentive to purchase a laptop and mobile Internet device, a temporary relocation allowance, if stay of over one month in a project field is required, and an incentive of Rs 150,000 for every five years of work done for the organization without a break. Maternity benefit of four months and paternity benefit of six days are provided. All consultants can apply for a sabbatical benefit. Women can apply for a five-day week; approval of the application is at the discretion of the CEO

Data emerging from this process indicates that quality assessment done by ALC India internally is considerably more stringent than client evaluation of projects.

In any service organization, the quality of deliverables is largely dependent on the quality of personnel, which itself is influenced by the level of remuneration offered. With its focus on cost-conscious services, and a cap on staff remuneration, ALC India is not in a position to attract highly paid talent. Mostly, we recruit young people with the requisite educational qualifications but without a lot of work experience. It is after working in ALC India that they become professionals. But during this learning period they are also delivering, and it is sometimes below the mark according to our stringent internal quality evaluation.

Feedback given by some clients -- either formally through an end-of-project questionnaire, or informally through conversations we have had with some clients as part of the exercise of preparing this document -- provides a mixed picture, of many positive judgments and some negative ones. Among the positive judgments are:

- Highly professional approach
- Good quality of training material
- Well-organized programmes
- Willingness to share insights and knowledge -- going beyond contractual commitments

Significant negative judgments made by some clients include:

- Inadequate hand-holding at field level
- High staff turnover hinders building of a deep understanding of the client's needs and situation in long-term engagements
- Minor but troublesome delays in sticking to schedules
- Deliverables not fully customized to client's way of working

All client feedback is taken seriously, and, as mentioned

in the last section, ALC India intends to undertake another larger client satisfaction survey as part of its efforts to tailor processes and deliverables to clients needs.

Organizational Values

ALC India is committed to being non-discriminatory, with a positive bias towards marginalized groups. As indicated in Table 1 of the Appendix, and as discussed earlier, ALC India has been non-discriminatory in its spread of services. ALC India has also been non-discriminatory in its staffing. In FY 2009 and 2010, when we had the maximum number of staff since inception -- with over 50 people at one time -- around a third of our consultants were women and around a third belonged to the SC, BC and OBC categories. For a private sector organization, this degree of diversity is notable. However, ALC India did not succeed in roping in more than one woman for a senior position.

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. From 2009 onwards, when our staff requirement increased manifold, we cast a wide net for campus recruitments (see table, ALC India Campus Recruitments, 2009-2011)⁶⁶⁶.

Staff was actively discouraged from discriminating against home in favour of work; there is a time limit on working hours, a limit on the number of days of travel per month, and taking paid leave is mandatory. Expense limits for outstation travel and stay are the same for staff at all levels. Recruitment, induction and performance appraisals were done according to a clearly formulated HR policy document, which is given to the staff.

Transparency has been ensured by stipulating that all staff members, including the CEO, have to present log sheets detailing work they have done through the month.

Remuneration packages for all staff are according to details in the HR policy document, which is given to every staff member. All internal reports have been made accessible to all staff, & also to external stakeholders, after client approval. Minutes of board proceedings and meetings with advisory board members are available to all staff. Even though we are not legally bound to make our annual report public, we share it with our stakeholders.

Key information like performance evaluation is communicated through annual reports.

ALC India Campus Recruitments^{††}, 2009-2011

State	No. Recruited
Symbiosis Institute of International Business (SIIB), Pune	6
National Institute of Agricultural Marketing (NIAM), Jaipur	5
Tata Institute of Social Sciences (TISS), Mumbai	4
Indian Institute of Journalism & New Media (IIJNM), Bengaluru	3
Indian Institute of Planning & Management (IIPM), Bengaluru	3
Integral Institute of Advanced Management (IIAM), Vishakhapatnam	2
Kalinga Institute of Industrial Technology (KIT), Bhubaneswar	3
Institute of Management Technology (IMT), Ghaziabad	2
Institute of Rural Management (IRM), Jaipur	1
Indian Law Society (ILS) Law College, Pune	2
Food and Agri-Business School (FABS), Hyderabad	2
University of Petroleum & Energy Studies (UPES), Dehradun	1
Badruka Institute of Foreign Trade (BIFT), Hyderabad	3
ICFAI Business School (IBS), Hyderabad	1

^{†††} We have also hired people off-campus, with postgraduation from institutes like the Xavier Institute of Management-Bhubaneswar (XIMB) and KIT School of Rural Management (KSRM), Bhubaneswar. ^{§§§} We have also recruited people with an NGO background. But, generally speaking, we found that they were unsuitable for our kind of work; they could not adjust to our multi-tasking environment and meet our stringent performance and quality parameters.

Financial Stability

As Table 2 in the Appendix shows, ALC India generated a modest surplus in its first five years, but recorded a net loss in 2010-11. The loss was not due to paucity of work but due to long-term projects, resulting in delayed revenue. These projects called for substantial increases in our human resources. But, due to the length of the projects and the staggered schedule of payments (with the expected delays from government agencies), we were not in a position to afford the newly-hired talent.

A challenge we faced right from the start was meeting our working capital needs. The basic obstacle we faced was inability to raise working capital from institutional sources. Although we are operating in what is called the "priority sector" in the Indian banking industry, we could not get any short- or long-term debt financing from banks, despite repeated efforts. To be fair to banks, our assets position is not encouraging. As a consultancy, our most important asset is intellect; banks require immovable physical assets. Till March 31, 2011, we had no physical assets, not even office space. Further, though we offered shares to our staff in FY 2009-10, and the number of shareholders grew to 23, our share capital remained a low Rs 500,000.

In these circumstances, we had to rely on internal accruals and unsecured loans from friends and well-wishers to meet our working capital requirements. These loans were advanced more out of empathy for our mission than a desire for returns. While we will be forever grateful to these creditors -- whose dues have been cleared -- we have to admit that as we grew, the quantum of funds we were able to get was much below the quantum of funds we required.

The result was that in 2009, and more so in 2010, we spent on human resources and pro-bono initiatives

like Transforming India and Tathya without realistically being in a position to do so. However, the expenditure had to be incurred to meet our professional and social commitments. We also had to invest in new recruits, through capacity-building and other programmes. And we had to incur higher office expenditure to meet the needs of a larger staff. As the cashflow situation became severe, we requested staff to work under irregular remuneration; many people did so (others left us, understandably****). We exercised our policy of retaining 5% of remuneration payable to staff; it is paid to them with 12% interest when they leave.

With several large work orders in hand, and payments expected for work initiated in previous financial years, the situation was expected to turn around in FY 2010-11. Even so, the crisis of FY 2009-10 highlighted our financial vulnerability.

The dark financial cloud of FY 2009-10 had a silver lining, however. Friends of Women's World Banking (FWWB), India, a lender to small and financially sustainable community development organizations which uses parameters like management and business systems to assess risk, found ALC India worthy of debt financing in FY 2009-10, after a rigorous screening process. FWWB became ALC India's first institutional financier, providing two loans of Rs 1.5 million and Rs 2.5 million, at 10% interest. However, even in FY 2008-09, a hard internal look at ALC India's finance needs suggested that we could not grow purely through debt financing; there was no option but to take the equity route. We have some ideas on how this can be done. They are discussed in the last section.

**** ALC India has a process for systematically researching and analyzing reasons for staff leaving the organization. A study carried out for 2010-11 showed that 80% of the consultants who left during the year did so before completing one year in the organization, and the major cause for exit was "irregular financial payments, which de-motivates the consultant". Other commonly cited reasons were: better prospects in larger organizations; our monthly log sheet system, which imposes heavy time-management pressures, and inadequate guidance given to new recruits.

Summation

To conclude this discussion on walking our talk, we feel that in our first six years we did reasonably well on basic mission compliance.

On particulars like volunteering, we fell below our targets -- though we must state that in the years we provided volunteer services the monetary value of the number of days given to volunteering was in excess of our net profit. We stuck to our chosen business practices and adhered

to our values. We kept our services at an affordable level, without compromising on deliverables. We stood by our philosophy of optimal returns.

Cashflow crisis was experienced in only one year, FY 2009-10, but it highlighted our financial vulnerability.

On quality, our internal evaluation showed a range of between below acceptable to a little above acceptable. Our clients generally rated us higher. But that is no ground for complacency. If we have to be the best in our class, we have a long way to go.

A Gamut of Services for Major Clients

Apart from World Vision India (Section 1), ALC India's major clients in 2005-11 were:

- Kotak Education Foundation
- BAIF Development Research Foundation (BAIF)
- Chitrika - Artisan Development Foundation
- Ford Foundation

For each of these clients, ALC India provided a gamut of services.

KOTAK EDUCATION FOUNDATION

For Kotak Education Foundation, which supports children and youth from underprivileged families with different interventions, ALC India conducted programmes to train trainers on:

- Economic marginalization and employability programmes
- Business planning of centres
- Management of programmes

We also did a market estimation study on employability of youth in Mumbai's rural hinterland, and conducted an exposure visit to employability programmes.

BAIF

We supported BAIF in its efforts to generate gainful self-employment for marginalized rural families by:

- Providing training in business planning and institution development for horticulture cooperatives
- Doing business planning for BAIF's artificial insemination programme
- Supporting CBOs in making institutional and business plans
- Training field teams on business and institution planning

We stuck to our chosen business practices and **adhered to our values**. We kept our services at an affordable without compromising on deliverables. **We stood by our philosophy** of optimal returns.

CHITRIKA

For Chitrika, an NGO that works for handloom weavers in AP, we have done a variety of voluntary (see table on ALC India Voluntary Work -- Indicative Contribution) and paid work, including:

- Development of an artisan collective
- Studies on handloom weavers
- Feasibility study on mechanized laundry units
- Deputation of staff for technical assistance
- Promotion of weavers collectives
- Development of annual performance formats
- Internal auditing and reporting
- Financial audit of artisans cooperatives
- Institution development
- Pan-AP study on handloom markets
- Support in organization of a symposium on handloom marketing
- Business planning for artisan groups

FORD FOUNDATION

Ford Foundation supports 29 partner NGOs across India promoting community enterprises to increase incomes for the marginalized. The enterprises, involving over 20,000 people, are in various stages of their lifecycle. ALC India was contracted to provide inputs to enterprises supported by 22 partner organizations in nine states. Of the 22 partners, three were promoting agriculture, three were promoting NTFP, six were promoting livestock, and five were promoting crafts; two were network organizations. As each enterprise's needs were different, ALC India undertook a preliminary field visit and signed ToRs with individual partners. The broad range of activities covered by the ToRs was:

- Preparation of strategic and business plans
- Evolution of institutional design, legal structures and reworking of bylaws
- Development of institutional policies, MIS and monitoring and evaluation (M&E) systems.

Over 300 staff from partner organizations and community enterprises directly benefited from workshops conducted by ALC India on business models of collective enterprises. Partner organizations initiated refining or designing of new business and strategic plans, bylaws, institutional policies, management systems and MIS and M&E systems in the enterprises. This will benefit enterprise members as well as consumers.

In its first six years, ALC India worked mostly for the benefit of economically marginalized groups through intermediary organizations working with sustainable livelihoods.

However, we also got a few opportunities to work directly for the marginalized. These projects, which involve some innovative ideas, are briefly discussed below. All of ALC India's livelihoods-promotion work is done through a framework that addresses key issues in economic marginalization, as explained in the box, A Comprehensive Framework for Livelihood Programmes.

Enhancing Youth Employability

For Child Fund India (CFI), a development agency that works for the benefit of marginalized children and their families in remote areas, ALC India developed and implemented a programme to impart employable skills to unemployed and barely educated youth in Naugarh block of Chandauli district and Bargarh block of Chitrakoot district, both in UP. Two training centres were set up in 2010-11, and at each location around 125 youth were trained in different trades such as driving, repairing cell-phones, working as security guards, providing beautician services, and tailoring. The trades were selected after an assessment of the young people's interests, local market conditions and availability of training personnel. The six-month training programme involved classroom and technical training, and was followed by placement services. A third of the trainees were women.

Trainees who could secure jobs got annual salaries ranging from Rs 60,000 to Rs 72,000. Those who had financial support from families started their own businesses and began earning around Rs 100,000 a year.

A similar programme was conducted earlier, in 2005-06, through Christian Children Fund (CCF, now CFI), in Pondicherry and two locations in Tamil Nadu (Talawadi and Krishnagiri). Around 400 unemployed youth were trained in textiles, IT-enabled services and tailoring, over a period of nine months.

Over three-fourths of trainees were suitably placed; their salaries boosted their families' gross income by over 60%.

Building Animal Husbandry as a Sustainable Business

Through Kutch Nav Nirman Abhiyan (KNNA), a network of 32 NGOs working in the Kutch region of Gujarat, ALC India is promoting the development of animal husbandry as a sustainable business for landless and small landholding livestock-rearers in six talukas. The effort is part of KNNA's drought-proofing programme for vulnerable economic groups in Kutch. ALC India's contribution is to give a sound business and institutional framework to plans made in different clusters for aggregating dairy producers and linking them to markets. ALC India has helped in the finalization of bylaws and registration of producer companies. It has also facilitated development of linkages with organizations working in natural resource management, cattle-feed manufacturers, dairies, and the state government's animal husbandry department. Support was also given for mobilization of financial resources.

The project, which commenced in May 2010 and was expected to end in April 2012, has led to the formation of six producer companies with over 3,000 members. Of these, two-thirds are women and over half are landless. The conduct of business through the producer companies has already led to a significant increase in the annual income of members, and many pastoral group households have started sending their children to school for the first time. Members are also accessing better quality livestock inputs.



Livelihoods promotion work is done through a framework that addresses key issues in **economic marginalization**

An innovation in the programme is that the producer companies primarily serve the input needs of livestock farmers, through Livestock Service Centres (LSCs). Each LSC provides a bouquet of 11 services critically required by livestock producers to realize their animals' full potential and derive a remunerative income. The services, provided to meet the needs of both small and large animals, fall under the following categories:

- Animal feed services
- Animal healthcare services
- Animal insurance services
- Animal purchase credit
- Fodder bank and green silage
- Grazing land development
- Animal breeding services

Through this bouquet, LSCs help improve yields and promote improvements in local breeds. This approach is novel as most livestock-related programmes in India focus more on forward linkages to urban markets.

Strengthening a Women-Focused Co-operative Dairy

The Mulkanoor Women's Cooperative Dairy (MWCD) is an organization with 18,000 members, of whom the overwhelming majority are women, spread over around 100 villages of two districts in Andhra Pradesh. The cooperative, which has a turnover of around Rs 250 million, needed strategic and perspective planning and fundraising, which was met by ALC India in 2008-09. Based on a production and productivity assessment survey, an assessment of current processing and technical operations and a market study, we developed a strategic plan for the dairy focusing on productivity enhancement, reducing chemical inputs, improving farmers' realization and developing strong relations between producers and consumers. Using the perspective plan, ALC India helped draft fundraising proposals. We also suggested a plan to develop a separate society to undertake welfare activities for members. Expected outcomes are: increased productivity, a stronger member base, and an increase in members' returns.

Creating Integrated Tribal Cooperatives

In collaboration with the Regional Centre for Development Cooperation (RCDC) and Society for People's Awareness and Rural Development Action (SPARDA), ALC India has designed, in Odisha, cooperatives of tribal producers which address their livelihood needs in an integrated manner.

Systematic analysis of tribal livelihoods and their seasonality led to the conclusion that tribal cooperatives can be viable only if they simultaneously address the three sectors of agriculture, horticulture and non-timber forest produce (NTFP). In all these three sectors, support services are required across value chains, meeting both input- and output-management requirements. Business plans and a strategic institutional design were developed keeping this in mind. Thus, moving away from the conventional mode of building commodity-specific tribal enterprises, ALC India conceptualized tribal cooperatives that provide a gamut of services for different livelihoods:

- Agriculture and horticulture inputs: better supply of seeds, fertilizers and pesticides; water resource management; farm implements and related tools; and infrastructure
- Agriculture and horticulture output management: procurement, grading, post-harvest marketing, simple processing and storage
- NTFP management: procurement, storage and marketing

ALC India is supporting the work of SPARDA to promote tribal cooperatives, addressing the needs of 5,000 households through long-term collaborative efforts. The programme is supported by Ford Foundation.

Business Planning for Common Interest Groups (CIGs)

Through its longstanding client World Vision India, ALC India imparted business planning skills to members of CIGs in 14 villages of Prakasham district, AP, in 2009-10. The members, mostly belonging to SC, ST and Muslim groups, are engaged in fishing, small farming, livestock-rearing, and petty trades and businesses. After appraising each of these livelihood sectors, ALC India provided training to CIG members in business planning, accounting and bookkeeping.

Organic Farming Cooperatives

ALC India provided support for Centre for Sustainable Agriculture (CSA) to mobilize 1,200 organic farmers in AP, to build eight primary cooperatives and one federation. ALC India also helped in the drafting of bylaws, getting registration, developing accounting systems and establishing local outlets for marketing, so that members get better returns. We are training key personnel of the federation, and facilitating its business planning.

A Comprehensive Framework for Livelihood Programmes

In an age of market liberalization, globalization and privatization, there is a danger that the economically marginalized will be further alienated from markets, and find it difficult to participate in them on favourable terms. At the same time, private capital's quest for larger volumes means that companies need to think of ways to integrate the economically marginalized into markets, if only to attain increased business volumes.

This situation of diametrically opposite forces -- of economic marginalization and integration -- calls for the promotion of models of development that create wealth not only for shareholders and investors but all stakeholders and chain partners across the value chain. Investors, employees, distributors and producers have to be forged into relationships that are beneficial for all, over the long term. With this view, ALC India has evolved a framework for designing and evaluating all its livelihood programmes. The framework emerged from our engagement with 23 Ford Foundation NGO partners across the country. As stated in the previous section, ALC India was contracted to improve the performance of community enterprises promoted by these NGOs. A monitoring and evaluation (M&E) framework had to also be developed to assess the impact of the enterprises. Accordingly, a framework was evolved on request from Ford Foundation. The framework has five dimensions:

- Financial and business efficiency
- Member economics
- Social change
- Environmental sustainability
- Institutional robustness

Jointly evolved with EDA Rural Systems, a resource agency hired by Ford Foundation for similar work, Ford Foundation and partner organizations, the framework has clear indicators for each of the above dimensions.

The financial and business efficiency dimension includes indicators like:

- Total sales
- Gross margin
- Net profit
- Current ratio (current assets to current liabilities)
- Debt-equity ratio
- Ratio of grants to turnover
- Breakeven sales
- Operational self-sufficiency (%)
- Financial self-sufficiency (%)
- Debt-service coverage

The member economics dimension has indicators like:

- Ratio of member realization (wages + purchase price + bonus paid to members) to total turnover
- Average per member realization
- Net profit per member
- Income (realization cost at member level) from the enterprise as percentage of total income of the member
- Total members as percentage of total potential members

There are also indicators for assessing the institutional strength of the enterprise, its sustainability and social relevance. Institutional strength is judged using parameters like:

- Active members as percentage of total members
- Attendance at board meetings
- Members attending general body meetings
- Legal compliances met

Sustainability is measured by quantifying:

- Renewable energy as a percentage of total energy used
- Percentage of recyclable material used
- Compliance with pollution control norms
- Organic certification
- Total reserves

Social relevance is assessed by looking at:

- Percentage of members from marginalized groups (castes)
- Number of leaders from marginalized groups
- Percentage of poor households among total members
- Women/members in local bodies
- Percentage of women undertaking direct financial and market transactions
- Members covered by life/health/accident insurance
- Income used for education/health

Using this gamut of indicators, the maturity level of an enterprise is judged. Clear parameters are listed for ranking maturity from level 1 to 5. The ranking helps initiate thought within the enterprise towards movement to a higher level.

ALC India has envisaged its way forward, keeping in view progress towards our strategic directions and our operational performance, as also emerging macro trends in the country which necessitate repositioning of products and services to meet the five **Es**: **Enterprise, Employment, Equitable Economy, Economic Growth and Empowerment.**

Gearing up for Changing Trends

ALC India will gear up to offer services required to enable the economically marginalized to deal with the challenge of changing macro trends. The interventions will include: empowering the economically marginalized to take control of processes across value chains, through collectives risk diversification and increased safety net coverage, in view of increased resource (particularly land) consolidation by the non-poor increased outreach to urban poor, in view of the increasing number of absolute urban areas and an increasing rich-poor divide.

Organizational Lifecycle

ALC India is emerging from the growth phase of its life-cycle. The organization is already facing the heat of new challenges. We now need to build a sustainable model of growth, keeping in mind major parameters like turnover, outreach, units, initiatives, domains and services.

ALC India will establish all the necessary institutional systems for a sustainable growth model. Required external support, through strategic partnerships, resource mobilization and policy support will be mobilized to support the growth.

Way Forward at Strategic Level

The way forward at the strategic level, covering overall outcomes, our service portfolio, and initiatives is presented below.

Prioritizing Outcomes

While our efforts towards realizing the outcomes of enterprise and employment are fairly stable, we will intensify our efforts towards the outcomes of equity, economy & empowerment. With respect to empowerment, we plan to create a large pool of ToTs/resource persons across the country, through our capacity-building modules and books.

We will also develop our base of associate consultants so that we have long-term relationships with at least 100 consultants (individuals and organizations).

We plan to develop a pool of at least 100 livelihoods workers for our various direct outreach projects. It is estimated that these persons will develop at least 10,000 livelihood service-providers in various producer organizations. We are also planning to mobilize volunteers to work on various issues of the economically marginalized. All this will go a long way in fulfilling the outcome of empowerment, by developing meta-skills at the community level.

With respect to promotion of an equitable economy, we have taken a number of steps so far, mostly by promoting enterprises at the micro level. We now plan to take up initiatives for outcomes at the macro economic level. We will facilitate the formation of federations/large producer institutions, with significant share in production, processing and marketing, terminal markets and higher order processing so that they can negotiate effectively with markets, finance, technology, policies, and service providing institutions, and thereby influence the macro economy. Critical mass will also be developed by promoting non-community enterprises with similar intended outcomes.

Policy advocacy will be intensified by simultaneously adopting various strategies, with a more focused approach, through activities at different levels, networking, sharing of experiences from relevant interventions, action research, symposiums, strategic influencing and knowledge dissemination.

Perhaps the most important outcome towards which ALC India will strive to work in the short and medium term is enabling the formation of a large number of producer institutions of the economically marginalized in various states, and their federations. This is a critical need, because, as value chains become longer, through more processing, value-addition, and transportation to distant areas, producers have to have more control and share in the value.

ALC India will gear up to offer services required to enable the **economically marginalized** to deal with the challenge of **changing macro trends**

With respect to employment-promotion, we plan to scale up an institutionalized and integrated employability training programme: EnJoy (Entrepreneurial and Job Opportunities for Youth). The programme will be on the lines of recent initiatives by the National Skill Development Corporation, the government of Andhra Pradesh, Sir Ratan Tata Trust (SRTT), ActionAid and ITC. We plan to train at least 25,000 youth in the next five years through EnJoy. We have set a fund-mobilization target of Rs 300 million for this programme.

Orientation Towards Target Communities

We plan to work with a sharper orientation and approach towards our nine target groups. Towards this end, we will restructure our service domains, products and services, job charts of staff, annual plans and policies. We hope to have direct ToRs with community institutions.

Apart from this, we will strive to mainstream different services, policies and interventions of various government and non-government agencies for economically marginalized communities. An effort will be made to target marginalized producers in each sector.

Promotion of Sustainable Growth Models

Through our indirect outreach programmes and initiatives like Tathya, we intend to disseminate awareness and knowledge about sustainable practices, harmonious lifestyles and green practices. We will promote small enterprises based on the principle of optimal returns, with compact areas of operations, and particularly with small stakeholders.

Increasing Equity Base

To enhance our institutional effectiveness, we will develop our equity base to a significant level of at least Rs 10 million. We believe there are many individuals and organizations that are sensitized to our cause, and that can invest in our growth. We will also explore the growing arena of social venture capital. A stronger equity base will help us leverage other funds. If necessary, we will change our legal form to a limited liability partnership or a public limited company. The holding entity may, in turn, promote other kinds of entities like a not-for-profit company, a trust or a cooperative, to access finance in the form of soft/zero-interest loans or grants, and engage in activities

Co-creation Models

ALC India will forge at least five strategic partnerships based on the co-creation model, particularly for indirect outreach. We will support the promotion and development of a variety of organizations supporting livelihoods of the marginalized. Thus, the strategy will be one of networked social entrepreneurship rather than huge growth of our own organization. The strategy will include promotion of new institutions for high-volume and specialized services like skill development, direct outreach, and research and advocacy.



Internal Organizational Growth

To support the envisaged outcomes and strategic directions, we plan to undertake the following activities to strengthen our internal capacities and processes.

Strengthening Institutional Systems and Governance

We will commission an institutional effectiveness study by external experts to assess how effectively our organization is meeting its purpose. We will go in for CMMI (Capability Maturity Model Integration) certification and undertake a client satisfaction survey to reinforce our systems for quality delivery of services. We will also expand our board by inducting more independent directors with standing in government, banking/finance and development. The advisory body will be expanded.

Stabilizing Domains

The domains of Legal Resources and Advocacy (LRA) and Technology Development and Management (TDM) will be established. Establishment of TDM will help us specialize in technical services and strengthen our overall techno-managerial services portfolio.

Stabilizing Units

To sustain our geographical outreach, we need to stabilize our existing unit in Odisha. We will initiate new units in the Northeast and in UP.

Servicing a Wide Client Base

We will widen our client base to include Panchayati Raj Institutions (PRIs), research and technical institutes, and private service-providers.

Increasing Direct Outreach

We will intensify our direct outreach efforts, particularly to reach the target of 0.1 million households by 2014. We plan to undertake more direct implementation projects, offering end-to-end/integrated services, across value chains. We plan to expand our direct implementation work through association with agencies like NABARD and Small Farmers Agribusiness Consortium (SFAC), and non-government agencies like Ford Foundation (see box, *Building Producer Organizations for SFAC and NABARD*).

Apart from scaling up viable and sustainable producer enterprises, which diversify and mitigate risks, we will promote the safety net approach, which includes food security, skill-building, access to assets, and financial inclusion so that households can cope with risks and become entrepreneurs.

Widening Indirect Outreach

We will strive to expand our indirect outreach by taking Tathya to more towns and cities, producing documentaries, reviving Transforming India, and setting up web portals on employability and livelihood finance.

Knowledge Products

We plan to publish a set of capacity-building modules, books and documentaries to disseminate our learning and experiences. Transforming India will have a web portal as a platform for discussions, queries and exchange of knowledge on livelihoods.

Enhancing Human Resources

To achieve all of the above, we will suitably enhance our staff strength and encourage more staff to become shareholders so that they have a direct stake in the organization's growth. Given our social mission, and our philosophy of optimal returns, we do not think we will ever have a staff of more than 100 full-time consultants. Given the market demand for management professionals, we also expect to have a fairly high attrition rate. For these and other reasons, our effective manpower will be augmented by increasing involvement with associates. While the accepted ratio in consultancies for work done by in-house consultants as against work done by freelance consultants is 1:3, we have had a ratio of less than 1:1. We plan to raise it to 1:1.5. This will enable us to offer more services without increasing our fixed human resource costs^{††††}.

At the same time, attracting and retaining talent within the organization will be a priority area, and perhaps the biggest challenge.

The envisaged outcome of ALC India in the next five years



†††† The practice of using associates also gives work flexibility to senior staff. Two of our directors, G. Sathyadeva Prasad and Madhusudana Rao, were staff members who chose to work as associates.

Programme Plan of ALC India

Outcome	Unit	No. of Units
Pool of ToTs/Resource persons	Number	100
Associates base	Number	100
Strategic partnerships/Networks	Number	5
Equity base	RS million	100
Institutional effectiveness study	Number	1
CMMI certification	Number	1
Independent directors	Number	4
Advisory members	Number	4
New domains	Number	2: Legal Resources and Advocacy(LRA), Technology Development & Management (TDM)
New Units	Number	3
Livelihoods development fund	RS million	1,000
Direct outreach	Number of households	0.1 million
Outreach of youth through Enjoy	Number	25,000
Producer organizations served	Number	500

An Invitation

By 2014, we want to reach 1 million economically marginalized households. We believe we have the expertise, the systems, and a clear roadmap to reaching that goal. But our journey cannot, and will not, end there. The sheer number of economically marginalized households in India is staggering. The need for techno-managerial services to overcome marginalization is enormous. Hence, we are ready to support any individual or organization that shares our mission and values. At the same time, we welcome support to enhance our own reach and effectiveness.



Building Producer Organizations for SFAC and NABARD

ALC India has been assigned the job of setting up Farmer Producer Organizations (FPOs) in four states by Small Farmers Agribusiness Consortium (SFAC). SFAC is a society promoted by the Department of Agriculture, Government of India, to promote FPOs across the country, in support of various centrally-sponsored schemes as well as externally-aided schemes being implemented by state governments. To be built under the National Vegetable Initiative and the National Pulses Initiative, FPOs are meant to collectivize small and marginal farmers, at different levels, to ensure technology upgradation, improve productivity, enable improved access to inputs and services, and to increase farmers' income through reliable access to markets. All this will finally result in sustainable agriculture-based livelihoods.

ALC India has been contracted to organize 26,500 farmers under 17 FPOs, covering five clusters in Andhra Pradesh, Karnataka, Maharashtra and Tamil Nadu, with each cluster covering 40 to 50 villages serving 4,500 to 6,000 farmers in a contiguous area. The FPOs have to be set up before March 31, 2013, with well-identified revenue streams, ensuring sustainability of business operations.

NABARD, India's apex development bank, has assigned ALC India, in collaboration with Appropriate Reconstruction Training and Information Centre (ARTIC) and Bapuji Rural Enlightenment and Development Society (BREADS), to promote and develop four producer companies in Srikakulam district in AP, organizing tribal households that have benefited from NABARD's „Maa Thota“ project. Around 4,000 tribal farmers are to be organized under producer companies supporting livelihoods based on agriculture, horticulture and non-timber forest produce. Four registered producer institutions of 1,000 members each are to be set up before March 31, 2013.



A visual window

to our journey so far



Our Team

Meet the people behind the screen

Every year we find new enthusiasts joining the team to be a part of our journey





1. Our Team in Second Office
2. Our Team in Third Office
3. Our Team in One of the Event Organized
4. Puja performed in our third office premise as we expand our activities
5. Front Gate of second Office Space
6. Cash Box Purchased in New Office

Infrastructure

Community

The people we work with

Six years have given a scope to experience the joy of working with variety of communities





3



3



3



3

1. Our consultant discussing commodity business with farmers.

2. Our Director interacting with rural youth in Afghanistan.

3. Fisherfolk, farmers, agriculture producers – communities we worked with.

4. Our Consultant discussing with farmers on markets.

5. Our consultants interacting with industries to explore youth employability opportunities.

6. Training women in commercial business operations.



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7. Consultants working with artisans to set up rural marts for artisan products.

8. Our consultants engaging the community in group exercise.

Horizons in our **mission**

Symposiums, Conferences & Summits

Opportunities to collaborate and organize formal events has helped us synergize knowledge & create scope to reach wider horizons in livelihoods





1. Inauguration of the First Annual Symposium on “Financing Livelihoods of Poor” by Ms. Shashi Rajagopalan, Mentor ALC India & Dr. Umesh Sarangi, Chairperson NABARD

2. ALC team

3. Participants in group discussion as part of the First Annual Symposium on “Financing Livelihoods of Poor”

4. Our consultant addressing the participants in the National Level Consultative Meet on “Policy Review of Agriculture for Small, Marginal & Tenant Farmers”.

5. Dr. N V Ramana, Advisor ALC India & Former CEO of BASIX Group with ALC India Team

6. Panellists at the Second Annual Symposium on “Financing Economically Marginalized: Financing Producers’ Institutions”

Mr. K Ranjan Babu, Former Chairperson, Sangham Dairy

Mr. Arun Chandra, CEO Chetna Organic

Mr. Satish Babu, SIFFS Former CEO

Mr. M Bhaskar Reddy, MD Chetna Producer Company

7. Releasing the study report on “Status of Self-Reliant Cooperatives”

Mr. T Vijay Kumar, IAS, Joint Secretary & Mission Head, NRLM

Mr. Vinod Reddy, Chairperson ALC India

Dr. Y V Reddy, Former Governor

Dr. Devaki Jani, Padmashree & Planning Commission member

8. Dr. Devaki Jani, Padmashree & Planning Commission member & Dr. Y V Reddy, Former Governor inaugurating the “National Level Conference on the Status of Self-Reliant Cooperatives”

Capacity Building

Building Knowledge, Skill & Attitude

Some of the capacity building activities undertaken as part of our journey
with many enthusiastic co-learners





1. Community engaged in brainstorming on economic aspect of livelihood
2. Exposure visit to cooperative members to create visioning in community
3. Community involved in reflective exercise through tests
4. ALC India team engaged in training in Basic accounting
5. Strengthening capacities of SHG women
6. Consultants engaged in the Workshop on building partnerships for labour net replication and scaling
7. ALC India team engaged in training in specialized accounting & finance management
8. Group discussion as part of the rural products marketing training

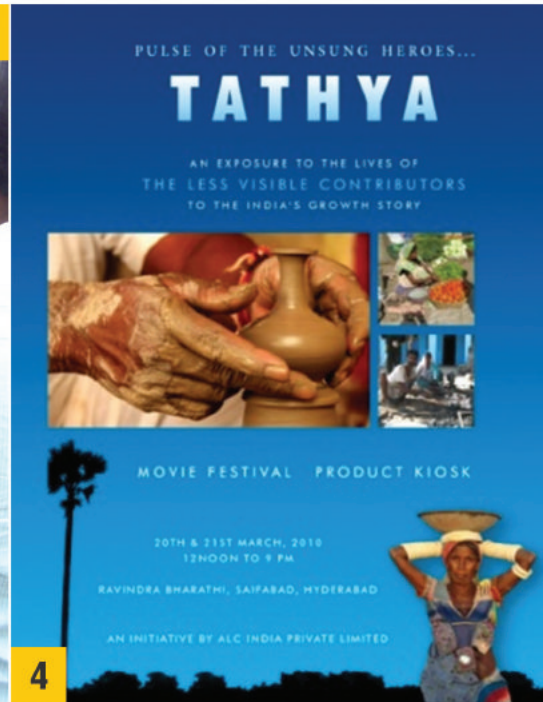
Tathya

A documentary film festival

An initiative to share, reflect and act on the concerns of the less privileged & acknowledge their unnoticed efforts towards contributing to the lives of the more privileged.



1. ALC team coordinating with the kiosk organizers.
2. Schedule of Tathya II
3. Media coverage of the event
4. Tathya I Brochure
5. Product Kiosks organized by different NGOs from Andhra Pradesh.
6. After a successful screening of documentaries on livelihoods – ALC team.



Getting Together

A break from the routine

Bonding beyond workplace has helped us to strengthen relations & recharge the energies of ALC family



1. Inaugural function in new ALC India office.
2. ALC team at ease.
3. Outdoor picnic to Shamirpet Lake.
4. Outdoor picnic to Alankrita Resorts.
5. Celebrating "KG's" birthday in office.

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5



Communication

Logo Evolution



Domain Material Old



Domain Material New

Transforming India



Brochure Explorations



Visiting Card



Projects Executed by ALC India (2005 -11)

01

No.	Year	Name of Project	Client	State	Category of Outcome (5Es)
1	2005-06	Development of Strategic Plan for Livelihoods Interventions and Building Capacities of World Vision Staff	World Vision India	India	Empowerment
2	2005-06	APMAS-AKF SCALE Project: Feasibility in Business Planning for Enterprises	APMAS	Andhra Pradesh	Enterprise
3	2005-06	Plan India-Urmul Setu Micro Finance Initiative	Urmul Setu	Rajasthan	Enterprise
4	2005-06	Development of Commodity Collectives	Centre for Collectives Development Assignment	Andhra Pradesh	Enterprise
5	2005-06	Micro Planning for SHGs CARE-CASHE Project	Akshara Network for Development Support Services	Andhra Pradesh	Enterprise
6	2005-06	Training on Integration of Livelihoods in Tank Irrigation Project	Jala Samvardhane Yojana Sangha	Andhra Pradesh	Enterprise
7	2005-06	Development of Artisan Collective	Chitrika	Andhra Pradesh	Enterprise
8	2005-06	Training on Multi-Stakeholder Policy Design and Action Planning	International Water Management Institute	Andhra Pradesh	Employment
9	2005-06	Livelihoods Interventions in Mango Value Chain	Federation of Farmers Association	Andhra Pradesh	Empowerment
10	2005-06	Training on Livelihood Promotion	CARE INDIA	Andhra Pradesh	Empowerment

Projects Executed by ALC India (2005 -11)

01

No.	Year	Name of Project	Client	State	Category of Outcome (5Es)
11	2005-06	Training on Livelihood Promotion	World Vision India	Tamil Nadu	Empowerment
1	2006-07	Enhancing Job Opportunities for Youth (EnJoy) Project for Imparting Technical & Life Skills to Unemployed Youth	Christian Children's Fund, Bengaluru	Karnataka	Employment
2	2006-07	Assessment of Livelihood -Generation Potential from Waste Water in Urban Areas of Hyderabad, AP	International Water Management Institute and BMZ Germany	Andhra Pradesh	Employment
3	2006-07	Study on Urban Producer Organizations and Assessment of Markets in Hyderabad	International Management Institute and FAO	Andhra Pradesh	Enterprise
4	2006-07	Integrated Support for Promotion of Dairy Collectives in Ananthapur	Timbaktu Collectives	Andhra Pradesh	Enterprise
5	2006-07	Feasibility Study for Dairy Intervention and Assessment Study	World Vision India	Uttar Pradesh	Enterprise
6	2006-07	Study on Capacity Enhancement Systems in Micro Finance Sector for Rajasthan	Centre for Micro Finance	Rajasthan	Enterprise
7	2006-07	Artisan Sub-Sector on Handloom Weavers	Chitrika	Andhra Pradesh	Enterprise
8	2006-07	Network of Dynamic Labour Marts Supporting Migrant Labour Households through ICT Applications in Hyderabad	Global Knowledge Partnerships	Andhra Pradesh	Employment

Projects Executed by ALC India (2005 -11)

01

No.	Year	Name of Project	Client	State	Category of Outcome (5Es)
9	2006-07	Review and Evaluation of Grant Extended by Sir Ratan Tata Trust and Sir Dorabji Tata Trust to Dhan Foundation, Madurai	Sir Ratan Tata Trust, Mumbai	Tamil Nadu	Employment
10	2006-07	Project Completion Report of IKP in Adilabad & Utnoor, AP	Society for Elimination of Rural Poverty (SERP)	Andhra Pradesh	Enterprise
11	2006-07	Case Study on Critical Analysis of Mulkanoor Women's Mutually-Aided Milk Producers Cooperative Limited	BASIX	Andhra Pradesh	Empowerment
12	2006-07	Training Module on Managerial Skills for DLRC and CLRC-Level Staff	AP Academy of Rural Development	Andhra Pradesh	Enterprise
13	2006-07	Workshop on Emerging for Institution Development of People's Collectives	Sir Ratan Tata Trust, Mumbai	India	Enterprise
14	2006-07	Training Programme on Water & Waste Water Management	GTZ	Andhra Pradesh	Employment
15	2006-07	Enhancement of Managerial Skills of Staff	Chetana Centre For Handloom Information & Policy Advocacy (CHIP)	Andhra Pradesh	Enterprise
16	2006-07	Documentation of Process of Social Auditing and NREGA Programme in Ananthapur District	ActionAid and NREGS	Andhra Pradesh	Enterprise
17	2006-07	Training Programme on Livelihood Promotion and Business Development Services for ADP Staff	World Vision India	India	Enterprise

Projects Executed by ALC India (2005 -11)

01

No.	Year	Name of Project	Client	State	Category of Outcome (5Es)
18	2006-07	Best Practices in Dairy Value Chain by Community Members	Society for Elimination of Rural Poverty (SERP)	Andhra Pradesh	Enterprise
19	2006-07	Training Programme on Micro Enterprise Development and Promotion (ALC Initiatives)	Rural Development Trust/Action Fraternity	Andhra Pradesh	Enterprise
20	2006-07	Training Manual on Livelihoods Promotion	Wings	Andhra Pradesh	Employment
21	2006-07	National-Level Foundation Programme on Livelihood Promotion (ALC Initiatives)	District Water Management Agency (DWMA)	Andhra Pradesh	Employment
22	2006-07	Designing Livelihood Component for Gujarat Forestry Development Project	Natural Resource Management Consultants	Gujarat	Enterprise
23	2006-07	Designing Livelihood Component for Tripura Forestry Development Project	Natural Resource Management Consultants	Tripura	Enterprise
24	2006-07	Project Preparation for Organic Farmers Federation	Federation of Farmers Association	Andhra Pradesh	Enterprise
25	2006-07	Strategic Planning Support for Livelihood Advancement Centre for Tsunami Victims	Bless	Tamil Nadu	Employment
26	2006-07	Development of Commodity Collectives	Centre for Collective Development	Andhra Pradesh	Enterprise
27	2006-07	Development of Strategic Plan for Livelihood Interventions & Building Capacities of World Vision Staff	World Vision India	Andhra Pradesh	Empowerment

Projects Executed by ALC India (2005 -11)

01

No.	Year	Name of Project	Client	State	Category of Outcome (5Es)
1	2007-08	Assessment of Livelihood-Generation Potential of Waste Water in Urban Areas in Hyderabad, AP	International Water Management Institute	Andhra Pradesh	Employment
2	2007-08	Feasibility Study on Establishment of Dairy, Cotton Ginning, Rice Mill & Seed Processing Plants	SEWA, Hyderabad	Andhra Pradesh	Enterprise
3	2007-08	Professional Support in Promotion of Dairy Cooperatives	World Vision India	Andhra Pradesh	Enterprise
4	2007-08	Network of Dynamic Labour Marts Project for Supporting Migrant Labour Households Through ICT Applications in Hyderabad.	Global Knowledge Partnerships	Andhra Pradesh	Employment
5	2007-08	Feasibility Study for Dairy Intervention and Livelihood Opportunities Assessment Study	World Vision India	Uttar Pradesh	Enterprise
6	2007-08	Livelihoods Assessment & Intervention Plans	World Vision India	Andhra Pradesh	Enterprise
7	2007-08	Technical Support for Livelihoods Assessment & Intervention Plan for Premadhara ADP, Vijayawada	Majesty Consulting, Hyderabad	Andhra Pradesh	Enterprise
8	2007-08	Feasibility Study on Mechanized Laundry Unit Supported by „Lanco	Chitrika	Andhra Pradesh	Enterprise
9	2007-08	Lectures in CSIM on „ Basics of Micro Finance & NGO Fundraising	Centre for Social Initiative and Management (CSIM), Hyd.	India	Empowerment

Projects Executed by ALC India (2005 -11)

01

No.	Year	Name of Project	Client	State	Category of Outcome (5Es)
10	2007-08	Facilitation of Workshop for Promotion of Organic Farmers Collective Initiated by Centre for Sustainable Agriculture	Centre for World Solidarity, Hyderabad	Andhra Pradesh	Enterprise
11	2007-08	Lectures on Micro Enterprises Development	National Institute for Rural Development (NIRD), Hyderabad	Andhra Pradesh	Empowerment
12	2007-08	Recruitment of Staff for BCU	Timbaktu Collectives	Andhra Pradesh	Empowerment
13	2007-08	Recruitment of Staff for CMSR	Centre for Management Social Research (CMSR)-Hyderabad	Andhra Pradesh	Empowerment
14	2007-08	Facilitating Workshop on Devolution and Functioning of Panchayats	Institute of Rural Management Anand (IRMA), Anand	Gujarat	Empowerment
15	2007-08	Providing Long- Term Professional Support for Promotion of Dairy Cooperatives Initiated by WWI	World Vision India	Karnataka	Enterprise
16	2007-08	Preparation of Bylaws for Farmers Cooperative Working on Production & Marketing of Organic Produce	Centre for World Solidarity, Hyderabad	Andhra Pradesh	Enterprise
17	2007-08	Providing Institutional Support on Micro Finance Activities in Vizianagaram District	Sri Krishna Chaitanya (SKC) MACS Ltd, Vizianagaram	Andhra Pradesh	Enterprise
18	2007-08	Promotion of Collective for Organic Farmers	Centre for Sustainable Agriculture, Hyderabad	Andhra Pradesh	Enterprise

Projects Executed by ALC India (2005 -11)

01

No.	Year	Name of Project	Client	State	Category of Outcome (5Es)
19	2007-08	Challenges in Marketing Smallholders Ecological Farming Produce	Centre for Sustainable Agriculture, Hyderabad	Andhra Pradesh	Enterprise
20	2007-08	Capacity-Enhancement Training on Promotion of Livelihoods	SRIJAN, Sanchi	Madhya Pradesh	Enterprise
21	2007-08	Manual on Managerial Skills for C/DLRC Staff	Andhra Pradesh Rural Livelihoods Project (APRLP)	Andhra Pradesh	Empowerment
22	2007-08	Preparation of Course Modules on Development Orientation and Livelihood Promotion through Micro Finance Programmes	Centre for Micro Finance	Rajasthan	Enterprise
23	2007-08	Imparting Training and Improving Skills of Rural Women by Applying Concepts of Business Planning and Marketing to Wool and Food-Processing Businesses	Groupe Energies Renouvelables, Environnement et Solidarité's (GERES)	Jammu and Kashmir	Enterprise
24	2007-08	Exposure Visit on Organic Farming	Timbaktu Collectives	Andhra Pradesh	Empowerment
25	2007-08	Training on Promotion of Livelihoods	Oxfam-Australia	India	Employment
26	2007-08	Recruitment for MBA Professional Support	Adam Smith International, Hyderabad Chitrika, Hyderabad	Andhra Pradesh	Empowerment
27	2007-08	Deputation of Staff for Technical Assistance and Promotion of Weavers Collectives	Chitrika	Andhra Pradesh	Employment

Projects Executed by ALC India (2005 -11)

01

No.	Year	Name of Project	Client	State	Category of Outcome (5Es)
28	2007-08	Training Programme on Livelihood Promotion and Business Development Services for ADP Staff of WWI	World Vision India	India	Enterprise
29	2007-08	Conducting Exposure Visits to Mulkanoor Agriculture Cooperative & Women s Dairy Cooperative	World Vision India	Andhra Pradesh	Empowerment
30	2007-08	Conducting Training Programme on Promotion of Weavers Collectives	Chitrika	Andhra Pradesh	Enterprise
31	2007-08	Lectures on Collective Enterprises	Institute of Rural Management Anand (IRMA), Anand	Gujarat	Empowerment
32	2007-08	Evaluation of Income-Generation Activities for Rural People Living in the Cold Desert of the Western Himalayas as Part of LIGHT (Learning Income Generation in Himalayas Together) Project	Groupe Energies Renouvelables, Environnement et Solidarités (GERES)	Jammu and Kashmir	Employment
33	2007-08	Promotion of Dairy Collectives in Ananthapur, AP	Timbaktu Collectives	Andhra Pradesh	Enterprise
34	2007-08	Review of Performance of Grant to Kalanjam Foundation	Sir Ratan Tata Trust, Mumbai	Maharashtra	Equity
35	2007-08	Third Party Impact Assessment of Kalanjam Community Banking Programme for Dhan Foundation	Sir Ratan Tata Trust, Mumbai	Maharashtra	Equity

Projects Executed by ALC India (2005 -11)

01

No.	Year	Name of Project	Client	State	Category of Outcome (5Es)
36	2007-08	Terminal Study of Lift Irrigation Societies Promoted with Funding Support from SRTT by Naandi Foundation	Sir Ratan Tata Trust, Mumbai	Maharashtra	Employment
37	2007-08	Evaluation of Dairy Development and Grassland Conservation Programmes	HIVOS, Bangalore	Karnataka	Enterprise
38	2007-08	Business Planning to Ensure Sustainable Models for Micro Enterprises Relating to Tourism	Ford Foundation, New Delhi	Delhi	Enterprise
39	2007-08	Proposal Writing for Helpline Establishment and Micro Plan Development in Nellore District	United Nations Development Programme (UNDP)	Delhi	Enterprise
40	2007-08	Proposal Development on Wadi Model for Chenchus (Primitive Tribal Group)	Spandana Educational Society, Nellore	Andhra Pradesh	Employment
41	2007-08	Workshop in Proposal Writing	Sri Sai Educational Society, Hyderabad	Andhra Pradesh	Employment
42	2007-08	Making Suitable Changes in Proposals Prepared by DAMS	World Vision India	Andhra Pradesh	Enterprise
43	2007-08	Providing Technical Support for Preparation of Migrant Labour Proposal and Micro Finance Intervention	World Vision India	Andhra Pradesh	Enterprise
44	2007-08	Conducting Livelihoods Assessment for Five Major Sub-Sectors in Operational Areas of WWI, Ongole	Community Coordinators Network (CCN)	Andhra Pradesh	Employment

Projects Executed by ALC India (2005 -11)

01

No.	Year	Name of Project	Client	State	Category of Outcome (5Es)
45	2007-08	Preparing Proposal for Development of Chenchu PTGs of Chittoor	World Vision India	Rajasthan	Employment
46	2007-08	Designing Insurance Package and Providing Training to Staff	Mulkanoor Women's Cooperative Dairy	Andhra Pradesh	Enterprise
47	2007-08	Development of Annual Performance Formats	Chitrika	Andhra Pradesh	Enterprise
48	2007-08	Strategic Plan and Vision Development	Society on Action Village Education Guiding Environment (SAVEGE), Ongole	Andhra Pradesh	Employment
49	2007-08	Strategic Planning Support for Promotion of Urban Livelihoods	World Vision India	Andhra Pradesh	Enterprise
50	2007-08	Financial Monitoring of NGO	Centre for People's Forestry, Hyderabad	Andhra Pradesh	Enterprise
51	2007-08	Training Programme on Financial Management and ICT-Related Activities	Mulkanoor Women's Cooperative Dairy	Andhra Pradesh	Enterprise
52	2007-08	Internal Auditing and Reporting	Chitrika	Andhra Pradesh	Enterprise
53	2007-08	Preparation of Course Modules on Development Orientation and Livelihood Promotion Through Micro Finance Programmes for Micro Finance Development and Management Course	Centre for Micro Finance	Rajasthan	Enterprise

Projects Executed by ALC India (2005 -11)

01

No.	Year	Name of Project	Client	State	Category of Outcome (5Es)
1	2008-09	Women Cooperative Members Exposure Visit	Aditi, Bihar	Bihar	Enterprise
2	2008-09	Institution and Business Enterprise Development Training Programme for Artisans	Asian Heritage Foundation	Delhi	Enterprise
3	2008-09	Business Planning and Institution Development Training for Horticulture Cooperatives	BAIF	Maharashtra	Enterprise
4	2008-09	Business Planning for AI Programme	BAIF	Maharashtra	Enterprise
5	2008-09	Urban and Peri-Urban Dairying	BBC London	Andhra Pradesh	Enterprise
6	2008-09	Marketing of NTFP	Community Coordinators Network (CCN)	Andhra Pradesh	Empowerment
7	2008-09	Value Chain Assessment	Centre of Gravity	India	Employment
8	2008-09	Financial Audit of Artisans Cooperative	Chitrika	Andhra Pradesh	Enterprise
9	2008-09	Feasibility Study for Setting up Laundry Unit	Chitrika	Andhra Pradesh	Employment
10	2008-09	Institution Development-Kondapalli Toys	Chitrika	Andhra Pradesh	Enterprise
11	2008-09	Pan-Andhra Pradesh Handloom Markets Study	Chitrika	Andhra Pradesh	Equity
12	2008-09	Institution Development Support	Chitrika	Andhra Pradesh	Enterprise

Projects Executed by ALC India (2005 -11)

01

No.	Year	Name of Project	Client	State	Category of Outcome (5Es)
13	2008-09	Financial Audit of Partner NGO	Centre For People's Forestry (CPF)	Andhra Pradesh	Empowerment
14	2008-09	Organic Farmers Cooperative Promotion	Centre for Sustainable Agriculture, Hyderabad	Andhra Pradesh	Enterprise
15	2008-09	Feasibility of Youth Employability Programme for Tribal Groups	DSAG	Gujarat	Employment
16	2008-09	Development of Strategic Programme Plan-UNDP on Biodiversity Conservation Livelihoods	Foundation for Ecological Security (FES)	Rajasthan	Employment
17	2008-09	Project Report Preparation for Vegetable Cooperatives	Federation of Farmers Association	Andhra Pradesh	Enterprise
18	2008-09	Business Planning and Institution Development Training	Groupe Energies Renouvelables, Environnement et Solidarités (GERES)	Jammu & Kashmir	Enterprise
19	2008-09	Institution Development for Horticulture Farmers	Horticulture Department, Govt of AP	Andhra Pradesh	Enterprise
20	2008-09	Paddy Value Chain Assessment-Partners Support	HIVOS, Bangalore	Karnataka	Enterprise
21	2008-09	Learning Tour of Dairy Industry	IFMR Trust	Tamil Nadu	Empowerment
22	2008-09	Opportunities for Youth in Emerging Sectors	International Youth Foundation	India	Employment
23	2008-09	Feasibility of Dairy Cooperative Promotion	Integrated Rural Development Centre (IRDC), Trichy	Tamil Nadu	Enterprise

Projects Executed by ALC India (2005 -11)

01

No.	Year	Name of Project	Client	State	Category of Outcome (5Es)
24	2008-09	Gender Operationalization Manual-Urban and Peri-Urban Agriculture	International Water Management Institute	India	Empowerment
25	2008-09	TOT on Youth Employability Programme	Kotak Education Foundation, Mumbai	Maharashtra	Employment
26	2008-09	Business Plan for Dairy Products Production	Krushl Dairy	Andhra Pradesh	Enterprise
27	2008-09	Governance and Operations Improvement Training to BOD	Masuta	Jharkhand	Enterprise
28	2008-09	Feasibility of Labour Net in Hyderabad	Maya Organic	Andhra Pradesh	Enterprise
29	2008-09	Labour Net Workshop	Maya Organic	Andhra Pradesh	Empowerment
30	2008-09	Evaluation of Horticulture Plantation Promoted Through NREGA	Ministry of Rural Development	Andhra Pradesh	Enterprise
31	2008-09	Evaluation of Biofuels Plantation Promoted Through NREGA	Ministry of Rural Development	Andhra Pradesh	Enterprise
32	2008-09	Website Development	Mulkanoor Women's Cooperative Dairy	Andhra Pradesh	Enterprise
33	2008-09	Video Documentation of MWCD	Mulkanoor Women's Cooperative Dairy	Andhra Pradesh	Enterprise
34	2008-09	Basics of Rural Development Management-Classes	National Institute for Rural Development (NIRD), Hyderabad	Andhra Pradesh	Empowerment
35	2008-09	Rural Product Marketing Course	National Institute for Rural Development (NIRD), Hyderabad	Andhra Pradesh	Empowerment

Projects Executed by ALC India (2005 -11)

01

No.	Year	Name of Project	Client	State	Category of Outcome (5Es)
36	2008-09	Institution Development and Livelihoods Promotion	Oxfam-Australia	India	Enterprise
37	2008-09	Monitoring and Evaluation of Livelihood Projects	Oxfam-Australia	India	Enterprise
38	2008-09	Proposal Development Advice-Tribal Livelihoods	Sahajeevan	Gujarat	Enterprise
39	2008-09	Case Study on Venkateshwara Hatcheries	South Asian Pro-Poor Livestock Policy Programme	Delhi	Empowerment
40	2008-09	Case Study on Suguna Poultry	South Asian Pro-Poor Livestock Policy Programme	Delhi	Empowerment
41	2008-09	Facilitation of Workshops on Smallholder Poultry	South Asian Pro-Poor Livestock Policy Programme	Delhi	Enterprise
42	2008-09	Facilitation of Workshops on Common Property Resources and Livestock	South Asian Pro-Poor Livestock Policy Programme	Delhi	Enterprise
43	2008-09	Exposure Visit for Women Cooperative Members	Shegal Foundation	UP, Bihar	Empowerment
44	2008-09	End of Project Evaluation of Coastal Salinity Reduction Project	Sir Ratan Tata Trust, Mumbai	Maharashtra	Employment
45	2008-09	Endogenous Tourism Project	United Nations Development Programme (UNDP)	India	Employment
46	2008-09	Business Plan for Green Artisans Products Marketing Chain	Urvi, Hyderabad	Andhra Pradesh	Enterprise

Projects Executed by ALC India (2005 -11)

01

No.	Year	Name of Project	Client	State	Category of Outcome (5Es)
47	2008-09	Dairy Producers Cooperative Promotion	World Vision India	Karnataka	Enterprise
48	2008-09	Planning Youth Employability Programme	World Vision India	Andhra Pradesh	Employment
49	2008-09	Institution Development Training	World Vision India	Andhra Pradesh	Enterprise
50	2008-09	Livelihoods Opportunity Assessment	World Vision India	Andhra Pradesh	Employment
51	2008-09	Training on Tribal Livelihoods Promotion	Bapuji Rural Enlightenment and Development Society (BREDS)	Andhra Pradesh	Enterprise
52	2008-09	Proposal Development	Sabala	Andhra Pradesh	Enterprise
1	2009-10	Internal Audit Service-1	Chitrika	Andhra Pradesh	Enterprise
2	2009-10	Internal Audit Service-2	Chitrika	Andhra Pradesh	Enterprise
3	2009-10	Learning Tour for Staff on Institution Development	Masuta	Jharkhand	Empowerment
4	2009-10	Workshop on Strategic Planning	National Institute for Rural Development (NIRD), Hyderabad	Andhra Pradesh	Empowerment
5	2009-10	Phase III- Strategic Plan Development	Kotak Education Foundation (KEF)	India	Enterprise
6	2009-10	Market Assessment Study for Unemployed Youth	KEF	India	Employment

Projects Executed by ALC India (2005 -11)

01

No.	Year	Name of Project	Client	State	Category of Outcome (5Es)
7	2009-10	Placement Services to Kriti	Kriti	Andhra Pradesh	Enterprise
8	2009-10	Preparation of Skill Development Project Plan for Youth	World Vision India	Maharashtra	Employment
9	2009-10	Training for Economic Enterprises Promotion	Ennela	Andhra Pradesh	Enterprise
10	2009-10	Training on Education	KEF	India	Empowerment
11	2009-10	Business Planning for CLRC	Western Orissa Rural Livelihoods Project (WORLP)	Orissa	Enterprise
12	2009-10	Training Manual of Sub-Sectors and Livelihoods Intervention	World Vision India	Tamil Nadu	Employment
13	2009-10	Training on Enterprise Promotion for Business Promoters	Uttaranchal Parvatiya Aajeevika Sanvardhan Company (UPASaC)	Uttarakhand	Enterprise
14	2009-10	NASSCOM Foundation Capacity - Building Training Manual	NASSCOM Foundation	India	Employment
15	2009-10	Institution Formation Support	All-India Artisans & Craftworkers Welfare Association (AIACA)-Mitan	Delhi	Enterprise
16	2009-10	Comprehensive District Agriculture Plan	Food and Agri-Business School (FABS)-MANAGE	MP	Empowerment
17	2009-10	Institutional and Business Plan for CBOs	CARE INDIA	India	Enterprise

Projects Executed by ALC India (2005 -11)

01

No.	Year	Name of Project	Client	State	Category of Outcome (5Es)
18	2009-10	Preparation of Bylaws and Registration of Farmers Cooperatives	Centre for Sustainable Agriculture (CSA)	Andhra Pradesh	Enterprise
19	2009-10	Strengthening of Lead Villages of Farmers Cooperatives	Mittra-BAIF	Maharashtra	Enterprise
20	2008-09	Institution Development for CIGs	World Vision India	Andhra Pradesh	Enterprise
21	2009-10	Tsunami Project Evaluation	Oxfam-Australia	Tamil Nadu	Employment
22	2009-10	Baseline Study of Slum-Dwellers In Hyderabad	Kriti	Andhra Pradesh	Enterprise
23	2009-10	Assessment of Horticulture Programme Implementation	Rural Development Department of Government of Andhra Pradesh	Andhra Pradesh	Enterprise
24	2009-10	Dairy Feasibility Study-Hardoi	World Vision India	Uttar Pradesh	Enterprise
25	2009-10	Dham Mini Dairy Proposal	Development Entrepreneur	Maharashtra	Enterprise
26	2009-10	Needs Assessment Study	Habitat For Humanity (HFH) India	India	Enterprise
27	2009-10	SHG Skill Assessment and Market Opportunity Study	World Vision India	Maharashtra	Employment
28	2009-10	GP Notes Finalization	South Asian Pro-Poor Livestock Policy Programme	India	Enterprise
29	2009-10	Livelihoods Assessment and Strategy Development	Ma Foi Randstad	Tamil Nadu	Employment

Projects Executed by ALC India (2005 -11)

01

No.	Year	Name of Project	Client	State	Category of Outcome (5Es)
30	2009-10	Cocoa Scoping Study	Manchester University	India	Equity
31	2009-10	Sirsilla Weavers Rehabilitation Impact Study	Centre for Excellence	Andhra Pradesh	Employment
32	2009-10	Dairy Study	District Water Management Agency (DWMA)	Andhra Pradesh	Enterprise
33	2009-10	DPR Preparation	KEF	Andhra Pradesh	Enterprise
34	2009-10	Training on Proposal Writing	MS Swaminathan Research Foundation (MSSRF)	Orissa	Empowerment
35	2009-10	Workshop on Proposal Writing	World Vision India	Andhra Pradesh	Empowerment
36	2009-10	DPR Preparation	District Water Management Agency (DWMA)	Andhra Pradesh	Enterprise
37	2009-10	Cocoa Study	Indian Institute of Management, Ahmedabad-IIMA	Tamil Nadu	Equity
38	2009-10	Impact of Market Intervention by VOs	Society for Elimination of Rural Poverty (SERP)	Andhra Pradesh	Equity
39	2009-10	Baseline Survey	Trocaire	Orissa	Enterprise
40	2009-10	Risk Management and Rural Insurance Course	National Institute for Development (NIRD), Hyderabad	Andhra Pradesh	Empowerment
41	2009-10	Exposure Visit on Risk Management	National Institute for Rural Development (NIRD), Hyderabad	Andhra Pradesh	Empowerment

Projects Executed by ALC India (2005 -11)

01

No.	Year	Name of Project	Client	State	Category of Outcome (5Es)
42	2009-10	Training on Promotion of SHG and Livelihoods	Handicap International	Bihar	Employment
43	2009-10	Promotion of Labour Cooperatives	Anantapur Paryavaran Parirakshana Samiti (APPS)	Andhra Pradesh	Employment
44	2008-09	Capacity- Building of SHGs	Hyderabad Archdiocese Social Service Society	Andhra Pradesh	Enterprise
45	2009-10	Training Programme on Marketing and Business Development with Producers Institution	Kutch Nav Nirman Abhiyan (KNNA)	Gujarat	Enterprise
46	2009-10	Rural Products Marketing Case	National Institute for Rural Development (NIRD), Hyderabad	Andhra Pradesh	Enterprise
47	2009-10	Training on Basics in Livelihoods Promotion	ALC India	Andhra Pradesh	Enterprise
48	2009-10	Documentary Film Festival-Tathya	ALC India	Andhra Pradesh	Empowerment
49	2009-10	Training Programme on Risk Management for Promotion of Sustainable Livelihoods	ALC India	Andhra Pradesh	Enterprise
50	2009-10	Programme Options for AP	CARE India	Andhra Pradesh	Enterprise
51	2009-10	Training Programme on Collectives and Livelihood Promotion	ALC India	Andhra Pradesh	Enterprise

Projects Executed by ALC India (2005 -11)

01

No.	Year	Name of Project	Client	State	Category of Outcome (5Es)
1	2010-11	Cocoa Scoping Study	Nandini R Murty	Andhra Pradesh	Enterprise
2	2010-11	Business Planning for CLRC	WORLP (Orissa)	Andhra Pradesh	Enterprise
3	2010-11	CDC Training Manual	World Vision India	Tamil Nadu	Empowerment
4	2010-11	Economic Summit	ALC India	Andhra Pradesh	Empowerment
5	2010-11	Strategic Planning and Policy Development	Centre for Sustainable Agriculture (CSA)	Andhra Pradesh	Enterprise
6	2010-11	RMRI Course	National Institute for Rural Development (NIRD), Hyderabad	Andhra Pradesh	Empowerment
7	2010-11	Youth Employability Programme	Children Fund India	Uttar Pradesh	Employment
8	2010-11	Livelihoods Workshop	MS Swaminathan Research Foundation (MSSRF)	Tamil Nadu	Employment
9	2010-11	Placement Services	Faith Foundation	Andhra Pradesh	Empowerment
10	2010-11	Proposal Writing	Adarsha Trust	Andhra Pradesh	Empowerment
11	2010-11	Placement Services	Friends of Women's World Banking	Gujarat	Empowerment
12	2010-11	Deputation Services	Chitrika	Andhra Pradesh	Empowerment
13	2010-11	Livelihood Learning Conference	Indian Institute of Entrepreneurship (IIE)	Andhra Pradesh	Empowerment

Projects Executed by ALC India (2005 -11)

01

No.	Year	Name of Project	Client	State	Category of Outcome (5Es)
14	2010-11	Learning Tour	Umang	Uttarakhand	Empowerment
15	2010-11	Training Programme	Mahila Arthik Vikas Mahamandal (MAVIM)	Maharashtra	Enterprise
16	2010-11	Deputation Services	Society for People's Awareness and Rural Development Action (SPARDA)	Orissa	Empowerment
17	2010-11	Study on Potential Alternative Livelihoods, Vocational Skills and Possible Market Linkages	ActionAid	Outside India (Afghanistan)	Employment
18	2010-11	Professional Support Services to Prepare Business Plan	Villgro	Tamil Nadu	Enterprise
19	2010-11	Annual Report	SARAL/SAFAL	Andhra Pradesh	Empowerment
20	2010-11	Brochure Designing	FPAI	Jharkhand	Empowerment
21	2010-11	Tathya-II	ALC India	Andhra Pradesh	Empowerment
22	2010-11	Video Documentary	Faith Foundation	Andhra Pradesh	Empowerment
23	2010-11	Livelihoods-Desk Guide	CARE INDIA	Andhra Pradesh	Enterprise
24	2010-11	Documentation Services	Conare	Andhra Pradesh	Empowerment
25	2010-11	TI Spencer's-October	Spencer's Retail Ltd	Andhra Pradesh	Empowerment

Projects Executed by ALC India (2005 -11)

01

No.	Year	Name of Project	Client	State	Category of Outcome (5Es)
26	2010-11	TI Spencer s-November	Spencer s Retail Ltd	Andhra Pradesh	Empowerment
27	2010-11	Content Development for Website and Annual Report	SPARDA	Orissa	Empowerment
28	2010-11	District Development Plan-Khammam	Confederation of Indian Industry (CII)	Andhra Pradesh	Enterprise
29	2010-11	Support to Ford Foundation Partner NGOs	Winrock International India (WII)	India	Enterprise
30	2010-11	Support for Organization Growth and Monitoring Evaluation Process	All-India Artisans & Craftworkers Welfare Association (AIACA)-MITAN	Delhi	Enterprise
31	2010-11	Study on ICU Cooperatives	Watershed Support Services and Activities Network (WASSAN)	India	Enterprise
32	2010-11	Support for Current Practices and Policies Improvement	Avani	Uttarakhand	Empowerment
33	2010-11	Promotion of Producer Company	Central Himalayan Rural Action Group (CHIRAG)	Uttarakhand	Enterprise
34	2010-11	Support to Ford Foundation Partner NGOs	Winrock International India (WII)	India	Enterprise
35	2010-11	RPM Course	National Institute for Rural Development (NIRD), Hyderabad	Andhra Pradesh	Empowerment
36	2010-11	RPM Course	National Institute for Rural Development (NIRD), Hyderabad	Andhra Pradesh	Empowerment
37	2010-11	Strategic and Perspective Planning	Mulkanoor Women's Cooperative Dairy	Andhra Pradesh	Empowerment

Projects Executed by ALC India (2005 -11)

01

No.	Year	Name of Project	Client	State	Category of Outcome (5Es)
38	2010-11	DPR Nalgonda	District Water Agency (DWMA)	Andhra Pradesh	Enterprise
39	2010-11	DPR-Medak	District Water Management Agency (DWMA)	Andhra Pradesh	Enterprise
40	2010-11	Cocoa Study	Indian Institute of Management, Ahmedabad-IIMA	Tamil Nadu	Equity
41	2010-11	Impact of Market Intervention	Society for Elimination of Rural Poverty (SERP)	Andhra Pradesh	Equity
42	2010-11	Baseline Survey	Trocaire	Orissa	Employment
43	2010-11	Evaluation of SRI	Bihar Rural Livelihoods Promotion Society (BRLP)	Orissa	Employment
44	2010-11	Training and Purchase of Small Ruminants in Mahaboobnagar District	CARE India	Andhra Pradesh	Enterprise
45	2010-11	Evaluation of Effectiveness and Impact of NTFP	Regional Centre for Development Cooperation (RCDC)	Orissa	Employment
46	2010-11	Feasibility of Lac Cultivation	CRS-Ranchi	Jharkhand	Enterprise
47	2010-11	Training and Purchase of Small Ruminants in Kumool District	CARE INDIA	Andhra Pradesh	Enterprise
48	2010-11	Dairy Feasibility Study and Designing Business Plan	SHARE Microfin	Andhra Pradesh	Enterprise
49	2010-11	Feasibility Study for Promotion of Livelihoods	KVK Energy	Maharashtra	Enterprise

Projects Executed by ALC India (2005 -11)

01

No.	Year	Name of Project	Client	State	Category of Outcome (5Es)
50	2010-11	Value Chain Analysis	MS Swaminathan Research Foundation (MSSRF)	Orissa	Enterprise
51	2010-11	Documentary	Dhamarajpally Paddy Seeds Cooperative	Andhra Pradesh	Empowerment

ALC India Year-wise Performance Snapshot

02

Particulars	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Full-time/Staff Consultants (as on March 31)*	2	7	9	15	18	35
Consulting Associates	6	13	8	13	10	214
Total Projects Undertaken	11	30	51	52	53	53
Total Organizations Served	10	24	34	36	39	39
Total Households Directly Served	350	400	250	11,800	6,200	15,250
Total Paid Working Days of Full-time Consultants #	120	1,842	2,938	2,975	5,864	10,095
Total Voluntary (Unpaid) Consulting Days of Full-time Consultants	0	0	0	159	97	104
Total Consulting Days of Consulting Associates	125	165	110	520	217	7,046
Average Value of Projects (Rs)	31,809	103,712	88,564	118,361	163,099	264,187
Total Revenue (Rs)	349,894	3,111,361	4,516,778	6,154,750	8,644,240	14,001,929
Net Profit (Rs) ##	51,757	84,259	35,337	51,464	191,511	-3,209,873
Dividend (% of Revenue)	0	0	0	0	0	0

* Number of full-time consultants was more in particular months of 2009-10 and 2010-11 (many staff members resigned during the year) # Paid consulting days of full-time consultants were generally 55% of paid working days ## ALC India's main source of revenue is consulting fees, charged on the basis of consulting person-days. All costs related to consulting, including cost of human resources, are deducted from revenue, to arrive at gross profit. Then, other costs such as expenditure related to recruitment & developing pro-bono offerings are deducted from gross profit, to arrive at net profit

ALC India Creditors (2005 -11)

03

Creditor	Total Loans Advanced to ALC
Ms. Taru Paliwal	50,000
Mr. DSRC Murty	175,000
Ms. D Lakshmi	100,000
Mr. G Satya Dev	250,000
Mr. GV Rajagopal	1,429,651
Mr. Prakash Londhe	50,000
Ms. V Kavitha	50,000
Mr. V Madhusudan Rao	190,000
Ms. Dasika Rajeswari	18,000
Mr. D Dinesh	14,000
Dr. Balu Athani	100,000
Mr. D Umma Maheswara Rao	18,000
Mr. N Madhumurty	90,000
Ms. Aruna	80,000
Ms. GVL Prasanna	250,025
M/S Chitrika	250,000
Mr. LB Prakash	50,000
Mr. Manprit Arora	300,000
Mr. Mrutunjaya Dash	550,017
Mr. RK Anil	1,600,000
FWWB	4,000,000
Mr. Trilochan Sastri	100,000
Ms. K Padmavati	216,659
Total	9,931,352

Training Manuals and Toolkits Produced by ALC India (2005 -11)

04

Topic	Clients
Basics of Livelihoods Promotion	World Vision India, Srijan, Oxfam-Australia, CARE
Collectives and Poverty Reduction	Centre for Sustainable Agriculture, Timbaktu, Geres, Oxfam-Australia, Masuta
Facilitating Makers to Markets	Geres, KMVS, NIRD
Training for Youth Employability Skills Programme	Kotak Education Foundation, Christian Children s Fund
Planning and Promoting Businesses of the Poor	World Vision India, Swaminathan Trust, BAIF, Masuta
Training on Marketing of Artisan Products	Asian Heritage Foundation and World Bank
SHGs and Livelihoods	Handicap International
Management of Institutions of Poor	Oxfam-Australia
Training on Urban Livelihoods	ALC India
Training on Dairying	ALC India
Training on Strategic Planning and Management	NIRD
Risk to Resilience in Livelihoods	NIRD
Livelihoods Concept and Business Planning	MAVIM
Strengthening of People's Institutions	BAIF-Mittra
Sustaining Vibhags and VAPCOL	BAIF-Mittra
Cooperative Promotion	BAIF-Mittra
Training on Business Plan & Strategic Plan	ALC India

Training Manuals and Toolkits Produced by ALC India (2005 -11)

04

Topic	Clients
Institutional Design and Business Plan	Action for Social Advancement
Administrative Policy and Practice Document	Khamir
Training on Social Enterprises	NIRD
Training on Value Chain Analysis	World Vision India
Training on Cooperatives Promotion	Centre for Sustainable Agriculture (CSA)
Green Products Marketing	ALC India
Barefoot Accountants	ALC India
Livelihood Enhancement through Enterprise Promotion: LEEP	UPASaC
Training on Optimal Use of MS Office	NASSCOM
Training to Facilitators and Facilitation Skills on Supply Chain	World Vision India
Risk Management	NIRD
Sub-sub-sector	World Vision India
Training Module on Governance and Institution Building	World Vision India
Basic Livelihood Module	ALC India
Basic Module on Business Planning for Livelihoods Promotion	ALC India
Manual on Dairy Enterprise	ALC India
Collectives Manual	ALC India

Publication Projects of ALC India (2005-11)

05

Type of Project	Clients	Description
Case Studies on Institutions, Enterprises and Livelihood Situation Analysis	Ford Foundation, Mulukanoor Women's Cooperative Dairy, BASIX, Food and Agriculture Organization, International Water Management Institute, South Asia Pro-Poor Livestock Programme and others	Guiding tools to development practitioners, policymakers & investors, for designing programmes and enterprises which target economic injustice and inequity. Preparation of case studies involved extensive field visits, questionnaires and checklists to generate accurate analysis
Status Report of Self-Reliant Cooperatives (including 17 case studies)	Revitalizing Rain-fed Agriculture Network -- Supported by HIVOS and Ford Foundation	An extensive document on the status of self-reliant cooperatives, including desk reviews of old and new cooperative acts, report on consultative meets, field visits (nine states) and case studies. Study was conducted to analyze the current status of 67,000 self-reliant cooperatives & practice levels, and suggest recommendations
Training Modules (17)	CARE India, World Vision India, Srijan, Oxfam-Australia, Kotak Education Foundation, Christian Children's Fund, National Institute of Rural Development, ActionAid International, Asian Heritage Foundation, Handicap International, BAIF, National Institute of Rural Development, Institute of Rural Management & United Nations Development Programme	Designed for developing capacities of operational staff of development agencies, communities and other stakeholders through practice workshops. Modules also aim to strengthen existing skills & equip participants with basic managerial skills including business planning, finance & accounting, costing & market development. The modules contain detailed reading material with illustrations and exercises
Analytical Study (20) Reports	PRADAN, Oxfam - India, Catholic Relief Services, Chitrika, Sir Ratan Tata Trust, State Employment Guarantee Mission-AP	Reports focused on value chain analysis of market potential, production, marketable surplus, stakeholder analysis, value & margin analysis, elaborating how the chain operates & how its functionality varies from farmers to intermediaries to the final consumer

Publication Projects of ALC India (2005 -11)

05

Type of Project	Clients	Description
District Development Plan Documents for Khammam (AP), Dhar (MP), Dewas (MP)	Confederation of Indian Industries, MANAGE-Agriculture Institute	Detailed district development planning reports intended to recommend potential sectors for industrial growth, agricultural growth, for community investments and development of sectors, drawing parallels from the current situation in the district using a consultative process and field visits. The key challenge was to help government departments recognize strength, skills and resources available in the districts
Process Documentation case studies)	ActionAid International	Report of the social audit of MGNREGS implemented in Ananthapur district of Andhra Pradesh
Annual Reports	Safal Solutions, Conare, Centre for Community Development	Documentation of the entire set of activities and initiatives undertaken in particular years
Brochure / Other Communication Material	Gramin Vikas Trust (Ranchi), Gajapati Women's Self-Help Cooperative (Odisha), ALC India	Communication material aimed at promotion of services
Video Documentaries/Short	PSGC Dharmarajupalli, Quest Alliance, Faith Foundation, Mulukanoor Women's Cooperative Dairy	Films showcase the achievements and challenges of small community-owned enterprises, highlight community leaders and entrepreneurs, present them as sources of inspiration
<i>Transforming India (TI) Films</i>	ALC India	72-page quarterly development magazine aimed at presenting the "other" half of economic development, which is not presented in mainstream media, and including stories on status of livelihood, interviews of famous development professionals, case studies of enterprises and next-door entrepreneurs

Publication Projects of ALC India (2005 -11)

05

Type of Project	Clients	Description
TI Spencer's	Spencer s Retail, Hyderabad	18-page monthly development magazine aimed at livelihoods promotion, with stories on livelihoods and rural economy in and around Hyderabad
Farmer Producer Organization (FPO) User Guide Kit case studies)	Small Farmers Agri-Business Consortium (SFAC)	User guides for helping farmers leaders and FPO members plan and design farmer-based institutions. Presented in storytelling format, in a conversational style, with cartoons, images, tips, FAQs and a number of examples. Under production, these booklets may be translated into regional languages and distributed by SFAC to all resource institutions working with FPOs

Appendix

Topics Covered in Transforming India

Apart from features on the topics listed below, Transforming India had interviews with several development entrepreneurs and thinkers like trade union leader Baba Adhav, ICICI Foundation head Nachiket Mor, MP Vasimalai, Founder and Executive Director of Dhan Foundation, T Vijay Kumar of SERP, micro finance guru Vijay Mahajan, and development consultant Shashi Rajagopalan. The magazine carried reviews of books and films touching the issues of the marginalized; also profiles of eminent personalities like Amartya Sen, CK Prahlad and Rajendra Singh.

Development Mayhems in India Budget Allocations
Ruralizing Insurance Cover
Mixed Cropping for Multi Insurance
The Myths and Truths about Funding Livelihoods
Budget Allocations (2009-10) that Directly Impact Aam Aadmi
Carbon Credit and Livelihoods
Financing Water Needs
Working Class and Neoliberalism
Climate Change and Agriculture
Self-Help Group -- Success or Failure
Urban Agriculture Adaptation in Threatening Climate and Food Situation
Effort to Uplift the Social Condition of Fishing Community
Micro, Small and Medium Enterprises
Wings of Change
Rise in Fertilizer Cost and its Impact on Agriculture
Global Food Security and its Challenges
Women in Agriculture
Cooperative Society vs Producer Company
Bio-diversity of Western Ghats
Food for Thought
Watershed Management in India
Interest Rate Debate in Micro Finance
Farmer Suicides and Agrarian Crisis
Vertical Integration in Poultry Industry
Managing Risks Unlocked
Engaging Employers: International Best Practice in Employability Programmes
Financing Livelihoods of Poor
Women and Climate Change
Minimum Support Price: Widening Class Inequality?
Family Business Garden
Organic Lacquer Toys

Challenges of Rural Non-Farm Sector
Non-Timber Forest Products and Livelihoods
Forest Rights Act, 2006
Role of Trade Unions
Poverty, Groundwater, Electricity and Agrarian Politics: Understanding the Linkages in West Bengal
River Basin-Based Livelihood Approach
Untangling the Cotton Yarn
NREGA Social Audit: Whom to Blame -- the Tool or the User?
Challenges in the Skills Development Programme for Youth
Riding the Wave of Incredible India
Designing a Sustainable Future
Women in Weaving
Small Dairy Project Plan
Social Marketing
Agricultural Credit
Marketing Status of Indian Goat Meat
Drop in Groundwater Resources
Defining Decent Work
Social Venture Funds
Four-Pronged Strategy to Promote Farm Growth and Enhance Rural Income
Small Ruminant Livelihoods: Extent, Importance and Implications
Forest and Bio-diversity
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