



Access Livelihoods Consulting India Private Limited

Company Policies 2011 - 2012

1. Administration & Procurement Policy and Practice Document
2. Finance Management Policy and Practice
3. Human Resource Policy and Practice Document
4. ICK Policy and Practice Document
5. Institution and Organization Management Policy and Practice Document
6. Program & Project Management (PPM) Policy & Practice Document

Administration & Procurement Policy and Practice Document



2011 – 12

Access Livelihoods Consulting India Private Limited

Plot No. 4, Matrunilayam, Telephone Office Lane,

Sai Nagar Colony, Picket, Secunderabad, A.P. – 500009

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Administration & Procurement Policy and Practice

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Chapter 1: Introduction about ALC India

1.1 Brief Introduction:

Access Livelihood Consulting Private Limited (hereinafter referred as **ALC India**) is a Private Limited Company Registered with Number **47514** dated **19th September 2005**. It is an ISO **9001:2008** Company bearing **No. 10708-QMS-757** to Provide Management Consultancy Services for promotion of Sustainable Livelihoods for the Poor. It is registered under **MSMED Act, 2006** vide **No.1585/B3/2009** dated **17/08/2009**.

1.1.1 Objective: To run the day to day activities smoothly and effectively.

1.2 Locations:

1.2.1 Head Office

Access Livelihoods Consulting India Pvt.Ltd
Plot No. 4, Matrunilayam, Telephone Office Lane,
Sai Nagar Colony, Picket, Secunderabad – 500 009
Andhra Pradesh, India, Tel: +(91)-40-27891147/40177321
Mail: info@alcindia.org, Web Site: ww.alcindia.org

1.2.2 Unit Office - Odisha

Access Livelihoods Consulting India Pvt.Ltd
Plot No. N/3-260, Ground Floor, IRC Village,
Nayapally, Bhubaneshwar- 751 015,
Odisha, India, Tel: (+91)-674-2550452

1.2.3 Unit Office - Jharkhand

Access Livelihoods Consulting India Pvt.Ltd
228-B, Road No-03, Ashok Nagar,
Ranchi – 834 002, Jharkhand, India
Tel: (+91)-651 - 2240206

Chapter 2: Guidelines for Time Compliance

2.1 Office Timings:

- 2.1.1** The office works on 6 days per week basis and Sunday is considered as weekly off. The official work timing shall be from 9:00 am to 7:00 pm. However, consultants shall work for 8 hours including 30 minutes lunch and 2 sessions of tea breaks each with 15 minutes.
- 2.1.2** There shall be a lunch break of 30 minutes between 1:30 to 2:30 pm.
- 2.1.3** Any Consultant willing to work on any day which is a holiday, must have obtained authority from the concerned reporting authority and give 1 prior day notice in written to the in-charge administrator. Approval/disapproval must be informed by the concerned reporting authority to in-charge administration accordingly.

2.2 Work from Home:

- 2.2.1** The facility of "Work from Home" can be availed by an individual for maximum of 2 full days in a month.
- 2.2.2** Work from Home facility is available only if the person has worked with the organization for at least 6 months.
- 2.2.3** Approval/disapproval for "Work from Home" must be informed in written by reporting authority to in-charge administration with adequate explanation.
- 2.2.4** Work from Home should not be viewed as an alternative for personal/family responsibilities.

2.3 Compensatory Off

- 2.3.1** If any consultant has worked on Sunday/holiday in month, the compensatory off for the work done can be availed in the same month only. Comp-off cannot be carried forward.
- 2.3.2** In case, work is done on Sunday/holiday in last week of the month. Comp-off can be availed in first week of next month only.
- 2.3.3** Compensatory off can be availed only after completing the work.
- 2.3.4** Any consultant can work maximum on 1 Sundays in a month.
- 2.3.5** While submitting the log-sheet, compensatory off details needs to be mentioned with compensated date.

2.4 Leave Application:

- 2.4.1** Application for Leave shall be made in the designated form to concerned reporting authority. Approval/disapproval must be informed in written by the concerned reporting authority to in-charge administration accordingly.

2.4.2 If any consultant is or leave without any prior information in written, the leaves will be consider as “Loss of Pay”. Later no information will be entertained.

2.5 On Tour:

2.5.1 A tour is said to be have commenced from the time of departure till its arrival at the head quarter.

2.5.2 “On Tour” status can be only for the period approved by team leader/domain leader or CEO.

2.5.3 The tour period must be filled in the monthly plan in advance.

2.5.4 Period of tour, place, and project name should be informed by concerned consultant or team leader to in-charge administration with 1 day prior notice.

2.5.5 If any consultant is or Tour without any prior information in written, the leave will be consider as “Loss of Pay”. Later no information will be entertained.

Chapter 3: Generic Administration Guidelines

3.1 Office Keys:

- 3.1.1 The office keys shall be kept with by the executive and in-charge administration.
- 3.1.2 In an exceptional case, if any person desire to keep office keys for working on Sundays or holidays, as the case may be, shall sign in the **key register** while taking possession of office keys and shall return the same on next working day.
- 3.1.3 The person whoever obtain keys shall remain liable for any loss/damage occurred to the property or files during those period and shall liable to indemnify the company to that extent.

3.2 Attendance Register:

- 3.2.1 Every consultant shall be reached at the place of work by the fixed or notified time, as the case may be.
- 3.2.2 Each consultant is required to enter Log-in Time and Log-out Time with signature in the Attendance Register every day. If Time is not entered with signature, consultant will be considered as absent for the day and will not be paid for the day.
- 3.2.3 If management finds login time of any consultant after 10:00 am, it shall be penalize with cutting off 0.25 day. The person has to give that cutting off 0.25 day as voluntary time to ALC India.
- 3.2.4 Further, any consultant coming late to work or found absent from his station / place of work during working hours, without sufficient reasons or without authorization from his / her supervisors, shall be treated absent for the duration of his / her absence and shall not be entitled to wages for the period. In addition, the competent authority may, at its discretion, also take suitable disciplinary action against the concerned consultant.
- 3.2.5 An attendance statement shall be prepared on the 3rd of every month by the in-charge administration, which will be cross checked with the log sheets. This will then form the basis for processing consulting charges payable.
- 3.2.6 Corrections to the register shall not be permitted. Correction to the register shall be seriously viewed and the administration shall take appropriate action, including levying penalty up to Rs.500/-

3.2.7 The following codes shall be used in the Register for different types of situations:

Sr. No	Situation	Code
1	While on Tour	" T "
2	While on Duty within the city	" D "
3	While on Late Permission	" LP "
4	Mandatory Vacation	" VL "
5	While on Maternity/Paternity Leave	" MTL/PTL "
6	Paid Off – Casual	" PO "
7	Paid Off - Sick	"SL"
8	Loss of Pay	"UPL"
9	Compensatory off	"CO"
10	Permission off	"PR"
11	Voluntary Work	"VW"
12	Work from Home	"WFH"
13	Deputation	"DP"

3.3 Office Files:

- 3.3.1** The information contained in all files shall be the property of ALC India. Nobody shall be permitted to share those documents with outsiders without proper permission of concerned authority.
- 3.3.2** All administrative files shall lie with the in-charge administration.
- 3.3.3** No file is given/permited to take out of FMA domain. Only photocopy will be given if required out of FMA domain.
- 3.3.4** Any file required by the team members can be viewed in the presence of administration staff.
- 3.3.5** Any person who is willing to take away any file or any office belongings (books /magazine /laptop /pen drive, projector etc.) for official purposes has to take the permission from in-charge administration and the person shall be responsible for its due return.
- 3.3.6** In case of any damage/lost of the file or belongings that particular person is liable towards it as per the discretion of in charge administration.
- 3.3.7** All files must be coded and maintained properly by FMA domain

3.4 Asset Management:

- 3.4.1** The administration section of FMA shall be the custodian of all assets.

3.4.2 All assets legally owned by ALC India shall be entered as per the standard accounting provisions in following registers as per the formats given in Annexure 1, 2 & 3 respectively;

3.4.2.1 Asset, Stock and Movement Register

3.4.3 Any requisition for purchase of assets shall be decided by domain leader or CEO. Before granting authority, the views of FMA have to be taken regarding availability of funds.

3.4.4 If it is not possible to purchase assets due to scarcity of funds, it shall be brought on hire basis.

3.4.5 Any movement of asset items shall be properly recorded by administration.

3.4.6 Any damage/loss to the assets while in custody of person, who has requisitioned for it, shall be responsible to make good the loss.

3.4.7 A physical verification of all assets shall be carried out and the reconciliation statement prepared.

3.4.7.1 Asset Register: Quarterly

3.4.7.2 Stock and Movement Register: Monthly

3.4.8 The decision for disposal of any assets and its value shall remain with the CEO.

3.5 Medical Assistance:

3.5.1 The emergency medical kit shall be kept under the charge of administration-in-charge.

3.5.2 The executive shall periodically check the kit and replenish the items that are finished and dispose of expired items.

3.6 Meetings:

3.6.1 Following monthly meetings will be held to review of last month progress, overall achievements till date and planning for next month.

#	Meeting Name	Responsible Person
1	Monthly Meeting	FMA Head
2	CEO Desk Meeting	CEO
3	Domain Leaders Meeting	CEO
4	Board Meeting	IOM Head
5	Advisory Board Meeting	IOM Head

3.7 Verification of Testimonials:

- 3.7.1** The HRM domain shall inform FMA domain about the date of joining of new entrants and related required arrangements.
- 3.7.2** HRM domain shall verify original certificate and experience certificate with the curriculum vitae. The photocopies shall be retained with HRM Domain. But the security deposit (original certificates/one month pay/cheque) will be retained by FMA domain
- 3.7.3** On the date of joining, undertaking of verification as an approval note shall be submitted to FMA domain by HRM Domain.

3.8 Dispatch & Receipts of Official Documents:

- 3.8.1** The receipt of documents shall be the responsibility of the FMA Domain to hand over to concerned domain/individual. All receipt of the domain will be checked by the in-charge administration and entered in inward register.
- 3.8.2** The dispatch of documents shall be the responsibility of the Individual Domain to which it relates, while the FMA domain can facilitate to dispatch of letters. It shall be entered in outward register.

3.9 Reimbursement for Official Expenditure:

Sr. No.	Place	Boarding per Day (Food & Water)	Lodging per Day (inclusive of taxes)	Local Conveyance Type
1	Metros (Mumbai, Chennai, Kolkata, Hyderabad, Bangalore, New Delhi)	250.00 or actual, whichever is lower	Rs.1,000 (single occupant)	Auto/Taxi
			Rs.1,500 (double occupant)	
2	State Capitals (excluding above)	200.00 or actual, whichever is lower	Rs.800 (single occupant)	Auto
			Rs.1,200 (double occupant)	
3	District Head Quarters and below	150.00 or actual, whichever is lower	Rs.750 (single occupant)	Auto
			Rs.1,000 (double occupant)	

- 3.9.1** The boarding/lodging expense, travel cost may be reimbursed at a different amount than indicated above if it is so mentioned in the terms and conditions of each projects on individual basis.
- 3.9.2** In case of half day tour, the maximum claim will be 50% of the allowed amount for full day.
- 3.9.3** For long distance travel, the person will get the facility to travel by 3 AC only. As per the urgent need, the person can travel by flight with the prior decision of in-charge administration.
- 3.9.4** If the ToR from client specifies,
 - 3.9.4.1** Bulk payment, then ALC India norms will be followed.
 - 3.9.4.2** Reimbursement of actual bills, then client norms will be followed.
- 3.9.5** For use of personal two-wheeler, the reimbursement of the traveling expense will be Rs. 2.50 per km.

Chapter 4: Procurement Practices

4.1 Procurement of Goods:

4.1.1 The authority matrix for the procurement of various goods needed for the purposes of business shall be as given below:

Sr. No.	Value of Procurement	Level of Delegation
1	Up to Rs.1,000	All Consultants
2	Up to Rs. 25,000	Domain Leaders and/or Program Director
3	Up to Rs. 50,000	FMA Domain Head
4	More than Rs.50,000	FMA Leader and CEO

4.1.2 The following aspects and steps need to be consider for the purpose of procurement:

- 4.1.2.1** Need assessment, purpose and benefit are to be mentioned for the particular goods.
- 4.1.2.2** Approval for the procurement to be made by the above mentioned authority accordingly.
- 4.1.2.3** Calling of quotations: At least from three vendors if the value of procurement is more than Rs. 25,000.
- 4.1.2.4** Analysis of quotations: by in-charge administration (if quotation is from three or more than three vendors)
- 4.1.2.5** Approval of authorized persons.
- 4.1.2.6** Placing of purchase order: by in-charge administration
- 4.1.2.7** Receipt and verification of the asset and entry in the fixed assets register.
- 4.1.2.8** Payment process: by in-charge finance

4.2 Procurement of Services:

4.2.1 The authority matrix for the procurement of various services needed for the purposes of services shall be as given below:

Sr. No.	Value of Procurement	Level of Delegation
1	Up to Rs.1,000	All consultants
2	Up to Rs.50,000	Domain Leader and/or Program Director
3	Up to Rs. 1,00,000	FMA Domain Head
4	More than Rs.1,00,000	CEO

4.2.2 The following aspects and steps need to be consider for the purpose of procurement:

- 4.2.2.1** Need assessment, purpose and benefit are to be mentioned for the particular service.

- 4.2.2.2** At least three service providers need to be proposed if the value of service is more than Rs. 1,00,000.
- 4.2.2.3** Approval for the service provider to be made by the above mentioned authority accordingly.
- 4.2.2.4** Conformation of service provider to be done : by in-charge administration
- 4.2.2.5** Receipt and verification of the asset and entry in the fixed assets register.
- 4.2.2.6** Payment process: by in-charge finance

Chapter 5: Administrative Practices related to communication

5.1 Office Telephones:

- 5.1.1** No person, except with prior permission, which can be granted only in exceptional cases, shall use company's telephone, telex and fax facilities for private purposes.
- 5.1.2** Person, in exceptional cases, can receive their personal calls but it should not disturb others present there.

5.2 Communication material provided:

- 5.2.1** Each person will be given a CUG mobile number.
- 5.2.2** Each person will be given visiting cards, identity card, email id and stationery (pen, pencil, pad etc.)
- 5.2.3** In case of full time associate, the person will be given visiting card, email id and stationery (pen, pencil, pad etc.)

5.3 Mobile & Internet Allowances:

- 5.3.1** Rs. 500 per month will be given as mobile allowance after submit the proof of bill payment receipt of last applicable month. If the person refuses to CUG mobile number, the person will not be given mobile allowance.
- 5.3.2** Rs. 350 per month will be given as mobile internet allowance after submit the proof of bill payment receipt of last applicable month.

5.4 Discipline regarding Mobile & Internet:

- 5.4.1** All persons shall talk in a low voice in a manner not to obstruct others work. If it is expected that talk could take a longer time, it is desirable that the call is attended outside the office premises.
- 5.4.2** Person shall be liable to strict action if found chatting continuously or playing games while on working hours.
- 5.4.3** Each consultant must keep mobiles on low volume or vibration mode. This will help to make better work environment without any disturbance and distraction.
- 5.4.4** Consultant shall not busy in his/her personal mails while working during office Hours.

Chapter 6: Office Maintenance

6.1 Electricity:

6.1.1 Every person shall use powers, including electricity to the extent necessary. For that the following practices are encouraged among all individuals who are part of ALC India:

6.1.1.1 Ensure that fans and lights are switched off when not required.

6.1.1.2 Close computers and laptops when not in use for more than 30 minutes.

6.1.1.3 Switch off bathroom lights after use.

6.1.1.4 Adaptors maintaining electrical boxes shall be properly handled.

6.1.1.5 Emergency light, when put into use, shall be switched off after use.

6.1.2 The in-charge administrator may levy penalty up to Rs. 100/- if anyone found to be in gross negligent.

6.2 Clean and Green:

6.2.1 Every person shall maintain certain clean and hygiene practices, including the following:

6.2.1.1 Use dustbin for disposal of waste and use separate dustbins for dry and wet wastes.

6.2.1.2 Sink shall be kept in hygiene condition and food waste should not be allowed to remain there.

6.2.1.3 Ensure cleanliness of table, chairs, computers and others which are personally used.

6.2.1.4 Cups, plates and glasses, after properly cleaning, should be kept in the rack after use.

6.2.1.5 Bathroom should be kept clean and in hygiene conditions. Use proper quantity of water after use.

6.2.1.6 Before leaving the office, keep the things in desired place & position.

6.2.1.7 Keep the footwear in footwear stand.

6.2.2 Water and electricity shall be conserved.

6.2.3 Any habitual negligence to the clean and green practice shall result into levying of penalty which may extend to Rs.200/- by in-charge administration

6.3 Stationery Usage:

6.3.1 Every consultant shall be resource conscious. The use of stationery shall be made to the minimum extent and use the one-side used paper as far as possible. Waste in any form shall be avoided.

Chapter 7: Guidelines for support services

7.1 Guest House:

- 7.1.1** The ALC India shall maintain guest house near the office.
- 7.1.2** The priority shall be given to those coming for induction or joining and shall be allowed to stay in the guest house for not more than three months.
- 7.1.3** The rent per single room/double room shall be decided by FMA domain head.
- 7.1.4** The prior permission needs to be obtained for the stay of friends and relatives. They can stay maximum for 5 days. The friends and relatives will be charges Rs. 100.00 per day.
- 7.1.5** No person without prior information will be allowed in guest house between 11:00 PM and 06:00 AM.
- 7.1.6** Alcohol consumption and smoking are strictly prohibited in guest house. If the person found guilty, one or more actions can be taken as mentioned in clause 8.1.5.
- 7.1.7** Upon receipt of continuous complaints against any individual staying in the guest house, The administration shall levy penalty of such amount, depending on the gravity of situation in each case which shall in no case be less than Rs. 200/- and more than Rs. 500/-
- 7.1.8** All users shall abide by the rules made by the administration from time to time.

7.2 Logistics:

- 7.2.1** The administration shall coordinate and cooperate with the all domains in logistics.
- 7.2.2** Team leader should give 3 days prior notice for making logistical arrangement like photocopying, printing banners and matters incidental to it.

7.3 Visitors:

- 7.3.1** Friends/relatives are allowed to visit the office but it shall not disturb other consultants and the visit shall not last for more than 30 minutes.

Chapter 8: Disciplinary Misconducts and Actions

8.1 Disciplinary Misconducts:

- 8.1.1** The following acts of omission and commission shall be seriously viewed by the top management and appropriate action shall be initiated depending upon the gravity of the situation in each case:
- 8.1.2** Willful insubordination or disobedience, whether alone or in combination with others, to any lawful and reasonable orders of a superior.
- 8.1.3** Non-compliance to company policies more than 3 times.
- 8.1.4** Breach of the terms and conditions for services mentioned in the letter of contract of agreement.
 - 8.1.4.1** Not responding to official communications within 2 days.
 - 8.1.4.2** Habitual or gross neglect of work.
 - 8.1.4.3** Habitual absence without leave or without permission or without sufficient cause.
 - 8.1.4.4** Habitual late attendance or habitual leaving the office premises before time without the permission of the competent authority.
 - 8.1.4.5** Alcohol consumption or smoking on the premises of the company.
 - 8.1.4.6** Non-return of company's properties on or before the stipulated time.
 - 8.1.4.7** Assumptions of authority on matters, which are the prerogatives of the management.
 - 8.1.4.8** Commission or omission of any act, which is prejudicial or detrimental to the interests of the company.
- 8.1.5** The person found guilty shall be liable to one or more punishment/s mentioned under:
 - 8.1.5.1** Warning or censure (oral/written)
 - 8.1.5.2** Withholding promotion
 - 8.1.5.3** Reduction in pay
 - 8.1.5.4** Demotion
 - 8.1.5.5** Fine
 - 8.1.5.6** Dismissal

8.2 Disciplinary Actions:

- 8.2.1** A consultant against whom the disciplinary action is proposed to be taken, shall be given a show cause notice (written memo) clearly setting forth the circumstances appearing against him/her and shall be given reasonable time to explain his/her conduct.
- 8.2.2** If no explanation is received within the time fixed (maximum 2 memos) or the explanation is found not satisfactory, CEO or other competent authority may take action of various types mentioned above depending upon the gravity of the act.

FINANCE MANAGEMENT POLICY AND PRACTICE



2011 – 12

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Chapter 1 - Introduction

1.1. Brief about ALC India

Access Livelihood Consulting Private Limited (hereinafter referred as ALC India) is a private limited company registered with number 47514 dated 19th September 2005. It is an ISO 9001:2008 company bearing No. 10708-QMS-757 to provide management consultancy services for promotion of sustainable livelihoods for the economically marginalised. It is also registered under MSMED Act, 2006 vide No.1585/B3/2009 dated 17/08/2009.

1.2. Objective:

The policy aims to achieve the following objective:

1.2.1. To manage and optimize the financial resources of the organization in reasonable manner with the following steps

- 1.2.1.1.** Financial Planning
- 1.2.1.2.** Financial Organizing
- 1.2.1.3.** Financial Management

1.3. General guidelines:

The following general guidelines which shall apply to all documents subject to review for financial concurrence:

- 1.3.1.** Conformity with the legal and financial framework as per the Indian companies Act 1956.
- 1.3.2.** Adherence to the Indian GAAP and accounting standard as per the Indian Chartered Accountants *Act, 1949*.
- 1.3.3.** Adherence to general principles of financial management and control.

Chapter 2 - Reporting Structures

2.1. Delegation of authority:

2.1.1. Approval authority related to project expense:

#	Project Type	Amount	Approval Authority
1	Consulting	Any amount	Domain leader
2	Investment	Upto 1 Lakh	CEO
		More than 1 lakh	Board of Directors
3	Overhead	Any amount	Domain leader/Program Director
4	Statutory expense	Any amount	FMA head

Final verification and check must be done by the finance head before sanctioning the approved amount.

2.2. Report Management

2.2.1. Internal Report Management:

Internal report will help to the management to take decisions.

2.2.1.1. Procedure for preparation of project financial management information system (PFMIS):

- 2.2.1.1.1 For each project, an internal budget shall be prepared which shall be duly authorized by CEO/Program Director/domain head/finance head.
- 2.2.1.1.2 The components of the budget, in each case, shall be decided according to the terms and conditions of contracts entered into with different clients.
- 2.2.1.1.3 The Items generally includes travel-local and long distance, boarding & lodging, resource cost, stationery and other incidental expenses.
- 2.2.1.1.4 Actual cost incurred on these shall be set against these budget expenses and variances analyzed.
- 2.2.1.1.5 The cost of resource person deployed on a project shall be arrived from the monthly log sheet by taking into the time given and variable pay/remuneration of the concerned consultants. These shall then be compared with the resources fees agreed to be paid by the client on aggregate basis and the reason for adverse variances shall be enquired so that proper remedial action can be taken.
- 2.2.1.1.6 A separate break up of internal budget shall be submitted to FMA domain mentioning the duration and amount (milestone wise).
- 2.2.1.1.7 Budget variance report shall be given in the prescribed format within 5 days of completion of the project.

2.2.1.2. Internal Compliance Statements

#	Type of Statement	Deadline from Domains to FMA	Deadline from FMA to CEO
1	Domain Profitability Statement		29 th of Every Month
2	Funds Flow Statement		8 th and 21 st of Every Month
3	Projected Cash Flow Statement		5 th of Every Month
4	Bank Reconciliation Statement	4 th of every month	5 th of Every Month
5	Flight Reconciliation Statement	10 th of every month	12 th of Every Month

2.2.1.3. Legal Compliance Statement:

#	Type of Tax	Date of Deposit	Period of Filing	Statement to CEO
1	TDS*	5 th of Every Month	Quarterly	8 th of Every Month
2	Service Tax	7 th of Every Month	Six Monthly	8 th of Every Month
3	Professional Tax	30 th April	Annual	28 th April

*If any consultant fails to submit logsheet on or before 3rd then he/she will liable to pay the interest amount on TDS

2.2.2. External Report Management:

2.2.2.1. An external auditor must be appointed as per Section - 224 (1) of Indian Companies Act 1956.(Annexure-1)

2.2.2.2. Every year the annual audit report must be circulated to the directors, share holders and Chairperson before 15 days of AGM, with cooperation of IOM domain.

Chapter 3 - Funding Structure

3.1. Sources of Funds:

ALC India will raise funds in the following manner:

3.1.1. Equity Financing

There are two types of share capital as equity share capital, preference share and venture capital as per equity share capital, the present authorized share capital of ALC India is 5.0 lakhs (INR). Its subscribed equity capital is 5.0 lakhs (INR). As the company proposes to enter into product development activities, from time to time, as the board of directors decides, it might be required to issue cumulative preferential share (if the dividend is not paid, it will accumulate for future payment), and the rate of dividend will be decided by board of directors. The period of issue may also be decided by the Board of Directors.

- 3.1.1.1.** For the FY 2011-12, the authorized capital will be increased from Rs. 5 lakhs to at least Rs. 50 Lakhs.
- 3.1.1.2.** The equity will be explored from the social responsible individuals to extend profession and managerial support to economically marginalized.

3.1.2. Debt Financing

The organization seeks external as well as internal loans, both short-term and long-term for the purpose of meeting working capital management needs, expansion of business, setting-up new branches, and development of new products through research & development. Average cost of capital accepted will be maximum 15%.

3.1.3. Grants and Donations:

Livelihood services is provided to our clients in a wide variety areas including livelihood services for promotion of livelihoods, implementation services etc, development services like capacity building services, institution building services etc, with main focus of indirect outreach to weaker and marginalized households. To accomplish these tasks, the company seeks grants from different institutions and individuals

Chapter 4 - Reserves and Surplus

4.1. Creation of Reserves and Surplus:

The ALC India may create the following type of Reserves, as may be decided by the Board of Directors, depending upon the improvement in profit situation of the company in near future. It needs to be ensure that the company should have at least 10% net surplus with respect to turn over.

- 4.1.1.** Dividend Equalization Reserve.
- 4.1.2.** Reserves for Product Development
- 4.1.3.** Reserves for Events
- 4.1.4.** Reserves for expansion of Business

4.2. Utilization of Reserves:

- 4.2.1.** A specific reserves created shall be utilized only for the purpose for which it is created and not otherwise.
- 4.2.2.** The General Body may through a resolution permit to transfer general or free reserves if it is of the opinion that the purpose is no longer relevant or it is fulfilled or funds is not needed for substantially long period of time.
- 4.2.3.** A general reserve may be utilized by the company for general purposes like payment of dividends to shareholders, expansion of business and any other component decided by the CEO as per the need.

4.3. Utilization of Surplus:

4.3.1. Short-term Investment :

- 4.3.1.1** Investment shall be managed in accordance with accepted sound management practices.
- 4.3.1.2** ALC India may invest the idle funds from operations into the following types of securities
 - 4.3.1.2.1.** Government guarantee instruments like NSC,KVP
 - 4.3.1.2.2.** Fixed deposit with any nationalized banks.
 - 4.3.1.2.3.** Mutual fund
 - 4.3.1.2.4.** Gold investment
 - 4.3.1.2.5.** Purchase of land/building

4.3.2. Long-term Investment: The company proposes to make the following types of investment:

- 4.3.2.1.** Investment in web portals like finance portal, job portal etc
- 4.3.2.2.** Establishment of an educational institute
- 4.3.2.3.** Opening up more branches
- 4.3.2.4.** Investment on new product development.

Chapter 5 - Advance Management

5.1. Advance against Project:

- 5.1.1** The advances related to projects shall be routed through the concerned project team leader.
- 5.1.2** The advance request shall be supported by original approved budget.
- 5.1.3** The team leader or domain leader of the project/ domain, as the case may be prepare the proposed advance request statement (format in annexure 4) and advance will be process every Tuesday and Friday only.
- 5.1.4** Request for advance in less than 3 days shall not be processed.
- 5.1.5** The payment made to all team members shall be debited to the concerned team leader under the head "Project Advance to"
- 5.1.6** Any project advance given shall be settled within five working days after the concerned work (in expense claim summary) is completed.
- 5.1.7** No domain leader or project leader, as the case may be shall utilize the advance for the purpose other than that mentioned in the expense claim summary.
- 5.1.8** Deviation of the advance shall be seriously reviewed and the appropriate action shall be taken against the person concerned.
- 5.1.9** All pending advances for more than 5 days shall be deducted from the monthly consultant fee claim until and unless settled.
- 5.1.10** No payment shall be committed unless it is budgeted for. FMA shall maintain record to ensure that budgetary limits are not exceeded.

5.2. Advances against Administration Expense:

- 5.2.1.** Advances for the purpose of administrative expenses must be settled every fortnight or on reaching the upper limit of Rs.5000.
- 5.2.2.** No fresh advance shall be released unless the bills are settled as suggested in the previous statement.

5.3. Advance against pay:

- 5.3.1.** An individual may place a request for advance up to 50% of the projected consulting fees of the month.
- 5.3.2.** The request shall be placed at least 5 days in advance.
- 5.3.3.** The advance payment will be settled while making the payment for the respective month

Chapter 6 - Project Management

6.1. Availability of Amount for Project Execution

For any project execution only 85% of the total project revenue (when exclusive of service tax) and 75% of the project revenue (when inclusive of service tax) will be made available for execution. Rest of the amount will be kept aside for overheads, tax payments and net profit.

6.2. Monitoring of Advances Receivables:

- 6.2.1.** Concerned team leader shall be responsible to follow up of receivables.
- 6.2.2.** Finance domain shall keep track of receivables by consulting the respective project leader and if there is any deviation for more than 30 days, finance team shall take initiative to tackle the same.
- 6.2.3.** At any time advance receivables should not be more than 90 days old. In case any legal action is possible and necessary then team leader will be responsible and the process will be facilitated by the FMA/LEA domain.
- 6.2.4.** In case of receivables not coming for more than 60 days the advance will be settled against payments

6.3. Reimbursement Procedures:

- 6.3.1.** The claimant has to submit expenses in the expense claim format supporting bills for all expenses. Supporting bills are required for all amounts more than or equal to Rs.100/- . In case of auto, payment voucher shall be signed by the auto driver.
- 6.3.2.** The claimant shall self certify for those amounts in his/her claim sheet where he/ she is not able to produce any bill.
- 6.3.3.** The expense claim form shall be submitted to FMA Domain within 5 days after the completion of the work.
- 6.3.4.** All small supporting bills shall be pasted on one-sided used paper.
- 6.3.5.** All pages of claim sheet and all the bills in each page shall be numbered and arranged properly.
- 6.3.6.** Over-writing on any of the bill or claim sheet is not acceptable and will require resubmitting of the same.
- 6.3.7.** Reimbursement of the claims will be cleared within seven working days.
(See Annexure 5)

6.4. Provision regarding Milestones and its accounting aspects:

- 6.4.1.** The milestone for recognizing income shall be based on the terms and condition entered into different clients for release of fund. It shall be decided on case to case basis.
- 6.4.2.** Once a milestone is completed concerned project leader shall communicate it to the FMA domain, then invoice will be sent to the concerned client to receive the amount.
- 6.4.3.** PPM and FMA domain simultaneously will also review the status of milestone achieved (project wise).

Chapter 7 - Bank and Cash Account Management

7.1. Opening and Operation of Bank Accounts:

- 7.1.1.** The company is at present having a current accounts with State Bank of India, Lalaguda Branch and Bank of India, Khairatabad. It may operate two or more bank account which will be opened after the approval from Board of Directors.
- 7.1.2.** The authority to use online banking lies with in-charge of finance and FMA domain head only.
- 7.1.3.** Online banking needs to be operated only in office premises. In exceptional case it can be used outside office premises. The intimation to CEO is mandatory in this exceptional case.
- 7.1.4.** The finance head shall be responsible for the transfer of funds from bank accounts of the company. This includes:
 - 7.1.4.1.** Initiating all transfer of funds for general business purposes.
 - 7.1.4.2.** Establishing the daily cash position.
 - 7.1.4.3.** Appropriately funding disbursement accounts for the company obligations.

7.2. Cash Management:

- 7.2.1.** All activity in the primary accounts shall be monitored by the finance head to ensure adequate funds to meet daily obligations making available funds for investment purposes of the company.
- 7.2.2.** Payments below Rs.2, 000/- will be given in the form of cash in office subject to availability of cash.
- 7.2.3.** All the payments above Rs.2, 000/- shall be paid through cheque only.
- 7.2.4.** Bearer cheques shall not be issued for amounts more than or equal to Rs. 5,000/-
- 7.2.5.** In order to save time and cost, preference will be given for online banking transactions both receipts and payments wherever possible.
- 7.2.6.** Maintaining idle cash shall be discouraged which shall be ensured through following provisions:
 - 7.2.6.1.** FMA domain shall maintain a maximum cash balance of Rs. 3,000/- only per day.
 - 7.2.6.2.** The cash balance of about Rs. 5000/- can be kept provided it shall not be more than 2 consecutive days.
 - 7.2.6.3.** In case of cash receipts, the same shall be deposited into the bank same day or next working day.

7.3. Petty Cash Funds:

- 7.3.1.** The FMA domain leader shall determine the minimum petty cash limit that should be maintained on a day-to-day basis. The cash requirement will be initiated by requisition a cheque.
- 7.3.2.** All advance payments from petty cash for meeting various administrative expenses must be through pre-authorized voucher with advance requisition application showing clearly the nature of expenses and the most likely date by which it will be settled/ returned.

- 7.3.3.** The accounts executive shall maintain control over the cash and safeguard it in a locked box.
- 7.3.4.** The accounts executive can issue cash only after due authorization and not otherwise.
- 7.3.5.** The fund shall be reconciled on a weekly basis by a person other than the individual who maintained cash.
- 7.3.6.** The fund shall be replenished weekly after reconciliation or upon request by the individual responsible for maintaining the fund

Chapter 8 - Payment for Consultants

8.1. Monthly Payments

8.1.1. Monthly Log sheets:

- 8.1.1.1.** Every consultant working with ALC India shall submit monthly log sheets duly approved by the concerned Domain Leader by 2nd of every month. (Annexure -2 & 3)

8.1.2. Monthly Pay and Benefits

- 8.1.2.1.** The monthly payments/consulting fees shall be paid to the payee accounts through online banking.
- 8.1.2.2.** Payslip will be circulated through mail and same can be obtain in hard copy on request
- 8.1.2.3.** The company shall endeavor during the year to provide corporate credit card to each consultant for official purpose, up to the maximum limit of monthly pay.
- 8.1.2.4.** The credit card is to be deposited with the FMA personnel at the time leaving the organization.
- 8.1.2.5.** Every consultant need to have a SBI A/c for all financial transaction otherwise the bank charge will be deducted from his actual pay that too for his project advance.

8.2. Loans to Consultants:

- 8.2.1.** Each consultant of ALC India, can avail personal loan up to 3 times of his/her Consultant Exigency fund in a Financial Year.
- 8.2.2.** It has to be paid in twelve or less number of equated monthly instalments, as may be mutually agreed.
- 8.2.3.** The rate of interest charged is 14% p.a. or such rate as decided by Board of Director from time to time.
- 8.2.4.** Each instalment shall be deducted from the monthly pay of the concerned Consultant.
- 8.2.5.** Each Loan shall invariably be secured by a Promissory Note to be given by the Loaned, in addition two guarantors who shall be working within ALC India.
- 8.2.6.** In case, the Consultant leaves the job, the outstanding amount shall be forthwith settled taking Interest up to the date of settlement.

Chapter 9 - Accounting Policies

9.1. Applied Practices

- 9.1.1. To ensure that the accounting responsibilities are segregated in such a manner that one person's work is checked by another as a matter of process. That is, a **Maker-Checker** system should be put in place. The accounting data will be updated on a daily basis.
- 9.1.2. The accounting software is protected by password. Only account executive and FMA domain head should have access to password.
- 9.1.3. Accounts in-charge should take regular (weekly) external back up of accounting data. One copy of the backup should be stored outside the ALC office premise with FMA domain head/Program Director –initiative, as a matter of abundant precaution.
- 9.1.4. All vouchers must have signatures of persons preparing, recommending and authorizing the payments. Similarly signatures of the persons receiving the payments must also be obtained. In case of payments made through bank transfers or through couriers, the receipts or at least acknowledgements through emails should be obtained.
- 9.1.5. Paid stamp with date / voucher reference should be affixed on the face of the vouchers and the supporting documents
- 9.1.6. Revenue stamps should be affixed on all cash payments (including advances) exceeding Rs. 5,000.00.
- 9.1.7. Proper narration should be written with details of each payment.
- 9.1.8. Receipt vouchers should be prepared for all receipts including for the cash withdrawn from the bank.
- 9.1.9. The cash book must be updated, closed and balanced on daily basis, with physical cash verification and denomination recorded. Further there should also be periodic surprise checks by either the domain head or person from another domain.
- 9.1.10. Over-writing and use of white ink in the manual cashbook which must be avoided.

9.2. Depreciation:

Depreciation on fixed asset is provided on "Written Down Value Method" on pro-rata basis with the rates specified in Income Tax Act, as amended from time to time.

- 9.2.1. **Consultancy Income:** Consultancy income is recognized on percentage completion method. The pattern of receivable status is taken as a base in recognizing the degree of completion.
- 9.2.2. **Investment:** Investment is carried at Cost. It is amortized based on estimated realizable value, as decided by the management.
- 9.2.3. **Fixed Assets:** Fixed cost is stated at cost of acquisition and subsequent improvements thereto including taxes, duties, freight and other incidental expenses related to acquisition and installation.

9.3. Accounting and Financial Controls:

- 9.3.1. The ALC India shall establish and maintain adequate controls and a system of recording expenditure to ensure they are for authorized purposes and processed in a timely and accurate fashion.

- 9.3.2.** Adequate financial signing authorities shall be delegated in accordance with an appropriate division of duties and responsibilities commensurate with good internal financial control.
- 9.3.3.** Spending authority and payment authority shall not be exercised by the same officer in respect of a particular payment.

9.4. Accounts Receivables:

ALC India shall establish and maintain controls to ensure that all Revenue due to the company is recorded and collected on timely basis.

- 9.4.1.** All Invoicing shall be done immediately following delivery of services, but it shall not be later than 5 working days after the month end.
- 9.4.2.** Aged accounts receivable listing shall be reviewed by a responsible officer other than the person responsible for maintenance of accounts.
- 9.4.3.** Weekly reminder shall be sent to overdue accounts

9.5. Year end Accounting:

- 9.5.1.** Where practicable, all outstanding advances receivables from consultants shall be settled by the year-end.
- 9.5.2.** The team leaders in charge of various projects shall be required to submit Progress status of all ongoing works on the last date of the financial year.
- 9.5.3.** Accrued liabilities shall be established for unpaid debts.
- 9.5.4.** Over- and under-accruals shall be adjusted to the relevant expense accounts.

Chapter 10 - Capitalisation Policy

10.1. Capitalisation of Investment

Any new investment must be approved by the board at the start of the year. ALC India invests in products and services which may not form a part of the standard schedules of the accounting standards for companies. Hence the products and services like conferences, summits, symposiums, events may be treated as investments. They may be capitalized in the following manner:

10.1.1. 3-5 Lakhs- 2 Years

An investment of a maximum of 5 lakhs will be allowed in a year for a particular product.

Chapter 11 - Branch Financial Operation

11.1. General Practices

- 11.1.1.** ALC India will provide funds to its branches as short term loans and charge rate of interest cost of capital plus 1% per annum.
- 11.1.2.** All the branches will pay their loan installment in EMI basis on or before 3rd of every month.
- 11.1.3.** All branches will raise their invoice for work done for the projects in head office by the 5th of every month.
- 11.1.4.** Payments must be made to the branch only against invoice or as loan.
- 11.1.5.** All the accounting and financial procedure must need to be maintaining in all branches.
- 11.1.6.** Every quarter internal audit must be made in all the branches by a person nominated by CEO.

Annexure 1: Standard Format for Log-Sheet

Access Livelihoods Consulting India Pvt Ltd									
Apr-11									
Name:		Designation:							
#	Date	Day	Activity Particulars	Organisation	Project	Management Sub Category (HRM, FMA, PPM, MBD, RMD, ICK, IOM)	Type (Consulting/ Investment/ Overheads, Voluntary)	No. of Hours (8 hrs = 1 day)	No. of Days (0.25/0.5/0.75/1)
1	01-Apr-11	Friday							
2	02-Apr-11	Saturday							
3	03-Apr-11	Sunday	Sunday	Sunday	Sunday	Sunday	Sunday		
4	04-Apr-11	Monday							
5	05-Apr-11	Tuesday							
6	06-Apr-11	Wednesday							
7	07-Apr-11	Thursday							
8	08-Apr-11	Friday							
9	09-Apr-11	Saturday							
10	10-Apr-11	Sunday	Sunday	Sunday	Sunday	Sunday	Sunday		
11	11-Apr-11	Monday							
12	12-Apr-11	Tuesday							
13	13-Apr-11	Wednesday							
14	14-Apr-11	Thursday							
15	15-Apr-11	Friday							
16	16-Apr-11	Saturday							
17	17-Apr-11	Sunday	Sunday	Sunday	Sunday	Sunday	Sunday		
18	18-Apr-11	Monday							
19	19-Apr-11	Tuesday							
20	20-Apr-11	Wednesday							
21	21-Apr-11	Thursday							
22	22-Apr-11	Friday							
23	23-Apr-11	Saturday							
24	24-Apr-11	Sunday	Sunday	Sunday	Sunday	Sunday	Sunday		

25	25-Apr-11	Monday						
26	26-Apr-11	Tuesday						
27	27-Apr-11	Wednesday						
28	28-Apr-11	Thursday						
29	29-Apr-11	Friday						
30	30-Apr-11	Saturday						
		Total						

Abstract

	Particulars	Upto Last Month	During the Month	Up to this month	Annual Target
WD	1. Total Working Days				
	a) Consulting days				
	a) Domain				
	b) Other domain				
	b) Investment days				
	a) Domain				
	b) Other domain				
	c) Overhead days				
	a) Domain				
	b) Other domain				
	c) Voluntary Days				
NWD	2. Non Working Days				
	a) Paid Non Working Days				
	a) Sundays/Compensation offs				
	b) National Holdiays				
	c) Paid Offs				
	d)Mandatory Vacation				
	b) Unpaid Non Working Days				
	a) Unpaid Non Working Days				
T D	3. Total Days				

Submitted by:

Approved by:

Verified by:

Annexure 2: Standard Format for Claim-Sheet

Access Livelihoods Consulting India Pvt. Ltd.							
Plot# 4, Matrunilayam, Telephone Office Lane, Sainagar Colony, Secunderabad - 9							
Claim Sheet for the month of Apr-11							
Name:		Designation:		Rate/Day:			
S. N	Domain Name	Project Name	Client Name	Days	Amount Rs	Travel	Total Rs
Consulting							
1				-	-		-
2				-	-		-
3				-	-		-
4				-	-		-
5				-	-		-
I. Sub Total				-	-	-	-
Investment							
1				-	-		-
II. Sub Total				-	-	-	-
Overhead							
1				-	-		-
2				-	-		-
3				-	-		-
4				-	-		-
5				-	-		-
6				-	-		-
7				-	-		-
8				-	-		-
9				-	-		-
III. Sub Total				-	-	-	-
A Total Working Days (I+II+III)							
				-	-	-	-
B Paid Offs							
				-	-	-	-
C Mandatory Vacation							
				-	-	-	-
D National Holidays							
				-	-	-	-
E Sundays/Compensation offs							
				-	-	-	-
F Total Days (A+B+C+D+E)							
				-	-	-	-
G Unpaid Non-working Days							
				-			
1	Conveyance Allowance (Rs.)						-
2	Communication Allowance (Rs.)						-
TOTAL							-
<div style="display: flex; justify-content: space-between;"> <div> Date: Verified by: </div> <div> Submitted by: Approved by: </div> </div>							

Annexure 3: Standard Format for Local Travel and Other Expenses

Access Livelihoods Consulting India Pvt Ltd
 Plot# 4, Matrunilayam, Telephone Office Lane, Sainagar Colony, Secunderabad - 9
Local Travel and Other Expenses Statement (General)

Name:	<i>(Specify Bills availability - Y/N)</i>	Designation:	Month: Aug-10
--------------	---	---------------------	----------------------

Date	Day	Time (24 Hrs)		Organisation	Travel Particulars					Other Expenses				Total (Rs.)
		Start	End		From	To	Mode	Amount (Rs.)	Bill (Y/N)	Particulars	Category (Post &Com, Print&Stat, Other)	Amount (Rs)	Bill (Y/N)	
						Total								

I Certify that all the expenses are incurred by me.

Sign:

Date: 01.09.2010Verified byApproved By

Annexure 4: Standard Format for Advance Request Form

Advance Request Form	
Team Leader Name:	
Project Name	
Client name	
Submitted on:	

S.N	Particulars	Unit No.	Unit Days	Unit Cost	Total
I	Long Distance Travel				
II	Local Field Travel				
III	Lodging				
IV	Boarding				
V	Stationary/Photocopying				
VI	Communication				
VII	Miscellaneous				
Grand Total					

Advance to be released to Team Members			
S.N	Name of the Team Member	Advance Amount	To be released on
I			
II			
III			
IV			
V			
VI			
VII			
VIII			
Total			

Advance to be released to Associates						
S.N	Name of the Associate	Total Amount (As per STC)	Advance Amount	STC/ToR Submitted (Y/N)	To be released on	Remarks
I						
II						
III						
IV						
V						
VI						
VII						
VIII						
Total						

Signature
Date:

Approved
Date:

Annexure 5: Standard format for Project Expenditure Claim Sheet

Project Expenditure Claim Format					
Claim Details					
1	Project Name			I	Client Name
2	Team Leader Name			II	Client Coordinators Name
3	Tour Period				
4	Reimbursement Standards	Client Specified / ALC India		A	Advance Aailed Rs.
				B	Current Claim Rs.
				C	Payable/Recievable Rs.
I	Agreed Specifications	Specifications	Limits		
	a. Long Distance Travel	Flight/ Train			
	b. Local Travel	Taxi/ Auto		D	Total Client Claim Rs.
	c. Stay per day per person	Hotels/ Rest Houses		E	Total ALC India Claim Rs.
	d. Food per day per person				
	e. Stationery			F	Payable to (If applicable)
	f. Communications			#	Name
					Amount (Rs.)
				I	
				II	
				III	
Summary of Expenditure					
#	Expense Nature	Code	Amount Rs		
a.	Long Distance Travel	LDT			
b.	Local Field Travel	LFT			
c.	Stay	STY			
d.	Food	FOD			
f.	Stationery/Photcopying	STP			
g.	Communications	CMS			
h.	Any Other	ATO			
GRAND TOTAL					
Team Members Code & Engagement Details					
#	Team Member Name	Code	From	To	
1					
2					
3					
4					
5					
6					
Signature of Team Leader		Verified By		Signature of Approver	
Date:		Date		Date	

Annexure 6: Standard Format for Expenditure Details

Access Livelihoods Consulting India Private Limited							
Expenditure Statement							
#	Date	Details of Expenditure	Code	Bill Y/N	Bill No	Member Code	Amount Rs
Total							

#	Member Code	Member Name
a		
b		
c		
d		
e		
f		
g		

#	Expense Nature	Code
a	Long Distance Travel	LDT
b	Local Field Travel	LFT
c	Stay	STY
d	Food	FOD
e	Stationery/Photocopying	STP
f	Communications	CMS
g	Any Other	ATO

Annexure 7: Standard format for Budget variance

Advance Vs Actual expenses Variance Statement
--

Project Name:	
Client Name:	
Project Leader:	

S.N.	Particulars	Advance	Actual Expense	Variance	Percentage Variance
1	Long Distance Travel				
2	Local Field Travel				
3	Lodging				
4	Boarding				
5	Printing & Stationary				
6	Communication				
7	Any Other				
Grand Total					

Annexure 8: Standard format for Monthly Work Information System for Units

Access Livelihoods Consulting India Pvt Ltd												
Unit Address												
Monthly Work Information System												
Month-												
Consulting												
	Name Code 1			Name Code 2			Name Code 3			Total		
Particulars	Up to Last month	During this month	Total	Up to Last month	During this month	Total	Up to Last month	During this month	Total	Up to Last month	During this month	Total
Total												
Overhead												
Total												

Annexure 9: Standard format for Project-wise Monthly Work Information for Units

Particulars	Name Code 1	Name Code 2	Name Code 3	Total
Consulting				
Project 1				
Project 2				
Project 3				
Sun-total				
Investment				
Sub-total				
Overheads				
Project 4				
Work name 1				
Work name 2				
Sub-total				
Total				

Human Resource Policy and Practice Document



2011 -2012

Access Livelihoods Consulting India Pvt. Ltd

Plot No - 4, Matrunilayam, Telephone Office line,
Sainagar colony, Picket, Secunderabad - 03

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CHAPTER 1: INTRODUCTION

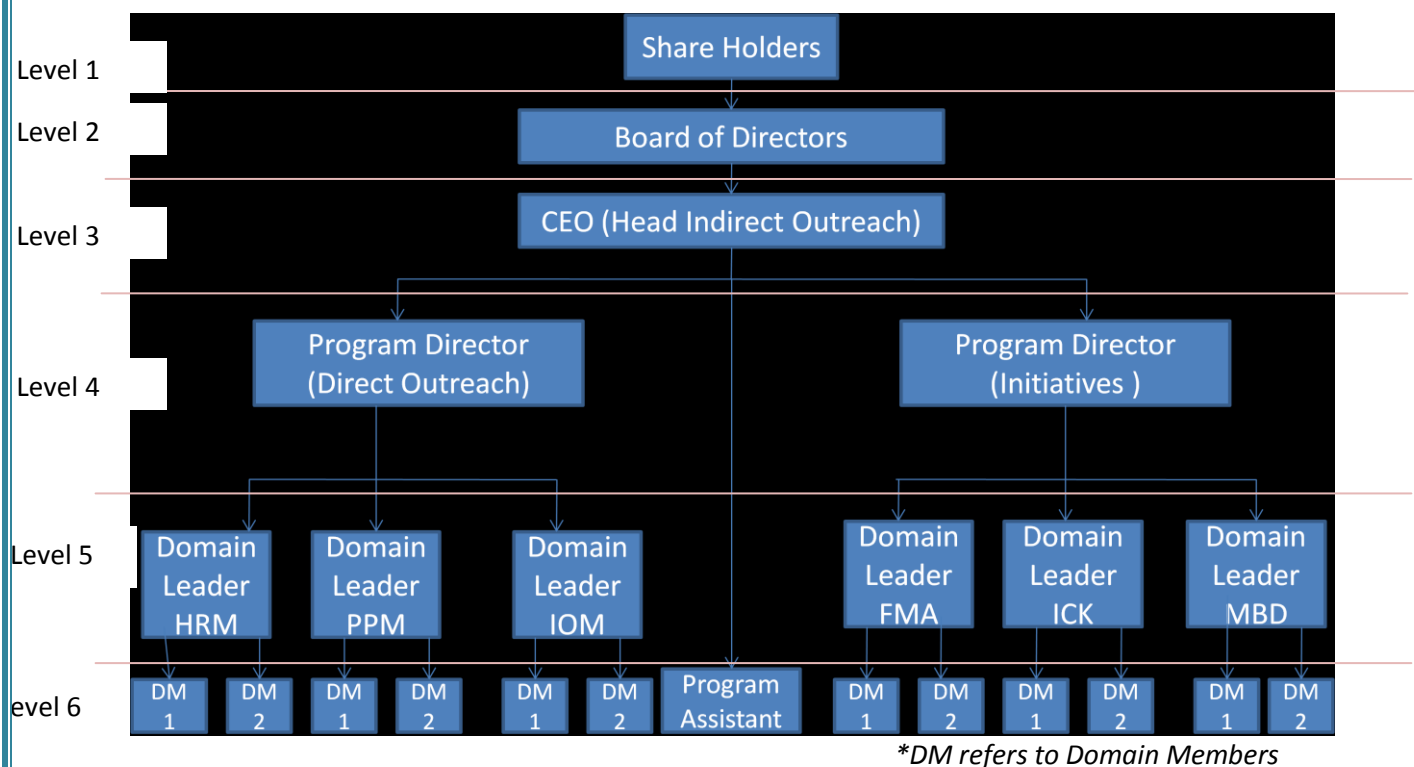
ALC India HR Policy and Practice document has tried to address the needs of all associated with it while keeping in view its mission of working with the economically marginalized. It believes each individual associated with ALC India is an important change agent for the economically marginalized in the society and each individual can create this change only on a perfect balance in personal and professional life.

This policy has been a comprehensive attempt at working on the requirements of all. We hope this will make you feel proud to be associated with ALC India.

1.1. ORGANOGRAM:

1.1.1. To understand the ALC India structure a simple organogram is given below:

Figure 1: Organgram of ALC India:

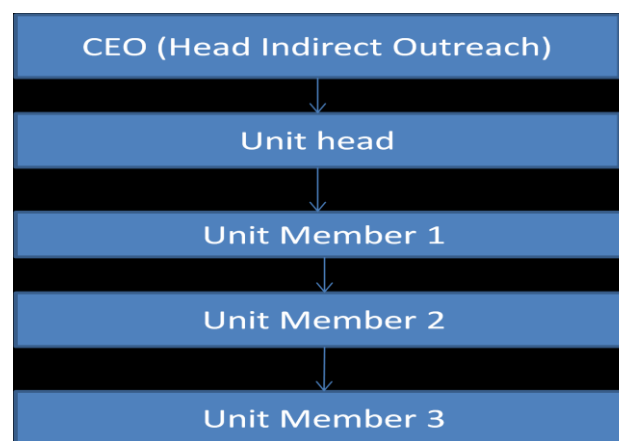


1.2. HEAD QUARTER REPORTING STRUCTURE:

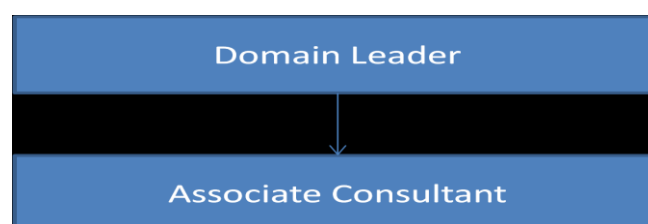
- 1.2.1.** ALC India has 6 levels of reporting as shown above in the organogram. The Shareholders own the organization and the board of directors report to the chairperson of ALC India. Chief executive officer of the organization reports to the board of directors.
- 1.2.2.** There are two program directors heading 3 domains each, they report to CEO.
- 1.2.3.** All the domain leaders report to their respective program directors. Lastly the domain members report to their respective domain heads. Program assistant reports to the CEO directly.

1.3. UNIT REPORTING STRUCTURE:

- 1.3.1.** A unit is formed with a 4 member team. Unit head is the one who directly reports to the CEO on behalf of the Unit.

Figure 2: Flow of reporting for units**1.4. ASSOCIATE REPORTING STRUCTURE:**

- 1.4.1.** The associate consultants report to the domain leaders of their respective domains.

Figure 3: Flow of reporting for associate

1.5. COMPOSITION OF ALC INDIA HR:

#	Human Resources	Definition
1	Fulltime Consultant	<p>The term fulltime consultant is assigned to anybody who has been given a contract of 3 years. Full time consultants are further classified into 7 categories:</p> <ol style="list-style-type: none"> 1. Senior Partner 2. Partner 3. Senior Consultant 4. Consultant 5. Management Analyst 6. Senior Executive 7. Executive
2	Associate	<p>By external human resource it is meant all those who are being issued 'Short-Term Contracts'. These may comprise;</p> <ol style="list-style-type: none"> 1. Associate Consultants 2. Associate Volunteers 3. Associate Interns

CHAPTER 2: RECRUITMENT

2.1. OBJECTIVE

To identify and recruit the appropriate talent with the optimum skills and aptitude required for working towards the organizational goal and thus helping the organization to attain constant success and continuous and consistent growth towards the mission of ALC India.

2.2. REQUISITION OF STAFF

This can be initiated at three levels:

- 2.2.1. As per the requisition placed by domain leader
- 2.2.2. As per the requirement as per the organogram
- 2.2.3. According to the organization's annual plan made in the beginning of the year

2.3. RECRUITMENT STRATEGY

Recruitment strategy at ALC India is aimed at engaging consultants who have necessary skills and commitment to fulfill the work entrusted. The recruiting team should ensure that the persons recruited for technical responsibilities have the required qualification or working towards such a qualification.

Before the commencement of recruitment, it has to be ensured whether the recruitment is necessary, whether others in the organization are eligible for the post as well as the details about the recruitment procedure, terms/ conditions and cost of recruitment should be analyzed. Following documentation has to be completed before recruitment process starts:

- 2.3.1. Placing requisition with HR domain
- 2.3.2. Job description
- 2.3.3. Specific conditions/qualities required for the job.
- 2.3.4. Modes of advertising depending on the level of the consultants required.

2.4. SOURCES OF CV FOR RECRUITMENT

- 2.4.1. On line advertisements on the websites like devnetjobsindia.org, indevjobs.org, and jobsforgood.com
- 2.4.2. Head hunting
- 2.4.3. Referrals from the known people
- 2.4.4. Sharing the requirement details with the networks/associations of alumni of national level institutes like IRMA, IIMs, IIFM, IIRM, XISS, XIMB, MANAGE, etc.
- 2.4.5. Listing with premier institutes for campus placements viz., IRMA, IIMs, IIFM, IIRM, XISS, XIMB, MANAGE, etc.
- 2.4.6. Enrollment with the NGO networks
- 2.4.7. Correspondence with unit head/key persons of the major development organizations like Dhan foundation, Pradan, CDF, Basix, etc.
- 2.4.8. Searching the databases of important websites like solution exchange, micro finance gate way, livelihoods.org and other websites
- 2.4.9. Outsourcing to placement agencies providing recruitment services

Standardised Format of CV is illustrated in Annexure 1 at the end of the document.

2.9. CRITERIA FOR RECRUITMENT OF CONSULTANTS

The criteria for the recruitment at different levels in ALC India is depicted in Table No 1

Table 1: Table shows the Criteria for Recruitment of Consultants

Consultant Designation	Capabilities	Education	Relevant Experience* (in Years)	For Full Time Consultants		For Associates Per Day Consulting Fees (In Rs.)
				Per day Consulting Fees (in Rs.)	Total month ** (in Rs)	Per Day Consulting Fees (In Rs.)
Senior Partner***	Skills: Ability to lead teams, ability to take quick decisions, Highly skilled in finance+ management+ business aspects+ communication (written and oral) + time management+ reads a lot, Is able to engage communities and other clients to take ownership for their work, Is a seasoned facilitator of sophisticated and nascent groups Knowledge: Designs quality research/ training/ projects/publications/ portals/ with reasonable coherence Values: Demonstrated congruence between personal and professional values and lifestyle, deeply respected in the previous organizations Expected Deliverables: Generate minimum business 3 times of his/her cost to the company. New areas exploration for business. Contribution in strategic decision making. Exploring international assignments. Publication of 2 articles in magazines of international standards. Identification of independent chairman for the company. Ensure thematic and all domains' viability.	MBA/Professional Degree	10 +			
		Post Graduation	12 +			
		Graduation	15+	1923-2384	50,000-60,000	4000 – 5500

Partner***	Skills: Ability to lead teams, ability to take quick decisions, highly skilled in finance+ management+ business aspects+ communication (written and oral) + time management+ reads a lot, Is able to engage communities and other clients to take ownership for their work, Is a seasoned facilitator of sophisticated and nascent groups Knowledge: Designs quality research/ training/ projects/publications/ portals/ with reasonable coherence Values: Demonstrated congruence between personal and professional values and lifestyle, deeply respected in the previous organizations Expected Deliverables: Generate minimum business 3 times of his/her cost to the company. New areas exploration for business. Contribution in strategic decision making. Exploring international assignments. Publication of 2 articles in magazines of international standards. Identification of board of directors for the company. Ensure high quality delivery in the projects of the company. Ensure thematic and domain viability.	MBA/Professional Degree	7+			
		Post Graduation	10+			
		Graduation	12+	1535-2115	40,000-55,000	3500- 5000
Senior Consultant	Skills: Turns out skilled work independently – in all projects, completes work on time, good analytical abilities. Knowledge: Knowledge of the sector Values: Respected as a professional in the earlier organizations Expected Deliverables: Generate minimum business of 2 times of his/her cost to the company. Publication of 2 articles in magazines of national standards. To have an ability to start an entrepreneur on his/her own. Ensure the operation of the projects to optimize profit for the company. Ensure domain viability.	MBA/Professional Degree	5+			
		Post Graduation	6+			
		Graduation	8+	1345-1730	35,000-45,000	2000 - 3500
Consultant	Skills: Turns out delegated and guided work of quality , good communication skills, very enthusiastic, enjoys	MBA/Professional Degree	2+	1150-1535	30,000-40,000	1000 – 2000

	<p>facilitating nascent client groups (including community groups), implements and can lead designed training/project/intervention well</p> <p>Knowledge: Knowledge of the sector</p> <p>Values: Respected as a professional in the earlier organizations</p> <p>Expected Deliverables: Generate minimum business of 2 (if domain leader) or 1.5 time of his/her cost to the company. Publication of 2 articles in magazines of national standards. Ensure the operation of the projects to optimize profit for the company. Ensure domain (if domain leader) or Individual viability.</p>	Post Graduation	3+			
		Graduation	5+			
Management Analyst	<p>Skills: Engages in specific tasks with or without understanding all elements of the work, Is very good at field work, good formatting skills, good at MS Office, very good at engaging communities in task on hand, supports training/project/intervention related tasks with someone else in lead</p> <p>Knowledge: Good conceptual clarity on the subjects dealt with during academic career.</p> <p>Values: Convergence of individual and organizational goal</p> <p>Expected Deliverables: Generate minimum business of 1.5 time of his/her cost to the company. Publication of 2 articles. Implement the projects. Ability to work at profit optimization. Ensure individual viability.</p>	MBA/Professional Degree	Fresher			
		Post Graduation	2+	750-1150	20,000-30,000	750 – 1500
		Graduation	3+			
Senior Executive	<p>Skills: Provides logistical support; provides desk/field support; manages time well, Good at MS Office, Basic communication skills, on time, quality delivery of delegated tasks</p> <p>Knowledge: Good conceptual clarity on the subjects dealt with during academic career</p> <p>Values: Sincerity towards the task given.</p>	MBA/Professional Degree	Fresher			
				575-750	15,000-20,000	350 -850
		Post Graduation	2 years			
		Graduation	3+ years			

Executive	Expected Deliverables: Generate minimum business of 1.5 time of his/her cost to the company. Publication of 2 articles. Implement the projects. Ensure individual viability.					
	Skills: Performs delegated work diligently, provides logistical support, and proactively seeks support of peers and higher authority.					
	Knowledge: Basic understanding or prior work exposure on the tasks to be delivered.	Graduation	Fresher	190-575	5,000-15,000	200- 350
	Values: Sincerity towards the task given Expected Deliverables: Generate minimum business of 1.5 time of his/her cost to the company. Publication of 2 articles. Implement the projects. Ensure individual viability.					

* The relevant experience is the experience related to the 5 Es with the 10 priority communities

**If a consultant opts out of travelling to the field there will be a deduction of 10% from the salary range mentioned above

*** There is no lateral entry at partner & senior partner level

5 Es	Example Programmes	Few examples of agencies
Economy	Sectoral experience in livelihood programmes	Baif, Pradan, RCDC, Dhan, Srijan
Employment	Skill development programs	NSDC, CFI
Enterprise	Setting up of cooperatives, Producer companies, etc	Mulukanoor, Gram, Avani, Chirag
Equity	Policy advocacy, gender equity, etc	Actionaid, Oxfam,
Empowerment	Projects on women empowerment, child empowerment, etc	UNIFEM, Care, Oxfam, etc

2.9. PROCESS OF RECRUITMENT FOR FULL TIME CONSULTANTS

The procedure followed by ALC India for recruitment of full time consultants and associates is shown in the *Annexure 1*.

The Interview panel for personal interview consists of members who are at par or a level above for the position applied. The selection process is fair and wherever possible evidence is recorded for selection or rejection of the candidate for future use. All the candidates will be informed about the status of their recruitment. Intimation about their selection/ rejection is provided to the candidate through mail. *Standardized Format of Rejection Letter is illustrated in Annexure 3 at the end of document.*

2.6.1. Reimbursement of personal Interview expenses of the candidates:

ALC India will reimburse the actual travel costs of the candidates who will attend the interview from outstation (other than Hyderabad). The candidates will be reimbursed IIIrd AC class charges in case of train journey and A/C fare in case of bus journey for the shortest route possible only and with submission of actual bills pertaining to two sides of journey. Local travel upto Rs.300 can be reimbursed to an individual.

2.9. PROCESS FOR SELECTED FULL TIME CONSULTANTS

- 2.7.1.** As far as possible appropriate interview panel will be formulated by the HR domain. If candidate is short-listed comes with specialized skill then representative of the concern domain should be one of the panelist of interview process.
- 2.7.2.** All candidates who are selected through the process of recruitment, HRM domain will provide an offer letter within a maximum of 5 working days.
- 2.7.3.** The date, place and time of joining will be clearly mentioned to the candidate, and the candidate will be informed about all other required documents that the candidate needs to possess or submit prior to joining the organization.
- 2.7.4.** All candidates joining ALC India will be provided with short term contract for 3 months within six days of joining. After 3 months of induction period, on successful completion, the consultant will be given a long term full time contract for 3 years.

2.8. DOCUMENT SUBMISSION

Every consultant is required to provide the following to the HRM domain head on joining ALC India:

- 2.8.1.** Relieving Letter from immediate previous employer (in case of freshers it is not applicable)
- 2.8.2.** Mark sheets and certificates,
- 2.8.3.** Experience certificate
- 2.8.4.** Contact number in case of emergency
- 2.8.5.** Joining letter mentioning the designation and date of joining

Standardized Formats of Offer Letter, Short Term Contract, and full time long term contract are illustrated in Annexure 4, 5, 6 respectively at the end of document.

2.9. INTERNS AND VOLUNTEERS

Students passing out from universities and management institutions from India and abroad will be taken as interns for a period ranging from 2 months to 6 months. Suitable national level and international level premier institutions will be contacted to identify students who are interested to work as interns in the livelihood areas. On similar lines volunteers from the national and international places will be explored to work with ALC India. The process of the selection of the interns and volunteers is given in the *Annexure 7*.

2.10. ASSOCIATES

ALC India associates are the resource persons who will support the projects/consulting assignments as and when required by ALC India. They are hired on Short Term Contracts for specific projects and programs. ALC India Associates are classified into two types viz., Full time Associates and Part time associates depending on the duration of contract. The terms and conditions of associates can be determined from case to case basis as per the requirement of programs and projects.

The 2 levels Associates are recruited according to their role for which they are hired. The procedure followed by ALC India for recruiting ALC India associates (both full time and part time) is shown in the Annexure 8.

Once an individual is selected as an associate he/ she can be taken into any project as per the requirement of the project based on the discretion of CEO.

2.11. SALARY AND COMPENSATION PACKAGE

2.11.1. ALC India Full Time Consultants:

ALC India **Full time** consultants will be offered only variable pay option. ALC India will pay only 95% of total eligible pay per month. 5% of the net take home is retained as **Exigency Fund**. Every consultant is eligible to get back that money only when he/ she resign. The total fund along with the accrued interest (**@12%**) will be paid back at the time of final settlement.

A consultant can voluntarily opt out of travelling to the field for a period of time which has to be approved by the CEO. During this period he/she will be paid 10% less than his/ her current salary.

2.11.2. Volunteers and Interns

#	Post	Package
1	Volunteer	Only expenses for food, travel and stay will be borne by ALC India. Limits for expenses are as specified in the general expenses limits by ALC India given in administration and procurement Policy.
2	Interns	Stipend of Rs.2000-8000 for the entire internship duration will be paid to the intern. Limits for expenses are as specified in the general expenses limits by ALC India given in Administration and Procurement Policy.

CHAPTER 3: PROBATIONARY PERIOD**3.1. INDUCTION DEFINED:**

In ALC India Induction is defined as guidance and supervision period by the reporting officer to monitor the progress and skills of the newly hired consultant.

3.2. PERIOD OF INDUCTION:

All individuals, those recruited, shall be on a period of induction for 90 days. In case of units, the induction period is in a range of 3-12 months and they will be provided STC accordingly. The consultants, who successfully complete their induction, will be confirmed as full time consultants.

In the case of exceptional performance, the induction period of an individual may be fore-closed based on the recommendation of the respective reporting officer/ domain leader and HRM domain leader.

In case of a consultant's performance not meeting expectation, the period of induction may be extended for a further maximum period of three months from the date of expiry of the original period of probation.

3.3. ASSESSMENT DURING THE INDUCTION PERIOD:

An assessment template of the performance of the consultants during the induction period has been designed. The consultant is guided from time to time by the domain leader and other project team leaders for better delivery and meeting the target. In case there is excellent performance, the base pay of the consultant can be increased after the induction period. In case of underperformance, the base pay can be decreased and status quo can be maintained in case of normal performance. The assessment sheet has one performance calculator and the other qualitative indicators rated by the reporting officer. Format is given in the *Annexure 11 & 13 respectively*.

3.3.1. Objective

- 3.3.1.1.** Make new consultant aware of policies and practices of ALC India.
- 3.3.1.2.** Make the new consultant aware of his/her role in the organization.
- 3.3.1.3.** Get the consultants acquainted with seniors and juniors who work with him/her.
- 3.3.1.4.** Make the consultants feel homely and make him/her more comfortable and effective within the organization.

3.3.2. Procedure

- 3.3.2.1.** Orientation program for new joiners: A 2 day programme will be conducted twice a year. New joiners from other units shall also be part of the orientation program during the induction period.
- 3.3.2.2.** Along with it, individual induction will continue as usual according to the target sheet.

3.3.3. Methodology

Orientation programme will be taken up as follows:

- 3.4.1.1.** Address note: Chairperson/Director of ALC India
- 3.4.1.2.** Completion of joining formalities
- 3.4.1.3.** Orientation to the organization's policies, procedures, norms and cultures and code of conduct.
- 3.4.1.4.** Introduction to economic development of marginalised communities.
- 3.4.1.5.** Interaction with the CEO and domain heads of various verticals of ALC India

The session plan for orientation program and induction plan formats are provided in *Annexure 9 and 10* respectively.

3.4. REVIEW DURING INDUCTION

- 3.4.1.** At the end of the induction period, the consultant's performance shall be reviewed by the reporting officer/domain leader and HRM domain leader.
- 3.4.2.** The appraiser will be assessed on performance. In the appraisal, all the following indicators should be taken care like initiative, ownership, communication skills, technical skills, analytical ability and risk taking ability are assessed. HRM domain leader will send out the confirmation appraisal forms to consultant one (1) week before the end of the induction/extended period of induction.

3.5. PROCEDURE FOR CONFIRMATION/EXTENSION/TERMINATION/RESIGNATION

- 3.5.1.** On receipt of the completed appraisal form with recommendation for confirmation / extension / termination as the case may be, domain leader, HR shall issue the appropriate letter to the consultants at the end of the probation/extended probation period.

CHAPTER 4: PERFORMANCE ASSESSMENT AND APPRAISAL

4.1. OBJECTIVE

- 4.1.1.** Performance management system is aimed at improving the work and skill base of consultants. The assessment is not about only monitoring the work but also is a learning experience for both the evaluator and the consultant.

4.2. METHODOLOGY FOR PREPARATION OF ANNUAL PLANS

- 4.2.1.** Preparation of annual action plan is a two way process where organizational, domain and individual plans are evolved in concurrence with each other.
- 4.2.2.** Annual actions plans at the organizational, domain and individual level will be evolved in consultation with the chief executive officer, program director and HRM domain leader. Planning of annual action plan should start in the month of November and shall be approved by the board members of ALC India in the 3rd board meeting of the financial year i.e. in January. Revisions should be done on the feedback of the board members.
- 4.2.3.** Approved annual action plan document shall be signed by concerned consultant and CEO of ALC India. *Format for the annual plan is provided in the Annexure 12*

4.3. TIMING OF REVIEW

- 4.3.1.** Performance review will be done two times a year i.e. Half Yearly and Annual Review – in the first week of Oct and April during the particular financial year. The main purpose of review after half yearly, apart from reviewing progress at the end of the year, is to assess what support is required to achieve the annual plan, any revision in the goals, shifts in priorities (if any), barriers encountered in achieving the goals and how they can be overcome.
- 4.3.2.** Incentives/disincentives can be announced only at the year-end only after Annual Performance review i.e. after 12 months of service. However, a consultant is eligible for promotion only after 1 full year of service.

4.4. PERFORMANCE REVIEW SYSTEM

- 4.4.1.** Performance review system helps guide consultants in the organization to make self improvement and also contribute to the organization. Since there are different levels of consultants in the organization, the review process and indicators will also vary.

4.4.1.1. Level 1 - Program Director: Senior Partner, Partner

4.4.1.2. Level 2 - Domain Leader: Senior Consultant, Consultant

4.4.1.3. Level 3 - Domain Members: Management Analyst, Senior Executive, Executive

The performance review system is based on a varied set of indicators mentioned below for various levels of consultants.

Table 2: Performance Review System

#	Program Director (Level 1)	Domain Leaders(Level 2)	Domain Members (Level 3)
1	Viability – Thematic, Domains, Individual	3 Viability - Domain & Individual	Individual Viability
2	Business Generation	Business Generation	Business Generation
3	Quality Rating	Quality Rating	Quality Rating
4	Initiatives	Initiatives	Initiatives
5	Compliance	Compliance	Compliance

Each of these indicators will have weightage in the final performance calculation given as below.

Table 3: Final Performance Calculator

Performance Parameters	Weightage
Viability	15%
Business Generation	20%
Quality rating	25%
Initiatives	10%
Compliance	30%

Unlike the previous years there are no additional indicators. Viability indicator will be calculated with different weights based on number of components. So at Program Director level since there are three components each will carry 5% weightage. Similarly at Domain Leader level each component will carry 7.5% weightage. Quality Indicators will be rated by the PPM domain. PPM has its own mechanisms to rate the quality indicators. The breakup of all the indicators which make the quality indicators are given below:

Table 4: Quality Indicators & Weightage

Quality Indicators	Weightage
Quality Assessment Score - Voluntary Work	5%
Quality Assessment Score - Projects of Domain	15%
Quality Assessment Score - Projects of Other Domain	5%

The compliance indicators have total weightage of 30%. The breakup of all the indicators which make the compliance indicators are given below:

Table 5: Compliance Indicators

Compliance Indicators	Weightage
Domain Overheads Compliance (80%)	20%
Minimum Articles for TI – 2	5%
Minimum 30% individual time in other domain projects	5%

4.5. ASSESSMENT METHODOLOGY

Assessment methodology of each parameter is given below:

- 4.5.1. Thematic viability:** It refers to viability of both the themes such as direct outreach and initiatives in a particular financial year.
 - 4.5.1.1. Direct outreach** – Long term direct implementation projects taken as turnkey assignments from variety of organizations (donors, voluntary organizations, financing bodies and other organizations)
 - 4.5.1.2. Initiatives** – New product/service development for ALC India. These will be all products pending and also new initiatives. Products like rating tools, capacity development modules, portals, magazine, TATHYA and other developments within the organization.
- 4.5.2. Domain viability:** Domain viability - which assess the following aspects in a domain:
 - 4.5.2.1.** Direct and indirect income of the domains in that particular year based on actual revenues
 - 4.5.2.2.** Direct and indirect expense of the domain in that particular year based on actual costs
- 4.5.3. Individual viability:** It refers to 55% consulting engagement for most of the consultants. It may vary for a consultant if he/she is engaged in a particular investment assignment. This can be decided in the annual plans at the initial stage of the year itself.
- 4.5.4. Business generation:** Business Generation for each consultant is a very important task and each level has been given their respective targets which will form the parameter for measurement of performance. It is based on the agreed targets as determined after considering the requirement at the organizational level.
- 4.5.5. Quality rating:** Every consultant will be rated on the basis of performance in voluntary work, domain projects and other domain projects. Individuals will be rated at the end of each project as part of the quality assessment of projects. The assessment score will get aggregated and averaged across the various projects done in the year.
- 4.5.6. Compliance:** Will assess the completion of following 3 overheads
 - 4.5.6.1.** 2 Articles published in TI in a year
 - 4.5.6.2.** Minimum 80% compliance of the Domain Overheads in a year
 - 4.5.6.3.** Minimum 20 days voluntary days in a year.
- 4.5.7. Viability of 3 domains:** Each Program Director will be assessing 3 domains therefore viability of respective three domains under the themes will be considered for performance assessment of the Program Director.

The format of Performance Evaluation is given in the *Annexure 13*

4.6. HALF YEARLY REVIEW

- 4.6.1. The review will be done at the end of 6 months, in the month of October for a financial year.
- 4.6.2. The weightage for all the 5 indicators will be same.
- 4.6.3. The consultant will be rated against the number of projects undertaken in 6 months.
- 4.6.4. Business Generation will be 50 % of the Annual Target.
- 4.6.5. One TI article is expected at the end of 6 months.
- 4.6.6. 10 voluntary days should be completed.

4.7. ANNUAL REVIEW

The annual review will be conducted at the end of 12 months, in the month of April for a financial year.

4.8. MANAGING UNSATISFACTORY PERFORMANCE

In case, if the consultant does not perform well for a continuous period of 1 year, following steps shall be undertaken:

- 4.8.1. Initial verbal counseling for improving the performance and finding out the gaps for better performance will be done at the end of half yearly review. Option for shift or change in domain will be made available to help improving performance.
- 4.8.2. In case of under performance, a written memo will be sent to the consultant at the end of half yearly review. Consultant has to respond to the memo and a detailed improvement plan (Performance Improvement Program - PIP) shall be developed and followed rigorously for 6 months.
- 4.8.3. Further non-performance will attract a demotion or loss of increment depending on the scale of achievement at the end of year.
- 4.8.4. Continuance in under performance of the consultant till 1.5 year will lead to his/her termination.

4.9. PROMOTION:

There will be three basic parameters for promotion under the different hierarchical levels of the organization:

- 4.9.1. Promotion assessment test.
- 4.9.2. Annual performance rating.
- 4.9.3. Recommendations by the superior on capability fit for the next level.

Table 6: Weightage for different parameters for promotion

Parameters	Weightage (%)	Process
Promotion assessment test	20	Test to be designed and administered by HRM domain keeping in view future requirement.
Annual performance rating	60	Score should be calculated as average of previous year/s annual performance
Recommendation	20	Reporting Officer/CEO

Overall minimum score for each level to get promoted is equal to or above 80%. Based on the performance assessment reports the HRM domain head, HR can recommend promotions every year to the chief executive officer.

4.10. RESIGNATION AND IT'S PROCEDURE

- 4.10.1.** Confirmed consultants **at Senior Consultant and above level** should serve 2 (two) month's notice before resignation. In this case they will be eligible for the two month's pay as well as for the incentives and the experience certificate. Otherwise the consultant should pay two month salary in lieu of not submitting the two month's notice to get eligible for the incentives and the experience certificate. Amount to be deducted will be calculated as pro-rata basis.
- 4.10.2.** Confirmed consultants **below Senior Consultant** should serve 1 (one) month's notice before resignation. In this case they will be eligible for the month's pay as well as for the incentives and the experience certificate. Otherwise the consultant should pay one month salary in lieu of not submitting the one month's notice to get eligible for the incentives and the experience certificate. Amount to be deducted will be calculated as pro-rata basis.
- 4.10.3.** In all cases, once the final clearance is received, the final settlement of the individual will be done within 7 working days. In case there is delay of more than 1 months in the final settlement, ALC India will give the consultant an interest on the final amount at the current SBI bank rate.

4.11. SETTLEMENT AMOUNT

The amount for the final settlement will include the following.

- 4.11.1.** Unpaid salary for the individual for number of days worked
- 4.11.2.** Pending Incentives
- 4.11.3.** Unpaid reimbursements
- 4.11.4.** Any other amount pending against the individual
- 4.11.5.** Exit Interview

4.12. DOCUMENTS TO BE GIVEN TO THE INDIVIDUAL:

At the time of relieving, the individual will be handed over the following documents.

- 4.12.1.** Pay Check (Unless it's an Account Transfer)
- 4.12.2.** Statement of Settlement
- 4.12.3.** Relieving Letter
- 4.12.4.** Experience Letter

Standardized format of the Exit Interview, Final Settlement Form, Pro-forma of Resignation and Relieving Letter is part of Annexure 14, 15, 16 & 17 respectively.

4.13. TERMINATION AND IT'S PROCEDURE

- 4.13.1.** Absence of consultant without prior information for more than 7 (seven) days will be treated as automatic resignation from the consultant side and the consultant will not be eligible for salary/ incentives/ allowances from ALC India.
- 4.13.2.** On receipt of the completed appraisal form with recommendation for termination, HR Head shall issue the appropriate letter to the individual.

- 4.13.3.** Termination can also be based on the disciplinary grounds. The actionable points and process is part of administration and procurement policy.
- 4.13.4.** In the case of termination, the reporting officer shall state the reasons for the same in the appraisal form and obtain the concurrence of the domain head (In case, he/she is not the same) and then send it to HRM head for necessary action. All recommendations for termination shall be done in consultation between the respective domain leader, HRM domain head and CEO.
- 4.13.5.** Lack of the required performance and more than 3 (three) written warnings on lack of performance to any consultant will warrant termination.
- 4.13.6.** Consultants terminated on grounds of poor performance, indiscipline, misconduct, fraud, theft, willful violation of organization's rules, final quality warning and attitude will not be eligible for salary for the month in question.
- 4.13.7.** In case ALC India decides to terminate the consultant, it will give one/two month/s notice to the consultant depending on the level. In case ALC India terminates any contract without giving one month's notice, consultant will be paid one month's salary except in the case of any disciplinary action (as mentioned in 4.13.6) against the consultant.

CHAPTER 5: PAID OFFS AND BENEFITS

5.1. PAID OFFS:

5.1.1. General rules of paid offs & benefits

- 5.1.1.1.** It is not necessary that paid offs/benefits will be sanctioned compulsorily to consultants, although he/she is having paid offs/benefits in balance. Sanction/ refusal of paid offs/benefits will depend on the discretion of domain leader, program director and CEO keeping in view the exigency of work.
- 5.1.1.2.** Consultants should proceed on paid offs/benefits after getting the paid offs & benefits sanctioned by the domain leader/program director/CEO as per level.
- 5.1.1.3.** Consultants should inform the head of administration before proceeding for the paid offs/benefits.
- 5.1.1.4.** Consultants are required to report on duty after the completion of the sanctioned paid offs/benefits positively. In case of emergency, if paid offs/benefits are to be extended then the consultants should communicate it immediately through phone to the reporting officer and head of administration.
- 5.1.1.5.** In case of paid offs - casual & sick, minimum 0.5 (half day) can be availed.
- 5.1.1.6.** In notice period, none of the eligible paid offs/benefits can be availed.

5.1.2. Overview of paid offs & benefits:

Table 7: Particulars of paid offs & benefits that can be availed during a financial year

#	Particulars	Number of Days
1	Sundays	All Sundays
2	National Holidays	3 days per year
3	Paid Offs	18 days per year
a	Paid off - Casual	12
b	Paid off - Sick	6
4	Mandatory Vacation	6 days after completion of 6 months of work
5	Maternity/Paternity Benefit	4 Months/6 Days

The details of the particulars are as follows:

- 5.1.2.1. Sundays:** All the Sundays will be non-working days.
- 5.1.2.2. National Holidays:** There are 3 national holidays which can be availed by any consultant working with ALC India. These are Republic Day, Independence Day and Gandhi Jayanti.
- 5.1.2.3. Paid Offs (PO):** Paid offs are divided into two parts: paid off - casual leaves and paid off – sick.
 - 5.1.2.3.1. Paid off - Casual:** Total 12 paid off - casual can be availed in a financial year. This should not exceed more than 2 days in a row. Paid off – casual is earned benefit. Non – availed paid offs - casual of a particular financial year cannot be carried forward to following year/s. Paid off – casual cannot be encashed.
 - 5.1.2.3.2. Paid off - Sick:** Total 6 paid off - sick can be availed in a financial year. Non – availed paid off - sick of a particular financial year cannot be

carried forward to following year/s. Paid off – sick cannot be encashed.

5.1.3. Sabbaticals:

ALC India supports the consultant with a sabbatical benefit in case of consultant pursuing higher education or research. Minimum service period of the staff should be 5 years in ALC India to avail Sabbatical. The decision on sabbatical will be taken as per CEO's discretion. Application for any higher education/research should be informed at least 3 months in advance.

5.1.4. Loss of Pay (LOP)

5.1.4.1. A consultant who has no other paid offs/mandatory vacation to his/her credit may be sanctioned loss of pay (LOP).

5.1.4.2. The concerned domain leader, program director and CEO can approve such loss of pay.

5.2. BENEFITS

5.2.1. Comprehensive Health Care Policy

ALC India will be giving the benefit of comprehensive health care policy to its consultants which will amount to Rs 3000. This benefit would include accident as well as health insurance and would cover consultant as well the dependents of the consultant.

5.2.2. Public Provident Fund

The basis of contribution is 50% from ALC India and 50% from Consultant. The amount to be contributed by ALC India will be almost anywhere between Rs 4,000 to Rs 6,000 per year per consultant. This opportunity is still being explored and is most likely to be implemented by the month of July 2011.

5.2.3. Laptop Allowance

Each consultant of ALC India will be offered a onetime incentive of Rs.6,000 (Rupees six thousand only) or 25% of the value of laptop purchased whichever is less will be given towards purchase of a laptop up on joining the organization. The remaining amount will be given as a short term loan if required and requested. In case consultant leaves the organization before one year the incentive will be deducted in the final settlement. The incentive of Rs.6,000 will be given once in three years. A yearly lump sum amount of Rs. 500 per year will be provided to each consultant towards laptop maintenance allowance.

5.2.4. Mobile Allowance

Each consultant will be given a monthly mobile reimbursement of Rs. 500 in case they use CUG facility and upon submission of bill payment receipt. Any claim beyond Rs. 500 should be approved by team leader and domain leader.

5.2.5. Internet Allowance

Each consultant will be provided one time amount of Rs. 1,500 towards purchase of mobile internet device upon submission of photocopy of original bill. A monthly internet allowance of Rs. 350 will be paid towards the mobile internet upon submission of bill payment receipt.

5.2.6. Temporary Relocation Allowance

If a consultant stays for a period between one month and six month on field, he/she will be given a temporary relocation allowance of Rs. 3,500 per month.

5.2.7. Special Incentive

Special incentives of Rs. 150,000 (Rs One Lakh Fifty Thousand Only) will be given to the consultant who has worked for every five years without a break. These incentives will be transferred to the consultant's exigency fund.

5.2.8. Maternity Benefit

Maternity benefit is provided for women consultants for a period of 4 months. This benefit can be availed before or after the delivery **or** both. A consultant who has worked for minimum 90 days with the ALC India is eligible for this benefit.

If the consultant is required to extend her period further on account of post-natal complication it can be done on intimation to the CEO and HRM domain leader.

The consultant can extend her period to 3 more months on her request and on approval of CEO. 3 months will be unpaid.

A consultant can avail maternity benefit for a maximum of two live births only.

5.2.9. Paternity benefit

Paternity benefit is provided to the male consultants for a period of 6 days. This benefit can be taken at stretch or in two phases. A consultant can avail paternity benefit for a maximum of two live births only.

5.2.10. Special Benefit for Women

A women consultant is eligible for the benefit of working 5 days a week at the sole discretion of CEO. This applies only to those consultants who have children aged below 10.

5.2.11. Counseling Service

ALC India has hired a part time counselor, the services can be availed by the consultants of ALC India. The counselor will be available for 2 days in the month. The consultant are required to take prior appointment for counseling.

CHAPTER 6: CONSULTANT COMMUNICATION

At ALC India, there are three types of reporting formats to be submitted by the each and every consultant. They are monthly reporting formats, Quarterly reporting formats and annual reporting formats. The details of the formats are as follows:

6.1. MONTHLY REPORTING FORMATS

Each consultant of ALC India should submit monthly report after completion of every month. All monthly reports should be submitted within two days of ensuing month. The monthly report should contain the following details.

- 6.1.1** Log sheet for the month
- 6.1.2** Claim sheet of the month
- 6.1.3** Consolidated project wise expense statement
- 6.1.4** Presentation on the activities completed/pending
- 6.1.5** Next month plan

Project wise time requirement from each consultant has to be sought by the concerned project head.

6.2. HALF YEARLY AND ANNUAL REPORTING FORMAT

The annual report should contain the detailed information on the annual work done and performance calculations. This will form the basis for annual performance evaluation.

CHAPTER 7: DEPUTATION SERVICES**7.1. OBJECTIVE**

The objective of deputation services practice in ALC India is to depute consultants in various organizations to give subject matter specific consulting for a specific period to help the external organization attain a goal. He/she is treated as the authorized representative of ALC India to the deputed organization. The act of appointing a person to represent ALC India to do a task is defined as deputation in the HR policy of ALC India.

7.2. SELECTION CRITERIA

If the skill of the consultant matches to the deliverables of the assignment, then the consultant is placed in the external organization which seeks for the deputation services. If the consultant is an consultant of ALC India, then he/ she is deputed directly after basic understanding of the deliverables of the organization. If the consultant is recruited freshly, then he/she gets inducted to ALC India and after that posted in the organization for deputation.

7.3. BUDGET

This is a paid service given by ALC India where cost of the consultant (Including human resource cost, administration cost, other incidental cost) are borne by the organization where he/she is posted for a specific period.

7.4. DURATION

The assignments may vary from 6 months to 3 years period and it will be a continuous service.

7.5. LOCATION

The organizations where ALC India consultants will be placed may be district level, state level, national level or international level organizations.

7.6. TYPE OF AGENCY

The agencies where consultants will be deputed may be government agencies, non-government, agencies, CSR wing of corporates, foundations, funding agencies or any other client.

7.7. GUIDELINES

During the deputation period, the consultants will be guided by the norms of HRM policy of ALC India and the budget in the MOU will guide in terms of financial management of the project.

7.8. REPORTING OFFICER

The deputed consultants will report to a staff of the organization where they are deputed and will report to the team leader of the deputation services in respective domain.

7.9. PERFORMANCE APPRAISAL

Since the performance appraisal system applicable to all the consultants of ALC India cannot be applicable to the deputed consultants, therefore customized templates will be designed for the performance appraisal of the same.

7.10. BENEFITS FOR THE CONSULTANTS

The deputed consultants of ALC India will gain experience in a particular area of interest, gain field experience, and exposure in different areas.

CHAPTER 8: SEXUAL HARASSMENT POLICY

8.1. OBJECTIVE:

ALC India is an equal employment opportunity provider. It does not discriminate its full time consultants/associates on the grounds of gender. ALC India believes in providing non hostile safe working environment to all its consultants especially to its female consultants.

Sexual harassment policy of ALC India is a statement by the organization stating that it will not tolerate or allow any sexual harassment by any colleague/co-worker, client/customer or any other person that the consultant of the organization comes in contact with in the course of work of the organization.

8.2. OPERATIVE AUTHORITY:

A 3 member team will be appointed by the CEO which will be headed by a Women Consultant.

8.3. OPEATING PROCESS:

8.3.1. What is sexual harassment?

Any unwelcome behavior with sexual undertones which has been directed against a person either directly or indirectly. The unwelcome behavior could be in the form of

- 8.3.1.1. Physical contact and advances/ offensive language
- 8.3.1.2. Demand or request for sexual favors
- 8.3.1.3. Sexually colored remarks or/and bawdy humor
- 8.3.1.4. Showing any pornographic material
- 8.3.1.5. Any other unwelcome physical, verbal or non verbal conduct of a sexual nature.

8.3.2. Employer's responsibility

ALC India as an employer constantly strives for the welfare of its consultants. It does not tolerate any kind of sexual harassment of its consultants within the organization in any manner and expressly prohibits sexual harassment. The consultants are appraised on it at regular intervals.

8.3.3. Sexual Harassment Redressal Committee

To ensure non hostile and safe working environment CEO appoints a 3 member redressal committee which will be headed by a women consultant.

Any consultant who believes sexual harassment may be occurring or that consultant is being subjected to any kind of sexual harassment, then the same should be reported to the Domain Leader HR through application or mail. HRM domain leader will further communicate it to the Redressal committee to take the appropriate action within 2 months.

Any person who is employed with ALC India, and is found guilty of sexual harassment levied by any of the consultant of the organization, shall be tried and awarded appropriate disciplinary action which the sexual harassment redressal Committee deems fit. The maximum penal action upto removal of the consultant can be taken. The aggrieved consultant can also approach the appropriate authority for any statutory remedies.

CHAPTER 9: GRIVANCE REDRESSAL MECHANISM

9.1. OBJECTIVE

To create a work environment, which would be free of hostility and which propagates a free and open thought process, encouraging growth and harmony free from encumbrance of force.

9.2. OPERATIVE AUTHORITY

9.2.1. HR

9.2.2. Head of the Domain

9.2.3. Management (depending upon the severity)

9.3. OPERATING PROCESS

Any and all complains send to HR by any aggrieved individual/department and same being so received by HR, shall be acted upon with immediate effect.

As it is not viable to quote a precise, complain redresser time or to speculate any time as in, which to address any grievance, its advised that any person so handling the complaint/grievance shall act upon common sense and prudence and thus understanding the gravity/urgency and importance should act upon the same.

Any complaint put across to the HR, should be addressed within a maximum period of seven working days and not beyond.

The complaints if from domain/s are to be addressed then, the same shall be done only along with/from the assistance of the Head of the Domain/s so complaining. And any or all solution/solutions so reached upon shall be communicated to Head of the Domain/s and not directly to team members of the domain

If the complaint is from a single consultant then the complain so made to HR, shall be communicated to the Domain Head, with proper analysis and research. And the facts and figures from such analysis and research of the complaint should be presented to Domain Head, prior to arriving at any decision or solution.

Any decision/s that will be arrived upon for any individual complaint has to be in cooperation and consultation with the Domain Head.

Note: If the consultant so complaining, is of the opinion that the complain should not be addressed to his/her Head of Domain, or if the Head of Domain himself/herself, directly or indirectly, is part of the complaint, then the HR Head handling the complaint need not involve the Domain Head, and nor the Domain Head should be made part of solution sought/ found.

Whenever or where ever there appears a conflict as to the final decision on any grievance/complaints between the HR Head and Domain Head, then the final decision, so under question/controversy or in dispute shall be put across for decision to the CEO.

The consultant so aggrieved by any decision or if the aggrieved consultant feels that the decision was prejudiced or if the complain was not aptly treated then the consultant can directly approach the CEO for any relief he/she seeks.

Note: Under normal working conditions, consultant who has a job-related problem, question or complaint should first discuss it with their immediate superior. If the consultant and the immediate senior cannot solve the problem, ALC India encourages the consultant to escalate the issue upwards in the management hierarchy until the problem is resolved.

CHAPTER 10: VOLUNTEERISM**10.1. PHILOSOPHY**

Volunteering is the practice of people working on behalf of others or a particular cause without payment for their time and services. Volunteering is generally considered an altruistic activity, intended to promote good or improve human quality of life, but people also volunteer for their own skill development, to meet others and make contacts for the self and organization growth.

10.2. OBJECTIVES

The objective of inclusion of volunteerism in the policy of ALC India is to assist organizations on issues/projects those require professional advice or to participate in workshop/ seminars/ symposiums or similar events for self development. The selection of agencies for volunteering should be primarily for those agencies which do not have the capacity to afford the cost of external professional expertise. The agencies will be cooperatives, networks of civil societies, small and medium scale social development organizations.

Each ALC India consultant will volunteer to work with NGOs/agencies for 20 work-days in a year and the consulting cost will be borne by ALC India. The services rendered by the consultants to these agencies will be skills-based volunteering implying that he/she is trained in the particular area of expertise. It needs to be in the domain in which a consultant is part of.

A consultant can also do voluntary work in a specific interest area which will be done only with the prior approval of domain leader and CEO.

10.3. Fee

Except for the human resource cost other costs will be borne by the client.

CHAPTER 11: CAPACITY BUILDING

Though training or capacity building is considered as a costly affair but it has a very positive effect in the long run. It helps in motivating and retaining the potential consultants over a period of time. Capacity building for ALC India consultants is categorized on the basis of experience and knowledge in the relevant field. It is as follows:

#	CATEGORY	NO: OF YRS OF EXPERIENCE	TYPES OF TRAININGS
1	Entry level	Fresher's	Orientation for five days Induction for three months Trainings for 6 days Guided learning under a senior person
2	Mid term	1-5 years	Induction for three months Trainings for 6 days Guided learning under a senior person
3	Senior level	5-15 years and above	Workshops on different aspects relevant to work

ALC India also sends its consultants to exposure visits where they can learn new things and enhance their knowledge.

Annexure 1: Standardized Format of Curriculum Vitae

Name:
Designation:
Email Id:
Tel:

Professional Experience

Briefs about professional summary.

Core Competency**Key Projects undertaken****Consulting Projects**

Capacity building

aaa

aaa

aaa

Project Management

xxx

xxx

xxx

Other Projects

xxx

xxx

xxx

Academic Projects

xxx

xxx

xxx

Employment History

[Designation – Company Name]

[From- To]

Type of Organization:

Job Description:

{One line description of organization

Designation/ Title of Job

Job Description}

Education

Institute, Place, Course, Year

Other Professional Qualification

xxx

xxx

xxx

Research/Publications

Aaa

Aaa

Aaa

Awards and Achievements

xxx

xxx

xxx

Training & Workshop attended

xxx

xxx

xxx

References

Name	Designation	Organization	Place	Ph. No.	Email Id
Xxx	xxx	xxx	xx	xxx	xxx

Annexure 2: Standardized format for selection of consultants

Consultant/Management Executive/Associates/Interns/Volunteers	Analyst/ Senior Executive/	Weightage
Stage 1: CV Short listing		
Parameters		
Qualifications (Post Graduation / International Degree)		
Relevant Experience		
Extra Curricular activities demonstrated during graduation and post graduation)		
Resident if advertised for specific location		
<i>Minimum qualifying score for next level</i>		60%
Stage 2: Telephonic Interview (Communication)		
Parameters		
Spoken and Grammatical English		
Salary Expectation		
Willing to Travel		
<i>Minimum qualifying score for next level</i>		60%
Stage 3: Write up		40%
Parameters		
Alignment of individual goal and organizational goal		
Clarity of his/her own idea		
Knowledge about the sector		
Originality in the content		
Mentioning the source		
Formatting skills		
Writing skills		
Continuation of thoughts		
Congruence of ideas		
Grammatical + Spelling errors (not more than 5 -10)		
<i>Minimum qualifying score for next level</i>		60%
Stage 4: Aptitude Test		30%
Parameters		
Data Crunching		
Basic Mathematics		
English Grammar		
English Words (Synonyms/Antonyms/Word- Meanings/Phrases etc)		
<i>Aggregate qualifying scores of the above three levels for the next level</i>		80%
Stage 5: Interview		30%
Parameters		
Language		

Clarity of thoughts	
Quick decision making capability	
Ready to work in the difficult situations	
Attitude(Positive attitude)	
There will be two additional rounds for Senior Management (Senior Consultant/Partner/Senior Partner) as follows*	
Management Aptitude Test	
Parameters	
Cost Benefit Analysis	
Budgeting skills	
Networking Skills	
Sectoral Knowledge	
Logical Reasoning	
Thematic Presentation	
<i>*On Adding MAT and Thematic Presentation the weightages of Aptitude test / Management Aptitude test and Thematic Presentation becomes 10% each</i>	
<i>The qualifying score for an individual for the post should be 80% of the maximum marks that can be obtained in the 5 stages</i>	

Annexure 3: Standardized Format of Rejection Letter

Place, date

Mr. or Ms.

Full address:

Contact No:

Email:

Ref: position with ALC India.

Dear Sir/Madam,

You recently applied for the position ofwith ALC India.

We have carefully considered your application. Although it is impressive, it does not fully satisfy our selection criteria for this position. We will nonetheless keep your curriculum vitae on file for consideration in the event that a position corresponding to your profile becomes vacant.

Thank you for your interest in our organization. We wish you the best of success in your job search.

Sincerely,
(signature)
HR Head.

Annexure 4: Standardized format of Offer Letter

To

Mobile:

Email:

Dear

Greetings and Congratulations from ALC India!

Consequent to the final interview, we are pleased to inform that your candidature has been approved by ALC India. You have been selected to work with ALC India as a_____. The initial contract period is made till the end of financial year (31th March, _____). ALC India conducts performance review of the team members at the end of each financial year based on which the contract will be revised on mutual consensus.

The remuneration particulars are given in the Annexure. If you are in agreement with this offer, please confirm the same through an acceptance letter latest by_____. Please inform us the earliest probable date of joining. A final letter of contract will be signed at the time of joining.

With warm regards,

Domain Head (In charge)

HRM

Name			
Designation			
Location		HEAD OFFICE/SUBSIDIARY	
COST-TO-COMPANY			
Component	One time Benefit	Per Annum (In Rs.)	Description
Base Pay			Calculated at Rs. per day
Medical Insurance		3,000	50% of insurance value or Rs. 2,000 (whichever is less) will be reimbursed upon submission of actual bills.
Conveyance ¹		4,200	Calculated at Rs. 350 per month
Mobile Phone Allowance		6,000	Calculated at Rs. 500 per month. Any claim beyond this will be paid upon approval
Laptop Allowance	6,000		Rs. 6,000 or 25% of laptop value (whichever is less) will be paid once in every 3 years against purchase of laptop.
Laptop Maintenance Allowance		500	Annual allowance for laptop maintenance
Accident Insurance		100	Rs. 5,00,000 Insurance by ALC India.
Mobile Internet Device Allowance	1,500		One-time payment of Rs. 1,500 will paid against purchase of mobile internet device.
Mobile Internet Allowance		4200	Calculated at Rs. 350 per month
Total CTC			

Terms and Conditions:

1. Paid offs and holidays²

All the benefits (Paternity, Paid offs and Mandatory vacations) are applicable as per the ALC India policy.

¹ For local conveyance, the allowance is based on the distance from residence to office. It is paid as follows:

Distance	Conveyance Charges Paid/Month
1 Km	Nil
1-5Km	Rs. 250
5-10Km	Rs. 350
Above 10Km	Rs. 500

² Total paid leaves and holiday in a financial year is 79 in general scenario. In case of special instances, paternity/maternity leaves are applicable

#	Terms	Particulars
1	Sundays	52 Sundays ³ per annum
2	Mandatory Vacation	6 days each after completion of every 6 months In case the consultant leaves the organization before one year, the amount will be deducted at the time of final settlement.
3	Paid Offs	18 days per annum (1.5 day per month). Can take upto 2 days at a stretch. In case the consultant leaves the organization before one year, the amount will be deducted at the time of final settlement.
4	Public holidays	3 days per annum
5	Paternity benefits ⁴	6 days can be availed within a month after delivery.

2. ALC India will pay 95% of base pay for the month (paid days in month calculated at per day as per contract). Remaining 5% is retained as Consultant Exigency Fund with ALC India. The total fund along with the accrued interest (@ 12%)⁵ will be paid back at the time of final settlement.
3. Each consultant of ALC India should deposit one month net pay as caution deposit or original certificates of latest educational qualification (in lieu of caution deposit) at the time of joining. This amount will be paid back to the consultant after one year.
4. All actual expenses with regard to travel, lodging, boarding towards consulting and other tasks assigned by ALC India will be reimbursed as per ALC India Policy
5. Each consultant should be willing to travel across India for at least 10 days in a month
6. TDS will be deducted as applicable.
7. Other terms and conditions are applicable as per ALC India policy. Each consultant is bound to the policy of ALC India. All legal matters, if any, are within the jurisdiction of Hyderabad only.

³ As per calendar year

⁴ Applicable upto second child only

⁵ Subjected to change as per policy revision

Annexure 5: Specific Task Contract: 3 Months Induction

Date:

To
Mr./Miss/Mrs/
Mobile:
Email:

In pursuance of the discussions with you regarding 90 days of induction , we are pleased to offer Specific Task Contract (STC) to

1. Duration

This assignment starts from.....till.....

2. Output (Deliverables)

During the period of 3 months you will be reporting in domain of ALC India. The deliverables expected as part of the STC are as follows:

Designation		Domain	Name
Induction Plan of a new joiner for a Hyderabad/Branch - 3 months			
S.No.	Particulars	No of Days	% of total working days
1	Consulting		
2	Overhead		
3	Investment		
4	Unplanned		
5	Non working days		
Total Number of Days			
Breakup of Consulting Days			
S.No.	Particulars	No. of Days	% of total working days
1	Reporting Domain		
2	Other Domain		
Total Number of Days			
Breakup of Overhead days			
S.No.	Particulars	No. of Days	% of total working days
1			
2			
Total Number of Days			
Breakup of Investment days			
S.No.	Particulars	No. of Days	% of total working days
1	Investment indicator of reporting domain		

Total Number of Days		
-----------------------------	--	--

3. Payment

1. An amount of Rs.... Per day (in words) will be paid.
2. Payment will be based on submission of invoice to ALC India.
3. A 10% TDS will be charged on the total payment.
4. Payments will be made after the timely delivery of work.
5. All actual expenses pertaining to stationary, communication incurred will be either made by ALC India or will be reimbursed on the submission of actual bills. We request you to be resource conscious and keep these expenses as minimum as possible.

4. Reporting :

- a. During the contract period, you will report toReporting officer.... ALC India Pvt. Ltd.
- b. Payment will be made after approval of the work by Reporting officer....
- c. In case additional related tasks as assigned by ... Reporting officer which necessitates more time, payment will be made accordingly after certification by ... Reporting officer

5. Other terms and conditions

- a. **Written Articles / Correspondence:** Any articles pertaining to our activities written by or jointly with any other person during the course of association with ALC India and all correspondence that may have with any other organizations shall be the sole property of ALC India and shall have no claim over the same.
- b. ... Shall conduct herself/himself in a manner benefiting ALC India.
- c. will be responsible for any loss of property/ records including information of ALC India which were entrusted or kept in his/her custody.
- d.shall abide by stipulations in ALC India Policies from time to time.

6. **Extension of the Assignment:** If, for any reason, Reporting officer determines that the contract should be terminated he/she can do so at his own discretion.

If, for any reason,should decide to terminate the contract prior to satisfactory completion of the task,may do so at your discretion but only after de-briefing all the tasks to the Reporting officer

In either case, HR head will be the sole authority to determine the reduced/increased amount of remuneration to be paid to. Any disputes that come over the contract period are subjected to Hyderabad jurisdiction only.

7. Disclosure of Information:

All information about the consultants will not be disclosed to anyone. However you can share with the essence of issues for improvement in work culture and human resource management.

For and on behalf of Access Livelihoods Consulting (ALC) India

(Reporting officer)

ALC India Pvt. Ltd.

I do hereby accept the terms and conditions of this assignment as set out in this letter and my signature hereto, I bind myself to abide by these terms.

Name:

Signature:

Date:

Place:

Bank Details of

ALC India

Account Name:

A/C No:

Bank Name:

Branch:

Annexure 6: Full Time Long Term Contract

AGREEMENT FOR CONTRACT

THIS CONTRACT is made and entered into on this _____ day of 20____, by and between

Access Livelihoods Consulting India Private Limited (hereinafter referred to as ALC India)

Plot no: 4, Matrunilayam, Sainagar Colony,
Telephone Office Lane, Picket,
Secunderabad – 500 009,
Andhra Pradesh,
India.
Tel: (040) 40177321, 27891147
E-mail: info@alcindia.org
AND

Mr. or Ms. (hereinafter called as Mr. or Ms.)
Permanent Address
Mob:
Email:

Based on his performance in _____, ALC India is glad to offer Mr./Ms. _____ the contract as Designation.

THE FOLLOWING TERMS AND CONDITIONS OF THIS AGREEMENT⁶ HAVE TO BE AGREED UPON:

1. ALC India hereby engages Mr./Ms. _____ to render his services for a period of _____, from Starting and ending dates, and the contract will automatically terminate on _____.
2. During the contract period, ALC India will pay Rs. _____/- (Rupees _____ Only) per day to Mr./Ms. _____.
3. Mr./Ms. _____ during his/her contract period should achieve indicators mutually agreed between Mr./Ms. _____ and ALC India. The annual indicators will be mutually agreed upon at the start of every financial year in the month of April. The pay (as mentioned in the Clause 2) may be increased or decreased depending upon his performance against annual indicators.
4. ALC India will pay 95% of the base pay of a month to Mr./Ms. _____. Remaining 5% will be retained as Consultant Exigency Fund (CEF) with the ALC India. The total CEF along with the accrued interest [@ 12%]⁷ will be paid back to Mr./Ms. _____ at the time of final settlement.
5. Mr./Ms. _____ will render his/her services to ALC India based at Secunderabad. However, as per the requirement of ALC India, he/she can be relocated to other locations/regional offices situated anywhere in India.

⁶ This agreement shall be governed and guided by the laws of Indian Contract Act, 1872

⁷ Subjected to change as per policy revision

6. Mr./Ms. _____ should render his/her full time service to ALC India. He/she, during the contract period, is not permitted to take up any full time/ part time private consultancy/assignments without taking prior consent from ALC India.
7. Mr./Ms. _____ should conduct himself/herself in a manner befitting ALC India. During his/her contract period, he/she shall abide by the company's notified policies
8. Mr./Ms. _____ will be responsible for any loss of property/records including information of ALC India, which was entrusted or kept in his/her custody.
9. Any work done or publication by Mr./Ms. _____ during the contract period, individually or in collaboration with other individuals or organizations, will be the sole property of ALC India. However, Mr./Ms. _____ may claim the work/publication by suitably taking written prior permission from ALC India.
10. Either party may terminate this contract at any time giving one month prior notice or one month pay in lieu of notice.
11. Mr./Ms. _____ should refrain himself/herself from taking any advance/ amount from any client of ALC India during all his/her official assignments. All the claims must be sought through ALC India.
12. All actual expenses with regard to travel, lodging, boarding towards consulting and other tasks assigned by ALC India will be reimbursed as per ALC India Policy.
13. Mr./Ms. _____ should be willing to travel across India for minimum of 10 days in a month.
14. TDS will be deducted as applicable.
15. Other terms and conditions are applicable as per ALC India's policies. Mr./Ms. _____ should abide by any changes in the ALC India's policies. All legal matters, if any, are within the jurisdiction of Hyderabad only.
16. Any changes to the contract herein will be presented as an appendix to this contract with only the changes mentioned while all other conditions from the original contract will remain the same.

IN WITNESS WHEREOF THIS AGREEMENT is executed at ALC India, Secunderabad on _____, as mentioned above and both the parties put their signatures in the presence of the following witnesses in token of agreeing and accepting the above terms and conditions.

Mr. G. V. Krishnagopal
(Chief Executive Officer)

Mr./Ms. _____

Date: _____

Place: Hyderabad

Witness 1(Signature)

Witness 2 (Signature)

Mr./Ms. _____

Mr./Ms. _____

CONSULTANT PAY DETAILS

Name		Mr./Ms.	
Designation ⁸			
Location		Head Office/Subsidiary	
COST-TO-COMPANY			
Component	One time Benefit	Per Annum (In Rs.)	Description
Base Pay			Calculated at Rs. _____ per day
Medical Insurance		2,000.00	50% of insurance value or Rs. 2,000 (whichever is less) will be reimbursed upon submission of actual bills.
Conveyance ⁹		4,200.00	Calculated at an average of Rs. 350 per month
Mobile Phone Allowance		6,000.00	Calculated at Rs. 500 per month. Any claim beyond this will be paid upon approval
Laptop Allowance	6,000.00		Rs. 6,000 or 25% of laptop value (whichever is less) will be paid once in every 3 years against purchase of laptop.
Laptop Maintenance Allowance		500.00	Annual allowance for laptop maintenance
Accident Insurance		200.00	Rs. 5, 00,000 insurance by ALC India.
Mobile Internet Device Allowance	1,500.00		One-time payment of Rs. 1,500 will paid against purchase of mobile internet device.
Mobile Internet Allowance		4200.00	Calculated at Rs. 350 per month
Total CTC			

⁸ Designation may change based on the performance of the individual

⁹For local conveyance, the allowance is based on the distance from residence to office. It is paid as follows:

Distance	Conveyance Charges Paid/Month
1 Km	Nil
1-5Km	Rs. 250
5-10Km	Rs. 350
Above 10Km	Rs. 500

PAID OFFS AND HOLIDAYS

As indicative leaves are mentioned below but All the leaves (Paternity/ Maternity, Paid offs and Mandatory vacations) are applicable as per the ALC India policy.

#	Terms	Particulars
1	Mandatory Vacation	6 days each after completion of every 6 months In case the senior partner leaves the organization before one year, the amount will be deducted at the time of final settlement.
2	Paid Offs	18 days per annum (1.5 day per month). Can take up to 2 days at a stretch. In case the Senior Partner leaves the organization before one year, the amount will be deducted at the time of final settlement.
3	National Holidays	Aug 15 th , Jan 26 th and Oct 2 nd
4	Paternity benefit ¹⁰	6 days can be availed within a month after delivery.

¹⁰ *Applicable upto second child only*

Annexure 7: Standardized format for selection of Interns/Volunteers

Interns / Volunteers	Weightage
Stage 1: CV Short listing	
Parameters	
Qualifications (Post Graduation / International Degree)	
Extra Curricular activities demonstrated during graduation and post graduation)	
Resident if advertised for specific location	
Stage 2: Aptitude test	70%
Parameters	
Data Crunching	
Basic Mathematics	
English Grammar	
English Words (Synonyms/Antonyms/Word- Meanings/Phrases etc)	
Stage 3: Interview	30%
Parameters	
Language	
Clarity of thoughts	
Quick decision making capability	
Ready to work in the difficult situations	
Attitude(Positive attitude)	

Annexure 8: Standardized format for selection of Associates I & II

Associates I	Weightage
Stage 1: CV Shortlisting	
Parameters	
Relevant Experience	
Extra Curricular activities demonstrated during graduation and post graduation)	
Resident if advertised for specific location	
Stage 2:Rapid Aptitude Test	70%
Parameters	
Data Crunching	
Basic Mathematics	
English Grammar	
English Words (Synonyms/Antonyms/Word- Meanings/Phrases etc)	
Stage 3. Interview	30%
Parameters	
Language	
Clarity of thoughts	
Quick decision making capability	
Ready to work in the difficult situations	

Associates II*	Weightage
Stage 1: CV Shortlisting	
Parameters	
Relevant Experience	
Extra Curricular activities demonstrated during graduation and post graduation)	
Resident if advertised for specific location	
Stage 2: Management Aptitude Test	70%
Parameters	
Cost Benefit Analysis	
Budgeting skills	
Networking Skills	
Sectoral Knowledge	
Logical Reasoning	
Stage 3. Interview	30%
Parameters	
Language	
Clarity of thoughts	
Quick decision making capability	
Ready to work in the difficult situations	

* For Individuals having 15 -20years of Rich experience CEO Discretion will only be considered
Once an individual is selected as an associate he/she can be taken into any projects as per the requirement even in future projects

Annexure 9: Standardized format for session plan for induction

The session plan for the induction of a batch of new joiners at ALC India Head office is as follows:

- ✚ Assumptions for the Induction Plan:
- It is assumed that recruitment will be held in either campuses or online and candidates will be invited to join in batches of at least 15 professionals so that it will be easier for the event to happen.
- Consultants will be from various fields.

#	Session 1 10:30 – 11:30 Hrs	Session 2 11:45 - 1:30 Hrs	Session 3 2:15 - 03:45 Hrs	Session 4 04:00 - 05:00 Hrs	Session 5 05:15 - 06:00 Hrs
Day 1	Ice breaking and Introduction	Discussions on the mission and vision of the organization, strategic paper discussion	Discussions on poverty and development, livelihoods	Discussions on community economic development models	Discussions on community economic development models
	Session 6	Session 7	Session 8	Session 9	Session 10
Day 2	(Review of day's learning) Domain Specific Knowledge: HRM Domain activities and Review of HR policy	Domain Specific Knowledge (HRM): Discussion on Annual Planning and Performance assessment system	Domain Specific Knowledge: FMA Domain activities and Review of FMA policy. Discussion on filling of formats like Log sheets, claim sheet, domain presentation, travel claims and other domain related activities	Domain Specific Knowledge: IOM Domain activities, Board, AGM, Advisory, and review of IOM policy	Domain Specific Knowledge: Interaction with one of the board members
	Session 11	Session 12	Session 13		
Day 3	Domain Specific Knowledge: Discussion on ICK Domain activities, importance of communication in a consulting organization and review of ICK policy	Domain Specific Knowledge: Discussion on PPM domain activities, Importance of PMIS, Current commitment and Monthly Planner	Domain Specific Knowledge (PPM): Quality Policy and Processes involved in management system	Domain Specific Knowledge: MBD Domain activities and review of marketing policy	Review and feedback
	Tea Break	Tea Break	Lunch Break	Tea Break	Tea Break

Annexure 10: Standardized format for plan for induction

The 3 months plan is as follows:

Induction Plan of a new joiner for a subsidiary - 3 months			
S.No.	Particulars	No of Days	% of total working days
1	Consulting		
2	Overhead		
3	Investment		
4	Unplanned		
4	Non working days		
Total Number of Days			
Break up of Consulting Days			
#	Particulars	No. of Days	% of total working days
1	Reporting Domain		
2	Other Domains		
Total Number of Days			
Break up of Overhead days			
#	Particulars	No. of Days	% of total working days
1			
2			
3			
5			
6			
Total Number of Days			
Break up of Investment days			
#	Particulars	No. of Days	% of total working days
1	Business plan of new subsidiary		
2	Revenue Generation plan of new subsidiary		
Total Number of Days		10	100.0

Annexure 11: Performance Calculator

PERFORMANCE CALCULATOR			
#	Performance Parameter	Achievement in 3 months	Percentage %
A	Taks Undertaken and Performed Successfully		
1			
2			
8			
Average Performance			

Rate the parameters on the scale of 1 to 10 where 1 is lowest and 10 is highest score						
	Indicators	Self	Reporting Officer	Management Nominee	Overall	%
1	Punctuality, ability to meet deadlines and regularity in work					
2	Contribute to completely new geographical area and difficult areas to access					
3	Proactively involvement in decision making, responsibility sharing, team management					
4	Skills					
e	Communication					
f	Technical					
g	Analytical					
5	Risk taking ability					
6	Creative suggestions in work problems					
7	Efficient use of time and overall productivity					
8	Demonstrate learning attitude in work					
9	Overall accuracy, completeness of assignments and attention to details					
10	Ownership of the Tasks					
11	Ingenuity or resourcefulness, finding new or better technology or methodology to accomplish goals, reducing costs, saving time or improving quality					
12	Efficient in planning, scheduling, delegating and utilizing resources					
13	On time Delivery os the Tasks					
14	Good team player					
Average Performance						

#	Overall Performance	Weight	Average Score	Weighted Score
1	Mission Accomplishment	60%		
2	Competency	40%		
Total				
Total End Score at the end of 3 months/1 year				

Annexure 12: Standard Annual Target Format

Domain Annual Individual Plan 2011 - 2012					
	Particulars	Domain Target	Domain Leader		
1	Domain Business Generation				
2	Domain Viability		Viable Domain		
3	Individual TI Articles		2	2	2
4	Voluntary Work		20 Days	20 Days	20 Days
Domain Overhead					

Program Director

Domain Leader

Domain Member 1

Domain Member 2

Annual Time Sheet

#	Nature of Activity	# of Days
A	Total Days in the year	365
	CCD Multiplication factor	2.4
B	Non Working Days	86
i	Sundays	53
ii	Mandatory Vacation	12
iii	Paid off – Casual	18
iv	Paid off - Sick	6
v	National Holidays	3
C	Working Days	279
i	Consulting (55%)	154
ii	Overheads (30%)	84
iii	Investment (15%)	42
iv	Domain Indicators Time (70%)	196
v	Other Domain Indicator Time (30%)	83
vi	Overhead Time Split	
i	Staff Training	6
ii	Voluntary Days (20Days)	20
iii	TI Articles - 2 (3 Days)	3
iv	Staff Retreat	2
v	Business Development Time	20
vi	Other Overhead Indicators	18
vii	Meeting and Others	17

Annexure 13: Standardized format for Year End Performance

PERFORMANCE CALCULATOR					
#	Performance Parameter	Weightage	Target	Achievement	Percentage %
1	Viability(Thematic/Domain/Individual)	15%	1		
2	Business Generation	20%	1		
3	Quality Rating**	25%	1		
4	Initiatives*	10%	1		
5	Compliance***	30%	1		
Average Performance					

Quality Indicators**				
		Weightage	Target	Achievement
a	Quality Assessment Score - Voluntary Work	5%	1	
b	Quality Assessment Score - Projects of Domain	15%	1	
c	Quality Assessment Score - Projects of Other Domain	5%	1	
Overall Quality Indicators			1	

Compliance Indicators***				
		Weightage	Target	Achievement
a	Domain Overheads Compliance(80%)	20%	1	
b	Minimum Articles for TI - 2	5%	1	
c	Minimum 30% individual time in other domain projects	5%	1	
Overall Compliance Indicators			1	

**Initiative will be approved by the PD*

**Initiative for PD and CEO will be approved by BoD*

***Will be assured by PPM domain*

Annexure 14: Exit Interview

Consultant's Name		Reporting Officer	
Domain		Designation	
Date of Joining		Date of Resignation	
Date of Leaving		Contact details	

Please provide us with the following details:

#	Particulars	Amount (Rs)
1	Actual Pay out	
2	Medical Benefit	
3	Accident Allowance	
4	Laptop Allowance	
5	Mobile Internet Device Allowance	
	Total	

#	Particulars	Amount(Rs)
1	Total no: of person days worked	
2	Consulting Revenue	
3	Business Generation	
4	Overhead Days	

#	Project Name	Client Name	Amount(Rs)	Output (fructified/rejected)
1				
2				
3				

Breakup of Consulting Days					
#	Project Name	Client	Surplus/Loss	Delivery - On Time/Delayed	Client Feedback (+/-)
1					
2					
3					
4					

Break up of Overhead Days				
#	Activity	Client	No: of person days given	Amount (Rs)

1. Mention your key learnings at ALC India.

Learned regarding accounts only, invoice making, PFMIS, how to maintain projects costs, etc.

2. What have you contributed so far to the organization.

Stabilizing accounting system, rectifying the errors in tally for last FY 2009-10. Writing SOP on accounts.

3. Did your contributions get enough recognition from the team leader/domain leader?

Yes

4. Why are you leaving ALC India?

Because of my health problem and my parents are feeling lonely. So I can't stay outside from my home.

5. What circumstances would have prevented your departure?

6. What did you like most about your job?

Its fully related to accounts.

7. What did you like least about your job?

I could not contributed in consulting projects, which I really want.

8. What did you think of your Domain head/Reporting officer on the following points:

	Almost Always	Usually	Sometimes	Never
Was consistently fair	()	()	()	()
Provided recognition	()	()	()	()
Resolved complaints	()	()	()	()
Was sensitive to consultants' needs	()	()	()	()
Provided feedback on performance	()	()	()	()
Was receptive to open communication	()	()	()	()

9. How would you rate the following:

	Excellent Poor	Good	Fair	
Cooperation within your domain/event	()	()	()	()
Cooperation with other domain	()	()	()	()
Staff training	()	()	()	()
Resources provided (human resources,				

financial resources)	()	()	()	()
Company's performance review system	()	()	()	()
Company's new staff orientation program	()	()	()	()
Per day rate offered for your job	()	()	()	()
Career development/Advancement opportunities	()	()	()	()
Physical working conditions	()	()	()	()
Company's commitment to client service	()	()	()	()
Company's commitment to its consultant	()	()	()	()

Comments:

10. Was the work you were doing approximately what you expected it would be?

Yes ()

Somewhat ()

No ()

Comments: Yes

11. How was your workload :

Too heavy ()

Heavy ()

OK ()

Light ()

Too light ()

Comments: Heavy and sometimes too heavy.

12. How did you feel about the consultant benefits provided by the company?

	Excellent	Good	Fair	Poor	No Opinion
Paid holidays	()	()	()	()	()
Paid vacation	()	()	()	()	()
Medical Insurance	()	()	()	()	()
Paid offs	()	()	()	()	()
Sabbatical benefits	()	()	()	()	()

13. Would you recommend our organization to your friends as a good place to work for?

Most definitely ()

With reservations ()

No ()

14. What suggestions do you have to make ALC India a better place to work?

For a fresher it is the best place. Because here he/she can get more opportunities to work on various fields at various level, he/she can get more chance to define himself/herself in regarding his/her knowledge, capabilities for doing different works, his/her excellence, etc. He/she can learn more things as per his/her respective subjects as well as in other subject also.

15. Would you recommend anything to make this Exit Interview format better?

Consultant		HR Representative	
Date		Date	
Place		Place	

Annexure 15: Standardized format for Check list of Final Settlement**ACCESS LIVELIHOODS CONSULTING INDIA PVT. LTD.**

Name		Consultants ID No.	
Designation		Domain	
E-mail ID		Date of Joining	
Date of Resignation		Reporting Manager Name	
Last day of work		Domain Leader Name	

10.1.1.1. REPORTING MANAGER				
	YES	NO	Not Applicable	Remarks
Resignation Accepted				
Relieving Date (Please mention the relieving date)				
Training Manuals returned				
Files, Documents etc. handed over				
Other Comments				

Name**Signature****Date**

10.1.1.2. INFORMATION, COMMUNICATION AND KNOWLEDGE DOMAIN				
	YES	NO	Not Applicable	Remarks
E-mail Account Disabled				
Any Other				
Any Other				
Other Comments				

Name**Signature****Date**

10.1.1.3. FINANCE & ADMINISTRATION DOMAIN				
	YES	NO	Not Applicable	Remarks
ID CARD Returned				
SIM CARD Returned				
Any Advance Settlement				
Any Loan Settlement				
Any Other				

Name**Signature****Date**

10.1.1.4. HUMAN RESOURCE MANAGEMENT DOMAIN				
	YES	NO	Not Applicable	Remarks
Exit Interview				
Any other				
Any Other				

Name**Signature****Date**

Annexure 16: Standardized format for Processing Resignation**ACCESS LIVELIHOODS CONSULTING INDIA PVT. LTD.**

1. Name :
2. Designation :
3. Educational Qualifications :
4. Date of Birth :
5. Date of Joining the Company :
6. Date of appointment / promotion to the present post :
7. Position of present posting :
 - a) Domain :
 - b) Office :
8. Permanent Address :
9. Date of submission of Resignation :
10. Reason for Resignation :
11. Period of Notice given :
12. Date of release sought for :
13. Postal address for contact purpose, after acceptance of the resignation :
14. Whether any Vigilance / Disciplinary proceedings are pending, If so, brief details thereof. :
15. Whether any Loan / Advance is outstanding ? If so, details thereof :
16. **Recommendation** :
 - * 1) Resignation may be accepted with effect from.....
 - * 2) Loan / Advance outstanding will be adjusted against dues payable to Mr. / Ms.....

OR

Mr. /Ms has been asked to deposit the amount of Loan / Advance outstanding against him / her before his / her resignation is accepted and he / she is actually relieved.

Signature of HR- Head

D a t e

Annexure 17: Standardized format for Relieving Certificate

Dear,

Greetings!

Relieving _____ **Certificate**

Date:

To _____ Whomsoever _____ It _____ May _____ Concern _____

This is to certify that Mr/Ms _____, residing at _____, has worked for ALC India with as a _____. We accept his resignation dated _____ and relieve him/her from his/her duties as _____ on _____.

We _____ wish _____ him/her _____ all _____ success _____ in _____ his/her _____ future _____ endeavor _____

Regards,

(Head _____ - _____ HR _____ Domain)

ICK Policy and Practice Document



2011-2012

Access Livelihoods Consulting India Private Limited

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Sainagar Colony, Picket, Secunderabad – 500003,
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1. INTRODUCTION

Information, Communication and Knowledge Management (hereinafter termed as ICK) domain has a vital role to play in transforming Access Livelihoods Consulting India Pvt. Ltd. (referred as ALC India hereafter) into a fully knowledge based organization and therefore there is a need to have an ICK policy and practice document to ensure the smooth transition towards highly knowledge based organization.

1.1 OBJECTIVES

The ICK policy and practice document aims to achieve the following objectives:

- 1.1.1.** To use information, communication and knowledge management to better achieve the mission, vision and core values of ALC India.
- 1.1.2.** To make information, communication and knowledge management practices core to the day-to-day operations of ALC India.
- 1.1.3.** To use information, communication and knowledge management tools for the evolution of the individuals associated with the organization.

2. INFORMATION MANAGEMENT

2.1 DEFINITION

Information management (IM) is the collection and management of information from one or more sources and the distribution of that information to one or more audiences. Management means the organization of and control over the structure, processing and delivery of information. (www.wikipedia.org)

2.2 INTERNAL INFORMATION MANAGEMENT

- 2.2.1. Documents and Report Sharing:** ICK domain shall design and standardize the formats of all internal documents in consultation of respective domain – PMIS, PFMIS, Approach Papers, Winding Up Reports, Current Commitments, Monthly Planner, Business Development Reports, which shall be maintained by the respective domains.
- 2.2.2. Standard Directories:** ICK domain shall design and standardize the structure for storing files, both hard and soft copies, in the office shelves, individual laptops and organization website, the audit of which will be done once in every 6 months. (Refer Annexure 1)
- 2.2.3. Blogs:** ICK domain shall maintain an internal blog page for all consultant of ALC India to discuss and deliberate on issues and concerns related to livelihoods and development of the economically marginalised.
- 2.2.4. Standard Event Calendar:** ICK domain shall maintain an e-calendar using Google Calendar for internal use and update all ALC India events at the beginning of every financial year, which shall be updated as and when required.
- 2.2.5. E-Notice Board:** ICK domain shall maintain an internal e-notice board for all consultants of ALC India to share information related to livelihoods and development of the economically marginalised.
- 2.2.6. ALC Mail Directory:** ICK domain shall update and maintain the ALC mail directory in consultation with the CEO as and when required.

- 2.2.7. Databases:** ICK domain shall design and structure the processes for database maintenance of previous clients, potential clients, donors, portals development & design, work files from laptops of all consultants which shall be maintained by respective domains.
- 2.2.8. Annual Reports:** ICK domain shall produce the annual report, the annual performance report of ALC India, at the end of every financial year and disseminate to its stakeholders.
- 2.2.9. Information Protection:**
- 2.2.9.1.** Individual users shall be responsible to protect his/her password from being misused.
 - 2.2.9.2.** The password set to use TALLY in FMA domain shall not be shared to any persons other than authorized by appropriate authority.
 - 2.2.9.3.** The admin or super user password shall be with FMA Domain Leader and ICK Domain Leader.

2.3 EXTERNAL INFORMATION MANAGEMENT

- 2.3.1. ALC India Brochure and Domain Brochures:** ICK domain shall produce and maintain both hard and soft copies of the ALC India Brochure and Domain Brochures and update it once a year in consultation with the CEO.
- 2.3.2. ALC India Website:** ICK domain shall maintain and manage the ALC India website, the content of which will be updated once a month, or as and when required as per the instructions of the CEO.
- 2.3.3. Standard ALC India and Domain Level Mailers:** ICK domain shall design and standardize ALC India mailer and Domain level mailers to be sent to clients for work.
- 2.3.4. ALC India Progress Report:** ICK domain shall produce the ALC India progress report, at the end of every financial to be shared with external individuals/ groups.

3. COMMUNICATION MANAGEMENT

3.1 DEFINITION

Communications management is the systematic planning, implementing, monitoring, and revision of all the channels of communication within an organization, and between organizations; it also includes the organization and dissemination of new communication directives connected with an organization, network, or communications technology. Aspects of communications management include developing corporate communication strategies, designing internal and external communications directives, and managing the flow of information, including online communication. New technology forces constant innovation on the part of communications management. (www.wikipedia.org)

3.2 INTERNAL COMMUNICATION MANAGEMENT

3.2.1. E-mails:

First month new joiners are not allowed to send an external mail without the approval of the respective reporting officer.

- 3.2.1.1. Communication through e- mail, internal or external, as the case may be shall be made by using the font “sans serif” and size normal, font colour black.
- 3.2.1.2. Communication through word document, internal or external, as the case may be shall be made by using font “Times New Roman” and size 11, font colour black.
- 3.2.1.3. All mails from a domain member to another domain member and outside ALC India shall be marked (CC) to the Domain Leader.
- 3.2.1.4. All mails to contain standard signatures and salutations as specified here –
 - a. Salutation – Dear (First name)
 - b. If referring to another individual in the mail – Mr./ Ms. (First name)
 - c. Signature – With best wishes/ With regards
- 3.2.1.5. ICK domain shall manage the e-mail id info@alcindia.org
- 3.2.1.6. Upon Joining with ALC India, all full time consultants will be allotted an official e-mail id from the Gmail official id within 3 working Days.
- 3.2.1.7. Every Consultant shall check their Official mail on daily basis and respond to it.
- 3.2.1.8. No person shall use official mail id for the personal purposes.
- 3.2.1.9. All e-mails and associated contents are the properties of ALC India.

3.2.2. Office Memo: ICK domain shall design and standardize the Office Memo for internal use that will be issued by all Domain Leaders, FMA Domain Leader and CEO, with appropriate unique codes (Example: ICK/OM/2011-12/01). (Ref: Annexure 5)

3.2.3. Office Circulars: ICK domain shall design and standardize the Office Circulars for internal use that will be issued by all Domain Leaders, FMA and CEO, with appropriate unique codes (Example: ICK/OC/2011-12/10).

3.2.4. Meeting Minutes: ICK domain shall design and standardize the Meeting Minutes of all internal meetings with appropriate unique codes. (Ref: Annexure 4)

3.2.4.1. Domain Meeting (Example: ICK/DM/2011-12/08)

3.2.4.2. Domain Leaders Meeting (Example: ICK/DLM/2011-12/02)

3.2.4.3. Project Team Meeting (Example: project code/ddmmyy/meeting number)

3.2.4.4. Staff Meeting Minutes (Example: SM/ddmmyy/meeting number)

3.2.5. Inventory Management: ICK domain shall maintain an inventory of soft and hard copies of all ALC India communication materials including ALC India brochure, Annual Reports and Domain Brochures.

3.3 EXTERNAL COMMUNICATION MANAGEMENT

3.3.1. E-mails

- 3.3.1.1.** Communication through e- mail, internal or external, as the case may be shall be made by using the font “sans serif” and size normal, font colour black.
- 3.3.1.2.** Communication through word document, internal or external, as the case may be shall be made by using font “Times New Roman” and size 11, font colour black.
- 3.3.1.3.** All mails from a domain member to any external individual/ group shall be marked (CC) to the Domain Leader and CEO.
- 3.3.1.4.** All RFP, EOI, proposals, reports, ToRs, should be sent to external individuals/ groups as an un-editable format (Pdf).
- 3.3.1.5.** All mails to contain standard signatures and salutations as specified here.
 - a. Salutations – Dear (Mr./Ms./Prof./Dr.) Last name
 - b. If referring to another individual in the mail – Mr./ Ms. (First name/Last name)
 - c. Signature – With best wishes/ With regards

3.3.2. Brand Visibility: All communications made shall be accompanied with the Logo for brand visibility of ALC India.

3.3.2.1. Format of Logo: Being the registered trademark, the Logo of ALC India shall constitute the pictorial symbol and the supporting text underneath it. The Logo of ALC India should contain the following specifications:

- a. Font: Arial Narrow 11
- b. Size: 2” 1.7”
- c. Circle Color:
- d. Upper hand color:
- e. Lower hand color:
- f. ALC India text color:
- g. ISO 9001:2008 text color:
- h. Registered trade mark



3.3.2.2. Misuse or Unauthorized use of logo: Unauthorized use or misuse of the Logo shall be prohibited and any such acts by any person or agency, as the case may be shall be liable to legal consequences. The Logo is an unalterable registered trademark, and improper or unauthorized use is regarded as a breach of these procedures.

3.3.2.3. Request for use of logo by external agency: The request to use the logo by external individual/ group, as the case may be, shall be decided by the CEO in consultation with the respective Domain Leader. The use of the Logo shall state –

- a. Purpose for use of Logo

- b. Period (start date to end date) of using the Logo
 - c. Place/ material where logo will be used (communication materials, websites)
- 3.3.3. Consultant Business Cards and Consultant Identity Cards:** ICK domain shall design and standardize the consultant business cards and consultant identity cards that will be issued by FMA.
- 3.3.4. Media Releases and Advertising:** The ICK domain shall use media and advertising as the means to create and promote consistent corporate and community visibility of ALC India in order to achieve desired goals, in consultation with the CEO.
- 3.3.5. Copyright:** ICK domain shall be committed to follow and practice the provisions of Copyright Act, 1957.
- 3.3.6. Reports:** ICK Domain will help in structuring the reports and other documents which are being addressed or sent to the external persons or organizations.

4. KNOWLEDGE MANAGEMENT

4.1 DEFINITION

Knowledge Management (KM) comprises a range of strategies and practices used in an organization to identify, create, represent, distribute, and enable adoption of insights and experiences. Such insights and experiences comprise knowledge, either embodied in individuals or embedded in organizational processes or practice. (www.wikipedia.org)

Knowledge Management efforts typically focus on organizational objectives such as improved performance, competitive advantage, innovation, the sharing of lessons learned, integration and continuous improvement of the organization. KM efforts overlap with organizational learning, and may be distinguished from that by a greater focus on the management of knowledge as a strategic asset and a focus on encouraging the sharing of knowledge. KM efforts can help individuals and groups to share valuable organizational insights, to reduce redundant work, to avoid reinventing the wheel per se, to reduce training time for new consultants, to retain intellectual capital as consultants' turnover in an organization, and to adapt to changing environments and markets (McAdam & McCreedy 2000) (Thompson & Walsham 2004).

4.2 KNOWLEDGE AUDIT

ICK domain in consultation with the HRM domain shall conduct knowledge audits of all consultants, at least twice in a year, each at every 6 months and one at the time of induction based on the following components/directives: (Refer Annexure 2)

- 4.2.1. Knowledge Need Analysis
- 4.2.2. Knowledge Inventory Analysis
- 4.2.3. Knowledge Flow Analysis
- 4.2.4. Knowledge Mapping

4.3 LIBRARY MANAGEMENT

ICK domain shall maintain and manage the ALC India Library consisting of books, journals, reports and CDs located at the head office. (Refer Annexure 3)

4.4 TRANSFORMING INDIA

Transforming India – the quarterly English magazine of ALC India will be published under the ICK domain. ICK domain shall ensure timely printing and dissemination of the magazine.

4.5 WEB PORTAL

ICK domain shall maintain and manage the ALC India Knowledge Portal, containing the soft copy version of Transforming India, the updation of which will be done at least once in every 15 days.

5. TERMINOLOGY

The following is a list of terminologies that will be used in ALC India as against the words that ALC India prohibits its consultants from using.

	Terms to be Used	Terms Not to be used
1	Economically marginalized	Poor
2	Person	He/she
3	Person days	Man days
4	Human Resource	Manpower
5	ALC India	ALC/ ALCI
6	Development agency	NGOs/VDOs
7	Surplus	Profit
8	Man/Woman	Male/Female

6. ACRONYMS

The following is a list of acronyms used in ALC India.

SN	Acronym	Full form
1	ICK	Information Communication and Knowledge
2	IOM	Institution and Organisation Management
3	HRM	Human Resource Management
4	FMA	Finance and Administration Management
5	PPM	Programme and Project Management
6	RMD	Risk and Disaster Management
7	MBD	Marketing and Business Development
8	LEA	Legal and Environment Advocacy
9	TDM	Technology Development and Management
10	TL	Team Leader
11	DL	Domain Leader
12	PD	Program Director
13	DI	Domain In-charge
14	QL	Quality Leader
15	QA	Quality Assurer
16	CEO	Chief Executive Officer
17	UH	Unit Head
18	MT	Management Trainee
19	PMIS	Project Management Information Systems
20	FMIS	Finance Management Information Systems
21	VPMIS	Voluntary Project Management Information Systems
22	PFMIS	Project Finance Management Information Systems
23	CFMS	Cash Flow Management Systems
24	BD	Business Development

24	TI	Transforming India
24	AGM	Annual General Meeting
25	RoC	Registrar of Companies
26	RNI	Registrar of Newspapers for India
27	HO	Head Office
28	UO	Unit Office
29	STC	Specific Task Contract
30	CTC	Cost to Company
31	LAN	Local Area Network
32	ToR	Terms of Reference
33	EoI	Expression of Interest
34	RFP	Request for Proposal
35	PIP	Performance Improvement Programme

ANNEXURE 1

1.1 STANDARD DIRECTORIES

ANNEXURE 2

2.1 KNOWLEDGE NEEDS/K-FLOW ANALYSIS

SN	Category	Sub-category	Sub-category	Folder	Sub-folder	Files
1	Year	ALC India	IOM	Reports		
				Samples		
			ICK	Reports		
				Samples		
			PPM	Reports		
				Samples		
			MBD	Reports		
				Samples		
			HRM	Reports		
				Samples		
			LEA	Reports		
				Samples		
			FMA	Reports		
				Samples		
				Personal	Log Sheets	
			RMD	Reports		
				Samples		
				Personal	Insurance	
2		ALC Initiatives	FLOP			
			Tathya			
			TI			
			Agriculture Summit			
3		Consulting Projects	Client Name	Project Name		
4		Planner	Day-wise			
			Monthly			
			Yearly			
5	Reading Material					

Major goal – Identify the current and the future knowledge needs as well as how knowledge flows in an organization

	Current		Future
Organization- Overall	Exists	Required	Required
Functions			
Key Deliverables			
Core competencies			

	Current		Future
Organization- Division	Exists	Required	Required
Functions			
Key Deliverables			
Core competencies			

	Current		Future
Organization Division- Individual Level	Exists	Required	Required
Types of Knowledge			
Sources of Knowledge			
Frequency of usage			
Key stakeholders			
Key K-processes			
K-deliverables			
K-resources sharing partners			
Time spend in searching for knowledge			

2.1.1 Perception on Knowledge Sharing:

No	Area: The overall environment of my dept:	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	facilitates knowledge creation					
2	facilitates knowledge storage/retrieval					
3	facilitates knowledge transfer					
4	enables me to accomplish tasks more quickly					
5	improves my job performance					
6	is useful in my job overall					
7	enables the organization to react more quickly to changes in the marketplace					
8	speeds decision making					
	Perception about Knowledge in	Strongly	Agree	Neutral	Disagree	Strongly

	the organization	agree				disagree
9	the specific knowledge that I need resides with the experts rather than being stored in the portal because the knowledge is typically difficult to clearly articulate					
10	The knowledge stored in the portal cannot be directly applied without extensive modifications because of the fast-paced, dynamic environment in which my domain operates.					
11	As the tasks of my domain change frequently, I always have to seek new knowledge that is not directly available in the K-portal or databases.					
12	I am able to extensively reuse knowledge from the K-portal after making few if any changes to adapt the retrieved knowledge to the current situation					
13	the knowledge that I find in the K-portal can be directly applied to current situations with little or no need to seek out or create new knowledge					
	Do you think the members of your domain:	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
14	satisfied by the degree of collaboration					
15	supportive for knowledge sharing & creation					
	There is a willingness to:	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
16	collaborate across organizational units within our organization					
17	accept responsibility for failure					
	I always find the:	Strongly agree	Agree	Neutral	Disagree	Strongly disagree

18	the precise knowledge I need					
19	Sufficient knowledge to enable me to do my tasks.					
20	I am satisfied with the knowledge that is available in my dept to use					
	There should be reward system for	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
21	creating reusable knowledge resources					
22	reusing existing knowledge resources					
23	contributing to a library of reusable knowledge resources					

2.1.2 Rate the answers from 1 to 5

1. Did any dept/people ask your help for their knowledge needs? Of the questions that you have asked by others in the organization, what knowledge was requested that you consider being

- a. essential for business performance _____
- b. essential for the company's competitive advantages _____
- c. important for leading to innovation and creative work _____
- d. outdated and no longer useful for the business _____

2. How did you acquire most the skills/expertise that you have been using in your job over the past 6 months?

- a. In this organization _____
- b. Through self learning _____
- c. Through formal training _____
- d. At my last job or elsewhere _____

3. Where is most of the information that you need to do your work located or stored?

- a. In paper-based documents _____
- b. In our team/dept's member's head _____
- c. In our central information system _____
- d. On my personal or workstation _____
- e. Computer/hard drive _____

4. Knowledge that I acquire in my present job/organization, belongs first and foremost to

- a. Me alone _____
- b. The company alone _____
- c. Depends on how much I had put in to it _____
- d. Both myself and the company _____

5. How often do you make use to documented procedures to do your work when you are stuck

- a. Constantly _____

- b. Very often _____
- c. Quite often _____
- d. Not often/rarely _____
6. Which of the following is the biggest barrier to your being able to store information you receive more efficiently and effectively
- a. Lack of time/too busy _____
- b. Poor tools/technology _____
- c. Organization policy/directives _____
- d. Poor information systems/processes _____
7. How often do you share information with other domains in formal way
- a. Constantly _____
- b. Very often _____
- c. Quite often _____
- d. Not often/rarely _____
8. What are the challenges in sharing information with people from other domains
- a. Don't perceive there is an urgent need to share _____
- b. Lack of open-minded sharing environment _____
- c. Lack of trust of other people's knowledge _____
- d. No proper organizational guidelines on sharing _____
- e. Bureaucratic procedure involves in sharing info/knowledge _____
- f. Task doesn't require cross-dept. info sharing _____
- g. No proper IT platform to share _____
- h. Do not know about other person's knowledge needs _____

2. 2 KNOWLEDGE INVENTORY ANALYSIS (PHYSICAL KNOWLEDGE)

Major goal: to identify and locate knowledge assets and resources throughout the entire organization.

Organization Division	Current		Future
	Exists	Required	Required
No. of databases			
No. of files in the system			
ERP			
Primary storage			
Decision Support System			
Filing system			
Groupware			
File sharing with other domains			
Physical file/report storage			
Achieving			

2.2.1 General audit

- Categories of knowledge available
- Total no. of files
- No. of new knowledge created by the staff
- No. of new knowledge collected from external sources

5. Who are the owners of the various knowledge
6. Monthly knowledge creation
7. Monthly knowledge contribution in the portal
8. Yearly statistics and comparative study

2.3 KNOWLEDGE INVENTORY ANALYSIS (HUMAN CAPITAL)

Major goal: to identify and locate internal experts within the organization

Organization Division	Current		Future
	Exists	Required	Required
Staff and their expert areas			
Expert Databases			
Staff development plans			
Succession Planning			
HRM system			
List of ex-staff			
Database of External Experts			

2.3.1 General audit

1. Expert categories
2. Comparative analysis of staff placement to their expertise
3. Analysis of Expert database- existing vs. future development
4. Succession planning in the organization
5. Knowledge capture of leaving experts- any procedures exists? Plans?
6. Development of external industry experts – any databases?
7. Plans for expert knowledge sharing on regular basis
8. Development of best practices using experts

ANNEXURE 3

3.1. LIBRARY GUIDELINES

1. Application of the Guidelines: These Guidelines shall apply to the all persons irrespective of their nature of relationship with ALC India who satisfies all the conditions of Membership of the library.

2. Definitions:

- i. Library refers to the place/space assigned for the Objectives mentioned in Section 4 and do not necessarily mean separate building or otherwise.
- ii. Librarian here connotes any person (shall be from ICK domain) who is in-charge of library affairs, and do not necessarily mean a qualified person who possess some kind of educational degree in library science;
- iii. Board exclusively means the Board of Directors of the ALC India.
- iv. CEO means the person acting as the Chief Executive Officer of the ALC India.

3. Objectives of the guidelines:

- i. To outline rules and regulations in order to manage the library in more efficient way.
- ii. To lay down the procedure that shall help to access rich resource to the maximum readers.

4. Objectives of setting up library in the ALC India:

- a. To provide materials that will enrich and support the Research activities in order to achieve the Vision and Mission of the ALC India.
- b. To provide materials that will stimulate growth in factual knowledge of the staff and will help in analyzing the things critically.
- c. Be the knowledge hub of the organization and disseminate knowledge as widely as possible.
- d. Facilitate creation of new knowledge.
- e. Facilitate optimal use of knowledge by all staff.
- f. Encourage and foster reading habit among staff.

5. Location:

- i. The library shall be located at the Head Office Building of ALC India.
- ii. Library keys will be in the safe custody of Executive FMA domain.

6. Working Hours: The library shall be opened from Monday to Saturday (Except Public Holiday) between 10:00 am to 6:00 pm.

7. Limitations on borrowing:

- i. No user shall be entitled to borrow more than three books, reports or other material available in the library at a time.
- ii. The maximum period of borrowing shall be 15 days.
- iii. The librarian or In-Charge, as the case may be, may re-issue the books for second consecutive time if requested.
- iv. However, the librarian or In-Charge, as the case may be, shall not reissue the books, reports for consecutive period, if there is request pending for the same books, reports.

8. Who can borrow:

- i. All consultants of the ALC India shall be members of library by default;
- ii. Librarian may allow any person who is not part of ALC India to be a member by charging specified fees and on such conditions as librarian formulate time to time.

9. Fine:

- i. Failure to return books on time would compulsorily lead to penalty of Rs. 5 per day up to five days.
- ii. After five days of non- returning, the fine will be Rs. 10 per day for the next five days.
- iii. If the user fails to return the book after ten days from the due date of returning, then the fine will be Rs. 50 per day for the next 10 days.
- iv. Failure to return the book/ CD after 20 days shall be liable to pay the fine with actual cost of the book/ CD.
- v. If cost of book/CD is not available in the records, it will be at the discretion of the librarian to decide the price of the cost.
- vi. Notwithstanding anything contained in Section 9 (i), (ii), (iii), (iv), user is not liable to pay fine/ penalty if he/she satisfies librarian with reasonable grounds of doing so.

10. Library room not to be used as reading room: No person is allowed to read the reading material inside the library unless otherwise permitted by Competent Authority.

11. Personnel:

- i. There shall be a librarian to manage the affairs of the library.
- ii. There shall be one or more persons to be appointed as staff/helper in the library to assist the librarian.
- iii. The Library Committee shall decide the number of personnel to be appointed for the library.

12. Responsibilities of the Librarian

- i. To manage the library efficiently and accountably including
 - a) To maintain records of all reading material, purchases, fines/penalties, payments and the like
 - b) To issue reading material and ensure its return on time and in good condition
 - c) To prepare necessary documents required by competent authority related to the Library
 - d) Weeding shall be at the discretion of the Librarian. However, it is expected that options for donation, sale on discounted rates and the like should be explored prior to weeding.

13. Allocation of Budget:

- i. There shall be special provisions of budget allocation for library in the Annual Plan of the ICK Domain which shall be put forth to the Board for approval.
- ii. The Board shall allocate the budget for Library after consultation with ICK domain head.

14. Purchasing books, reports etc:

- i. Librarian shall be authorized to purchase the books and other reading material as per the requirement.

Action Steps:

- 1. To consider the views of consultants in ALC India regarding their specific needs.
- 2. Visit local booksellers and book fairs.
- 3. Write to publishers for catalogues.

4. Read book reviews in newspapers, newsletters and magazines.
5. Keep records of all orders and purchases.

15. Loss or Damage:

- i. In case a user loses a book he/she would have to either replace the book or deposit the actual price of the book in the library with additional charges of expenses incurred in buying the new copy.
- ii. If cost of book/CD is not available in the records, it will be at the discretion of the librarian to decide the price of the cost.

16. Cases of representation of ALC India in seminars, trainings etc: Any person representing ALC India in any seminar, training sessions, project reports, articles in other magazines and the like, he/she shall submit all documents that might have accumulated in the same seminar and individual do not have any claim over the same.

17. Organizing the Material: The reading material shall be arranged in a systematic manner where each material will have a unique code. Example: B/ Section/ Initials of author (3 words)/ publication yr./ Entry No./ copy (a/b).

18. Controlling theft: All users are expected to be responsible towards library and any act of stealing any material from the library shall attract stringent monetary punishment to be decided by Library Committee.

19. Expansion of the library: Board shall have power to expand the library on the recommendations made by library Committee who shall consult with the librarian before preparing the recommendations to be put to the Board.

20. Associations and Networks: There shall be efforts made to expand the library through other Libraries, book sellers, publishers and the potential donors.

21. Book Donations: The library accepts donation of manuscripts, books, periodicals, special publications, audiovisual materials, electronic materials etc, from individuals and institutions. Requests for such donations may be made to the librarian. The decision of whether the offer is being accepted or rejected is communicated directly by librarian to potential donors in due course of time.

22. Library Committee:

- i. There shall be a library committee, consisting of 3 members, 1 member shall be from FMA, 2 members from ICK.
- ii. The committee shall be headed by ICK domain head.

23. Clearance certificate: All those who leave the organization must surrender all the materials that they have borrowed from the library, and obtain a ' Clearance" certificate from the librarian, in order to ensure that they owe no dues to the library.

24. Internal Audit: There shall be Internal Audit to be conducted at the every year by the Library Committee preferably before the 15 days of the first Board Meeting of the Company.

- 25. Accountability:** Librarian shall be accountable to the all invariance occurred during internal Audit.
- 26. Review of these Guidelines:** These Guidelines are subject to revision, additions and deletions, as the case may be, at time to time by the Library Committee with the consultation with the librarian, if the Committee thinks it appropriate.

ANNEXURE 4: MEETING MINUTES FORMAT

MINUTES OF MEETING OF INITIATIVES TEAM for 1-15 April Plan – 1st April 2011

Members Present

1. Mr. G V Krishnagopal- CEO
2. Mr. G V Sarat Kumar – Program Director-Initiatives

MBD Domain

1. Mr. Vibhash Kumar

ICK Domain

1. Mr. C Ramanjulu
2. Ms. Rajyashree Singh
3. Ms. N Deekipa Murthy

FMA Domain

1. Mr. Lalit Kumar
2. Ms. Meenakhi Choudhury
3. Ms. Sima Behera
4. Mr. T Veeranjeyaya
5. Mr. Suman Tirkey

GENERAL INSTRUCTIONS

- All 3 domains present domains will report to Mr. Sarat Kumar
- In absence of the Domain Leaders, rotating of in-charges for FMA and ICK can be on a quarterly basis

INFORMATION COMMUNICATION AND KNOWLEDGE

- No project work should be initiated for documentaries without Approach Paper
- Among ICK Works from last year Calendar and Events should be updated on regular basis.
- **TV Serial Series:**
 - Keep track of the status of TV serial series and give update to CEO.
 - Explore for TV series production houses, which are willing to invest in such programs. ALC India can be partner for content development.
- **FF M&E Workshop:**
 - It should be taken on priority as it was supposed to be in the month of Feb 2011.
 - Mr. Ramanjulu will be the team leader and Mr. Manas will be the key member.
 - Mr. Manas's time will be required for the content development.
- **CII Vizag:**
 - Mr. Ramanjulu will be the team leader for CII Vizag.
- **Milestone Document:**
 - It has to be completely overhauled and somebody with immense interest can only take this document up.

- Stories, interviews, planning process, company positioning, direct/ indirect outreach, everything needs to be incorporated very wisely.
- Milestone document should be 20-25 pages at max.
 - ✓ Program part should be 10 pages at max.
 - ✓ Organisation information should be 6-7 pages at max.
 - ✓ Governance and other details should be 1-2 pages at max.
- There is requirement to postpone Milestone document due to work on Annual Report. Deepika to work on the annual report.
- **Annual Report:**
 - First draft annual report should come out on 12th of April 2011.
 - This time, ALC India will publish the annual report, 100-200 copies.
 - There should be brief summary of the feedbacks got from the client for just half page.
- **Folders Arrangement:**
 - Make a standard format for the folders.

FINANCE MANAGEMENT AND ADMINISTRATION

- Do follow up of Jharkhand cooperative project.
- ALC India will look for partnership with Sahjeevan for financial consulting project. Mr. Krishnagopal to follow up with Sahjeevan.
- Travel advance for the projects from the client will be 70% in 1st installment and rest 30% in 2nd installment must be incorporated as a part of the policy

MARKETING AND BUSINESS DEVELOPMENT

- MBD domain should do quality monitoring of proposal, contracts and reports.
- MBD can approach to and tie up with Chitrika regarding marketing of cooperatives products. Client feedback surveys, value chain studies, can be explored for established cooperatives.
- MBD should have some consulting projects for business development.

ANNEXURE 5: MEMO FORMAT

Date:

Subject: (or Re:)

Ref:

To:

From:

Introduction (or Background):

Key Points:

Institution and Organization Management Policy and Practice Document



2011 -2012

Access Livelihoods Consulting India Pvt. Ltd

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1. Introduction

Institution and Organization Management (IOM) domain of Access Livelihoods Consulting India Private Limited (hereinafter called as ALC India) has vital role to play in maintaining the overall institutional effectiveness and governance practices in the organization. In order to ensure such smooth functioning of the organization there is need for IOM policy.

1.1. Objectives

1.1.1. Broad Objective: It aims to maintain high institutional effectiveness of ALC India and to have required institutional systems, policies and processes in place and practice of the same.

1.1.2. The specific objectives:

- 1.1.2.1. To ensure effective governance practice in the organization with transparency and accountability
- 1.1.2.2. To ensure outreach and synergetic services by entering into linkages and partnerships with various agencies
- 1.1.2.3. To help the organization in order to adhere to all required legal compliances
- 1.1.2.4. To develop and nurture the units of the organization

1.2. Policy and practice document formulation:

- 1.2.1. IOM domain shall oversee policies to be formulated, give the necessary support and see that the necessary policies are in place for ALC India.
- 1.2.2. It is mandatory for all functional Domains to begin the process of formation of new policy or revision old policy, as the case may be in the month of November and place it before the following Board meeting for its approval.
- 1.2.3. It shall be mandatory for all domains to start execution of policy from the 1st of April and the period of execution shall be 1 year from the date of execution i.e. April 1 to March 31.

1.3. Steps to be followed while formulating new policies:

- 1.3.1. Making approach note and getting it approved from the Board.
- 1.3.2. Brainstorming among the team members of the concerned domain.
- 1.3.3. Inviting ideas from all staff in ALC India by mail
- 1.3.4. Incorporating different ideas from past meetings/ forums/ experiences – formal and informal
- 1.3.5. Making draft policy document& submitting it to CEO
- 1.3.6. Presenting to the Board, taking comments and finalizing
- 1.3.7. Taking approval of the Board and executing accordingly.
- 1.3.8. The concerned domain head shall be responsible for formulation of the draft Policy.
- 1.3.9. While framing policies-
 - 1.3.9.1. the key existing gaps have to be taken into consideration;
 - 1.3.9.2. best practices in relevant field have to be compiled and;
 - 1.3.9.3. required research has to be done in order to avoid the loopholes.
- 1.3.10. Newly formulated policies shall be reviewed by the CEO and then go to the Board for approval

Table 1: Domain wise Policies and practice documents of ALC India			
#	Domain	Policy and practice documents	Brief
1	IOM	IOM policy	ALC India institutional effectiveness, governance, legal compliances, AGM, Board meetings, advisory board, units, and internal audit (Please refer IOM Policy for detail)
2	HRM	HRM Policy	Recruitment-Employees; Associates; Interns, induction; Performance Appraisal; trainings; Retreat (Please refer HRM policy for detail)
3	FMA	FM Policy	Capital raising, variance, advances& settlements, financial planning, funds management, insurance, STCs. (Please refer FM policy for detail)
4	FMA	Administration policy	Office maintenance, assets, discipline, guidelines for smooth functioning of day to day activities, (Please refer Administrative policy for details)
4	ICK	ICK policy	Documentation, information systems, knowledge management, communication strategies, library (Please refer ICK policy for detail)
5	PPM	PPM Policy	Programme planning and management. (Please refer PPM policy for detail)

**Other domains will draft their policies whenever they become functional.*

1.4. Policy and practice documents to be cost effective:

1.4.1. The policy shall be cost effective i.e. the cost towards new policy formulation and revision of old policy should not exceed more than Rs. 25000/- and Rs. 15000/- respectively

1.5. Policy Revision:

1.5.1. Policies once finalised shall not be revised in between a year.

1.5.2. Notwithstanding anything contained in the 1.4.1., Board shall have power to do so if it thinks that revision is in the best interest of the Company and necessary for the smooth functioning of the ALC India.

1.5.3. For the same, concerned Domain head shall come up and bring notice required changes to CEO, which shall be discussed in the immediate next Board meeting.

1.5.4. CEO shall decide on the matters where policy is silent till further decision by the Board.

2. Domain Structure

As the core approach of ALC India is to extend different management solutions to address livelihood issues of economically marginalised, different required management functions are constructed as Domains in ALC India. Domains provide management solutions/ services to both external clients and ALC India. Domains generate different products/services to serve target stakeholders including ALC India. Presently six domains are functioning in ALC India and remaining four Domains are expected to get operationalised during 2010-11. Domains have to be oriented towards the services provided to the ultimate stakeholders. Unless otherwise necessary for the interest & smooth functioning of the organisation, as decided by CEO, no changes in domains have to be made during the year

2.1. Formation of Domains:

- 2.1.1.** Need for formation of new domain shall be assessed by the CEO and after his/ her approval, proposal for formation of new domain shall be put to the Board. Also, CEO will have discretion to review and assess merging, or cancellation of one or more domains. Final decision regarding domains shall be taken by the Board.
- 2.1.2.** Every domain shall have head to lead the domain.

2.2. Criteria to decide Effectiveness of Domains:

- 2.2.1.** Financial viability of the domain measured as net domain surplus more than or equal to 10% of domain income during the financial year.
- 2.2.2.** Punctuality and efficiency towards completion of the tasks in hand
- 2.2.3.** Number of target community households of ALC India being catered by each domain
- 2.2.4.** Synergy/ convergence among domains
- 2.2.5.** Efficient implementation of annual plan and use of budget (within overall plan framework of ALC India).

3. Governance

ALC India is endeavored to adopt best practices in corporate governance.

3.1. Constitution of the Board:

- 3.1.1. The constitution of the Board shall be as specified in MoA. The number of members on the Board shall not be less than 2 and not more than 12.
- 3.1.2. During 2011-12, the number of Board members shall be kept at 8 (maximum) including non-executive members and the chairperson. Even though, it is not specified law, effort will be made to have gender balance in the Board. Similarly, effort will be made to bring in members from highly experienced and different backgrounds like government, development, banking/ finance, private/corporate
- 3.1.3. At any time, the non-executive Board members should not be more than 50% of the total members
- 3.1.4. The Board members shall be elected by the General Body.

3.2. Tenure and remuneration of the Directors:

- 3.2.1. The tenure of directors shall be as per resolution of the General Body. ALC India may place a Managing Director as specified in AoA;
- 3.2.2. However, for time being, CEO shall function as MD of the Company;
- 3.2.3. Provided that, he/she shall not have any rights being enjoyed by the Directors of Company;
- 3.2.4. Further provided that, he/she shall have all rights being enjoyed by the directors if he/she happens to be one of the directors of the company.
- 3.2.5. The CEO shall decide the remuneration of the directors, especially independent directors. However, they are not entitled to get any other remuneration other than sitting fees.

3.3. Responsibilities of the Board members

Every board member is required-

- 3.3.1. To approve Annual plan and annual budget of the company;
- 3.3.2. To appoint and remove the CEO, as the case may be;
- 3.3.3. To monitor the performance of the CEO at time to time;
- 3.3.4. To attend all Board meetings & AGMs actively;
- 3.3.5. To extend support in crisis situations;
- 3.3.6. To approve the policies;
- 3.3.7. To raise capital;
- 3.3.8. To approve the appointment of Advisors;
- 3.3.9. To ensure legal compliances;
- 3.3.10. Other responsibilities/acts which are in the best interest of the company.

3.4. Board Meeting Proceedings:

- 3.4.1. Board meeting shall be held at least once in every three months and at least 4 meetings shall be held in every year.

- 3.4.2.** Board meeting of the company shall be convened by giving not less than 21 days notice in writing and at usual place of residence.
- 3.4.3.** No Board shall proceed and transact the business unless at least 80 per cent of the existing board members are present in person.
- 3.4.4.** Out of the two, one will be permanent invitee (for the period of one year) and other will be invitee for one concerned Board meeting only.
- 3.4.5.** Responsibility of the invitees is to participate in discussions, provide their viewpoint and support CEO in furnishing desired information by the Board. However, they don't have any voting right in decisions.
- 3.4.6.** Agenda of the board meeting shall be circulated to all members of the Board 21 days prior to the board meeting.
- 3.4.7.** The standard agenda of Board meeting shall include-
 - 3.4.7.1.** Review on minutes of previous meeting,
 - 3.4.7.2.** Progress of ALC India in the last quarter,
 - 3.4.7.3.** Review of financial statement of last quarter,
 - 3.4.7.4.** Review of legal compliances of the last quarter,
 - 3.4.7.5.** Plan and budget for next quarter and,
 - 3.4.7.6.** Any other point as approved by Chairperson.
- 3.4.8.** Along the agenda and reports, there shall be separate Annexure, which shall carry information on observations of the Board which have complied with and which have kept pending.
- 3.4.9.** Complete notes including some template and checklist shall be developed and circulated 3 days prior to the scheduled meeting.
- 3.4.10.** Each Board Meeting shall be uniquely numbered – similarly each agenda shall also be given separate numbering.
- 3.4.11.** On commencement of the meeting, Board shall review the minutes of previous meeting, financial statement of previous quarter and progress report of ALC India.
- 3.4.12.** The decision making shall be done as per the number of shares in Company (Voting right in proportion to shareholding).
- 3.4.13.** MD/CEO shall be responsible to furnish any information desired by the Board Members.
- 3.4.14.** Minutes to be circulated to all Board Members within 7 working days of the Board meeting.
- 3.4.15.** MD/CEO shall be responsible for the execution of the Board decisions.
- 3.4.16.** The templates for legal compliance and Board Meeting compliance report are furnished in annexes 1& 2.

3.5. Responsibilities of the Chairperson:

- 3.5.1.** To ensure that minutes of meeting, agenda and complete notes are circulated to all board members.
- 3.5.2.** To conduct Board meetings timely i.e. after every quarter.
- 3.5.3.** He/she shall ensure of required Quorum for the meetings which shall not be less than one third of the existing strength.
- 3.5.4.** To delegate on his behalf any person as representative from ALC India to any forum.
- 3.5.5.** The chairperson can cast a vote in case of deadlock.

4. General Body

4.1 Constitution of the general body:

- 4.1.1. The general body shall consist of all shareholders of the company.
- 4.1.2. They have the power to vote and can become directors.
- 4.1.3. The number of shareholders of the company is limited to fifty not including-
 - 4.1.3.1. Persons who having been formerly full time consultant of the company, were members of the company while in that employment and have continued to be members, after the employment has ceased;
 - 4.1.3.2. Further provided that, where two or more persons hold one or more shares jointly in the company, they shall, for the purpose of this definition, be treated as a single member.

4.2. Criteria for shareholders:

- 4.2.1. Shareholder must be committed to work in the interest of the company.
- 4.2.2. He/she must believe in the vision and mission of the company.
- 4.2.3. He/she must expect only optimal returns.
- 4.2.4. He/she shall pay the full value of the share.

4.3. Principle of equity:

- 4.3.1. Efforts should be made to bring the shareholders from different sectors and backgrounds.

4.4. Maintenance of share certificate Register:

- 4.4.1. ALC India shall maintain the share certificate and share register with all necessary details.

4.5. Transfer and transmission of shares:

- 4.5.1. No shareholder shall transfer his/her shares to any individual but to ALC India only.

4.6. Authorized share capital:

- 4.6.1. During 2011-12, the Authorized Share Capital of the company will be increased to Rs. 1,00,00,000 /- (rupees one crore only).
- 4.6.2. Efforts shall be made to see that not more than 5% of the authorized capital shall be offered to one person.
- 4.6.3. Active consultants who have put in experience in ALC India shall be encouraged to become shareholders of the company.

4.7. General Body Meeting:

- 4.7.1. The AGM shall be held once every year in the month of July along with audited statements.
- 4.7.2. The AGM shall be called by giving not less than 21 days notice to all the members specifying venue for the meeting and agenda of the meeting.
- 4.7.3. 50% of members personally present shall be the quorum for a general meeting or as specified in AoA. Annual report (in soft copy) should to be circulated to all shareholders along with agenda.

- 4.7.4.** No person other than shareholders to be invited for the general body meeting.
- 4.7.5.** No business shall be transacted at any general body meeting unless the quorum requisite shall present at the commencement of business.
- 4.7.6.** The standard agenda of AGM will be approval of financial statements and appointment of auditor.
- 4.7.7.** Decision making shall be done as per proportionate of the shareholding;
- 4.7.8.** Notwithstanding anything contained in the 4.7.4, if the members present in the meeting decides that decision shall be taken by a show of hands, every member present in person or by proxy or attorney, as the case may be, and being a holder of equity shares and entitled to vote shall have one vote irrespective of his/her shareholding.
- 4.7.9.** In case of difference of opinion where there is equal voting the Chairperson can give his/her vote to be called as 'casting vote'.
- 4.7.10.** Minutes to be circulated to all members within 7 working days of AGM.

5. Advisory Body**5.1. Purpose:**

- 5.1.1.** In pursuance to high institutional effectiveness, ALC India intends to have a body of Advisors, even if it is not a legal obligation. The main purpose of Advisory Body is to put forth different ideas, practices, plans, progress, issues of ALC India to it and obtain necessary advice/ suggestions/ feedback so as to improve the organisational effectiveness and efficiency.

5.2. Number& Constitution:

- 5.2.1.** The total number of Advisors at any point of time shall not exceed 5.
- 5.2.2.** The Advisors shall represent and hail from different sectors/ backgrounds as follows:
- 5.2.2.1.** Government
 - 5.2.2.2.** NGO/ Economic Development
 - 5.2.2.3.** Private/ corporate/ marketing/ finance/ HR/ operations
 - 5.2.2.4.** Technical/ research/ academics.
- 5.2.3.** CEO shall appoint 2 external persons other than full time Advisors as invitees to Advisory Meetings.
- 5.2.4.** Shareholders, Directors on the Board of ALC India shall not be appointed as Advisors.

5.3. Tenure of the Advisors:

- 5.3.1.** CEO shall send a formal invitation letter to the concerned Advisor.
- 5.3.2.** No appointment shall be done without entering the ToR with person to be appointed as Advisor
- 5.3.3.** The tenure of Advisors shall be 2 years.
- 5.3.4.** The extension shall not be given to the Advisor for the next period unless the Board thinks it appropriate to do so in the interest of Company.

5.4. Advisory Body Meetings (ABM):

- 5.4.1.** The Advisory Body meetings shall be held once in a year between September - January for one day where all the staff at ALC India shall participate.
- 5.4.2.** Advisory meetings shall be held on the day of board meeting so that the outcomes of the meeting shall be discussed and put before the Board for necessary approvals.
- 5.4.3.** The date of the advisory meeting shall be decided at least one month in advance. Any concerned notes for the advisors shall be circulated at least 7 days in advance.
- 5.4.4.** The purpose of the advisory meeting is not to engage in high debate/argument but to adopt the advice/suggestions by the advisors.
- 5.4.5.** Minutes to be circulated to all members within 7 working days of ABM.

5.5. Implementation of Advice:

- 5.5.1.** The suggestions/ advices of advisors are not binding on the Company.
- 5.5.2.** However, with approval from Board, one or more suggestions/advice can be implemented.
- 5.5.3.** The suggestions/advices considered by the organisation and action taken on the suggestions/ advice can be informed to the advisors.

6. ALC India Units

6.1. Purpose:

6.1.1. In order to achieve regional outreach through its services, ALC India intends to promote units in different locations of the country.

6.2. Locations:

6.2.1. In 2011-12, 1 new unit apart from Odisha and Jharkhand will be established.

6.3. Liaison officer:

6.3.1. One senior person will be looked into for Delhi for liaison, client relations and activities incidental to it and he/she shall be based at Delhi.

6.4. Project Offices:

6.4.1. Apart from the units, ALC India may have project offices at required locations for projects like implementation, long-term programs, turnkey projects, and partnerships, as currently, project offices are established in Kutchh and Mayurganj.

6.5. Legal Form:

6.5.1. The units though are permitted to work as subsidiary from the first day of their establishments; legally, they shall continue to be a branch of the ALC India and the decisions taken by the Board shall be binding on all units.

6.6. Guidelines for Units:

6.6.1. The board shall approve the setting of new units of ALC India.

6.6.2. The basic purpose and underlying values shall remain the same for units as those of ALC India.

6.6.3. The detailed structure and processes to govern the units shall be contained in the "Unit Guidelines".

7. Institutional Effectiveness Measures

7.1. Internal Audit:

- 7.1.1.** ALC India envisages conducting internal audit for the organisation at periodic intervals, even though it is not legal obligation.
- 7.1.2.** Internal audit shall cover financial, governance and management components.
- 7.1.3.** In each of the component, internal audit will not only capture the progress/ compliance but also the processes which are envisaged to be followed.
- 7.1.4.** The specific details that will be captured in each of these components are depicted in the following table.

Financial	Management	Governance
All provisions contained in the Finance management policy and practice document-2011-12	All functioning domain policy and practice documents for the year 2011-12 and its practice.	Institution and Organization Management policy and practice document 2011-12

- 7.1.5.** The financial audit shall be taken up quarterly, management audit shall be taken up half yearly and governance audit shall be taken up annually.

Component	Time
Financial Audit	4 times a year-To be submitted in the immediate following board meeting.
Management Audit	2 times a year- In the month of April & October
Governance Audit	Once a year- In the month of April.

- 7.1.6.** Internal audit shall be taken up by using some simple checklist (of different activities/ processes to be taken up as per policy & practice) for each component.
- 7.1.7.** The internal audit team shall have discussions with various domain heads and review compliance with policies/ practices by studying the concerned documents.
- 7.1.8.** Internal audit reports should be analytical and should basically present the performance against the output & outcome indicators.
- 7.1.9.** Key result areas in each area shall be reviewed.
- 7.1.10.** The template for Internal Audit Report and Last Audit Compliance Report are furnished in Annexes 3 & 4.

7.2. Co-ordinator for Internal Audit:

7.2.1. One person from IOM domain will be the coordinating person for internal audit. Following shall constitute the team of Internal Audit.

Financial	3 member team to be decided by the Board.
Management & Governance	3 member team to be decided by the Board.

The checklist for financial, management and governance audit are furnished in Annexes 5, 6& 7 respectively.

7.3. Estimated time for Internal Audit:

7.3.1. Internal Audit shall be completed within the following time limit:

#	Component	No. of Person Days	Sr. Consultant	Consultant	MT	Total Budget (Rs `)
1	Financial Audit	12 (3 days each quarter)		4	8	` 27896/-
2	Management Audit	10 (5 days half yearly)	2	3	5	` 24605/-
3	Governance Audit	3 (one a year)	1	1	1	` 8129/-
TOTAL		25	3	8	14	` 60630/-

7.4. Implementation of decisions:

7.4.1. The decisions taken in Board Meetings, Advisory Meetings, AGM shall be tracked for their implementation by IOM domain.

7.5. Institutional assessment by External

7.5.1. ALC India will also take up an institutional effectiveness assessment in 2011-12 to assess the institutional performance.

7.5.2. This will be taken up by two member team.

7.6. Adherence to ISO requirements:

7.6.1. ALC India will also adhere to and regularly comply with ISO requirements.

7.7. Capability and Maturity Model (CMM) requirement:

7.7.1. ALC India strives to adhere to the principles of capability and maturity model in order to produce required outcomes through behaviours, practices and processes.

8. Legal Compliances

- 8.1.** The legal form of ALC India in 2011-12 continues to be a private limited company.
- 8.2.** ALC India intends to be a legally compliant organisation by complying to all necessary legal obligations as specified not only under Companies Act but other Acts.
- 8.3.** All domain heads shall track and comply with different legal aspects in the respective domain.
- 8.4.** CEO in consultation with IOM head shall report different legal compliances to the board from time to time.
- 8.5.** Different legal compliances that ALC India will comply are furnished in Annexure 8.

9. Linkages& partnerships

9.1. Purpose:

- 9.1.1.** ALC India intends to enter into linkages/ partnerships for the greater outreach.
- 9.1.2.** ALC India shall enter into ToR/ MoU with concerned organisation for the linkage/ partnership.
- 9.1.3.** The partnerships shall not be limited just for consulting but also for other common activities which are consonance with the objective of the ALC India.
- 9.1.4.** The decision of partnership with any agency shall be taken, on case by case, by the CEO.
- 9.1.5.** If required, some matters may be brought to the Board for approval.
- 9.1.6.** While entering into partnership, it shall be ensured that the Objective of the ALC India is achieved i.e. equitable and sustainable economic development of the economically marginalised.

ANNEXURE 1: Legal Compliance Report

Board Meeting: Legal Compliance Report				
#	Indicator	Annual target	Compliance till last two months period	Remarks
1	Filling of Annual returns	Should be filed within 60 days of AGM		
2	Appointment of new Directors			
3	Issue of share certificates	Allottee entitled to a share certificate within 2 months after date of allotment.		
4	DIN	Within 1 month of receipt of DIN to the director		
5	Allotment of new shares	Form No. 2 to be filled with ROC within 30 days of allotment.		
6	Service tax payment	Current month payment by next month 5 th		
7	TDS payments	Current month payment by next month 7 th		
9	Maintenance of statutory books of company			
10	Audited financial statements	Before Sept 30 th		
11	Filling of Income tax returns to ROC	Should file with 60 days of AGM		
12	Income tax payments			
13	Professional tax	On regular basis as per Act		
14	FBT (Fringe benefit tax)	Yearly once, as applicable, after filling income tax returns		
15	Dividend declaration & Payment	As specified in the Act		
16	Filling Service tax returns	Half yearly - in Oct 25 & April 25		
17	Filling TDS returns	Quarterly - in July, Oct, Jan, April		

ANNEXURE 2: Board Meeting Compliance Report

Board Meeting Compliance Report			
#	Previous Board meeting decision/	Action taken	Remarks
1			
2			
3			

ANNEXURE 3: Template for Internal Audit Report

Template for Internal Audit Report				
#	Indicator	Annual target	Compliance till previous quarter	Remarks
1				
2				
3				
4				

ANNEXURE 4: Template for Review of Last Quarter Audit

Template for Review of Last Quarter Audit			
#	Comments and recommendation of last Quarter Internal Audit	ATR (Action Taken Report)	Remarks
1			
2			
3			
4			

ANNEXURE 5: Checklist for Internal Audit - Financial**PAYMENT VOUCHERS**

1. Check voucher physical validity: (Ensure the following).
 - i. Account head
 - ii. V. No.
 - iii. V date
 - iv. Receiver signature
 - v. Revenue stamp (if requires)
 - vi. Approver signature
 - vii. Amount in numbers and words
 - viii. Purpose
 - ix. Ch. No., Bank name
 - x. Name and address of the person/ institution.
 - xi. Purpose of payment.
 - xii. Check chronology
2. Ensure supporting Documents:
 - i. Clear bills for more than Rs 50 payment
 - ii. ALC India/ client name on bills
 - iii. Check calculations of bill (No. units * unit rate, tax rate, sub-total)

- iv. Check signature of the seller on bill
- v. See abstract of the bills totals
- vi. Ensure bills with statement of expenses
- vii. Ensure signatures on expenses claim statements
- viii. Ensure passing of expenses by approved person
- ix. Ensure all expenses are within approved budget limits
- x. Ensure that the claim bills are within time limit
- xi. Ensure sub totals of expenses sheets
- xii. Ensure that the bills and statements are under correct account heads

3. Receipts:

- i. Check amounts with pay in slips
- ii. Check with invoices
- iii. Check SI no. and date of receipt
- iv. Ensure original receipts were sent to recipients
- v. Ensure all copies are written by using carbon paper.
- vi. Check chronology of receipts
- vii. Ensure signatures of the concerned persons for any corrections on receipts.

4. Journals:

- i. Ensure supporting documents for journals
- ii. Ensure proper approval of Journal vouchers
- iii. Ensure proper account heads written in Journal vouchers
- iv. Ensure supporting documents validity
- v. Ensure chronology of Journals
- vi. Check reasons for passing a journal Voucher

5. Invoices

- i. Check with contract agreements
- ii. Ensure amounts and compare with budgets
- iii. Check invoice numbers
- iv. Check with journal entries
- v. Ensure Work done reports in attachments

6. Contract Agreements:

- i. Check Signatures
- ii. Compare with invoices
- iii. Compare with completion reports
- iv. Check payments and balances if any

7. Attendance register:

- i. Check with log sheets and claim sheets
- ii. Check with leaves register

8. Tally Entries:

- i. Ensure all entries were posted in correct a/c head, date and V. No, amount etc.
- ii. Ensure that the account was created in a proper group head.
- iii. Ensure chronology

- iv. Ensure vouchers/ receipts/ journal entries are matched with hard copies of supporting documents

9. Assets & stock register:

- i. Check purchase details with voucher amounts
- ii. Check quality aspects of assets
- iii. Check approval of assets
- iv. Check guarantee cards
- v. Check physical verification of assets and stocks

10. Bank reconciliation statements

- i. Check all BRS statements and ensure with bank statements

ANNEXURE 6: Checklist for Internal Audit - Management

For each of the item, stipulated standard practice, actual existing practice, level of maintenance & status, gap, remarks and recommendations. This checklist has to be updated as and when domain wise audit is done.

FMA:

- i. Inward register
- ii. Stationery register
- iii. Investment monitor
- iv. Monthly planner
- v. Log sheets analysis
- vi. Unit cost/ standard cost analysis
- vii. Receivables& payables statement
- viii. Annual plans
- ix. Weekly progress status
- x. Associates
- xi. HR audit
- xii. CB programmes

PPM:

- i. ToR – signatures, deliverables, time-line etc
- ii. Prior Budget & approval of the same
- iii. Approach paper & approval of the same
- iv. Wind up report & variance analysis
- v. Client feedback
- vi. Other observations

ANNEXURE 7: Checklist for Internal Audit - Governance

- i. Policies approved & in place against planned
- ii. Compliance of policies – check for the compliance of different aspects in each policy

- iii. Compliance of RoC matters
- iv. Monthly review meetings
- v. Board meeting
- vi. Advisory meeting
- vii. AGM
- viii. Units

In meetings, presence of minutes, compliance to the meeting decisions, regularity of meetings, attendance and matters incidental to it.

ANNEXURE 8: Legal Compliances

#	Compliance	Act	Details
1.	Transfer the total amount of remaining unpaid dividend to a special account. Opened by the company in any scheduled bank, to be called "Unpaid Dividend Account"	Unpaid dividend to be transferred to special dividend account (Companies act 1956, Section 205A)	30 days from the date of the declaration, of the dividend, the company shall, within 7 days from the date of expiry of the said period of 30 days, transfer the total amount of unpaid dividend to a special account.
2.	Issue of share certificate within <ul style="list-style-type: none"> a. 3 months after allotment of shares b. Within 2 months after the application for the registration of the transfer of any shares 	Timely issuance of certificate of all shares and debentures. (Companies act 1956, Section 113)	In case of default the company or every officer of the company who is default shall be fined which may extend up to Rs 5000
3.	Application for DIN for new Director	Allotment of Director Identification Number (Companies Act 1956 and Companies (Amendment) Act, 2006 Section 266A and 266 B)	Only a single DIN is required for an individual, irrespective of number of directorship held by him/her
4.	Holding at least one meeting of the Board in a period of three months and four meetings in a year.	Board Meetings (Companies Act 1956, Section 285)	A company registered under section 25 of the Companies Act, has privilege that the Board or the Governing Body may meet at least once in six months.
5.	Each AGM appointing auditor	Appointment of auditors. (Companies Act 1956, Section 224).	Company within seven days of the appointment, give intimation thereof to auditor so appointed.
6	Company has to enrol all the employee as members of the provident fund	Employees provident fund scheme 1952	Requirement if the staff on rolls exceed 20

7	Submitting income tax declaring yearly income to Department of Income Tax	Income Tax Filing (<i>Income Tax Act 1961</i>)	Filing of Income Tax returns is a legal obligation of company whose total income for the previous year has surpassed the upper limit of tax relaxation
8	Company shall keep in one or more books as register of its members	Register of members (<i>Companies Act 1956 Section 150</i>)	Register of its members shall have following particulars: a. The name and address, and the occupation, of each member. b. The shares held by each member, distinguishing each share by its number; c. The date at which each person was entered in the register as a member d. The date at which any person ceased to be a member. Company in default, shall be punishable with fine which may extend to five hundred rupees for every day during which the default continues.
9	Company shall pay dividend only out of profits.	Payment of dividend (<i>Companies Act 1956 Section 205</i>)	Dividend will be paid by the company in proportion to amount paid up on each share where a larger amount is paid up on some shares than other.
10	A company has to have a registered office to which all communication and notices may be addressed	Registered office of the company (<i>Companies Act 1956 Section 146</i>)	
11	Publication of name of company a. Outside the office b. On its seal c. On its business letters and other official publication	Publication of name of the company (<i>Companies Act 1956 Section 147</i>)	Company shall affix its name and address of its registered office outside of its every office or place where its business is being carried out in general language / local language. If company does not paint/affix name outside of its every office then such company shall be fined which may extend Rs 500/-
12	Every company shall keep at its registered office a register of its directors, managing director ,manager, secretary	Register of director (<i>Companies Act 1956 Section 303</i>)	With details given in the Act

13	The books containing the minutes of the proceedings of any general meeting has to be kept at the registered office of the company	Minutes books of general meetings (Companies Act 1956 Section 196)	
14	Every company shall in each year hold its annual general meeting and shall specify the meeting as such in notices calling it.	Annual general meeting (Companies Act 1956 Section 166)	Every annual general meeting shall be called for a time during business hours, on a day that is not a public holiday, Shall be held at the registered office of the company
15	Every company having a share capital shall, within sixty days from the day on which each of the annual general meetings held, prepare and file annual return with the Registrar	Annual return to be made by company having a share capital (Companies Act 1956 Section 159)	Annual return should contain the particulars, regarding - a) Registered office b) The register of its members, debenture holders, c) Shares and debentures, d) Its indebtedness, e) Its members and debenture holders, past and present f) Its directors, managing directors.
16	A company, on being required by a member, send to him within 7 days of the requirement and subject to the payment of a fee of one rupee, a copy each of the following documents - (a) The memorandum; (b) The articles, if any	Copies of memorandum and articles, etc., to be given to members. (Companies Act 1956 Section 39)	If a company makes default in complying with the requirements of this section, the company, and every officer of the company who is in default, shall be punishable, with fine which may extend to Rs 500
17	Every company shall keep at its registered office proper books of account	Books of account (Companies Act 1956 Section 209)	Books of account with respect to- a) All sums of money received and expended by the company and the matters in respect of which the receipt and expenditure take place. b) All sales and purchases of goods by the company

			c) The assets and liabilities of the company The books of account and other books and papers shall be open to inspection by any director during business hours.
18	Within 30 days from the date on which the balance-sheet and the profit and loss account were so laid before a company at an annual general meeting as aforesaid	Copies of balance sheet, etc., to be filed with Registrar. (Companies Act 1956 Section 220)	Three copies of balance sheet, etc., to be filed with Registrar
19	Company shall have minimum number of two directors	No. of Directors (Companies act 252 and 253)	No company shall appoint or reappoint ant individual as director of the company unless he has been allotted a Director Identification Number

Program & Project Management (PPM) Policy & Practice Document



2011-12

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Abbreviations

RFP: *Request for Proposal*

Eoi: *Expression of Interest*

ToR: *Terms of Reference*

TL: *Team Leader*

QL: *Quality Leader*

PM: *Project Monitor*

PMIS: *Project Management Information System*

CC: *Current Commitment*

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1. INTRODUCTION

At ALC India as consulting organization, work taken from client and internal activities are considered as projects with specific start, end dates and clear deliverables. Regular works of ALC India should not be considered as projects but as routine work.

1.1 OBJECTIVE

- 1.1.1 To achieve quality not only in the final output but also in the overall project processes.
- 1.1.1. To achieve efficient and economical management of projects with clearly established project processes.
- 1.1.2 To ensure timeliness in the completion of projects.

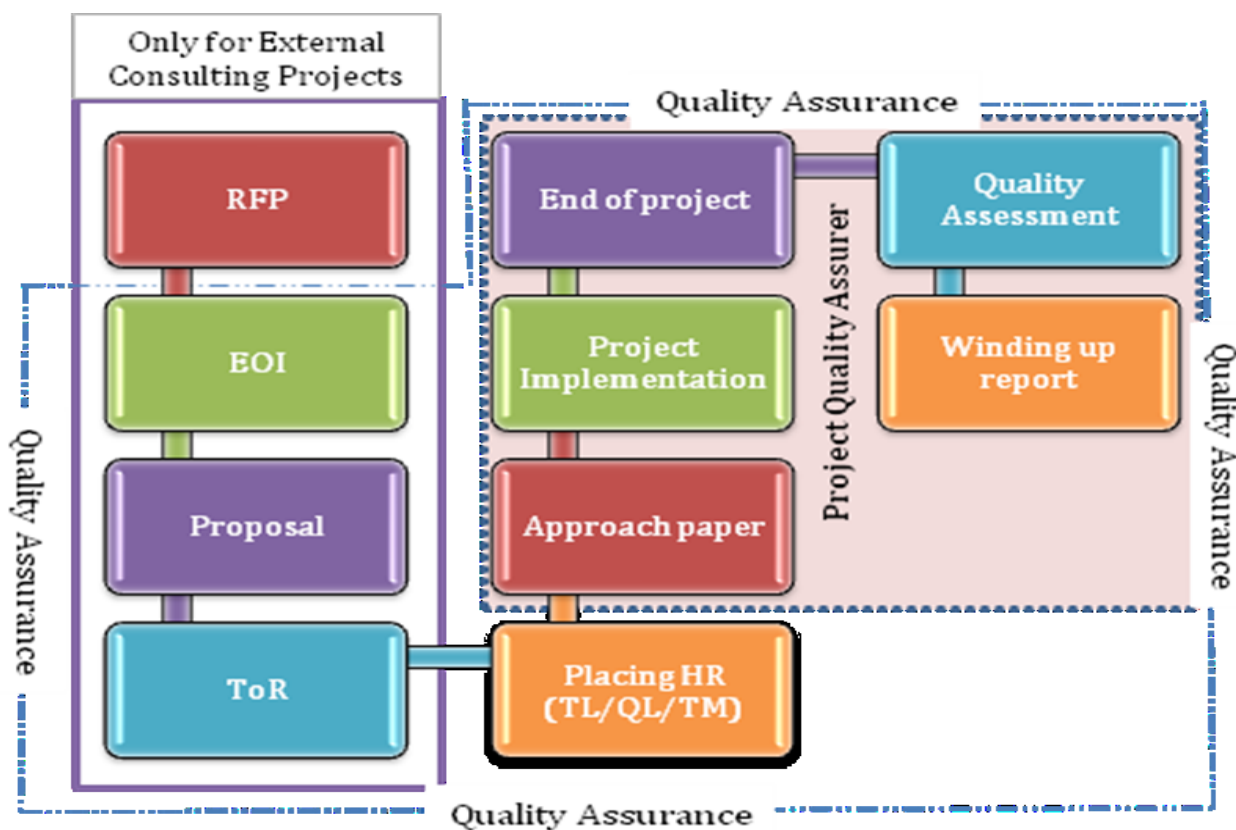
1.2 SCOPE

1.2.1 This policy is applicable for all types of projects (Consulting, Overhead and Investment). Internal works which are routine in nature, i.e., works which are aimed to build internal capacities, are related to legal compliances of the enterprise, internal planning & monitoring, etc. will not be considered as projects. An indicative list of such works is presented below:

- 1.2.1.1. Recruitment: Full time, Associates, Interns ,Volunteers
- 1.2.1.2. Staff get together/Picnic
- 1.2.1.3. ISO/CMM3 Certification
- 1.2.1.4. PMIS, PFMIS, BD Report etc.
- 1.2.1.5. Quarterly / Annual Performance Assessment
- 1.2.1.6. Board Meetings
- 1.2.1.7. Advisory Board Meetings
- 1.2.1.8. Annual General Meetings
- 1.2.1.9. Monthly Staff Meetings
- 1.2.1.10. Domain Leaders' Meetings
- 1.2.1.11. Team Meetings
- 1.2.1.12. Administrative Regular Work
- 1.2.1.13. Finance Regular Work

2. PROCESS STEPS FOR PROJECT MANAGEMENT

Standards steps in project management are mentioned below:



For internal projects, first 4 steps are not applicable.

2.1 PROJECT SELECTION

2.1.1 The criteria for project selection will be the same as explained in the ALC India Strategy Document. ALC India will undertake projects aimed at providing sustainable livelihoods for the economically marginalised with the five outcomes namely, Economy, Enterprise, Employment, Empowerment & Equity.

2.2 PROJECT EXECUTION

2.2.1 For the purpose of smooth & effective management, the execution of projects will be divided into three distinct phases:

- 2.2.1.1. Project Initiation Phase
- 2.2.1.2. Project Implementation Phase

2.2.1.3 Project End Phase

2.2.2 The activities to be taken up under each of these phases have been elaborated in the sections ahead.

3. PROJECT INITIATION PHASE

Project Initiation Phase will start only after receiving the ToR (Terms of Reference) and advance from the client. Soft copy of every ToR must be submitted to the PPM & FMA domain by team leader/domain leader. Wherever only hard copies are available, the same should be scanned and electronically transferred to the PPM & FMA domain and hard copies will be submitted to FMA domain.

3.1 PROJECT CODE

- 3.1.1 Project code is a unique number for any project. It will help the organization to retrieve project wise information readily. Unique project code will be generated as soon as the ToR is received by the PPM domain. The responsibility of code generation will lie with the PPM domain. The unique project code will have the following format:

Project code: Year (20xxxx)/Initials of the Domain/Type of project: consulting (C)/overhead (O)/ Investment (I)/ Serial No. of the Project for the Current Year (eg. 201011PPMC02). Project code only should be used in all log sheets, claim sheets, PMIS, monthly plans, CC report to CEO etc.

3.2 ALLOCATION OF TEAM LEADER (TL)

- 3.2.1 The responsibility of executing a project will be delegated to a TL. The TL will be appointed by respective domain heads. Generally, the TL will be from the domain executing the project but based on the technical requirements of a project the TL can be from other domain also.
- 3.2.2 Allocation of Team leaders shall be done on the basis of project value as shown below, but based on the importance and criticality of the project the allocation may vary and it will be done by the respective domain head with consultation of CEO.

Till 1 lakh	Executive/ Sr. Executive
1-2.5 lakh	Management Trainee
2-5lakh	Consultant
>5 lakh	Sr. consultant/Partner

- 3.2.3 Team leader would be appraised on every project by the quality leader and after successful handling of two good projects one can move to handling of the next level of projects and vice versa.
- 3.2.4 A presentation on the approach towards the project has to be given by the team leader to the Quality leader, Project Quality Assurer on the project deliverables, approach methodology, team, time requirement, report format and implementation. Feedback on approach is to be given by concerned technical experts and from Project Quality Assurer.

3.3 ALLOCATION OF QUALITY LEADER (QL)

3.3.1 The responsibility of assigning QL to every project will lie with the Project Quality assurer and the allocation will be done on the basis of the value of the project and based on the importance and criticality of the project. Criteria for selection of QL shall be purely based on expertise and experience of person as per project requirements. The criticality of the projects will be decided by the project quality assurer in consultation with CEO.

3.3.2. In general, following person will be the QL for the projects as given below but in specific cases, the project quality assurer can take the view of making any other person as QL.

#	Nature of Project	Quality Leader (QL)
1	Direct Outreach	PD - Direct Outreach
2	Indirect Outreach	CEO
3	Initiatives	PD - Initiatives

3.4 BUDGET FOR PROJECT

3.4.1 In case the contract value of the project is inclusive of service tax, the team needs to execute the project within 75% of the contract value.

3.4.2 In case the contract value of the project is exclusive of service tax, the team needs to execute the project within 85% of the contract value.

3.4.3 Maximum budget for QL, FMA & PQA in any project shall not exceed 5% of total project value.

3.5 ALLOCATION OF PROJECT MONITOR (PM)

3.5.1 The PPM domain head will nominate person(s) responsible for monitoring all projects at ALC India.

3.6 ALLOCATION OF TEAM MEMBERS

3.6.1 Team members will be appointed by the TL in consultation with domain head. Selection will be based upon experience, expertise and suitability. Project team may comprise of people from different domains also.

3.7 PROJECT COORDINATOR

3.7.1 Allocation of project coordinator will be solely at the discretion of Team Leader which can be done in consultation with domain head.

4. PROJECT IMPLEMENTATION PHASE

4.1 PROJECT APPROACH PAPER

- 4.1.1 Project approach paper will comprise of project details like team, timeline, activities, processes, methods & tools, budget, deliverable structure and benefits to communities. Technically, the project approach paper (annexure-1) is one of the most critical documents for project implementation, as it provides the benchmarks against which the progress of the project can be tracked and mid-term corrections can be taken.
- 4.1.2. It is the joint responsibility of the TL and QL to prepare the project approach paper.
- 4.1.3 Project approach paper will be submitted to the PPM domain before execution of the project.

4.2 PROJECT EXECUTION

- 4.2.1 Once the project approach paper is submitted, the actual implementation work will start. From here onwards the main focus will be on coordination among team members and team work.
- 4.2.2 Role of team leader - The TL will ensure timely completion of the project within the specified budget and quality parameters as per the project approach paper. The TL needs to maintain time, cost and quality compliance while execution of the project. Coordination within the team (including QL), cross functional team and with clients is an integral part of the TL's responsibilities. Success or failure of the project is the sole responsibility of the TL. The TL will report to the respective domain head.
- 4.2.3 Role of quality leader – The QL will be responsible for quality assurance of the project throughout the implementation starting from the stage of project approach paper and ending with the project assessment report.
- 4.2.4 Role of project quality assurer- the PQA will
 - 4.2.4.1 Quality assurance of all the projects
 - 4.2.4.2 Develop systems and processes for proper planning and monitoring of projects
 - 4.2.4.2 Communications in terms of reports presentation to CEO
- 4.2.5 Role of Team Members:
 - 4.2.5.1. The team members will work as per plan finalized by the TL & QL and report to TL.
- 4.2.6 Team Meeting:
 - 4.2.6.1. Team meetings will be held every fortnight to discuss the progress of the project. Depending upon the need and requirement and duration of the project, the team meetings also can be done on weekly basis. The domain head, TL, QL, PM and the team members for the project will be a part of the meeting. The meetings will have

quality assurance, timelines and cost compliance as the basic themes in addition to the progress against the benchmarks specified in the project approach paper.

4.3 STANDARDIZATION OF REPORT WRITING:

- 4.3.1 Basic formatting with language editing and contents should be ensured by the team leader,
- 4.3.2 The quality leader should help in improving the quality in terms of depth and extent of contents required for the report
- 4.3.3 The program quality assurer will check the contents as against the report format in the approach paper and as against the standard format of ALC India.

5. PROJECT END PHASE

5.1 CLIENT FEEDBACK

5.1.1 For all external projects worth more than Rs. 1,00,000.00 (Rupees one lakh only) client feedback is a must (attached as annexure 2). It is the responsibility of the TL to send the feedback form to the client and get her/his feedback within 10 working days after submission of final report. Client feedback can be obtained by any of following ways:

- 5.1.1.1 Soft copy (e-mail)
- 5.1.1.2 Hard copy (self addressed envelope)
- 5.1.1.3 Telephonic discussion

5.2 QUALITY ASSESSMENT OF PROJECTS

5.2.1 In the whole process of mission compliance, quality has emerged as a critical factor influencing and driving our business development and mission compliance activities. It is achieved by way of deliverables and/or activities performed to produce those deliverables. Since excellence (we define it as delivering cost competitive and quality services) is one of the driving values of our organization, raising our existing quality standards and meeting them has become our primary goal.

5.2.2 After completion of project, next step will be the assessment of the project. The assessment will be done by the TL and QL jointly if the project cost is more than Rs. 1,00,000.00 (Rupees one lakh only); else the TL will do it independently. Client feedback should be incorporated in the assessment sheet by the PM. The assessment of the project will be based on the following scoring system:

Final Grading of Project		Actual Score	Weightage	Score (Actual Score*Weightage)
(i)	Evaluation by Project Team Leader and Quality Leader (QAS Team)	0.00	70%	0.00
(ii)	Evaluation by Client Feedback	0.00	30%	0.00
	Final Score		100%	0.00

Final assessment will be reviewed by the PM based on evidences available in the form of various documents.

5.3 WINDING UP REPORT

5.3.1 Project approach paper will also have winding up report & must be submitted by the TL within 03 (three) working days after assessment of project. It will be a major learning tool apart from other system requirements. This report will imbibe learning culture in the organization. Winding up report format is attached herewith as annexure-3.

6. PROJECT CURRENT COMMITMENT SHEET (CC)

- 6.1 To ensure good planning for timely and quality deliverables the Project Planning sheet (Available on Google doc-annexure 4) should be filled by domain heads every week. Responsibility of maintaining PPS sheet lies with PPM domain.

7. PROJECT MANAGEMENT INFORMATION SYSTEM (PMIS)

- 7.1 To know the current status of a project, tracking is a must. The main focus will be on time, cost and numbers of milestones achieved. The PM will keep track of project progress on the basis of time, cost and milestones every week or fortnight depending on the exigencies of the project. This progress is to be entered in project management information system (PMIS) every fortnight. The PMIS will act as a ready reference for ALC staff to monitor the project progress on a fortnightly basis.
- 7.2 PMIS will be updated by PPM domain fortnightly based on which the project quality assurer will track the progress of all projects.

ANNEXURE-1 (PROJECT APPROACH PAPER TEMPLATE)

Project Approach Paper

Project Details

Project Code	<input type="text"/>	Client Name	<input type="text"/>
Project Name	<input type="text"/>	Concerned Person	<input type="text"/>
Project Start Date	<input type="text" value="1/0/1900"/>	email	<input type="text" value="-"/>
Project End Date	<input type="text" value="1/0/1900"/>	Contact Number	<input type="text"/>
Project Value	<input type="text"/>	Project Margin	<input type="text" value="#VALUE!"/>

Team Details

Team Leader	<input type="text"/>	Quality Leader	<input type="text"/>
Team Member -1	<input type="text"/>	Team Member -2	<input type="text"/>
Team Member -3	<input type="text"/>	Team Member -4	<input type="text"/>
Team Member -5	<input type="text"/>	Team Member -6	<input type="text"/>
Project Coordinator	<input type="text"/>		

#	Objectives
1	
2	
3	
4	
5	

6	
7	
8	

#	Deliverables
1	
2	
3	
4	
5	
6	
7	
8	

Methodology			
#	Activity List	Description	Measurable Detail
1	Approach Paper		
2			
3		Questionnaire, FGD, area, stakeholders	Number of people under survey, no of FGD and how many will be there in each FGD
4			
5			
6			
7	Draft report		
8	Presentation (If applicable)		
9			
10	Final Report		
11	Project Rating (If applicable)		
12	Winding Up report		

#	Activity	Day/Week/Months						
		1	2	3	4	5	6	7
1	Approach Paper							
2	0							
3	0							
4	0							
5	0							
6	0							
7	Draft report							
8	Presentation (If applicable)							

9	0							
10	Final Report							
11	Project Rating (If applicable)							
12	Winding Up report							

#	Activity List	Stage	No. of person days					Scheduled Date
			SRK	GVK	GVS	PNV	NMM	
1	Approach Paper							
2	0							
3	0							
4	0							
5	0							
6	0							
7	Draft report							
8	Presentation (If applicable)							
9	0							
10	Final Report							
11	Project Rating (If applicable)							
12	Winding Up report							
	Total							

#	Activity List	Stage	No. of person days					Scheduled Date
			SRK	GVK	GVS	PNV	NMM	
1	Approach Paper							
2	0							
3	0							
4	0							
5	0							
6	0							
7	Draft report							
8	Presentation (If applicable)							
9	0							
10	Final Report							
11	Project Rating (If applicable)							
12	Winding Up report							
	Total							

#	Particulars	Unit	No	Unit Cost	Total	%
1	Resource Persons					
a	SRK	Days	-		-	#DIV/0!
b	GVK	Days	-		-	
c	GVS	Days	-		-	
d	PNV	Days	-		-	
e	QL-	Days	-		-	
f	QA-	Days			-	
g	Finance	Days			-	
	Sub Total (A)				-	
	Service Tax (B) (10.3%)				-	
	Total HR Cost (C)				-	
2	Field Execution					
I	Travel					#DIV/0!
	a) Flight Trips to and Fro	Number			-	
	b) Train trips (To and Fro)	Trips			-	
	c) Local Conveyance	Days			-	
II	Lodging	days				#DIV/0!
	Mandal level					
	District					
	State/metro					
III	Boarding	days				#DIV/0!
	Mandal level					
	District					
	State/metro					
IV	Printing and Stationery	Lumpsum				#DIV/0!
V	Communication	Lumpsum				
VI	Miscellaneous	Lumpsum				
	Sub Total (D)					
	Sub Total (E)				-	#DIV/0!
3	Grand Total (C+D)				-	
4	Budget as Per ToR				#VALUE!	
5	Expected Margin				#VALUE!	
6	% Change in Total Budget					

Roles & Deliverables				
#	Activity	Consultant Code	Days	Deliverable
1	Approach Paper			
2	0			
3	0			
4	0			

5	0		
6	0		
7	Draft report		
8	Presentation (If applicable)		
9	0		
10	Final Report		
11	Winding Up report		
12	Project Rating (If applicable)		

Structure of Report			
#	Sections	Details	No of Pages
1	Broad Headings		
a			
b			
c			
d			
e			
2	Annexures		
a			
b			
c			
d			
e			
	Total		0

Risks				
#	Type of Risk	Description	Concerned Area	Probable solution
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				

15				
----	--	--	--	--

Benefits to Community				
#	Area of Project	Community Details	Outreach	Outreach No.
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				

ANNEXURE-2 (CLIENT FEEDBACK FORM)

Access livelihoods consulting India (ALC India) is a professional management consulting organization working for sustainable livelihoods of the economically marginalized. Delivering best quality service in our consulting and other assignments is an important stance that ALC India has taken in pursuance of its value of excellence.

In this regard, we seek feedback from you for the project that we have done. This feedback goes a long way in improving our systems and thus providing the best quality services to meet the client needs. Please give your feedback by mentioning the score that best reflect your opinion and also by your overall remarks on the project.

Name of the organization:	
Name of project & location:	
Team leader from ALC India:	

Name of the respondent:	
Designation:	
Contact number:	
E-mail:	
Date & place:	

1. Time compliance aspects:

Following are the different key agreed activities in the project which have to be assessed on whether done in agreed time or not.

Rating (on 1-5 scale) (1 = not at all in time; 5= very well in time)

- | | |
|---|----------------------|
| I. Work initiation (field as well as in-house) | <input type="text"/> |
| II. Draft submission | <input type="text"/> |
| III. Presentation (if applicable) | <input type="text"/> |
| IV. Final deliverable | <input type="text"/> |
| V. Financial transactions (sending bills, accounts settlement etc) were followed in the project | <input type="text"/> |

VI. Overall rating on time compliance

2. Communication aspects:

Rating (1 - never; 2 - few times; 3 - average; 4 - regular; 5 - very regular)

I. Any changes in the deliverables (schedules, reports etc) as mutually agreed upon

II. Whether logistics & planning related aspects were informed in time

III. Were you kept informed and updated as to the progress of the assignment

IV. Overall rating on communication

3. Quality and other aspects:

Rating (1 - very economically marginalized; 2 - economically marginalized; 3 - average; 4 - good; 5 - very good)

I. Quality of plan preparation (methodology, sampling, timeline etc)

II. Quality of draft vis-à-vis requirement

III. To what extent suggestions/recommendations made in the project is valid in your context

IV. Overall cost effectiveness

V. Overall project quality

(Please write yes or no in box provided for question no 4 & 6)

4. Would ALC India be a preferred choice for future projects?

5. If yes, in what areas of your organization do you think ALC India would be able to add values

6. Will your organization recommend ALC India to others?

7. Please give your overall comments/suggestions on the project:

Thank you very much for giving us your valuable Time & Feedback

ANNEXURE-3 (QUALITY ASSESSMENT FORM)

Project Quality Assessment Report

Project Name	
Organization	
Team Leader	
Team Members	
Quality Leader	
Project Monitor	
Date of Assessment	

A	Internal Evaluation by Project Team Leader and Quality Leader	Actual Score
(i)	Score by Project Team Leader and Quality Leader	0.00

B	Client Feedback	Actual Score
(i)	Score by Client	0.00

Final Grading of Project		Actual Score	Weightage	Score (Actual Score*Weightage)
(i)	Evaluation by Project Team Leader and Quality Leader (QAS Team)	0.00	70%	0.00
(ii)	Evaluation by Client Feedback	0.00	30%	0.00
	Final Score		100%	0.00

Reference table for Final Grading	
Grade	Score
Excellent	2
Good	1
Okay	0
Bad	-1
Very bad	-2

Remarks

Signature of Project Monitor

Internal Evaluation By Team Leader & Quality Leader	
Project Name	
Organization	
Team Leader	
Quality Leader	
Date of Assessment	

#	Performance Indicators	% Achievement	Score	Weightage	Actual Score (Score*Weightage)	Remarks	Grades on Goal Attainment	% Achievement	Score
1	Goal Attainment (Deliverables as specified by client / required by project)			50%	0.00		Excellent	>=90 %	2
(i)				10%	0.00		Good	>=81% to <90%	1
(ii)				10%	0.00		Okay	>=61% to <81%	0
(iii)				10%	0.00		Bad	>=50% to <61%	-1
(iv)				10%	0.00		Very bad	< 50%	-2
(v)				10%	0.00		Grades on Time Compliance		Score
2	Project Time Compliance			5%	0.00		Well in time		2
(i)	Work Initiation (Field and In house)			1%	0.00		Just in Time		0
(ii)	Draft Submission			1%	0.00		Not in time		-2
(iii)	Presentation / Final deliverable			1%	0.00		Grades on Project Communication		Score
(iv)	Financial Transactions			1%	0.00		Regular		2
(v)	Overall rating on Time compliance			1%	0.00		Average		0
3	Project Communication			5%	0.00		Never		-2
(i)	Changes in the schedules to Clients			1%	0.00		Grades on Project Quality		Score
(ii)	Changes in the schedules to Team			1%	0.00		Excellent		2
(iii)	Project Progress to client			1%	0.00		Good		1

Client Feedback Score

Project Name	
Organization	
Team Leader	
Team Members	
Quality Leader	
Project Monitor	
Date of Assessment	

#	Parameters	Rank	Score	Weightage	Actual Score (Score*Weightage)
1	Project deliverables were submitted within stipulated time			30%	0.00
(i)	Work Initiation (Field and In house)			5%	0.00
(ii)	Draft Submission			5%	0.00
(iii)	Presentation (if applicable)			5%	0.00
(iv)	Final Deliverable			5%	0.00
(v)	Financial Transactions (Bills, Accounts settlement etc.)			5%	0.00
(vi)	Overall time compliance			5%	0.00
2	Quality of deliverables on basis of content and presentation			30%	0.00
(i)	Quality of plan preparation (Methodology, Sampling, Time line etc.)			6%	0.00
(ii)	Quality of draft vis-à-vis requirement			6%	0.00
(iii)	Validity of project recommendations/suggestions			6%	0.00
(iv)	Overall cost effectiveness			6%	0.00

Grades on Time Compliance	Rank	Score
Very well in time	5	2
Well in Time	4	1
Just in Time	3	0
Slight delay in time	2	-1
Not at all in time	1	-2
Grades on Quality of Deliverables	Rank	Score
Very Good	5	2
Good	4	1
Average	3	0
Economically marginalized	2	-1
Very Economically	1	-2

(v)	Overall project quality			6%	0.00
3	Appropriate communication was carried out during the course of work			20%	0.00
(i)	Any changes in deliverables (Schedules, Reports etc.) mutually agreed up on			5%	0.00
(ii)	Logistics and planning aspects informed in time			5%	0.00
(iii)	Information and updation on the progress of the assignment			5%	0.00
(iv)	Overall Communication			5%	0.00
4	ALC India as preference for Future Projects (Client Delight)			20%	0.00
(i)	ALC India as preferred choice by the organisation			10%	0.00
(ii)	Recommending ALC India to other organisations			10%	0.00
	Final Score			100%	0.00
	MAXIMUM POSSIBLE SCORE				2

marginalized		
Grades on Communication	Rank	Score
Very Regular	5	2
Regular	4	1
Average	3	0
Few times	2	-1
Never	1	-2
Grades on Preference for future projects	Rank	Score
Yes		2
No		0

Any other comment by client

ANNEXURE-3 (WINDING UP REPORT)

Actual Implementation Schedule					
#	Activity List	Stage	Scheduled Date	Implemented Date	Reason for Non Compliance
1	Approach Paper		1/0/1900		
2	0		1/0/1900		
3	0		1/0/1900		
4	0		1/0/1900		
5	0		1/0/1900		
6	0		1/0/1900		
7	Draft report		1/0/1900		
8	Presentation (If applicable)		1/0/1900		
9	0		1/0/1900		
10	Final Report		1/0/1900		
11	Project Rating (If applicable)		1/0/1900		
12	Winding Up report		1/0/1900		
	Total				

Actual Budget					
S.N	Particulars	Unit	No	Unit Cost	Total
1	Resource Persons				
a	SRK	Days		-	-
b	GVK	Days		-	-
c	GVS	Days		-	-
d	PNV	Days		-	-
e	QL-	Days		-	-
f	QA-	Days		-	-
g	Finance	Days		-	-
	Sub Total (A)				-
	Service Tax (B) (10.3%)				-
	Total HR Cost (C)				-
2	Field Execution				
I	Travel				-
	a) Flight Trips to and Fro	Number			-
	b) Train trips (To and Fro)	Trips			-
	c) Local Conveyance	Days			-
II	Lodging	days			-
	Mandal level				
	District				

	State/metro				
III	Boarding	days			-
	Mandal level				
	District				
	State/metro				
IV	Printing and Stationery	Lumpsum			
V	Communication	Lumpsum			
VI	Miscellaneous	Lumpsum			
	Sub Total (D)				-
	Sub Total (E)				-
3	Grand Total (C+D)				-
4	Budget as Per Approach Paper				0.00
5	Actual Margin				-
6	% Variance				#DIV/0!

#	Issues	Learning	Areas of improvement
1			
2			
3			
4			
5			
6			
7			
8			

Project Assessment				
Final Rating of Project		Actual Score	Weightage	Score (Actual Score*Weightage)
(i)	Evaluation by Project TL and QL	NA	70%	
(i i)	Evaluation by Client Feedback	NA	30%	
	Final Score	NA	100%	

Team Leader Assessment**		
#	Parameters	Team Leader
1	Overall Understanding of the Project	
2	Overall Management of the Project	
3	Coordination among the	

Team Member Assessment**						
Parameters	T M 1	T M 2	T M 3	T M 4	T M 5	T M 6
Understanding of Project on mile stone basis						
Individual Role clarity						
Cost effectiveness						

	team members	
4	Guidance and Project clarity to team members	
5	Proactively solution sought	
6	Pressure Handling	
7	Client Handling and Communication	
8	Conflict Resolution	
9	Logistic Management	
10	Individual Feedback	
11	Overall Score	0

Timely Deliverables						
Proactively solution sought						
Quality of deliverables						
Information Sharing						
Individual contribution towards team						
Communication Skills						
Decision Making						
Overall Score	0	0	0	0	0	0

Note: ** To be rated among 1 to 5 (5 being the highest)

ANNEXURE-4 (CC)

Google Docs ALC Monthly Commitment

PPM Domain Commitments - March 2010

Project Particulars	
S.N	Details

Quality Team		Domain Team			
QL	QAT	GS	MP	RM	SR

Other Team Members																			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20

Associates				
1	2	3	4	5

Code	Description
------	-------------

I Overheads

1	Business Development
2	Voluntary Work
3	Monthly Meeting
4	Domain Meeting
5	Quality Assessment
6	Annual Plan Preparation
7	Plan Preparation Workshop
8	Domain Policy
9	Rating Tool
10	Other Overhead works

Sub Total

II Investments

1	
2	
3	
4	

Sub Total

III External Consulting

1	
2	
3	
4	

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