Chapter – 3

ORGANISATION PROFILE

3.1 Profile of the Organization

3.2 Organization Structure and Working Pattern.

3.3 The progress made by the company and its present scenario.

3.4 Accounting procedure in KRIDL
Chapter – 3
ORGANIZATION PROFILE

This chapter focuses on the understanding of the complete profile of the sample organisation. The research intends to present in this chapter understating of the organisation structure and working pattern of this infrastructure development Government Company and the present financial, operational and market position and brand image of the company.

3.1 Profile of organisation.

The Karnataka Rural Infrastructure Development (KRIDL) was formerly known as Karnataka Land Army Corporation Ltd (KLAC). It was started as a Directorate of Land Army in the year 1971 under the full and complete ownership of Department of Rural Development of Government of Karnataka. It was incorporated as a company under the Companies Act 1956 on 9th August 1974 as Karnataka Land Army Corporation Limited (KLAC) under the full and complete ownership of Government of Karnataka.

On 06-08-2009 it is renamed as Karnataka Rural Infrastructure Development Limited (KRIDL).

It started with an authorized share capital of Rs.25 lakhs and with a staff of 15 to undertake construction of low cost housing, roads, culverts, etc. in rural area employing rural youth. KRIDL was a unique experiment, the sort of which was not ventured anywhere earlier in the country. With hard and dedicated work of all those involved in the formative years, the corporation grew from strength to strength to make the experiment a grand success and today the company has a turnover of over Rs.600 Crores with a staff of over 1000 highly dedicated employees.

The company was originally established to provide employment to the rural unemployed by taking up works under “drought prone areas programme” (DPAP), National rural employment programme (NREP) Schemes which were labour oriented such as construction of minor irrigation tanks, percolation tanks, rural roads, low cost houses, school buildings, rural hospitals and hostels for the rural students. KRIDL has
the reputation of being entrusted with the prestigious, challenging, time bound works such as construction of rural godowns under (NGRG) and NCDC schemes. Construction of hospital and other infrastructure under IPP III, construction of minor irrigation tank and lift irrigation schemes of M I tank etc under NKIDP living cum work shed for rural artisans under Dutch and Danida schemes, Navodaya Vidyalaya Sangatana of Government of India, School buildings and community centres under DPEP Morarji Desai Residential Schools, NABARD Schools, Integrated Rural water Supply Scheme under Rajeev Gandhi Submission and rural road works under prestigious Pradhana Mantri Grama sadak Yojana (PMGSY) came under it.

**Objects to be pursued by the Company (Memorandum of Article of Association)**

To undertake and carry out all types of rural development work either entrusted to it by Government, Government Departments, local bodies, undertakings, institutions, individuals etc, or on its own, and to provide assistance, advice and services therefore, including capital resources and technical, managerial and other services.

1. To take over from the Government of Karnataka any of its projects or services those have been launched with objectives identical with or analogous to those of the Corporation.

2. To enter in to any arrangements with the Government of Karnataka, Government Departments or local authority for the purpose of carrying out the objects of the Corporation or furthering its interests and to obtain from such Government Departments of local authority or person, any charters subsidies, loans, indemnities, grants, contracts, licenses, rights, concessions, privileges, easements or immunities which the Corporation deems expedients or desirable to obtain or exercise.

3. To plan, formulates, execute, manage and administer projects which in the opinion of the Corporation are essential for the furtherance of its objectives and interests.

4. To promote and establish subsidiary Companies and associations in furtherance of the objects of the Corporation and to acquire and dispose of shares of such Companies and Associations.

5. To acquire by subscription, purchase of otherwise and to accepts and take hold of and sell share and stock in any Company, society or undertaking, the
objects of which are either wholly or in part similar to those of the Corporation are such as may be likely to promote or advance, directly or indirectly, the interests of Corporation.

6. To secure capital or financial assistance for any undertaking, project of enterprise connected with the objects of the Company, whether owned by Government, statutory body, private company, firm, co-operative institution or individual and to subscribe for or underwrite or otherwise deal in shares, debentures and securities of such institutions or individuals.

7. To purchase, take on lease, or in exchange, hire or otherwise acquire any real or personal property, and any rights and privileges which the Corporation may consider necessary of or convenient for the purposes of its business, and in particular any land, building, easements machinery, license, patents, plan and stock in trade.

8. To take-up reclamation, development or improvement of land that is not under cultivation and make it fit for cultivation.

9. To establish model agricultural and seed farms for demonstrating modern method of agriculture.

10. To undertake the implementation of such rural electrifications, rural water supply, minor irrigation, rural housing, rural industrialization and communications program as may be entrusted to it by Government or any local authority.

11. To formulate plans and prepare project reports for the development of specific regions or villages at the instance of Government or any local authority and to undertake the implementation of such plan and projects as may be approved or modified by Government of the local authority, as the case may be.

12. To set up service centres in rural area for the benefit and convenience of farmers and rural artisans:

13. To carry out training of artisans in various skills.

14. To establish production oriented training centres in rural areas for the training of skilled workers with a view to providing a sound technical bases for rural industrialization program

15. To carry out research in improved agricultural practices and to evolve appropriate intermediate technology suited for development of rural industries on modern lines.
16. To manufacture, procure, purchase, sell, hire out and repair all types of agricultural machinery any implements including accessories, components and spare part-I.

17. To undertake all types of public works relating to rural development and to enter into private or other contracts in connection therewith.

18. To acquire lands, develop them by providing communications, water supply, power supply and other amenities and make them available to any individual, association, concern, or co-operative institution, on such terms and conditions as may be agreed upon, for any activity connected with the objects of the Company.

19. To construct, improve, maintain develop, work, manage, carry out or control any roads, railway siding, bridges, reservoirs, water courses, wharves, manufactories, shop, warehouses, garages, stores, electric works, and other works and conveniences which are likely to advance the Company’s interests.

20. To appropriate, use or let out land belonging to the Company for streets, parks, pleasure grounds, and other conveniences and present any such land so laid out to the public, or to any company, institution or individual either conditionally or unconditionally, as the Company may consider necessary or appropriates.

21. To improve, manage, work, develop, alter, exchange, lease, mortgage, turn to account, abandon or otherwise deal with all or any part of the property right and concessions of the Company.

22. To sell, mortgage, hypothecate, assign or lease and in any other manner deal with or dispose of the property of the Company or any part thereof, whether movable or immovable, including all and every description of apparatus or appliances, for such consideration as the Company may think fit, and in particular shares, debentures and other securities of any other company having objects altogether or in part similar to those of this Company.

23. To acquire and undertake the whole or any part of the business, property and liabilities of any person or company carrying on any business which the Company is authorized to carry on, or possessing property suitable for the purposes of the Company.

24. To let out on hire all or any of the properties of the Company including every description of apparatus and appliances of the Company.
25. To carry on any trade or business which in the opinion of the Company may conveniently be carried on in pursuance of the objects of the Company or is calculated to bring in profits or enhance the value of the Company’s properties or rights.

26. To apply the assets of the Company in any way in or towards the establishment, maintenance, or extension of any association, institution or fund in any manner connected with any trade, business, scientific research, industry or commerce connected with the objects of the Company.

27. To apply for, tender, purchase or otherwise acquire and contracts and concession for or in relation to the construction, execution, carrying out, equipment, improvement, management, administration or control of works and conveniences and to undertake, execute, carry out, dispose of or otherwise turn to account the same.

28. To apply for, purchase or otherwise acquire and protect, prolong and renew trademarks, trade names, designs, secret processes, patents, patent rights “BREVATED” Invention. Licenses, protections and concessions which are likely to be profitable or useful to the Company and to incur expenditure on experiments and tests for improving or seeking to improve any patents, inventions or rights which the Company may acquire, or propose to acquire and develop.

29. To enter into contracts and agreements with foreign Individuals, companies or other organizations for technical, financial, or any other assistance for carrying out all or any of the objects of the Company.

30. To carry on the business of carries and for this purpose acquire and maintain transport vehicles and to set up workshop for their maintenance and repairs.

31. To work quarries and undertake the manufacture of bricks, titles, sanitary ware and such other building materials as may be required for implementing the Company’s rural development programmes.

32. To employ or pay experts, foreign consultants etc, in connecting with the planning and development of all or any of the business connected with the Company’s operations.

33. To establish, maintain and operate of subsidies technical training institutions and hostels for technical staff of all categories, and to make such other arrangements as may be found expedient for the training of all categories of
officers, workers, clerks, technical and other personnel likely to be useful to or assist in any business which the Company is authorized to carry on.

34. To establish, maintain or subsidize research institutions and laboratories, and experiments workshops for scientific and technical research and experiments in connection with an incidental to the objects of the Company.

35. To employ engineers, mechanics, masons, carpenters, scaffold setters, painters, electricians and other technicians, salesmen, commercial and administrative staff, and such other staff as may be found necessary for carrying on the business of the company.

36. To remunerate in such manner as it may deem fit any person, firm or company for services rendered or to be rendered in carrying on the business of the Company or its operations, or for any other reasons which the Company may consider proper.

37. To invest, apply for and acquire, or otherwise employ money belonging to or entrusted to or at the disposal of the Company upon securities and shares or without security, upon such terms as the Company may consider proper, and from time to time to very such transactions in such manner as the Company may consider appropriate.

38. To open an account or accounts with any individual, firm or Company or with any bank or banks and operate on such accounts or accounts.

39. To draw, make, issue, accept and to endorse, discount and negotiate promissory notes, bundies, bills of exchanges, bills of landing delivery orders, warrants, warehouse keepers certificates and other negotiable, commercial or mercantile instruments connected with the business of the Company.

40. To borrow or raise money with or without security, or to receive money on deposit at interest, or otherwise in such manner as the Company may think fit, and in particular, by the issue of debenture or debenture stock, including debentures or debenture stocks convertible into shares of this or any other company and in security of and such money so borrowed raised or received, to assets or revenue of the Company, present or future, including its uncalled capital and to purchase, redeem of pay off any such securities.

41. To receive grants, loans, advances or other money or deposits from State or Central Government, Banks, Companies, Trusts or any other financial institutions or associations or individuals, with or without interest thereon.
42. To land money to any person or Persons or associations or companies or cooperative institutions, in particulars to customers and others having dealings with the Company upon such terms and conditions as the Company may consider appropriate.

43. To make advances upon for the purchase of materials, goods, machinery, stores and others articles required for the purposes of the Company.

44. To issue or guarantee the issues, or the payment of interest on the shares, debenture stock or other securities or obligations, in any company or associations and to pay or provide for brokerage and commission for underwriting in respect of any such issue.

45. To create any depreciation fund, reserve fund, sinking fund, insurance fund or any other special fund, whether for depreciation, or for repairing, replacing, improving, extending or maintaining any of the properties of the Company or for redemption of debentures, preference shares or other debts, or for special dividends or for equalizing dividends or for any other purpose whatsoever, and to transfer any such fund or part thereof to any other fund herein mentioned.

46. To manufactures, by stock, sell, import export, hire install, operate and generally deal in any plant or machinery, stores, tools machineries, goods, equipment, vehicles and services of all description which in the opinion of the Company may be conveniently deal with by the Company in furtherance of its objects or interests.

47. To pay all costs, charges and expenses of and incidental to the promotion and formation, registration and establishment of the Company and the issue of its capital including any underwriting or other commissions brokers fee, and charges in connection therewith including costs, charges, expenses of negotiations and contracts and arrangements made prior to and in anticipation of the formation and incorporation of the Company.

48. To procure the registration or other recognition of the Company in any State or place in India or abroad.

49. To obtain any act of Central or State Legislatures, provision order, license of autonomous body or authority for enabling the Company to carry out any of its objects into effects, or of effecting any modifications of the Company’s constitution or for any other purpose which may seem expedient and oppose
any proceedings or application which may seem calculated directly or indirectly to prejudice the Company’s interests.

50. To provide for the welfare of the employees and ex-employees of the Company and their dependents, including educational, recreational and medical facilities.

51. To develop home and cottage industries for providing subsidiary occupation to farmers and gainful employment to unemployed and under employed members of their families.

52. To conduct surveys and feasibility studies for the formulation of rural development plan and program.

**Types of constructions under taken by the Corporation now is:**

Construction of hostels for students, Roads and Drains, Bridge Construction, community Halls, Auditoriums, Stadiums, Multi-storeyed buildings, Bitumen and Concrete Roads, Yatrinivas, Water Supply Schemes, Rehabilitations centres, Community Toilets, Houses for flood evictions, Dasoha Dining Halls, Huge Sabha Bhavans with seating capacity up to 10,000 people, Swimming pools, Bus stands, Biomass centres, Village improvements schemes like Suvarna Grama Yojana, Swacha Grama Yojana, Group Houses, etc.

As per the statute that created this organisation the vision, mission and organisational objectives are as follows:

**Vision**

- To be the best and most efficient public sector company in Karnataka
- To be the leader in the construction Management
- Quality and Economical Deliverables
- Overall Superior Service

**Mission**

- To avoid cost and time overrun
- Quick Response to Customers Needs
- Growth in turnover and Net Profits
- Credibility in everything KRIDL does to be winners in the field
Constitution of Board

The constitution of board of the company consists of a chairman and managing director heading the top-management of the company and is stationed at Bangalore head office. The Board consists of other important nominated directors drawn from government such as principal secretary of rural development department, Secretary of water resource department, commissioner from the social welfare department, Secretary to government PWD, Chief Engineer, Pnachayath Raj Engineering dept, Secretary to government Finance Department (Expenditure), Special Officer, PWD Finance Cell & Ex-Officio Deputy Secretary, all stationed at vikasa soudha at Bangalore.

3.2 The Organisation Structure and working pattern

The company has a registered corporate office at Chinnaswamy Cricket stadium, Raj bhavan road, Bangalore – 560 001. Board meetings are conducted once in three months in the corporate office. The Managing Director, General Managers work in corporate office. Finalisations of project accounts are made in the corporate office. There are six zonal offices, 42 Divisional offices and 65 sub divisional offices. All are located at various Districts in the Karnataka state.

The technical middle level management cadre:

There are around 317 executives – middle level management cadres which include 210 site engineers, 65 Assistant Directors, 42 Deputy Directors who directly manage the execution of the projects on site and take operational decisions.

There around 140 administration staff spread in their different offices managing establishment, finance and other project related departments.
Administration and working pattern of the company:

Regarding the general administration, the office procedures followed in State Government Offices are generally followed in the Head office as well as in the office of Deputy Director (DD) / Assistant Directors (AD). This system is fully enumerated in the Manual of office procedure—a publication of the Karnataka State Government. At the Head office work will be allocated to different branches under respective branch officers. There are 3 branches namely Administration, Accounts and Works which are headed by Administrative Officer, General Manager (Finance), General Manager (Works) respectively. Each branch will have a number of clerks, attendants, who will be in charge of case and compilations relating to the branch. A list of cases and compilations that will be dealt with at the Head office has been drawn up and their distribution among the branches and case workers as ordered by the MD.
Fig 3.2: Division offices Location
Human resource management:

Recruitment

The Vacancies arising from time to time in the Corporation will be filled up by recruitment, promotion, or by deputation of suitable personnel from Departments of State / Central Governments. Recruitment of personnel will be done by the selection board constituted by the Board of Directors in accordance with the KRIDL Service Rules. When the appointment in accordance with the regular procedure involves undue delay or where suitable persons are not found suitable, after advertising the vacancies, the appointing authority can fill up any such vacancy on an adhoc basis or on contract for a period not exceeding one year. The said term may be extended by the appointing authority by another six months in deserving cases.

Remuneration

Pay and allowances of employees of the Corporation is determined by the Board of Directors from time to time. The present scales of pay and other allowances admissible to KRIDL employees are defined in service rules book of the company subjected to variation from time to time according to the discretion of the Board.

Increments:

Periodical increments in the time scale applicable to Corporation employees will be sanctioned by Joint Directors and Deputy Directors. It will be sanctioned by the Administration officer in respect of staff working at Head office.

Transfers

Transfer of Corporation employees whether recruited directly or working on deputation from State/Central Government departments will be decided by the MD according to the requirement of works. DDs/ADs can transfer employees working under them within their project area under intimation to Head quarters. Transfer will generally be decided in advance of the financial year. Employees will not normally be transferred from one place to another within two years unless the work load in the sub division is reduced or complaints / irregularities noticed.
**Fig 3.3: Project execution Model**

**Procedure followed in execution is pictorially represented below:**

1. **Entrustment of Works to KRIDL by entrusting agency and request for estimate**
2. **KRIDL prepares the estimate, drawings & submit to entrusting agency For admin approval**
3. **Entrusting agency approves the estimate and releases advance funds to start the works**

   - **KRIDL Prepares program chart and organises the men, materials & machinery at the site.**
   - **KRIDL starts the works and progress made as per the program chart**
   - **KRIDL executes the work duly maintaining the quality**
   - **Monthly Physical and Financial Progress reports are sent to entrusting agency**
   - **Third party inspection during the construction is organised by KRIDL**
   - **Works are completed and submits final bills to entrusting agency for settlement of advances made**

**Project management:**

When the Project is entrusted to the company by any entrusting Agency, estimates is prepared based on the current Schedule of rates (PWD) applicable to the Geographical location of the work. KRIDL overhead charges up to a maximum of 10% are charged over and above the estimated cost of the work, and the same is sent to the entrusting authority for Administrative approval. After administrative approval, the competent authority will accord Technical Sanction. After Technical Sanction is accorded the works-projects are executed directly by site Engineers. Works are executed according to the sanctioned plan maintaining good quality and complete the work in stipulated time is completed.

After the completion of works, the project is handed over to the entrusting agency. In order to increase the efficiency in execution of works several modern
techniques are introduced in the present year. Some of those techniques are - Establishment of full-fledged Design and Architect section, Consultancy Services for the execution of quality work. In order to increase the Technical knowledge and efficiency in KRIDL, expert technical advice is obtained from the external agencies for which Technical Committees are formed. These Committees are: Think Tank Committee, Technical Committee and Quality assurance Committee. The Training of Engineers and staff of KRIDL by various institutes of the country is done to empower the engineers and the technical personal so that they upgrade their knowledge and skill.

Drawings, PERT diagrams and charts pertain to the projects are charted and maintained at the sub divisional office. A periodical inspection of the project is done by the Joint Directors/Deputy Directors who provide necessary guidance and ensure a speedy, economical and quality execution. The scrutiny and finalization of bills pertaining to works are received and sent to the department concerned. On completion of project work payments are made. The Joint Directors approve the job rates, Quotations etc and the Deputy Directors concerned issue necessary work orders.

**Quality Control**
1. Senior officers of KRIDL inspects the project works compulsorily
2. All Joint Directors / Deputy Directors take up monthly inspections and monitor the works in the respective district attach to them.
3. The third party inspections by local Engineering Colleges and firms have been introduced. By this a great deal of improvement is achieved regarding quality of works
4. quality control tests on materials and supervision of works is mandatory
5. Quality tests reports are part of documents for accepting financial progress.

**Consultancy Services**
KRIDL also offers Technical Consultancy Services (KRIDLTECS) pertains to Civil Engineering and thus contribute to the nation building process. KRIDLTECS transforms the field conception of a structure into reality with assured good quality and monitors the structure. Key projects are undertaken by it. It is of rapid changes in the construction industry and is equipped to give sound and valuable advice.
Functional areas

KRIDL offers a wide range of consultancy services in the following fields:

1. Preparation of project reports, appraisal and detailed estimate for the project with detailed specifications.
2. Preparation of Architectural Designs and Interior designs.
4. Proof checking and advisory services.
5. Preparation of tender document and contract clauses.
6. Floating of online tender as per the transparency Act and quick finalisation of Tenders.
7. Conduct Laboratory and Field testing of building Materials.*
8. Quality control / Quality Audit of constructions.
10. Monitoring the work progress.
11. E-billing.
12. Project Management Consultancy (PMC).

KRIDLTECS has tie-up with various reputed institutions to conduct Laboratory and Field Tests

Architectural Design and Interiors

1. Project design from conceptual level to completion is done ensuring functional requirements with required standards and in accordance with the user requirement.
2. Model Development, drawings using the latest software packages like Archi.CAD and AutoCAD are done by professionals in the field.

Structural Design and Consultancy Services are

1. Analysis and Designs using standard Computer packages such as NISA - Civil, STAAD pro programme.
2. Designing and furnishing detailed construction drawings.
3. Proof checking the design parameter and methodology.
4. Certification for Structural adequacy, safety based on codal provision.
5. Specialisation in Designing and detailing for challenging structures in the areas of Residential / Institutional / Industrial / Water Supply and Sanitation / Concrete Pavements/Bridges/Road works and cost effective Housing technologies.

Project Management Consultancy (PMC)
1. Application of Techno Management Skills at every stage of planning, scheduling, monitoring and commissioning the task with effective utilisation of time and money and to get the best results out of the available resources.
2. The basic planning is done using latest software programmes / packages to compare the time and progress of every event of task.

3.3 The progress made by the company and its present scenario.

Projects executed by the company:
The company has executed in this decade the project of Construction of prestigious and monumental structures at Kudalasangama at a cost of Rs.40 Crores. , Construction of one-lakh houses under Ashraya, Ambedkar and Indira Awass Yojana schemes, Karnataka Police Academy works at Mysore, Gulbarga (Naganahally) and at Yelahanka, Bangalore at a cost of Rs.40 Crores, Construction of Morarji Desai Residential Schools, Navodaya Vidyalaya and Kendriya Vidyalaya. , Construction of BCM/SC/ST hostels and Ambedkar Bhavans entrusted by Social Welfare Department. Constructed 10000 Asare houses for flood affected victims during 2008-2009. Rehabilitation and restoration works are done at Bagalkot, Execution of Swacha Grama Yojana works in 400 remote villages. Construction of 2000 km of rural roads under Pradhana Mantri Grama Sadak Yojana and SGY (Suvarna Grama Yojana) are undertaken by the company.

3.4 Accounting procedure in KRIDL (KLAC)
There are two types of accounts:
1) Office Accounts
2) Worksite Accounts
Office Accounts: -

In office accounts there are five types of vouchers:

a) Receipt Voucher’s, b) Payment Voucher’s, c) Contra Voucher’s
d) Journal-Vouchers, e) Purchase Voucher

a) **Receipt Vouchers:** - Any type of receipt like funds received from entrusting Agency (EA), Funds received from Head office (Hqrs.), Sale of Empty gunny bags

b) **Payment Vouchers:** - Any payments made towards purchase, Advance for Execution of works, Advance for purchase of materials, stationery, Office Rent, POL, Electricity Bill, Telephone Bills etc. will be payment voucher

c) **Contra Vouchers:** - This is internal transaction between one bank to other bank for ex: - Cash drawn for petty payments, Salary adjustments etc.
d) **Journal Vouchers:** - In this type of voucher, there is no bank or cash transaction. Journal vouchers are used for any corrections and for left out entries in cash book.
e) **Purchase Vouchers:** - In this purchase voucher, Material purchased but payment is not made at the time of purchase. This is useful during Tally VAT calculation.

**TASK:-**

1) Before making payments to the material suppliers, quotations are to be obtained. The purchase should be made within the delegations of powers given to each cadre

2) Funds received for execution of works is to be maintained in the prescribed register.

3) The funds received from Entrusting Agency (EA) are to be remitted to Hqrs bank account and Format-C invariably submitted to Head office (Hqrs). Further the indent for release of funds from Hqrs is to be submitted in Form-9. For which necessary register is to be maintained properly in project offices.

4) Before making advance for execution of works, the funds available for execution released by E.A. is to be verified.

5) After receipt of accounts from Field Staff the documents enclosed like Monthly Running Account (MRA), Job work bill, Part-C, Purchase of Unregistered Dealers (URD) materials are to be properly checked.
6) Issue vouchers are to be raised for issue of departmental materials and confirmation for accounting in Part-C is to be verified.

7) Advance adjustment is to be journalized every month after receipt of accounts from field staff/material supplier if any.

**Worksite Accounts:**

The funds for the execution of works has to be got released from the entrusting agency and the funds so released should not be diverted to other works and the expenditure should not be made more than the funds released. Further proper rates for various items of works are to be worked-out so as to achieve economy and job rate approval is to be obtained from competent officer before commencing the works.

**Fig. 3.4: FUNDS FLOW CHART**

- Projects receive funds from entrusting agency (Government departments)
- Head office collects funds from projects
- Funds required for execution of work by the project will be released by head office on receipt of Indent in prescribed form
- Funds received at sub division level will be spent for works
- Monthly Accounts are prepared by sub division and submits to Head office through Deputy Director and Audit officer
- Final bills are prepared at subdivision after completion of work and sent to entrusting agency through head office for settlement of advance
**Measurement Books (MB):** - MB is the original records where the actual work executed will be recorded and this is an auditable document. MB contains measurements of the works executed from the beginning till work is completed.

**Job Bill:** - The amount payable to the group of workers calculated at job rates fixed will be noted in the appropriate column of the job work bill. The amount payable to the group in cash will be paid to individual or to the group leader as convenient after obtaining their acknowledgement in the job work bill. The payment will be made either from imprest held by the TFC/ATFC or after getting the job work bill passed by Deputy Directors /Assistant Directors.

**Part-C:** - This is the statement showing materials (this includes items like size stones, sand, bricks and other materials procured) received consumption and balance available at site. This return will be enclosed to the monthly work bills.

**Monthly Running Account Bill (MRA):** - This bill will be prepared work wise at the closer of every month and the continued till the work is completed.

**Final Work Bill:** - After the completion of each work final bills will be prepared and submitted to the Hqrs.

   The monthly accounts in the prescribed job work bill, Part-C, B1 statement, MRA and Purchase bills etc are to be submitted to project office within the stipulated date i.e. 5th of every month.

**The financial progress made by the company in this decade:**

   The turnover of the company has shown an upward movement since 2006 and has kept up the consistency and this is a good sign of the financial and marketing position of the company. But there have been losses from the financial year 2004-05 to 2007-08 though the turnover has steadily increased over this period. The company has shown a remarkable and steep increase in the turn over for last two years i.e., 2009-10 and 2008-09. It has achieved a turnaround from the losses. The turnover has approximately doubled in the last two years. This shows that the company can achieve a turnover figure of 550 to 600 Crores in the financial year 2010-2011 and profit of around 25 Crores in the years to come.
The turn-over and profit for this decade has been listed below with the graphical representation. This shows the financial ups and downs of the company in this decade from 2001 to 2010. These data has been taken from the annual reports of the KRIDL.

Table 3.1: KRIDL FINANCIAL STATUS

(Rupees in Crores)

<table>
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<tbody>
<tr>
<td>1</td>
<td>Share Capital</td>
<td>12.25</td>
<td>12.25</td>
<td>12.25</td>
<td>12.25</td>
<td>12.25</td>
<td>12.25</td>
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<tr>
<td>2</td>
<td>Reserve</td>
<td>2.10</td>
<td>0.02</td>
<td>2.27</td>
<td>32.99</td>
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<td>Total Capital</td>
<td>14.35</td>
<td>8.37</td>
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<td>66.48</td>
<td>93.48</td>
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<tr>
<td>4</td>
<td>Immovable Property</td>
<td>3.31</td>
<td>3.24</td>
<td>3.73</td>
<td>2.84</td>
<td>3.41</td>
<td>4.10</td>
</tr>
</tbody>
</table>

(Source: KRIDL Audit reports)

TABLE 3.2: PROGRESS, PROFIT/LOSS (2001-2010)

(Rs in Crores)

<table>
<thead>
<tr>
<th>Years</th>
<th>Turnover</th>
<th>Profit/loss</th>
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<tbody>
<tr>
<td>2001 – 2002</td>
<td>284.43</td>
<td>6.68</td>
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<tr>
<td>2002 – 2003</td>
<td>275.47</td>
<td>3.95</td>
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<tr>
<td>2003 – 2004</td>
<td>332.39</td>
<td>1.18</td>
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<tr>
<td>2004 – 2005</td>
<td>243.54</td>
<td>-4.40</td>
</tr>
<tr>
<td>2005 – 2006</td>
<td>212.41</td>
<td>-9.33</td>
</tr>
<tr>
<td>2006 – 2007</td>
<td>200.00</td>
<td>-5.98</td>
</tr>
<tr>
<td>2007 – 2008</td>
<td>205.06</td>
<td>-9.23</td>
</tr>
<tr>
<td>2008 – 2009</td>
<td>344.89</td>
<td>21.10</td>
</tr>
<tr>
<td>2009 – 2010</td>
<td>402.43</td>
<td>16.78</td>
</tr>
</tbody>
</table>

(Source: KRIDL Audit reports)
This graphical representation shows the present scenario of the company. They are stepping to the point where they are positioning themselves as a profit making, viable and social serving rural infrastructure building company. After four years of upheaval the company has not only changed its name “Karnataka Land army limited” to “Karnataka rural infrastructure development limited” and has redefined themselves and their vision and objectives have been trying to build a model government infrastructure company since 2008-2009. The turnover has increased in the period 2001 to 2010 though there have been losses from 2004 to 2008. The company has woken up from slumber and geared itself to make a mark in Karnataka in nation building and in social and rural development.

Table 3.3: Details of Tax paid by the Company for fast six years

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales Tax</th>
<th>Income Tax</th>
<th>Labour Cess</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006-2007</td>
<td>3.12</td>
<td>1.2</td>
<td>0.00</td>
<td>4.32</td>
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<tr>
<td>2007-2008</td>
<td>3.94</td>
<td>0.23</td>
<td>0.00</td>
<td>4.17</td>
</tr>
<tr>
<td>2008-2009</td>
<td>14.69</td>
<td>7.12</td>
<td>3.20</td>
<td>25.01</td>
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<tr>
<td>2009-2010</td>
<td>16.57</td>
<td>8.03</td>
<td>3.50</td>
<td>28.10</td>
</tr>
<tr>
<td>2010-2011</td>
<td>30.17</td>
<td>12.00</td>
<td>6.03</td>
<td>48.20</td>
</tr>
<tr>
<td>2011-2012</td>
<td>40.85</td>
<td>16.70</td>
<td>8.41</td>
<td>65.96</td>
</tr>
</tbody>
</table>

(Source: - Audited report)
**Table 3.4: Income from Consultancy**

(Rs in Crores)

<table>
<thead>
<tr>
<th>Year</th>
<th>Executed Value</th>
<th>Consultancy Charges Received</th>
<th>Value of Balance Work</th>
<th>Fixed Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006-07</td>
<td>2,112.00</td>
<td>61.37</td>
<td>-</td>
<td>-</td>
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<tr>
<td>2007-08</td>
<td>1,448.00</td>
<td>43.46</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2008-09</td>
<td>2,253.98</td>
<td>71.17</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2009-10</td>
<td>2,816.50</td>
<td>101.95</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2010-11</td>
<td>6,287.73</td>
<td>235.79</td>
<td>3,568.75</td>
<td>133.82</td>
</tr>
<tr>
<td>2011-12</td>
<td>1,085.00</td>
<td>40.72</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>16,003.21</strong></td>
<td><strong>554.46</strong></td>
<td><strong>3,568.75</strong></td>
<td><strong>133.82</strong></td>
</tr>
</tbody>
</table>

(Source: - Audited report)

**Awards Received by the company**

The company got the following awards:

1) Certificate of Commendation award: In 2005 for good work carried out in construction of Dasoha Bhavan at Koodala Sangama, Bagalkot District. This award was given.

2) ACCE Sarvamangala award: In 2002 for the excellent work carried by KRIDL in constructing Police Training Centre at Nagana Halli, Gulbarga District was given.
Fig 3.6: Administration Expenditure since Inception

(Source: Audit reports)
Fig 3.6: Performance of the Company since Inception

Turnover (Rupees in Crores)

Year

1974-75 0.24
1975-76 0.90
1976-77 1.06
1977-78 0.75
1978-79 0.86
1979-80 1.85
1980-81 2.67
1981-82 3.20
1982-83 3.34
1983-84 5.32
1984-85 8.07
1985-86 13.10
1986-87 21.79
1987-88 20.52
1988-89 24.24
1989-90 28.00
1990-91 28.19
1991-92 34.09
1992-93 40.47
1993-94 48.20
1994-95 56.91
1995-96 75.46
1996-97 101.24
1997-98 121.00
1998-99 125.00
1999-00 150.88
2000-01 184.36
2001-02 284.43
2002-03 275.48
2003-04 332.04
2004-05 243.54
2005-06 212.41
2006-07 218.51
2007-08 205.06
2008-09 344.86
2009-10 380.21
2010-11 599.51

Turnover
<table>
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<tr>
<th>SL. NO.</th>
<th>CATEGORY OF POST</th>
<th>Sanctioned post</th>
<th>Working Strength</th>
<th>Vacancy</th>
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<td>GROUP-A:</td>
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<td>2</td>
<td>MANAGING DIRECTOR</td>
<td>1</td>
<td>1</td>
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<tr>
<td>3</td>
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<td>3</td>
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<tr>
<td>4</td>
<td>GENERAL MANAGER (North)</td>
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<td></td>
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</tr>
<tr>
<td>5</td>
<td>GENERAL MANAGER (Central)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>GENERAL MANAGER (Finance)</td>
<td>1</td>
<td>1</td>
<td>-</td>
</tr>
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<td>7</td>
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<td>5</td>
<td>3</td>
<td>2</td>
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<td>8</td>
<td>DEPUTY DIRECTOR</td>
<td>29</td>
<td>26</td>
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<td>9</td>
<td>DEPUTY DIRECTOR (Tech. Audit)</td>
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<td>10</td>
<td>DEPUTY DIRECTOR (Acct)</td>
<td>1</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>11</td>
<td>DEPUTY DIRECTOR (Arch)</td>
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<td>1</td>
<td>-</td>
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<tr>
<td>12</td>
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<td>15</td>
<td>ASSISTANT DIRECTOR, Go-I</td>
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<td>70</td>
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<td>16</td>
<td>ASSISTANT DIRECTOR, Go-I(Arch)</td>
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<td>19</td>
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<td>20</td>
<td>ASSISTANT DIRECTOR, Grade-II</td>
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<tr>
<td>21</td>
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<td><strong>Total:</strong></td>
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<td><strong>134</strong></td>
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### II. GROUP-B:

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### III. GROUP - C:

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<td>STENOGRAPHER</td>
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<td>GROUP-D:</td>
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<td><strong>Grand Total</strong></td>
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