

CENTRE FOR MANAGEMENT DEVELOPMENT

THIRTY NINTH ANNUAL REPORT

2017-2018



CENTRE FOR MANAGEMENT DEVELOPMENT

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1.0 INTRODUCTION

- 1.1 The Governing Board of the Centre for Management Development has pleasure in presenting the Thirty-ninth Report of the Centre's activities for the period, April 1, 2017 to March 31, 2018 (2017-2018).

2.0 MEMBERSHIP OF THE GENERAL BODY, ANNUAL MEETING AND GOVERNING BOARD

2.1 Members of the General Body

During the reporting year, the Centre had twenty-one life members. The list of the members of the General Body of the Centre is given in *Exhibit - 1*.

2.2 Annual General Meeting of the Centre

The Thirty Seventh Annual General Meeting (AGM) of the Centre was held on January 16, 2018. The Annual Report and Audited Accounts of the Centre for the year 2016-2017 were passed. The AGM appointed M/s. Sathiavageeswaran S. & Co., TC 20/1600, Sastri Nagar, E-62, Karamana, Thiruvananthapuram as auditors of the Centre for 2017-2018.

2.3 Board of Governors

The list of the members of the Board of Governors in 2017-18 is given in *Exhibit - 2*.

3.0 ACTIVITIES

The activities during the year are given below under the headings: (1) Projects & Research (2) Management Education & Training (3) Review of Public Enterprises and (4) Highlights of major activities.

3.1 Projects and Research

The Centre's faculty members were involved in various projects and research during the reporting year. The details are given below:

3.1.1 Work Completed

Sl. No.	Title of the Project	Sponsoring Authority	Project Team
1	Preparation of "Review of Public Enterprises in Kerala 2016-17"	Bureau of Public Enterprises, Government of Kerala	Dr. Sabu R.L. & Varghese K.
2	Diagnostic study on the issues of sand and granite mining in Kerala	Revenue Department, Government of Kerala	Dr. Sabu R.L. & Biju S. Narayan
3	Organisation study	Women's Development Corporation	Dr. Sabu R.L.
4	Work Study at KNRKWB	Kerala Non-Resident Keralites' Welfare Board	Dr. Sabu R.L.
5	Technical Appraisal of Projects funded by KIIFB (2017-18)	Kerala Infrastructure Investment Fund Board	Dr. Satheesan A., Dr. Sabu R.L. & Biju S. Narayan
6	Preparation of various manuals for KIIFB - 9 Nos.	Kerala Infrastructure Investment Fund Board	Dr. Satheesan A., Dr. Sabu R.L. & Biju S. Narayan
7	National Level Monitoring Phase I	Ministry of Rural Development, GoI	Dr. Mohanan M. & Dr. Raghu Kumar S.
8	National Level Monitoring Phase II	Ministry of Rural Development, GoI	Dr. Raghu Kumar S. & Dr. Mohanan M.
9	National Level Monitoring	Ministry of Drinking Water & Sanitation, GoI	Dr. Mohanan M. & Dr. Raghu Kumar S.
10	Study on Upgradation of College of Engineering, Munnar	Centre for Continuing Education, GoK	Dr. Mohanan M. & Dr. Raghu Kumar S.
11	Implementation of 3 rd ARC Recommendations and Identification of best practices on Good Governance	Administrative Reforms Commission, Government of Kerala	Dr. A. Satheesan, Dr. M. Mohanan & Dr. S. Raghukumar
12	Rehabilitation Programme for Overseas Returnees through Skill Development	NORKA-ROOTS	Anil P.G., Devi Mohan & Jyothiraj B.G.
13	Physical Verification of PMEGP units Financed during 2014-15 in Kerala	Khadi and Village Industries Commission (KVIC), Govt. of India	Anil P.G.
14	Physical Verification of PMEGP units Financed during 2014-15 in Lakshadweep	Khadi and Village Industries Commission (KVIC), Govt. of India	Anil P.G.
15	Concurrent Monitoring & Evaluation of the Vegetable Development Programme 2016-17	Agriculture Development and Farmers Welfare Department, GoK	Biju S. Narayan & Lakshmi S.
16	Concurrent Monitoring of ATMA, ATMA Plus and LEADS for the years 2015-16 and 2016-17	Agriculture Development and Farmers Welfare Department, GoK	Biju S. Narayan & Lakshmi S.
17	Performance Audit of the Urban Environment Project	Department of Environment & Climate Change, GoK	Biju S. Narayan & Lakshmi S.

Sl. No.	Title of the Project	Sponsoring Authority	Project Team
18	Evaluation Study for Pottery Sector	Directorate of Industries and Commerce	K. Varghese & Jyothiraj B.G.
19	Preparation of Detailed Project Report on Solid Waste Management under Swachh Bharat Mission (URBAN) 11 Municipalities 1. Varkala 2. Punalur 3. Changanassery 4. N.Paravur 5. Thripunithura 6. Cherupulassery 7. Pattambi 8. Sreekandapuram 9. Iritty 10. Mattannur 11. Parappanangadi	Suchitwa Mission	Riyas K. Basheer
20	Preparation of Detailed Project Report on Liquid Waste Management - Kadakkal Grama Panchayath	Suchitwa Mission	Riyas K. Basheer
21	Preparation of Detailed Project Report on Sullage Treatment Plant - Mangalpady Grama panchayath	Suchitwa Mission	Riyas K. Basheer
22	Preparation of Business Plan/Strategy Document	Travancore Titanium Products Limited	Riyas K. Basheer
23	Preparation of Concept Note for the Development of various Infrastructure Projects in the Emirates of Sharjah	Kerala State Industrial Development Corporation	Riyas K. Basheer

3.1.2 Ongoing Projects

Sl. No.	Title of the Project	Sponsoring Authority	Project Team	Status
1	Evaluation study on various Renewable Energy Programmes implemented by ANERT	Kerala State Planning Board	Dr. Satheesan A. & Dr. Raghukumar S.	Ongoing
2	Concurrent Monitoring & Evaluation of the Vegetable Development Programme 2017-18	Agriculture Development and Farmers Welfare Department, GoK	Biju S. Narayan & Lakshmi S.	Ongoing
3	Evaluation of Farmer Service Centres	Department of Co-operation, GoK	Biju S. Narayan & Lakshmi S.	Draft Report Submitted

Sl. No.	Title of the Project	Sponsoring Authority	Project Team	Status
4	Concurrent Monitoring of ATMA, ATMA Plus and LEADS 2017-18	Agriculture Development and Farmers Welfare Department, GoK	Biju S. Narayan & Lakshmi S.	Ongoing
5	Developing DPR Framework for Special Agriculture Zones	Agriculture Development and Farmers Welfare Department, GoK	Biju S. Narayan & Lakshmi S.	Ongoing
6	Sustainable Livelihood Generation Programme for Scheduled Tribe Community	Directorate of Scheduled Tribes, Govt of Kerala	Anil P.G, Devi Mohan & Jyothiraj B.G.	90% completed
7	Work Study for HOMCO	Kerala State Homoeopathic Co-operative Pharmacy Ltd.	Devi Mohan & Jyothiraj B.G.	Draft report submitted
8	Work Study for IID	Indian Institute of Diabetes	Jyothiraj B.G.	Final report submitted
9	Study on Staffing Pattern at KILA	Kerala Institute of Local Administration (KILA)	Dr. Sabu R.L. & Jyothiraj B.G.	Report submitted
10	Restructuring of ANERT	Agency for Non-conventional Energy and Rural Technology	Riyas K. Basheer	Ongoing

3.1.3 Recruitment

Sl. No.	Title of the Recruitment	Sponsoring Authority	Project Team
1	Recruitment for various posts at KCB- 2 times	Kerala Cashew Board Limited	Dr. Sabu R.L. & Varghese K.
2	Recruitment of Group C staff for NIFT Kannur	National Institute of Fashion Technology, Ministry of Textiles, GoI	Dr. Raghu Kumar S.
3	Recruitment of Deputy Managers & System Analysts	Kerala Financial Corporation	Jyothiraj B.G.
4	Recruitment to various posts	Kerala State Electronics Development Corporation Limited (KELTRON)	Varghese K.
5	Recruitment (Written Test)	Kerala Minerals & Metals Ltd.	Varghese K.
6	Recruitment (Skill Test)	Kerala Minerals & Metals Ltd.	Varghese K.
7	Recruitment to various posts	Kerala Electro Ceramics Ltd.	Varghese K.
8	Recruitment to various posts	Keltron Marketing Office, Bangalore	Varghese K.
9	Question paper preparation	Kerala State Electronics Development Corporation Limited (KELTRON)	Varghese K.

Sl. No.	Title of the Recruitment	Sponsoring Authority	Project Team
10	Manpower support for Appointment to various posts in ANERT	Agency for Non-conventional Energy and Rural Technology	Riyas K. Basheer
11	Manpower support for appointment to the Post of Research Assistant in ARC	Administrative Reforms Commission	Riyas K. Basheer
12	Recruitment for Selection to the Post of Management Trainee in Kerala Feeds Limited	Kerala Feeds Limited	Dr. A Satheesan Riyas K. Basheer
13	Selection to various posts in KSWDC	Kerala State Women's Development Corporation	Riyas K. Basheer
14	Recruitment for Selection to the post of Managing Director in KURDFC	Kerala Urban & Rural Development Finance Corporation	Riyas K. Basheer
15	Recruitment for Selection to various posts in NORKA	NORKA ROOTS	Riyas K. Basheer
16	Recruitment for Selection of Experts in Suchitwa Mission	Suchitwa Mission	Riyas K. Basheer
17	Recruitment for Selection of Executive Trainees and Instrument Mechanic	Travancore Cochin Chemicals Ltd.	Riyas K. Basheer
18	Recruitment for Selection to various posts in Attappady Special Project	Kudumbashree	Riyas K. Basheer
19	Recruitment for Selection to the post of Project Assistant in KSBCDC	Kerala State Backward Classes Development Corporation	Riyas K. Basheer
20	Recruitment for selection to the post of Counsellor and Service Provider in Snehitha Gender Help Desk	Kudumbashree	Riyas K. Basheer
21	Recruitment for selection to the posts of PRO and ABC Expert	Kudumbashree	Riyas K. Basheer
22	Recruitment of Assistant Managers to various posts	Kerala Medical Services Corporation Limited	Riyas K. Basheer
23	Recruitment to various posts	Kudumbashree-State Poverty Eradication Mission	Riyas K. Basheer
24	Recruitment to the post of Energy Technologist and Cashier cum Accountant	Energy Management Centre	Dr. A Satheesan Riyas K. Basheer
25	Recruitment to the post of Finance and Marketing Manager	Kerala State Bamboo Corporation Limited	Riyas K. Basheer
26	Recruitment of office/field staff to various posts	Kerala Infrastructure Investment Fund Board	Riyas K. Basheer
27	Recruitment of Project Managers, Engineers and Management Intern	Kerala Infrastructure and Technology for Education	Riyas K. Basheer

Sl. No.	Title of the Recruitment	Sponsoring Authority	Project Team
28	Recruitment to various posts	Kerala State Drugs and Pharmaceuticals Limited	Riyas K. Basheer
29	Recruitment of Engineer Trainees	Autokast Limited	Riyas K. Basheer
30	Recruitment of Mechanical and Electrical Engineers	Traco Cable Company Limited	Riyas K. Basheer

3.2 Management Education and Training

3.2.1 Management Development Programmes/Training/Workshops

During the period under report, the Centre continued its collaboration with the Bureau of Public Enterprises (BPE), Govt. of Kerala in conducting Management Development Programmes for Managers of Public Enterprises in Kerala and Senior officials of the Government Secretariat. The details of these and the other training programmes organised during the year are as follows:

Sl. No.	Title of the Programme	Sponsoring Authority	Project Team
1	Training Programmes for the Managerial and Supervisory Personnel in SLPEs – 8 Batches covering 221 participants	Bureau of Public Enterprises, Government of Kerala	Dr. M. Mohanan
2	Training to various Officials of SPVs of KIIFB (2017-18) – 10 Nos.	Kerala Infrastructure Investment Fund Board	Dr. Satheesan A., Dr. Sabu R.L. & Biju S. Narayan
3	Workshop on Building Information Modelling and Virtual Construction	Kerala Infrastructure Investment Fund Board	Dr. Sabu R.L., Dr. Satheesan A. & Biju S. Narayan
4	Goods and Service Tax (GST) Training	Centre for Management Development	Dr. Satheesan A. & Dr. Mohanan M.
5	Pre-Departure Orientation Programmes (14 Nos.)	NORKA-ROOTS	P. G. Anil, Devi Mohan & Jyothiraj B.G.
6	Skill upgradation and Reintegration Training Programme for Youth Seeking Employment Abroad 2017-18 on Communicative English and Soft Skills (40 Nos., 2014 participants)	NORKA-ROOTS	P. G. Anil, Devi Mohan & Jyothiraj B. G.
7	Legal Awareness Programme for Women and Girls (Mizhi)-various districts (63 Nos., 7897 participants)	Department of Social Justice, Government of Kerala	P. G. Anil, Devi Mohan & Jyothiraj B. G.

Sl. No.	Title of the Programme	Sponsoring Authority	Project Team
8	Widow Empowerment through Capacity Building (DEEPAM) (19 Nos., 554 participants)	Department of Social Justice, Government of Kerala	P. G. Anil, Devi Mohan & Jyothiraj B. G.
9	Training in Accountancy	Kerala State Housing Board	Varghese K.
10	ISO 9001:2015 & EMS 14001 Certification	Kerala State Housing Board	Varghese K.
11	Management Development Programme for officials of Directorate of Treasury	Directorate of Treasury	Varghese K.
12	Preparation of Summary for various Public Hearings conducted by Administrative Reforms Commission	Administrative Reforms Commission, GoK	Riyas K. Basheer
13	Preparation of Summary for the meeting of Secretaries to Government, HODs and Nodal Officers	Administrative Reforms Commission, GoK	Riyas K. Basheer
14	Preparation of Summary for two State Level Workshops	Administrative Reforms Commission, GoK	Riyas K. Basheer

3.2.2 Micro Enterprise Development Programmes (MEDPs)

Micro Enterprises Development Programme (MEDP) is an initiative for promotion of sustainable livelihood through vocational training in the State of Kerala. The programmes are carried out in association with the local self government institutions in the State with the objective of providing hands on practical exposure to the participants in the manufacturing/production/providing services. The focus is on helping the participants to start activities in the small, tiny and cottage sectors thus enabling them to earn higher income to support their families. The Department of Local Self Government, Government of Kerala has recognised the Centre as an agency to conduct such programmes.

The Centre continued to organise MEDPs during the year also and completed 33 MEDPs all over the State. The trainees were selected from rural villages in association with the Local Self Government institutions and a majority of them were women. The details are as follows:

Sl. No.	Location	Category	Sector	Sponsoring Authority	No. of Beneficiaries	Date	Project Team
1	Kattappana	Women (General)	Fruit Processing	Kattappana Municipality	25	29.03.17 to 17.04.17	Anil P.G.
2	Karumkulam	Women (General)	Paper Carry Bag	Karumkulam Grama Panchayat	25	17.04.17 to 18.05.17	"
3	Karumkulam	Women (SC)	Fish Processing	Karumkulam Grama Panchayat	15	17.04.17 to 29.04.17	"
4	Karumkulam	Women (General)	Fish Processing	Karumkulam Grama Panchayat	25	17.04.17 to 29.04.17	"
5	Karumkulam	Women (General)	Fruit Processing	Karumkulam Grama Panchayat	25	17.04.17 to 04.05.17	"
6	Varkala	Students (Plus 1 & Plus 2)	Entrance Coaching	Varkala Block Panchayat	30	03.04.17 to 30.05.17	"
7	Kattappana, Idukki	Women (General)	Fruit Processing	Kudumbasree	25	19.09.17 to 11.10.17	"
8	Karakulam	Women (General)	Paper Carry bag	Karakulam Grama Panchayat	25	19.09.17 to 11.10.17	"
9	Vamanapuram	Women (SC)	Cloth bag	Vamanapuram Block Panchayat	25	18.12.17 to 31.01.18	"
10	Panavoor	Women (General)	Paper bag	Panavoor Grama Panchayat	20	11.10.17 to 10.11.17	"
11	Karakulam	Women (General)	Cloth bag	Karakulam Grama Panchayat	10	17.10.17 to 02.11.17	"
12	Kalpetta	Women (General)	Advanced Fashion Technology	DIC, Wayanad	20	05.03.18 to 22.03.18	"
13	Kakkanad	Women (General)	Advanced Fashion Technology	DIC, Ernakulam	20	14.02.18 to 06.03.18	"
14	Alappuzha	Women (General)	Food Processing	DIC, Alappuzha	20	17.10.17 to 10.11.17	"
15	Mannar	Women (General)	Fashion Designing	Zilla Sainik Welfare		25.10.17 to 09.12.17	"
16	Veeyapuram, Alappuzha	Women (General)	Paper Products	Kudumbasree	48	30.11.17 to 28.12.17	"
17	Chakkupalam, Idukki	Women (General)	Manufacturing of Cloth, Rexine, Paper bag	Kudumbasree	36	06.11.17 to 20.11.17	"

Sl. No.	Location	Category	Sector	Sponsoring Authority	No. of Beneficiaries	Date	Project Team
18	Kattappana, Idukki	Women (General)	Manufacturing of Cloth, Rexine, Paper bag	Kudumbasree	38	22.11.17 to 08.12.17	"
19	Nedumkandam, Idukki	Women (General)	Preparation of Value added Milk products	Kudumbasree	32	18.10.17 to 10.11.17	"
20	Vannapuram, Idukki	Women (General)	Homemade Chocholate	Kudumbasree	32	04.12.17 to 28.12.17	"
21	Kangole Alampadamba	Women (General)	Tailoring	Alampadamba Grama Panchayat	25	04.12.17 to 12.01.18	"
22	Cheshaire Home TVPM	Women (General)	Paper bag	Kudumbasree	26	04.12.17 to 12.01.18	"
23	Nedumangad TVPM	Women (General)	Beauty Parlour Management	Kudumbasree	23	05.01.18 to 25.02.18	"
24	Kattakada TVPM	Women (General)	Fruit Processing	Kudumbasree	30	06.01.18 to 24.02.18	"
25	Kanjiramkulam	Women (General)	Paper bag	Kanjiramkulam Grama Panchayat	20	13.03.18 to 14.03.18	"
26	Akathethara	General (Women)	Garment making	Akathethara Grama Panchayat	25	23.11.17 to 31.01.18	Dr. A. Satheesan
27	Vettikkavala	SC (Women)	Garment making	Vettikkavala Block Panchayat	30	03.01.18 to 21.03.18	"
28	Vettikkavala	SC (Women)	Fashion Technology	Vettikkavala Block Panchayat	30	03.01.18 to 21.03.18	"
29	Vadakkanchery	Women (General)	Cloth bag	Vadakkanchery, Thrissur	25	18.12.17 to 20.01.18	Jyothiraj B.G.
30	Pariyaram	Women (General)	Tailoring	Pariyaram Grama panchayath, Thrissur	25	15.11.17 to 21.12.17	"
31	Pariyaram	Women (General)	Food processing	Pariyaram Grama panchayath, Thrissur	25	13.12.07 to 11.01.18	"
32	Thrissur	Women (General)	Tailoring	Kudumbasree, Thrissur	25	09.01.18 to 15.03.18	"
33	Thrissur	Women (General)	Tailoring	DIC, Thrissur	25	17.01.18 to 17.02.18	"

3.3 Review of Public Enterprises in Kerala – 2016-2017

Sponsored by Bureau of Public Enterprises, Government of Kerala

The annual Review of Public Enterprises in Kerala forms part of the budget documents of the State. The Review for the year 2016-17 was prepared by CMD, for the thirtieth year in succession, on behalf of the Bureau of Public Enterprises, Government of Kerala. The Review for 2016-17 analyses the performance of the State Level Public Enterprises for the three years from 2014-15 to 2016-17.

The Review was presented during the Budget Session of 2018.

3.4 Highlights of Certain Major Activities undertaken by the Centre

3.4.1 Concurrent Monitoring and Third Party Evaluation of Kerala State Vegetable Development Scheme – 2017-18

The Agriculture Department in the State has launched the State Vegetable Development Scheme for reducing Kerala's dependence on the neighbouring States for vegetables and other food items. The scheme envisages promotion of vegetable gardens in schools, production of vegetable seeds, marketing and promotion of project based vegetable cultivation programme. The beneficiaries of the scheme are identified as individual, family, community and children. The benefits are disbursed as materials, loans and subsidies through Department of Agriculture, Vegetable and Fruit Promotion Council, Kerala State Horticulture Mission and the Local Self Governments.

The concurrent evaluation of the scheme includes collecting physical and financial details of all components of the scheme in predesigned formats, evaluating component-wise financial and physical performance throughout the period of evaluation, carrying out field verification for evaluating the progress of the scheme, interacting with the beneficiaries to get their feedback on the particular components of the scheme, preparing evaluation reports and suggesting measures for avoiding bottlenecks in implementation, if any.

The Third party evaluation includes evaluating the systems and procedures being followed in planning, implementation and monitoring of the scheme with respect to the prescribed guidelines, the awareness among the beneficiaries and officials about the scheme and its implementation procedures, extent of success of the physical units achieved under the scheme and suggestions to improve the effectiveness of the scheme, the reasons for poor performances, if any, in implementing certain components/sub-components of the scheme and the extent of outputs and outcome of the units assisted

by the scheme and ascertain its impact on the beneficiaries as well as in the horticulture/agriculture sector in the state, component-wise, as well as total.

CMD had employed a field investigator each in all 14 districts of Kerala to carry out the evaluation for the entire period of the study. Fortnightly reports were prepared and sent to the authorities. Presentations on the status of the projects, the bottlenecks and issues in implementation, their solutions, etc., were also presented in the state level review meetings once a month. The final evaluation report has been submitted.

3.4.2 Concurrent Evaluation of ATMA, ATMA Plus and LEADS for the Agriculture Department, Government of Kerala

In Kerala, Lead farmer centred Extension Advisory and Delivery Services (LEADS, in five districts) and support to State Extension Programme for Extension Reforms – ATMA programme were launched for encouraging innovations in technology dissemination, involvement of private sector in agriculture extension, group approach, gender concerns, IT support to extension, market linkage, multi agency extension strategies and convergence of line departments in Agriculture sector. ATMA plus is the state support to ATMA cafeteria and additional support to new initiatives in addition to the normal 10% share by State Government to ATMA fund allotted by the Government of India. The concurrent monitoring of ATMA & ATMA Plus and LEADS in the state is carried out by CMD with a view to review timely execution of various activities of the programme and their adherence to quality through physical verification of samples as well as their physical and financial performances and the systems and procedures being followed in planning, implementation and monitoring of the scheme with respect to the prescribed guidelines.

The monitoring is carried out through investigators posted in each district with data being collected from Districts, Blocks, Panchayats (Krishi Bhavans), Farm Schools, Farmer Field Schools, ATMA groups, Farmers and Officials mainly using semi structured schedules and checklists developed for the purpose. Interviews of officials/beneficiaries, direct observation of the activities and stakeholder discussions at different levels/locations were carried out.

3.4.3 Consulting and Project Management Support to KIIFB

The Centre for Management Development (CMD) has been appointed as the single point service provider to the Kerala Infrastructure Investment Fund Board (KIIFB) from the year 2017-18 onwards. KIIFB is a Government of Kerala owned institution that provides investment for critical and large infrastructure projects in the state. It aims to dynamically mobilise funds for the infrastructure development of Kerala, including major land acquisition needs of the State. KIIFB has recourse to the advanced financial instruments approved by SEBI and RBI, and is expecting an upspring of sustainable

infrastructure development of the state with employing cutting edge technology in the funding, planning, implementation and monitoring phase. The project implementation of the KIIFB funded projects are carried out through about 23 different Special Purpose Vehicles (SPVs) covering different infrastructure sectors like roads and highways, bridges and elevated structures, water supply schemes, electrical, IT, health, sports, transport, agriculture processing, industries, etc. The various support functions offered by CMD to KIIFB are detailed below.

- CMD is responsible for carrying out thorough **appraisals of the Detailed Project Reports (DPRs)** being prepared by the SPVs for different projects being taken up for KIIFB funding, based on a 15 parameters appraisal format set for the process. A number of Sectoral Experts for the technical appraisals and management experts for the general appraisals selected by CMD are working in close co-ordination of the Project Appraisal Division of KIIFB for the process.
- CMD is in the process of developing **sector-wise templates for the preparation of different DPRs** and also to aid the revision of submitted DPRs. This is attempted through the preparation of 10 different technical manuals for different sectors. The manuals are in the last stages of completion. Besides the technical manuals, CMD has also been entrusted with the task of **preparing the manuals for KIIFB's internal processes**, viz. Administrative, Financial Appraisal and Inspection.
- **The Capacity Building of the various officials of KIIFB and various SPVs on various tools and techniques being adopted by KIIFB** for project implementation, management and monitoring is also undertaken by CMD. This is being conducted as a complete handholding programme based on a comprehensive Training Needs Assessment of the offices of SPVs all over Kerala, class room trainings with real case studies in different parts of Kerala and continuous follow up of the trainees to sort out any issue they are facing in the implementation of their learnings.
- CMD also functions as the consultant to KIIFB in incorporating **Innovative Technical Solutions to its projects** such as Full Depth Reclamation of roads projects, master plan support for various projects like coastal highways, etc., **developing strategies for the GIS team**, and various **Process Improvement Initiatives** such as Integration of MSP with the internal software structure of KIIFB called DDFS, Integration of electronic M-book in the processes, etc.
- CMD is the supporting agency of KIIFB in the **Operation and Maintenance of its Quality Management Unit (QMU) and Facilities**. KIIFB is setting up a material testing lab, a mobile testing unit (Auto Lab) and a central quality/progress monitoring system as a part of the QMU under the Technical Inspection Wing. The material testing lab and mobile testing unit will have the facilities to test input

materials, construction process testing and testing of components of completed infrastructure projects. Quality/progress monitoring system consists of quality/progress monitoring studio and Drone-based video-graphic/photogrammetry-based quality/progress assessment.

- CMD functions as the **recruitment consultant of KIIFB** providing end to end solutions for recruitment of its officials across different levels and departments and also provides manpower support as required for its operations.

3.4.4 Evaluation Study on Various Renewable Energy Programmes Implemented by ANERT during the period 2012-13 to 2016-17

Agency for Non-conventional Energy and Rural Technology (ANERT), an autonomous organization functioning under Power Department is the State Nodal Agency for the Ministry of New and Renewable Energy (MNRE), Government of India, to carry out the Centrally Assisted Programmes in Kerala. With the growing importance of renewable energy, and ANERT being the nodal agency for implementation and propagation of Non-conventional sources of energy in the state, it is essential to assess/evaluate its programmes/schemes and their functioning and providing suggestions/action plan for improving its performance. In this context the State Planning Board has decided to entrust the work of Evaluation study on various renewable energy programmes implemented by ANERT with CMD.

The overall objective of the study is to assess the performance of ANERT as an implementing agency of various renewable energy schemes, identify the causes for the shortfalls in the performance and make appropriate suggestions for improvement and further action and also assess the impact of the scheme as carried out so far. The study focuses on the sources of funding and expenditure incurred in connection with various renewable energy programmes and the process of implementation. The performance and the present status of equipment supplied by ANERT and maintenance support provided by the agencies will also be looked into. The benefits like energy generated/saved from various renewable energy sources undertaken by ANERT will also be a part of the study. The study will focus on the period 2012-13 to 2016-17. The study involves collection of information from beneficiaries of various schemes, implementing officials, empanelled agencies and LSGDs, if the LSGDs are an implementing agency. *The existing organization structure of ANERT will also be studied to know the constraints faced if any, by ANERT in implementation of the scheme. The preliminary work started in March 2017 and the project is ongoing.*

3.4.5 NDPREM – A Rehabilitation Programme for Overseas Returnees

NDPREM (NORKA Department Project for Returned Emigrants) is a rehabilitation programme for the overseas returnees formulated by the NORKA ROOTS. It was started

as an attempt to support the overseas returnees for their livelihood generation. The programme enables the members to identify their strengths and skills and nurture them to be capable enough to start small enterprises. Various financial institutions such as State Bank of India, South Indian bank, Union Bank, Kerala State Backward Classes Development Corporation, SC/ST Development Corporation and Kerala State Pravasi Welfare Development Co-operative Society provide loans to returned emigrants for starting enterprises. NORKA ROOTS releases capital subsidy of 15% of the project cost and interest subsidy of 3% for the first four years to those beneficiaries who are regular in payment. As part of selection of beneficiaries NORKA ROOTS conducts orientation and screening. In order to become beneficiaries of the scheme, the NRKs have to register in the scheme through the NORKA ROOTS website. The applicants should possess minimum two years working experience abroad.

The major objectives of the programme are:-

- ❖ Development of a sustainable model for the proper rehabilitation of the returned emigrants.
- ❖ To provide necessary support for the returned emigrants for starting new enterprises as per the government norms
- ❖ To provide necessary guidance and advices on entrepreneurship
- ❖ To provide capital and interest subsidies to the eligible beneficiaries

In the existing process, the applicants who have worked abroad for at least two years and have obtained permanent residentship in India register online at the NORKA ROOTS website with personal details, pre-requisites such as the passport, a project report which details the prospects of the venture, marketability and feasibility of the project, etc. After preliminary screening of the applications under NDPREM, the applicants are invited for the orientation programme conducted by NORKA ROOTS, where awareness is imparted on NDPREM scheme, eligibility for receiving loan, relevance of training and skill development. The process of screening vests with NORKA ROOTS. The eligibility of the applicants with regard to genuinity of the relevant documents required to become eligible under the programme is verified. After the screening of applicants, the eligible applicants are recommended to respective banks/financial institutions. The beneficiaries are directed with a letter to the concerned banks from NORKA ROOTS and the beneficiaries are advised to approach the bank with necessary documents including project reports, collateral security, etc. The banks sanction the loan after necessary processing of their application and subsequent interaction with the beneficiaries.

3.4.6 Widow Empowerment through Capacity Building in Alappuzha District – DEEPAM

Widow Empowerment through Capacity Building in Alappuzha District or “DEEPAM” was a programme formulated to support widows in earning a permanent income and bringing about their economic and social empowerment.

The main objectives of the programme were as follows:

- ❖ Skill enhancement of widows who are economically backward to help them start their business through self-employment ventures
- ❖ Enhancement of employability of widows to explore the existing opportunities in the skilled labour market
- ❖ To bring about economic and social empowerment of widows in improving their standard of their living
- ❖ To make the target women self-dependent, self-reliant and confident.

Widows who are economically backward and below 55 years of age were the target group. The programme was implemented in three phases. The Phase I of the programme comprised awareness creation through Opportunity Guidance Programmes (OGPs) and selection of the most suitable beneficiaries for Phase II. The selection criteria employed in the personal interviews conducted with applicants included aptitude, interest, economic background and age profile. A total of 554 widows participated in the 13 OGPs conducted, mobilized through interactions with LSGIs, Widows' associations, officials of Women and Child Department, etc. As part of Phase II of the programme, ten skill enhancement trainings were organized covering 242 beneficiaries divided into five categories. Personality training, basic management training and field visits were organized as part of the skill enhancement training to equip them further. Decentralized mode of skill enhancement training was provided at convenient locations in the district, covering all the twelve community development blocks in Alappuzha.

Training was offered in dress making, embroidery, bakery products, bag making and beauty parlour management. Some of the participants have started self employment ventures on individual or group basis. Individual units were started for bag making (1 no.), bakery products (5 nos), beauty parlour management (1 no.), and tailoring (4 nos) with borrowed financial assistance. Group ventures were started in bag making (1 no.) and food processing (2 nos).

3.4.7 Gothrajeevika - A Sustainable Livelihood Generation Programme for Tribal Community

Gothrajeevika was started as an effort towards supporting the ST community members for their livelihood. Identification of skills suitable for the tribal population and developing the skills through specific trainings was done. It enables the community members to get self employed/start small enterprises/get employed & bring them into forefront of the society. Generally urban-centred programmes which are not suitable for target beneficiaries, need for alternative sources of income, target group and their educational and skill levels, demand gap of unskilled labourers in housing/ construction sectors, etc., were those that triggered the formulation of such a programme.

The main objectives of the programme were:

- ❖ Creation of sustainable income generation sources through capacity building of ST community members
- ❖ Creation of employment opportunities through self employment ventures
- ❖ Enhancement of employability of the human resources from ST community to explore the existing opportunities in the skilled labour market
- ❖ To ensure economic and social upliftment of beneficiaries' living standards

The programme was implemented in phases. Under Phase I, 87 Opportunity Guidance Programme with a total participation of 12,900 tribes. This remains as one among the largest mass participation for a single scheme in the history of ST Department. Selection of Beneficiaries based on individual discussions and Identification of the Type of Training were the other activities under the phase. Under the Second Phase, identification of suitable locations for training, setting up of practical labs, Basic Orientation Programme, Practical Skill Development Programme and Basic Management Orientation Training were conducted.

Organization of all beneficiaries into SHGs on basis of their convenience was done under Phase 3. As on 11th October 2018, 35 societies completed registration in the common name of "Gothrajeevika ST Self Help Group". In addition to this, training was provided to the members regarding the functioning of groups. Bank accounts for the groups alone and joint account with TEO and officials of SHGs were started. Discussion was held with various stakeholders to ensure contractual works to the registered societies.

An estimated increase of 41% in the wages obtained by the beneficiaries of construction-oriented trainings (from Rs. 600 to Rs. 850). 120 beneficiaries reported that they are regularly engaged in private constructions and works.

3.4.8 Mizhi - Legal Awareness Programme for Women and Girls

"Legal Awareness Programme for Women and Girls" (Mizhi) was aimed at the social empowerment of women and girls by means of providing awareness classes. The objectives of the programme were:

- ❖ To create awareness among women about the Constitutional entitlements, legal rights and remedies.
- ❖ To create awareness on various laws pertaining to women such as in family, workplace, etc.
- ❖ To make girls and women aware of how to fight against crimes in the legal context.
- ❖ To sensitize participants about the procedure of approaching and utilizing various channels available for the redressal of grievances.

The project covered the entire state. 101 legal awareness programmes were organized all over the state. More than 7897 participants were given training under the programme. The duration of each such programme was one day. Programmes were offered to girls in higher secondary schools, colleges, women belonging to urban areas, rural areas and SHG leaders. The topics mainly included Women and the Constitution, Women and Family Laws, Criminal Law and Women, Procedure in Action and Rights at Workplace.

A handbook highlighting the most important laws pertaining to women were distributed to participants in the venue. The most efficient and experienced resource persons, with masters in Law and with vast knowledge in laws related to women were selected for the classes. Refreshments, audio-visual aids, etc were provided in addition to these. Classes were offered to all categories of women in all districts of the state.

A major part of the participants hold a view that classes have been very useful to them in that the classes throw light on laws and rights that have existed in the country, some of which the participants have not known. The resource-persons have done their best in making various categories of participants, including school-going young girls understand their rights that have not been included as a part of their curriculum; hence such a class is mandatory for all girls and women, considering the growth of crime rates in the current scenario.

3.4.9 Physical Verification of the Prime Minister's Employment Generation Programme (PMEGP) – Kerala and Lakshadweep

Prime Minister's Employment Generation Scheme is a credit linked Subsidy Programme introduced by Government of India by merging the two schemes Prime Minister's Rojgar Yojana (PMRY) and Rural Employment Generation Programme (REGP). The Scheme is implemented through Khadi and Village Industries (KVIC) at the Central level, Khadi and Village Industries Board (KVIB) at the State level (KVIB) and District Industries Centre (DIC) at the District level. PMEGP is administered by the Ministry of Micro, Small and Medium Enterprises (MSME).

Objectives of the Study

The objectives of physical verification of PMEGP scheme are listed below:

- ❖ To understand the physical existence and functionality of the PMEGP units
- ❖ To evaluate the performance efficiency of the PMEGP units.
- ❖ To analyze the generation of continuous and sustainable employment opportunities in rural and urban areas of the country.

- ❖ To evaluate the continuous and sustainable employment to a large segment of traditional and prospective artisans, rural and urban unemployed youth in the country through setting up of micro enterprises.
- ❖ To evaluate the participation of various sections of society and gender participation involved in the scheme.
- ❖ To analyze the participation of financial institutions for higher credit flow to the micro sector.

As a part of the programme, 100 percent physical verification of PMEGP units (1348 units in Kerala and 12 units in Lakshadweep) were conducted. It covered all the units sponsored by KVIC, KVIB and DIC during the year 2015-16. Data was collected from beneficiaries of PMEGP scheme and respective banks which financed the projects through a structured questionnaire proposed by KVIC.

3.4.10 Management Development Programmes for Managerial and Supervisory Personnel in SLPEs: 2017-18

Bureau of Public Enterprises (BPE), Government of Kerala which functions as the secretariat of the Public Enterprises Board, helping government in policy formulation, investment decisions and personnel & labour management of public enterprises had decided to organise a series of training programmes for the executives of SLPEs on yearly basis. During the financial year 2017-18, BPE, Government of Kerala had earmarked provision for conducting the training programmes for the executives of SLPEs. The BPE had entrusted the Centre for Management Development (CMD), Thiruvananthapuram, to conduct the programmes. For the first time, CMD had a tie-up with the Institute of Rural Management Anand (IRMA) for conducting these programmes. A total of 40 SLPEs had nominated 221 participants for the programme, 82 per cent of them were male participants. The details of the programmes are provided below:

Sl. No.	Name of Programme	No. of Programmes	No. of Participants
1	Team Building	2	53
2	Creativity and Innovation	2	60
3	Finance for Non-Finance Executives	2	57
4	Project Management	1	29
5	Change Management	1	22
	Total	8	221

4.0 INFRASTRUCTURAL FACILITIES

4.1 Library

During the year under report, the total number of books in the Centre's Library is 6358. The Centre subscribes to thirteen periodicals and the bound volumes number 559.

4.2 Computer Facilities

All the academic staff and officers have been provided computing facilities with printing and round the clock internet facilities. During the year under report, the Centre has thirty computers, nine laptops and two LCD projectors.

4.3 Staff Position

As on March 31, 2018, the Centre had on its roll thirteen faculty members including the Director during the period under report. There are twelve numbers of supporting staff. (*Exhibit 3*). List of Chairmen & Directors are given in *Exhibit 4*.

5.0 ACCOUNTS AND OVERALL FINANCIAL POSITION

5.1 The overall financial position of the Centre can be seen from the audited statement of accounts.

5.1.1 The audited statement of accounts of the Centre for the year 2017-2018 is given separately in *Exhibit 5*.

6.0 ACKNOWLEDGEMENT

The members of the Board of Governors are pleased to record their appreciation and gratitude to all members of the Centre and other organisations who have co-operated with the Centre in its activities. They also wish to thank the Departments of Industries, Agriculture, Economics & Statistics and Handloom & Textiles, Department of Scheduled Tribe Development, Norka-Roots, Government of Kerala, Ministry of Rural Development, Government of India, The Kerala State Planning Board and different Panchayati Raj Institutions for the trust reposed in CMD. They also express their appreciation to all those working in the Centre for their dedicated service during the year.

Exhibit - 1

LIST OF MEMBERS

1. The Chairman & Managing Director
Kerala State Textile Corporation Ltd
Annapoorna, TC 9/2000-2001
Kochar Road, Sasthamangalam
Thiruvananthapuram 695 010
2. The Managing Director
Kerala State Industrial Development Corporation Ltd.
TC IX/266, Keston Road
Kowdiar, Thiruvananthapuram 695 003
3. The Managing Director
O/E/N India Limited
Vytila, Cochin 682 019
4. The Managing Director
Kerala Financial Corporation
Vellayambalam, Thiruvananthapuram 695 010
5. The Managing Director
Floatels India Pvt. Ltd.
Floatels Chambers
2nd Floor, DPI Road, Jagathy
Thiruvananthapuram 695 014
6. The Managing Director
Kerala State Warehousing Corporation
P.B. No.1727, Cochin 682 016
7. The Managing Director
Travancore Titanium Products Ltd
Veli, Thiruvananthapuram 695 021
8. The Managing Director
Kerala State Civil Supplies Corporation Ltd.
Maveli Bhavan, Gandhi Nagar, Cochin 682 020
9. The Chief Executive
Apollo Tyres Ltd.
Perambra 680 689, Trichur Dist.
10. The Managing Director
Trivandrum Regional Co-Operative Milk Producers' Union
Ksheera Bhavan, Pattom, Thiruvananthapuram 695 004

11. The Managing Director
Kerala State Beverages (M&M) Corporation Ltd.
Sasthakripa Office Complex
Sasthamangalam, Thiruvananthapuram 695 010
12. The Managing Director
The Rehabilitations Plantations Ltd.
Punalur, Kollam District
13. The Chairman
Coir Board, P.B. No.1752
M.G. Road, Ernakulam, Cochin 682 016
14. The Chairman
Marine Products Export Development Authority
P.B. No.1708, M.G. Road, Cochin 682 016
15. The Managing Director
Steel Complex Ltd.
Near Modern Bus Stop, P.B. No. 42
Feroke, Kozhikode 673 631
16. The Managing Director
Kerala Minerals and Metals Limited
Sankaramangalam, Chavara, Kollam - 691 583
17. The Chairman & Managing Director
HLL Lifecare Limited
Poojappura, Thiruvananthapuram 695 012
18. The Managing Director
Marikar (Motors) Limited
M.G. Road, Thiruvananthapuram 695 001
19. The Managing Director
State Farming Corporation
Farm House, P.B. No.13
Alimukku, Vettithitta P.O., Punalur 689 696
20. The Executive Director
Bharat Petroleum Corporation
Kochi Refinery Ltd.
Post Bag 2, Kundannur, Maradu 682 304
Ernakulam District
21. The Managing Director
Malabar Cements Limited
Walayar P.O., Palakkad 678 624

Exhibit - 2**BOARD OF GOVERNORS DURING 2017-18****Chairman**

1 Shri S.M. Vijayanand I.A.S. (Retd.)
Former Chief Secretary
Government of Kerala
Thiruvananthapuram

8 Shri P. Ganesh
Chief Executive
GEFAB Facade Solutions (P) Ltd.
Registered Office: TC 40/803(3)
GEMS Towers, North Gate, Sreevaraham
Thiruvananthapuram 695 009

Vice-chairman

2 Dr. K.S. Chandrasekar
Professor
Institute of Management in Kerala
University of Kerala
Kariyavattom Campus
Thiruvananthapuram – 695 581

9 Dr. M. Bhasi
Professor
School of Management Studies
Cochin University of Science & Technology
Cochin University P.O.
Kochi 682 022

Members

3 Dr. Sharmila Mary Joseph IAS
Secretary
Planning & Economic Affairs Department
Government of Kerala
Thiruvananthapuram 695 001

10 Shri P. Premchand
Management Consultant & Advisor – HR
Rajagiri Hospital
G-175, Athira
Panampilly Nagar, Cochin 682 036

4 Shri Paul Antony IAS
Additional Chief Secretary
Industries & Commerce
Government of Kerala
Thiruvananthapuram 695 001

Member Secretary

11 Dr. G. Suresh
Director
CMD, Thiruvananthapuram 695 014

5 Shri Teeka Ram Meena IAS
Agricultural Production Commissioner &
Principal Secretary (Agriculture)
Government of Kerala
Thiruvananthapuram 695 001

6 Dr. M. Beena IAS
Managing Director
Kerala State Industrial Development
Corporation Ltd.
Keston Road, Kowdiar
Thiruvananthapuram 695 003

7 Dr. J. Hareendran Nair
Managing Director
Pankajakasthuri Herbals India (P) Limited
Poovachal, Thiruvananthapuram 695 575

Exhibit - 3**ACADEMIC AND ADMINISTRATIVE STAFF**

Director	G. Suresh, M.Tech, Ph.D.
Faculty	M.N. Pradeep Kumar,* M.Tech., MBA, Ph.D. A. Satheesan, M.Sc., MBA, Ph.D. M. Mohanan, M.Sc., M.Phil. Ph.D. R.L. Sabu, M.Tech., MBA S. Raghukumar, MBA, PGDRM (IRMA), Ph.D. Biju S. Narayan, M.Tech. Riyas K. Basheer, B.Tech., MBA P.G. Anil, MA, LL.B., MBA, PG Dip. in Journalism K. Varghese, M.Com., MBA, PGDHHA S. Lakshmi. M.Sc. (Agri-Extn.) Devimohan, PGDPM, LL.B. B.G. Jyothiraj, B.Tech., MBA
Administrative Officer	V. Harikumar, B.A., LL.B., DCA
Accounts Officers	Roshan Paul Joseph, CA Inter
Assistant Librarian	K. Krishnan, B.A., M.LISc.
PA to Director	J. Saudha Kumari
Steno-Typist	V. Suma Devi
Typist	N.P. Beena Rani
Driver-cum-Operator	N. Sajikumar
Driver	S. Jayakumar
Clerical Assistants	K. Suresh V. Radhakrishnan Nair
Attender	S. Sukumari
Attender-cum-Peon	A. Varadarajan

* On Leave

Exhibit - 4

LIST OF CHAIRMEN AND DIRECTORS

Chairmen

Shri K.T. Chandy	August 1979 – October 1982
Shri V. Ramachandran	November 1982 – August 2009
Shri G. Madhavan Nair	August 2009 – June 2015
Shri Babu Jacob	July 2015 – December 2016
Dr. K.S. Chandrasekar (Chairman-in-Charge)	January 2017 - April 2017
Shri S.M. Vijayanand	April 2017 - Continuing

Directors

Prof. S.K. Warriar	August 1979 – April 1982
Prof. A.A. Gopalakrishnan	June 1985 – June 1988
Dr. C. Gopinath	October 1989 – May 1995
Dr. K.B. Nair	May 1995 – March 1998
Dr. M. Sivaraman	April 1998 – May 2009
Dr. G. Suresh	May 2009 - continuing