

**CENTRE FOR MANAGEMENT DEVELOPMENT**

**FORTIETH ANNUAL REPORT**

**2018-2019**



**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 fortieth Report of the Centre's activities for the period, April 1, 2018 to March 31, 2019 (2018-2019).

## 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 Eighth Annual General Meeting (AGM) of the Centre was held on March 05, 2019. The Annual Report and Audited Accounts of the Centre for the year 2017-2018 were passed. M/s. B. Radhakrishnan & Co. Thiruvananthapuram was appointed as auditors of the Centre for 2018-2019.

### 2.3 Board of Governors

The list of the members of the Board of Governors in 2018-19 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	Manpower Assessment in Manufacturing Plants	COIRFED, Alappuzha	Dr. Pradeep Kumar M.N. (Jyothiraj B.G. during the proposal stage)
2	Work Study for IID	Indian Institute of Diabetes (IID)	Jyothiraj B.G.
3	GPDP – Special Monitoring (6 Districts)	Ministry of Rural Development (MoRD), GoI	Dr. M. Mohanan & Dr. S. Raghukumar
4	GSA – Monitoring – Phase II (6 Districts)	Ministry of Rural Development (MoRD), GoI	Dr. M. Mohanan & Dr. S. Raghukumar
5	Regular Monitoring (6 Districts) – Phase I	Ministry of Rural Development (MoRD), GoI	Dr. M. Mohanan & Dr. S. Raghukumar
6	A study on the implementation of Production subsidy instead of existing rebate on retail sales of Khadi Products	Kerala Khadi and Village Industries Board	Varghese K.
7	Research Project on Preparation of “Review of Public Enterprises in Kerala 2017-18”	Bureau of Public Enterprises, Government of Kerala	Dr. Sabu R.L. & Varghese K.
8	Research Project on Preparation of Purchase Manual	Kerala Agro Machinery Corporations Limited (KAMCO)	Dr. Sabu R.L. & Varghese K.
9	Research Project on Preparation of various manuals for KIIFB - 9 Nos.	Kerala Infrastructure Investment Fund Board (KIIFB)	Dr. Satheesan A., Dr. Sabu R.L. & Biju S. Narayan
10	Project Management on Establishment of Technical Resource Centre for KIIFB	-do-	Dr. Satheesan A., Dr. Sabu R.L. & Biju S. Narayan
11	Research Project on Empanelment Agencies for Design Upgradation of various projects of KIIFB	-do-	Dr. Satheesan A., Dr. Sabu R.L. & Biju S. Narayan
12	Project Management on Empanelment Agencies for Drone and LIDAR survey for Liner Infrastructure Projects of KIIFB	-do-	Dr. Satheesan A., Dr. Sabu R.L. & Biju S. Narayan
13	Project Management on Empanelment Agencies for wet-lease of equipment for Drone and LIDAR survey for Liner Infrastructure Projects of KIIFB	-do-	Dr. Satheesan A., Dr. Sabu R.L. & Biju S. Narayan

<b>Sl. No.</b>	<b>Title of the Project</b>	<b>Sponsoring Authority</b>	<b>Project Team</b>
14	Research Project on Technical Assistance to KIIFB for preparation for engaging agencies for QA, O&M operations and SOP for Equipments	Kerala Infrastructure Investment Fund Board (KIIFB)	Dr. Satheesan A., Dr. Sabu R.L. & Biju S. Narayan
15	Project Management on Establishment of WBS facilitation Centre at CMD for KIIFB projects	-do-	Dr. Satheesan A., Dr. Sabu R.L. & Biju S. Narayan
16	Research Project on Study on Organisation Restructuring of KILA	Kerala Institute of Local Administration (KILA)	Dr. Sabu R.L. & Jyothiraj B.G.
17	Implementation of 3 <sup>rd</sup> ARC recommendations and identification of best practices on Good Governance	Administrative Reforms Commission (ARC)	Dr. Satheesan A., Dr. M. Mohanan & Dr. S. Raghukumar
18	Study on Personnel Reforms in Government : a Critical Analysis	Administrative Reforms Commission (ARC)	Dr. Satheesan A. & Dr. S. Raghukumar
19	Concurrent Monitoring & Evaluation of Vegetable Development Programme 2017-18	Agriculture Development and Farmers Welfare Department	Lakshmi S. & Biju S. Narayan
20	Concurrent Monitoring of ATMA, ATMA Plus & LEADS 2017-18	Agriculture Development and Farmers Welfare Department	Lakshmi S. & Biju S. Narayan
21	Evaluation of Farmer Service Centres	Department of Co-operation, GoK	Biju S. Narayan & Lakshmi S.
22	HR Policy Manual for Kannur International Airport Limited (KIAL)	Kannur International Airport Ltd. (KIAL)	Royas K. Basheer
23	Feasibility Study For Setting Up of Wine Manufacturing Unit at Chittur	Kerala State Industrial Development Corporation Ltd. (KSIDC)	Royas K. Basheer
24	Evaluation of Service Providers of Suchitwa Mission	Suchitwa Mission	Royas K. Basheer
25	DPR on Solid Waste Management (11 Projects)	Various Municipalities	Royas K. Basheer
26	DPR on Liquid Waste Management (6 Projects)	Panchayats & Block Panchayat	Royas K. Basheer
27	Empanelment of Resource Persons	Kerala Infrastructure Investment Fund Board (KIIFB)	Royas K. Basheer

## 3.1.2 Ongoing Projects

Sl. No.	Title of the Project	Sponsoring Authority	Project Team	Status
1	Organisation Structure & Manpower Assessment	Kerala Electrical & Allied Engineering Company Ltd., Ernakulam	Dr. Pradeep Kumar M.N. (Biju S Narayan & Jyothiraj B.G. during the proposal stage)	Draft Report submitted, finalisation in process
2	Project Management Support to NDPREM	NORKA-ROOTS	Anil P.G., Devi Mohan & Jyothiraj B.G.	The programme was proposed for 5 months (November, 2018 to March 2019) and it is continuing for the FY 2019-20 also
3	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
4	Work Study	Kerala State Homoeopathic Co-operative Pharmacy Ltd. (HOMCO)	Devi Mohan & Jyothiraj B.G.	Final Draft report submitted
5	Work Study	HOMCO – New Factory	Jyothiraj B.G.	Ongoing
6	Work Study	Kerala Small Industries Development Corporation Ltd. (Kerala SIDCO)	Dr. Sabu R.L. & Jyothiraj B.G.	Ongoing
7	Evaluation of Programmes Conducted by CeDS	Centre of Excellence for Disability Studies	Dr. M. Mohanan & Dr. S. Raghu Kumar	Ongoing
8	Impact Evaluation of Tribal Development Fund, Kannampadi	National Bank for Agriculture and Rural Development (NABARD)	Dr. M. Mohanan & Dr. S. Raghu Kumar	Ongoing
9	Regular Monitoring (6 Districts) – Phase II	Ministry of Rural Development (MoRD), GoI	Dr. M. Mohanan & Dr. S. Raghu Kumar	Ongoing
10	A project report preparation for selected SC/ST Co-operative units (Punarjani)	Department of Co-operation, GoK	Varghese K.	Ongoing
11	Project Management on Technical Appraisal of Projects funded by Kerala Infrastructure Investment Fund Board, GoK. (during 2018-19 Appraisal has been completed for 214 projects worth of Rs. 8872.36 crores)	Kerala Infrastructure Investment Fund Board (KIIFB)	Dr. Sabu R.L., Biju S. Narayan & Dr. Satheesan A.	Ongoing
12	Project Management on Empanelment Agencies for Implementation of BIM Phase I of various projects of KIIFB	-do-	Dr. Satheesan A., Dr. Sabu R.L. & Biju S. Narayan	Ongoing

Sl. No.	Title of the Project	Sponsoring Authority	Project Team	Status
13	Research Project on Documentation of new technologies for KIIFB – 5 Nos	-do-	Dr. Satheesan A., Dr. Sabu R.L. & Biju S. Narayan	Ongoing
14	Project Management on Implementation of BIM for KIIFB projects on a pilot basis	-do-	Biju S. Narayan, Dr. Sabu R.L. & Dr. Satheesan A.	Ongoing
15	Evaluation study on various Renewable energy programmes implemented by ANERT	Kerala State Planning Board	Dr. Satheesan A. & Dr. S. Rghukumar	Draft Report Submitted
16	Impact Assessment of Flood/Landslides on Biodiversity and Ecosystem of Idukki district and Kuttanad	Kerala State Biodiversity Board	Dr. Satheesan A. & Riyas K. Basheer	Ongoing
17	Impact Assessment of Flood/Landslides on Biodiversity and Ecosystem of Pathanamthitta district and Tribal livelihood in Idukki and Pathanamthitta districts	Kerala State Biodiversity Board	Dr. Satheesan A. & Riyas K. Basheer	Ongoing
18	Concurrent Monitoring & Evaluation of Vegetable Development Programme 2018-19	Agriculture Development and Farmers Welfare Department	Lakshmi S. & Biju S. Narayan	Ongoing
19	Cost of cultivation of Rice, Coconut and Pepper in different Agro Ecological Zones in Kerala	State Agricultural Prices Board	Lakshmi S. & Biju S. Narayan	Ongoing
20	Status Report and Opportunities in Organic Agriculture in Kerala			
21	Development of a Comprehensive Agricultural Market Intelligence and Information System for Kerala			
22	Study on Farmer Producer Organisations in Kerala and its role in augmenting farmer's income			
23	Consultancy Services for Design and Implementation of the 5 year plan in the Coir Sector in Kerala	Coir Development Department, GoK	Biju S. Narayan	Initiated in March, 2019
24	Research Project on Evaluation of Policies and Agencies for Industrial Promotion in Kerala	Kerala State Planning Board	Biju S. Narayan	Ongoing

Sl. No.	Title of the Project	Sponsoring Authority	Project Team	Status
25	Performance Audit of the Urban Environment Project	Dept. of Environment & Climate Change	Biju S. Narayan & Lakshmi S.	Draft report finalisation in progress
26	Monitoring and Implementation Support for Urja Mithra- Akshayaurja Service Centres	Agency for New and Renewable Energy Research and Technology (ANERT)	Riyas K. Basheer	Ongoing
27	Preparation of HR Policy for Kerala State Coir Corporation	Kerala State Coir Corporation Ltd. (KSCC)	Riyas K. Basheer	Ongoing
28	Manpower Support to VISL	Vizhinjam International Seaport Limited (VISL)	Riyas K Basheer	Ongoing
29	TA Services for Establishment of MLP-Cum Commercial Complexes in Kozhikode Municipal Corporation	Kozhikode Municipal Corporation	Dr. Pradeep Kumar M.N. & Riyas K Basheer	

### 3.1.3 Recruitment

Sl. No.	Title of the Recruitment	Sponsoring Authority	Project Team
1	Selection to various posts in Cochin Cancer & Research Centre (incl. of Skill Test)	Cochin Cancer Research Centre (CCRC), Kochi	Dr. Pradeep Kumar M.N. & Riyas K. Basheer
2	Promotion Test	The Kerala State Financial Enterprises Ltd. (KSFE)	Anil P.G. & Jyothisraj B.G.
3	Promotion Test	The Kerala State Financial Enterprises Ltd. (KSFE)	Anil P.G. & Jyothisraj B.G.
4	Recruitment to various posts (Horizontal Placement)	Kerala State Electronics Development Corporation Limited (KELTRON)	Varghese K.
5	Written Test to the post of Technical Assistants	Kerala State Electronics Development Corporation Limited (KELTRON)	-do-
6	Written Test to the posts of Officer Finance and Deputy officer-Finance	Kerala State Electronics Development Corporation Limited (KELTRON)	-do-
7	Written Test to the posts of Senior Engineer and Engineers	Kerala State Electronics Development Corporation Limited (KELTRON)	-do-
8	Written Test to the post of System Administrators	Kerala State Electronics Development Corporation Limited (KELTRON)	-do-
9	Skill Test to the post of Operator	Kerala State Electronics Development Corporation Limited (KELTRON)	-do-
10	Skill Test to the post of Operator(Plumber)	Kerala State Electronics Development Corporation Limited (KELTRON)	-do-



<b>Sl. No.</b>	<b>Title of the Recruitment</b>	<b>Sponsoring Authority</b>	<b>Project Team</b>
11	Written Test to various posts	Malabar Cements Limited (MCL)	Varghese K.
12	Skill Test to various posts	Malabar Cements Limited (MCL)	-do-
13	Group Discussion for the Post of Assistant Stores Keeper	Malabar Cements Limited (MCL)	-do-
14	Written Test to the post of Factory Assistant cum Night Duty Clerk	Kerala State Cashew Development Corporation Limited (KSCDC)	-do-
15	Interview for the post of Company Secretary cum Manager (Finance)	Kerala Cashew Board Limited	-do-
16	Skill Test to the post of Factory Assistant cum Night Duty Clerk	Kerala State Cashew Development Corporation Limited (KSCDC)	-do-
17	Written Test to the posts of Engineer Trainee, Assistant Manager (A&HRD) and Finance Officer	Steel & Industrial Forgings Limited (SIFL)	-do-
18	Recruitment to various posts	Kerala Cashew Board Limited	-do-
19	Recruitment to various posts	Kerala Cashew Board Limited	-do-
20	Recruitment to various posts (Skill Test)	Kerala State Electronics Development Corporation Limited (KELTRON)	-do-
21	Recruitment to various posts (Skilled and Unskilled Trainee)	Steel & Industrial Forgings Ltd. (SIFL)	-do-
22	Written Test to various posts (Technical Posts)	Kerala Road Fund Board-PMU	-do-
23	Interview to various posts (Technical Posts)	Kerala Road Fund Board-PMU	-do-
24	Written Test, GD to various posts (Administrative posts)	Kerala Road Fund Board-PMU	-do-
25	Written Test and Skill Test to various posts	Steel Industries Kerala Ltd. (SILK)	-do-
26	Written Test to various posts	Kerala State Construction Corporation Ltd. (KSCC)	-do-
27	Written Test and Skill Test to various posts	The Integrated Child Protection Scheme (ICPS-SARA)	-do-
28	Written Test to various Posts	Kerala Minerals & Metals Ltd. (KMML)	-do-
29	Recruitment of District Coordinators	State Archives Department	Riyas K. Basheer & Dr. Satheesan A.
30	Recruitment for Selection of Business Development Executive in KSIDC	Kerala State Industrial Development Corporation Ltd. (KSIDC)	Riyas K. Basheer
31	Recruitment for Selection to Various Posts in Suchitwa Mission	Suchitwa Mission	-do-
32	Recruitment of Procurement Officer	Additional Skill Acquisition Programme (ASAP)	-do-
33	Recruitment of Head Business Development & Stakeholder Relations	Additional Skill Acquisition Programme (ASAP)	-do-

Sl. No.	Title of the Recruitment	Sponsoring Authority	Project Team
34	Recruitment to Various Posts	Kerala Feeds Limited (KFL)	Riyas K. Basheer
35	Recruitment of Librarian & Asst. Librarian	Kerala Institute of Local Administration (KILA)	-do-
36	Skill Test for Worker Category	Travancore Cochin Chemicals Limited (TCC)	-do-
37	Recruitment to Various Posts in Managerial Category	Travancore Cochin Chemicals Limited (TCC)	-do-
38	Recruitment to Various Posts in Technician Category	Transformers and Electricals Kerala Limited (TELK)	-do-
39	Recruitment of Fitter & Asst. Shift Electrician	The Quilon Cooperative Spinning Mills	-do-
40	Recruitment for Selection to Various Posts in State Project Management Unit of Kerala State Nutrition Mission	Department of Women and Child Development	-do-
41	Recruitment to the Post of Project Director	Kerala State Industrial Development Corporation Ltd. (KSIDC)	-do-
42	Recruitment to the Post of Manager (Technical), Manager (Coordination), CA to Project Director	Kerala State Industrial Development Corporation Ltd. (KSIDC)	-do-
43	Recruitment to the Post of Manager (Technical)	Kerala State Industrial Development Corporation Ltd. (KSIDC)	-do-
44	Recruitment of Senior Consultants	Kerala State Industrial Development Corporation Ltd. (KSIDC)	-do-
45	Recruitment of Senior Consultant (Transportation)	Kerala Infrastructure Investment Fund Board (KIIFB)	-do-
46	Recruitment to Various Posts In KIIFB-TRC	Kerala Infrastructure Investment Fund Board (KIIFB)	-do-
47	Recruitment to Various Posts in TRC and KIIFB	Kerala Infrastructure Investment Fund Board (KIIFB)	-do-
48	Recruitment of Programme Executives and Animators	Kerala Development and Innovation Strategic Council (K-DISC)	-do-

### 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	Number of Participants	Project Team
1	Motivation & Team Building for Senior/Middle Level Officers of Malabar Cements Ltd.	Public Sector Restructuring & Internal Audit Board (RIAB)	25	Dr. Pradeep Kumar M.N.
2	Motivation & Team Building for Senior Officers of PSUs	-do-	52	-do-
3	Motivation & Team Building for Senior Officers of PSUs	-do-	50	-do-
4	Motivation & Team Building for Senior Officers of PSUs	-do-	45	-do-
5	Programme for MD/CEOs & Senior Officers of PSUs	-do-	81	-do-
6	Pre departure Training for Overseas Job Seekers (16 programmes)	NORKA-ROOTS	950	Anil P.G., Devi Mohan & Jyothiraj B.G.
7	Management development training programme for Officers and Staff	Department of Social Justice, Government of Kerala	414	-do-
8	Awareness Programmes on Mental Illnesses in People for Kerala Railway Police Force	Department of Social Justice, Government of Kerala	300	-do-
9	Management Development Programmes for Managing Directors/Chief Executive Officers/ Directors of all State PSUs	Bureau of Public Enterprises, Government of Kerala	94	Dr. M. Mohanan
10	Inhouse Training Programme for the Executives and Supervisory Officers of Kerala State Treasury Department (6 batches)	Department of Treasuries	180	Varghese K.
11	ISO 9001:2015 & EMS 14001 Certification	Kerala State Housing Board (KSHB)	60	Varghese K.
12	KIIFB – SPV Capacity Building Training Programme on WBS & Network Techniques and MSP For Specific Projects - Part 2 (MSP Part II)	Kerala Infrastructure Investment Fund Board (KIIFB)	15	Dr. Satheesan A., Dr. Sabu R.L. & Biju S. Narayan

13	MSP Part II	Kerala Infrastructure Investment Fund Board (KIIFB)	15	Dr. Satheesan A., Dr. Sabu R.L. & Biju S. Narayan
14	MSP Part II	-do-	22	-do-
15	MSP- Progress Monitoring, Cashflow forecasting & BIM Integration	-do-	14	-do-
16	KIIFB – SPV Capacity Building Training Programme on WBS & Network Techniques and MSP For Specific Projects - PART 1 [MSP Part I]	-do-	25	-do-
17	MSP Part I	-do-	20	-do-
18	MSP Part I	-do-	19	-do-
19	MSP Part I	-do-	22	-do-
20	MSP Part I	-do-	28	-do-
21	MSP Part I	-do-	11	-do-
22	MSP Part I	-do-	22	-do-
23	MSP Part I	-do-	30	-do-
24	MSP Part I	-do-	23	-do-
25	MSP Part I	-do-	23	-do-
26	MSP Part I	-do-	22	-do-
27	MSP Part I	-do-	20	-do-
28	MSP Part I	-do-	21	-do-
29	Quality Management	-do-	28	-do-
30	Advanced Diploma in BIM (250 Hrs)	-do-	25	-do-
31	Development & Training on MS Project Portfolio Management System & PowerBI	-do-	25	-do-
32	Brain storming on Service Delivery and Sustainable Development	Administrative Reforms Commission (ARC)		Dr. Satheesan A. & Dr. S. Raghukumar
33	ARC Workshop on Personnel Reforms	Administrative Reforms Commission (ARC)	45	-do-
34	Training Program for Solar Power Inspector/Installer	Agency for New and Renewable Energy Research and Technology (ANERT)	151	Riyas K. Basheer
35	Training Programs for Resource Persons of Anert	Agency for New and Renewable Energy Research and Technology (ANERT)		Royas 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 12 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	Thrissur	Women (General)	Food Processing	DIC, Thrissur	30	25.07.18 to 01.09.18	Jyothiraj B.G.
2	Thrissur	Women (General)	Canteen Catering	Kudumbashree, Thrissur	30	28.01.18 to 25.02.18	-do-
3	Thrissur	Women (General)	Canteen Catering	Kudumbashree, Thrissur	30	28.01.18 to 25.02.18	-do-
4	Thrissur	Women (General)	Manufacturing of Cloth bag	Kudumbashree, Thrissur	35	08.02.19 to 01.02.19	-do-
5	Palakkad	Women (General)	Tailoring & Fashion Designing-Basic	Kudumbashree, Palakkad	30	14.03.19 to 26.04.19	-do-
6	Kottayam	General	Food Processing	District industries Centre, Kottayam	25	27.07.18 to 09.08.18	Dr. Satheesan A.
7	Panoor	Women (General)	Jack Fruit Processing	Panoor Block panchayat	25	15.10.18 to 31.10.18	Anil P.G.
8	Neduvathoor	General	Building materials	Neduvathoor Grama Panchayat	30	17.09.18 to 25.10.18	-do-

Sl. No.	Location	Category	Sector	Sponsoring Authority	No. of Beneficiaries	Date	Project Team
9	Kannur	Women (SC)	Tailoring	District Development Office for SC, Kannur	30	01.11.18 to 22.12.18	-do-
10	Thalasseri	Women (General)	Various Products	Thalasseri Block Panchayat	35	24.09.18 to 30.11.18	-do-
11	Nedumangadu	Women (General)	Food Processing	Nedumangadu Block Panchayat	50	18.10.18 to 28.12.18	-do-
12	Nanniyodu	Women (General)	Eco friendly bags	Nanniyodu Grama Panchayat	20	03.01.19 to 25.01.19	-do-

### 3.3 Review of Public Enterprises in Kerala – 2017-2018

*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 2017-18 was prepared by CMD, for the thirty first years in succession, on behalf of the Bureau of Public Enterprises, Government of Kerala. The Review for 2017-18 analyses the performance of the State Level Public Enterprises for the three years from 2015-16 to 2017-18.

The Review was presented during the Budget Session of 2019.

### 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 carries out thorough **Technical Appraisals of the Detailed Project Reports (DPRs)** being prepared by the SPVs for different projects being taken up for KIIFB funding. The Technical Appraisal process is a very comprehensive due diligence process, undertaken by KIIFB prior to the approval of projects. The appraisal process involves scrutiny of the Detailed Project Reports prepared by the Special Purpose Vehicle (SPVs) appointed by the Government. DPRs are forwarded by KIIFB to CMD for appraisal. This third party appraisal is general and technical in nature for its compliance to client requirements, standards and specifications in line with the manuals & guidelines issued by KIIFB from time to time and in accordance with the National Building Code, Ministry of Road Transport & Highways (MoRTH), GoI standards and CPWD/State PWD works manuals. KIIFBCMD & its associated consultants are working closely in-hand with the SPVs during the process with regular meetings and field verification visits. 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. Detailed Appraisal Reports are furnished to KIIFB. Based on this, approval for the funding of the project is accorded by KIIFB. So far CMD has evaluated and appraised more than 380 projects of KIIFB, worth over Rs. 16,500 Crores. It is estimated that this technical appraisal process by CMD may result in a savings of more than Rs. 1,500 Crore to KIIFB. During 2018-19, appraisal has been completed for 214 projects worth of Rs. 8,872 Cr.



- During 2018-19, CMD has developed three technical manuals for KIIFB. Besides, technical manuals, CMD has also been **prepared manuals for KIIFB's internal processes**, viz. Organisation Structure, Administrative, Financial Appraisal, Inspection, Financial due diligence process, Financial & Economic Feasibility for Projects and Finance Institutional Finance & Fund Management.
- **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. During 2018-19, CMD has conducted 19 such sessions for 380 participants.
- 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.
- CMD was entrusted to implement the latest technology like **Building Information Modelling (BIM) and Virtual Design & Construction (VDC) on a Pilot Phase** in KIIFB Projects. Four KIIFB funded projects, viz. Construction of Vyttila Flyover, Kundannoor Flyover, Four-laning of NH 4766 Karamana-Kaliyikkavila Phase I, Reach 2 (Pravachambalam to Balaramapuram), Punalur Taluk Hospital – Construction of new block and augmenting basic infrastructure, were selected as pilot projects for BIM & VDC implementation. CMD has developed BIM models based on the data from SPVs and Drone and LiDAR survey. The project is ongoing.
- CMD has also provided various procurement services to KIIFB by **Empanelment of suitable agencies for Drone & LiDAR Survey, Design Up-gradation, BIM and wet lease of equipments for Drone Survey**. In this, Comprehensive RFP documents for Drone & LiDAR Surveys, Design Upgradation services, BIM were prepared and South India-wide tenders were floated (in national daily). Among the technically qualified agencies that passed the initial scrutiny, technical presentations were organised and financial bids of those who came on top of the list were considered to arrive at the list of empanelment (at lower rates). The selected agencies were intimated to KIIFB for issue of work order and execution of contract agreement.
- During the year 2018-19, CMD has organized **Advanced Training in BIM implementation** to 25 officers of various SPVs and KIIFB selected by KIIFB. The course design for the 6 month training programme was created jointly with KIIFB

and a resource person with sufficient experience in delivering the programme who was identified to carry out the training programme. The 250 hour training programme was completed by the end of February, 2019 and all the participants were awarded with Advance Diploma in BIM.

- CMD has involved in the **development of Portfolio Management Services and training on Microsoft Project Online Portfolio Management and Power BI** for KIIFB on November, 2018 with the help of a Certified Gold Partner of Microsoft for implementing the system and providing training for the services to KIIFB. For streamlining Project Planning & Management at KIIFB, customization on existing Client Project Online environment was proposed covering current project management practices with possible enhancements as required. The planned outcome of this engagement is project management processes being automated and centralized. The assignment was successfully completed.
- In connection with Technical Appraisal of projects, a **WBS Facilitation Centre** was established at CMD office intended to handhold SPVs in uploading the Work Breakdown Structure (WBS) and to ensure smooth and effective implementation of MSP. The Centre has successfully completed the scope of work by 31<sup>st</sup> October, 2018 and later merged with Technical Resource Centre at KIIFB.
- CMD is also entrusted with the **establishment of Technical Resource Centre (TRC)** for KIIFB. On 1<sup>st</sup> November, 2018, TRC got commenced with a view to improve the delivery and implementation of technical advisory and new technology initiatives for better project implementation including design, cost and performance optimization in the post appraisal phase. The TRC is envisaged to function as an outsourced centre of KIIFB and Special Purpose vehicles (SPVs) of KIIFB. The TRC is maintained and managed by CMD. Various administrative and support services are provided for establishing and running the Technical Resource Centre at KIIFB by CMD as per the requirements of KIIFB from time to time.

#### **3.4.4 Evaluation Study on Various Renewable Energy Programmes Implemented by ANERT**

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 involves collection of information from beneficiaries of various schemes, implementing officials, empanelled agencies and LSGDs. *The existing organization structure of ANERT will also be studied to know the constraints faced if any.*

#### **3.4.5 Impact Assessment of Flood/Landslides on Biodiversity and Ecosystem**

The unprecedented floods during the monsoon season in 2018 have brought havoc in Kerala causing destruction to human life, property and economy in general. This has affected the way of living of the people especially in their vocation and avocation. The flora and fauna bore brunt of havoc in an irreparable fashion. It was the worst flood that Kerala had witnessed during the last 100 years. Thirty-five out of the fifty-four dams in the State had to be opened including the five overflow gates of the Idukki Dam. According to Government of Kerala, one-sixth of the total population had been directly affected by the floods and related incidents. After, the disastrous floods in 2018 that severely disturbed Kerala's Biodiversity, the Kerala State Biodiversity Board (KSBB) entrusted us to conduct a study on:

1. Impact Assessment of Flood/Landslides on Biodiversity and Ecosystem of Idukki district and Kuttanad.
2. Impact Assessment of Flood/Landslides on Biodiversity and Ecosystem of Pathanamthitta district and Tribal livelihoods in Idukki and Pathanamthitta district.

The methodology followed for primary data collection were Questionnaires, Focus Group Discussions, Semi-structured interviews, Inputs collected from Biodiversity Committee Members, discussion with affected farmers and tribes followed by Flora and Fauna Survey along with Water and Soil Analysis. Secondary data from Flood Management were also referred. A database was created based on the data collected on the extent of damage to Fauna and Flora in the respective Panchayats in the assigned districts.

### 3.4.6 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.

### 3.4.7 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 11<sup>th</sup> 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 Pre-Departure Orientation Programme (PDOP)

Every year hundreds of thousands of people from Kerala emigrate in search of job. The orientation and training that expatriates receive before departure have a major impact on the success of the overseas assignment. The areas that affect the cross-cultural adjustment process are work adjustment, interaction adjustment and general adjustment. Permeating all of those areas is the need culture familiarization. The protection of migrants can be enhanced through better training programmes and information dissemination about migration. A Pre Departure Orientation Programme (PDOP) which cover all these aspects is beneficial for the overseas job seekers to make them better adaptable to the cross cultural situation. The Pre Departure Orientation Programme (PDOP) is aimed at providing a person with the knowledge needed to survive in the target (cultural) situation and thereby equip them to interact and perform effectively in a different cultural context. Expatriates who are culturally adjusted can more easily establish good relationships and respect local colleagues and business partners.

The specific objectives of the PDOPs are:-

- ❖ Provide practical knowledge to those who are in the middle of processing migration or contemplating migration
- ❖ Create proper awareness among overseas job aspirants on safe and legal migration
- ❖ Aid participants in gaining a better understanding of difficulties expected in cross-cultural situations
- ❖ Learn a practical approach for understanding different cultures around the globe

The target group of the PDOP is overseas job seekers. The job seekers will be normally grouped into those pursuing professional courses, those undergoing specialized coaching/training, professionals and workers currently employed in various sectors with no or limited experience working and living outside their own country and unemployed educated youth.

Awareness will be created among the overseas job seeker regarding the following aspects:-

- Culture Profile : Differences and similarity of the host and home country
- Country Briefing : General information about the host country
- Cultural Adaptation : Intercultural and Culture Shock training
- Professional etiquettes - expected attitudes and behaviour at destination
- Labour laws prevailing in host countries
- Matters relating Visa stamping, immigration, baggage, customs clearance, etc
- Information relating employment contract and travel formalities

The participants were provided with training materials containing details about cross cultural understanding materials, immigration and customs and rules and knowledge on international flights and country profiles.

#### **3.4.9 Management Development Programmes for Senior Executives in SLPEs: 2018-19**

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 functionaries of PSUs on yearly basis. During the financial year 2018-19, BPE, Government of Kerala had earmarked provision for conducting the training programmes for Managing Directors/Chief Executive Officers/Directors of all State PSUs. The BPE had entrusted the Centre for Management Development (CMD), Thiruvananthapuram, to conduct four programmes. CMD had a tie-up with the Institute of Rural Management Anand (IRMA) for conducting these programmes. All the four programmes were conducted at Thiruvananthapuram and experts from IRMA delivered various sessions. A total of 50 PSUs had nominated 94 participants for the programme. Each programme had covered topics like decision making, leadership, project management, corporate social responsibility and corporate governance.

### **4.0 INFRASTRUCTURAL FACILITIES**

#### **4.1 Library**

During the year under report, the total number of books in the Centre's Library is 6371. The Centre subscribes to twelve 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, 2019, the Centre had on its roll thirteen faculty members including the Director during the period under report. There are eleven 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 Finalisation of accounts for the year 2018-19 is nearing completion.

## **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  
2<sup>nd</sup> 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 2018-19****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. K. Ellangovan IAS  
Principal Secretary  
Dept. of Industries & Commerce  
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 Dr. A. Jayathilak IAS  
Principal Secretary  
Planning & Economic Affairs Department  
Government of Kerala  
Thiruvananthapuram 695 001

**Member Secretary**

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

5 Shri Devendra Kumar Singh IAS  
Agricultural Production Commissioner &  
Principal Secretary (Agriculture)  
Government of Kerala  
Thiruvananthapuram 695 001

6 Dr. Sharmila Mary Joseph 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, Ph.D. 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-cum-Peon	A. Varadarajan

**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