

1.0 INTRODUCTION

- 1.1 The Governing Board of the Centre for Management Development has pleasure in presenting the forty first Report of the Centre's activities for the period, April 1, 2019 to March 31, 2020 (2019-2020).

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 Ninth Annual General Meeting (AGM) of the Centre was held on October 17, 2020. The Annual Report and Audited Accounts of the Centre for the year 2018-2019 were passed. M/s. B. Radhakrishnan & Co. Thiruvananthapuram was appointed as auditors of the Centre for 2019-2020.

2.3 Board of Governors

The list of the members of the Board of Governors in 2019-20 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	Organisation Structure & Manpower Assessment	Kerala Electrical & Allied Engineering Company Ltd., Ernakulam (KEL)	Dr. Pradeep Kumar MN
2	Manpower Assessment	COIRFED, Alappuzha	Dr. Pradeep Kumar MN
3	Organisation Structure & Manpower Assessment	Kerala State Insurance Department, GoK	Dr. Sabu RL & Dr. Pradeep Kumar MN
4	Impact Evaluation Study on Integrated Tribal Development Project implemented by PDS in Kannampady, Idukki District, Kerala - Study for NABARD	NABARD	Dr. Raghu Kumar S & Dr. Mohanan M
5	Evaluation study of various programmes conducted by the Centre of Excellence for Disability Studies (CeDS) under LBS Centre for Science and Technology	Centre of Excellence for Disability Studies (CeDS)	Dr. Raghu Kumar S & Dr. Mohanan M
6	NLM Workshop	Ministry of Rural Development (MoRD)	Dr. Raghu Kumar S & Dr. Mohanan M
7	Regular Monitoring (6 Districts) – Phase II	-do-	Dr. Mohanan M
8	Special Monitoring (2 Districts)	-do-	Dr. Mohanan M
9	Regular Monitoring (4 Districts) – Phase I	-do-	Dr. Mohanan M
10	Project Management Support to the implementation of NDPREM	NORKA ROOTS, Govt. of Kerala	Anil PG, Devi Mohan & Jyothiraj BG
11	Pre- Departure Orientation programme	NORKA ROOTS, Govt. of Kerala	Anil PG, Devi Mohan & Jyothiraj BG
12	Work Study	The Kerala State Homeopathic Cooperative Pharmacy (HOMCO)	Jyothiraj BG & Devi Mohan
13	A project report preparation for selected SC/ST Co-operative units (Punarjani)	Department of Co-operation, GoK	Varghese K. & Biju S. Narayan
14	Study on Personal Reforms in Government: a critical analysis	Administrative Reforms Commission	Dr. A. Satheesan & Dr. S. Raghukumar

Sl. No.	Title of the Project	Sponsoring Authority	Project Team
15	Impact Assessment of Flood/ Landslides on Biodiversity and Ecosystem of Idukki district and Kuttanad	Kerala State Biodiversity Board	Dr. A. Satheesan & Riyas K. Basheer
16	Impact Assessment of Flood/ Landslides on Biodiversity and Ecosystem of Pathanamthitta district and Tribal livelihood in Idukki and Pathanamthitta district	Kerala State Biodiversity Board	Dr. A. Satheesan & Riyas K. Basheer
17	Technical Appraisal of KIIFB Funded Projects 114 projects worth Rs. 6,437Cr. appraised during the period.	Kerala Infrastructure Investment Fund Board (KIIFB)	Dr. A. Satheesan, Dr. Sabu RL & Biju S Narayan
18	Implementation of Building Information Modelling in Pilot Phase Projects	KIIFB	Dr. A. Satheesan, Dr. Sabu R.L & Biju S Narayan
19	Empanelment of Agencies for Design Upgradation of Roads & Highways for various projects of KIIFB	KIIFB	Dr. A. Satheesan, Dr. Sabu R.L & Biju S Narayan
20	Empanelment of Agencies for carrying out Drone & LiDAR Survey	KIIFB	Dr. A. Satheesan, Dr. Sabu R.L & Biju S Narayan
21	Establishment and Management of Technical Resource Centre	KIIFB	Dr. A. Satheesan, Dr. Sabu R.L & Biju S Narayan
22	250 Hrs of Advanced Diploma in BIM training Programme for 25 pax. from KIIFB & SPVs	KIIFB	Dr. A. Satheesan, Dr. Sabu R.L & Biju S Narayan
23	Preparation of a "Review of Public Enterprises in Kerala 2018-19"	BPE Department, GoK	Varghese K. & Dr. Sabu R.L.
24	Concurrent Monitoring & Evaluation of Vegetable Development Programme 2018-19	Agriculture Development and Farmers Welfare Department	Biju S. Narayan & Dr. Lakshmi S.
25	Cost of cultivation of Rice, Coconut and Pepper in different Agro Ecological Zones in Kerala	State Agricultural Prices Board	-do-

Sl. No.	Title of the Project	Sponsoring Authority	Project Team
26	Status Report and Opportunities in Organic Agriculture in Kerala		
27	Development of a Comprehensive Agricultural Market Intelligence and Information System for Kerala		
28	Study on Farmer Producer Organisations in Kerala and its role in augmenting farmer's income		
29	Preparation of Purchase Manual	Kerala Agro-machinery Corporation Limited (KAMCO)	Varghese K
30	Social Impact Assessment-CHMKM Govt. Arts and Science College, Tirur	District Administration, Malappuram	Riyas K. Basheer
31	KINFRA Silver Jubilee Validation Study on Industrial Parks of KINFRA	Kerala Industrial Infrastructure Development Corporation (KINFRA)	-do-
32	Social Audit under PMAY Housing for All	Kudumbashree	-do-
33	Internal Replacement of State Programme Managers and District Programme Managers	Kudumbashree	-do-
34	Internal Replacement of Communication Executive, Project Executive & Appraisal Coordinator	Kudumbashree	-do-
35	Detailed Project Report of Pampady Block Panchayat for Liquid Waste Management	Suchitwa Mission	-do-
36	Detailed Project Report of Guruvayoor Devasom Board for Liquid Waste Management	Guruvayoor Devasom Board	-do-
37	Detailed Project Report of Adimali Block Panchayat for Liquid Waste Management	Suchitwa Mission	-do-
38	SIA of Land Acquisition for Kottayam Railway RUB & ROB	District Administration, Kottayam	-do-

Sl. No.	Title of the Project	Sponsoring Authority	Project Team
39	SIA of Land Acquisition for Kannur - Pinarayi - KINFRA PARK	District Administration, Kannur	-do-
40	SIA of Land Acquisition from Pathanamthitta for Punalur -Thodupuzha Road Widening -1	District Administration, Pathanamthitta	-do-
41	Preparation of Master Plan for KINFRA Park, PINARAYI	Kerala Industrial Infrastructure Development Corporation (KINFRA)	-do-
42	SIA of Land Acquisition for Pathanamthitta for Punalur -Thodupuzha Road Widening - 2	District Administration, Pathanamthitta	-do-
43	SIA of Land Acquisition for Wayanad Medical College	District Administration, Wayanad	-do-
44	SIA of Land Acquisition from Trivandrum for Karamana-Vellarada Road Widening	District Administration, Thiruvananthapuram	-do-
45	SIA of Land Acquisition- Kannur South Zone, Cultural Centre -Pinarayi	District Administration, Kannur	-do-
46	Survey of Service Providers	Suchitwa Mission	-do-
47	Land Acquisition for Malappuram - Parappanagadi SH Road-SIA	District Collector	-do-
48	Land Acquisition for Karamana - Vellarada Road - Trivandrum -SIA	District Collector	-do-
49	Land Acquisition for Punalur - Thodupuzha Road widening - Mylapra Village-SIA	District Collector	-do-
50	Land Acquisition for Neman Railway Doubling-SIA	District Collector	-do-
51	Land Acquisition for South Zone Cultural Centre Extension Centre - Kannur-SIA	District Collector	-do-
52	Land Acquisition for Industrial Park for KINFRA - Kannur - Paduvilayi-SIA	District Collector	-do-

Sl. No.	Title of the Project	Sponsoring Authority	Project Team
53	Land Acquisition for Industrial Park for KINFRA - Kannur - Padiyoor-SIA	District Collector	-do-
54	Land acquisition for Maritime Museum under Muziris Heritage Project-SIA	District Collector	-do-
55	Land Acquisition for Savakkottappalam - Alappuzha-SIA	District Collector	-do-
56	Land acquisition for Kozhikode - Balussery Road-SIA	District Collector	-do-
57	Study on Informal Sector Workers in Kerala	United Nations Development Programme	Riyas K. Basheer & Devi Mohan
58	Study on Restructuring of RIAB	Public Sector Restructuring and Internal Audit Board (RIAB)	Riyas K. Basheer
59	National seminar on Land Records Modernization	Kerala Land Records Modernization Mission, GoK	Dr. A. Satheesan & Riya K. Basheer
60	Study on Coconut Procurement and Value Addition in Perambra	State Planning Board, Kerala	Biju S. Narayan
61	Documentation (video and photos, including production of a coffee table book - 4000 copies) of the 2nd re-organisation of the coir sector and application of coir geotextiles in Kerala	Department of Coir Development, GoK	Biju S. Narayan
62	Printing and Publishing a coffee table book on KIIFB projects (1500 Nos.)	Kerala Infrastructure Investment Fund Board (KIIFB)	Biju S. Narayan
63	Evaluation of Policies and Agencies for Industrial Promotion in Kerala	State Planning Board, Kerala	Biju S. Narayan

3.1.2 Ongoing Projects

Sl. No.	Title of the Project	Sponsoring Authority	Project Team	Status
1	Organisation Structure & Manpower Assessment	Kerala State Drugs & Pharmaceuticals Ltd., Alappuzha	Dr. Pradeep Kumar MN	In Process

Sl. No.	Title of the Project	Sponsoring Authority	Project Team	Status
2	Efficiency, Transparency & Accountability of Civil Service and Linking Emoluments with Performance: Rapid Study of Recommendations of Pay Revision Commissions and Administrative Reforms Commissions	XI th Pay Revision Commission, Government of Kerala	Dr. Pradeep Kumar MN	In process
3	Survey of Transgenders in Kerala	Department of Social Justice, GoK	Dr. T. A. Menon & Dr. Pradeep Kumar MN	In process
4	Evaluation Study on various renewable energy programmes implemented by ANERT	Kerala State Planning Board	Dr. A. Satheesan & Dr. S. Raghukumar	Ongoing
5	Study on Accountability mechanism in Government and Public Grievance Redress	Administrative Reforms Commission	Dr. S. Raghukumar & Dr. A. Satheesan	Ongoing
6	NLM (National Level Monitoring) in six Districts of Tamil Nadu	Ministry of Rural Development (MoRD)	Dr. S. Raghu Kumar & Dr. Mohanan M	Report Submitted
7	National Level Monitoring in East Godavari District, Andhra Pradesh	Ministry of Rural Development (MoRD)	Dr. S. Raghu Kumar & Dr. Mohanan M	Report Submitted
8	Soft Skill Training for Youths seeking employment abroad	NORKA ROOTS, Govt. of Kerala	Anil P.G., Devi Mohan & Jyothiraj B.G.	Ongoing
9	Gothrajeevika Phase 1	Department of Scheduled Tribe Development, Govt. of Kerala	Anil P.G., Devi Mohan & Jyothiraj B.G.	Ongoing
10	SVEEP Survey	Election Commission, Kerala	Anil P.G., Devi Mohan & Jyothiraj B.G.	Ongoing
11	Social Audit of Welfare Homes	Directorate of Social Justice	Anil P.G., Devi Mohan & Jyothiraj B.G.	Ongoing

Sl. No.	Title of the Project	Sponsoring Authority	Project Team	Status
12	Physical verification of PMEGP Units in Tamil Nadu and Puthucherry	KVIC, Tamil Nadu	Anil P.G.	Ongoing
13	Work Study at SIDCO	Kerala Small Industries Development Corporation Ltd.	Jyothisraj B.G. & Dr. Sabu R.L.	Final report submitted
14	Work Study	The Kerala State Homeopathic Cooperative Pharmacy (HOMCO) - New Factory	Jyothisraj B.G.	Comments on draft report received and final report to be submitted
15	Work Study	Kerala State Poultry Development Corporation (KEPCO)	Jyothisraj B.G.	Ongoing
16	Refurbishing Existing De-fibering Machinery at Mala DFWICS Ltd. R 614	Department of Coir Development, GoK	Biju S. Narayan	Ongoing
17	Consultancy services for Infrastructure - Optimum usage & conservation	Administrative Reforms Commission, GoK	Biju S. Narayan	Draft report submitted
18	SIA of Land Acquisition for Developing Industrial Park by KINFRA under IDZ Scheme (708 acres)	District Administration, Kannur	Riyas K. Basheer	Ongoing
19	SIA of Land Acquisition for Construction of Industrial Development Park at Kannur district through KINFRA (497 acres)	District Administration, Kannur	Riyas K. Basheer	Ongoing
20	SIA of Land Acquisition for Mahe-Valapattanam Canal (Cut 1 & 2)	District Administration, Kannur	Riyas K. Basheer	Ongoing

Sl. No.	Title of the Project	Sponsoring Authority	Project Team	Status
21	SIA of Land Acquisition for Widening of Savakotta Bridge and Reconstruction of Kommady Bridge	District Administration, Alappuzha	Riyas K. Basheer	Ongoing
22	SIA of Land Acquisition for Maritime Museum	District Administration, Ernakulam	Riyas K. Basheer	Ongoing
23	SIA of Land Acquisition for Thiruvananthapuram-Nemom Railway Line Doubling	District Administration, Thiruvananthapuram.	Riyas K. Basheer	Ongoing
24	SIA of Land Acquisition for Parali-Mankara ROB	District Administration, Palakkad	Riyas K. Basheer	Ongoing
25	Implementation and Monitoring Support for Urja Mithra – Akshaya Urja Service Centres of ANERT	Agency for Non-Conventional Energy and Rural Technology (ANERT)	Riyas K. Basheer	Ongoing (2 nd Year)
26	Developing Training Modules and Conducting Online Assessment of Trained Candidates at Kaushal Kendras of KASE	Kerala Academy for Skills Excellence (KASE)	Riyas K. Basheer	Ongoing
27	Providing TA Services for Establishment of MLP cum Commercial Complexes in Kozhikode Municipal Corporation	Kozhikode Municipal Corporation	Riyas K. Basheer	Ongoing
28	HR Policy Preparation for Kerala State Coir Corporation	Kerala State Coir Corporation Ltd.	Riyas K. Basheer	Ongoing
29	Techno Commercial Feasibility Study for the Establishment of Multi Product Industrial Park at Thavinjal Village in Wayanad district	Kerala State Industrial Development Corporation Ltd. (KSIDC)	Riyas K. Basheer	Ongoing

Sl. No.	Title of the Project	Sponsoring Authority	Project Team	Status
30	Technical Support for Selection and Registration of Apprentices in Kerala State Women's Development Corporation Ltd.	Kerala State Women's Development Corporation Ltd. (KSWDC)	Riyas K. Basheer	Ongoing
31	TA Services for Establishment of MLP in KINFRA Park	Kerala Industrial Infrastructure Development Corporation (KINFRA)	Riyas K. Basheer	Ongoing
32	Restructuring of Public Sector Restructuring and Internal Audit Board	Public Sector Restructuring and Internal Audit Board (RIAB)	Riyas K. Basheer	Ongoing
33	Manpower Support to Project Appraisal and Monitoring Cell of Finance Department, GoK	PAMC, Finance Department, GoK	Riyas K. Basheer	Ongoing
34	Restructuring of ANERT	Agency for Non-Conventional Energy and Rural Technology (ANERT)	Riyas K. Basheer	Ongoing
35	Land acquisition for Medical College - Wayanadu-SIA	District Collector	Riyas K. Basheer	Processing
36	Land acquisition for Ottappala Bypass Road-SIA	District Collector	Riyas K. Basheer	Draft report submitted
37	Land acquisition for Pattannur, Koodali, Kezhallor- KINFRA-SIA	District Collector	Riyas K. Basheer	Draft report submitted
38	Land acquisition for Kezhallor, Koodali for rehabilitation Kannur Airport-SIA	District Collector	Riyas K. Basheer	Processing
39	Land acquisition for APJ Abdulkalam Technological University-SIA	District Collector	Riyas K. Basheer	Processing
40	Land acquisition for Canal - Kozhikode-SIA	District Collector	Riyas K. Basheer	Draft report submitted

Sl. No.	Title of the Project	Sponsoring Authority	Project Team	Status
41	Land acquisition for Mundakkal Bridge - Approach road -SIA	District Collector	Riyas K. Basheer	Processing
42	Land acquisition for ROB Nangyarkulangara-SIA	District Collector	Riyas K. Basheer	Processing
43	Selection of planning consultant for preparation of master development plan and land pooling policy for outer area growth corridor	Capital Region Development Programme	Riyas K. Basheer	
44	Manpower support to KSWDC	Kerala State Women's Development Corporation Limited	Riyas K. Basheer	Recruitment completed; manpower support ongoing.
45	Technical support for apprenticeship registration	Kerala State Women's Development Corporation Limited	Riyas K. Basheer	Ongoing
46	Recruitment for selection of consultants in project appraisal and monitoring cell	Finance Dept. GoK	Riyas K. Basheer	Stagnant. Awaiting response from Finance Dept.
47	Manpower support to KSWDC	Kerala State Women's Development Corporation Limited	Riyas K. Basheer	Recruitment completed; manpower support ongoing.
48	Technical support for apprenticeship registration	Kerala State Women's Development Corporation Limited	Riyas K. Basheer	Ongoing
49	Recruitment for selection of consultants in project appraisal and monitoring cell	Finance Dept. GoK	Riyas K. Basheer	Stagnant. Awaiting response from Finance Dept.
50	Training module preparation and online assessment for Kaushal Kendras	Kerala Academy for Skills Excellence (KASE)	Riyas K. Basheer	Ongoing

Sl. No.	Title of the Project	Sponsoring Authority	Project Team	Status
51	Preparation of DPR for setting up of Wine Production Unit at VAFPCL	VAFPCL	Riyas K. Basheer	Ongoing
52	Manpower support to MILMA	KCMMF-MILMA	Riyas K. Basheer	Ongoing

3.1.3 Recruitment

a. Completed

Sl. No.	Title of the Recruitment	Sponsoring Authority	Project Team
1	Skill Test for selection of Staff Nurse	RCC, Trivandrum	Dr. Pradeep Kumar MN & Riyas K. Basheer
2	Promotion Test	Kerala State Financial Enterprises Ltd. (KSFE)	Anil P.G.& Jyothiraj B. G
3	Recruitment of Civil Engineers, Electrical Engineers & Architects	Life Mission	Dr. A. Satheesan & Riyas K. Basheer
4	Written Test and Skill Test to the Post of Junior Safety Officer	The Kerala Minerals & Metals Limited (KMML)	Varghese K.
5	Written Test to the posts of Manager Accounts	Kerala Forest Development Corporation (KFDC)	-do-
6	Interview to various Administrative posts	Kerala Road Fund Board (KRFB)	-do-
7	Skill Test to the post of Typist	Kerala Road Fund Board (KRFB)	-do-
8	Written Test to various posts	Kerala State Construction Corporation (KSCC)	-do-
9	Interview to various posts	Kerala State Construction Corporation (KSCC)	-do-
10	Written Test to the post of AE (Mech.) Trainee	Malabar Cements Limited (MCL)	-do-
11	Written Test to various Skilled posts	Steel and Industrial Forgings Ltd. (SIFL)	-do-
12	Written Test to the post of Engineer (Mech.) Trainee	Malabar Cements Limited (MCL)	-do-
13	Written Test to the Post of Assistant Engineer (Gr.M6) Trainee and Accounts officer	Malabar Cements Limited (MCL)	-do-
14	Written Test to various posts in MCL	Malabar Cements Limited (MCL)	-do-

Sl. No.	Title of the Recruitment	Sponsoring Authority	Project Team
15	Recruitment to the post of Geologist	Malabar Cements Limited (MCL)	-do-
16	Walk-in Test cum Interviews for selection to the post of Trainee Marketing Executives	Kerala State Coir Corporation Ltd.	Riyas K. Basheer
17	Recruitment to various posts	Kerala Feeds Limited	-do-
18	Recruitment of Procurement Officer	Additional Skill Acquisition Programme (ASAP)	-do-
19	Walk in Interview to the posts Librarian & Braille Assistant	State Central Library	-do-
20	Recruitment to various posts in Managerial Category	Travancore Cochin Chemicals Ltd. (TCC)	-do-
21	Recruitment of Assistant Managers	Vegetable and Fruit Promotion Council Keralam (VFPCK)	-do-
22	Recruitment of CA to Project Director & Manager Technical	Kerala State Industrial Development Corporation (KSIDC)	-do-
23	Recruitment to various posts in MKSP Agriculture	Kudumbashree	-do-
24	Recruitment of Junior Assistants	Kerala State Backward Classes Development Corporation (KSBCDC)	-do-
25	Performance Assessment of Junior Assistants	Kerala State Backward Classes Development Corporation (KSBCDC)	-do-
26	Recruitment of Assistant Managers in Equipment Procurement Division	Kerala Medical Services Corporation Limited (KMSCL)	-do-
27	Recruitment of Assistant Managers in Civil & Programming IT	Kerala Medical Services Corporation Limited (KMSCL)	-do-
28	Recruitment of Assistant Managers in KEMP Division	Kerala Medical Services Corporation Limited (KMSCL)	-do-
29	KIIFB - Recruitment to various posts in LA Unit and Senior Consultant (PE-GCW) & Consultant (PE-Transportation)	Kerala Infrastructure Investment Fund Board (KIIFB)	-do-
30	Walk-in Interview for selection to various posts	The Gender Park	-do-

Sl. No.	Title of the Recruitment	Sponsoring Authority	Project Team
31	Recruitment for selection to the post of Accounts Officer – KSID	Kerala Academy for Skills Excellence (KASE)	-do-
32	Recruitment for selection to the post of Technical Assistant	Kerala Social Security Pension Ltd. (KSSPL)	-do-
33	Recruitment for Selection to Various Posts in Autokast	Autokast Ltd.	-do-
34	Walk -in Interview for selection to various posts in District Project Management Unit in Kerala State Nutrition Mission	Department of Women and Child Development	-do-
35	Recruitment for selection to various posts	Kerala Feeds Limited	-do-
36	Recruitment for selection to various posts (III Phases)	Smart City Thiruvananthapuram Limited	-do-
37	Manpower Support (III Phases)	Vizhinjam International Seaport Limited	-do-
38	Walk-in Interview for selection of Trainee Marketing Executives	Kerala State Coir Corporation Limited	-do-
39	Walk-in Interview for Selection of Post Graduate/ Graduate Trainees	Kerala State Coir Corporation Limited	-do-
40	Recruitment of System Manager	Dept. of Collegiate Education	-do-
41	Recruitment of Energy Technologist-B	Energy Management Centre	-do-
42	Recruitment of Technical Asst. & Stenographer	NATPAC	-do-
43	Recruitment to various posts.	Life Mission	-do-
44	Recruitment to the post of Program Officer & Technical consultant	Suchitwa Mission	-do-
45	Recruitment to the post of Project Assistant	Kerala State Backward Classes Development Corporation (KSBCDC)	-do-
46	Recruitment to the post of councillor & service provider	Kudumbashree	-do-
47	Internal Recruitment to the post of project executive & communication/ documentation executive	Kudumbashree	-do-

Sl. No.	Title of the Recruitment	Sponsoring Authority	Project Team
48	Recruitment to the post of consultant.	Kudumbashree	-do-
49	Recruitment for Selection to various posts	Autokast Limited	-do-

b. Ongoing

Sl. No.	Title of the Recruitment	Sponsoring Authority	Project Team
1	Recruitment to various posts in Kerala Automobiles Limited	Kerala Automobiles Ltd. (KAL)	Varghese K.
2	Recruitment to various posts in KASRS	Kerala Ayurvedic Studies and Research Society (KASRS)	-do-
3	Recruitment to various posts in SIFL	Steel and Industrial Forgings Ltd. (SIFL)	-do-
4	Written Test to various posts in SILK	Kerala Steel Industrials Kerala Limited (SILK)	-do-
5	Promotion Test from the post of Assistant Salesman to the post of Junior Assistant in SUPPLYCO	SUPPLYCO	-do-
6	Written Test to various posts in TTPL	Travancore Titanium Products Ltd. (TTP)	-do-
7	Recruitment to various posts for a Consultancy Wing of KSEB	Kerala State Electricity Board (KSEB)	-do-
8	Skill Test to the post of Process Operator Trainee	Travancore Titanium Products Ltd. (TTP)	-do-
9	Designing and implementing the international standards of the quality and sustainability at SUPPLYCO	SUPPLYCO	-do-
10	Walk-in Interview to the post of Finance Manager in KSHB	Kerala State Housing Board (KSHB)	-do-
11	Recruitment for selection to various posts in Integrated Child Protection Scheme	Department of Women and Child Development	Riyas K. Basheer
12	Recruitment for selection to various posts in DMU for Fast Track Special Courts	Department of Women and Child Development	-do-
13	Recruitment of Manager public relations and documentation and procurement officer	Additional Skill Acquisition Programme (ASAP)	-do-
14	Recruitment to various posts	Gender Park	-do-
15	Skill Development Training	Gender Park	-do-
16	Recruitment to various posts	Kerala Co-operative Milk Marketing Federation (KCMMF-MILMA)	-do-

Sl. No.	Title of the Recruitment	Sponsoring Authority	Project Team
17	Recruitment to various posts	Kerala Industrial Infrastructure Development (KINFRA)	-do-
18	Recruitment of Senior engineer (Civil) & Deputy Manager (Civil)	Travancore Cochin Chemicals (TCC)	-do-
19	Recruitment to various posts	Rebuild Kerala Initiative RKI	-do-
20	Recruitment to various Posts	Kerala State Industrial Development Corporation (KSIDC)	-do-
21	Recruitment to various posts	Kerala State Drugs and Pharmaceuticals Limited (KSDP)	-do-
22	Recruitment of BDE & JBDE	Kerala State Industrial Development Corporation (KSIDC)	-do-
23	Recruitment to various posts in PMU	Kerala State Industrial Development Corporation (KSIDC)	-do-
24	Recruitment of Technician, AAO, Junior Systems Officer	MILMA	-do-
25	Recruitment to the post of City Mission Manager, Social Development Specialist, State Mission Manager	Kudumbashree	-do-
26	Recruitment to the post of Project Coordinator	Kudumbashree	-do-
27	Recruitment to various posts (KSIDC-7)	Kerala State Industrial Development Corporation (KSIDC)	-do-
28	Recruitment to various posts (KSIDC-8)	Kerala State Industrial Development Corporation (KSIDC)	-do-
29	Recruitment to various posts at LA Wing	Kerala Infrastructure Investment Fund Board (KIIFB)	-do-
30	Recruitment to various posts in TRC, TIW, Impact Kerala	Kerala Infrastructure Investment Fund Board (KIIFB)	-do-
31	Recruitment to various post at QAC in TRC	Kerala Infrastructure Investment Fund Board (KIIFB)	-do-
32	Recruitment to various posts KIIFB-12	Kerala Infrastructure Investment Fund Board (KIIFB)	-do-
33	Recruitment of Resource Persons KIIFB-12	Kerala Infrastructure Investment Fund Board (KIIFB)	-do-
34	Recruitment of various posts in TIW	Kerala Infrastructure Investment Fund Board (KIIFB)	-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 Govt. of Kerala in conducting Management Development Programmes for Managers of Public Enterprises in Kerala and Senior officials of the Government Department. The details of these and the other training programmes organised during the year are as follows:

Sl. No.	Title of the Programme	Sponsoring Authority	Location	No. of participants	Project Team
1	Residential Training Programme for Senior Officers	OUSHADHI	Ernakulam	13	Dr. Pradeep Kumar MN
2	Art of Selling	Public Sector Restructuring and Internal Audit Board (RIAB)	Kozhikode	63	-do-
3	Art of Selling	-do-	Ernakulam	35	-do-
4	Art of Selling	-do-	Thrissur	26	-do-
5	Effective Production Management	-do-	Trivandrum	30	-do-
6	Effective Production Management	-do-	Thrissur	29	-do-
7	HRM for Organisational Success	-do-	Ernakulam	37	-do-
8	Training Programme for Mill Workers	-do-	Kannur	160	-do-
9	MDP for PROs of NHM	National Health Mission (NHM)	Trivandrum	31	Dr. A. Satheesan & Riyas K. Basheer
10	MDP for PROs of NHM	-do-	-do-	29	-do-
11	MDP for PROs of NHM	-do-	-do-	32	-do-
12	MDP for PROs of NHM	-do-	-do-	31	-do-
13	MDP for PROs of NHM	-do-	-do-	27	-do-
14	MDP for PROs of NHM	-do-	-do-	33	-do-
15	MDP for PROs of NHM	-do-	-do-	33	-do-
16	MDP for PROs of NHM	-do-	-do-	33	-do-
17	MDP for PROs of NHM	-do-	-do-	28	-do-

Sl. No.	Title of the Programme	Sponsoring Authority	Location	No. of participants	Project Team
18	MDP for PROs of NHM	-do-	-do-	29	-do-
19	MDP for Middle level Officers of NHM	-do-	-do-	27	-do-
20	MDP for Middle level Officers of NHM	-do-	-do-	32	-do-
21	MDP for Middle level Officers of NHM	-do-	-do-	27	-do-
22	MDP for Middle level Officers of NHM	-do-	-do-	28	-do-
23	MDP for Middle level Officers of NHM	-do-	-do-	29	-do-
24	MDP for Middle level Officers of NHM	-do-	-do-	31	-do-
25	MDP for Middle level Officers of NHM	-do-	-do-	30	-do-
26	MS Project Part I	Kerala Infrastructure Investment Fund Board (KIIFB)	-do-	23	Dr. A. Satheesan Dr. Sabu R.L & Biju S Narayan
27	MS Project Part I	-do-	-do-	21	-do-
28	MS Project Part I	-do-	-do-	23	-do-
29	MS Project Part I	-do-	-do-	20	-do-
30	MS Project Part I	-do-	-do-	18	-do-
31	MS Project Part I	-do-	-do-	18	-do-
32	MS Project Part I	-do-	-do-	18	-do-
33	MS Project Part I	-do-	-do-	20	-do-
34	MS Project Part I	-do-	-do-	22	-do-
35	Event by Autodesk, Bangalore	-do-	-do-	130	-do-
36	Workshop on Steel Structures Bridges for officers of SPVs & KIIFB	-do-	-do-	38	-do-
37	Land Records Monitoring National Seminar	Kerala Land Records Monitoring Mission	-do-	180	Dr. A. Satheesan & Riyas K. Basheer
38	Life Skill Training (Ongoing)	Women and Child Development Department	-do-	45	-do-
39	Training Programme on Legal Backup and Service Matters for Senior Officers of Department of Treasuries	Department of Treasuries	-do-	30	Varghese K.

Sl. No.	Title of the Programme	Sponsoring Authority	Location	No. of participants	Project Team
40	Supervisory Skill Enhancement Training Programme for Junior Superintendents (Batch I) of Department of Treasuries	Department of Treasuries	-do-	30	-do-
41	Supervisory Skill Enhancement Training Programme for Sub Treasury Officers (Batch I) of Department of Treasuries	Department of Treasuries	-do-	30	-do-
42	Supervisory Skill Enhancement Training Programme for Sub Treasury Officers (Batch II) of Department of Treasuries	Department of Treasuries	-do-	30	-do-
43	Supervisory Skill Enhancement Training Programme for Junior Superintendents (Batch II) of Department of Treasuries	Department of Treasuries	-do-	30	-do-
44	Supervisory Skill Enhancement Training Programme for Junior Superintendents (Batch III) of Department of Treasuries	Department of Treasuries	-do-	30	-do-
45	Training on Project Formulation and Management	Housing Commissionerate	-do-	30	-do-
46	Training on Time Management	Housing Commissionerate	-do-	30	-do-

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 13 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	General (Women)	Eco-friendly bags	Madakkathara Grama Panchayat, Thrissur	25	26.10.19 to 22.12.19	Jyothi Raj BG
2	Thrissur	General (Women)	Eco-friendly bags	Kodakara Block Panchayat, Thrissur	30	04.11.19 to 09.01.20	-do-
3	Thrissur	General (Women)	House Maid	Kudumbashree (ARISE), Thrissur	30	09.02.20 to 25.02.20	-do-
4	Thrissur	General (Women)	Food Processing	Kodakara Block Panchayat, Thrissur	15	23.01.20	-do-
5	Thrissur	General (Women)	Sales	Kudumbashree (ARISE), Thrissur	25	28.02.20	-do-
6	Thiruvananthapuram	Women	Hospitality Management	Kudumbashree District Mission, Thiruvananthapuram	20	15.05.19 to 28.05.19	Anil P.G
7	Nedumangad	General	Food processing	Nedumangad Block Panchayat	25	10.10.19 to 08.11.20	-do-
8	Pullukulangara	General	Eco-friendly bags	Sainik Welfare Department, Govt. of Kerala	30	16.10.19 to 07.02.20	-do-
9	Kottarakkara	General	Eco-friendly bags	Sainik Welfare Department, Govt. of Kerala	25	23.10.19 to 14.01.20	-do-

Sl. No.	Location	Category	Sector	Sponsoring Authority	No. of Beneficiaries	Date	Project Team
10	Karunagapally	General	Eco-friendly Bags	Sainik Welfare Department, Govt. of Kerala	25	23.10.19 to 10.01.20	-do-
11	Thalasseri	General	Jack fruit-Banana processing	Thalasseri Block Panchayat	35	27.08.19 to 25.09.19	-do-
12	Kannur	General	LED & Solar Products	Panoor Block Panchayat	20	01.11.19 to 13.12.19	-do-
13	Kasaragod	General	Tailoring	Sainik Welfare Department, Govt. of Kerala	23	20.11.19 to 10.01.20	-do-

3.3 Review of Public Enterprises in Kerala - 2018-2019

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 2018-19 was prepared by CMD, for the thirty second years in succession, on behalf of the Bureau of Public Enterprises, Government of Kerala. The Review for 2018-19 analyses the performance of the State Level Public Enterprises for the three years from 2016-17 to 2018-19.

The Review was presented during the Budget Session of 2020.

3.4 Highlights of Certain Major Activities undertaken by the Centre

3.4.1 Survey of Transgender Persons in Kerala

Background: The Transgender community in Kerala faces several problems such as social discrimination, poor health, high dropout rate, low income, harassment and abuse, as revealed through surveys conducted. They face injustice in their families and public places, in schools, in workplaces, at markets and shops, emergency rooms, at hands of landlords, police officers, health care workers and other service providers. It is in this background that the Department of Social Justice, Government of Kerala (GoK) is planning to conduct a socio-economic census of all transgender persons in Kerala so as to develop an online platform for monitoring and supporting them.

Aims & Objectives: The proposed survey broadly aims at bringing transgender persons into mainstream society through assessing their individual needs and devising individual development plans. The specific objectives include (i) To identify all transgender persons spread across all districts in Kerala, (ii) To collect socio-economic

data of transgender persons thus identified and (iii) To prepare development plans, based on their socio-economic conditions and needs identified.

Approach & Strategy: It is proposed to follow a participatory and inclusive approach involving all stakeholders such as TG Justice Board, district TG Justice Committees, CBOs of TGs from all districts, domain area experts and TG Cell staff and officials of Social Justice Department.

3.4.2 Efficiency, Transparency & Accountability of Civil Service and Linking Emoluments with Performance: Rapid Study of Recommendations of Pay Revision Commissions and Administrative

Background: The 11th Kerala Pay Revision Commission (PRC) was constituted vide G.O(Ms) No.414/2019/Fin dated 06/11/2019 to study and make recommendations on revising the pay and allowances and other benefits of the State Government Employees including teaching and non-teaching staff of aided educational institutions, local bodies, etc. Besides the task of examining and suggesting modifications in pay and allowances and other service conditions, promotional avenues and fringe benefits of the Government Employees, the 11th PRC are also mandated to make suitable recommendations to enhance efficiency, social accountability and people friendliness of the civil service.

The 8th, 9th and 10th Kerala PRCs had made recommendations on improving efficiency, transparency and accountability of the civil service (Chapter X of the 8th PRC, Chapter 12 of the 9th PRC and Chapter 2 of the 10th PRC). The Administrative Reforms Commissions (ARC), both at the State and Central levels have also discussed these issues and made many suggestions to improve the effectiveness of the employees thereby ensuring good governance. The 10th PRC of the State and previous central ARC reports have also recommended linking of pay and promotions with performance of the employees. The Finance Commissions have also made broad suggestions on these aspects. However, some of these recommendations have not yet been taken up for implementation due to various reasons.

As a prelude to making further proposals on improving the competency of the civil service, the 11th PRC wishes to examine the recommendations of the previous PRCs, including the extent of implementation of these suggestions by the Government. The Study is in this context.

Aim and Objectives: The proposed Study broadly aims at examining the Reports of the earlier PRCs (Kerala) and ARCs with a view to identifying recommendations on improving the efficiency of the civil service and linking the pay with the performance of the employees. The specific objectives of the study include (i) To attempt a comprehensive review of the reports of the previous PRCs in Kerala and ARCs so as to identify and consolidate the recommendations made therein regarding improving efficiency, transparency and accountability of the civil service in the State, (ii) To

examine and consolidate recommendations of the earlier Kerala PRCs and ARCs on the subject of linking performance of employees with their pay and allowances and (iii) To scan the suggestions on the above subjects made in the above documents which have not been implemented but are of contemporary relevance and could be considered for implementation with modifications, if required.

3.4.3 Accountability Mechanisms in Government and Public Grievance Redress

The study focuses on the Accountability Mechanisms in Government and Public Grievance Redress and to explore the role of the concerned institutions as a promoter of good governance, grievance redressal and for ensuring accountability and transparency in Government. The study aims to identify the barriers/hindrances of the public in accessing the service of these mechanisms. The study will also focus on the issue of co-ordinated or joined up functioning of these institutions for better results. The study was conducted among functionaries/agencies involved in anti-corruption or corrective mechanisms in government functioning. To understand the public grievance mechanisms in Government and its effectiveness, the functioning of various Commissions are studied.

3.4.4 Consulting and Project Management Support to KIIFB

The Centre for Management Development (CMD) has been appointed as a 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, educational infrastructure, 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. KIIFB, CMD & 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 with 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 600 projects of KIIFB, worth over Rs. 40,000 Crores. It is estimated that this technical appraisal process by CMD may result in a savings of more than Rs. 3,000 Crore to KIIFB. During 2019-20, appraisal has been completed for 103 projects worth of Rs. 6164.23 Core for the final approval of the KIIF Board.

- **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 2019-20, CMD has conducted 9 such sessions for 183 participants.
- **Conducting Workshops on new technologies in the areas of Infrastructure Development.** During the period two workshops were conducted for KIIFB and SPVs. A one-day Workshop on Steel Structure Bridges for officers of SPVs and KIIFB was held on 3rd Dec, 2019 with 39 participants. It mainly focused on 'Issues related to design, construction, contract and maintenance of steel-concrete composite bridge infrastructure in Kerala'. The target audience of the workshop is different stake holders concerned with the Bridge Infrastructure in the state of Kerala, such as Policy Makers, Engineering Department Chiefs, Technical Staff who are involved in road infrastructure executions and faculty from academia. This workshop covered the aspect of conceptual issues, design, construction and the contractual obligation aspects related to steel-concrete composite bridge infrastructure. This workshop was intended to pave way for use of newer bridge construction technologies in Kerala. M/s. Autodesk in association with CMD has organised an Event on "Advanced Technologies in Virtual Design and Construction" on September 26, 2019 in which we got wide participation of over 130 nos. from KIIFB, SPVs and other stake holders. The event was intended to provide a platform for exchange of best practices to meet the infrastructure needs of tomorrow.

- 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 has been completed during the year 2019-20.
- CMD has also provided various procurement services to KIIFB by **Empanelment of suitable agencies for Drone & LiDAR Survey, 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.
- As per the request from KIIFB, CMD provided facility support to KIIFB to establish a **Technical Resource Centre (TRC)** with effect from 1st November, 2018 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 functionally controlled by the Technical Inspection Wing (TIW) of KIIFB and administratively facilitated by CMD. During the year 2019-20, we have provided various services to TRC of KIIFB worth of 197 Lakhs.

3.4.5 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.*

3.4.6 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.

3.4.7 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.

3.4.8 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.

3.4.9 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.

3.4.10 National Health Mission (NHM) Training Programme

The training programme was offered for the nominated Public Relation Officers (PROs) and Middle Level Officers (MLOs) of National Health Mission (NHM) working in various District, Taluk and Community level hospitals in Kerala. As the Public Relations Officers in health care settings are responsible for maintaining the desired image of a health care facility in the public eye, they must be knowledgeable about the internal workings of the hospital and must also be aware of its strategic objectives. The middle level officers are the 'sandwich' layer or the layer between the top-level officers and the lower level or the 'boots on the ground'. They act as a bridge between the decision makers and the ground level officers. They are at the receiving end from both sides and hence they are vital factor in the success of the mission. In this context the National Health Mission has decided to impart a three-day Management Development Programme to the PROs and MLOs of NHM to enhance their managerial skills, self-development, communication skills for improving effectiveness and efficiency of team members within the hospitals they work. The Centre conducted a quick training need assessment considering the future requirements/challenges of the PRO and MLO officials. Based on it we had conducted a three day residential training programme for the Officers of NHM focusing on the areas of managerial aspects, interpersonal relationship, communication skills, organisational behaviour, etc.

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, 2020, 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 2019-20 is completed.

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, 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
Cair 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

BOARD OF GOVERNORS DURING 2019-20

- Chairman**
- 1 Shri. S.M. Vijayanand IAS (Retd.)
Former Chief Secretary
Government of Kerala
Thiruvananthapuram
- 8 Smt. S. Syamala
Managing Director
Kerala State Drugs and Pharmaceuticals Ltd.
Kalavoor P.O., Alappuzha 688 522
- Vice-chairman**
- 2 Shri. K. Hari Kumar
Managing Director
Travancore Cochin Chemicals Limited
Udyogamandal, Kochi 683 501
- 9 Shri. K.E. Moidu
Managing Director
Peekay Steel Castings Private Limited
Unit I, Nallalam, Calicut 673 027
- Members**
- 3 Dr. K. Ellangovan IAS
Principal Secretary
Department of Industries & Commerce
Government of Kerala
Thiruvananthapuram 695 001
- 10 Shri. M. Khalid
Managing Partner
SLK Food Processing
12/645-47, Poovattuparamba
Kozhikode 673 008
- 4 Dr. A. Jayathilak IAS
Principal Secretary
Planning & Economic Affairs Department
Government of Kerala
Thiruvananthapuram 695 001
- 11 Shri. Deepak L. Aswani
Co-Chair, FICCI Kerala State Council
VII Floor, Alpha Plaza Building
K.P. Vallon Road, North End
Kadavanthra Junction , Kochi 682 020
- 5 Shri. Devendra Kumar Singh IAS
Additional Chief Secretary &
Agricultural Production Commissioner
Government of Kerala
Thiruvananthapuram 695 001
- 12 Shri. C. Balagopal
4A Darragh Residency
Pandit Karuppan Road
Thevara, Kochi 682 013
- 6 Shri. N.S. Pillai IA & AS
Chairman & Managing Director
Kerala State Electricity Board Limited
Vydyuthi Bhavanam, Pattom
Thiruvananthapuram 695 004
- 13 Dr. Bijulal D.
Professor
Mechanical Engineering Department
Government Engineering College
Barton Hill, Kunnukuzhy,
Thiruvananthapuram 695 035
- 7 Shri. Sanjay M. Kaul IAS
Managing Director
Kerala State Industrial Development
Corporation Limited
TC XI/266, Keston Road, Kowdiar
Thiruvananthapuram 695 003
- 14 Prof. (Dr.) Santhosh P. Thampi
Dean, Faculty of Management
School of Management and Business Studies
Mahatma Gandhi University
Kottayam 686 560
- Member Secretary**
- 15 Dr. G. Suresh
Director
Centre for Management Development
Thiruvananthapuram 695 014

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.), Ph.D. 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

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



INDEPENDENT AUDITOR'S REPORT

To ,

THE MEMBERS OF THE CENTRE FOR MANAGEMENT DEVELOPMENT

Report on the Financial Statements

Opinion

We have audited the accompanying financial statements of “**CENTRE FOR MANAGEMENT DEVELOPMENT**” (“The Trust”), which comprise the Balance Sheet as at 31 March 2020, and the Statement of Income and Expenditure and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid Financial Statements give the information required by the Act in the manner so required, except for the qualification with respect to the accounting policy adopted for the provision for gratuity and leave encashment, give a true and fair view in conformity with the accounting principles generally accepted in India, of the state of affairs of the trust at 31st March, 2020 and its loss for the year ended on that date.

Basis for Qualified opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) issued by ICAI. Our responsibility under those standards are further described in the Auditors Responsibility for the Audit of the Financial Statement section of our report. We are independent of ‘The Trust’ in accordance with the code of Ethics issued by ICAI and we have fulfilled our other ethical responsibility in accordance with the code of Ethics. We believe that the audit evidence we have

obtained is sufficient and appropriate to provide a basis for our opinion. Based on the same we qualify the report in respect of the following matters.

1) Change in the accounting policy with respect to provision for gratuity and leave encashment, the provision is not based on any scientific method or actuarial valuation and not in conformity with AS-15 'Employee Benefits' issued by ICAI and as a result of this change Net Loss has been overstated by an amount of Rs.4,00,09,615/-

Emphasis of Matters

We draw your attention to

- 1) Sundry Debtors, Creditors and balance in other personal accounts are so far as they have not been subsequently realized or discharged are subject to confirmation and therefore their correctness adequacy of provision for doubtful items if any and its resultant impact on accounts could not be ascertained. The resultant impact of the above matter, in the accounts is not presently quantifiable.


Management's Responsibility for the Financial Statements

Management is responsible for the preparation of these financial statements that give a true and fair view of the financial position and financial performance of the 'The Trust' in accordance with the Generally Accepted Accounting Principles. This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation and presentation of the financial statements.

Auditor's Responsibility for the audit of the financial statements

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with the Standards on Auditing issued by the Institute of Chartered Accountants of India and the provisions thereof. Those Standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the appropriateness of



accounting policies used and the reasonableness of the accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for auditor's opinion.

For **B Radhakrishnan & Co**

Chartered Accountants

F R N: 007751S

B Radhakrishnan Potti, FCA, DISA (ICA)
(Proprietor)

M N: 200266

Place: Trivandrum

Date: 30/12/2020

UDIN : 21200266AAAAAV5782

**CENTRE FOR MANAGEMENT DEVELOPMENT-
THIRUVANANTHAPURAM**

**SIGNIFICANT ACCOUNTING POLICIES AND NOTES ON THE ACCOUNTS
FOR THE YEAR ENDED 31ST MARCH 2020**

Note-1

GENERAL INFORMATION

Centre for Management Development (CMD) was incorporated on 1st August 1979, registered as a Trust Under Section 12A as per Income Tax Act 1961 with the main object to promote & enrich management policies and practices in the manufacturing, services and development sector, to augment and develop entrepreneurial potential in the state through an integrated identification-training support package ,to enhance the decision making skills and competence of practicing managers and key personnel in the public, private, and non-governmental sectors, to provide assistance to governmental/voluntary corporate agencies for strengthening management of developmental programs and projects in rural and urban areas, through research studies, consulting, training programs and advisory services and to contribute to professionalizing management by developing a pool of young management professionals.

Note-2

SIGNIFICANT ACCOUNTING POLICIES:

Basis of preparation of Financial Statements:

The financial Statements have been prepared under the historical cost convention, in accordance with the generally accepted accounting principles in India(Indian GAAP).

a. Use of estimates

The preparation of the financial statements in conformity with Indian GAAP requires the management to make estimates and assumptions that affect the reported amount of assets and liabilities (including contingent liabilities) on the date of the financial statements and the reported amount of revenues and expenses during the reporting period. Difference between the actual results and the estimates are recognized in the period in which the results are known/materialized.

b. Fixed Assets:

Fixed assets are shown at the cost of acquisition less depreciation. Cost comprises of purchase price, duties, levies and any direct attributable cost of bringing the asset to its working condition for the intended use.



VDIN 21200-266AAAAAV 57R2

c. Depreciation:

Depreciation has been charged on fixed assets at written down value method, at the rate followed consistently over the years, as indicated in the schedule of fixed assets.

d. Accounts and income recognition

The accounts have been prepared on mercantile system of accounting except for the following items. Amount received and expended on various incomplete programs during the year are treated as advance during the year to the extent to which the programs are incomplete.

Note-3

Bank Accounts and Bank Overdraft Accounts

All bank accounts are in agreement with the bank confirmation received from the banks. CMD has availed a bank Overdraft of Rs 2 crores from Canara Bank, Sasthamangalam with an interest rate of 10.20% p.a. by pledging 8.52 ares of land with multi storied office building in Thycaud Trivandrum. The Bank Overdraft shows a credit balance of Rs.1,60,70,222.18 as on 31.03.2020.

Note-4

Grant-in-aid

Grant received from Government of Kerala for Rs.75 Lakhs during the financial year 2019-20 for Addition/Upkeep of Infrastructure facilities and Supporting Activities vide G.O (Rt)No.796/2019/Id dated 19/08/2019 and G.O (Rt)No.1111/2019/ID dated 07/11/2019. This amount has been credited to the account number PSTSB 799012700000828 and the same has been expended for the purposes for which it has sanctioned



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Note-5

Foreign exchange transactions

The Centre has not received any foreign exchange during the year.

Note-6

Service Tax Deposit

An amount of 15.00 Lakhs (Rupees fifteen Lakhs only) was paid under 'protest' during the year 2008-09 based on directions issued by Customs Excise and Service Tax appellate Tribunal Bangalore vide stay order No.242/07 dated 1.3.2007. The appeal has been finalized and CESTAT passed an order in partial favour of CMD, an amount of Rs.3,73,378 has been refunded to CMD on 14-06-2019. A balance amount of Rs.11,26,622 has been assessed as service tax for earlier years.

Note-7

Contingent Liability

There are no contingent liabilities.



UDIN 212002GGAAAAAV 5782

CENTRE FOR MANAGEMENT DEVELOPMENT - THIRUVANANTHAPURAM 14
INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED MARCH 31,2020

EXPENDITURE	Sch	for the year ended		INCOME	Sch	for the year ended	
		31.03.2020	31.03.2019			31.03.2020	31.03.2019
General Administrative Expenses	I	48,32,917.00	43,08,250.13	Fees Management Consultancy, Research, Recruitment & Manpower ?	P	11,66,79,714.00	13,78,87,195.00
Salaries & Allowance	J	5,85,51,564.00	1,54,17,296.00	Fees EDP		71,41,283.00	77,23,598.00
Expenses on Research works	K	12,53,51,352.00	13,02,67,712.00	Fees MDP		39,74,800.00	26,14,256.00
Direct Expenses on EDP & related works	L		1,05,25,455.50	Grant in aid - Supporting Activities		57,14,414.00	
Expenses on Organisation based programmes/ MDPs & Seminar Computer training	M	1,05,48,842.00	24,03,806.00	Amortisation on Addition & Upkeep of Assets		13,09,095.00	
Interest & Bank Charges	N	9,91,537.76	74,658.50	Reimbursement of Expense		1,92,48,277.00	48,66,223.00
Manpower Payments	O	5,89,58,374.00		Other Income	Q	2,49,286.00	19,73,845.00
Depreciation	D	9,49,410.30	7,81,943.98	Manpower Receipts ?	R	5,99,62,419.00	
				Excess of Expenditure over Income		4,59,04,709.06	87,14,005.11
TOTAL		26,01,83,997.06	16,37,79,122.11	TOTAL		26,01,83,997.06	16,37,79,122.11

S M VIJAYANAND
Chairman
Centre for Management Development
Thycaud P.O., Thiruvananthapuram-695 014



Dr. G. Suresh
Director
Centre For Management Development
Thiruvananthapuram

For B. RADHAKRISHNAN & CO.
CHARTERED ACCOUNTANTS
FRN : 007751S

B. Radhakrishnan Potti, FCA, DISA(ICA)
M N : 200266

UDIN 212002GGAAAAA V 57E2

CENTRE FOR MANAGEMENT DEVELOPMENT - THIRUVANANTHAPURAM 14
BALANCE SHEET AS ON MARCH 31,2020

LIABILITIES	Sch	for the year ended		ASSETS	Sch	for the year ended	
		31.03.2020	31.03.2019			31.03.2020	31.03.2019
Capital Fund Add: TMRC Fund		1,40,28,921.39	1,40,28,921.39	Fixed Assets	D		
		1,40,28,921.39	1,40,28,921.39	Gross Block		3,29,69,143.97	3,15,57,409.97
				Depreciation		1,89,84,674.26	1,80,35,263.96
Building Fund		49,90,186.35	49,90,186.35	Net Block		1,39,84,469.71	1,35,22,146.01
Grant - Addition of Infrastructure facilities		4,76,491.00	-				
Loans & Advances							
Secured Loan with Canara Bank Sasthamanagalam**		1,60,70,222.18	-4,519.40	Current Assets, Loans & Advances			
Vehicle Loan		7,05,664.00	-	Loans & Advances and Deposits	E	2,09,03,104.50	1,20,84,859.00
Current Liabilities & Provisions				Amount Receivable on completed programmes	F	33,26,990.95	33,26,990.95
Amount Received in Advance	A	1,94,04,950.00	2,53,30,950.00	Cash & Bank balances	G	1,30,33,054.46	48,46,584.30
				Income Tax refund		2,83,14,958.16	1,85,71,523.00
Sundry Creditors	B	1,89,68,200.60	1,44,00,226.60	Miscellaneous Receivables	H	7,217.00	7,217.00
Other Current Liabilities	C	6,79,95,088.20	1,07,78,775.20	Grant in aid Receivable		-	-
				Excess of Expenditure over Income less: (Profit)/loss for the year		1,71,65,219.88	84,51,214.77
						4,59,04,709.06	87,14,005.11
						6,30,69,928.94	1,71,65,219.88
TOTAL		14,26,39,723.72	6,95,24,540.14	TOTAL		14,26,39,723.72	6,95,24,540.14

S M VIJAYANAND
Chairman

Centre for Management Development
Thycaud P.O, Thiruvananthapuram-695 014



Dr. G. Suresh .
Director
Centre For Management Development
Thiruvananthapuram

For B. RADHAKRISHNAN & CO.
CHARTERED ACCOUNTANTS
FRN : 007751S

B. Radhakrishnan Potti, FCA, DISA(ICA)
M N : 200266

UDIN 21200266AAAAA V 5782

SCHEDULE D

Sl No	Particulars	GROSS BLOCK			DEPRECIATION			NET BLOCK		
		As on 01.04.2019	Additions		As on 31.03.2020	Rate	Upto 01.04.2019	Total Depreciation for the year	As on 31.03.2020	As on 31.03.2019
			Total							
1	Air Conditioners	6,09,488.00	-	6,09,488.00	15%	5,44,987.07	9,675.14	5,54,662.21	54,825.79	64,500.93
2	Binding Machinery	13,447.00	-	13,447.00	15%	13,227.15	32.98	13,260.13	186.88	219.86
3	Borewell	87,770.00	-	87,770.00	15%	73,082.59	2,203.11	75,285.70	12,484.30	14,687.41
4	Building	71,06,864.13	39,300.00	71,46,164.13	10%	66,02,090.84	52,442.33	66,54,533.17	4,91,630.96	5,04,773.29
5	Computer & Accessories	56,88,711.25	1,81,152.00	58,69,863.25	25%	42,55,928.92	3,89,176.33	46,45,105.25	12,24,758.00	14,32,782.33
6	Computer Software	32,750.00	-	32,750.00	25%	18,280.96	3,617.26	21,898.22	10,851.78	14,469.04
7	CCTV	-	-	1,39,950.00	15%	-	20,992.50	20,992.50	1,18,957.50	-
8	Electrical (UPS)	97,601.00	1,52,244.00	2,49,845.00	15%	28,010.03	33,275.25	61,285.28	1,88,559.72	69,590.97
9	Fax Machine	67,006.00	-	67,006.00	15%	59,645.71	1,104.04	60,749.75	6,256.25	7,360.29
10	Fire Fighting Equipments	69,413.75	-	69,413.75	15%	69,244.25	25.43	69,269.68	144.07	169.50
11	Furniture & Fixtures	43,54,675.91	38,151.00	43,92,826.91	10%	31,67,300.40	1,21,737.85	32,89,038.25	11,03,788.66	11,87,375.51
12	Generator	3,01,388.00	-	3,01,388.00	15%	3,00,773.26	92.21	3,00,865.47	522.53	614.74
13	Lard	90,24,389.03	-	90,24,389.03	0%	-	-	-	90,24,389.03	90,24,389.03
14	Library Books	6,71,470.31	5,927.00	6,77,397.31	10%	5,98,377.09	7,767.17	6,06,144.26	71,253.05	73,093.22
15	Lift	11,15,686.00	-	11,15,686.00	15%	4,28,815.37	1,03,030.59	5,31,845.96	5,83,840.04	6,86,870.63
16	Mobile Phone	1,21,058.00	-	1,21,058.00	15%	98,960.56	3,314.62	1,02,275.18	18,782.83	22,097.45
17	Office Equipments	6,48,533.29	-	6,48,533.29	15%	5,64,527.84	12,600.82	5,77,128.66	71,404.63	84,005.45
18	Other Assets	91,345.42	-	91,345.42	15%	84,437.13	1,036.24	85,473.37	5,872.05	6,908.29
19	Photocopy Machine	1,25,848.00	-	1,25,848.00	15%	18,877.20	16,045.62	34,922.82	90,925.18	1,06,970.80
20	Teaching Aids	2,51,341.00	-	2,51,341.00	25%	1,52,163.81	24,794.30	1,76,958.11	74,382.89	99,177.19
21	Telephone EPABX	2,40,091.89	1,580.00	2,41,671.89	15%	2,22,695.99	2,727.88	2,25,423.87	16,248.02	17,395.90
22	Transformer	1,32,500.00	-	1,32,500.00	15%	1,32,176.35	48.55	1,32,224.90	275.10	323.65
23	Transport Vehicle	7,06,032.00	8,53,430.00	15,59,462.00	15%	6,01,661.46	1,43,670.08	7,45,331.54	8,14,130.47	1,04,370.55
		3,15,57,409.97	12,71,784.00	3,29,69,143.97		1,80,35,263.96	9,49,410.30	1,89,84,674.26	1,39,84,469.71	1,35,22,146.01



UDIN 212000866AAAAA V 5762

SCHEDULES ATTACHED TO AND FORMING PART OF BALANCE SHEET AS ON MARCH
2019-20 2018-19

SCHEDULE A	Amount Received in Advance		
	Stipend Payable to ST Trainees	54,04,950.00	1,13,30,950.00
	Amount Payable to ANERT Trainees	1,40,00,000.00	1,40,00,000.00
		1,94,04,950.00	2,53,30,950.00
SCHEDULE B	Sundry creditors		
	Salary Arrears		
	Sundry creditors	1,88,80,200.60	1,43,60,226.60
	Audit Fee Payable	88,000.00	40,000.00
	Total	1,89,68,200.60	1,44,00,226.60
SCHEDULE C	Subschedule : (Other Current Liabilities)	6,79,95,088.20	1,07,78,775.20
SCHEDULE E	Loans & Advances and Deposits		
	Deposits (Asset)	22,78,151.00	39,09,300.00
	Sundry Debtors	1,85,16,493.50	80,57,099.00
	Earnest Money Deposit	1,08,450.00	1,08,450.00
	Special Advance	10.00	10,010.00
	Total	2,09,03,104.50	1,20,84,859.00
SCHEDULE F	Amount Receivable on completed programmes		
	Amount Receivable MDP		
	Amount Receivable Research	22,39,001.00	22,39,001.00
	Amount Receivable EDP	10,87,989.95	10,87,989.95
	Total	33,26,990.95	33,26,990.95
SCHEDULE G	Cash & Bank balances		
	Cash in hand	21,652.00	5,824.00
	State Bank of India SB Account (Althara)	1,20,74,617.77	33,88,235.27
	SBI Poojapura Current Account	9,237.62	-
	Canara Bank SB Account	5,26,605.84	13,80,732.00
	Canara Bank Current Account	3,34,131.23	5,159.03
	Canara Bank : CMD Group Gratuity	5,231.00	5,055.00
	Government Treasury Account TPA 1241		
	Special TSB Account	61,579.00	61,579.00
	Total	1,30,33,054.46	48,46,584.30
SCHEDULE H	Miscellaneous Receivables		
	Staff Welfare Fund Deductions	7,217.00	7,217.00
	Others (RSM & SB)		
	Total	7,217.00	7,217.00

✓

VDIN 21200266AAAAV 5TF2



SCHEDULES ATTACHED TO AND FORMING PART OF INCOME AND
EXPENDITURE ACCOUNT FOR THE YEAR ENDED MARCH 31,2020

SCHEDULE I

2020

2019

Printing & Stationery	4,79,013.00	5,21,142.00
Fuel Expense	1,59,574.00	1,10,655.00
Water & Electricity Charges	1,33,149.00	1,51,698.00
Postage & Telephone Charges	1,18,180.00	1,27,032.00
Security & Cleaning Charges	6,22,682.00	6,10,630.00
Maintenance	7,01,962.00	4,19,911.00
Newspaper & Journals	17,761.00	18,267.00
Travel Expense	1,75,935.00	4,52,706.00
Membership fees	1,000.00	4,000.00
Professional Charges	69,459.00	11,800.00
Rates & Taxes	11,34,832.00	6,32,400.13
Insurance	41,740.00	17,475.00
Governing Board Meeting Expense	27,237.00	27,224.00
Penalty Interest	1,730.00	47,988.00
Wages	5,14,180.00	2,48,970.00
Audit Fees	48,000.00	40,000.00
Internet charges	2,25,016.00	1,99,083.00
Office expense	17,186.00	18,265.00
Donations		62,654.00
Food & Hospitality	8,283.00	9,524.00
Legal Expenses	17,500.00	2,06,000.00
Refreshment Expense	1,62,947.00	1,12,904.00
Staff Training, Seminars & Workshop	6,829.00	8,000.00
Subscription to Journals	1,48,722.00	2,49,922.00
Total	<u>48,32,917.00</u>	<u>43,08,250.13</u>

SCHEDULE J

Salaries & Allowance	2020	2019
Salary	1,23,39,134.00	93,85,327.00
Festival Allowance	2,25,750.00	1,50,962.00
Holiday Allowance	40,600.00	26,200.00
DA Arrears		6,57,108.00
Daily Standard Allowance	71,050.00	1,25,619.00
Medical Expense	3,39,891.00	3,38,328.00
Interest Subsidy on HL	23,727.00	17,055.00
EDLI Administration Charges	3,194.00	2,845.00
EDLI Contribution	25,725.00	25,875.00
Leave Encashment	2,05,02,817.00	7,59,447.00
Gratuity	2,09,35,853.00	3,76,602.00
Provident Fund		
Employer Contributions	28,15,845.00	28,20,860.00
Admin Expenses	2,07,642.00	1,82,972.00
PF Pension Fund	10,20,336.00	5,48,096.00
Total	<u>5,85,51,564.00</u>	<u>1,54,17,296.00</u>

SCHEDULE K

Expenses on Research works	2020	2019
R Advertisement Expenses	20,69,514.00	49,31,429.00
R Honorarium to Experts	54,94,274.00	49,19,150.00
R Postage	51,542.00	2,54,776.00
R Printing & Stationery	36,76,024.00	20,16,578.00
R Professional Fees	4,42,89,170.00	6,83,08,980.00
R Rent of Hall	15,500.00	1,79,837.00
R Venue Cost	35,03,399.00	11,41,708.00
R Salaries & Allowance	3,23,16,859.00	3,54,53,768.00
R Travel Expenses	14,22,449.50	10,56,340.00
R Miscellaneous Expenses	57,787.00	30,420.00
R Hire Charges of Teaching Aid	3,63,303.00	2,96,700.00
R Refreshment & Hospitality	21,13,211.50	9,94,916.00
R Boarding & Lodging Expenses	22,67,480.00	9,75,757.00
ANERT Salary	9,16,250.00	3,99,310.00
TRC Expenses	1,48,01,304.00	18,11,295.00
KITE Manpower		74,81,333.00
ANERT Helpdesk	6,31,813.00	
Coir Expense	1,13,60,144.00	
Tender Processing Fee	1,328.00	15,415.00
Total	<u>12,53,51,352.00</u>	<u>13,02,67,712.00</u>



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SCHEDULE L	Direct Expense on EDP & related wor	2020	2019
	E Honorarium to Guest Faculty	8,17,353.00	33,56,536.00
	E Postage	5,056.00	8,569.00
	E Printing & Stationery	3,28,039.00	3,93,881.00
	E Refreshment Expenses	6,63,028.00	18,59,468.00
	E Rent of Hall	2,99,380.00	4,47,280.00
	E Rent of Accessories	24,600.00	8,673.30
	E Venue Expense	1,39,400.00	5,82,253.00
	E Salaries & Allowance	55,50,425.00	4,00,051.00
	E Travel Expenses - Participants	4,85,450.00	8,12,099.00
	E Miscellaneous Expenses	89,322.00	1,07,174.00
	E Advertisement & Publicity	65,240.00	3,300.00
	E Daily Standard Allowance on Tr	7,550.00	49,585.00
	E Food & Accomodation	2,40,656.00	2,51,939.00
	E Food Allowance		69,520.00
	E Food Expenses (Co Ordinators)	1,03,425.00	1,61,693.00
	E Hire Charges of Equipments	1,03,605.00	4,41,778.00
	E Material Cost	16,26,313.00	15,71,656.00
	Total	1,05,48,842.00	1,05,25,455.50

SCHEDULE M	Expense on Organisation based programmes / MDPs & Seminar Computer training	2020	2019
	O Honorarium to Guest Faculty		4,28,000.00
	O Printing & Stationery		43,765.00
	O Refreshment Expense		1,18,689.00
	O Salaries		18,13,352.00
	Total		24,03,806.00

SCHEDULE N	Interest & Bank Charges	2020	2019
	Bank charges and Commissions	1,32,380.76	73,961.50
	Interest on OI)	8,59,157.00	697.00
	Total	9,91,537.76	74,658.50

SCHEDULE O	Manpower Payments	2020	2019
	KIIFB	5,11,38,412.00	
	MILMA	53,33,738.00	
	KTH	3,60,199.00	
	RKI	4,05,161.00	
	VISL	3,08,225.00	
	KITE	14,12,639.00	
	Total	5,89,58,374.00	

SCHEDULE P	Professional fees	2020	2019
	Fees Management Consultancy,	11,62,70,683.00	13,04,05,862.00
	Manpower	4,09,031.00	74,81,333.00
	Total	11,66,79,714.00	13,78,87,195.00

SCHEDULE Q	Other Income	2020	2019
	Miscellaneous Income	5,514.00	3,175.00
	Conference Hall Rent Received	52,500.00	34,000.00
	Discount Received	1,09,799.00	49,478.00
	Interest on SB	81,473.00	5,88,512.00
	TMRC Expense		12,98,680.00
	Total	2,49,286.00	19,73,845.00



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SCHEDULE R

Manpower Receipts

Fees : Manpower	2020	2019
KIIFB	5,21,70,945.00	
MILMA	53,05,250.00	
KTIL	3,60,199.00	
RKI	4,05,161.00	
VISL	3,08,225.00	
KITE	14,12,639.00	
	5,99,62,419.00	



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Subschedule - Deposits (Asset)

	2019-20	2018-19
Electricity Deposit	1,66,456.00	1,66,456.00
EMD - NIFTET	1,00,000.00	1,00,000.00
Gas Cylinder Deposit	3,550.00	3,550.00
Hall Deposit	50,000.00	50,000.00
Post Box Deposit	100.00	100.00
Post Office Deposit	10,001.00	5,000.00
Service Tax -Deposit Appellate Tribunal		15,00,000.00
Telephone Deposit	19,999.00	19,999.00
EMD Admali BP	4,200.00	4,200.00
EMD Angamaly Municipality	5,000.00	5,000.00
EMD Attingal	5,000.00	5,000.00
EMD Changanassery Municipality	5,000.00	5,000.00
EMD Chengannur Mncp	5,000.00	5,000.00
EMD Cherpulasserry Municipality	1,500.00	1,500.00
EMD Floor Municipality	1,500.00	1,500.00
EMD Irinjalakuda Municipality	1,500.00	1,500.00
EMD Iritty Municipality	7,500.00	7,500.00
EMD ISO Cert - Grama Panchayath	15,000.00	15,000.00
EMD Kalliassery BP	1,350.00	1,350.00
EMD Karunagappally	7,121.00	7,121.00
EMD Kochi	25,000.00	25,000.00
EMD Kottarakkara Mncp	6,618.00	6,618.00
EMD Kottayam Municipality	12,500.00	12,500.00
EMD Kudumbasree	30,000.00	30,000.00
EMD KVIC 2017	10,000.00	10,000.00
EMD Muvattupuzha Municipality	5,000.00	5,000.00
EMD Neyyatinkara Mncp	12,841.00	12,841.00
EMD North Paravoor Municipality	2,000.00	2,000.00
EMD Pampady BP	4,400.00	2,500.00
EMD Pandalam Mncp	1,500.00	1,500.00
EMD Parappanangadi	5,000.00	5,000.00
EMD Pathanamthitta	2,715.00	2,715.00
EMD Pattambi	1,500.00	1,500.00
EMD Perumbavoor Municipality	1,500.00	1,500.00
EMD PMEGP	20,000.00	10,000.00
EMD Social Justice Gol		2,00,000.00
EMD Sreekanthapuram	10,000.00	10,000.00
EMD Thripunithura Municipality	15,000.00	15,000.00
EMD Tiruvalla Municipality	55,000.00	55,000.00
EMD Vaikam	5,000.00	5,000.00
EMD Varkala Municipality	8,750.00	8,750.00
EMD Dept of Social Justice Gol	20,000.00	-
EMD Erathu	200.00	-
EMD Nileschwaram Municipality	1,750.00	-
EMD TN IDB	30,000.00	-
Rent Deposit	8,500.00	8,500.00
Rent Deposit - KHFB [Mariamma Varkey]	5,00,000.00	5,00,000.00
Fixed Deposit SBI	10,73,600.00	10,73,600.00
Total	22,78,151.00	39,09,300.00

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Subschedule : Sundry Debtors

Dr Ideck	35,000.00	35,000.00
108 V Radhakrishnan	8,837.00	4,250.00
109 N Sajikumar	1,087.00	1,087.00
Biju S Narayan	13,19,606.00	88,000.00
Devi Mohan	61,200.00	61,200.00
MIDP Hindustan Latex	9,000.00	9,000.00
Mohan M	14,787.00	10,544.00
Ad A Satheesan	1,07,653.00	1,08,786.00
Ad Sabu RL	5,000.00	5,000.00
Ad Sunil Kumar SP	-	7,012.00
Adv Shibu G	38,688.00	96,524.00
Cr Gireesh Peruvana	-	26,880.00
Cr G K Agencies	-	334.00
N Q A	10,000.00	10,000.00
N Vijayan	6,000.00	6,000.00
PG Anil	1,72,590.00	95,983.00
Riyas K Basheer	9,92,230.00	52,635.00
Varghese K	41,146.00	32,943.00
IIO Jayakumar	285.00	-
Adv Allen Joel TG	-	3,089.00
Adv Aswathy Suresh	1,73,725.00	60,024.00
Adv Jiju A Rahim	15,892.00	15,892.00
Adv Pooja Jose	11,324.00	11,324.00
Adv Rahul R L	26,702.00	26,702.00
Adv Rajesh B	16,047.00	26,701.00
Cr PVG Enterprises	1,988.00	-
Cr EVER GREEN Energy Technologies Pvt Ltd	18,350.00	-
Cr Hercules Hospitality P Ltd	30,775.00	-
Cr Hotel Residency Tower	7,741.00	-
Cr Sree Tours Travel Company	1,495.00	-
Cr St. Joseph's Press	1,747.00	-
Invoices	88,16,966.00	27,30,966.00
Reimbursement Receivables CMD	14,37,227.00	23,34,234.00
E Travel Allowance Receivable	15,72,600.00	14,08,215.00
Tijo Thomas	-	-60,613.00
Manoj AS	28,000.00	28,000.00
012 Devi Mohan	6,436.00	6,436.00
013 MN Pradeepkumar	26,430.00	6,650.00
107 K Suresh	8,180.00	8,180.00
Cr Divya Business	1,168.00	1,168.00
Cr Sun Micro Technologies	-	-3,540.00
GST TDS	96,012.00	42,259.00
KHFB TA Advance	-	10,000.00
Adv Dileep P C	67,187.00	-
Ad Jyothiraj BG	8,426.00	40,225.00
Adv Ajumel PK	13,000.00	13,000.00
Adv Sreejith A	-	5,69,176.00
Adv Suma Ashok	54,358.00	291.00
GST Input	42,691.50	1,33,720.00
LIC - Gratuity Fund	26,89,716.00	-
Cr Vajra - Bangalore	38,602.00	-
Cr Airtel	147.00	-
Cr Cherukara DTP Services	750.00	-
Reminder Media	2,84,360.00	-
Cr Muscat Projects & Environmental Services P Ltd.	1,95,342.00	-
Total	1,85,16,493.50	80,57,099.00

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Subschedule - (Sundry Creditors) Creditors for expenses

Cr PVG Enterprises		26,530.00
CA Sathiavageeswaran S & Co		150.00
KIIFB TA Advance	85,812.00	
Ad Raghukumar S	7,658.00	14,100.00
Dr KMMIL	31,500.00	
Adv Sreejith A	3,434.00	
Ad Sunil Kumar SP	30,700.00	
Cheque Return	1,01,500.00	1,500.00
Jacob Engineering Works	11,570.00	11,570.00
Jacob Steel & Aluminium	5,000.00	5,000.00
MILMA PF Payable	6,32,630.00	
MILMA ESI Payable	43,178.00	
Riverside Tours	2,700.00	2,700.00
Shalu George	597.00	597.00
SNT FORMS	1,629.00	1,629.00
Stec Systems	510.00	510.00
002 Mohanan M	1,52,554.00	1,74,472.00
003 A Satheesan	1,53,465.00	1,68,465.00
004 Sabu RL	82,241.00	96,334.00
006 Raghukumar	7,777.00	
010 Lakshmi S	3,41,544.00	3,56,544.00
101 V Harikumar	1,071.00	
103 J Saudhakumari	2,802.00	2,802.00
104 K Krishnan	3,591.00	2,087.00
106 Beena Rani	615.00	615.00
107 K Suresh		4,473.00
111 Varadarajan	518.00	518.00
202 P Balasubramanian	11,030.00	11,030.00
205 N Vijayan	74,001.00	74,001.00
Adv Arun Thankachan	48,394.00	26,330.00
Adv Dileep P C		511.00
Cr Hridyam Graphics	1,385.00	
Cr Integrated Business Corporation		29,167.00
Cr Jossy Ray	36,887.00	36,887.00
Cr Palkulangara Co.Op Recovery	20,000.00	10,000.00
Cr Perceptions India	1,39,258.60	1,39,258.60
Cr Terrenus Consulting P Ltd	1,48,46,228.00	50,31,785.00
Cr Techtur Structures P Ltd	18,23,100.00	69,87,640.00
The Blue Point Org	20,000.00	20,000.00
Advances	84,824.00	
Advocate Manoj Pillai	13,000.00	13,000.00
Cr Airtel		704.00
Cr BSNL	20,059.00	
Cr EVER GREEN Energy Technologies Pvt Ltd		54,250.00
Cr Image Print Solutions	2,368.00	2,213.00
Cr KSEB Ltd		12,359.00
Cr Phio Technologies P Ltd		4,447.00
Cr Professional Tax Payable		2,475.00
Cr Vajra Bangalore		69,185.00
Cr Varghese I		2,58,125.00
Cr Wattsun Academy & Research Centre		6,19,500.00
KIIFB Salary		18,263.00
Deshabhimani Publications	35,020.00	35,020.00
Roshan Paul	50.00	33,480.00
Sundry Debtors with Credit balance		6,356.00
Total	1,88,80,200.60	1,32,50,205.60

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Subschedule : (Other Current Liabilities)

Cr Ganesh Security Agency	-46,481.00	-
Cr Global Job Consulting	825.00	-
Cr HDFC Staff Housing Loan	8,744.00	-
Cr Mithradham Renewable Energy	1,50,000.00	-
Cr Modern Book Centre	2,697.00	-
Cr Rajasekhar S	25,000.00	-
Star Health Insurance	212.00	-
Cr G K Agencies	27.00	-
Kerala Flood Cess	1,35,622.00	-
Coir Expense Payable	36,10,144.00	-
Kerala State Coir Machinery Manufacturing	10,00,000.00	-
Provision for Accrued Gratuity	2,30,02,659.00	-
Provision for Leave Encashment	2,03,16,777.00	-
Tijo Thomas	-41,026.00	-
CMD Library	200.00	200.00
Gratuity Payable	16,83,583.00	16,83,583.00
Group LIC Payable	4,474.00	4,474.00
Group Personal Accident Insurance Payable	9,600.00	9,600.00
LIC General Payable	35,357.00	-
DA Arrears Payable	23,03,767.00	23,03,767.00
LIC Premium From Salary	2,329.00	1,852.00
Salary Payable	1,17,173.00	72,223.00
PF Payable	7,23,822.00	6,87,032.00
Salary Arrears Payable	6,360.20	6,360.20
Staff Welfare Fund Payable	35,070.00	29,390.00
Stipend Payable PMRY	2,550.00	2,550.00
Interest suspense - TSB	36,111.00	36,111.00
GST Payable	1,24,84,495.00	24,95,453.00
EMD - KIIFB	2,40,000.00	3,30,000.00
Rent Deposit - KIIFB	5,00,000.00	5,00,000.00
TDS payable	14,69,983.00	26,16,180.00
Total	6,79,95,088.20	1,07,78,775.20



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Subschedule : Maintenance

	2020	2019
Maintenance of Air Conditioner	400.00	8,200.00
Maintenance of Building	1,19,208.00	1,51,117.00
Maintenance of Computer	81,540.00	1,39,907.00
Maintenance of EPABX	43,089.00	43,709.00
Maintenance of Furniture	3,000.00	2,934.00
Maintenance of Generator	81,848.00	8,806.00
Maintenance of Vehicle	1,07,862.00	14,176.00
Annual Maintenance Contracts	2,65,015.00	51,062.00
Total	7,01,962.00	4,19,911.00



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