



Access Livelihoods Consulting India Private Limited

Company Policies 2013 - 2014

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



2013 – 14

Access Livelihoods Consulting India Private Limited

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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 India 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
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Chapter 2: Guidelines for Time Compliance

2.1 Office Timings:

- 2.1.1** The official work timing shall be from 9:00 AM to 7:00 PM. However, consultants shall work for 8 hours each day including 30 minutes lunch and 2 sessions of tea breaks each with 15 minutes.
- 2.1.2** However for project offices, consultant flexible working hours are 6:00 am to 10:00 pm in which they are supposed to work for 8 hours.
- 2.1.3** Every consultant should ensure their working time either 9 AM or 10 AM. Grace time of 5 minutes is allowed. There shall be a lunch break of 30 minutes between 1:00 to 2:00 pm.
- 2.1.4** All break in and break out will be considered only during the lunch break.

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 5 years.
- 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
- 2.2.5** Any Consultant willing to work from home or project on any day which is a holiday, must have obtained approval from the concerned reporting authority and give 1 day notice in written to the in-charge administrator. Approval/disapproval must be informed by the concerned reporting authority to in-charge administration accordingly.

2.3 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** Compensatory off of 2 Sundays can be availed 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 on leave without any prior written information, the leaves will be considered as “2 days Loss of Pay” as against one day. 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/ Senior manager or CEO/ Manager.
- 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 on Tour without any prior information in written, the leave will be considered 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 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 project person whoever obtains the keys shall remain liable for any loss/damage occurred to the property or files during that period and shall be liable to indemnify the company to that extent.

3.2 Biometric-Attendance Register:

- 3.2.1** Every consultant shall reach the place of work by the fixed or notified time, as the case may be.
- 3.2.2** Each consultant is required to enter check -in time and check -out time with thumb impression in the Biometric machine every day. If time is not recorded, consultant will be considered as absent for the day and will not be paid for the day.
- 2.5.6** If administration finds login time of any consultant after opted time, they shall be penalized with deduction of 0.25 per day. The person has to give that deducted time 0.25 per day as voluntary time to ALC India.
- 3.2.3** 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.
- 3.2.4** An attendance statement shall be prepared on the 1st 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. 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	Mandatory Vacation	" VL "
4	While on Maternity/Paternity Leave	" MTL/PTL "
5	Paid Off -Casual	" PO-C "
6	Paid Off- Festival	"PO-F"
7	Pad Off-Anniversary	"PO-A"
8	Loss of Pay	"UPL"
9	Compensatory off	"CO"
10	Voluntary Work	"VW"
11	Special Leaves	"SL"
12	Deputation	"DP"

3.2.5 Project office will maintain attendance register.

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/ permitted to be taken out of FMA domain. Only photocopy will be given if required.

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 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/loss 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 in central office.

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; Asset, Stock and Movement Register.

3.4.3 Any requisition for purchase of assets shall be decided by functional head, service head 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 needs to be prepared on monthly basis.

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

3.5 Medical Assistance:

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

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

3.6 Meetings:

3.6.1 Following monthly meetings will be held to review last month's 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	Management Committee Meeting	IOM Head
6	Annual General Meeting	IOM Head

3.6.2 In case of community programs, monthly meetings will be held to review last month progress, overall achievements till date and planning for next month.

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.

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 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)	400.00 or actual, whichever is lower	Rs.1500 (single occupant)	Auto/Taxi
			Rs.1800 (double occupant)	
2	State Capitals (excluding above)	300.00 or actual, whichever is lower	Rs.1200 (single occupant)	Auto
			Rs.1,500 (double occupant)	

3	District Head Quarters and below	250.00 or actual, whichever is lower	Rs.1000 (single occupant)	Auto
			Rs.1,500 (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 information to in-charge administration.
- 3.9.4** If the ToR from client specifies bulk payment, then ALC India norms will be followed. Reimbursement of actual bills, then client norms will be followed.
- 3.9.5** For use of personal two-wheeler, the reimbursement of the travelling expense will be Rs. 3 per km.
- 3.9.6** For use of personal Four -wheeler, the reimbursement of the travelling expense will be Rs. 10 per km.
- 3.9.7** In case of project offices each consultant is required to maintain a Field Diary which should capture the qualitative as well as quantitative information during the field visit.

Chapter 4: Procurement Practices

4.1 Procurement of Goods:

2.5.7 The authority for the procurement of various goods needed for the purposes of business shall be under the control of Program Director:

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. 25,000	Domain Leaders
2	Up to Rs. 50,000	Senior Project Director
3	More than Rs.50,000	Program Directors

4.1.1 The following aspects and steps need to be considered for the purpose of procurement:

4.1.1.1 Need assessment, purpose and benefit are to be mentioned for the particular goods.

4.1.1.2 Approval for the procurement to be made by the above mentioned authority accordingly.

4.1.1.3 Calling of quotations: At least from three vendors if the value of procurement is more than Rs. 25,000.

In case of community programs the procurement value should be more than Rs. 5000

4.1.1.4 Analysis of quotations: by in-charge administration (if quotation is from three or more than three vendors)

4.1.1.5 Approval of authorized persons.

4.1.1.6 Placing of purchase order: by in-charge administration

4.1.1.7 Receipt and verification of the asset and entry in the fixed assets register.

4.1.1.8 Payment process: By in-charge finance

4.2 Procurement of Services:

4.1.2 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	SPD/PD
3	Up to Rs. 1,00,000	Program Directors
4	More than Rs.1,00,000	CEO

4.2.2 The following aspects and steps need to be considered 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 the administration in-charge

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 visiting cards, identity card (Only after completion of probation), official email id and stationery (pen, pencil, pad etc.)
- 5.2.2** 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 submission of the proof of bill payment receipt of last applicable month otherwise TDS will be attracted.
- 5.3.2** Rs. 350 per month will be given as mobile internet allowance after submission of 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 that does not 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** Persons shall be liable for 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 create better work environment with least disturbance and distraction.
- 5.4.4** Consultant shall not busy themselves in their personal mails 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** Adapters maintaining electrical boxes shall be properly handled.
 - 6.1.1.5** Emergency light, when put into use, shall be switched off after use.
 - 6.1.1.6** The in-charge administrator may levy penalty up to Rs. 100/- if anyone is found to be grossly 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 hygienic condition and food waste should not be allowed to remain there.
 - 6.2.1.3** Ensure cleanliness of table, chairs, computers and other things 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 hygienic conditions. Use proper quantity of water after use.
 - 6.2.1.6** Before leaving the office, keep the things in their respective 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 the in-charge administration

6.3 Stationery Usage:

- 6.3.1** Every consultant shall be resource conscious. The minimum use of stationery shall be made; using 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** 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 10 days. .
- 7.1.3** The rent per single room/double room shall be decided by FMA functional head.
- 7.1.4** No person without prior information will be allowed in guest house between 09:00 PM and 06:00 AM.
- 7.1.5** 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.
- 7.1.6** Upon receipt of continuous complaints against any individual staying in the guest house, the administration shall levy penalty of amounts, depending on the gravity of situation in each case, which shall in no case be less than Rs. 200/- and more than Rs. 500/-
- 7.1.7** All users shall abide by the rules made by the administration from time to time.
- 7.1.8** In case of project offices, there will be an additional room that will be used as a guest house. It will be used only when there is any guest otherwise it will be locked.
- 7.1.9** Project Manager of the concerned project office or central office, friends and relatives will not be allowed to stay in the guesthouse of the respective locations.

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 1 day's prior notice for making logistical arrangement like photocopying, printing banners and matters incidental to it.

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/ project office
 - 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/domain leader or other competent authority may take action of various types mentioned above, depending on the gravity of the act.

FINANCE MANAGEMENT POLICY AND PRACTICE



2013 – 14

Access Livelihoods Consulting India Private Limited

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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 professional consultancy services for promotion of sustainable livelihoods for the economically marginalized. 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	Upto Rs. 50,000.00	FMA Head
		From Rs. 50,000 to Rs. 2 lakhs	APD Operation
		From Rs. 2 lakhs to Rs. 5 lakhs	Program Directors
		From Rs. 5 lakh and above	CEO
2	Investment	Upto 1 Lakh	CEO
		More than 1 lakh	Board of Directors
3	Overhead	Upto Rs. 50,000	FMA Head
		From Rs. 50,000 and above	APD
4	Statutory expense	Any amount	APD

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.

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 team leader to FMA function head	Deadline from FMA to Management
1	Domain Profitability Statement	7 th of Every Month	10 th of Every Month
2	Funds Flow Statement	8 th and 21 st of Every Month	10 th and 22 nd of Every Month
3	Projected Cash Flow Statement	9 th of Every Month	10 th of Every Month
4	Bank Reconciliation Statement	6 th of every month	10 th of Every Month
5	Flight Reconciliation Statement	8 th of every month	10 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*	4 th of Every Month	Quarterly	8 th of Every Month
2	Service Tax	6 th of Every Month	Quarterly	8 th of Every Month
3	Professional Tax	30 th April	Annual	28 th April

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 – Key Aspects for Community Programs

3.1 Field Level Compliances

- 3.1.1 All bills have to be maintained in Excel Sheets in the formats provided by Central Office.
- 3.1.2 Following financial statements have to be sent from the project office to central office
 - 3.1.2.1 Total Budget Vs Actual Expenditure and balance in hand – Monthly
 - 3.1.2.1 Total Advance Request – Monthly
 - 3.1.2.1 Total Expenditure Statement – Monthly
 - 3.1.2.1 Payables and Receivables statements – Monthly
- 3.1.3 All field project accounts will be maintained at the project office level. This is necessary to avoid additional costs at the central level for accounts.
- 3.1.4 Consolidated expense details have to be sent by 2nd of every month from the project office to the central office and it must reach central office on or before 5th of every month.
- 3.1.5 All duly signed and approved bills have to be forwarded by the Project Manager to Assistant Project Director.

3.2 Legal Compliances- TDS

- 3.2.1 Accountant cum administrator is required to compute and send the TDS details for the project office staff to central office in the prescribed format.
- 3.2.2 Central office will make all the TDS payment and expenses will be booked to the concerned project office.

3.3 Central Office Level Compliances

- 3.3.1 Central office will release funds for the project as per the requirement.
- 3.3.2 Central office will provide techno-managerial support to make FPO economically viable.

3.4 Capital Items Purchases

- 3.4.1 No capital item for the project office can be purchased without the approval of the project director at the central office

3.6 Approval authority related to project expenses

Project manager will submit the quarterly budget to Senior Project Director. After approval of budget by Senior Project Director, FMA head can perform disbursement of budget as per requirement.

Chapter 4- Funding Structure

4.1. Sources of Funds:

ALC India will raise funds in the following manner:

4.1.1. 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 lakhs (INR). Its subscribed equity capital is 5 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.

4.1.1.1. The authorized capital will be increased from Rs. 5 lakhs to at least Rs. 5 crore

4.1.1.2. The equity will be explored from the social responsible individuals to extend profession and managerial support to economically marginalized.

4.1.2 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%.

4.1.3 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 partner programs to weaker and marginalized households. To accomplish these tasks, the company seeks grants from different institutions and individuals

Chapter 5 - Reserves and Surplus

5.1. 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 ensured that the company should have at least 10% net surplus with respect to turn over. ALC India can divide its surplus on following reserves as per the approval from board:

5.1.1. General Reserve

5.1.2. Specific Reserve

5.1.1.1. Dividend Equalization Reserve.

5.1.1.2. Reserves for Product Development

5.1.1.3. Reserves for Events

5.1.1.4. Reserves for expansion of Business

5.1.1.5. Reserve for primary education

5.2. Utilization of Reserves:

5.2.1. 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.

5.2.2. A specific reserves created shall be utilized only for the purpose for which it is created and not otherwise.

5.2.3. 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.

5.3. Utilization of Surplus:

5.3.1. Short-term Investment :

5.3.1.1. Investment shall be managed in accordance with accepted sound management practices.

5.3.1.2. ALC India may invest the idle funds from operations into the following types of securities

5.3.1.2.1. Equity investment (As per the approval of board but not more than Rs. 50,00,000)

5.3.1.2.2. Government guarantee instruments like NSC, KVP

5.3.1.2.3. Fixed deposit with any nationalized banks.

5.3.1.2.4. Mutual fund

5.3.1.2.5. Gold investment

5.3.1.2.6. Purchase of land/building

5.3.1.2.7. Chit Fund

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

- 5.3.2.1.** Investment in web portals like finance portal, job portal etc
- 5.3.2.2.** Establishment of an educational institute
- 5.3.2.3.** Opening up more unit in domestic and international
- 5.3.2.4.** Investment on new product development.

Chapter 6 - 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 has to prepare the proposed advance request statement (format in annexure 4) and advance will be processed on Monday 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 seven working days after the concerned work (in expense claim summary) is completed otherwise a fine of Rs. 50 will be levied on concern person.
- 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 the quarter end 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. 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.10,000. In case of community programs the amount is Rs. 1000/-
- 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 after 15th of the month.
- 5.3.2.** The request shall be placed at least 2 days in advance. In case of community programs the request shall be placed 5 days in advance.
- 5.3.3.** The advance consultancy fee payment need to be settled while making the payment for the respective month.

5.4. Advance to Unit and Project office:

- 5.4.1. There will be quarterly advance system for unit office as per their sanctioned budget for the quarter and for the project office there will be monthly advance system as per their sanction budget.
- 5.4.2. The sanction authority for unit office budget is program director and for project office it will be project director.
- 5.4.3. The next budget will only be released after clearing the advances.
- 5.4.4. If there is any deviation in budgeted and actual amount then sufficient explanation needs to be given to the central office. If the variance is more than 10% then approval need to be taken from CEO.

5.5. Project Offices Budgets and Releases against Project from Central Office:

- 5.5.1 Annual Budget Statements have to be prepared and broken down into monthly requirements by the concerned project manager. The advance request shall be supported by original approved budget.
- 5.5.2 The advances related to projects shall be routed through the concerned project manager
- 5.5.3 All releases to the project will be made against the concerned project manager name by the 7th of the month under the central "Project Advance to". Advance will be processed every Tuesday and Friday only. Release of advance is subject to settlement of previous month's accounts.
- 5.5.4 Budget to project office will be released after retaining following costs in central office;
 - 5.5.4.1.** Service Tax @ 12.36%
 - 5.5.4.2.** Net Profit Margin @ 10%
 - 5.5.4.3.** Central Office Human Resource Cost
 - 5.5.4.4.** Central Office Administrative Expenses @ 2%

5.6. Community Programs project to team Members

- 5.6.1 No advance payment in excess of Rs. 3000 must be made at a time to any individual in a project area by the project manager.
- 5.6.2 No consultant shall utilize the advance for the purpose other than that mentioned in the advance request form.

Chapter 7 - Project Management

6.1. Project Offices Reimbursement and Advance Settlement Procedures:

- 6.1.1. The claimant has to submit expenses in the expense claim format along with the supporting bills for all expenses. In case of auto, payment voucher shall be signed by the auto driver with the mentioned amount.
- 6.1.2 The claimant shall self certify for those amounts in his/her claim sheet where he/ she is not able to produce any bill.
- 6.1.3 The expense claim form shall be submitted to accountant within 5 days after the completion of the work.
- 6.1.4 All small supporting bills shall be pasted on one-sided used paper, subjected to availability.
- 6.1.5 All pages of claim sheet and all the bills in each page shall be numbered and arranged properly.
- 6.1.6 Over-writing on any of the bill or claim sheet is not acceptable and will require resubmitting of the same.
- 6.1.7 Reimbursement of the claims will be cleared within seven working days from the date of submission of the claim sheet.
- 6.1.8 All pending advances for more than 10 days shall be deducted from the monthly consultant fee claim until and unless settled.

6.2. 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.

6.3. Monitoring of installment Receivables from client:

- 6.3.1 Concerned team leader shall be responsible to follow up of receivables from client.
- 6.3.2 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.
- 6.3.3 At any time 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 domain.

6.4. Reimbursement Procedures:

- 6.4.1 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 self attestation can be accepted.
- 6.4.2 The expense claim form shall be submitted to FMA Domain within 7 days after the completion of the work.
- 6.4.3 All supporting bills shall be pasted on one-sided used paper and all the bills in each page shall be numbered and arranged properly as per the excel sheet

- 6.4.4 All supporting bill should be purchased in the name of ALC India Pvt. Ltd.
- 6.4.5 Over-writing on any of the bill or claim sheet is not acceptable and will require resubmitting of the same.
- 6.4.6 Reimbursement of the claims will be cleared within seven working days.
(See Annexure 5)

6.5. Provision regarding Milestones and its accounting aspects:

- 6.5.1 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.
- 6.5.2 Once a milestone is completed concerned project manager shall communicate it to the FMA domain, then invoice will be sent to the concerned client to receive the amount.
- 6.5.3 PQM and FMA domain simultaneously will also review the status of milestone achieved (project wise).

6.6. Revenue Recognition:

- 6.6.1 The revenue recognition for this project needs to be done as per the accounting standard-9: **Method Proportionate completion method**. Under this method revenue is recognized proportionately by reference to the performance of each act. The revenue recognized under this method would be determined on the basis of contract value, associated costs, number of acts or other suitable basis. And finally the amount was finalized as per the activity complete or the % of work complete.
- 6.6.2 Acknowledgement need to be taken from team leader or project director or program director before booking the same.

6.7. Bad debt write off:

- 6.7.1 The amount receivable from client as against consulting or reimbursement that is the duty of team leader.
- 6.7.2 And the amount for some reason if it is not recover from client for more than 18 months then it will be write off from the books of accounts if the reason is due to client default on other cases it will settle with the consultancy pay of consultant.

Chapter 8 -Bank and Cash Account Management

7.1.Opening and Operation of Bank Accounts:

For Central Office

- 7.1.1.** The company is at present having two current accounts with State Bank of India, Lalaguda branch and Oriental Bank of Commerce, East Marredpally. It may operate two or more bank account which will be opened after the approval from Board of Directors.
- 7.1.2.** The project worth more than or equal to Rs. 1 crore should have separate bank account.
- 7.1.3.** The authority to use online banking lies with in-charge of finance or FMA functional head only.
- 7.1.4.** Online banking needs to be operated only in office premises. In exceptional case it can be used outside office premises. The intimation to Director- Community Programs is mandatory in this exceptional case.
- 7.1.5.** The FMA functional head shall be responsible for the transfer of funds from bank accounts of the company. This includes:
 - 7.1.5.1.** Initiating all transfer of funds for general business purposes.
 - 7.1.5.2.** Establishing the daily cash position.
 - 7.1.5.3.** Appropriately funding disbursement accounts for the company obligations.

For Project Offices

- 7.1.6.** Each project office will have an e-enabled separate current account in bank nearby project office for the purpose of transactions.
- 7.1.7.** Each project current account will be “Joint Account” in nature which will be operated by project manager and project director jointly.
- 7.1.8.** Any payments must be made through online or cheques only.
- 7.1.9.** The authority to use online banking lies with project manager only.
- 7.1.10.** All transactions to field staff and project manager shall be paid to the payee accounts through online banking from project office bank account.

7.2. Cash Management:

- 7.2.1.** All activity in the primary accounts shall be monitored by the FMA Head/ Project Manager 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. In case of community programs the amount is Rs. 1000/-
- 7.2.3.** All the payments above Rs.2, 000/- shall be paid through cheque only. In case of project offices the amount is Rs. 1000/-
- 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.
- 7.2.6.4. The accounts in-charge shall maintain control over the cash and safeguard it in a locked box. The accounts in-charge can issue cash more than Rs. 500 only after due authorization and not otherwise.
- 7.2.6.5. The fund shall be reconciled on a daily basis by a person other than the individual who maintained cash.
- 7.2.6.6. The fund shall be replenished as per requirement after reconciliation or upon request by the individual responsible for maintaining the fund

7.3. Project Offices- Petty Cash Funds:

- 7.3.1 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.
- 7.3.2 The accountant shall maintain control over the cash and safeguard it in a locked box.
- 7.3.3 The accountant can issue cash only after due authorization of project manager and not otherwise.
- 7.3.4 The fund shall be reconciled on a weekly basis by a person other than the individual who maintained cash.
- 7.3.5 The fund shall be replenished weekly after reconciliation or upon request by the individual responsible for maintaining the fund

Chapter 9 - 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 reporting officer and team leader by last working day of every month.(Annexure -2 & 3)
- 8.1.1.2.** For community programs -All field bills must be settled with the field staff and project manager at the field office level on a weekly basis

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.** Employee salary payment should be done by 7th (in case of holiday the next day needs to be considered) of every month.
- 8.1.2.3.** Payslip will be circulated through mail and same can be obtain in hard copy on request
- 8.1.2.4.** Every consultant need to have a SBI A/c for all financial transaction otherwise the bank charge will be deducted from his/her 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 .
- 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 10 -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 in-charge and FMA functional 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 Functional /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. In case of project offices the amount is Rs. 1000
- 9.1.7. Proper narration should be written on voucher with details of each payment and journal.
- 9.1.8. Receipt vouchers should be prepared for all receipts with the detailed narration about the invoice raised or journal.
- 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. **Investment:** Investment is carried at Cost. It is amortized based on estimated realizable value, as decided by the management.
- 9.2.2. **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 central office/project office 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.Receivables from client:

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 be within 5 working days.
- 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(Every Monday) 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.
- 9.5.5.** Petty cash closing need to be done with detailed denominations

Chapter 11 - Capitalization Policy

10.1. Capitalization 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, event may be treated as investments. They may be capitalized in the following manner:

10.1.1. An investment of a maximum of 15 lakhs will be allowed in a year for a particular product.

10.1.2. Write off cycle need to be sanctioned by the board before the investment took place.

Chapter 12 - Branch Financial Operation

11.1. General Practices

- 11.1.1.** ALC India will provide debt 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 1st of every month.
- 11.1.3.** All branches will raise their invoice for work done for the projects in head office by 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.** Quarterly reconciliation of central and branch office need to be done both in excel and in books of account.
- 11.1.7.** Every quarter internal audit must be made in all the branches by a person nominated by CEO.

Chapter 13 - Project Financial Operation

- 12.1. All the accounting and financial procedure must need to be maintaining in all branches.
- 12.2. Project office need to submit their monthly requisition by 6th of every month.
- 12.3. The requisition will be clear as per the following steps:
 - 12.3.1 All the pending bill need to be cleared
 - 12.3.2 It need to first approved by the project manager
 - 12.3.3 Verification by the finance in charge of project with the budget line
 - 12.3.4 Approval by project director
 - 12.3.5 Approval by FMA Head
 - 12.3.6 After that payment need to be done within 3 days
 - 12.3.7 Communication about the transfer of fund need to be sent to senior project director and project manager within 24 hours
- 12.4 All project offices will raise their invoice for monthly claim and travel claim of consultant by 5th of every month after a monthly audit by the finance in charge of the project and approval by the project director.
- 12.5 Payments must be made to the branch only against invoice or advance requisition.
- 12.6 Monthly reconciliation of central and project office need to be done both in excel and in books of account.
- 12.7 Every quarter internal audit must be made in all the project by a person nominated by CEO

Human Resource Policy and Practice Document



2013 -2014

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1. 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.

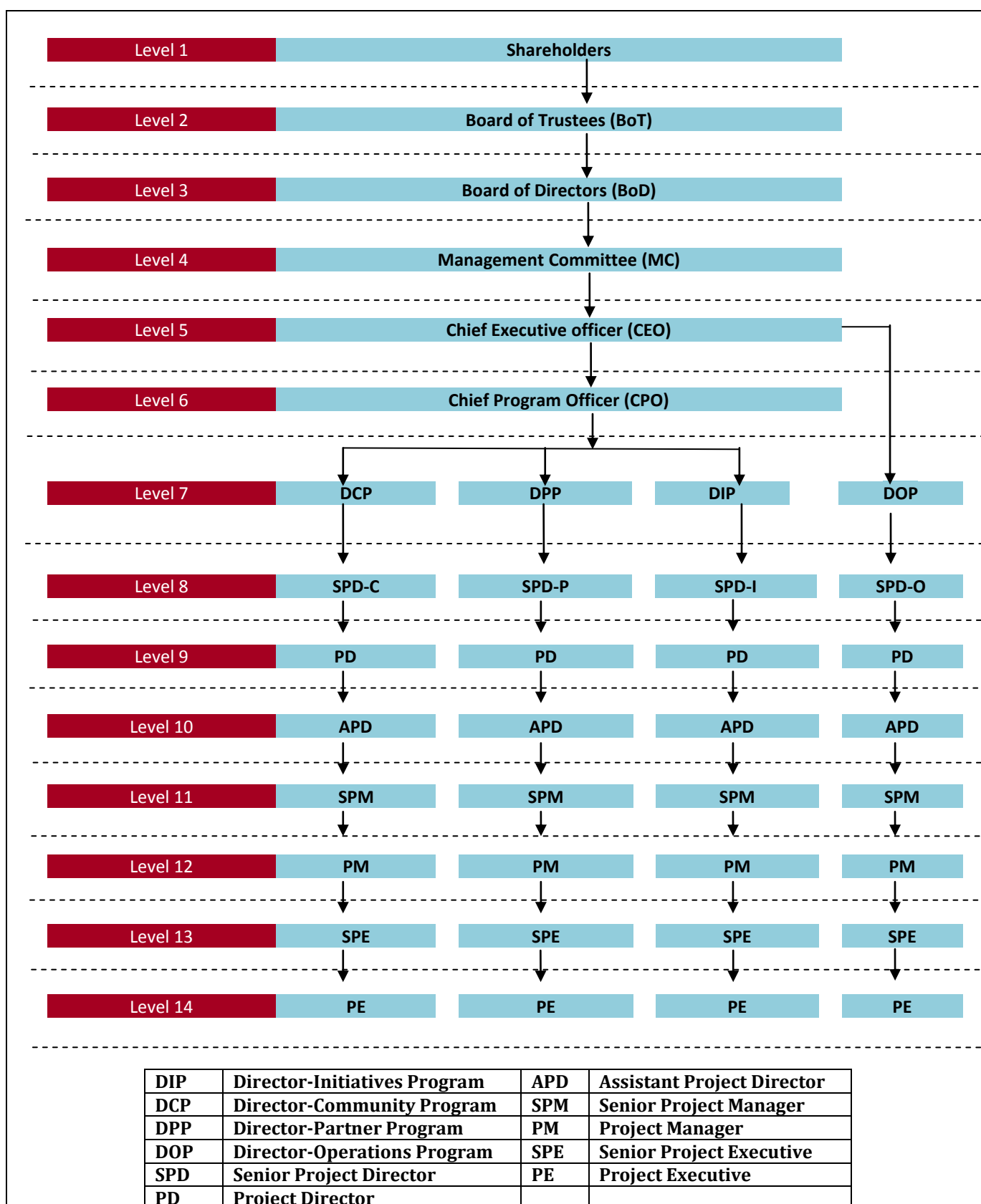
1.1. CENTRAL OFFICE REPORTING STRUCTURE:

- 1.1.1. ALC India has 12 levels of reporting shown above in the organogram. The shareholders own the organization. Chief executive officer of the organization reports to board of directors.
- 1.1.2. Chief Program Officer (CPO) reports to CEO. Under Chief Program Officer, there are three Program Directors functionally designated as Director-Community Program, Director-Partner Program and Director-Initiatives Program.
- 1.1.3. All the Senior Project Directors (SPDs) under the three programs report to the respective Program Director. Only the Senior Project Director-Operations will report directly to CEO.
- 1.1.4. There will be one senior officer (SO) in each programs reporting directly to Senior Project Director (SPD) of respective Programs.
- 1.1.5. Senior Manager(SM) in the same way report to their Senior Officers (SO) and Project Manager (PM) reports to Senior Manager (SM).

1.2. ORGANOGRAM:

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

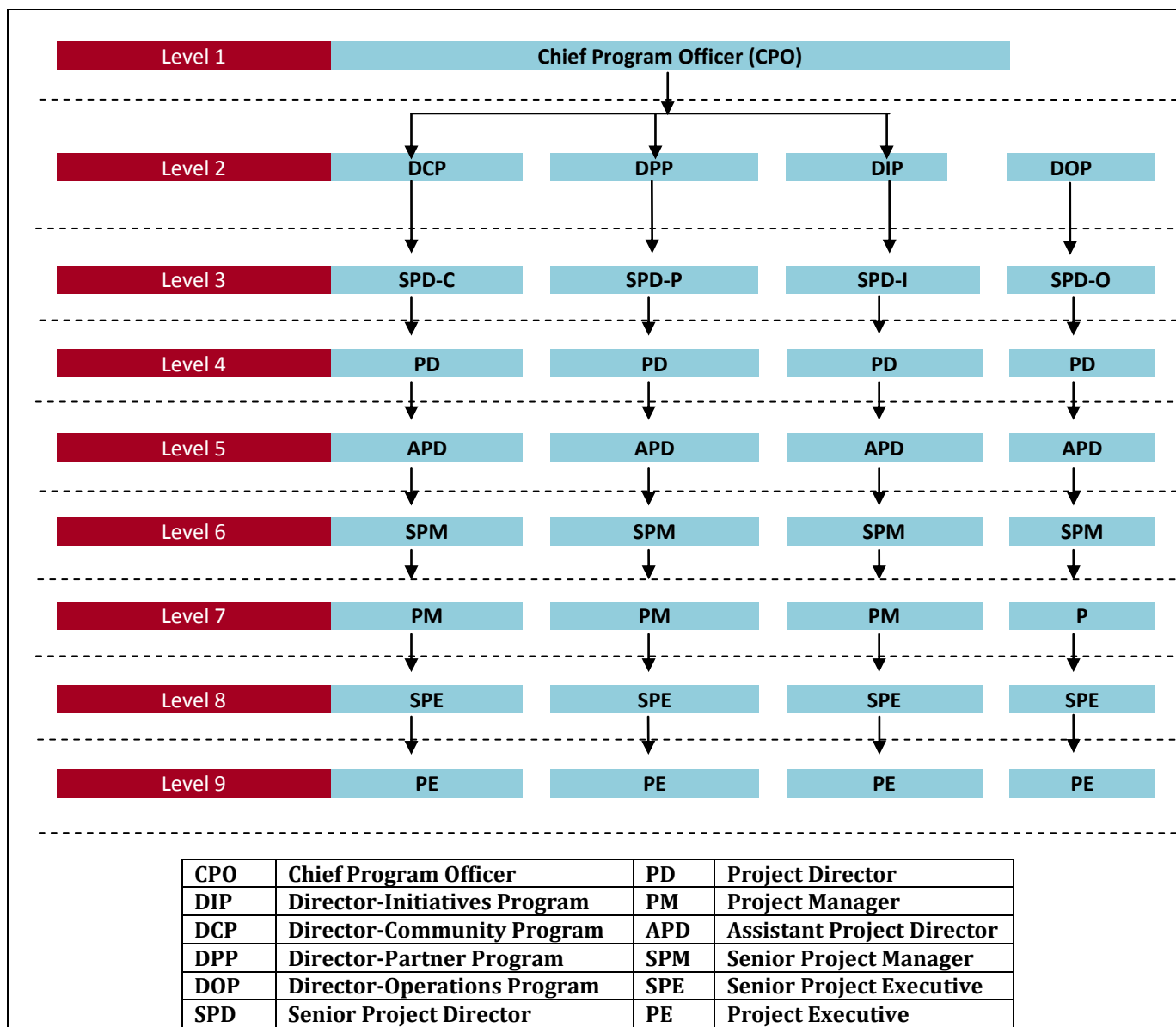
Figure 1: ORGANOGRAM AND REPORTING STRUCTURE OF ALC INDIA:



1.3. COMPOSITION OF ALC INDIA HUMAN RESOURCE GROWTH PATH:

1.3.1. ALC India Consultant's Growth Path and Designations:

Figure 2: ALC India's Growth Path and Designation



1.3.2. Significance of functional designations:

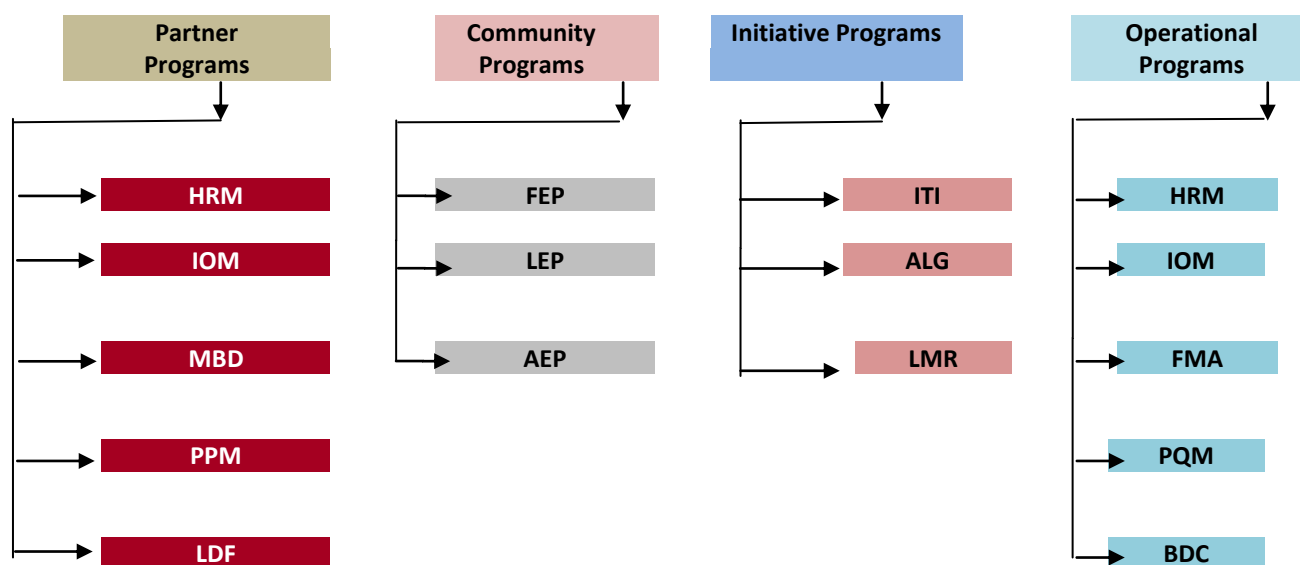
- 1.3.2.1. **Unit Head:** A consultant who has the responsibility of unit viability and operations in given geography and sector.
- 1.3.2.2. **Chief Executive Officer (CEO):** A consultant who has the responsibility of the organization viability and operations in all the domains, geography and sectors. CEO can be a consultant having position of Senior Partner level.
- 1.3.2.3. **Chief Program Officer (CPO):** A consultant who has the responsibility of the organization viability and operations in all the domains, geography and sectors. CPO can be a consultant having position of Partner level.

- 1.3.2.4. Program Directors (PD):** A consultant who has the responsibility of assigned programs- Community services/Partner Services/Initiative services. Program Director can be a consultant having position at Partner level. DCP/DPP/DIP
- 1.3.2.5. Senior Project Director (SPD):** A consultant who has the responsibility of program viability and business generation of the project. SPD can be a consultant having position of Senior Consultant and above level.
- 1.3.2.6. Assistant Project Director (APD):** A consultant who has the responsibility of managing two or more domains.
- 1.3.2.7. Senior Project Manager (SPM):** Organization can appoint a consultant from the domain to take the charge as Senior Project Manager. Senior Project Manager can be a consultant having position of Senior Consultant/ Consultant/ Management Analysts level as per requirement.
- 1.3.2.8. Division Head:** A division head has the responsibility to look after his division (Operations/Community/Partner/Initiatives) and who is responsible for the viability of his division.
- 1.3.2.9. Domain Leader:** A consultant who has the responsibility of viability of his domain. A domain leader can be a consultant having position of consultant or above
- 1.3.2.10. Quality Assurer (QA):** A consultant who has the responsibility of assuring the quality of all projects. Quality Assurer can be a consultant having position of Consultant or above as per requirement.
- 1.3.2.11. Quality Leader (QL):** A consultant who has the responsibility of assuring the quality of the assigned project. Quality Leader can be a consultant having position of Senior Consultant or above.
- 1.3.2.12. Team Leader (TL):** A consultant who has the responsibility of viability of the project. Team leader can be a consultant subjected to PPM policy.
- 1.3.2.13. Project Coordinator (PC):** A consultant who has the responsibility to coordinate among project stake-holder. Project Coordinator can be a consultant subjected to PPM policy.
- 1.3.2.14. Accountant:** A consultant who has the responsibility of maintaining and managing finance works in FMA Domain.

1.3.3. ALC India Fulltime and Associate:

- 1.3.3.1. Fulltime Consultant:** The term fulltime consultant is assigned to anybody who has been given a contract of 3 years.
- 1.3.3.2. Associate:** By external human resource, it is meant all those who are being issued 'Specific Task Contracts'.

Figure 3: ALC India's organizational structure



HRM	Human Resource Management	LEP	Livestock Enterprise Program
IOM	Institution & Organization Management	AEP	Artisan Enterprise Program
MBD	Marketing and Business Development	ITI	Information Technology Initiatives
PPM	Program and Project Management	ALG	Access Livelihoods Group
PQM	Program Quality Management	LMR	Livelihoods Models Research
FMA	Finance Management and Administration	FEP	Farmers Enterprise Program
LDF	Livelihood Development Finance		

2. 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 Program Directors/ Senior Project Directors/Domain head/ Senior Manager/ Project Manager
- 2.2.2. As per the requirement in the organogram
- 2.2.3. According to the organization's annual plan made in the beginning of the year. The requisition should be sent in mail. It would take 7 days to start the process of requisition. However 10 days of time will be the maximum time to close each requisition made.

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.
- 2.3.5. Special Offer to a few Tier I colleges will be given. Designation will be one level above the normal designation for students coming from IRMA, IIM and IIT or any other top institute based on CEO discretion.
- 2.3.6. Designation of tier I college will start from consultant level.
- 2.3.7. Couples will not be recruited in same reporting line.
- 2.3.8. If a consultant opts out of travelling to the field there will be a deduction of 15% from the salary range mentioned above
- 2.3.9. The project team will comprise of minimum of 50% women staff
- 2.3.10. Physically challenged candidates will also be given an opportunity to explore the roles available.
- 2.3.11. The staff at project office level should necessarily have a two wheeler. The two wheelers can be pre owned by the individuals or can be bought by them with the help of the subsidy plan given by ALC India
- 2.3.12. There is no lateral entry beyond senior project director level

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

2.4. 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.)	Total Per month ** (in Rs)	Consulting Fees Per Day (in Rs.)
CEO/CPO	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 Identification of independent chairman for the company. Ensure thematic and all domains'	MBA	10 +			
		Post-Graduation	12 +			
		Graduation	15+	1,500-3,500	70,000-1,50,000	4,000-8,000

	viability.					
Program Directors	<p>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</p> <p>Knowledge: Designs quality research/ training/ projects/publications/ portals/ with reasonable coherence</p> <p>Values: Demonstrated congruence between personal and professional values and lifestyle, deeply respected in the previous organizations</p> <p>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. Identification of board of directors for the company. Ensure high quality delivery in the projects of the company. Ensure thematic and domain viability.</p>	MBA	7+			
		Post-Graduation	9+			
		Graduation	12+	1,200-2,800	45,000-1,00,000	2,500-6,000
Senior Project Directors	<p>Skills: Excellent communication (written & oral) skill. Excellent MS Office skills. Good documentation skill. Efficient coordination, interpersonal and networking skill. Strong analytical skill and ability to use statistical tools; data compilation and presentation skill. Quality delivery of task.</p> <p>Knowledge: Good knowledge of livelihood sector in India. Good exposure to the work culture of social development. Strong base of fundamental knowledge on management functions including financial management and project management aspects. Knowledge of multiple languages will be an</p>	MBA	6+			
		Post graduation	8+			
		Graduation	11+	1000-2,400	40,000-95,000	2,000-4,000

	added advantage. Ability: To do multi tasking. To implement & lead designed training/ project/ intervention. To enjoy facilitation of nascent client groups (including community group). To travel minimum 20 days in a month.					
Project Directors	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. 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. Project specific expectations: Must have 4 years of on field experience. Ability to lead teams, ability to engage with communities and clients to take ownership for their work. Should be a seasoned facilitator of sophisticated and nascent groups	MBA/Professional Degree Post Graduation Graduation	5+ 7+ 10+	800-2,300	30,000-80,000	1,800-3,500
Assistant Project Director	Skills: Turns out delegated and guided work of quality , good communication skills, very enthusiastic, enjoys facilitating nascent client groups (including community groups), implements and can lead designed training/project/intervention well Knowledge: Knowledge of the sector Values: Respected as a professional in the earlier organizations Expected Deliverables: Generate minimum business of 2 (if Domain head) or 1.5 time of his/her cost to the company. Ensure the operation of the projects	MBA Post- Graduation Graduation	4+ 6+ 9+	700-1,900	25,000-65,000	1,500-3,000

	to optimize profit for the company. Ensure domain (if Domain head) or Individual viability. Project specific expectations: Should have minimum 2 years of on field experience. Enjoys facilitation of nascent client groups (including community groups), to implement and lead designed training /project /intervention					
Senior Project Manager	Skills: Person must have excellent communication (written and verbal) skills. Must be proficient in MS office. Good documentation skills. Efficient coordination, interpersonal and networking skill. Strong analytical and statistical ability to use various tools; data compilation and presentation skill. Should be well versed with the local language Knowledge: Good knowledge of livelihood sector in India. Good exposure to the work culture of social development. Strong base of fundamental knowledge of on management functions including financial management and project management aspects. Knowledge of multi language will be an added advantage. Ability: To implement and lead designed training/project/intervention. Must be able to do multi tasking. To enjoy facilitation of nascent client group (including community group). To stay in rural are to work at grass root level. Must ensure quality in delivering task	MBA Post- Graduation Graduation	3+ 5+ 8+	600-1,700	20,000-50,000	1,200-2,500
Project Manager	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 Knowledge: Good conceptual clarity on the subjects	MBA Post-Graduation Graduation	Fresher 2+ 5+	400-1,400	15,000-45,000	900-2,200

	<p>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. Implement the projects. Ability to work at profit optimization. Ensure individual viability.</p> <p>Project specific expectations: Minimum one year on field experience. Supports training/project/intervention related tasks with someone else in lead.</p>					
Senior Project 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> <p>Expected Deliverables: Generate minimum business of 1.5 time of his/her cost to the company. Implement the projects. Ensure individual viability.</p> <p>Project specific expectations: Some field exposure is expected. Provide field support, manage time well, quality delivery of delegated tasks</p>	<p>MBA/Professional Degree</p> <p>Post -Graduation</p> <p>Graduation</p>	<p>Fresher</p> <p>1+</p> <p>3+</p>	250-1,200	8,000-30,000	500-1,500
Project Executive	<p>Skills: Performs delegated work diligently, provides logistical support, and proactively seeks support of peers and higher authority.</p> <p>Knowledge: Basic understanding or prior work exposure on the tasks to be delivered</p> <p>Values: Sincerity towards the task given</p> <p>Expected Deliverables: Generate minimum business of 1.5 time of his/her cost to the company. Implement the projects. Ensure individual viability.</p>	Graduation	Fresher	200-450	5,000-20,000	300-800

2.5. 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 2*.

The panel for personal interview consists of members who should have at least 2 years of experience in ALC India. It would be desirable that in the panel one HRM domain member and one senior member from same domain is expected compulsorily. 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.

2.6. PROCESS FOR SELECTED FULL TIME CONSULTANTS

- 2.6.1. As far as possible appropriate interview panel will be formulated by the HRM 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.
- 2.6.2. All candidates who are selected through the process of recruitment, HRM domain will provide an offer letter within a maximum of 5 working days.
- 2.6.3. 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.
- 2.6.4. All candidates joining ALC India will be provided with short term contract for 6 months within six days of joining. After 6 months of induction period, on successful completion, the consultant will be given a long term full time contract for 3 years.

Standardized Formats of Short Term Contract and Fulltime Long-term Contract are illustrated in Annexure 5 and 6 respectively at the end of document.

2.7. DOCUMENT SUBMISSION

Every consultant is required to provide the documents stated in the offer letter as well as asked on the joining ALC India:

Standardized Formats of Offer Letter and List of Documents are illustrated in Annexure 7 at the end of document.

2.8. 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 1 year. 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 9*.

#	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.

2.9. 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.

2.10. REHIRE

If upon reemployment with the organisation employee's designation, compensation and benefits would have to be redetermined as per the openings at that point in time and left to the discretion of the HRM Head. Consultants with clear exit could rejoin after three months from last day of work.

Consultant will not be allowed to rejoin who have been terminated earlier on disciplinary grounds on any other form of misconduct.

2.11. SALARY AND COMPENSATION PACKAGE

2.11.1. ALC India Full Time Consultants:

ALC India **Full time** consultants will be offered a pay of 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 **Exigency Fund** only when he/she resigns. The total fund along with the accrued interest (**@12%**) will be paid back at the time of final settlement. **25 %** of the base pay will be kept as variable pay.

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 15% less than his/ her current salary.

3. CHAPTER 3: INDUCTION AND PROBATION PERIOD

3.1. PROBATION DEFINED:

In ALC India probation is defined as guidance and supervision period by the reporting officer to monitor the progress and skills of the newly hired consultant. Reporting officer has the responsibility to provide the probationer with the means and opportunity to demonstrate their ability. This should involve outlining expectations, giving clear instruction, regular constructive feedback and the provision of appropriate development. At the end of the period, the reporting officer will also need to make an informed decision whether or not to confirm the individual's continued association with the organization.

3.2. PERIOD OF PROBATION:

All individuals, those recruited, shall be on a period of probation for 6 months (inclusive of Sundays but no holidays/leaves) and they will be provided Specific Task Contract (STC) accordingly. The consultants, who successfully complete their induction, will be confirmed as full time consultants.

During six month probation consultant is eligible for only 3 leaves.

In the case of exceptional performance, the probation period of an individual may be fore-closed based on the recommendation of the respective reporting officer/ Domain head.

In case of a consultant's performance not meeting expectation, the period of probation 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 PROBATION PERIOD:

An assessment template of the performance of the consultants during the probation period has been designed. The consultant is guided from time to time by the Domain head 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 probation period. In case of underperformance, the base pay can be decreased or termination can be made, even 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. An individual needs to score 60% to successfully complete his/her probation.

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. A Welcome kit will be given to all the new joiners. The Welcome Kit comprises of a welcome letter, CD, notepad and a pen. The CD has all the relevant documents of ALC India which would help the consultant sail through his/her journey of ALC India successfully.
- 3.3.2.2. Induction program for new joiners: A 3 day programme will be conducted twice a year. New joiners from other units shall also be part of the induction program during the probation period.
- 3.3.2.3. Along with it, individual probation will continue as usual according to the target sheet.

3.3.3. Methodology

Induction programme will be taken up as follows:

- 3.3.3.1. Address note: Chairperson/Director of ALC India
- 3.3.3.2. Completion of joining formalities
- 3.3.3.3. Orientation to the organization's policies, procedures, norms and cultures and code of conduct
- 3.3.3.4. Introduction to economic development of marginalized communities
- 3.3.3.5. Interaction with the CEO and Domain head of various verticals of ALC India
- 3.3.3.6. Consultants coming purely from corporate experience need to spend 1 month on field to have a better understanding of the sector.

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

3.4. REVIEW DURING PROBATION PERIOD

- 3.4.1. At the end of the probation period, the consultant's performance shall be reviewed by the reporting officer/Domain head and HRM Domain head.
- 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 head will send out the confirmation appraisal forms to consultant one week before the end of the probation/extended period of probation.

3.5. PROCEDURE FOR CONFIRMATION/EXTENSION/TERMINATION/RESIGNATION

- 3.5.1. An individual needs to score 60% to successfully complete his/her induction. In case the individual does not succeed in scoring 60% her/his induction may be extended further with specific tasks allocated for the new time frame. The tasks will be planned by the reporting officer.
- 3.5.2. Post extended time frame also if the staff still does not perform the tasks satisfactorily (60%), he/she may be relieved of the services immediately

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

4. 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 head. 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

Performance review will be done two times in a year i.e. Half Yearly and Annual Review – in the first week of October and April during the financial year. Apart from this 2 quarterly reviews will also be done in the month July and January. The main purpose of these reviews is to assess what support is required to achieve the annual plan, any revision in the goals, shift in priorities(if any), barriers encountered in achieving the goals and how they can be overcome.

- 4.3.1. The Annual review period will be from 1st April to 31st March ensuing year.
- 4.3.2. Incentives will be announced before 31st April and 31st October end for the preceding 6 months.

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.
- 4.4.2. Consultant contribution will be assessed against the 4 pillars of the organization i.e. Financial, Impact, Learning and Growth and Organizational Contribution.
- 4.4.3. The set weightages are given in the ATP. Domain team comprises Project Executives, Senior Project Executive, Project Manager and Senior Project Manager. Core Team comprises level above Senior Project Manager in the organogram.
- 4.4.4. Viability indicator will be calculated with different weights based on number of components. Project quality Indicators will be rated by the PQM domain. PQM has its own mechanisms to rate the quality indicators.

Table 2: Performance Review System (Balance Score Card)

Particulars		Weigtage									
		Domain team				Core Team					
		Partner	Operations	Community	Initiatives	PD	SPD	DPP	DCP	CPO	CEO
A	Financial	20%	10%	5%	20%	10%	10%	20%	10%	10%	5%
1	Individual Business Development										
2	Individual Consulting										
B	Impact	30%	30%	45%	30%	30%	40%	30%	40%	30%	20%
1	Outreach										
2	Quality Assessment										
3	Program Expansion										
4	New Initiative										
C	Learning and Growth	20%	20%	25%	20%	20%	10%	20%	10%	20%	5%
1	Voluntary work										
2	Knowledge Product Development										
3	360 Degree Assessment										
4	Other Domain Contribution										
D	Organizational Contribution	30%	40%	25%	30%	40%	40%	30%	40%	40%	70%
1	Domain Internal Operations										
2	Revenue (Turnover)*										
3	Domain/Division Business Development*										
4	Allocated Budget for Domain/ Division										
5	Expenses Vs Revenue Ratio										

**Not applicable for operations*

Note: Please refer to Annual Target Plan (ATP) for details and individual wise target

4.5. ASSESSMENT METHODOLOGY

Assessment methodology of each parameter is given below:

- 4.5.1. **Individual consulting:** Each consultant has to do achieve his/her consulting target given in the annual target plan.
- 4.5.2. **Business development:** Business Generation for each consultant is a very important task and each one 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.
- 4.5.3. **Project quality assessment:** 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.
- 4.5.4. **Voluntary work:** Each consultant is expected to give 20 days of voluntary work to any organization. Under this ALC India would bear the HR cost of our consultants however other expenses will be borne by the client organization.
- 4.5.5. **360 degree assessment:** 360-degree assessment is a method of systematically collecting opinions about a consultant's performance from a wide range of coworkers. This could include peers, direct reports, reporting officer — along with people outside the organization, such as clients. The benefit of collecting data of this kind is that the person gets to see a panorama of perceptions rather than just self-perception, which affords a more complete picture.
- 4.5.6. **Knowledge product development:** The person can write one article and it is his/her responsibility to get it published as paper or in some magazines.
- 4.5.7. **Domain overhead compliance:** The set of domain overheads are given in the beginning of the year in the annual target plan. 80% of the given domain overheads needs to be completed in a year to achieve the minimum compliance of domain overheads.
- 4.5.8. **Other domain contribution:** To ensure cross functional learning of consultants other domain and program contribution becomes mandatory for them. Hence 20% of consultants' time needs to be given to other domain/ unit/ Indirect to achieve the other domain compliance.

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 the sub parameters of the four indicators will be set by the individuals
- 4.6.3. Viabilities in 6 months will be seen
- 4.6.4. Business Generation will be 50% of the Annual Target.
- 4.6.5. 10 voluntary days should be completed
- 4.6.6. 50% of domain overhead compliance
- 4.6.7. 20% of the time to other domain

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 underperformance, 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

Promotion eligibility: A consultant is eligible for promotion only after 2 years of service. 5% of promotion will be on discretion of CEO/CPO/Management Committee.

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

- 4.10.1 **Promotion assessment test:** ALC India has 12 modules on capacity building. To be eligible for promotion a consultant should pass all the test achieving at least 60% marks. Test paper is to be designed and administered by HRM. Test of Reference 12 modules of Capacity Building spread over two years. At the end of financial year test of 6 modules will be conducted
- 4.10.2 **Annual performance rating:** To be eligible for promotion a consultant should achieve a minimum of 80% in his/her annual performance rating. Score will be calculated as average of his/her two years annual performance
- 4.10.3 Recommendations by the superior on capability fit for the next level

Table 3: Weightage for different parameters for promotion

Parameters	Weightage (%)
Test on knowledge about ALC India and livelihood programs	30
Annual performance rating	50
Recommendation	20

4.10. RESIGNATION AND IT'S PROCEDURE

- 4.10.1. Confirmed consultants **at Senior Project Manager and above level** should serve 3 months' notice period before separation from the organization. In this case they will be eligible for the three month's pay as well as for the incentives and the experience certificate. Otherwise the consultant should pay three month salary in lieu of not submitting the three months' notice to get eligible for the incentives and the experience certificate. Amount to be deducted will be calculated on pro-rata basis.
- 4.10.2. Confirmed consultants **below Senior Project Manager** should serve 2 months' notice before resignation. In this case they will be eligible for two months' 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 months' notice to get eligible for the incentives and the experience certificate. Amount to be deducted will be calculated on pro-rata basis.

- 4.10.3. As mentioned above notice period till Senior Project Manager' is 3 months and below them is 2 months can be negotiated on approval of reporting officer.
- 4.10.4. 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 month in the final settlement, ALC India will give the consultant an interest on the final amount at the current SBI bank rate.
- 4.10.5. Exit interviews: Exit interview format is in *Annexure 14*

4.11. SETTLEMENT AMOUNT

The amount for the final settlement will include the following:

- 4.11.1. Salary balance if any
- 4.11.2. Pending Incentives/ disincentives
- 4.11.3. Unpaid reimbursements/ advances
- 4.11.4. Any other amount pending against the individual

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 Final Settlement Form, Pro-forma of Resignation and Relieving Letter is part of Annexure 15, 16 & 17 respectively.

4.13. TERMINATION AND IT'S PROCEDURE

- 4.13.1. Absence of consultant without prior information for more than 3 (three) 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 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 two/three month/s notice to the consultant depending on the level. In case ALC India terminates any contract without giving notice, consultant will be paid salary against the forgone months except in the case of any disciplinary action and absence without prior notice (as mentioned in 4.13.6)

5. 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 reporting officer, 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 services head/functional head/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 – a 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 4: Particulars of paid offs & benefits that can be availed during a financial year

#	Particulars	Consultant who work 6 days a week	Consultant who work 5 days a week
1	Sundays	All Sundays	All Sundays
2	Saturdays	12 Saturdays	All Saturdays unpaid
3	National Holidays	3	3
4	Paid Offs	15 days per year	12 days per year
a	Casual	12	9
b	Anniversary	1	1
C	Festival	2	2
5	Mandatory Vacation	6 days after completion of 6 months of work	5 days after completion of 6 months
6	Maternity/Paternity Benefit	4 Months/6 Days	4 Months/6 Days
7	Special Leaves	12 days	12 days

Note: Two different types of leaves can't be clubbed together.

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. Saturdays:** Every Second Saturday in a month.
- 5.1.2.3. 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.

5.1.2.4. Paid Offs (PO): Paid offs are divided into three parts: Casual, Anniversary and Festival. Non – availed paid off of a particular financial year cannot be carried forward to following year/s. Paid off cannot be encashed. A consultant who work 5 days a week can avail only 12 Paid off.

5.1.2.4.1. Paid off - Casual: Total 15 paid off - casual can be availed in a financial year. This should not exceed more than 3 days in a row. Paid off – casual is earned benefit. Consultants who work 6 days a week earn 1 leave per month. For Consultants who work 5 days a week earns 0.75 leave per month. A consultant has to give 3 day notice in advance for paid off-casual. In case of sickness he/she can take paid off by applying on the same day.

5.1.2.4.2. Paid Off-Anniversary: 1 anniversary leave in a year to only married consultants. The date has to be intimated to HRM domain in the beginning of the year by the consultants who want to avail this leave.

5.1.2.4.3. Paid off -Festivals: A consultant can take 2 paid off for any festival in a year. Two paid off can be taken in a stretch or for two different festivals at different times in a year. Every Consultant has to intimate HRM domain the festivals for which they want to avail leaves.

5.1.3. Sabbaticals:

ALC India supports the consultant with an unpaid sabbatical benefit in case of consultant pursuing higher education or research. Minimum service period of the consultant should be 5 years to avail Sabbatical. The decision on sabbatical will be taken as per Board's discretion and on qualifying a written test. Application for any higher education/research should be informed at least 6 months in advance. The period of sabbatical is 2 years at the max.

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 head, 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. 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. 1000 per year will be provided to each consultant towards laptop maintenance allowance. Besides laptop allowance, the consultant will be given laptop battery allowance of Rs 5000 or actuals whichever is less.

Note: In case of project executives in the laptop allowance will be Rs. 10,000 (Rs Ten Thousand Only)

5.2.3. Mobile Allowance

Each consultant will be given a monthly mobile reimbursement of Rs. 500 upon submission of bill payment receipt. Any claim beyond Rs. 500 should be approved by team leader and domain leader. If he/she doesn't give bills, tax will be deducted.

5.2.4. 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.

5.2.5. 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

5.2.6. Permanent Relocation Allowance

In case of new recruits the change of city of location would make the candidates eligible for Permanent relocation allowance. Under this the actual expenses incurred during the change of location of city will be reimbursed by ALC India. The expenses may include the tickets of the candidate as well as the shifting charges of his/her goods.

5.2.7. Special Incentive

Special incentives of Rs. 200,000 (Rs Two Lakhs Only) will be given to the consultant who has worked for five years without a break. This incentive will be given in two slabs

1. At the end of 3rd years Rs 1 Lac
2. At the end of 5th year 1 Lac

These incentives will be transferred to the consultant's exigency fund.

5.2.8. Performance Bonus

Based on the half yearly assessment rating all consultants are entitled to a performance bonus upto 25% of the pay which has been categorized as the variable pay. Assessment will be done only in the month of Oct and April irrespective of the joining date of the consultant. Anyone who has completed a minimum of three months of work in a 6 month period will be eligible for assessment. The assessment will not include the performance in the probationary period. A consultant can get the bonus based on his/her performance score as per the balance score card. The bands and incentive are as follows:

Band	Score	Incentive (Rs.)
Band I	>110%	25% of the pay
Band II	100-110%	15% of the pay
Band III	90-99%	10 % of the pay
Band IV	85-89%	5% of the pay

5.2.9. Voluntary savings

This is a special benefit one can avail in ALC India. Each consultant will contribute Rs 780 per month from their salary. ALC India will contribute same amount every month. An annual rate of interest of 8.3% will be paid by ALC India on the savings amount. This will go into the savings account of the consultant.

5.2.10. Special Bonus

Based on the organizational performance and upon CEO discretion a consultant can get up to Rs 5000 annually on 26th Jan

5.2.11. Maternity Benefit**Eligibility**

All women consultants, whether married or not should have worked for a minimum of 80 days in 12 months preceding her date of delivery, in order to be eligible under Maternity Act for its benefits.

Benefits

Under this benefit the woman staff could avail the leaves for twelve weeks out of which six weeks prior to child's birth and rest post delivery in a normal case.

In case of complications entitlement could be stretched for a month and a half depending on the doctor's advice.

Salary would be same as last drawn before going on Maternity Leave.

Procedure

To avail the benefits they have to submit the medical documents along with prescription to the HR and submit Form B on or before the maternity leaves start.

Over and above this as advised by the medical practitioner leaves without pay could be opted

Entitlement

Maternity leaves can be availed twice during the service. 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 domain head. The consultant can extend her leave up to 12 months (unpaid) on her request and on approval of CEO who have been associated with ALC India for more than three years. One has to give 2 months prior notice.

5.2.12. 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.

5.2.13. 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. The leaves will be non paid in nature and accordingly one vacation leave will be reduced.

5.2.14. 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 is required to take prior appointment for counseling.

5.2.15. Special Leave

Organization announces the privilege to consultants to avail 6 days paid leave due to death of immediate family members (father/mother/siblings/children/spouse) and an option of availing 15 days as unpaid leave will be given to the consultants for marriages/ children's marriage/ death of family members. This facility is applicable to those who complete the probation period of 6 months

5.2.16. Vehicle Subsidy Plan:

As a mandatory prerequisite each project office level staff in community program services need to have a 2 wheeler. This vehicle can be pre owned by the individual or can be bought by them using the subsidy plan given by ALC India. It will be given in the beginning of the year. If the person leaves in between the year, the subsidy for that particular year will be taken back and adjusted during the financial settlement. The

papers of the vehicle will be given to the individual only after the number of years stipulated by him for the subsidy plan.

Various plans based on the number of years are given below.

Subsidy plan for 2 wheelers					
Cost of the vehicle (Rs)	50,000				
Number of years	1	2	3	4	5
Subsidy	10,000	10,000	10,000	10,000	10,000

6. CHAPTER 6: DEPUTATION SERVICES

6.1. 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.

6.2. 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.

6.3. 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.

6.4. DURATION

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

6.5. LOCATION

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

6.6. 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.

6.7. 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.

6.8. 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.

6.9. 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.

6.10. 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.

7. CHAPTER 7: SEXUAL HARASSMENT POLICY

7.1. 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.

7.2. OPERATIVE AUTHORITY:

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

7.3. OPERATING PROCESS:

7.3.1. 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

- 7.3.1.1. Physical contact and advances/ offensive language
- 7.3.1.2. Demand or request for sexual favors
- 7.3.1.3. Sexually colored remarks or/and bawdy humor
- 7.3.1.4. Showing any pornographic material
- 7.3.1.5. Any other unwelcome physical, verbal or non-verbal conduct of a sexual nature

7.3.2. 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.

7.3.3. 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 head through application or mail. Domain head 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.

8. CHAPTER 8: GRIEVANCE REDRESSAL MECHANISM

8.1. 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. Any complaint related to non compliance to procedures, misappropriate use of funds, indiscipline can be put across to the immediate higher authority of the individual against whom the complaint is made.

8.2. OPERATIVE AUTHORITY

- 8.2.1. HR
- 8.2.2. Head of the Domain
- 8.2.3. Management (depending upon the severity)
- 8.2.4. An open session will be taken up once in every month to hear and reduce grievances of the consultants.

8.3. OPERATING PROCESS

Any and all complaints 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.

9. CHAPTER 9: VOLUNTEERISM

9.1. PHILOSOPHY

Volunteering is the practice of people working on behalf of others or for 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.

9.2. 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 .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.

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.

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

9.3. Guidelines

- 9.3.1. Except for the human resource cost other costs will be borne by the client. Other Costs include Long distance travel, local conveyance, boarding and lodging.
- 9.3.2. Each ALC India consultant will volunteer to work with any development agency or a social enterprise for 20 work-days in a year
- 9.3.3. Finding an agency for voluntary service is the sole responsibility of the consultant.
- 9.3.4. The consultant planning for voluntary service should get the ToR from the respective organization and submit it to the Domain head before the monthly meeting
- 9.3.5. Domain head has to verify whether the ToR meets the objectives of Volunteerism of ALC India or not. Domain head also need to see that the consultant has no other major commitments during the specified period
- 9.3.6. Only after approval of the Domain head, the consultant can proceed further for voluntary service.

10. CHAPTER 10: FELLOWSHIP

10.1. Philosophy

ALC India believes that the best way to improve the lives of marginalized is to encourage social entrepreneurs who take initiatives by living and working closely with marginalized communities. ALC India Fellowship is one source of support for these activities which indirectly will help the marginalized.

10.2. General Guidelines:

- 10.2.1.** Fellowships are originally granted for one year and may be renewed for a further year up to a maximum of 2 years.
- 10.2.2.** The Fellowship should be taken up within six months of its award. Any delay will require the authorization of the Services Head of the HRM
- 10.2.3.** Fellowships cover a period of one year at a stipend of Rs.10,000- 15,000.00 per month. The maximum stipend is Rs. 15,000.00.
- 10.2.4.** Every three months during the contract period fellow must send a progress report detailing the work done to the Domain head of the HRM. A review/audit of the venture will be done by HRM Team and the next payment will be done only after the timely delivery of tasks and progress report.
- 10.2.5.** ALC India fellowship is offered only to a candidate who is working on his own venture. If two-three candidates are working on the same venture then only one person from the team is eligible for applying for ALC India Fellowship. Fellows will be chosen on the basis of their academic achievement as well as for their leadership potential and commitment to community service.
- 10.2.6.** ALC India Fellowship support Fellows by providing Voluntary service, technical assistance, mentoring support besides monetary support

10.3. Eligibility Criteria:

Applicants should:

- 10.3.1.** Be Indian nationals currently residing and working in the states of Gujarat, Jharkhand, Tamil Nadu, Andhra Pradesh, Maharashtra, Karnataka, Odhisha.
- 10.3.2.** Hold a Master's degree from a recognized Indian university with at least 55% marks. Candidates having a degree in Entrepreneurship will be given preference.
- 10.3.3.** Have at least two years' full-time work experience relevant to their proposed enterprise. Fresher's can also apply
- 10.3.4.** Have experience in leadership and community service or development related activities

10.4. Process of Application

Stage 1: Interested candidates should send a mail to hr@alcindia.org asking for ALC India Application Form.

Stage 2: Shortlisted Candidates will be informed by the HRM Domain. They need to send the following documents at hr@alcindia.org:

1. CV
2. A detailed Summary of Proposed Venture.
3. Letter of Recommendation: Applicants are also asked to solicit a letter of reference

Stage 3: Proposed Venture will be reviewed and evaluated by the HR Team of ALC India. Shortlisted candidates will be invited to attend interviews.

Stage 4: The Board of directors will decide on the Fellowship amount and make the final selections and the decision will be conveyed to the applicant by the HRM Domain. All decisions of the ALC India Board of Directors will be final and will not be open to review.

Stage 5: The HRM Domain will send the Fellowship Contract to the selected Fellow. The first deliverable of the fellow as a part of the contract is to submit the following documents in the first quarter:

1. Business Plan
2. Strategy Document

10.5. Application Review

The application will be reviewed on the following five criteria:

- 10.5.1.** The intellectual significance of the proposed venture, including its compliance to ALC India's mission & Vision
- 10.5.2.** The quality or promise of quality of the applicant's work.
- 10.5.3.** The quality of the conception, definition, organization, and description of the project and the applicant's clarity of expression.
- 10.5.4.** The feasibility of the proposed plan of work, including, when appropriate, the soundness of the dissemination and access plans.
- 10.5.5.** The likelihood that the applicant will complete the project. Fellowships support projects at any stage of development.

11. 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 follow:

#	Capacity Building Opportunities	Criteria for Eligibility	Duration & Periodicity	Program Design	Terms and Conditions
1	Induction Programs	All new recruits	3 days initially upon Recruitment	a. Understand organization culture b. Understand organization vision and mission	Open for everyone
2	Staff Engagement Programs	All Staff of ALC India	4 Days Per Year	a. 2 days Retreat 1 Family Get Together c. 1 day Picnic d. 1 Movie	Open for everyone
3	Staff Training I	Staff completing Probation	3 days per year	a. Design based on Needs Assessment b. Conducted in Q3 c. Exposure Visit	Staff completing probation period successfully
4	Soft Skill Training	Project Analyst, Project Manager and Senior Manager	1 day per year	a. Soft Skills b. Time Management c. Leadership	Must complete Probation period
5	Staff Training II	Consultants/Senior Consultants	a. Upto Maximum 7 Days b. Once Every Year	a. EDP or MDPs of Recognized & Well Known Institutes	a. Open to 1-2 Years Old Staff b. Should have previous Years at least Single Incentive c. Cost Sharing 60:40 - ALC India : Consultant

6	International Volunteering	Program directors/CEO/CPO	a.Upto Maximum 2 Months b.Once in Every 2 Years	a. International Volunteering - Outside India b. Initiative of the Individual c.Processing Support by ALC India d.Purely on Economic Development Programs	a.Open to only program directors, CPO and CEO b.Should have 1 Previous Year Double Incentive c.Salary Equivalent to 1/4th Stay Period to be Paid
7	Workshops	Senior Officer	2-3 days	a. Workshop on HR, Project, Finance Management b. Processing support by ALC India	a. Open to only Senior Officer b. Cost Sharing 70:30:: ALC India: Consultant
8	Staff Training(Direct Outreach	Staff of Project office	3 Days	a.Training will be given on procurement, linkages, fund raising, mobilisation, FPO b.Training will be given in 4-6 phases	Everyone

ICK POLICY AND PRACTICE DOCUMENT

2013-14



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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 (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, PFMS, Approach Papers, Winding Up Reports, Current Commitments, Monthly Planner, Business Development Reports, Employee folder and CVs shall be maintained by the responsible 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 marginalized.

- 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 marginalized.
- 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 within 1st quarter of financial year --fifteen days after Annual General Meeting.
- 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
 - 2.2.9.4. Password shall be changed right after the resource person taking care of the ICK and FMA domain leave.

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. The domain shall prepare the "Standard Operating Procedure" for Website updating, which need to be followed by a specific authority allocated for the same.

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. Email

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

3.2.1.1. All mails from a domain member to another domain member and outside ALC India shall be marked (CC) to the Domain Leader.

3.2.1.2. 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.

3.2.1.3. ICK domain shall manage the e-mail id info@alcindia.org.

3.2.1.4. 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.

3.2.1.5. Every Consultant shall check their Official mail on daily basis and respond to it.

3.2.1.6. No person shall use official mail id for the personal purposes.

3.2.1.7. All e-mails and associated contents are the properties of ALC India.

3.2.1.8. E-mail Communication should happen only between concerned person until or unless It relates to staff welfare

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

- 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/dd/mm/yy/meeting number)
- 3.2.4.4. Staff Meeting Minutes (Example: SM/dd/mm/yy/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. Email

- 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 GUIDELINE

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

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:**
 - A. Library refers to the place/space assigned for the Objectives mentioned in Section 4 and do not necessarily mean separate building or otherwise.
 - B. 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;
 - C. Board exclusively means the Board of Directors of the ALC India.
 - D. CEO means the person acting as the Chief Executive Officer of the ALC India.
3. **Objectives of the guidelines:**
 - A. To outline rules and regulations in order to manage the library in more efficient way.
 - B. 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

- A. The library shall be located at the Head Office Building of ALC India.
- B. 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

- A. No user shall be entitled to borrow more than three books, reports or other material available in the library at a time.
- B. The maximum period of borrowing shall be 15 days.
- C. The librarian or In-Charge, as the case may be, may re-issue the books for second consecutive time if requested.
- D. 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

- A. consultants of the ALC India shall be members of library by default
- B. 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

- A. Failure to return books on time would compulsorily lead to penalty of Rs. 5 per day up to five days.
- B. After five days of non- returning, the fine will be Rs. 10 per day for the next five days.
- C. 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.
- D. Failure to return the book/ CD after 20 days shall be liable to pay the fine with actual cost of the book/ CD.
- E. 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.
- F. Notwithstanding anything contained in Section 9 (i), (ii), (iii) and (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. Personal

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

12. Responsibilities of the Librarian

- A. To manage the library efficiently and accountably including
 - i. To maintain records of all reading material, purchases, fines/penalties, payments and the like
 - ii. To issue reading material and ensure its return on time and in good condition
 - iii. To prepare necessary documents required by competent authority related to the Library
 - iv. 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:

- A. 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.
- B. The Board shall allocate the budget for Library after consultation with ICK domain head.

14. Purchasing books, reports etc

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

Action to be taken

- i. To consider the views of consultants in ALC India regarding their specific needs.
- ii. Visit local booksellers and book fairs.
- iii. Write to publishers for catalogues.
- iv. Read book reviews in newspapers, newsletters and magazines.
- v. Keep records of all orders and purchases

15. Loss or Damage

- A. 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.
- B. 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**
 - A. There shall be a library committee, consisting of 3 members, 1 member shall be from FMA, 2 members from ICK.
 - B. 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.

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.

4.6. MILESTONE DOCUMENT

Milestone documents to be prepared once in every six years based on the board decision.

4.7. KNOWLEDGE DATA COLLECTION

Data to be collected from time to time to enable inputs for all documents related to knowledge management.

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	ALC India	ALC/ALCI
2	Consulting Service	Advisory Service
3	Development Agency	NGOs/VDOs
4	Domain	Department
5	Economically Marginalized	Poor
6	Human Resource	Manpower
7	Man/Woman	Male/Female
8	Person	He/She
9	Person Days	Man Days
10	Surplus	Profit
11	Viability Center	Profitability Center
12	Community/ Partner Services	Implementation Projects
13	Partners	Clients
14	Co-Creation	Facilitation

6. ACRONYMS

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

#	Acronym	Full form
1	ICK	Information Communication and Knowledge
2	IOM	Institution and Organization 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	QL	Quality Leader
14	QA	Quality Assurer
15	CEO	Chief Executive Officer
16	UH	Unit Head
17	PMIS	Project Management Information Systems
18	FMIS	Finance Management Information Systems
19	VPMIS	Voluntary Project Management Information Systems
20	PFMIS	Project Finance Management Information Systems

Institution and Organization Management Policy and Practice Document



2013 -2014

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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 a 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 of old policy, as the case may be in the month of November and place it before the Board meeting of third quarter 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.
- 1.2.4. Unit offices should have their own policies, books of accounts and financial statement.

1.3. Steps to be followed while formulating new policies:

- 1.3.1. Preparation of approach note and getting it approved from the CEO.
- 1.3.2. Brainstorming among the team members of the domain concerned.
- 1.3.3. Holding domain wise workshop inviting ideas and suggestions from domain members
- 1.3.4. Visiting project offices and taking suggestions from field staff
- 1.3.5. Making a draft note of suggestions collected in the 1st workshop & circulating it to domain heads
- 1.3.6. Holding a second workshop of domain heads and senior management in which domain leaders will give the presentations for their respective domain.
- 1.3.7. Minutes of the second workshop will be circulated to all domain heads
- 1.3.8. Domain Heads will make a draft policy based on the minutes
- 1.3.9. Presenting the draft policy to the Management Committee, taking comments and finalizing.
- 1.3.10. Taking approval of the Management Committee and executing accordingly.
- 1.3.11. The concerned domain head shall be responsible for formulation of the final policy.

1.3.12. 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 loopholes**1.3.13.** Newly formulated policies shall be presented by the CEO and then go to the Management Committee 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 Rs. 35,000/.

1.5. Policy Revision:

- 1.5.1.** Policies once finalized shall not be revised in between a year.
- 1.5.2.** Notwithstanding anything contained in the 1.4.1., Management committee 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 ALC India.
- 1.5.3.** For the same, concerned functional head shall come up and bring to notice the required changes to CEO, which shall be discussed in the next Management Committee Meeting.
- 1.5.4.** CEO is fully empowered to decide on the matters where policy is silent till further decision by the Management Committee.

2. Domain Structure

As the core approach of ALC India is to extend different professional solutions to address livelihood issues of economically marginalized, different required functions are constructed as Domains in ALC India. Domains providing professional solution/services to external partners and internally are organised as partner services and operations. Domains generate different products/services to serve target stakeholders including ALC India. Domains have to be oriented towards the services provided to the ultimate stakeholders. Unless otherwise necessary for the interest & smooth functioning of the organization, 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 upon approval, proposal for formation of new domain shall be proposed in the annual plan. 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 a functional head to lead the domain.

2.2. Criteria to decide Effectiveness of Domains:

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

3. 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 2013-14, the number of Board members shall be kept at 8 (Maximum) including non-executive members and the chairperson. Even though, it is not specified by 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 director is 3 years. Board shall appoint a Managing director as specified the AoA and will be designated as Chief Executive Officer and the Managing Director.

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 in consultation with the board shall decide the remuneration of the directors, especially independent directors. However, they are not entitled to get any other remuneration other than sitting fees.

3.2.6. Sitting fees for independent director is Rs. 7000 per board meeting.

3.3. Responsibilities of the Board members

Every board member is required-

3.3.1. To appoint and remove the CEO, as the case may be;

3.3.2. To monitor the performance of the CEO from time to time;

3.3.3. To attend all Board meetings & AGMs actively;

3.3.4. To extend support in crisis situations;

3.3.5. To raise capital;

3.3.6. To ensure legal compliances;

3.3.7. 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 at least 21 days notice in writing and at usual place of residence.

3.4.2.No Board shall proceed and transact the business unless at least 80 percent of the existing board members are present in person.

3.4.3. Out of the two, one will be a permanent invitee (for the period of one year) and other will be invitee for one concerned Board meeting only.

3.4.4. 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.

3.4.5. Agenda of the board meeting shall be circulated to all members of the Board 21 days prior to

the board meeting.

3.4.6. 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.

3.4.7. Along the agenda and reports, there shall be a separate Annexure, which shall carry information on observations of the Board which have complied with and which are kept pending.

3.4.8. Complete notes including some template and checklist shall be developed and circulated 3 days prior to the scheduled meeting.

3.4.9. Each Board Meeting shall be uniquely numbered – similarly each agenda shall also be given separate numbering.

3.4.10. On commencement of the meeting, Board shall review the minutes of previous meeting, financial statement of previous quarter and progress report of ALC India.

3.4.11. The decision making shall be done as per the number of shares in Company (Voting right in proportion to shareholding).

3.4.12. MD/CEO shall be responsible to furnish any information desired by the Board Members.

3.4.13. Minutes to be circulated to all Board Members within 7 working days of the Board meeting.

3.4.14. MD/CEO shall be responsible for the execution of the Board decisions.

3.4.15. 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 consultants of the company, were members of the company while in their 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 Register for share certificates:

- 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 2013-14, the Authorized Share Capital of the company will be increased to Rs. 5 Crore.
- 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 be 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 decide 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. Management Committee (MC)

5.1. Constitution of Management committee:

- 5.1.1. A six Member Committee is constituted in the beginning of the financial year.
- 5.1.2. Management Committee members should be from Access Livelihood Group.
- 5.1.3. Chief Executive Officer is the sole representative in the Board of Directors and will act as a bridge between Management Committee and Board of Directors.
- 5.1.4. Meet at least once in 3 months before the Board Meeting. However, additional meeting on mutual consensus can be done based on the requirement.
- 5.1.5. The Chairperson and Convener of the Management Committee is Chief Executive Officer of ALC India.
- 5.1.6. Sitting fees for management committee members who are from the group entities is Rs 4000 per meeting.

5.2. Roles and Responsibilities

- 5.2.1. Pre Board Meeting review of all the notes being submitted. Need to be vetted for accuracy.
- 5.2.2. Functions – review all the data and generate alternate solutions for the current problems of ALC India to be presented for the Board of Directors for consideration.
- 5.2.3. Review financial audit reports and present key points to the Board of Directors
- 5.2.4. Review management and governance audit reports and present key action points to Board of Directors
- 5.2.5. Review Annual Policy and Practice Documents and present for consideration of the Board of Directors
- 5.2.6. Review Annual Plans and present the same for consideration to the Board of Directors
- 5.2.7. Review ALC India Performance Reports and present key emerging trends and analysis to the Board of Directors
- 5.2.8. Review and decide on the Large Projects of sizes more than Rs 1 Crore before acceptance is conveyed to the clients
- 5.2.9. Review and decide on the proposal received for financing ALC India as per the policy norms set by Board of Directors.
- 5.2.10. Identification of strategic issues affecting ALC India and brainstorming on solutions to be referred to Board of Directors
- 5.2.11. Any other as delegated by Board of Directors from time to time.

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.
- 6.1.2. ALC should take up projects only in 6 states-Maharashtra, Andhra Pradesh, Bihar, Jharkhand, Karnataka, UP.

6.2. Locations:

- 6.2.1. In 2013-14, 1 new unit apart from ATLS and AFLS 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, and currently, project offices are established in Degloor, Sindagi and Kodangal.

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".
- 6.6.4. Unit offices shall have their own policies, books of accounts and financial statements.

6.7. Pre-conditions for establishment of an independent unit:

- 6.7.1. Individuals/Core Team should be willing to be social entrepreneurs having sufficient experience in the field
- 6.7.2. Individual/ Core Team should be able to raise business of Rs 1 Crore along with the support of ALC India and Rs 40 lakhs by themselves
- 6.7.3. Individual/ Core Team should be able to recruit 8 -10 staff

7. Institutional Effectiveness Measures

Quarterly unit and project offices audit should be scheduled –A calendar will be made to include the no. of audits, timeline and cost for audits of units, projects, and central office. The type of audit would be financial, management, and governance related.

7.1. Internal Audit:

- 7.1.1. ALC India envisages conducting internal audit for the organization at periodic intervals, even though it is not a 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 Audit	Management Audit	Governance Audit	Concurrent Audit
All provisions contained in the finance management policy and practice document	All domain policy and practice documents	Institution and organization management policy and practice document	Every bills and vouchers would be audited by the company's auditor every month on a regular basis

- 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.
- 7.1.6. The Audit process at central office should be finished in the first week of the month mentioned in the audit calendar
- 7.1.7. The audit process at project office should be finished in the last week of the month mentioned in the audit calendar
- 7.1.8. Audit reports should be ready before the immediate board meeting.
- 7.1.9. 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.
- 7.1.10. The internal audit team shall have discussions with various domain heads and review compliance with policies/ practices by studying the concerned documents.
- 7.1.11. Internal audit reports should be analytical and should basically present the performance against the output & outcome indicators.
- 7.1.12. Key result areas in each area shall be reviewed.
- 7.1.13. The template for Internal Audit Report and Last Audit Compliance Report are furnished in Annexes 3 & 4.

7.2. Co-coordinator for Internal Audit:

- 7.2.1. One person from IOM domain will be the coordinating person for internal audit.
The checklist for financial, management and governance audit are furnished in Annexes 5, 6 & 7 respectively.

7.3. Estimated time & budget for Internal Audit:

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

Audit Calendar for FY 2013-2014

Component	Frequency	Time	Resource Person	Expertise
Central Office				
Statutory and Tax Audit	Annually	July	External	CA/ Financial Expert
Management Audit	Half Yearly	April & October	External	Management Expert
Governance Audit	Annually	April	External	Director/CEO of other company
HRM Audit	Annually	September	External	HR expert
Concurrent Audit	Monthly		External	Auditor
Unit Offices/Project Offices				
Financial Audit	Quarterly	June, September, November, March	Internal	FMA Team (1 consultant +1 MA)
Management Audit	Annually	September	Internal	IOM/HRM Team (1 consultant +1 MA)

7.4. Implementation of decisions:

7.4.1. The decisions taken in Board Meetings, Advisory Meetings and 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 2013-14 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 behaviors, practices and processes.

8. Legal Compliances

8.1. The legal form of ALC India in 2013-14 will be changed from a private limited company to a public limited company.

8.2. ALC India intends to be a legally compliant organization 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 organization 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, 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 marginalized.

Program & Project Management (PPM) Policy & Practice Document



2012-13

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Abbreviations

RFP: *Request for Proposal*

EoI: *Expression of Interest*

ToR: *Terms of Reference*

TL: *Team Leader*

QL: *Quality Leader*

QA: *Quality Assurer*

PM: *Project Monitor*

PMIS: *Project Management Information System*

CC: *Current Commitment*

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1. INTRODUCTION

The need for Project Management Consulting services have been growing nationally as public and private agencies strive to deliver projects in an effective manner and on schedule.

In eight years' time, ALC India Consulting Pvt. Ltd has proved itself in handling complex projects, providing the services of professional staff towards total project management of public as well as private agencies, by ensuring project delivery within budget and on schedule.

Effective Program and Project Management, an integral part for our consultancy, seeks to delight our clients by surpassing their expectations every time. Livelihood program and projects is especially complex because of multiple stake-holders' involvement and a combination of resources being used. Appropriate product delivery with the sole aim of making a difference to the lives of poor is our motivating factor.

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.

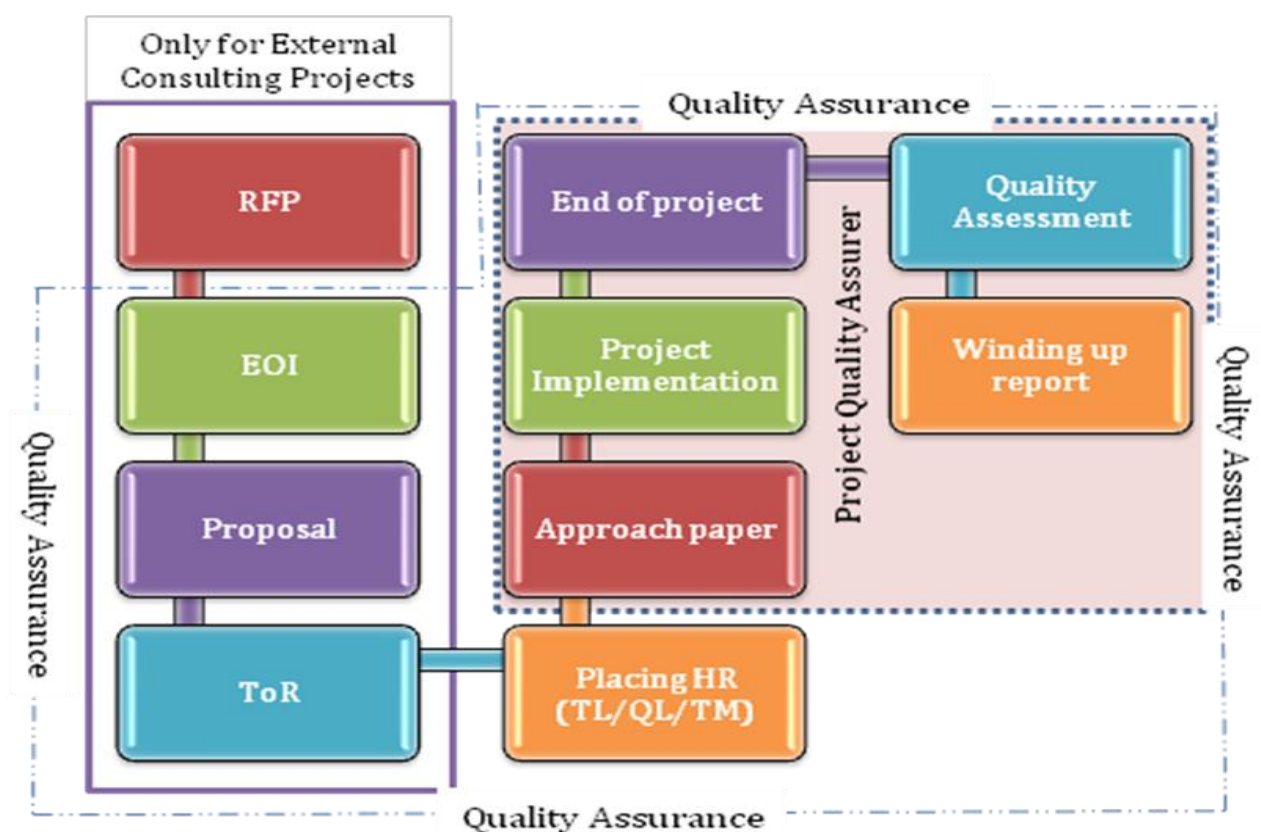
1.2 SCOPE

- 1.2.1 This policy is applicable for all types of programs (Community, Partner, Initiatives and Operations). Internal works which are routine in nature, i.e., works which are aimed at building 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. ISO/CMM3 Certification
- 1.2.1.2. PMIS, PFMIS, BD Report etc.
- 1.2.1.3. Quarterly / Annual Performance Assessment
- 1.2.1.4. Monthly Staff Meetings
- 1.2.1.5. Domain Leaders' Meetings
- 1.2.1.6. Team Meetings
- 1.2.1.7. Regular Administrative Work
- 1.2.1.8. Regular Finance Work

2. PROCESS STEPS FOR PROJECT MANAGEMENT

Standards steps in project management are mentioned below:



For internal projects, first four 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 marginalized with the five outcomes: Economy, Enterprise, Employment, Empowerment and 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 the team or domain leader. Wherever only hard copies of documents are available, the same should be scanned and electronically transferred to the PPM & FMA domain and hard copies must 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: Project code is assigned starting with year (20xxxx) followed by 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 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 respective domain leader will allocate a Team Leader. 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 domains also. The TL's responsibility is to execute the project efficiently.
- 3.2.2 Allocation of Team leaders will be done on the basis of project value as shown below:
Based on the importance and criticality of the project, the domain head in consultation with the CEO, may chose to make an alternate allocation.

1-2 lakh	Senior Project Executive
2-5 lakh	Project Manager
5-12 lakh	Senior Project Manager
>12 lakh	Assistant Project Director

- 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
- 3.2.4 The team leader should present the approach paper to all the team members in the presence of Project Quality Assurer (the project worth equal to or more than Rs. 2,00,000 for consulting or Rs. 50,000 for overhead) on the project deliverables, approach methodology, team, time requirement, report format and implementation. Feedback on approach is to be given by technical experts concerned and the Project Quality Assurer.

3.3 QUALITY ASSURER (QA)

3.3.1 Following are the roles and responsibilities of Quality Assurer –

- Guiding quality analyst in designing and preparation of the MIS (PMIS, FEPMIS, LEPMIS and AEPMIS), monitoring, final reviewing and circulation of the same to Senior Management.
- Guiding quality analyst in process management (proposal assessment, contract assessment, approach paper assessment, winding up report assessment). Monitoring and review of all the processes.
- Guiding and monitoring quality analyst in project assessment (overall project assessment, team leader assessment, team member assessment, quality leader assessment)
- Guiding and monitoring quality analyst in weekly progress report assessment, monthly planner preparation, log sheet assessment, PPBT preparation and assessment, monthly plan Vs Achievement sheet preparation, program and process audits.

3.4 QUALITY ANALYST

3.4.1 The quality analyst will be appointed by quality assurer. Following are the roles and responsibilities of the quality analyst –

- MIS – Designing, preparing and analyzing the MIS as per the guidance of the quality assurer
- Process Management – Assessment of the proposal, contract, approach paper, winding up report.
- Project Assessment – Assessment of overall project, team leader, team members, quality leader.
- Other Assessments like weekly progress report assessment, monthly planner preparation, log sheet assessment, PPBT preparation and assessment, monthly plan Vs Achievement sheet preparation, program and process audits.

3.5 QUALITY LEADER (QL)

3.5.1 The responsibility of assigning QL to every project will lie with the Project Quality assurer and team leader. The allocation will be done based on the value, importance and criticality of the project. Criteria for selection of QL shall be based purely 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.

3.5.2 The roles and responsibilities of the quality leader –

- Provide guidance to the project team on understanding of project (act as subject matter specialist)
- Monitoring and reviewing of the project on the content of the report

3.6 BUDGET FOR PROJECT

- 3.6.1 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.
- 3.6.2 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.
- 3.6.3 Maximum budget for QL, FMA & PQA in any project shall not exceed 5% of total project value.

3.7 ALLOCATION OF PROJECT MONITOR (PM)

- 3.7.1 The PPM domain head will nominate person(s) responsible for monitoring all projects in ALC India.

3.8 ALLOCATION OF TEAM MEMBERS

- 3.8.1 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, at times, comprise people from other domains.

3.9 PROJECT COORDINATOR

- 3.9.1 Allocation of project coordinator will be solely at the discretion of Team Leader in consultation with functional head. But project coordinator must be allocated for all the long term projects worth minimum Rs. 30,00,000 . Project coordinator will be from the domain that the project belongs to.

4. PROJECT IMPLEMENTATION PHASE

4.1 PROJECT APPROACH PAPER

- 4.1.1 Project approach paper will comprise 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 benchmark 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 of 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 ensure
- 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 The teams leader must ensure basic formatting, content and language editing and content,
- 4.3.2 The quality leader must help improve the quality in terms of depth and extent of content required for the report
- 4.3.3 The program quality assurer will check the content 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), 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 evidence available in the form of various documents.

5.3 INDIVIDUAL QUALITY ASSESSMENT SCORE (INDIRECT OUTREACH) GUIDELINES

“Individual quality assessment score” is divided into following broader category;

- Individual Score
- Project Score

5.3.1 Individual Score:

- The project team comprises of Quality Leader, Team Leader and Team Member
- Each individual is assessed by the each and every member of the team
- An individual is assessed as a team member when he/ she has provided substantial contribution towards the project (It has to be decided by Team Leader whether he/ she has given substantial contribution towards project.)
- If an individual is worked in more than two projects than weighted average score of top 2 projects is considered.
- In total score, the individual score weightage is 30%

5.3.2 Project Score:

The weightage of project score is 70% and project score is equally divided into following two categories;

- a. Consulting Project Score
- b. Overhead Project Score

A. Consulting Project Score:

- It is an subset of project score
- The weightage of consulting project score is 35% and it is further divided into "External Assessment" and "Internal Assessment" in the ratio of 30%:70% respectively.
- It is mandatory to complete at least 2 projects for half yearly assessment (if the number of project is equal to or more than 2, the weighted average score of top 2 project will be considered and if there is only 1 project the score will be reduced to half for the final consideration)
- It is mandatory to complete at least 4 projects for annual assessment (if the number of project is equal to or more than 4, the weighted average score of top 4 project will be considered and if there is less than 4 project than the weighted score will be reduced against the ratio of 4)

Internal Assessment Score:

- It is the assessment done by both Team leader and Quality leader together.
- The project is not eligible for the assessment unless and until winding-up report is not received.
- The weightage of external assessment score is 24.5% of the overall score.
Please refer "PPM Policy 2012" for parameters and format of internal assessment

External Assessment Score:

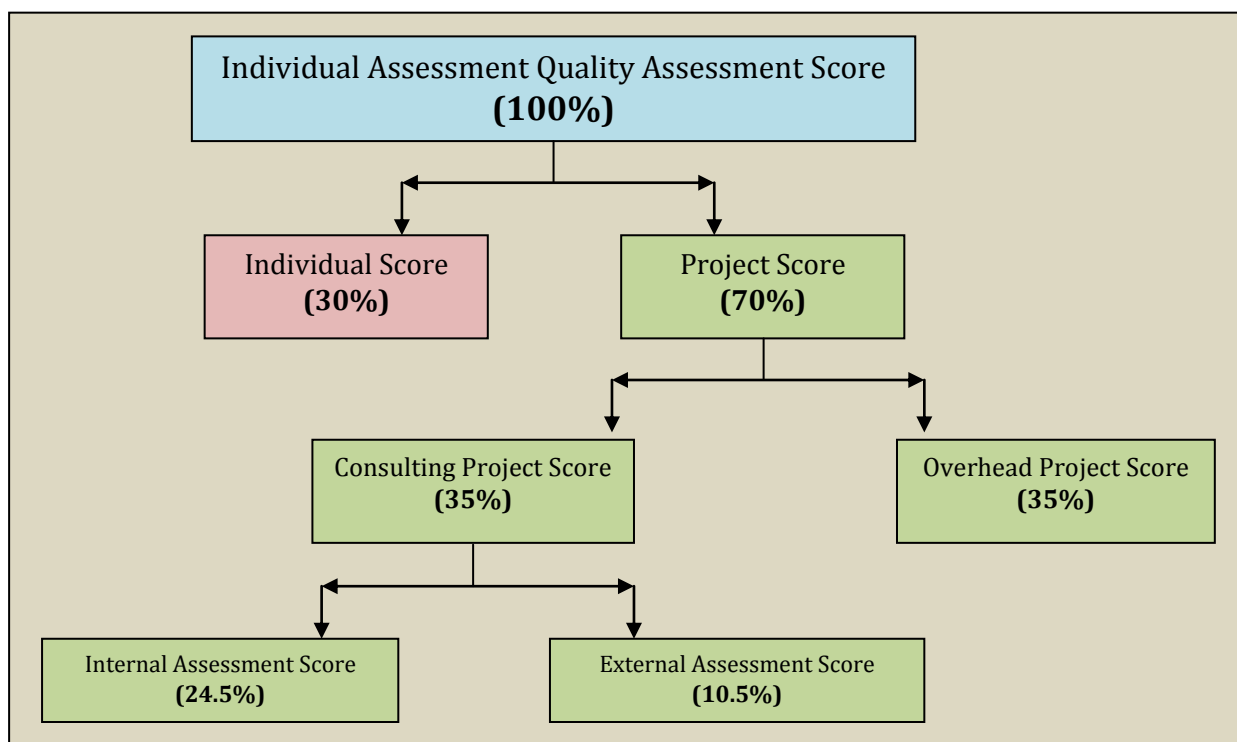
- It is the score given by external client (extracted from the external client feedback)
- This score is not considered unless and until client feedback is received.
- The weightage of external assessment score is 10.5% of the overall score.
Please refer "PPM Policy 2012" for parameters and format of external evaluation

B. Overhead Project Score:

- It is an subset of project score
- In terms of overhead project only internal evaluation applicable.

- The project is not eligible for the assessment unless and until winding-up report is received.
- It is mandatory to complete at least 1 project for half yearly assessment (if the number of project is more than 1 than the project which has secured maximum score will be considered)
- It is mandatory for an individual to be part of at least 2 projects for annual assessment (if the number of project is equal to or more than 2, the weighted average score of top 2 project will be considered and if there is only 1 project the score will be reduced to half for the final consideration)

The following diagram will provide more clarity on the score bifurcation part;



Other important point:

- “Overhead project score” is not applicable for an individual equal to or more than 1 year of involvement in deputation project; in that case the weightage of “Overhead project score” will be transfer to “Consulting Project Score”.
- The projects which has time duration more than 4 months or having value of more than or equal to Rs. 30,00,000 will be assessed on the milestone basis.

5.4 WINDING UP REPORT

5.4.1 Project approach paper will also have winding up report & must be submitted by the TL within 3 working days of assessment of project. It will be a major learning tool apart from other system requirements. This report will help imbibe learning culture in the organization. Winding up report format is attached herewith as annexure-3. There must be a descriptive report in a word document too.

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.