



## **Access livelihoods Consulting India Private Limited**

Minutes of the Special Board of Directors Meeting 2006 – 2007

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1. Board Minutes - 7th Oct 2006
2. Board Minutes -10th Jul 2007
3. Board Minutes - 27th Jul 2007
4. Board Minutes - 8th Oct 2007

### **Minutes of the Board Meeting held on 10<sup>th</sup> Jul 2007.**

ALC India Board Meeting was held on 10<sup>th</sup> Jul 2007 between 10.00 to 17.00 Hours at ALC India office, Tarnaka Hyderabad. The following members were present at the meeting.

<b><u>S.No</u></b>	<b><u>Name</u></b>	<b><u>Designation</u></b>	<b><u>Signature</u></b>
1.	Mr. G.V. Krishnagopal	Director (Business Development)	
2.	Mr. G. Satyadeva Prasad	Director (Operations)	
3.	Mr. D.S.R.C. Murthy	Member	
4.	Mr. V. Madhusudana Rao	Member	
5.	Mr. G. Sharat Kumar	Invitee	
6.	Mr. N. Madhumurthy	Invitee	
7.	Mr. Ranjan Kumar Baral	Invitee	
8.	Mr. B. Bhasker	Invitee	
9.	Ms. S. Kameshwari	Invitee	

#### **Agenda:**

1. **Review on Business Generation:**

The Board has approved Business Generation plans presented by Mr. GV Krishnagopal.

2. **Review on Operations:**

The Board has approved Operations presentation by Mr. G Satyadeva Prasad. He also presented on ICT activities and HR policies.

The Board has suggested that the team has to identify network agencies for implementation arrangements.

3. **Cooperatives:**

The Board has approved Cooperatives presentation by Mr. V. Madhusudana Rao.

4. **Youth Development:**

The Board has approved the presentation Youth Development activities by Mr. G. Sharat Kumar.

5. **Urban Livelihoods:**

The Board has approved the presentation on Urban livelihoods promotion by Mr. Ranjan Kumar Baral.

6. **Publications:**

The Board has approved presentation on publications by Mr. DSRC Murthy.

7. **New Director:**

The Board has agreed to take new directors Mr, N. Madhumurthy who is going to take Institutional Development and HR of ALC India.

8. **Allotment of Shares:**

The Board has approved the investment proposal from Mr. G. Sharat Kumar for 2,500 shares and also from Mr. N. Madhu Murthy for 2,500 shares.

9. **Change of Designations:**

The Board has approved change of designations as follows.

1. Mr. G. Sathya Deva Prasad Presently Director Operations will become Director ICT.
2. Mr. Madhusudana Rao Presently Senior Consultant will become Director Finance and Administration.

The above designations will come into force from 01 Aug 2007.

10. **Increments:**

The Board has approved annual increments as suggested by Mr. G. Sathya Deva Prasad.

The Board further approved that the above policy should come into force from 01 Apr 2007. All arrears must be cleared before 31 Aug 2007.

11. **New HR Policy:**

The Board is approved the New HR Policy as prepared by Mr. G. Sathya Deva Prasad.

The Board further approved that the policy should come into force from 10<sup>th</sup> Jul 2007.

12. **Office Shifting:**

The Board has approved to shift the office from existing H.No.12-5-149/14/9/1, Creative Satya Nivas, Flat-304, Adj. Lane to UTI Bank, Vijayapuri Colony, TARNAKA, Secunderabad – 500 017 to 1212-5-12/4/1, Vijayapuri, Tarnaka, SECUNDERABAD – 500 017.

13. **Funds Mobilisation:**

The Board has approved that the organisation is in need of Rs 30 Lakhs of Working Capital on an average of Rs 5 Lakhs per month for next 6 months.

The Board approved to approach various individuals, bankers who can lend money to ALC India.

(Full Signatures with dates of Directors, Members and Invitees confirming approval of Minutes of the Board meeting.)

## **Minutes of the Board Meeting held on 27<sup>th</sup> Jul 2007.**

### **Agenda:**

1. Finalisation of HR Policy
2. Finalisation of Staff Increments
3. Finalisation of Q1007-08 financial statements
4. Approval of thematic plan of Mr. Madhu Murthy
5. Internal Audit Plan
6. Any other

### **Resolutions:**

#### **1. Finalisation of HR Policy:**

- Rs 50 Crores turnover in vision is to be removed.
- Director Publication is to be removed and Director communications is to be replaced.
- Director Initiatives has no illustration.
- Executive Operations and Executive Accounts will report to Director Operations directly.
- HR Director has delegated certain or /and all powers and flexibilities to overcome certain procedures in the process of recruitment.
- Travel and stay for attending interviews for the positions of Senior consultant and above positions has to be increased to III AC and Per day Rs 1000/-
- HR policy has designed for Hyderabad office only. It has to incorporate certain things keeping in mind of opening new branch offices at Delhi and Ahmadabad.
- Resource fee has to be increased from 750 to 2,000 to associate. For senior associates it has to be increased to 1,500 to 3,000. Its all depending upon client and vary to the same person in different times.
- For regular staff option has to be removed.
- For regular staff the pay may be either fully regular or fully variable. If it is fully variable the maximum ceiling is Rs 3,000 per day. Irrespective of whether fully fixed or fully variable the maximum pay in a month should not cross Rs. 72,000/-

- Disincentives for senior level staff underperformance must be severe than for the lower level staff
- A spreadsheet to discuss the possible projects before the end of the month must be incorporated to discuss monthly plan
- Rest of the comments given to Mr. Satya dev for necessary incorporation.
- The finalised HR policy should ready by 28<sup>th</sup> Jul 2007. There is no need of approval of Board again. Can be taken signatures.
- The HR Policy will come in to force on 01<sup>st</sup> Aug 2007 upto 31<sup>st</sup> Mar 2008.

## **2. Finalisation of Staff Increments:**

- The increments for all staff are to be revised as per new HR policy.
- All increments have been given to old policy with old calculations and applicable from 01<sup>st</sup> Apr 2007. For variable people the rate is applicable from 01<sup>st</sup> Aug 2007.
- New salary structure will be come in to force from 01<sup>st</sup> Aug 2007.
- For Mr. Madhusudana Rao the increments policy has given Rs 100 per day. He has to calculate @ Rs 100 per day for total working days for claim submission and
- For G.V. Krishnagopal the increment has been given for Rs 4,000/-. Arrears from April to Jul 2007 are to be paid along with July 2007.
- For Mr. D.S.R.C. Murthy the increment for month is 1,120/-. Arrears of Apr to Jul 2007 period are to be paid along with July 2007 Pay.
- For Mr. Satyadeva Prasad, the increment is Rs 500 per month is to be paid along with arrears of Apr to Jul 2007 period in Jul 2007.

## **3. Review on Financial Statements for Q1 2007-08:**

- Balance sheet should be a full-fledged balance sheet. I.e. adding depreciation cost.
- Sewa federation advance should show as consultancy fee, it should not be shown as advances payables.
- Q1 profits are over stated.
- The accounting system of the company is to be shifted from cash system to accrual system.
- All the accounting mistakes should be rectified and should submit correct financial statements in next board meeting.

- Along with financial statements ratio analysis is to be presented.
- Quarter-to-Quarter comparison with graphs is to be presented in every Board meeting.
- Director Finance and Administration is responsible for ensuring the accounting systems.
- Preliminary expenses are to be written off every quarter.

**4. Approval of thematic plan of Mr. N. Madhumurthy:**

- Being functional area total number of days should not be more than 30 days.
- Hand holding NGO should be 10.
- Specify what are innovative products
- Offer long term contracts for 4
- Resource pool should be 100
- Women candidates must be 4
- Revenue generation should be Rs 4,00,000/-
- The final thematic plans should be presented to Mr. Satyadeva Prasad and Madhusudana Rao for approval.

**5. Approval of thematic plan of Mr. G. Satyadeva Prasad:**

- Total consulting days should be 101.
- ISO certification is to be done.
- Revenue generation is to be increased to Rs 4,00,000

**6. Internal Audit Plan:**

- Will be presented in next meeting

**7. Others:**

- Find out new independent director among the list circulated by Mr. GV Krishnagopal.
- Finalise at least one as per the mail of Krishnagopal.

Submitted for approval:



## **Board Meeting 8<sup>th</sup> Oct 2007**

*Present – V Madhusudhana Rao, N Madhumurthy, G Satyadeva Prasad, GV  
Krishnagopal*

### **Agenda**

1. Review of last meeting minutes
2. Review of overall company's & functional progress
3. Review of Half Yearly Financial Statements
4. Review of the Internal Audit Report
5. Any other issues in overall management organization

### **Minutes of Meeting**

#### *Review of Last Meeting Minutes*

1. Spread sheet to temporarily keep track of the projects as decided in the previous board meeting has not been developed.
2. Accrual basis financial statements to be developed and shown in the ensuing board meeting in Jan'08. Financial statements incorporating all the receivables and payables have to be incorporated. Depreciation also should be incorporated.
3. Ratio analysis of the financial statements to be presented in the next board meeting in Jan'08 (including quarter to quarter progress to be reflected).
4. Revision of targets for the individuals shall be only considered when enough resources have been placed at the disposal of the individual. Therefore for Mr Sarat Kumar no revision of targets will be encouraged. However, since the investment in youth and livelihoods is not taking off Mr Sarat Kumar will be designated as Manager (SD & Quality) for the next six months and provide consulting services.

#### *Review of Company's and Functional Progress*

1. ICT & Communication –
  - a. Use the services of external consultant for development of web content should be done cautiously.
  - b. Monitoring the associates by ensuring the plan is in place at the month beginning. Only according to the deliverable the payment should be done. For the short/part term associates only deliverable based STC will be allowed. Only for the long term associates the retainer fee is allowed.
  - c. Verify the low cost certification process for ISO
  - d. Communications division has to be tightened as far as deliverables is concerned. Profile updation should be done regularly.
  - e. ICT applications –

V Madhusudhana Rao

G Satyadevaprasad

GV Krishnagopal

N Madhumurthy

- i. New clients suggested especially established players like Development Alternatives, ITC, MSSRF, Drishtee and other players
- ii. Our competency on providing the livelihoods and technical interface should be articulated to all. The brochure is fine however some other things that can be added as services are – M & E services, Service Effectiveness Surveys, Planning of Services and Tracking Services
- iii. YES Network for the ICT based contest for youth should be applied for.
- iv. Training programs for ICT should be done in November'07. Resource pool for the program should be from outside the organization and the program should be advertised as high cost one as compared to the earlier CB programs.
- v. Annual Report is of poor quality as far as the design, document processing, financial statements, and auditor report is not present. ALC India's standard has not maintained in this report.
- vi. Time allocations for ICT & Communication should be taken care as already 6.5 months have passed away.

## 2. Strategic Development & Business Development

- a. Mr Sarat Kumar to be inducted as full time Manager (Business Development) at the earliest. He has to accordingly modify plans and submit at the earliest.
- b. The board has agreed to reduction of target from Rs 1.2 crores to Rs 80 Lakhs for the business development as sufficient support has not been established.
- c. It was suggested that Delhi which is where lot of business can be generated Mr Sarat should be placed and some temporary office has to be taken there.
- d. The following suggestions for the business development have been given – clients like CADA, APUSP, Horticulture Department, IDC, Vizag DRDA youth proposal

## 3. Administration and Finance

- a. Leaves register to be done before the month end in Oct 31<sup>st</sup> 2007. The record of leaves taken from 1<sup>st</sup> April to 31<sup>st</sup> July should be compiled and shared to the board by 20<sup>th</sup> Oct 2007
- b. Library Operational only by 20<sup>th</sup> Nov 2007
- c. Financial Policy – Finance Resource Management, Financial Control Systems – Budget, Actual Expenditure Statement, Legal Compliances – Oct 31<sup>st</sup> deadline
- d. Procurement Policy – 31<sup>st</sup> Oct 2007
- e. AMC for office computers to be completed by 31<sup>st</sup> Oct 2007.

V Madhusudhana Rao

G Satyadevaprasad

GV Krishnagopal

N Madhumurthy

- f. Final financial statements for Half Year 07 – 08 to be out on 18<sup>th</sup> Oct 2007.
- g. Accident Insurance policy to be in place by 16<sup>th</sup> Oct 2007
- h. Each Director is requested to mobilize Rs 3 lakhs from various sources.

4. Human Resource Management

- a. Refer to labour act and other related acts to ensure that there is legal compliance of the company in all respects to be done by 31<sup>st</sup> Oct 2007
- b. On priority basis get Senior and Principle Consultants to work with ALC India. Head hunting in important organizations like Pradan, BAIF, FES and AKRSP should be considered. Corporate VRS employees should be considered for senior consultants. Corporate CSR – Byr Raju Foundation, Reddy Foundation. I Volunteers can be explored for two years stint.
- c. December a retreat for the Directors will be organized.
- d. Performance rating system to be evolved for consideration in Jan board meeting. The system will be evolved by N Madhumurthy and placed in the next board meeting. Any suitable action on underperformance will be taken up only after Jan once the system is evolved.
- e. NGO Handholding program conceptualization should be done at the earliest.
- f. Based on the current half year performance of the Directors it is decided that the following deductions will be imposed in the salaries in August & September' 2007

#	Name of Director	% Deduction
1.	V Madhusudhana Rao	10
2.	G Satyadevaprasad	25
3.	N Madhumurthy	25

5. Any other discussions

- a. Three conventions to be planned by ALC India

#	Convention	Person In Charge	Month of Event
1.	ICT Application in Livelihoods	Mr Shakeel	Jan 07
2.	Youth and Livelihoods	Mr Sarat Kumar	Nov 07
3.	Urban Livelihoods Promotion	Mr Ranjan Kumar	Dec 07
4.	Tribal Livelihoods Promotion	Mr Rajinikant	Feb 07
5.	Livelihoods Promotion & Development – Basic Module	Mr Sudarshan	Dec 07

V Madhusudhana Rao

G Satyadevaprasad

GV Krishnagopal

N Madhumurthy



Minutes of the Meeting – ALCI 7<sup>th</sup> October, 2006

Meeting No – FY2 - Q2 - 01

Board of Directors Meeting

Members Present: G. V. Krishnagopal, G. Satya Deva Prasad, V. Madhusudana Rao

Observer: Ranjan Kumar Baral

Minutes Drafted by: DSRC Murthy

1. Holidays and Leave Policy – There are 12 fixed holidays (details given below) and three optional holidays apart from regular Sundays. If any person working on holidays he/she can avail the same as compensatory holiday within the respective month and this is not applicable for the Sunday which comes in the last week of the month. In this case he/she can avail the compensatory holiday in the following month up on prior information.

Every person can avail one casual leave per month. i.e. 12 days in a year. At the maximum only 3 casual leaves can be taken at a time, if they are availed in the prior months. Sick leaves provided 6 days in a year. If these are not availed the same can be paid proportionately as per their internal consulting rate. Vacation leaves are provided for 7 days and these can be availed at a stretch, no compensation given, in the case any person not availing these leaves.

Casual leaves and sick leaves not to be clubbed with vacation leave. Each person is expected to perform 22 working days in a month irrespective of Sunday and other holidays. For the consultants whoever associated without fixed monthly remuneration can avail 7 days leave along with respective internal consulting rate.

Sample leave policies of one strong NGO, Consulting Organisation, and any other corporate organisation may be studied and then leave policy finalized for ALCI. Murthy agreed get all these by the end of this month.

2. Financial Statements – Cash in Hand Rs.2340, Bank Balances – Rs.1,70,203. Financial statements should be broken down into quarter wise columns. Administrative expenses should not be included Director's Remuneration. Interest on net profit and share capital should be taken into account. Tax liability on net profit also to be taken into consideration.

A small package on internal income and expenditure, revenue generated, cost and time controlling may be developed. Mr. Murthy has to coordinate the package development

3. IRMA MTS – No information from IRMA so far and follow up needed. Mr. Murthy to follow up the issue. To host preliminary website by mid November. Mr. Satyadev to coordinate the preliminary website
4. Pending Proposals –
  - a. APUSP – 15<sup>th</sup> October by Krishnagopal
  - b. GKP – 15<sup>th</sup> October
  - c. West Bengal Livelihoods Project – 15<sup>th</sup> October
  - d. Bihar Micro Finance coping study – 15<sup>th</sup> October
  - e. Chattisgarh Forest Based Livelihoods Project – 20<sup>th</sup> October
5. Access Livelihoods Services (NGO) – by laws should be finalized by 15<sup>th</sup> October. Mr. Krishnagopal to finalise the concept note and byelaws. All the proposed board members to be contacted and take their willingness in the Board. Mr. Nageswara Rao – auditor, Ms. Kalyani Kandula – CEE, and Mr. G. Muralidhar – Akshara are the new members proposed.
6. ALCI board should have at least 15 members by the end of its second year of operation.
7. A loan of Rs.10,000 for purchase of laptop computer agreed to give Madhusudana Rao as loan recollect the cost Rs.1000 per month from remuneration.
8. Madhusudana Rao agreed to send the proposal for internal product (booklet) by 11<sup>th</sup> October 2006.
9. Livelihoods Foundation Course to be conducted during 27<sup>th</sup> – 29<sup>th</sup> November, 2006. Mr. Murthy will coordinate all the logistic arrangements.
10. A publication from ALCI proposed. This should be finalized in the next board meeting.
11. Recruitment Strategy – look out for the people working with good NGOs and considerable experience in the livelihoods sector. Maintain a database of the candidates applied for the jobs against devnet jobs advertisement by ALC so that as and when a good opportunity/assignments comes across like Bihar, Orissa, and West Bengal. A fresh advertisement through devnet jobs to be given for consultants who are willing to associate with ALCI on complete variable compensation logic. Mr. Satya dev to coordinate.
12. Capital Increase and financial cushion – venture capital, mainstream financial institutions, development financial institutions, and loans from individuals. It is agreed to take upto Rs.10.00 lakhs towards business enhancement purpose – livelihood portal.

13. Concept note on livelihoods portal by the end of November 2006. Jointly by both Mr. Krishnagopal and Mr. Satya dev.
14. An office assistant to be appointed with a salary of Rs.3-4 thousand per month with commerce background to look after office as well as accounts and meet all the liaison work of ALCI. Mr. Madhusudhan to identify suitable persons.
15. Agreed to provide closed user group BSNL connections (sim cards) to all the directors, consultants, and any other persons associated with ALCI. Mr. Murthy to coordinate the Connections
16. Agreed make linkage with a good DTP person near by office location to give all printing works. Mr. Murthy to identify the same.
17. Mr. Madhusudana Rao agreed to identify experts in water sectors to develop the capabilities of ALCI in the sector.
18. Target for business generation by the end of next quarter of financial year.
  - a. G. V. Krishnagopal – Rs.10.00 lakhs
  - b. G. Satyadeva Prasad – Rs. 3.00 lakh
  - c. V. Madhusudana Rao – Rs. 1.00 lakh
  - d. DSRC Murthy – Rs. 0.25 lakh
  - e. Ranjan Baral – Rs. 0.25 lakh
19. As per the contractual agreement with DSRC Murthy it is agreed to increase his salary by Rs.1,000 w.e.f 1<sup>st</sup> November, 2006.
20. Murthy agreed to anchor the CHIP Training programme – Nov., Dec., etc.,
21. One-year celebrations of ALCI to be organized on 13<sup>th</sup> evening of this month in IMAX theatre.
22. The next board meeting decided to hold on 5<sup>th</sup> January, 2007.