

ORGANIZATIONAL PROFILE



In order to assess the organisational capacity and strengths please provide the following information. Please note that all questions relate to the overall organisation and not only to your submitted project proposal. *This information is for EED and FMSF only and will be treated strictly confidential.*

1. BASIC DATA ON THE PROJECT HOLDER

1.1. Full Name and Acronym (abbreviation):	Agricultural Development & Training Society (ADATS)
1.2. Physical Address:	ADATS Campus Bagepalli 561 207 Chickballapur district India
1.3. Postal Address:	ADATS Campus Bagepalli 561 207 Chickballapur district India
1.4. Telephone:	+91 (8150) 282376
1.5. Fax:	
1.6. E-mail:	ram@adats.com
1.7. Website:	http://www.adats.com/
1.8. Contact Person (including cell phone):	Ram Esteves +91 (94485) 24696
1.9. Any branch offices/ subsidiaries (regional, local):	

2. ORGANISATIONAL DETAILS (of project holder):

In addition to providing the following information, please attach a copy of the current constitution, by-laws, mission statement and certificate of registration.

2.1. Describe briefly the origin and development of the organisation:	
2.2. Year of establishment/ registration:	<ul style="list-style-type: none"> Started functioning on 14 December 1977 Registered on 20 June 1978
2.3. Legal status and type of organisation (Church/church department, NGO, cooperative, other):	<p>Registered under the Societies Act, the FCRA, and enjoys recognition under Section 12A of the Income Tax Act as a charitable institution.</p> <ul style="list-style-type: none"> Reg. No: 97 / 78-79 under the Karnataka Societies Registration Act, 1960. Registered as a Charitable Trust with the Commissioner of Income Tax, Bangalore, and bears Registration No: Trust/718/10A/Vol/AI/A-636 under Section 12A (a) of the Income Tax Act, 1961. Income Tax PAN No: AAATA4512D Tax Deduction at Source (TAN) No: A1787-F Union Home Ministry No: "094570001" under the Foreign Contributions (Regulations) Act, 1976 Bank A/c No: 0925010103314 with Canara Bank, Bagepalli branch.
2.4. Institutional relationship with Churches:	
2.5. Number of members of the organisation (in case your	N.A.

organisation is a membership organisation):		
2.6. Number of Board members and/or trustees (please attach a list including names, date of election / appointment, duration of term and background):	Male: 2 Female: 4 Total: 6	
2.7. Names of senior managers	Date / duration of appointments	Male/Female
<p>CORE GROUP Ram Esteves, Project Director Mario Esteves, Asst. Project Director Nafees Ahmed, Chief Accountant Venkatanarasappa, BCS President L. Nanjundappa, BCS Treasurer</p> <p>SENIOR STAFF Towfeeq Ahmed, Children/Youth Coordinator Mukhaem Pasha, Biogas Coordinator Saira Sultana, Desk Worker Sukumaran, Desk Worker Mubeen Ahmed, Desk Worker Chandradasan, P.K., Desk Worker Nazeer Ahmed, Extension Worker Prasuna Desai, Extension Worker Mohammed Usman, Extension Worker S. Swathi, Extension Worker</p>	<p>December 1977 to date June 1984 to date October 1985 to date Dec 2000 to date (joined Sept 1986) April 1998 to date (joined Jan 1983)</p> <p>January 2005 to date February 2004 to date April 1995 to date June 1994 to date June 2001 to date January 1997 to date September 1992 to date June 2009 to date July 2004 to date February 2012 to date</p>	<p>Male Male Male Male Male</p> <p>Male Male Female Male Female Male Male Female Male Female</p>
2.8. Name and position of legal representative of the organization:	1. Ram Esteves, Project Director 2. Nafees Ahmed, Chief Accountant	

3. MAIN AREAS OF WORK

3.1. What is the organisation's mission?

VISION:

“ADATS and the Coolie Sangha have a vision of a community of unified poor, across parochial caste lines and the gender divide, with increased survival capacity in a rapidly changing political economy; with food security ensured by sustainable resource-use practices and economic development; where individuality and person status are established and protected by the community; where Coolie children, especially the girl child, have a childhood, education and a secure future of their choice; where organised Coolies have a political presence and are a power to contend with, without becoming a passive vote bank.”

MISSION:

ADATS and the Coolie Sangha are committed to the unification and organisation of the poor in their struggle for freedom from social oppression and the realisation of a human identity, dignity and citizen status.

3.2. What are the strategic objectives (main goals)?

GOAL:

Coolie Sangha continues to provide Identity & Protect Freedoms in the face of New Age Problems

PURPOSE:

Coolie Families gain control over their lives in a rapidly changing Political Economy

OBJECTIVES:

- A. Coolie families fully access all State welfare & transfers
- B. Coolie Women attain a person status within their families
- C. Sustainable land use practices adopted
- D. Coolie families take advantage of new economic opportunities
- E. Coolie Children's needs are met
- F. Coolie Youth's needs are met
- G. Critical Project Output: New form of Unity that preserves Member participation & concept of Representation evolved by Coolie Sangha

3.3. Do you have a strategic network and/or alliances with other organisations (churches, community-based organisations, NGOs, government bodies)?

For church-based project holders: Describe briefly whether and what kinds of local, national and/or international ecumenical cooperation relationships are in existence.

For NGOs/community based organisations/networks: Outline the organisation's relationships to local, national and/or international church and ecumenical institutions.

ADATS and the Coolie Sangha are not formal or accredited members of any networks or federations.

However, we actively collaborate with various development workers and activists in order to gain technical knowledge, exchange experiences, jointly lobby and also to share our experiences with other grassroots NGOS.

- Drought and environment issues with like minded NGOs in South India
- Environment issues with the Climate Change Convention.
- Child Rights issues with the Save the Children Alliance
- Management and IT issues with leading software industries
- Accessing Carbon Resources for pro-poor rural CDM Projects through the Fair Climate Network

ADATS provides leadership to the Fair Climate Network, and the Coolie Sangha shares experiential learning, in a totally open and unreserved manner, with over 59 grassroots NGOs from all over India. Together we give a conceptual understanding on Climate Change carbon offsetting, carbon resources, and practical skill training, through hands-on training and field exposure.

3.4. What are the most important achievements of the organisation so far?

Organisational

- Developed a 9 year Intervention Strategy with 3 clear 3-year phases for the organising the poor
- 2 Organisations Policy with the Coolie Sangha as an autonomous and independent grassroots organisation, in spite of being built up by ADATS
- Self-finance mechanisms in the Coolie Sangha
- Attempting a feminist organisational culture at ADATS

Social

- Men and women together work to strengthen Coolie women.
- Schooling Coolie children with special emphasis on the Girl Child

Political

- Coolie Sangha has a felt presence in day to day matters, and electoral clout in the region
- Coolie Sangha control over local body institutions, especially the Gram Panchayats

Economic

- Equal wages for women and men

- High performance of Coolie Credit Funds over 26 years
- Impressive development of marginal holdings owned by the poorest families
- Role of Coolie women in agriculture

Strategic

- Accessing commercial carbon revenues for undertaking sustainable development activities
- Credibility and recognition in the Climate Change world

3.5. Who are the organisation's main beneficiaries?

1. Active Coolie Sangha Member families

30-35 small and poor peasant families from each village (population = 70 to 100 households) organise themselves into village Coolie Sangha Units. These village associations are the primary units of the grassroots organisation, the Coolie Sangha.

The Coolie Sangha is a highly structured, disciplined and self-financed membership driven organisation which enters into a working relationship with ADATS.

- 40,144 small and poor peasant families from 906 villages have formed Coolie Sangha Units.
- 11,525 Coolies families from 471 village CSUs are presently active. They comprise of 50,952 adults and 14,439 minors.
- The total population coverage is 11%. But in villages with functioning Coolie Sangha Units, coverage is higher at 23%.

The Coolie Sangha has attained a larger unification of the enlarged poor, across narrow parochial caste and sex divides.

- 897 (8%) of these Active Member families are women headed. But 4,111 (36%) family membership are in the names of women – they represent their families in the Coolie Sangha in spite of having male relatives at home.
- 34% of Member families belong to Scheduled Castes, 15% to Scheduled Tribes, 19% to backward communities, and 32% to forward castes.
- 12% of the total SC and ST families in the district are in the Coolie Sangha, 10% of backward communities, and 17% of forward castes.

All Coolie Sangha Members are agricultural labourers, semi-skilled workers, artisans, petty traders or self employed marginal farmers. None of them employ others as wage labourers. Their caste-class are referred to as Coolies. They are pitted against their middle peasant adversaries, the Ryots, in the socio-economic and political arenas of a cruel and unsparing semi-feudal political economy.

Except when responding to rare emergencies, ADATS does not work with the individual poor, within the conventional social work or charitable mode, in any patronising manner.

2. School & College Children

Coolie children (half of them girls) benefit the ongoing and largely self-financed children's programme. They comprise 83% of the total school-age population (i.e. 5-16 year age group) from active Member families in functioning village CSUs.

3. Coolie Youth

Schooled Youth (equal number of boys and girls) are provided with job skill training and placed in city jobs.

Another 300 young girls will be assisted to become "business women" in their respective villages. They will be developed to become the young women's cadre who will gradually replace the ageing and ailing cadre of Village Health Workers and women CSU Representatives who built the Coolie Sangha over the past 34 years.

4. Coolie Women

23,500 Coolie women benefit 2 registered Biogas CDM Projects with Biogas units to cook on gas stoves. Another 5,000 Coolie women will receive 2 fuel efficient woodstoves each under another CDM Project.

5. Small & Marginal Farmer families

Member Coolie families who are assisted to switch over to Sustainable Agriculture practices on their dry land holdings.

6. Non Coolie Sangha families

Non Coolie Sangha families benefit from environmental programmes owned and managed by the Coolie Sangha.

3.6. Which are the organisation's main areas of work?

Every single programme, project and activity has an inbuilt positive discrimination in favour of women, Harijans, Tribals and Muslims.

- Community Organisation (Customer Demands & Satisfaction – CD&S)
- Support to Issues and Struggles with Legal Aid & Aid Distress
- Participation in Local Government
- Alternate Credit
- Dry Land Development & Agriculture Development
- Strengthening Coolie Women
- Reproductive Health & Referrals
- Domestic Biogas, Woodstoves and Afforestation with CDM resources
- Children's Schooling & Education
- Wider issues of Gender Justice, Secularism and Democratisation

3.7. Which is/are the organisation's main geographical area(s)/region(s) of work?

(Please attach a map of the country and if possible a map of the region/province and mark the respective regions/areas.)

ADATS works in 5 Taluks of Chickballapur district of Karnataka State in South India.

4. POLICIES OF THE ORGANISATION:

4.1. What is the organisation's policy for gender equality issues (regarding the promotion of female staff and among the organisation's activities and results)?

Please see our Gender Policy Paper at <http://www.adats.com/documents/book7/0701/>

Though written in October 1996, this policy is as valid today as it was 15 years back. We have been able to mainstream gender into all our thinking, planning and activities. Impressive results have been attained in strengthening women as well as altering the power balance in the villages vis-à-vis the upper castes and Harijans.

4.2. Does your organisation pursue a concept of HIV/Aids-Mainstreaming? If yes, to what degree this concept is implemented? Do you have a Workplace-Policy on HIV/Aids? Is there regular staff training in the field of HIV/Aids?

No.

4.3. Does the organisation have guidelines on how to deal with domestic violence and violence against women?

Yes. This is one of our core activities and ADATS and the Coolie Sangha have gained some degree of specialisation in this aspect.

4.4. What is the organisation's policy concerning environmental issues? How do you ensure that your organisation is acting environmentally friendly (conditions for procurement, energy saving

standards, etc.)? In case environment is a key area of intervention, please specify the issues you are working on.

For the past 16 years, ADATS has been in the thick of the Climate Change debate. We believe that a local environmental take on Climate Change is as valid a position as any. Every project activity we promote is towards this end.

- 4.5. Describe briefly whether and in which way the staff and the target group/ beneficiaries are usually involved in the decision-making processes in the organisation.

All activity and project choices are derived through a bottom-up process of discussions at the village, Cluster and Taluk levels through formal structures that are in place for the past 34 years.

- Our 10 year Strategic Plans are made over a period of 5-6 months, through intense discussion in every single village CSU, interrupted with very many formal workshops.
- These Strategic Plans are monitored through annual Effects Monitoring exercises, which are grassroots participatory exercises. We have completed 7 such annual exercises and are poised for the 8th one in April 2012.
- Primary Data for these Effects Monitoring Report is obtained through 3-4 full day sessions, held at weekly intervals throughout the months of April and May, in each and every Cluster/GP Meet.
Elected Coolie Sangha functionaries and ADATS Staff sit together for 6 hours per session (total = 250-350 session days) to ponder on each Sub Effects Indicator.

5. MANAGEMENT STRUCTURE AND DECISION MAKING:

- 5.1. Do you have any written procedures (manual etc.) for managing the organisation and its decision making? Yes No

Yes.

Community organisation procedures for building the village Coolie Sangha Units (CSUs) are spelt out at <http://www.adats.com/home/comorg.php>

The Intervention Strategy is described at <http://www.adats.com/home/istrategy.php>

Procedures for running various programmes are described at <http://www.adats.com/home/women.php> , <http://www.adats.com/home/children.php> , <http://www.adats.com/home/ccf.php> and <http://www.adats.com/home/dldp.php>

Procedures for running the village CSUs are described at <http://www.adats.com/cs/membership.php> , <http://www.adats.com/cs/meetings.php> and <http://www.adats.com/cs/function.php>

The relationship between the NGO and CBO are described at <http://www.adats.com/cs/relation.php>

- 5.2. Please describe the following:

_ What is the role (scope of decision-making authority) of the General Assembly?

The Governing Body meets once every year in order to peruse the Audit Report and financial statements – Balance Sheet, Income & Expenditure and Receipts & Payments statements and also the annual report (which are, in effect, the annual Effects Monitoring Reports).

Every 5 years they also elect the new Governing Body of the Society.

_ What is the role (scope of decision-making authority) of the Board?

- Appoints the core staff – Project Director, Finance Director and Asst. Project Director.
- Opens bank accounts and appoints signatories.
- Appoints the Chartered Accountant, peruses audited Accounts and files the same with statutory authorities – Registrar of Societies and Income Tax Department.

- Ratifies policies, programme choices and budgets after convincing itself that these are bottom-up decisions taken by the Coolie Sangha.
- Intervenes in emergencies and organisational crisis.

_ How often does the Board meet?

2-3 times a year

_ What is the role (scope of decision-making authority) of the General Secretary/Senior Organisational Management Team?

Please see the Job Descriptions of various senior Staff at <http://www.adats.com/staff/jobdesc.php>

_ How often does the Senior Management Team meet?

Every Monday we have our Situation Meetings that all ADATS Staff and senior Coolie Sangha functionaries attend. This is because we want to remain a flat organisation and do not believe in unnecessary hierarchy.

Besides reviewing the past week's work, problems encountered, targets, etc. we also discuss the pertinence of current happenings and trends to contemporary developments in wider society.

5.3. Please describe strengths and challenges of your organisation as perceived by the organisation itself.

Strengths

- Introduction of a results oriented management culture wherein we can demonstrate material and non-material Results
- Community organisation – 2 organisations policy, clarity on withdrawal and role transformation, relevance of the Coolie Sangha
- Strong coolie cadre and self-finance mechanisms that guarantee the posterity of the Coolie Sangha
- Proven resilience and staying power – long term involvement and ability to deal with powerful Stakeholders who negatively impact our work
- Feminist organisational culture in ADATS
- Strengthening coolie women in a very fundamental manner; emphasis on the girl child
- Schooling of coolie children; skill training; life-skill training; jobs placement
- Unifying the coolie caste-class across caste and religious divides; developing them as an effective minority; felt socio-political presence in PRI institutions; access and control over mainstream government resources
- Equal wages for women and men
- Success of Coolie Credit Funds
- Impressive development of coolie lands
- Role of Coolie Women in agriculture
- Tapping carbon resources for pro-poor development – CDM

Weaknesses/Challenges

- Fluctuation in membership/coverage
- Lack of viable strategies for non farm ventures for coolie families
- Inability to attract senior women Staff at ADATS

5.4. What are the means adopted by the organisation to ensure that there is no conflict of interest in the organisation?

Means Adopted:

Since more than 90% of our Staff are local, from our own village CSUs, most conflicts are resolved as a community within the organisation, with the active involvement of respective CSU functionaries. We have zero tolerance for grievous misdemeanours like theft, misappropriation and misbehaviour with women.

The Governing Body intervenes in conflicts of a higher nature that involve senior Staff and project leadership.

Formal Policy:

This was a recommendation of the recent Evaluation which the ADATS Governing Body has accepted. They are in the process of articulating a Conflict of Interest Policy which will soon come into effect and placed in our website.

5.5. Social accountability: What are the tools/mechanisms being practised by the organisation to ensure transparency and accountability to its stakeholders?

Apart from being spelt out in our Finance Policy, openness and exception free transparency, especially in financial matters, including personal finances, is an ingrained value at ADATS. The distinction between “spending on ourselves” and “spending on the people” is very clear and unambiguous. Over the years, this has led to a flat and lean organisation, with the barest minimum bureaucracy.

There are no *in camera* meetings at ADATS, unless we are discussing a sensitive personal relationship matter between staff or staff family members. Even our socioeconomic empowerment strategies are openly drawn up without hiding them even from so-called adversaries.

For the past 34 years, ADATS has never initiated a new programme just because funds were available. Every programme, project or activity has been developed bottom-up with more than a token participation of Coolie Sangha Member families. Everyone participates in budget making and realisation exercises.

Even though we have had an odd case of abuse by a handful of unscrupulous Staff and functionaries, we have not given up on these basic core principles. We firmly believe that, in spite of these rare cases of misuse, it is openness and transparency that will keep us in good stead, with self imposed checks on excessive behaviour.

Please see our Guiding Principles and download the ADATS Finance Policy & Practice at <http://www.adats.com/finances/guide.php>

On the flip side, it is ironic that these are the very same principles that prevent us from getting new Staff from outside our project area. While everyone is happy to parrot these politically correct rhetoric, they find the practice of such values and principles rather irksome.

Please see the Work Conditions for ADATS Staff, operationalizing these values and principles in a frank and open manner, at <http://www.adats.com/staff/work.php>

6. PERSONNEL:

In addition to providing the following information, please attach an organogram (organisational chart) of the organisation and a list of staff (names and functions), including their work experience, educational background, status and duration of employment.

ADATS does not have any part-time or other Staff. The Gender break-up of 89 persons working at ADATS is as under:

Category	Total Staff	Men	Women	SC	ST	BCM - A	BCM - B	General
Senior Staff	6 7%	100%	0%	33%	0%	33%	0%	33%
Admin Staff	4 4%	50%	50%	0%	0%	50%	0%	50%
Field Staff	47 53%	77%	23%	28%	11%	32%	26%	4%
Specialist Staff	7 8%	71%	29%	0%	0%	57%	29%	14%
Support Staff	25 28%	40%	60%	36%	0%	40%	20%	4%
Total	89	66%	34%	27%	6%	37%	21%	9%

Remuneration (average per month per position)	Number	Male	Female
Management staff			
Project Director	1	₹ 15,000	
Asst. Project Director	1	₹ 15,000	
Chief Accountant	1	₹ 12,500	
BCS President & Treasurer	2	₹ 6,000	
Desk Workers	4	₹ 10,000	
Field Staff			
Field Workers	16	₹ 6,000	
Mahila Trainers	9		₹ 6,000
Biogas Case Workers	12	₹ 6,000	
Children/Youth Case Workers	4	₹ 5,000	
SA Case Worker	1	₹ 5,000	
Taluk Secretary	5		
Professional (technical) staff			
Biogas Coordinator	1	₹ 10,000	
Extension Workers	5	₹ 10,000	₹ 10,000
Systems Administrator	1	₹ 10,000	
Support staff			
Drivers	6	₹ 5,000	₹ 5,000
Cook & Canteen Manager	2	₹ 5,000	₹ 5,000
Helpers	17	₹ 2,500	₹ 2,500

Are there any vacancies? Yes No

If Yes, which positions?

No

6.1. Are the salaries comparable to similar organisations in your country? Yes No Please specify:
No.

Development Workers at ADATS have deliberately opted for a lower salary scale, in keeping with the standards of the middle class in the Moffusil towns where we live and work. As a rule, we do not pay Income Taxable salaries.

However, no one in the organisation has any qualms about paying higher market rates for specialists contracted for a shorter tenure.

6.2. Do the board members and / or trustees receive any allowances? Yes No

No

6.3. Are there obligatory regulations for tax deductions, social benefits or similar to be observed?

Yes. ADATS follows these minimum requirements:

Social Benefits:

- 10% Staff Fund used to give Medical Insurance cover for all Staff, reimburse immediate family members' medical expenses (only at government/Church hospitals), basic schooling costs (only at local government schools) of children, etc.
- Special assistance to send children to college and professional courses, provided they get a free seat through competitive exams
- 15 days leaving benefit for every year completed in the organisation

Obligatory Regulations:

- Professional Tax deductions
- Income Tax deductions (where applicable)

- 6.4. If female staff is underrepresented in the upper third of top-positions, what are the actions taken by the organisation through its human resource management?

This is an organisational weakness at ADATS, but not at the Coolie Sangha.

ADATS has an equal representation of women and men at the senior, middle and lower levels, but not in the Core Group.

The Coolie Sangha has reservations for women in senior positions. E.g. Annual Taluk Secretary elections alternate by sex each year, half the number of elected Trustees are women, financial control over village CSU and CCF bank accounts is completely with women cheque signatories, etc.

- 6.5. Qualification of staff

_ Are positions filled according to the organisation's tasks? Yes No

Yes.

However, we have not always been able to recruit and hold on to specialised outside Staff. We overcome this challenge with intense skill training for our longstanding local Staff who have risen from the ranks of the Coolie Sangha.

_ Is staff adequately trained for their positions? Yes No Please specify

Yes

- All outside Staff compulsorily go through a 3 month training/probation phase, after which they/we mutually decide if/where they could contribute
- Area Field Workers are appointed only after they have worked in their respective villages for 6-9 years – their village CSUs take responsibility for their behaviour

Most ADATS Staff are from the villages we work in, and have been in the organisation for many years. Moreover, they have moved up from the ranks, having worked as Village Level Workers, Community Workers (to initially build the Coolie Sangha in a group of 5-6 villages), etc. As a result, an *in house* orientation takes place

_ Does the organisation have a human resources development strategy in place? Yes No

Please specify for:

Management staff

Professional staff

Support staff

No.

However, since we strictly follow the Logical Framework approach. Having identified "Supervised Staff to Empowered Staff" as a critical project output, we have had dramatic improvement in problem analysis/solving capacity.

Concrete indicators are used to measure increases in efficiency and efficacy of ADATS Staff and Coolie Sangha functionaries.

New Staff find it easy to understand what we expect of them due to clear LogFrames for each programme, and we avoid speaking at cross purposes or making unreasonable and changing demands of them.

- 6.6. Does the organisation have specific staff responsible for the implementation of the environmental policy? Yes No If yes, please specify:

Yes.

The Biogas, Afforestation and Woodstoves CDM Projects have separate Staff of their own in order to take care of implementation and technical adherence to very demanding CDM procedures.

However, since these are community owned and managed pro-poor sustainable development efforts, ADATS Field Staff (Field Workers and Mahila Trainers) play a major role in the non-technical aspects of their implementation.

Since ADATS leads the Fair Climate Network's Tech Team at Bangalore, and moneys are routed through ADATS, these highly specialised Staff also relate to ADATS in a special manner. Their skills and knowhow are always available to us.

Since the ADATS Project Director personally oversees the Low Carbon Farming efforts of the network, LCF Facilitators are stationed at Bagepalli from where they go out to service 15 Participant NGOs. As a result, ADATS and the Coolie Sangha can avail their advice and insight in our Sustainable Agriculture and Forestry efforts.

7. FINANCES (Income and Assets):

In addition to providing the following information, please attach the organisation's finance manual (outlining the regulations for financial management) and the last 3 institutional audits / overall annual accounts.

- 7.1. Total annual budget:

Break-up of the 3 year 9 months Consortium Programme – does not include Coolie Sangha budget

	Period	Amount
Current year	April to December 2012	₹ 8,264,144
Last year	April 2011 to March 2012	₹ 11,013,587
Two years ago	April 2010 to March 2011	₹ 15,196,461
Three years ago	April 2009 to March 2010	₹ 24,740,783
Total		₹ 59,214,975

- 7.2. Sources of last year's income:

	Source	Amount/currency
External (international sources)	EED, Germany	₹ 6,068,187
	Icco, the Netherlands	₹ 7,226,390
	Save the Children, New Zealand	₹ 6,442,641
	Routed to Fair Climate Network:	
	Environment Defense Fund, USA	₹ 516,678
	Icco, the Netherland	₹ 4,368,379
Non-governmental (national sources)		
Government sources		
Income generated from own activities/assets (please specify)		
Total:		₹ 24,622,275

For a complete list of all grants received by ADATS and the Coolie Sangha for the past 34 years, please visit <http://www.adats.com/finances/>

The Coolie Sangha is self-financed through voluntary contributions made by Member Coolie families who plan for their posterity from day one of ADATS involvement. Each and every family contributes a percentage of their income, from whatever source, to their CSU's Sangha Fund. These collections are spent to meet transaction costs of the village Coolie Sangha Unit. After ADATS withdrawal, Sangha Funds are also used to pay for their functionaries, finance the decentralised health and children's programmes, on legal aid and aid distress, etc.

Balance unspent moneys at the end of each financial year are placed in Fixed Deposits (FDs) in the name of the respective village Coolie Sangha Unit. These FDs form the decentralised village level corpus fund of the Coolie Sangha.

For the past 18 years, in all the older CSUs, the practice of contributing Sangha Funds has been formalised through a system of declaring annual incomes and the paying Sangha Tax once a year. So much so that paying Sangha Tax has now become the standard norm for renewing membership in the Consolidation phase and Independent CSUs.

As on 8 March 2012 Sangha Funds total ₹ 88 million – ₹ 19 million in 906 CSU bank accounts, plus ₹ 69 million in Fixed Deposits in the names of respective village CSUS.

7.3. What are the major of your organisation (e.g. buildings, land, and endowments) and their value?

ADATS pursues an active policy of creating assets in the name of the Coolie Sangha. Community Halls in the Cluster villages, for example, are built on lands bought by Member Coolie families in the names of their respective village CSUs.

Recognising the need to live on the knife edge of insecurity, we have deliberately desisted from building up any corpus fund or organisational (or even personal) savings.

ADATS owns only those assets than what are absolutely necessary for the implementation of our projects and programmes. These include:

- 5 fully equipped Campuses at the respective Taluk headquarters, comprising of Office, Training facilities, Guest Rooms, Staff Houses, etc.
- 5 four wheelers, 33 Motorcycles and 2 Mopeds.

Our Balance Sheet, as at 31 March 2011, shows fixed assets worth ₹ 24,417,689. Please see our Fixed Assets Register at <http://www.adats.com/finances/assets.php>

7.4. With which (national and international) aid agencies and financing organisations has the organisation been cooperating in the past five years?

- EED, Germany
- Icco, the Netherlands
- Save the Children, New Zealand
- New Zealand Government

7.5. How often is an inventory done?

Once every 6 months, during the half yearly statutory audit

7.6. What is the period of your financial year?

1st April to 31st March

7.7. Name(s) of person(s) who is/are authorized to request for transfer of funds:

1. Ram Esteves, Project Director
2. Nafees Ahmed, Chief Accountant

8. ACCOUNTING SYSTEM:

8.1. Number and qualifications of staff working in the financial accounting section:

6

- 8.2. Does the organisation prepare annual accounts, balance sheets, income-and-expenditure statements or similar? Yes No If Yes, which one?

Computerised Double Entry Book Keeping

Trial Balances, Receipts & Payments statements, Income & Expenditure statements and Balance Sheets and Budget Realisations are generated at the click of a button.

Various reports on the financial performance of various activities are also generated. These include the status of Sangha Funds, performance of the decentralised Coolie Credit Funds, various other credit instruments set up for Coolie women, etc.

Field Staff take these to village meetings and share with CSUs and Mahila Meetings on an every week basis.

- 8.3. Key date of latest annual account:

Audit Report dated 4 April 2011 for the period ending 31st March 2011

- The Audit Report, Balance Sheet, Income & Expenditure and Receipts & Payments statements of ADATS are available at <http://www.adats.com/finances/finance.php>
- Similarly, the financial reports of the Coolie Sangha are available at <http://www.adats.com/cs/finances.php>

- 8.4. Is your accounting computerized? Yes No If Yes, please name the software used:

Yes.

Transact 2009® is an integral part of InfoNeeds, our in house developed intranet solution

- 8.5. If funds are supposed to be passed on to branch offices, please describe the procedure:

N.A.

9. PLANNING – MONITORING - EVALUATION (PME):

- 9.1. Please describe the following:

_ How do you **plan** your work (frequency, methodology)?

_ In what way do you **monitor** your work?

_ How do you monitor outcome and impact?

_ How is your work **evaluated**?

- Planning:

ADATS and the Coolie Sangha have a long and established history of Management by Objectives. Our internal PME system was first introduced in 1985 with the sequential placing of all our efforts and activities on a PERT Chart that clearly elucidated the three 3-year phases of Coolie Sangha building. We have a good MIS system that helps us with monitoring information.

Job Descriptions are mutually drawn up and an Organogram developed. Critical and reflective Progress Reports, Policy & Strategy papers, and Position papers contribute to process documentation. All this is supported with an organisational culture that is totally open, transparent and gender sensitive.

LFA was first used as a management tool in 1998. 2½ years later, in October 2000, ADATS and the Coolie Sangha undertook a 17 month long exercise to develop our first 10 year Strategic Plan incorporating Vision, Mission (Goal), Purpose, Project Outputs and Activity Schedule. Midway into this exercise, the LogFrame was readied in April 2001.

- Icco and EED supported it's implementation through the 3rd Consortium Programme (Icco Project No: IN 094071 & EED 20010246) from April 2001 to March 2004.

- Icco, EED, SCNZ and the NZ Government then supported the implementation of the 4th Consortium Programme (Icco Project No: IN 094101 & EED 20060213) from April 2006 to March 2009.

In June/July 2008, we undertook our 5th Effects Monitoring exercise. Based on a reflection on the 5 Effects Monitoring Reports, we made our next 10 year Strategic Plan for 2009-19 and constructed the 3 year LogFrame.

- Icco, EED, SCNZ and the NZ Government again supported the implementation of the 5th Consortium Programme (Icco Project No: 71-03-03-017 & EED 20090222) from April 2009 to March 2012.

Unfortunately, SCNZ unexpected closed operations in New Zealand and the budget had to be recast from April 2011. Icco too experienced financial problems and the 3 year project had to be extended by another 9 months, till December 2012, without any additional financial contribution from either Icco or EED.

The Coolie Sangha pitched in with Sangha Funds and the Strategic Plan currently continues to be implemented, as planned.

During the implementation of the current ongoing programme, 2 more Effects Monitoring exercises were conducted – for the 6th time in April 2010, and 7th time in April 2011.

Based on these experienced, these past months, the 2009-19 Strategic Plan and LogFrame have been revisited by ADATS Staff and Coolie Sangha functionaries to prepare the present project proposal for 2013 to 2015.

- Monitoring:

We firmly believe that Activity Processes are the unique individual exertion of time and efforts of Secondary Stakeholders – ADATS Field Staff and Coolie Sangha functionaries. Monitoring is the sharing of these efforts amongst each other to learn better ways of doing things and achieving Outputs.

The first level of Monitoring takes place at ADATS through the recording of data into our in-house digitized monitoring system, *InfoNeeds*, as and when they occur. Field Staff leave for their village meetings soon after lunch, and come back very late, at about midnight. The first thing they do the following morning is to update the database with activities and occurrences of the previous day. In this manner, they are also available at their respective Taluk headquarters for Coolie Sangha member who want to meet with them to get some job done at a government office or bank.¹

The second level of Monitoring takes place in our “Situation Meetings” where all Staff and senior Coolie Sangha functionaries meet for a few hours every Monday. These are far more than a mere *reporting* on what happened in the previous week.

The third level of Monitoring takes place through our annual Effects Monitoring exercises where Coolie Sangha functionaries, as well as many ordinary Members who are deeply interested, sit together week after week to pore through the Indicators and Means of Verification.

ADATS Field Workers, Mahila Trainers and Case Workers take with *InfoNeeds* Reports generated by secondary data² recorded in our digitized MIS.

These meetings are held once a week, every week, in each Cluster/GP, for about 6 weeks. Elected functionaries and active Member Coolies discuss each Sub Effects indicator and give their frank and honest appraisal supported with a wealth of detail. Primary Data is collected from the Primary Stakeholders in this manner. A total of more than 400 review days are conducted in April and May every year, for the past 7-8 years. These are thrilling days when the

¹ In the early days, when we first introduced computerization, our server was directly and constantly connected to all 5 Taluks. But this turned out to be a costly affair and, moreover, connection speeds were not up to the mark. So now, Field Staff from the other Taluks come to Bagepalli about twice every week.

² By strict LogFrame standards, this is also Primary Data since it is captured as and when activity processes are implemented. However, we corrupt the colloquial in order to distinguish data obtained from the Computer with what the Primary Stakeholders themselves have to say

most unexpected Results are unveiled. Unfortunately, all other work literally comes to a stop for one day a week, every week, in all Cluster/GPs.

- Evaluation:

We understand Evaluation to mean an objective and dispassionately honest look at Goal and Purpose Indicators, since annual Effects Monitoring only looks at Objective Indicators. These are best carried out through stratified random and sample surveys by *outsiders who have a deep sense of history of the organisation(s) and sympathise with their core values, vision and mission.*

Unfortunately, the development debate has given a totally different connotation to the term Evaluation, and they are more in the line of dreaded inspections – though this word is not used in order to be politically correct and give the impression of trust, participation and partnership.

9.2. Date of last internal/external evaluation: (Please attach the last evaluation report.)

An External Evaluation was commissioned by EED and Icco, and conducted by Ramappa, Anthya Madiath & Suresh Kejriwal in August/September 2011

ADATS accepted recommendations of this Evaluation since they would help us reflect on our work and improve performance. Suresh Kejriwal gave very valuable advice on areas that need to be strengthened, and Sreeramappa raised pertinent questions that the Coolie Sangha should keep in mind for the next coming years.

Please find the report at <http://www.adats.com/studies/30/>

9.3. Does the organisation make use of external expertise to accompany its work? Yes No Please specify:

Yes

ADATS has always been open to critical and constructive outside opinion. From 1985 to date, 11 full fledged evaluations and 13 thematic and sector studies have been carried out.

We invite social scientists, management consultants and academicians to give us “Third Opinions” in an accompaniment mode from time to time. Sometimes our Northern partners help us identify/commission these studies, evaluations and stocktaking exercises. Often times we do so ourselves and keep our Northern partners informed.

Please find all these studies, recommendations and reactions at <http://www.adats.com/studies/>

9.4. At the project level how do you assure equal participation of different target groups (e.g. according to age, gender, ethnic group) in the PME process?

The management systems at ADATS fully integrate and make operational our positive discrimination policies towards women, Harijans, Tribals and Muslims.

Bagepalli, 8th March 2012

(Ram Esteves)

.....
Place, date

.....
Signature(s) by authorised representative(s)

Checklist for requested additional documents sent to EED and FMSF:

- Constitution, mission statement, by-laws, etc. of the organisation

Please find our Memorandum of Association and Rules & Regulations at <http://www.adats.com/home/legal.php>

- Certificate of registration (confirmation)

Please find our Certificate of Registration at <http://www.adats.com/home/legal.php>

- List of members / board members and/or trustees names, designation, date of election/appointment, duration of term and background

Attached below

- Map of the country and/or region/province showing areas of work

- Organisational Chart

Attached below

- List of staff (names and functions), including their work experience, educational background, status and duration of employment

- Finance manual if any

Please find our Guiding Principles and the ADATS Finance Policy & Practice at <http://www.adats.com/finances/guide.php>

- Institutional audits / overall annual accounts of the last three years

Please find our Audit Reports, Balance Sheets, Income & Expenditure statements and Receipts & Payments statements at <http://www.adats.com/finances/finance.php>

- Last evaluation report

Please find the report at <http://www.adats.com/studies/30/>

Please feel free to add more documents if relevant.

Agricultural Development & Training Society (ADATS), Bagepalli 561 207

GOVERNING BODY

S. No.	Name	Designation	Date of Election	Term	Profession	Address
1.	Y.V. Malla Reddy	President	22-Apr-08	Maximum 5 Years	Dev. Worker - Rural Development ACCION FRATERNA	RDT Ecology Centre, Upparapalli Road, Bangalore Highway, Anantapur 515 002
2.	Maggie Thomas	Secretary	22-Apr-08	Maximum 5 Years	Dev. Worker - HIV Aids	Flat No: 1, Swamy Court, 10 Curly Street, Richmond Town, Bengaluru 560 025
3.	Mario Esteves	Treasurer	22-Apr-08	Maximum 5 Years	Dev. Worker - Rural Development ADATS	ADATS Campus, Bagepalli 561 207
4.	Aga Hussain Ali	Member	22-Apr-08	Maximum 5 Years	Builder	S. No: 45, RMV 2nd Stage, Bhoopsandra, Sanjay Nagar PO, Bengaluru 560 094
5.	Syed Ali Fazal	Member	22-Apr-08	Maximum 5 Years	Businessman	Managing Director TIME EXPRESS (India) Pvt. Ltd. Vigyanagar Extension, Bengaluru 560 037
6.	Shubha Chacko	Member	22-Apr-08	Maximum 5 Years	Activist - Sexual Minorities SANGAMA	S-2 Manjushree Apt, 6th Cross, UAS Layout, Sanjay Nagar, Bengaluru 560 094

ADATS/Coolie Sangha Organogram

CORE GROUP	SENIOR STAFF	FIELD STAFF & TALUK FUNCTIONARIES	CLUSTER FUNCTIONARIES	VILLAGE FUNCTIONARIES & OTHER STAFF
Ram Esteves <i>Project Director</i>	Mikhail Esteves <i>IT Professional</i> Abid Pasha <i>Systems Administrator</i>	Muthi Reddy, M.N. Rasheed Sab, P.S Kantharaja, N. Azmathulla, B. Mohammed Prasad, J.V. Narasimhappa, G. Muniraju, T.K Narsimhamurthy, K.T Md. Waheed Gangulappa, J. Umesh, K Raju, K <i>Biogas Case Worker</i>		
Mario Esteves <i>Asst Project Director</i>	Mukhaem Pasha <i>Biogas Coordinator</i>			
Venkatanarasappa <i>BCS President</i>				
Nanjundappa, L. <i>BCS Treasurer</i>				
Nafees Ahmed, Syed <i>Chief Accountant</i>	Sukumaran, K. Saira Sultana Chandradasan, P.K. Mubeen Ahmed <i>Desk Worker</i>			6 Driver 17 Helper
BAGEPALLI	Towfeeq Ahmed <i>Extension Worker</i>	Govindappa, K. Krishna Reddy, S. Prasad Kumar, R. Muniraju, R. Venkataravana Swamy <i>Field Worker</i> Venkatesh Babu Khayum Peer <i>Case Worker</i> Rathnamma Radha, M.N. Manjula <i>Mahila Trainer</i> Adinarayana <i>Taluk Secretary</i>	16 Cluster Secretary 10 WC Member	140 VHW 35 Balakendra Teacher 267 CSU Representative
CHICKBALLAPUR	Usman, Mohammed <i>Extension Worker</i>		7 Cluster Secretary 6 WC Member	66 VHW 22 Balakendra Teacher 130 CSU Representative

ADATS/Coolie Sangha Organogram

CORE GROUP	SENIOR STAFF	FIELD STAFF & TALUK FUNCTIONARIES	CLUSTER FUNCTIONARIES	VILLAGE FUNCTIONARIES & OTHER STAFF
		Soumya V <i>Mahila Trainer</i> Laxamma <i>Taluk Secretary</i>		
CHINTAMANI	Nazeer Ahmed <i>Extension Worker</i>	Sreenivasappa, K. Venkatarayappa, V. Laxminarasimhappa, M. Venkatasubbu <i>Field Worker</i> Shahtaj Unnisa Neelamma <i>Mahila Trainer</i> Eshwaramma <i>Taluk Secretary</i> Mohan <i>SA Case Worker</i>	14 Cluster Secretary 11 WC Member	102 VHW 43 Balakendra Teacher 188 CSU Representative
SIDDALAGHATTA	Swathi, S. <i>Extension Worker</i>	Venkatarayappa, P. Venkatesh, M. Appi Reddy <i>Field Worker</i> Pushpa, K. <i>Mahila Trainer</i> Nagaraj (Chokkanahalli) <i>Taluk Secretary</i>	9 Cluster Secretary 7 WC Member	82 VHW 18 Balakendra Teacher 152 CSU Representative
GUDIBANDA	Prasuna Desai <i>Extension Worker</i>	Ashwathappa, L. Beerappa <i>Field Worker</i> Surendra Kumar <i>Case Worker</i> Gangarathamma Laxmidevamma <i>Mahila Trainer</i> Narasimhappa, H. <i>Taluk Secretary</i>	6 Cluster Secretary	60 VHW 17 Balakendra Teacher 115 CSU Representative
1 Project Director	4 Desk Worker	16 Field Worker	52 Cluster Secretary	6 Driver
1 Asst Project Director	1 IT Professional	4 Case Worker	34 WC Member	17 Helper
1 Chief Accountant	5 Extension Worker	9 Mahila Trainer		1 Cook
1 BCS President	1 Systems Administrator	5 Taluk Secretary		1 Canteen Manager
1 BCS Treasurer	1 Biogas Coordinator	12 Biogas Case Worker 1 SA Case Worker		450 VHW 135 Balakendra Teacher 852 Representative

Agricultural Development & Training Society (ADATS), Bagepalli 561 207

LIST OF STAFF

S. No.	Staff Name	Designation	Qualification	Joining Date	Salary
1	Ram Esteves	Project Director	PUC	01 December 1977	15,000
2	Mario Esteves	Asst Project Director	Graduate	01 December 1983	15,000
3	Nafees Ahmed, Syed	Chief Accountant	Graduate	01 September 1998	12,500
4	Venkatanarasappa	BCS President	Graduate	01 September 1986	6,000
5	Nanjundappa, L.	BCS Treasurer	High School	01 June 1983	5,000
6	Sukumaran, K.	Desk Worker	Graduate	01 June 1994	10,000
7	Saira Sultana	Desk Worker	SSLC	01 April 1995	10,000
8	Chandradasan, P.K.	Desk Worker	Graduate	01 January 1997	10,000
9	Mubeen Ahmed	Desk Worker	Graduate	01 May 2001	10,000
10	Mikhail Esteves	IT Professional	High School	04 January 2002	10,000
11	Nazeer Ahmed	Extension Worker	Graduate	01 September 1992	10,000
12	Usman, Mohammed	Extension Worker	PUC	27 July 2004	7,500
13	Towfeeq Ahmed	Extension Worker	Graduate	24 January 2005	10,000
14	Prasuna Desai	Extension Worker	Graduate	01 June 2009	7,500
15	Swathi, S.	Extension Worker	Post Graduate	01 February 2012	5,000
16	Venkatasubbu	Field Worker	SSLC	01 August 2008	6,000
17	Beerappa	Field Worker	PUC	14 February 2009	6,000
18	Prakashachari	Field Worker	PUC	15 June 2010	6,000
19	Subbanna	Field Worker	PUC	28 July 2010	6,000
20	Ashwathappa, L.	Field Worker	PUC	01 April 2008	6,000
21	Venkataravana Swamy	Field Worker	SSLC	20 May 2008	6,000
22	Muniraju, R.	Field Worker	Diploma Holder	18 May 2005	6,000
23	Appi Reddy	Field Worker	Graduate	05-Jan-08	6,000
24	Venkatarayappa, V.	Field Worker	Graduate	01-Jun-88	6,000
25	Govindappa, K.	Field Worker	Graduate	01 June 1997	6,000
26	Krishna Reddy, S.	Field Worker	High School	01 June 1983	6,000
27	Sreenivasappa, K.	Field Worker	SSLC	19 March 2002	6,000
28	Laxminarasimhappa, M.	Field Worker	PUC	01 June 2003	6,000
29	Venkatarayappa, P.	Field Worker	High School	01 April 2004	6,000
30	Prasad Kumar, R.	Field Worker	Graduate	11 March 2004	6,000
31	Venkatesh, M.	Field Worker	PUC	02 May 2003	6,000
32	Venkatesh Babu	Case Worker	Graduate	22 September 2003	4,000
33	Surendra Kumar	Case Worker	SSLC	01 April 2002	5,000
34	Khayum Peer	Case Worker	PUC	01 March 2005	4,000
35	Munesh	Case Worker	PUC	01 February 2008	5,000
36	Pushpa, K.	Mahila Trainer	SSLC	26 July 2008	6,000

Agricultural Development & Training Society (ADATS), Bagepalli 561 207

LIST OF STAFF

37	Laxmidevamma	Mahila Trainer	PUC	01 April 2008	6,000
38	Radha, M.N.	Mahila Trainer	Teachers Training (TCH)	25 May 2005	6,000
39	Gangarathnamma	Mahila Trainer	PUC	01 February 2005	6,000
40	Shahtaj Unnisa	Mahila Trainer	Diploma Holder	01 January 1997	6,000
41	Rathnamma	Mahila Trainer	High School	01 April 2002	6,000
42	Neelamma	Mahila Trainer	PUC	19 May 2003	6,000
43	Manjula	Mahila Trainer	PUC	24 January 2010	6,000
44	Soumya V	Mahila Trainer	PUC	26 July 2011	4,000
45	Adinarayana	Taluk Secretary	SSLC	10 April 2011	2,000
46	Nagaraj (Chokkanahalli)	Taluk Secretary	SSLC	29 June 2011	2,000
47	Eshwaramma	Taluk Secretary	SSLC	21 June 2011	2,000
48	Narasimhappa, H.	Taluk Secretary	SSLC	15-Jun-11	2,000
49	Laxmamma	Taluk Secretary	SSLC	18 March 2011	2,000
50	Rafi, Mohammed	Driver	SSLC	01-Apr-97	5,000
51	Babajan	Driver	SSLC	03 January 2003	5,000
52	Chand Basha (Babu)	Driver	Primary School	01 January 1989	5,000
53	Azam Pasha	Driver	High School	23 September 2004	5,000
54	Shanu, Sheikh Riyaz	Driver	SSLC	08 May 2005	5,000
55	Devappa	Driver	High School	18 August 2006	5,000
56	Sunil Kumar, H.C.	Helper	SSLC	21 September 2010	2,500
57	Shivamma (Check Post)	Helper	Illiterate	01 January 1998	2,500
58	Gangulamma (Guest House)	Helper	Illiterate	01 January 2002	2,000
59	Krishnappa (Guest House)	Helper	Illiterate	16 August 2002	2,000
60	Rose Mary (Chickballapur)	Helper	SSLC	14 January 2005	2,500
61	Chalapathi, V. (Bagepalli)	Helper	SSLC	01 October 2003	2,500
62	Laxmidevamma (Bagepalli)	Helper	Illiterate	01 January 1978	2,500
63	Nagamani (Bagepalli)	Helper	SSLC	01 May 2004	2,500
64	Munipoojamma (Chintamani)	Helper	Illiterate	01 April 1993	2,500
65	Rajamma (Chintamani)	Helper	Illiterate	01 March 1996	2,500
66	Susheelamma (Siddalaghatta)	Helper	Illiterate	01 May 1994	2,500
67	Lakshmi	Helper	SSLC	15 March 2011	2,500
68	Mubarak	Helper	SSLC	01-Apr-10	2,500
69	Mahaboob Bi (Siddalaghatta)	Helper	Middle School	10 February 2010	2,500
70	Mallika	Helper	Illiterate	24 July 2010	2,500
71	Meena	Helper	Middle School	01 August 2011	2,500
72	Laxmamma, G.N.	Helper	High School	20 December 2011	2,500
73	Abid Pasha	Systems Administrator	PUC	01 May 2003	10,000

Agricultural Development & Training Society (ADATS), Bagepalli 561 207

LIST OF STAFF

74	Muthi Reddy, M.N.	Biogas Case Worker	PUC	01 January 1997	6,000
75	Azmathulla, B. Mohammed	Biogas Case Worker	PUC	30 May 2005	6,000
76	Prasad, J.V.	Biogas Case Worker	PUC	09 August 2007	5,000
77	Narasimhappa, G.	Biogas Case Worker	Graduate	07 January 2008	5,000
78	Muniraju,T.K	Biogas Case Worker	Post Graduate	13 August 2011	6,000
79	Kantharaja, N.	Biogas Case Worker	Graduate	27 May 2005	6,000
80	Rasheed Sab, P.S	Biogas Case Worker	High School	16 August 2004	6,000
81	Narsimhamurthy, K.T	Biogas Case Worker	PUC	27 May 2009	6,000
82	Md. Waheed	Biogas Case Worker	Diploma Holder	01 July 2009	5,000
83	Gangulappa, J.	Biogas Case Worker	PUC	04 October 2009	6,000
84	Umesh, K	Biogas Case Worker	PUC	18 July 2006	5,000
85	Raju, K	Biogas Case Worker	PUC	05 January 2012	6,000
86	Mukhaem Pasha	Biogas Coordinator	Graduate	15 February 2004	10,000
87	Mohammed Umar Farooq	Cook	Post Graduate	01 April 2011	5,000
88	Jyothi (Bagepalli)	Canteen Manager	SSLC	01 April 2011	5,000
89	Mohan	SA Case Worker	Diploma Holder	26 March 2010	5,000
