An Evaluation cum Documentation of an Eco-restoration experiment with People's Participation: Lessons from Attappady Wasteland Comprehensive Environmental Conservation Project, Kerala

Department of Administrative Reforms & Public Grievances, Ministry of Personal, Public Grievances and Pension, Government of India.

By

Institute for Societal Advancement, Thiruvananthapuram

June 2004
INTRODUCTION

Attappady – a tribal area – located in the north eastern corner of Palakkad dist, east of Silent Valley in Western Ghat is considered as one of the most impoverished and an ecologically devastated region. This area has the largest percentage of waste land in the state and a high concentration of tribal population. However their population percentage has been reduced to 39% in 1991 from 95 % in 1951. This area has been experiencing recurrent drought and starvation deaths. The development history of Attappady has been a complex case of exploitation of poor schedule tribe population by the land hungry settlers who made inroads into the valley mostly during the post independent period with unbridled corruption by a tripartite nexus of politicians, bureaucrats and contractors, despite the developmental activities undertaken by a Tribal Development Block (from 1962) and an Integrated Tribal Development Project (from 1975 onwards).

This has resulted in large scale devastation of forest for the temporary gain of the tripartite nexus group, erosion of the top fertile soil due to the raising of crops and following cultivation practices unsuitable to the terrain (for instance, cultivation of tapioca in steep slopes). This has resulted in the continued reduction in income of the agrarian households in Attappady. In 1998, the poverty level in Attappady was at 83%, the highest in the state.

Since 1996 Attappady has been experiencing a change as a result of the good governance and new initiatives of the Attappady Hills Area Development Society (AHADS) for implementing the Eco-restoration Project. This innovative project is aided by the Government of Japan (Japanese Bank of International Corporation). Its main objectives are stated to be... “Ecological restoration of degraded wasteland in Attappady and development of replicable models of participatory Eco-restoration, so as to prevent further degradation and promote a sustainable model of livelihood for the local people (with special emphasis on tribal population) and in harmony with the resource base.”

This project, implemented with people’s participation, has achieved several social and economic benefits. These are corruption free development administration, dignified work environment, confidence and capacity building at grass-root level, improved health and labor efficiency, exposure to new skills, promotion of saving habits, change of attitude favoring quality livelihood, wiping out starvation death, etc. This thus constitutes a successful “Good Governance Initiative”.

The data available with the implementing agency (AHADS), shows the following achievements. It has generated about 12 lakh man days of employment, a good part of it going to the tribal people in the region. The measures resulted in achieving an increase in the daily wage rate to Rs. 115 from its previous level of Rs. 30 to 40. The following Eco-restoration measures were undertaken by the people.
Measures.

1. Forestry Activities
   Afforestation - 909 Ha (completed)  
   - 770 Ha (in progress)
   Structural Conservation measures - 2350 Ha
   Loose boulder check dams - 3432 nos
   Forest Nurseries - 7 nos

2. Water resources/ Civil
   Lift Irrigation - 12 nos
   Gravity Irrigation - 8 nos
   Spring protection and development - 5 nos
   Aquifer Recharging structures - 4 nos
   Rainwater harvesting structures - 2 nos
   UA Office building - 5 nos
   Access path to hamlet & roads - 10 in progress

3. Agriculture Activities
   In Private Waste land - 1264.47 Ha
   Medicinal Plant - 6.3 Ha
   Agriculture Nursery - 9 nos
   Vermi compost Unit - 2 nos
   Organic farming - 4.5 Ha – (2 sites)

4. Soil and water conservation
   Retaining wall - 10377 m
   Contour bunds - 32520 m
   Bench terracing - 581 m
   Check dams - 899 nos
   Water harvesting pits - 1064441 nos
   Earthen dams - 6 M3
   Staggered trenches - 127801 Nos

This data from the project authority (AHADS) is incomplete and needs to be corroborated with information collected from the beneficiaries through a field investigation. This requires a detailed survey of the innovative activities of AHADS and the level of participation of the various stakeholders. This will include an investigation into the realization of the major objectives for which there is no information so far available. We propose the following methodology to achieve this objective.

The salient innovations in this project are

1. Identification of natural areas (water sheds) as units for planning and implementation of development activities.
3. Democratic composition and transparent working arrangements.
4. Technical review by funding agency (JBIC).

METHODOLOGY

1. The above objective is achieved within the present administrative setup of the Project Implementing Agency - AHADS as given in Figure 1.
Figure 1. Administrative Setup of AHADS

Note: JFMC - Joint Forest Management Committee
UA - User Association
OVS - Ooru Vikasana Samithy
LAG - Local Action Groups
AHADS - Attappady Hill Area Development Society
It may be noted that the region is divided into 15 Macro-Watersheds (Development Units), which are further divided into 146 Micro-Watershed of which 93 are inhabited. User Associations at Micro-Watersheds levels, Ooru Vikasana Samithies at tribal Hamlet Level and Joint Forest Management Committees at the Forest flinch areas, are constituted as viable operational units at sub Micro-Watershed levels to undertake local developmental activities. These bodies are registered under the Societies Registration Act. Local Action Groups are formed of (25 to 35 families) within the user association. These categories form the sampling frame for the study.

2. Sampling frame
   i. Out of the 15 Macro-Water shed units we propose to select 30 % (5) units based on the level of rainfall availability and the extent of eco-degradation.
   ii. From each of the 5 selected development unit we select at random, a sample of 30% of the total number of JFMCs UAs and OVSs.
   iii. 30% to 50% of the households will be surveyed from the sample selected in stratum ii and in accordance with the size and composition of the three tribal groups in the region.

3. Survey
   We envisage 5 types of studies.
   1. Socio-economic survey of sample households.
   2. In-depth study of the local implementing units, JFMC, UA and OVS.
   3. Technological survey (Please see the note Annexure –1).
   4. Evaluations of the efficiency of management system.
   5. Problems of co-ordination among various implementing agencies.

4. Techniques used
   Quantitative data generated from the surveys will be supplemented with qualitative information collected from respective stakeholders.
   Suitable scales will also be designed for the evaluation of successful and un-successful organisational units for replicability, sustainability and lessons learned.

OUTLINE OF THE REPORT

The analyses of the information collected from the above survey will be incorporated in to the following chapter scheme (tentative).

Chapter 1 : Context in which the project was conceived and launched.

Ecological devastation and consequences
Development history
Tribal Development Block and Integrated Tribal Development Project
Kundah project
Developmental efforts by the Departments of Agriculture, Animal husbandry, Forest, Schedule Tribe Development etc.
Review of studies by expert study groups and committees.
Chapter 2: Encounters and Challenges

Campaign against project by the vested interest groups – landed groups, politicians, corrupt bureaucrats, contractors, illicit liquor groups and Ganga mafia. Problems faced by the project, delay in starting implementations, problems in winning the hearts of the people and ensuring their cooperation.

Chapter 3: Strategy Adopted.

1. Corruption-free implementation of project by the agency (AHADS) – transparency in recruitment and administration,
2. Series of repeated Participatory Rural Appraisal (PRA) sessions at the grass root level, especially in tribal hamlets,
3. Grass root level organisations- contract free executions,
4. Problems of winning over of User Associations, Ooru Vikasana Samities and Joint Forest Management Committees,
5. People friendly cost effective technologies,
6. Local Volunteers as links,
7. Preparing Ooru Vikasana Samities against tribal exploitations,
8. Emergence of Thaikula Sangham and its spread and
9. Dynamics of the functions at grass root level.

Chapter 4: Assessment of the Results achieved

- Poverty reduction (suitable measures to be evolved),
- Empowerment (with case studies),
- Asset creation – of quality (valuation method will be evolved),
- Comprehensive Development of Tribal Habitats,
- Changes in Police administrative setup,
- President’s visits and its impact etc
Chapter 5: Sustainability issues
(Criteria for sustainability, cases etc)

<table>
<thead>
<tr>
<th>Ecology</th>
<th>Opinion</th>
<th>Adoption of innovation</th>
</tr>
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<tbody>
<tr>
<td>1. Water table</td>
<td>1. Participation and identification</td>
<td>Liked</td>
</tr>
<tr>
<td>2. Soil conservation</td>
<td>2. Meetings, transparency of decision making</td>
<td>Not-liked</td>
</tr>
<tr>
<td>3. Afforestation</td>
<td></td>
<td>and accepted</td>
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<tr>
<td>4. Stable productivity in agricultural land (organic cultivation)</td>
<td>3. Conflicts and resolution</td>
<td>and rejected</td>
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<tr>
<td>5. Increase value realisation at people’s level</td>
<td>3. Subjective evaluation by members</td>
<td>(will continue</td>
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<td></td>
<td></td>
<td>without assistance)</td>
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</tbody>
</table>

Chapter 6: Lessons learned

Chapter 7: Replicability.
Conditions
- Geographical
- Socio-economic
- Financial sustainability.
- Governance
  Political will
  Willingness to delegate powers to lower levels
  Structuring of transparent manageable organisations at local level.
  Audit functions.
  Leadership at the project level.

Chapter 8: Conclusions and Major Recommendations

The study requires the services of experts from a multi-disciplinary team. Therefore it is proposed to be undertaken by the Institute for Societal Advancement, a non-profit registered charitable organisation having the services of such experts. This would help to undertake the study cost-effectively.

**TIME FRAME, STRUCTURE OF THE STUDY AND COST**

The study will take about 26 weeks. It can be divided into seven phases. The full time involvement of a Principal Investigator and two part time Principal Investigators and a Senior Advisor will be required, in addition to the experts and field staff for the socio-economic survey and technological surveys. Services of computer experts and data entry operators will be enlisted for tabulation and analysis of data. The time frame and structure of the study and the costs are given in the following table.
<table>
<thead>
<tr>
<th>Weeks</th>
<th>Nature of work</th>
<th>Quantum of work and level of experts</th>
<th>Cost in Rupees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,2,3,4</td>
<td>Review of reports, discussion with project authorities, preparation of survey schedules etc.</td>
<td>The Principal Investigator Dr. P.K.Sivanandan – 4 weeks, Co-Principal Investigators (2 Weeks each) Dr.P.Sivanandan Dr.K.Pushpangadan Senior Advisor Sri. T.MadhavaMenon</td>
<td>R. 30,000/- (20 days field work) R. 15,000/- (10 days field work) R. 15,000/-</td>
</tr>
<tr>
<td>5,6</td>
<td>Formulation of study</td>
<td>Principal Investigator (2 weeks) Co-Principal Investigator (1 week each) Senior Advisor (1 week)</td>
<td>R. 15,000/- R. 7,500/- R. 7,500/-</td>
</tr>
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</table>
| 7,8,9,10, 11,12 | Field Study  
  a) Socio-Economic Survey | Principal Investigator (6 weeks) Co-Principal Investigators (3 weeks each) Senior Advisor (2 weeks) Survey Staff for filling in 350 schedules (including travel) | R. 45,000/- R. 22,500/- R. 15,000/- R. 105,000/- |
<p>|        | b) Technological Survey                                                     | Senior Technical Consultants of the status of Chief Engineer and Chief Architects (3 persons 10 man weeks each) Remuneration for survey staff (6 persons for 6 weeks) | R. 75,000/- R. 90,000/- |
| 13,14,15,16 | Data tabulation and analysis                                               | Computer experts – 1 (6 weeks) Data entry operators – 2 (6 weeks) | R. 22,500/- R. 18,000/- |
| 17,18  | Preparing Draft Report                                                      | Computer experts – 1 (4 weeks) Data entry operators – 2 (2 weeks) | R. 15,000/- R. 12,000/- |</p>
<table>
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<tr>
<th>23,24</th>
<th>Discussion and finalisation</th>
<th>Computer experts – 1 (4 weeks) Data entry operators – 2 (2 weeks)</th>
<th>Rs. 7,500/- Rs. 6,000/-</th>
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<tbody>
<tr>
<td>25,26</td>
<td>Printing and dissemination</td>
<td>Printing 1200 copies and holding a seminar of stakeholders at the Centre for Development Studies or at the Institute of Management in Government.</td>
<td>Rs. 100,000/- Rs. 50,000/-</td>
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<td></td>
<td>Total</td>
<td></td>
<td>Rs. 711,000/-</td>
</tr>
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<td></td>
<td>Administration Overhead Charges including stationary, computer rental etc @ 15% of total</td>
<td></td>
<td>Rs. 106650/-</td>
</tr>
<tr>
<td></td>
<td>Grant Total</td>
<td></td>
<td>Rs. 817,650/-</td>
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</table>
Annexure–1

Note on Technological Survey

A. Aspects to be covered
   1. Suitability of technologies from cost, environmental and other aspects and acceptability by the community.
   2. Use of local materials and man power.
   3. Sustainability of technologies for assimilation at the grass root level.
   4. Impact of technology transfer on the society especially among the youth.
   5. Any other aspects identified during the survey.

B. Specific areas to be covered
   1. Houses and other buildings like community centres, health centres, Anganvadies etc.
   2. Roads and pathways and cross drainage work.
   3. Sanitation and water supply system including rain water harvesting.
   4. Structure for soil and water conservation measures such as retaining wall, check dams, earth dams etc.
   5. Alternate energy sources such as solar energy, bio gas etc.
   6. Any other activity selected in the area.

Stratified samples will be collected with the help of experienced technical experts and in-depth studies will be carried out to cover the aspects explained above.
MEMORANDUM OF ASSOCIATION

1) NAME- The name of the society shall be "Institute for Societal Advancement".

2) ADDRESS- The address of the society shall be for the time being at TC 10/1858, Kavallur Lane, Vattiyoorkavu PO, Trivandrum-695013. The society may shift its office to any other address and may also have sub-offices and institutions in other place(s), as may be decided by the Governing Body from time to time.

3) AIMS AND OBJECTIVES-
Aims and Objectives are to-

i. Help the poor and the socially deprived sections of the society to enhance their capabilities and to enable them to improve their quality of life.

ii. Study problems of development and formulate ecologically sustainable development projects, reduce poverty, inequity and increase overall welfare with people's participation, utilising funds from the governments at the National, State and local (District, Block and Gram Panchayat) levels, International and National development funding agencies and in collaboration with other NGO's, wherever feasible and desirable.

iii. Encourage excellence among the poor in all spheres of life, specially in education and professional skills.

iv. Take up consultancy work from central, state and local governments, universities, national, international organisations and research institutions and foundations and other organisations on various aspects of development, consistent with the overall objectives of the society.

v. Undertake studies and research work on problems of development and reasons for underdevelopment among disadvantaged groups and in various geographical areas.
vi. Critically study and evaluate the proposed, ongoing or completed development projects, specially with respect to social justice, equity and the advancement of the poor and the underprivileged.

vii. Develop projects and programmes for a group of people in a selected area for their overall sustainable development including creation of income generating activities.

viii. Study successful/failed projects (programmes) in order to draw lessons from them and to evolve guidelines for formulation and implementation of viable/appropriate programmes (projects).

ix. Advise on cost effective and sustainable technologies for infrastructure facilities like housing, drinking water, sanitation, health-care, roads, energy, agriculture, including soil, water and biomass management, industry etc., for the overall development of the people.

x. Create awareness about health, drinking water, sanitation and environmental enrichment.

xi. Engage in all forms of informal education, including through traditional knowledge systems.

xii. Help the poor and disadvantaged to advance in life, specially through better education, by setting up and nurturing model schools and colleges and other educational and training institutions of excellence, introducing, wherever feasible, innovations in methods.

xiii. Help setting up local and micro level organisations, making them capable of implementing development programmes themselves.

xiv. Engage experts in various fields including teaching, research, culture, physical training, intellectual and other useful pursuits in accordance with the rules of the society.

xv. Institute scholarships and sponsorship for individuals or groups from among the poor with a view to leadership and advancement of the society.
xvi. Acquire and/or build assets like land, building, vehicles, equipment and gadgets required for carrying out various activities of the Institute, by way of purchase or gift or to take on lease or hire or otherwise temporarily or on permanent basis, any movable or immovable property for the purpose of the society.

xvii. Make rules and by-laws for the conduct of the affairs of the society and to add, amend, vary or rescind them from time to time.

xviii. Receive donations, grants, loans and other funds from national, state and other government and international agencies/organizations, and from trusts and individuals for the successful running of the Institute.

xix. Do all other acts and things as may be necessary or conducive for the attainment of the above objectives.

4) The society shall carry on its operations and keep its assets on strictly non-profit basis and the income and property of the society, whenever derived shall be utilised solely towards the promotion of the objectives of the society as set forth in this Memorandum of Association and no portion thereof shall be paid or transferred, directly or indirectly by way of dividend or bonus or otherwise to any person.

5) GOVERNING BODY-

The names, addresses and occupation of the first members of the governing body of the society to which the management of its affairs is entrusted are-

<table>
<thead>
<tr>
<th>Sl No</th>
<th>Name and Address</th>
<th>Occupation</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Dr. P. Sivanandan, Kailas, Prasanth Nagar Road, Ulloor MC.P.O., Trivandrum-695011</td>
<td>Fellow, Centre for Development Studies, Ulloor, Thiruvananthapuram 695011</td>
</tr>
<tr>
<td>No.</td>
<td>Name and Designation</td>
<td>Address</td>
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<tr>
<td>3</td>
<td>Dr K. Pushpangadan, Fellow, Centre for Development Studies</td>
<td>Amherst, Ulloor-Akkulam Road MC.P.O. Trivandrum-695011</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Prasanth Nagar Road, Ulloor Thiruvananthapuram 695011</td>
</tr>
<tr>
<td>4</td>
<td>Dr M. Dasan, Professor of English, Kannur University</td>
<td>Palayod, Kannur</td>
</tr>
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<td></td>
<td></td>
<td>Palayodu, Kannur University</td>
</tr>
<tr>
<td>5</td>
<td>Smt. V.K. Sulochana, Chief Engineer (Retired)</td>
<td>T.C10/1858,Kavallur Lane, Vattiyoorkavu, Thiruvananthapuram</td>
</tr>
<tr>
<td>6</td>
<td>Shri. P.V. Hari, Chief Architect (retd.)</td>
<td>405 Shankar Nagar, Kaimaram P.O, Thiruvananthapuram 695040</td>
</tr>
<tr>
<td>7</td>
<td>Shri. M. P. Jaisingh, Scientist F, Central Building</td>
<td>Manjusha, Thoppumukku Jn. Kudunganoor, Thiruvananthapuram</td>
</tr>
<tr>
<td></td>
<td>Research Institute, Roorkee, (Retired)</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Shri. G. Vishwanathan, Architect</td>
<td>‘Vishwakarma’, TC 15/1998, Women’s College Lane, Vazhuthacaud,</td>
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<tr>
<td></td>
<td></td>
<td>Thiruvananthapuram 695040</td>
</tr>
<tr>
<td>9</td>
<td>Dr. P.K. Sivanandan IAS (rtd.), Economist, Drinking Water</td>
<td>T.C10/1858, Kavallur Lane, Vattiyoorkavu. P.O.</td>
</tr>
<tr>
<td></td>
<td>Specialist</td>
<td>Thiruvananthapuram 695013</td>
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</table>

The new appointments of the members of the governing body shall be made from time to time in accordance with the rules and regulations of the society.
We, the undersigned, who have subscribed to this memorandum of association and whose names, age, occupation and address have been given here under, have formed ourselves into a society under the Societies Registration Act, 1860, this the 30th day of May 2004.

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Name, Address and Occupation</th>
<th>Age</th>
<th>Signature of Members</th>
<th>Signature of Witnesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Sri. T. Madhava Menon, IAS (rtd.) Senior Fellow, International School for Dravidian Linguistics (ISDN), Kazhakootam, Trivandrum.</td>
<td>74</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Dr P. Sivanandan Fellow, Centre for Development Studies, Akulam, Thiruvananthapuram</td>
<td>54</td>
<td></td>
<td></td>
</tr>
<tr>
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<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Dr M. Dasan, Professor of English, Kannur University, Palayodji, Kollam Thalassery</td>
<td>52</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Smt. V. K. Sulochana, Chief Engineer (Retired) T.C10/1858, Kavallur Lane, Vattiyoorkavu, Thiruvananthapuram</td>
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<td></td>
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<tr>
<td>8.</td>
<td>Dr. P. K. Sivanandan IAS (rtd.) T.C10/1858, Kavallur Lane, Vattiyoorkavu. P.O. Thiruvananthapuram 695013.</td>
<td>60</td>
<td></td>
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</tr>
</tbody>
</table>
1) The society shall not be operated for profit and no part of its income shall accrue to any of its members or office bearers or the members of the GB provided that nothing contained herein shall prevent the payment in good faith of remuneration, honoraria, perquisites, facilities or benefits of any nature whatsoever to any members of the governing body, office bearer, or any one else as the GB thinks fit. In return for any service, rendered to the society.

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xviii. Receive donations, grants, loans and other funds from national, state and other government and international agencies/organizations, and from trusts and individuals for the successful running of the Institute.

xix. Do all other acts and things as may be necessary or conducive for the attainment of the above objectives.

Membership-

3) Any person who is a citizen of India and attained the age of majority, who agrees with the aims and objects in the Memorandum of Association and rules and regulations of the society will be eligible to become a member of the society. Membership shall be by invitation.

4) A member will cease to be a member if-

i. His letter of resignation is accepted by the Governing Body in anticipation of approval by the General Body meeting.

ii. If his activities, speeches or writings are known to damage the good name, prestige and functioning of the Institute, and so decided by the GB, in anticipation of the approval by the General Body.

iii. He is adjudged insolvent or insane.

[Signatures]
iv. He fails to pay debts to the Society within 3 months of the due date.

v. Or he is expelled from the society, in accordance with the rules and regulations by the GB

5) Any person ceasing to be a member shall be liable for and shall pay to the society all money which, at the time of his ceasing to be a member, may be due from him.

**Governing Body—**

6) The first Governing Body (GB) shall be as specified in the Memorandum of Association and shall hold office until the GB is reconstituted.

7) As soon as may be from the date of registration of the Institute from the Societies Registration Act, 1860, the GB shall be reconstituted and shall be composed of not more than 9 members. The members of the GB, in its first meeting will elect a member amongst them to be the Chairman, who shall hold office for a period of 3 years. The members of the GB shall hold office for a period of 3 years.

8) A member of the GB may resign by giving notice in writing to the Chairman of his intention to resign.

9) Any member of the GB who ceases to be member of the Institute or fails to attend 3 consecutive meetings of the GB without leave of absence shall be deemed to have vacated his office. The member so vacating may be reappointed provided he is still a member of the society and subject to the satisfaction of the GB.

10) There shall be the following office bearers of the GB—

   a) Chairman
   b) Director

11) If any vacancy arises in the GB, the same shall be filled in by the GB.
12) The general superintendence, direction and control of the affairs and funds of the Institute shall be vested in GB which may exercise all powers and do all acts and things which may be exercised or done by the Institute.

13) Without prejudice to the generality of the power under rule 12 above the GB shall determine-

a) Financial and managerial policies.

b) Salaries and allowances to be paid to the staff including professors, lecturers, faculty members, research scholars, teachers and instructors appointed by the Institute.

c) Any other matters which is to be and may be provided.

14) The GB may appoint committees or sub-committees for such purposes and with such powers as it may consider necessary or desirable. The committees or sub-committees constituted by the GB shall meet at such times and at such places as may be determined by the committee or sub-committee as the case may be.

Director-

15) The Director shall be the chief executive officer of the Institute and he shall be responsible for the formulation, management and administration of all programmes, projects and other activities of the Institute. He shall be authorized to enter into contracts and agreements on behalf of the Institute. He shall attend to the day to day matters of the Institute, operate bank accounts, and place the accounts of the institute at the GB or General Body meetings, as the case may be. The Director shall also be authorized to employ such professional, technical, clerical, maintenance and other administrative staff as required to carry out and perform the programmes of the institute in accordance with the sanctioned strength and subject to the service regulations approved by the GB. It is the duty of the Director to give notice of the meetings of the GB or General Body, as the case may be.

Meetings of the Governing Body-

16) The GB shall meet once every 6 months. The Chairman or Director shall at any reasonable time, convene the meeting. The Director, on the requisition of any two members of the GB, shall summon a meeting of the GB.
17) All meetings of the GB shall be convened by giving seven clear day’s notice. A meeting convened without giving notice or without giving 7 day’s notice shall be void unless first approved by all members present.

18) The meetings of the GB shall normally be conducted in the institute’s registered office. The meeting can also be conducted elsewhere. Matter may, however, be disposed off by circulation among the members and such disposal should be recorded at the next meeting of the GB.

19) Any 3 members shall form a quorum.

20) All resolutions of the GB or its committees or its sub-committees shall be passed by the majority of members present and voting of the GB or its committees or its sub-committees, as the case may be.

21) Every member present at the meeting of the GB shall have one vote. In case of tie, the Chairman shall have a casting vote.

22) The proceedings of the GB meetings and decisions taken shall be recorded in a minute book that shall be kept by the Director for that purpose.

**Annual General Meeting**

23) The GB shall convene the Annual General Meeting of the institute within a period of 60 days after the ending of the financial year. The GB shall, on requisition made in writing by at least two-fifths of the total members, convene a general meeting. Any such requisition shall specify the object for which the meeting is called and shall be signed by the members making the same and be delivered at the registered office of the Institute.

24) If the GB fails to convene the requisitioned general meeting within 45 days from the date of receipt of the requisition, the requisitionists shall have the powers to convene the general meeting themselves within 45 days after the expiry of the said 45 days.

25) Notices of the General Body meetings shall specify the time, date and place of the meeting and shall be delivered in person or sent at least 14 days prior to the date of the meeting to the members at the addresses shown in the register of members or any changed address intimated in writing by any
member. The audited accounts shall be sent to the members along with the notice of the General Body Meeting.

26) Any accidental omission to give notice to any member shall not invalidate any resolution at any such meeting. Any notice sent by post shall be deemed to have been served at the expiration of the time within which letter from the place of posting to the place of addressee is usually delivered by post.

27) One-third of the members serving shall form a quorum. Fraction, if any, shall be rounded off to one. No proxies shall be allowed. No business shall be transacted at a general meeting unless the quorum requisite be present at the commencement of the meeting.

28) If, within half an hour from the appointed time of the meeting, the quorum requisite is not present, the meeting, if convened upon a requisition of the members, shall be dissolved. In any other case, it shall stand adjourned for one hour. If no quorum is present at the adjourned meeting, the members present shall be the quorum.

29) The Chairman, and in case of his absence, any member elected for the specific purpose, shall preside over the meeting and he shall preside over the General Body meetings also.

30) Decisions shall be taken by a majority of votes, subject to requirements of the Act. In case of a tie, the chairman of the meeting shall have a casting vote. Every member present shall have one vote. Except otherwise provided, every question submitted to a general meeting shall be decided by a show of hands or in other such manner as the chairman of the meeting may determine.

31) A declaration by the Chairman that a resolution has been carried by a majority or lost or not carried by a majority shall be final and conclusive.

32) The Chairman of the General Meeting may, with the consent of the General Meeting, adjourn the same from place to place but no business shall be transacted at any adjourned meeting other than the business left unfinished at a meeting so adjourned.
Financial Year Accounts and Audit-

33) The financial year of the Institute shall be from 1st of April of each year to the 31st of March of the next year.

34) The Institute shall maintain the books and accounts and other books relating to its income and expenditure. The Institute shall prepare Income and Expenditure statements at the close of the annual accounts. The accounts of the Institute shall be audited by such qualified auditors as the GB may appoint. The auditor shall not be a member of the GB. A copy each of the annual accounts of the institute, together with the Auditors Report thereto shall be furnished to the statutory authorities, in accordance with the law and the rules made by the government from time to time.

Suits-

35) The Institute may sue or be sued in the name of the Director of the Institute.

Dissolution-

36) The dissolution of the Institute and adjustment of its affairs shall be in accordance with sections 13 and 14 of the Societies Registration Act, 1860 as amended from time to time, or in accordance with the provisions of any other law relating thereto.

Other Clauses-

37) The rules and regulations of the Institute shall be amended, altered, modified, substituted or added by the Institute, provided that 2/3 (two-third) of the members present at the GM called for the purpose, approve the same.

38) The Memorandum of Association of the Institute shall be amended, altered, modified, substituted or added by the institute in the manner described under section 12 of the Societies Registration Act (1860).
We, the members of the Governing Body, whose names and addresses are given below, certify that the above is true and correct copy of the rules and regulations of the Society.

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Name, Address and Occupation</th>
<th>Age</th>
<th>Signature of Members</th>
<th>Signature of Witnesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Dr. P.K. Sivanandnan IAS (rtd.) T.C10/1858, Kavallur Lane, Vattiyoorkavu. P.O. Thiruvananthapuram</td>
<td>60</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Dr. P. Sivanandan Fellow, Centre for Development Studies, Akulam, Thiruvananthapuram</td>
<td>57</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Dr. K. Pushpangadan Fellow, Centre for Development Studies, Akulam, Thiruvananthapuram</td>
<td>54</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
T. MADHAVA MENON

Name: Thelakkat Madhava MENON
Date of birth: 19 November 1929
Mother tongue: Malayalam
Other language known: English
Education: M.A. in Economics, Annamalai University, 1950

Career:

Passed the All India Services Recruitment Examination conducted by UPSC in 1951 and joined the Indian Administrative Service in 1952.

Held junior posts in (erstwhile) Madras, and Kerala States.

Major posts held:

- District Collector, Palakkad (Kerala)
- Director of Administration, Central PWD, N. Delhi
- Chairman, Government-owned Companies, Kerala
- Managing Director, Trivancore Titanium Products, Thiruvananthapuram
- Industries Secretary, Govt., of Kerala
- Custodian, Vested (Nationalised) Forests, Kerala
- Director of Tribal Welfare, Kerala
- Agricultural Production Commissioner, Kerala
- Civil Supplies Commissioner, Kerala
- Vice-Chancellor, Kerala Agricultural University.

After retirement:

Co-Editor of Kerala Volumes of People of India Project (Anthropological Survey of India) for about a year;

Senior Fellow, International School of Dravidian Linguistics, Thiruvananthapuram, till date.

Chairman, Ananthakrishna Iyer International Centre for Anthropological Studies, Palakkad

Member Governing Council, Attappady Hill Areas Development Society (Continuing)

Publications & Studies:

Contributed to the preparation of Tribal Sub-Plans in Kerala;

Occasional papers on various subjects, some of which have been included in publications by the Kerala Forest Research Institute, Peechi, Kerala, and one in a book published by the Institute of Management in Government, Thiruvananthapuram;

Edited the three-volume *Encyclopaedia of Dravidian Tribes*, published by the International School of Dravidian Linguistics, Thiruvananthapuram;

Edited the two-volume *Handbook of Kerala*, published by the International School of Dravidian Linguistics, Thiruvananthapuram;
Translated Gundert’s *Keralapazhama* (translation published by the International School of Dravidian Linguistics, Thiruvananthapuram;)

Translated *Keralalpathy* (translation published by the International School of Dravidian Linguistics, Thiruvananthapuram;)

In association with Dr. P.R.G. Mathur, well-known Anthropologist, prepared socio-economic study reports on 37 “Backward” communities of Kerala, for the State Backward Classes Commission; and one report on the “Non-Mappila Muslim Communities of Kerala” for the National Backward Classes Commission.

In addition, a few articles, and many book reviews of mine have been published in the *International Journal of Dravidian Linguistics*, the learned journal of the International School of Dravidian Linguistics, which has a readership worldwide.

Current Interests:

Development Economics, Environmental concerns; Tribal Welfare; Agriculture and Forestry; Dravidian Languages.

Address for communications:

Home Address: “Sai Kripa”, BN 333, Bapuji Nagar, Medical College Post Office, Thiruvananthapuram – 11

Alternate Address: Senior Fellow, International School of Dravidian Linguistics, Thiruvananthapuram 86.

Phone Numbers: Home (0471) 2440293; ISDL (0471) 2704951; 2704953 (office hours only).

e-mail: menontmadhava@sify.com

[Dated: 17 June 2004]

T. Madhava Menon
1. Personal Data

Name: Sivanandan.P  
Sex: Male  
Nationality: India  
Date of birth: 22.03.1947  
Place of birth: Thazhava, Kollam dist.  
Marital Status: Married  
Personal address: Kailas, Prasanth Nagar Road, Ulloor, Trivandrum 695011.

2. Education


3. Employment

b. Aug. 1995 – Aug 2001 – Associate Fellow, Centre for Development Studies, TVM.  
c. Aug 2001 Onwards – Fellow, Centre for Development Studies, TVM.

4. Teaching and Research Guidance

15 years of Teaching and guiding M.Phil and Ph.D studies
5. Major projects Completed Contributed

i. UN. Study on poverty, Unemployment and Development Policy
   An in-depth study on kerala’s social and economic development.
   On Cardamom Plantations in Kerala

ii. Study of Coconut Development in Kerala

iii. Study on Labour Use in Indian Agriculture

iv. Study on food security and public distribution system in Kerala

v. Social impact of the Pooyamkutty Hydro-Electric Project Report of a
   Rapid Assessment.

vi. Socio-economic study of Village Societies – Resurvey of Kadakkavoor
    and Kurichi Villages.

vii. Preparation of District Coastal management Plan, Ashtamudi Estuary,
    Kollam.

6. Books
   a. Ecology or Economics in Cardamom Development – Joint with K.N.Nair,

   b. Coconut Development in Kerala - An Ex-post Evaluation – with D.Narayana,
      K.N.Nair, N.Shanta & G.N.Rao, Centre for Development Studies, Occassional

7. Papers
   (A total of 15 research papers were published in various Journals)
K. Pushpangadan
Centre for Development Studies
Prashanthnagar Road, Ulloor, Medical College P.O.
Trivandrum 695 011, Kerala, India.
Phone Off: (0471) 448881, 448412
Res: (0471) 445277
Fax (0471) 447137
E-Mail (Off) cdsegdp@vsnl.com
(Res) kpush@md4.vsnl.net.in
Telex 435-6227 CDS IN
Gram CENTIPED

Present Position
Fellow, Center for Development Studies, Trivandrum, Kerala.

Previous Position
Hindustan Lever Chair Professor in Industrial Economics, Madras School of Economics, Chennai

Consultancy
Member, World Bank Team for the preparation of World development Report, 1985, Washington D.C.
Member, Working Group for the formulation of IX Five Year Plan with particular reference to Water Supply and Sanitation, Planning Commission, Govt. of India.
Chairman, Task force on Water Supply & Sanitation (WATSAN) for the IX Five Year Plan, State Planning Board, Govt. of Kerala.
Member, Task force Committee on Second Netherlands Assisted Water Supply Program, State Planning Board, Govt. of Kerala.
Member, Steering Committee & Task Force on Policy Issues & Power Sector Reforms for the IX Five Year Plan, State Planning Board, Govt. of Kerala.
Member, Steering Committee on Health, Water Supply & Sanitation for the IX Five Year Plan, State Planning Board, Govt. of Kerala.
Consultant, Economic and financial analysis of rural water supply projects sponsored by World bank and undertaken by IIM, Kozhikode on behalf of Govt. of Kerala.
Consultant, Technology options in water supply and sanitation in the coastal region, Govt. of Kerala.
Consultant, Socio-economic impact of rural roads sponsored by World Bank and Swiss Development Agency and conducted by Centre of studies in social sciences, Pune.
Consultant, Rain water harvesting in Kerala sponsored by International Water Harvesting Associations and conducted by Indian Institute of Technology, New Delhi and University of Warwick, U.K.
Consultant, Costing Public Health Care Services for Resource Mobilization, Projects sponsored by Government of Kerala and Undertaken by Trivandrum Medical College.
Principal Investigator in Research Projects


Social Cost of Sanitation in Water Logged area, Sponsored by Intermediate Technology Group, London

Roof Water Harvesting in Humid Tropics, jointly with IIT, New Delhi and University of Warwick, UK

R&D project on A Technology Option and Social Returns in WATSANGENE, sponsored by UNICEF and Government of Kerala.

Education

Ph D: University of Massachusetts, Amherst, U.S.A.
Major: Agriculture and Resource Economics.
Related Courses: Advanced Microeconomics; Advanced Econometrics; Linear Programming; and International Agricultural Development.

M S: University of Massachusetts, Amherst, U.S.A.
Major: Agricultural and Resource Economics.
Minor: Resource and Environmental Economics.

Major: Economics.
Minor: Econometrics.

B Sc.: University of Kerala, India, 1967-70.
Major: Mathematics.
Minor: Statistics.

Teaching Experience

Department of Economics, University of West Indies, Barbados, West Indies. Lecturer, 1974-79. Taught econometrics, statistics and Mathematics to the undergraduate students in Social Sciences.

CCEBS program, University of Massachusetts, Amherst. Tutor, Fall 1980. Tutored students weak in calculus, statistics and Linear Programming.

Department of Agricultural and Resource Economics, University of Massachusetts, Amherst. Teaching Assistant in Statistics, Spring 1981.

Centre for Development Studies, Kerala, India. Associate Fellow, from 1985 to date. Teaching Microeconomics and Quantitative Methods for M Phil. students of Jawaharlal Nehru University, New Delhi.
Research Experience

Centre for Development Studies, Kerala, India.
Research Associate, 1973-74. Investigated the Supply Response of Indian Farmers.

Food Management Science Laboratory, School of Business Administration, University of Massachusetts, Amherst.
Research Assistant, Fall 1981 and Spring 1982. Econometric Modelling of Consumer's Preferences; a project funded by U.S. Department of Agriculture.

Management Research Centre, School of Business Administration, University of Massachusetts, Amherst.

Academic Scheduling Office, University of Massachusetts, Amherst.

Research Guidance

M. Phil: Thirty-nine
Ph.D. (Awarded): Three
Ph.D. (in progress): Eight

Books Published

The Pepper Economy of India, Oxford & IBH, New Delhi, 1989 (with P.S. George & K.N. Nair)

Papers Published

"Productivity, Efficiency and Marketed Surplus in Jamaican Agriculture", Proceedings of the 13th West Indian Agricultural Economics Conference, Department of Agricultural Economics and Farm Management, University of West Indies, Trinidad and Tobago, 1979, pp. 131-141.


Total factor productivity in manufacturing Industry, *Economic & Political Weekly*, 1995, 30, 462-64 (with P. Balakrishnan)


Liberalisation and productivity growth the missing links, *Economic & Political Weekly*, June, 14, 1997

What do we know about productivity growth in Indian industry?, *Economic& Political Weekly*, 1998,33,2241-45 (with P. Balakrishnan).


**Papers Mimeographed**


"Analysis of the Sample Survey Data Collected from Other Schools which Publish Examination Schedule along with the Course Catalogue," Academic Scheduling Office, University of Massachusetts, Amherst, 1983.

"Final Examination Schedule for Spring 1984 according to A Priori Scheduling, Academic Scheduling Office, University of Massachusetts, Amherst, 1983."
"Demand Estimation from a General Function: The Johansen Case," Accepted for Presentation at the European Econometric Society Meeting, Madrid, Spain, September, 1984.


Working Papers


Research Reports


"Report on A Priori Scheduling of Examination at the University of Massachusetts", Submitted to the Dean of Academic Support Services, University of Massachusetts, Amherst, 1984.


Agricultural performance in a regional perspective, Indian Council of Social Science Research (jointly with Dr. K. P Kannan), 2000.


Conferences Attended


Indian Econometric Society Silver Jubilee Year, Department of Econometrics, S.V. University, Tirupathy, 1985. Paper Presented: On a Statistical Test for the Uniform Functional Assumption in Additive Demand System.


Third National Water Congress, IIT, Delhi, 16 - 18 February 1996, Paper presented: Travel time, user rate and cost of supply: Drinking Water in rural Kerala, India.


International Workshop on Rate of Return from Investment in Water Supply, Sanitation and Health Education in Kerala, UNICEF, New Delhi.


International Workshop on technology options in rural water supply and sanitation, CDS n collaboration with IIT, Delhi and Warwick University, UK, CDS, Trivandrum, paper presented: Latrine technology in water logged and shallow coastal region, 10 August 1998.


Advanced Econometric Methods in the Measurement of Productivity, Madras School of Economics, Chennai, 26-29 March 1999

Missing Female in Marginalised Community?: Evidence from the Survey of fishing households in coastal Kerala, Institute of Economic Growth (IEG), New Delhi, 13 July, 1999.


Special Invitee for the workshop on WTO agreement and Keralas Agriculture, Thycaud, Trivandrum, 4 June, 1999.


Open Seminar on Missing Females in a Marginalised Community? Evidence from the Survey in a Fishermen Village (in Kerla) , Centre for Development Studies, Trivandrum, 10 September 1999.

Special Invitee for the workshop on WTO agreement and Keralas Agriculture, Thycaud, Trivandrum, 4 June, 1999.


Administrative Experience

Member, Executive Committee, Senior Common Room, University of West Indies, 1974-75.

Auditor, Senior Common Room, University of West Indies, 1974-75.

Member, Admission Committee, Faculty of Social Sciences, University of West Indies, Barbados, 1975-76.

Coordinator, Staff Seminar Series, Department of Economics, University of West Indies, Barbados, 1977-78.

Member, Seminar Committee, Agricultural and Resource Economics, University of Massachusetts, Amherst, 1982-83.

Associate Coordinator, M. Phil Programme, Centre for Development Studies, Kerala, India, 1987-88.


Coordinator, M. Phil Programme, Centre for Development Studies, Kerala, India, 1988-1990.


Member, Expert Committee on Syllabus for Environmental Economics, Madras School of Economics, Madras.

Member, Working Group on Cost Recovery in Rural Water Supply for the 9th Five Year Plan.

Member, Steering Committee on Health, Nutrition and Water Supply, State Planning Board.

Member, Mission to Sri Lanka on roof water harvesting in humid tropics.

Member, Board of Examiners, MA development Economics, Calicut University, Kerala.

Member, Taskforce II Netherland Assisted Programme in Water Supply and Sanitation, Government of Kerala

External Examiner, Calicut university MA (development economics), Calicut University, Kerala.
External Examiner, Cochin University MA in Industrial Economics; M. Phil in Applied Economics, Kerala.

Referee for Indian Journal of Agricultural Economics.


Consultant, Costing Public Health Care Services for Resource Mobilization, Projects sponsored by Government of Kerala and Undertaken by Trivandrum Medical College.

Coordinator, Rain Water Harvesting for Drinking, Indian Institute of Technology, New Delhi and University of Warwick, UK.

Consultant, Research Project on Socio-economic impact of rural roads in developing countries, sponsored by World Bank.

**Personal**

Born on 7 June 1949, Married with two Children and in Good Health.
CURRICULAM VITAE
of
Dr. P.K. Sivanandan I.A.S (Retired)

1. Full Name : Puthenparambil Kunjappan Sivanandan
   Dr. P.K. Sivanadan
   T.C. 10/1858, I.A.S Colony,
   Kavallur Lane, Vettiyoorkavu P.O
   Thiruvanthapuram – 695 013

   Telephone : Ph: 0471 – 2362308
   Fax
   E-mail : sivanandanpk@hotmail.com

2. Nationality : Indian

3. Age (and date of birth) : 60 (19-11-1943)

4. Date of entry into IAS : 15 July 1972

5. Civil Status : Married

Wife : V.K. Sulochana, 55 years has recently retired as a Chief Engineer, State Public Works Department, Government of Kerala.

Children : Two sons; First, Anoop, 25 Years after his B.Tech. in Mechanical Engineering from IIT Chennai has completed his M.B.A course 2002-2004 from IIM Ahmedabad. He is now working with WIPRO Technologies, Bangalore. The second, Akhil, 19 years, is doing the second year B.Tech Course in Computer Science and Engineering in the National Institute of Technology Tiruchirappalli.

6. Academic Qualifications :

A. Trainings leading to degree or Diplomas

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Degree or Diploma</th>
<th>Year</th>
<th>Name of the Institution</th>
<th>University</th>
<th>Area of Specialisation</th>
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</thead>
<tbody>
<tr>
<td>i.</td>
<td>B.Sc. (Engg.)</td>
<td>1966</td>
<td>Calicut Regional</td>
<td>Kerala</td>
<td>Civil Engineering</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Engineering, Kozhikode,</td>
<td></td>
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<td></td>
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<td></td>
<td>Kerala</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii.</td>
<td>Post graduate</td>
<td>1982</td>
<td>United Nations Institute</td>
<td>Mysore</td>
<td>Micro Level Planning</td>
</tr>
<tr>
<td></td>
<td>Diploma in Micro</td>
<td></td>
<td>of Development Studies,</td>
<td>university,</td>
<td></td>
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<tr>
<td></td>
<td>Level Planning</td>
<td></td>
<td>Mysore</td>
<td>Mysore</td>
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<tr>
<td>iii.</td>
<td>Master of Philosophy</td>
<td>1985</td>
<td>Center for Development</td>
<td>Jawaharlal</td>
<td>Applied Economics</td>
</tr>
<tr>
<td></td>
<td>(M. Phil)</td>
<td></td>
<td>Studies Trivandrum</td>
<td>Nehru University</td>
<td></td>
</tr>
<tr>
<td>iv.</td>
<td>Maste of Arts (M.A)</td>
<td>1986</td>
<td>University of Sussex, UK</td>
<td>University of</td>
<td>Development Economics</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Success, UK</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>IIT, Delhi</td>
<td></td>
</tr>
<tr>
<td>v.</td>
<td>Ph.D.</td>
<td>2003</td>
<td>Indian Institute of</td>
<td>Rural Technologies-</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Technology (IIT), Delhi.</td>
<td>Sustainability of Rural Drinking Water Supply System</td>
<td></td>
</tr>
</tbody>
</table>
B. Project and Research Work

1. Mankulam Development Project
   (A report on Micro-level Planning in a hilly Area)

2. Kerala’s Agricultural Development
   (M.Phil Thesis)

3. Agricultural Development in South Asia
   (Thesis in partial fulfillment of Master’s Degree in Economics submitted to Sussex University)


7. Employment Record

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Name of the employer, the organization and its address</th>
<th>Designations</th>
<th>From - To</th>
<th>Brief description of responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Govt. of Kerala, under the general supervision of the Chief Secretary, Govt. of Kerala, Secretariat, Thiruvananthapuram-695001</td>
<td>Secretary / Principal Secretary Rural Development Department and Chairman Attappady Hills Area Development Society</td>
<td>12th July '96 till 30.11.2003</td>
<td>Chairman of the Programme Implementing Agency (PIA) for the JBIC (Japan) assisted Rs. 219 Crores Eco-restoration Project in Attappady.</td>
</tr>
<tr>
<td>2.</td>
<td>--do--</td>
<td>Principal Secretary, SC/ST &amp; Chief, Tribal Resettlement &amp; Development Mission</td>
<td>09.11.2001 to 17.05.2002</td>
<td>Chief of the newly organized Mission to resettle and develop 53,000 resource poor Tribal families in Kerala.</td>
</tr>
<tr>
<td>3.</td>
<td>--do--</td>
<td>Agricultural Production Commissioner</td>
<td>10.03.1999 to 04.10.2001</td>
<td>Chief of the Department of Agriculture in the State reporting to the Minister for Agriculture. Co-ordinated with all the related departments.</td>
</tr>
<tr>
<td>4.</td>
<td>--do--</td>
<td>Principal Secretary SC/ST Devpt. Dept.</td>
<td>Nov. 98 to March 99</td>
<td>Chief Secretariat Officer reporting to the Minister for backward &amp; Scheduled Communities, concurrent to the post of Principal Secretary Rural Development Department and Rural Development Commissioner.</td>
</tr>
<tr>
<td>Sl. No.</td>
<td>Name of the Employer, the organization and its address</td>
<td>Designations</td>
<td>From - To</td>
<td>Brief description of responsibilities</td>
</tr>
<tr>
<td>--------</td>
<td>---------------------------------------------------------</td>
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<td>-----------</td>
<td>--------------------------------------</td>
</tr>
<tr>
<td>5.</td>
<td>--do--</td>
<td>Principal Secretary Rural Development and Rural Development Commissioner</td>
<td>Dec 97 to March 99</td>
<td>Head of the Department of Rural Development in the Secretariat, the Chief of the field organization.</td>
</tr>
<tr>
<td>6.</td>
<td>--do--</td>
<td>Principal Secretary Planning, Secretary, Planning Board</td>
<td>Feb. '97 to 11th Dec. '97</td>
<td>Chief Officer in charge of Planning in the State Concurrently the Secretary of the Planning Board.</td>
</tr>
<tr>
<td>7.</td>
<td>--do--</td>
<td>Secretary, Planning &amp; Secretary, Planning Board.</td>
<td>July '96 to Feb '97</td>
<td>Chief Officer in charge of Planning in the State, reporting to Chief Minister and the Vice Chairman, State Planning Board.</td>
</tr>
<tr>
<td>8.</td>
<td>--do--</td>
<td>Secretary Rural Development &amp; Rural Development Commissioner</td>
<td>12th July '96 to Oct. '96</td>
<td>Chief of Rural Development programmes in the Secretariat and in the field.</td>
</tr>
<tr>
<td>9.</td>
<td>Govt. of India, Under the Cabinet Secretary New Delhi.</td>
<td>Joint Secretary &amp; Mission Director, Rajiv Gandhi National Drinking Water Mission Ministry of Rural Devpt., Govt. of India, New Delhi.</td>
<td>5th July '91 to 11th July '97</td>
<td>Chief Executive Officer of the Indian's Rural Water Supply &amp; Sanitation Programme covering 670 million rural populations.</td>
</tr>
<tr>
<td>10.</td>
<td>Chief Secretary Govt. of Kerala, Tvm.</td>
<td>Secretary (Local Administration)</td>
<td>Dec. '90 to July '91</td>
<td>Head of the Secretariat reporting to the Minister for Local Govt. in the State.</td>
</tr>
<tr>
<td>11.</td>
<td>--do--</td>
<td>Secretary (Industries)</td>
<td>April '90 to Dec. '91</td>
<td>Head of Secretariat of Industrial Devept, in charge for small scale industries. Concurrently Chairman of four PSUs, Director of a number of large PSUs, reporting to the Minister for Industries.</td>
</tr>
<tr>
<td>12.</td>
<td>--do--</td>
<td>Secretary (Forest)</td>
<td>Dec. '89 to '90</td>
<td>Head of the Secretariat in Charge of overall co-ordination of forestry and wild life development, reporting to</td>
</tr>
<tr>
<td>Sl. No.</td>
<td>Name of the Employer, the organization and its address</td>
<td>Designations</td>
<td>From - To</td>
<td>Brief description of responsibilities</td>
</tr>
<tr>
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<tr>
<td>13.</td>
<td>--do--</td>
<td>Secretary, Kerala Literacy Council, Govt. of Kerala (Concurrently with the job of Secretaries listed above)</td>
<td>January 1990 to July 1991</td>
<td>the Minister for Environment &amp; Forests. Chief Executive of the Total Literacy Project for the State. Pioneered the new literacy movement in the country. Reporting to the Minister, Rural Development and the Minister for Education.</td>
</tr>
<tr>
<td>14.</td>
<td>--do--</td>
<td>Managing Director, Kerala Financial Corporation (KFC), Kerala.</td>
<td>July 18 to Dec. 1989</td>
<td>Chief Executive Officer (Reporting to the Board of Directors) of the Public Sector Undertaking financing and nurturing the small scale industries of the State of Kerala.</td>
</tr>
<tr>
<td>16.</td>
<td>--do--</td>
<td>Additional Secretary, Agriculture and Director Special Agricultural Development Unit (SADU).</td>
<td>Jan. 1984 to Sept. 1985</td>
<td>Main responsibility was to implement the World Bank assisted SADU- a project to help small farmer of tree crops like coconut and coffee. Also co-ordinated the Secretariat functions in the Dept. of Agriculture. In Sept. 1986 I was deputed to Sussex University UK. for 13 months to undergo course in M.A (Development Economics) under Colombo Plan.</td>
</tr>
<tr>
<td>Sl. No.</td>
<td>Employer, the organization and its address</td>
<td>Designations</td>
<td>From - To</td>
<td>Brief description of responsibilities</td>
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<tr>
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<tr>
<td>18.</td>
<td>Govt. of Kerala</td>
<td>Director, Dept. of Harijan Welfare, Govt. of Kerala, Thiruvananthapuram</td>
<td>May 1981 to May 1982</td>
<td>Head of Dept. of Scheduled Caste Development Department.</td>
</tr>
<tr>
<td>19.</td>
<td>Govt. of Kerala</td>
<td>District Collector, Idukki District</td>
<td>June 1979 to May 1981</td>
<td>Chief District Officer, District Administration.</td>
</tr>
<tr>
<td>20.</td>
<td>Govt. of Kerala</td>
<td>Director, Tribal Welfare Govt. of Kerala</td>
<td>Sept. 1977 to May 1979</td>
<td>Head of the Dept. of Tribal Welfare.</td>
</tr>
</tbody>
</table>
8. Training Leading to Certificates

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Year</th>
<th>Name of Course</th>
<th>Subject</th>
<th>Duration in Weeks</th>
<th>Place of Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>i.</td>
<td>1976</td>
<td>Training in Credit Management for SFDA Project Officers</td>
<td>Agricultural Development of small farmers.</td>
<td>2</td>
<td>College of Agricultural Banking Pune, India</td>
</tr>
<tr>
<td>ii.</td>
<td>1976</td>
<td>Changing pattern of District Administration</td>
<td>District Administration with emphasis on 20-Point Programme</td>
<td>2</td>
<td>National Institute Rural Development Hyderabad, India.</td>
</tr>
<tr>
<td>iii.</td>
<td>1977</td>
<td>Training in Project Planning and Evaluation of project.</td>
<td>Project Planning Appraisal and Economic Evaluation</td>
<td>4</td>
<td>Center for Development Studies, Trivandrum, India</td>
</tr>
<tr>
<td>iv.</td>
<td>1977</td>
<td>Tribal Life and Development</td>
<td>Tribal Development</td>
<td>1</td>
<td>National Institute of Rural Development Hyderabad, India.</td>
</tr>
<tr>
<td>v.</td>
<td>1979</td>
<td>General Management for Senior Executives</td>
<td>Business and General Management</td>
<td>8</td>
<td>Administrative Staff College of India, Hyderabad.</td>
</tr>
<tr>
<td>vi.</td>
<td>1980</td>
<td>Development Respective in District Administration</td>
<td>District Administration</td>
<td>2</td>
<td>National Institute of Rural Development Hyderabad, India.</td>
</tr>
<tr>
<td>vii.</td>
<td>1988</td>
<td>Management Concepts and Decision Making</td>
<td>Modern Management</td>
<td>4</td>
<td>Management Development Institute, Gurgaon, Haryana, India</td>
</tr>
<tr>
<td>viii.</td>
<td>1996</td>
<td>Introduction to Computers</td>
<td>Computer Programme</td>
<td>1</td>
<td>National Informatics Centre, Delhi.</td>
</tr>
</tbody>
</table>
9. Papers and reports presented at state national & international (fora)
   (v). Study of Poverty in Sasthamcotta Block, Kollam District – Editor of the Report on the field study of poverty eradication programme by the M.Phil Students, Centre for Development Studies, Thiruvananthapuram.
   (xiii). Technology Options for Sustainable Water Supplies in India. Paper presented at the National Seminar on Drinking Water and Sanitation at the Centre for Development Studies, Thiruvananthapuram, India; May 1996.

10. Professional Experience

   My Professional experience can be divided into six broad areas.

   (i). Teacher, Investigator and Researcher in Civil Engineering.

   For nearly 6 years from 1996 to 1972, I worked as a Teacher, Investigator and Researcher in Civil Engineering. Of these, for 4½ years I taught Soil Mechanics and Foundation Engineering at the College of Military Engineering to the officers of Corps of Engineers of
the Indian Army and did field investigations and drilling operations connected with the
design of foundations of buildings and airfields.

(ii).  
Tribal Development and Eco-restoration

I was Director of Tribal Welfare for 2 years from 1977, Chairman Attappady Hills Area
Development Society, (AHADS) from July 1996 to till date. I was also Principal Secretary
SC/ST Development in 1999. AHADS implements a Rs. 220 crore project of eco-restoration
and livelihood security for the tribal population in a remote Tribal Block in the State.

(iii).  
Administration of Agricultural and Rural Development Projects and Programmes.

I have been the Chief Executive Officer of some very interesting projects at the District and
State levels like the Small Farmers Development Agency, Thiruvananthapuram District
1985). Kerala Financial Corporation (July 1988 to Dec. 1989) for rural industrialization and
Kerala Total Literacy Project (June 1990 to July 1991). I was Secretary and Principal
Secretary, Rural Development, Govt. of Kerala from 16th July 1996 to 31st Dec. 1999. I have
been Agricultural Production Commissioner of Kerala from 10th March 1999 to 4th October
2001. These tenures helped me to have a deep understanding of rural development problems.

(iv).  
Planner, Co-ordinator & Implementer or Rural Water Supply Programme in India.

My efforts for five years from July 1991, as Joint Secretary & Mission Director, Rajiv
Gandhi National Drinking Water Mission, resulted in many improvements in the Rural Water
Supply Sector in India; attention to the poorer sections, up gradation of hand-pump
environment, campaign for sanitation (IEC), national survey of the status of drinking water
supply in 1.3 million habitations in India were some of the notable achievements.

During this period, I led a delegation 16 Chief Engineers and Secretaries of the States in India
dealing with water supply and Sanitation for 17 days to study the water supply system and
severage system in Netherlands. I was co-ordinating activity of the Rajiv Gandhi National
Drinking Water Mission with the State, Central Ministries and International Agencies.

I also represented the country in the international Workshop on Hand-Pump Manufacturers at
Kakamega, Kenya – 1991 and ITN International workshop in Philippines in 1992,
international meeting of the Water and Sanitation Collaborative Council Meetings held at
(v). Decentralized Planning

I was Secretary and later Principal Secretary, Planning & Economic Affairs and concurrently Secretary Planning Board, Govt. of Kerala from July 1996 to January 1999. During this time Kerala State implemented the widely applauded decentralized planning programme giving powers and substantial plan funds of the State Government to the three tire of the Panchayath. I played a key role in organizing this in a campaign mode.

(vi). A Student of Development Economics

For nearly 20 years, I am concentrating my interest in development Economics. For the past 13 years, the interest is more on sustainable technologies for rural development especially for drinking water.  

P.K Sivanandan