



Minutes of the 3rd Empowered Committee Meeting held under the chairmanship of Additional Chief Secretary, LSGD on 20.07.2023 at 02:30 pm

The meeting started at 02:30 pm under the chairmanship of Additional Chief Secretary, LSGD. The following officials were present:

1. Shri.Mohammed Y Safirulla K IAS, Project Director, KSWMP
2. Shri.U.V Jose IAS (Rtd), Deputy Project Director, KSWMP
3. Smt.Shiny George, Additional Secretary, Planning & Economic Affairs Dept
4. Shri.G Anil Kumar, Additional Secretary, Finance Department
5. Shri.K.T Balabhaskaran, Executive Director, Suchitwa Mission

Agenda # 1	Action Taken Report on the Minutes of the 2nd EC held on 09/12/2022
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The Action taken on the minutes of the 2nd EC was presented. The establishment of the Control Room was discussed in detail. It was informed that the Establishment of Integrated Control Room for SWM at the State and District level was not yet conceptualised. Dr.K.P.Noufal, Project Head (IT) informed that in the meeting held with the Smart City officials on 06.01.2023 convened by Dr.Adeela Abdulla IAS, the then Project Director, the Smart City officials informed that the scope of their control room is limited to Ernakulam district only and they were of the opinion that at a time only one aspect can be visualised and monitored at the existing facility under them and hence integration with the proposed data collection stream and monitoring system may not be feasible. Project Head (IT) opined that the scope of the control room envisaged under KSWMP can be established as a standalone facility as and when data collection begins. The Chair pointed out that the existing facility of Smart City, Kochi is put to zero use currently and the only reason that she could observe in the slow progress of the establishment of the control room by integrating it with existing facilities of Smart City is departmentalism.

Decision :-

1. The chair and the members noted the ATR.
2. To hold a meeting with the Principal Director,LSGD, Director (Urban),Suchitwa Mission and KSWMP and Smart City Mission in the month of July 2023 to sort out the issue regarding Control Centre and take this project forward.

Agenda # 2	Kerala Solid Waste Management Project (KSWMP) – Project Progress
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The staff deployment status of consultancy services such as SPMC,DPMCs and TSCs were discussed in detail. The chair expressed concern in managing and monitoring the staff deployed at several levels. The Deputy Project Director informed that all the staff engaged



under this Project are being supervised by conducting regular online reviews and on the basis of minutes issued on each review, each staff were assigned specific tasks and being monitored by the Deputy Project Director and Project Director on a regular basis.

Decision:

1. KSWMP to submit a separate report on the performance of each of the Consultants under KSWMP along with the comments and observations of the Project Director.

Agenda # 3	Appointment of Staff at the DPMUs and PIUs under KSWMP
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Decision Taken: The Committee have ratified the following appointments done at the DPMUs and PIUs based on the interview held under the chairmanship of Additional Chief Secretary, LSGD.

Sl No	DPMU	Post	Name
1	Kollam	Environment Engineer	Dr. Chithra
2	Pathanamthitta	Environment Engineer	Aathira Vijayan
3	Kottayam	Monitoring & Evaluation Expert	Kiran Sasi
4	Idukki	Monitoring & Evaluation Expert	Arun C V
5	Malappuram	Finance Management Expert	Sathesan V R
6	Malappuram	Environmental Engineer	Dr. Lathika C
7	Kozhikode	Finance Management Expert	Sreelatha Sreedharan
8	Kannur	Dy District Co-ordinator/SWM Engineer	Shinta KS
9	Kannur	Monitoring & Evaluation Expert	Jiju K T
10	Kannur	Finance Management Expert	Mohammed Bilal
11	Kasaragod	Environmental Engineer	Dr. Magesh G
12	Kannur	SWM Engineer	Vishnu C Damodar
13	Mattannur	SWM Engineer	Jyothirmayi J



Agenda # 4	KSWMP Procurements & Contracts – Approvals & Ratifications
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Reporting the status of completed procurements

It was reported to the Committee that the following Consulting Services were already procured by KSWMP following the applicable Procurement Regulations of the World Bank and Contracts have been executed.

Sl No	Details of Contract	Name of the Consultant	Contract Selection Method & Type	Contract Value (Excluding GST)	Commencement of Services & Duration	Remarks
1	Hiring the services of an Institutional Consultant firm for Procurement Activities	Centre for Management Development	Direct Selection Time Based	₹1,20,00,000	August 01, 2021 1 Year	Ongoing.
2	Digital Media Engagement	C-DIT	Direct Selection Lumpsum	₹1,00,00,000	Nov 1, 2022 1 Year	Completed
3	Project Management Consultancy (PMC)	KPMG Advisory Services Pvt Ltd	Quality and Cost based selection (QCBS) Time Based	₹61,70,60,000	Dec 22, 2021 72 Months	Ongoing
4	Communication Strategy Development	CONCEPT Communications Ltd	Direct Selection Lumpsum	₹1,50,00,000	Nov 1, 2021 24 months	Closed
5	Stakeholder Satisfaction Survey and Impact Assessment	Sutra Consulting Private Limited	Quality and Cost based selection (QCBS) Lumpsum	₹6,89,43,600	5/25/2022 72 Months	Ongoing
6	Hiring the services of an Individual Consultant for Procurement Activities	Ajith Mishra	Individual Consultant Selection Time Based	₹10,80,000	July 13, 2022 6 months	Closed



Sl No	Details of Contract	Name of the Consultant	Contract Selection Method & Type	Contract Value (Excluding GST)	Commencement of Services & Duration	Remarks
7	Integrated Management Information System (MIS)	KELTRON	Direct Selection Lumpsum	₹4,21,00,000	Sep 10, 2022 33 months	Ongoing
8	Technical Support Consultancy Services (TSC)-Package A	Shah Technical Consultants Pvt Ltd	Quality and Cost based selection (QCBS) Time Based	₹22,39,43,500	Dec 24, 2022 60 months	Ongoing
9	Technical Support Consultancy Services (TSC)-Package B	IPE Global Limited	Quality and Cost based selection (QCBS) Time Based	₹28,98,02,000	Dec 24, 2022 60 months	Ongoing
10	Technical Support Consultancy Services (TSC)-Package C	Shah Technical Consultants Pvt Ltd	Quality and Cost based selection (QCBS) Time Based	₹25,14,49,000	Dec 24, 2022 60 months	Ongoing
11	Technical Support Consultancy Services (TSC)-Package D	IPE Global Limited	Quality and Cost based selection (QCBS) Time Based	₹28,60,52,000	Dec 24, 2022 60 months	Ongoing
12	Communication and Digital Media Engagement	STARK Communications	Quality and Cost based selection (QCBS) Lumpsum	₹2,63,20,000	June 01, 2023 Per Year upto a maximum of 4 Years	Ongoing
13	CBT and Development of Training	KILA	Direct Selection Lumpsum	₹1,22,79,000	May 22, 2023	Ongoing



Sl No	Details of Contract	Name of the Consultant	Contract Selection Method & Type	Contract Value (Excluding GST)	Commencement of Services & Duration	Remarks
	Need Assessment					
14	Technical Consultants for Feasibility Study of SLFs	TATA Consulting Engineers Ltd	Quality and Cost based selection (QCBS) Lumpsum	₹3,17,98,000	Cluster 4- June 20, 2023 Cluster 1 - Not Commenced 45 weeks from notice of commencement for each cluster	Ongoing
				₹188,78,27,100		
			GST @18%	₹33,98,08,878		
			Total	₹222,76,35,978		

Decision:-

The Committee took note of the 14 procurements of various Consulting Services already completed and contracts executed so far, for a total Contract value of Rs. 222.76 Crores, including GST.

Ratification of Amendment of Contract with PMC for Descoping Activity 4.

It was reported to the Empowered Committee that in view of the consistent failure of the PMC in deploying the full contingent of Experts and ensuring the timely performance of their contractual obligations, in its second meeting held on 09/12/2022, the Empowered Committee had approved the descoping of Activity 4 of the PMC, KPMG Advisory Services Private Limited, removing their responsibilities with respect to the Component 3 of KSWMP.

It was further reported that accordingly, on 15/05/2023 KSWMP has executed the Amendment No: 03 to the PMC's Contract dated 01/12/2021, downsizing the deployment of total number of Experts to 39 as shown below:

No	Component	Key Expert		Non-Key Expert		Total Deployment	
		Prior	Present	Prior	Present	Prior	Present
1	Project Manager	1	1		--	1	1
2	Component 1	9	10	4	4	13	14
3	Component 2	24	24		--	24	24
4	Component 3	6		5		11	--



No	Component	Key Expert		Non-Key Expert		Total Deployment	
		Prior	Present	Prior	Present	Prior	Present
	Total	40	35	9	4	49	39

It was also reported that the descoping has come into effect from December 1, 2022 and the reduced deployment of Experts would be for 60 months until November 30, 2027.

The Committee was informed that accordingly, the total Contract Value of the PMC has also been downsized as shown below:

	Original Value for 72 months	Revised value for 72 months
Contract Value	₹61,70,60,000/-	₹52,70,47,892/-
GST @18%	₹11,10,70,800/-	₹9,48,68,621/-
Total	₹72,81,30,800/-	₹62,19,16,513/-

Decision:-

1. The Empowered Committee took note of this downsizing of the overall deployment and overall Contract Value of the PMC, KPMG Advisory Services Private Limited, and ratified the execution of the Amendment No: 3 to the Contract as detailed in the Agenda, with an effective reduction of a sum of Rs. 9,00,12,108.00 in the Contract Value.
2. The Committee further noted that commensurate with this descoping of the PMC's responsibilities, KSWMP has been required to strengthen its internal Team and the on-boarding of external Consultants to effectively deliver the Component 3 of KSWMP.

3. Ratification of selection of FS Consultant for Clusters 1 & 4

It was reported to the Committee that aligned with the descoping of the PMC's Activity 4, the second meeting of the Empowered Committee had decided to engage a competent Technical Consultant through a competitive bid process for undertaking the Feasibility Study for the proposed Sanitary Landfill Facilities (SLFs) as regional infrastructure across 5 Clusters. Further, considering the immediate availability of land, it was decided to initiate the feasibility study under high priority in Cluster 1 and Cluster 4. Accordingly, as proposed during the Third Implementation Support Mission of the World Bank in November, 2022 and as decided by the Empowered Committee in December, 2022, KSWMP had initiated a bid process on the REoI / RFP route and a Technical Consultant has been selected as detailed below:

COMBINED TECHNICAL & FINANCIAL SCORE - FS Consultant for Cluster 1 & 4					
4					
Sl. No	Consultant Name	Technical Scores Out of 100	Amount Quoted (INR) (Without Tax)	Financial score out of 100	Total Combined Tech & Fin Score (Out of 100)



1	DOHWA Engg Co. Ltd.	70.17	₹3,61,22,860.00	88.03	73.74
2	TATA Consulting Engineers Ltd	79.21	₹3,17,98,000.00	100	83.37
3	Tractebel GKW GmbH	77.99	₹7,64,39,092.00	41.6	70.71

It was reported that in the 80/20 QCBS mode of selection, the JV led by Tata Consulting Engineers Ltd (TCE) emerged as the H-1 Bidder with a combined score of 83.37 marks out of 100. Accordingly, the work has been awarded to the JV led by TCE Ltd. and the agreement was signed with the Consultant on June 19, 2023 for both the Cluster 1 and Cluster 4. Considering the non-receipt of land for the SLF in Cheemeni, the Notice of Commencement was issued to the Consultant only for the Cluster 4 – Ambalamedu. As and when the land for the regional facility in Cheemeni is allotted to KSWMP by the Government, the second Notice of Commencement would be issued for Cluster 1.

Decision:-

1. The Empowered Committee took note of the bid process carried out by KSWMP for selection of the Technical Consultant for Feasibility Study for the Regional Infrastructure in Cluster 1 and Cluster 4 and ratified the same.
2. The Committee also ratified the execution of the Contract with the JV led by Tata Consulting Engineers Limited for undertaking the feasibility study for Cluster 1 and Cluster 4 for a total Contract value of Rs. 3.18 Crores plus GST @18%.

4. Ratification of selection of a Communications Agency for the IEC initiatives of KSWMP

It was reported to the Committee that in view of the unsatisfactory performance of Concept Communications Ltd as the Communications Agency and C-DIT as the Digital Media Agency, in its second meeting, the Empowered Committee had decided to discontinue the two Contracts. The Committee had further decided to combine the roles of the Communications Strategy Implementation Agency and the Digital Media Agency and to on-board a single Agency for both these roles.

It was further reported that accordingly, in consultation with the Bank, KSWMP had initiated a competitive bid process for the selection of a Communications Agency, through direct RFP on 80/20 QCBS mode. The details of bid evaluation were reported to the Committee:

April 2023	Attracted three agencies whose technical proposals were opened. Concept Communications Pvt Ltd, Media Mate and; Stark Communications.
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May 2023	1) The Government constituted Evaluation Committee recommended the proposals of MediaMate and Stark Communications as technically qualifying and accordingly, the financials of these Bidders were opened in the presence of the Committee. .
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The final scores of the two technically qualified bidders are detailed below:

N o	Consultant Name	Technical Scores Out of 100	Amount Quoted (INR) (Without Tax) Indicative value for one year	Financial score out of 100	Total Combined Tech & Fin Score (Out of 100)
1	MediaMate Advertising India Pvt. Ltd	70.13	₹ 2,76,60,000	95.16	75.14
2	Stark Communications Pvt Ltd	79.22	₹ 2,63,20,000	100	83.38

It was further reported to the Committee that in the case of the Communications Agency, the overall Contract Value is only an indicative amount due to the unique and dynamic nature of the IEC initiatives. Based on the Communications Strategy and the exigencies of the IEC requirements of KSWMP, the actual nature and quantum of the roll out of the communications campaigns would be progressively finalised as the KSWMP Project progresses. Hence, through the bid process, the actual cost of deliverables of the Communications Agency (the creative collaterals and other deliverables) have been discovered. Additionally, on a need basis the selected Agency will have to procure outsourced support from third parties for the IEC campaigns based on the requirements of KSWMP. In the price discovery, a percentage management fee for the Communications Agency is also discovered for facilitating those outsourced support from third party agencies.

Considering these unique features of this engagement, it was reported to the committee that the actual payout from KSWMP for the IEC initiatives would be a combination of payments to the selected Agency for their creative deliverables, the percentage management fee to be paid to the selected Agency for managing the outsourced support from third parties and the actual pay out directly to the third party agencies for the various outsourced services. Considering this diversity in the services of the Communications Agency, it was reported that the Contract Value would be dynamic and hence an indicative annual value has been discovered through the bid process.

Decision:-

1. The Empowered Committee took note of the bid process carried out by KSWMP for selection of the Communications Agency for driving all the IEC initiatives of KSWMP combining the roles of Communications and Digital Media engagement through a direct RFP on 80-20 QCBS mode and ratified the same.



2. The Committee ratified the execution of the Contract on June 1, 2023 with the Stark Communications for a four-year duration with the provision for a mid-term performance review at the end of the second year, for an indicative annual contract value of Rs. 2.63 Crores. The Committee further noted that the unit rates and percentage management fee discovered through the bid process would apply for the entire duration of the 4-year engagement.
3. The Committee took note of the modalities of IEC services, wherein the remuneration for all the IEC initiatives of KSWMP would comprise of remuneration and management fee to Stark Communications based on the discovered prices and the actual remuneration to third party service providers for outsourced services, which will be facilitated by the selected Communications Agency, Stark.
4. The Empowered Committee also approved the need based payments to third parties for the outsourced services based on the contract. The Empowered Committee further noted that in unique cases of any unforeseen specialised third party services, such rates will be finalised with due evaluation and approval by the Government constituted Cost and Evaluation Committee.

4. Agencies for Training and Capacity Building initiatives of KSWMP

It was reported to the Committee that as laid down in the PIM and also based on the detailed discussions with the World Bank, it was decided to engage the services of two Agencies for driving the Training and Capacity Building Initiatives of KSWMP, as detailed below:

1. **Lead Agency:** For undertaking the overall Training Needs Assessment (TNA) of KSWMP and for developing training design and training content for all general purpose training and training delivery (online and physical) to the identified categories of Project Stakeholders. Additionally, the Lead Agency would be required to assist KSWMP in monitoring the training delivery by a third party External Training Agency (ETC).
2. **External Training Agency (ETC):** This would be a specialised Agency, which would be imparting the specialised SWM training for all the project stakeholders. Their responsibility would include development of training design, training content and training delivery (online and physical) for imparting specialised training in SWM practices, Environmental and Social aspects to the targeted groups of project stakeholders.

The Committee was informed that after detailed discussions with the Bank, the Bank issued their no objection to the engagement of KILA as the Lead Agency and directed KSWMP to select a specialised Training Agency through a bid process as the ETC.

The Committee was informed that accordingly, the Contract with KILA was signed on May 22, 2023 for a four-year duration for an overall contract value of Rs. 1.23 Crores, plus GST and all logistics costs of training extra, which is to be managed by KILA for a percentage management fee.

The Committee was also informed that for the ETC, the bid process was carried out once and, in the absence of eligible bidders, the RFP has been re-notified and it is expected that the ETC would be on-boarded by early August, 2023.



Decision:-

1. The Empowered Committee ratified the execution of the Contract with KILA as the **Lead Agency** to drive all the Training and Capacity Building initiatives of KSWMP for a period of 4 years for a Contract Value of Rs. 1.23 Crores, plus 18% GST and all training related logistics costs extra, which will be managed by KILA for a percentage management fee.
2. The Committee approved the proposed modalities of engaging the **External Training Consultant (ETC)** and authorised the Project Director, KSWMP to complete the bid process and execute contract with the selected Agency as ETC.

5. Extension of Contract with Centre for Management Development(CMD) :

It was reported to the Committee that the existing Contract with CMD had expired on June 30, 2023 and that CMD is providing comprehensive Institutional support to KSWMP in all its Procurement and Contract Management Activities as per the World Bank Regulations since August 2021.

Hence, it was proposed to the Committee that the contract with CMD may be extended by another two years from July 1, 2023 to June 30, 2025, under the same set of commercial terms.

Decision:-

The Empowered Committee approved the extension of Contract with the Centre for Management Development for Procurement and Contract Management Activities by another two years till June 30, 2025.

6. Ongoing Procurements

It was reported to the Committee that as mandated in the PIM and ESMF Documents approved by the Bank, the remaining procurements of various consulting and non-consulting services are in progress after receiving the no-objection from the Bank as listed below:

Sl No	Details	Estimated Amount (INR ₹ Crores)	Status
1	Internal Audit Agency for SPMU	₹ 0.99	RFP Published
2	Internal Audit Agency for ULBs (Package A)	₹ 2.59	RFP Published
3	Internal Audit Agency for ULBs (Package B)	₹ 4.38	RFP Published
4	Internal Audit Agency for ULBs (Package C)	₹ 4.25	RFP Published
5	Internal Audit Agency for ULBs (Package D)	₹ 3.87	RFP Published
6	Selection of External Training Consultant for KSWMP	₹ 2.40	Will Re-Notify upon approval of ToR by Bank
7	Preparation of Environmental and Social Impact Assessment for regional Sanitary Landfills and Transfer	₹ 1.20	Re-Notified and RFP Published



	Stations in two Clusters and independent review of ESIA's for dumpsite remediation		
8	Fire Risk Assessment of 25 Legacy Dumpsites across Kerala (Package A)	₹ 0.62	RFP Published
9	Fire Safety Assessment of MCFs and RRFs in Seven (07) Southern Districts of Kerala (Package B)	₹ 1.38	RFP Published
10	Fire Safety Assessment of MCFs and RRFs in Seven (07) Northern Districts of Kerala (Package C)	₹ 1.47	RFP Published
11	Drone Mapping of Dumpsites (Package 1)	₹ 0.17	Work Order yet to Issue
12	Drone Mapping of Dumpsites (Package 2)	₹ 0.18	Work Order yet to Issue
13	Drone Mapping of Dumpsites (Package 3)	₹ 0.20	Work Order yet to Issue

Decision:-

The Committee took note of these ongoing procurements and authorised the Project Director, KSWMP to complete the bid process and to execute the Contracts with the selected Agencies in each of these ongoing procurements.

7. Upcoming Procurements

In addition to the procurements listed above, the Committee was informed about the following procurements that would also be initiated immediately.

Sl No	Details	Estimated Amount (INR Crores)	Status
1	Independent Verification Agency	₹ 3.64	RFP under preparation
2	Remediation of Legacy dumpsites across Kerala (Works Category Procurement)	₹ 90.00	RFB under preparation

It was informed that the procurement of Agencies for Dumpsite remediation is covered in a separate agenda.

Decision:

The Committee took note of these upcoming procurements and authorised the Project Director, KSWMP to complete the bid process and to execute the Contracts with the selected Agencies in each of these upcoming procurements.



Agenda # 5	Approval for the remediation of Legacy Dumpsites in 19 ULBs
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Background

It was reported that the second meeting of the Empowered Committee that met on 9th December, 2022 had authorised KSWMP to initiate steps for bioremediation of legacy dumpsites in a number of ULBs across the State.

It was further reported that as per this decision, the PMC and the respective TSCs were directed to initiate the action plan for the completion of this work on a high priority. Accordingly, the TSCs initiated the steps for carrying out the necessary tests and investigations for completing the Feasibility Report (FR) for all the dumpsites. It was also reported that while originally 22 ULBs had shown interest in joining hands with KSWMP in undertaking this project, three of them had made their own arrangements and dropped out from this joint initiative.

Legacy Waste locations, quantities and proposed modalities of bioremediation

It was reported to the Committee that the final list of Dumpsites that are being taken up for bioremediation are listed below, with the indicative quantity of legacy waste in each dump.

Sl No	Name of ULB	Legacy Waste Quantity in m3	Name of Package	Legacy Waste Quantity in MT
	Cluster 1			
1	Kottarakkara	8,245.00	A	6,596.00
2	Kayamkulam	9,129.00	B	7,303.20
3	Kottayam	86,662.00	B	69,329.60
4	Koothattukulam	900.00	B	720.00
5	Kothamangalam	21,295.00	B	17,036.00
6	Muvattupuzha	31,995.00	B	25,596.00
7	North Paravoor	11,860.00	B	9,488.00
8	Kalamasseri	33,569.00	B	26,855.20
	Sub-Total (Cluster-1)	2,03,656.00		1,62,924.00
	Cluster 2			
9	Chalakkudy	4,399.00	C	3,519.20
10	Kunnamkulam	28,934.00	C	23,147.20
11	Wadakkanchery	25,238.00	C	20,190.40
12	Palakkad	76,192.00	C	60,953.60
13	Manjeri	17,378.00	C	13,902.40
14	Malappuram	7,936.00	C	6,348.80
15	Vadakara	29,765.00	D	23,812.00
16	Kalpetta	9,485.00	D	7,588.00
17	Iritty	1,574.00	D	1,259.20



18	Kuthupparamba	15,101.00	D	12,080.80
19	Kasargod	11,226.00	D	8,980.80
	Sub-total (Cluster-2)	2,27,228.00		1,81,782.40
	Grand Total	4,30,884.00		3,44,706.40

It was reported to the Committee that considering the wide variation in the quantity of legacy waste in each site, the 19 sites have been clubbed together into two Clusters, namely Cluster 1, comprising of the 8 dumpsites in the districts of South Kerala, upto Ernakulam District and Cluster 2, comprising of 11 Legacy Dumpsites from Thrissur to Kasargod District. By this clustering arrangement, each cluster would enjoy economies of scale with overall quantity of legacy waste exceeding 2 lakh cubic metres, as shown in the Table above.

Challenges in bioremediation

It was further reported to the Committee that considering the deadline imposed by the National Green Tribunal (NGT) for completing the dumpsite remediation, the project is being fast tracked with a targeted completion date of March 31, 2024. Further, this high priority project was discussed in detail during the fourth Implementation Support Mission of the Bank held from May 15 to 19, 2023.

To facilitate the successful completion of the bid process for selection of competent agency / Agencies, extensive market reach out has been done under advice from the World Bank, which has helped in framing the terms of the Bid Document. Accordingly, the bid documents have been prepared for inviting Proposals from eligible Agencies for undertaking the bio-remediation of the indicative quantities of 2.04 lakh cubic metres and 2.27 lakh cubic metres of legacy waste in Cluster 1 and Cluster 2 respectively and this is under the Bank's review.

Cost estimate of remediation

It was reported to the Committee that the PMC has assessed the likely cost of the bio-remediation @ INR 2,048/- per cubic metre, which would translate into a total cost of INR 88.23 Crores for the assessed quantity of 4.31 lakh cubic metres in the 19 dumpsites. This estimate has been worked out incorporating the following costs:

- A. Actual cost of dumpsite remediation based on DSR2018 factoring in the present cost index.
- A. Indicative cost of transportation for the different fractions of recovered material to the consuming points

It was further reported that the transportation cost has to factor in the likely transport cost of RDF to Cement Plants in Karnataka and Andhra Pradesh, since the Government of Tamil Nadu has imposed a ban on movement of RDF to Tamil Nadu from the neighbouring States.



Timelines of the bid process and remediation

The Committee was informed that it is assessed that the bid could be published in July 2023 after obtaining no objection from the Bank with work expected to be awarded in the second week of October, 2023

The actual work could commence concurrently in all 19 dumpsites by the first week of November, 2023, giving a relatively dry period of four to five months for completing the work well before the NGT deadline of March 31, 2024. During the Market Sounding, the potential Bidders had indicated that the work could be completed in 4 to 5 dry months. However, they all had requested for a longer holding time of up to 3 months after 31/03/2024 for progressively clearing the various fractions from the site. However, the realistic cost of the bioremediation would be discovered through a competitive bid process.

Decision:-

1. The Committee approved the proposed framework for implementation of the work of bioremediation in 19 legacy dumpsites across 19 ULBs in Kerala, estimated to contain about 4,31 lakh cubic metres. The Committee directed the Project Director, KSWMP to once again reach out to the three ULBs, which had backed out from the joint arrangements with KSWMP for bioremediation of their legacy dumpsites
2. The Committee approved the proposed Cluster wise approach for initiating the bid process, grouping 8 Dumpsites in Cluster 1 and 11 Dumpsites in Cluster 2, with a total assessed estimated cost of Rs. 41.78 Crores and Rs. 46.49 Crores for Cluster 1 and Cluster 2 respectively.
3. The Committee authorised the Project Director, KSWMP to initiate and complete the bid process and execute contract / contracts with the selected Agency / Agencies for the two Clusters.

Agenda # 6	Strengthening of SPMU
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Decision:-

The Committee have noted the shortfall of staff in core areas of the Project in the event of descopeing component 3 from the PMC of the Project and hence authorised Project Director KSWMP for submitting the proposal to Government for consideration.

Agenda # 7	Interim IEC Arrangement
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It was reported to the committee that based on the decision of the Empowered Committee in its second meeting, an interim IEC arrangement was made for specific deliverables by inviting technical-cum-financial proposals from the Empanelment of the Information & Public Relations Department (I&PRD) and Kerala Startup Mission of the Government of Kerala. The government-constituted Evaluation and Cost Committee evaluated the proposals, and the following agencies were selected for interim arrangements:



1. Likes and Shares Pvt Ltd., Kochi for all Creative Collaterals, except Brochure content development and design
2. Global Innovative Technologies, Kozhikode for Brochure content development and design

It was further reported that, In light of the discontinuance of the services of C-DIT as digital media agency, the absence of an Agency for effective management of Social Media was felt. The Project Director had directed to include social media management in the scope of work of M/s Likes and Shares and to seek a proposal from them. Accordingly, a proposal was obtained from M/s Likes and Shares for social media management. They had quoted an amount of Rs. 1,75,000 (One lakh Seventy-five thousand) + GST per month, which is outside the original scope of work of the interim arrangement. Based on the comments from the procurement team and considering the fee charged by the previous Digital Engagement Consultant, the amount was further negotiated to Rs. 30,000/- per month, which was approved by the Project Director as an additional work. The services of the agency were availed for a month from April 1 to 30, 2023 and they have submitted an invoice amounting to Rs. 30,000 for social media management

Decision:-

1. The Committee have ratified the engagement of the two empanelled Agencies - Like & Shares Pvt Ltd and Global Innovative Technologies for preparing creative collaterals for the interim IEC initiatives.
2. The Committee have ratified the additional work entrusted with M/s Likes and Shares Pvt Ltd for Social Media Management

Agenda # 8	Travelling Allowance to staff
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Decision:-

The Committee recommended to re-submit the proposal of sanctioning payment of TA/DA to the staff to Government as per the existing rules.

Agenda # 9	Interior & Furnishing works for SPMU, DPMU & Campaign Secretariat
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The Project Director presented the requirement of office space and furnishing the same for SPMU ,DPMUs.

Decision :-

1. The Committee authorised the Project Director for remitting the security deposit of Rs.11,22,840/-as requested by KTDFC and execute the agreement for leasing of 1886 sqft at 3rd floor Trans Towers , Vazhuthacaud for SPMU.



2. The Committee also sanctioned to undertake the interior works **1886 sqft at 3rd floor Trans Towers , Vazhuthacaud for SPMU** at an estimated cost of Rs.37,23,150/- excluding GST through SIDCO, accredited agency.
3. To hire on lease 1500 sqft identified by DPMU Ernakulam and authorised PD to undertake the interior and furnishing works for an estimated amount of Rs. 12,40,000/- including GST & Centage through Nirmiti Kendra.
4. To undertake the interior and furnishing of 500 sqft floor space at Civil Station Kozhikode for DPMU and authorised PD, KSWMP to undertake the works at the estimated amount of Rs.7,75,006/- including centage & GST through Nirmiti Kendra.
5. To undertake the interior works in the 510 sqft floor space in the Bus Stand Shopping Complex of Thodupuzha Municipality at an estimate was prepared through Kerala State Nirmiti Kendra for an amount of Rs. 6,90,000/- including centage & GST for DPMU, Idukki.
6. The Committee noted the cost of furnishing the office space for DPMU, Kollam for Rs. 5,63,000/- including GST and ratified the action taken by PD, KSWMP in issuing AS and completing the cost.
7. The Committee noted the urgency in setting up of an office space for Campaign Secretariat and ratified the action taken by PD of awarding and completing the works through SIDCO and authorised PD to sanction and release the payments in this regard.

Agenda # 10	Procurement of Softwares for KSWMP with renewals during the project period.
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The PD, KSWMP presented the need for deploying IT solutions and softwares for GIS, management of HR, offices, communications and performance and project management.

Decision:-

1. The Committee noted the need for deploying an ArcGIS software in the context of spatial planning and other data management requirement of KSWMP and sanctioned the procurement of ArcGis licence through GEM or open tender for an estimated amount of Rs.20 lakhs
2. The committee noted and agreed to the submission of PD; KSWMP on the need of deploying a suitable IT solution for the management of various aspects of HR including tracking the activities and performance of the HR, inter unit and intra unit communication, office administration, document/data management etc under KSWMP. The committee authorised PD, KSWMP to procure a software/system along with Annual Licensing Cost for 4 years at an estimated cost of Rs.25 lakhs per annum through open tender.



3. The committee also approved the proposal of the PD, KSWMP to roll out an attendance recording and monitoring system on trial basis till the commissioning of the Human Resource and Office Management Software/system at an estimated cost of Rs. 5 lakh.
4. The chair and committee noted that KSWMP is highly in need of a project Management tool in light of the wide array of projects under various components at various levels (ULB, Region & State) under KSWMP and approved the proposal of the Project Director to procure MS Project licences for an estimated amount of Rs.20,00,000 per annum excluding GST and assign users or licences at various units and consultants as required for effective monitoring of the project.
5. To procure 25 licences of MS Project as interim arrangement till the completion of procurement as per decision 4 above on a monthly renewal basis.

Agenda # 11

Formation of an executive committee for ULB level Solid Waste Management.

It was informed that the existing organizing committee constituted for ULBs have more than 50 members with the Mayor / the Chairperson, as Chairperson and includes Dy Mayor / Dy Chairperson, Standing Committee Chairperson and Councillors as members. As far as the SWM Plan preparation is concerned, the role of committee is different and it need to have a committee for close monitoring of the Plan preparation process, interpretation of data, gap identifying, problem analysis, technology finalization, environmental and social impact assessment, finalize mitigation measures and identifying other components of the plan. While developing the plan with above activities frequent and consistent consultations would be required with the Mayor / Chairperson and Standing Committee on Health. It was also requested to constitute an Executive Committee from the organizing Committee constituted in Government order GO(RT) No 1068/2023/LSGD dated 20/05/2023 entrusting the task of formulating the SWM Plan and that committee may be termed as SWM Committee as envisaged in the SWM Manual 2016 and PIM of KSWMP.

Decision:-

The Committee sanctioned to constitute SWM Committee drawn from the Organising Committee constituted vide GO(RT) No 1068/2023/LSGD dated 20/05/2023 with the following members by entrusting the task of formulating the SWM Plans. It was also decided to include SWM Engineers of PIU-KSWMP

1. Chairperson : The Mayor / Chairperson
2. Vice Chairperson : Chairperson for health standing committee
3. Members
 - a. The Dy Mayor / Vice Chairperson
 - b. Chairpersons of other Committees (Steering Committee)
 - c. Secretary of the ULB
 - d. City / Municipal Engineer
 - e. Health Officer / Supervisor (1)
 - f. CDS Chairperson



- g. Tribal Extension Officer
- h. HKS Consortium leader
- i. Representative from Merchants association (1)
- j. Women SWM worker (1)
- k. Two/Three members can be nominated from Campaign organizing committee (ULB Chairman/Mayor can nominate)

1. SWM Engineers, PIU-KSWMP

The Committee will be responsible for providing support for the preparation of SWM Plan and implementation of SWM activities. The Committee will also function as Monitoring committee for SWM initiatives of ULBs.

Agenda # 12	Payments to Consultancy Services
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a. Reporting Consultant Payment Status

It was reported to the Empowered Committee that against the 14 Contracts executed with the selected Agencies, the following payments have been released vis-a-vis the Bills raised by the Consultants.

Sl No	Name of the Contract	Name of the Consultant	Total Invoiced Amount as on June 30,2023 (INR in Crore)	Total Released Amount as on June 30,2023(INR in Crore)	Remarks
1	Digital Media Engagement	C-DIT	0.16	0.16	Released payment against the actual deliverables
2	Project Management Consultancy (PMC)	KPMG Advisory Services Pvt Ltd	7.96	1.5	Invoiced for a total period of 15 months. Released 95 % of the first three months, 30% of the remaining eight months up to October 2022. Considering the unsatisfactory delivery of services by the PMC during that period, SPMU would be closely scrutinising the deployment and deliverables during this 8-month period and shall release the payments after



					factoring in the cost implication of the alternate arrangements that were required to be made by SPMU. Scrutiny & release of the remaining payments in progress.
3	Communication Strategy Development	CONCEPT Communications Ltd	0.4	0.35	Released payment against the actual deliverables
4	Stakeholder Satisfaction Survey and Impact Assessment	Sutra Consulting Private Limited	0.24	0.24	Released payment against the actual deliverables
5	Hiring the services of an Institutional Consultant firm for Procurement Activities	Centre for Management Development	62.07	0.67	Invoiced for a total period of 21 months. Released full payment upto September 2022. Scrutiny and Release of the remaining Invoices received in June 2023 are in progress
6	Hiring the services of an Individual Consultant for Procurement Activities	Ajith Mishra	0	0	Deliverables not met
7	Integrated Management Information System (MIS)	KELTRON	1.21	1.21	Released payment against the actual deliverables
8	Technical Support Consultancy Services (TSC)-Package A	Shah Technical Consultants Pvt Ltd	1.4	0.51	Released 60% of the Invoiced Six Months.
9	Technical Support Consultancy Services (TSC)-Package B	IPE Global Limited	1.33	0.8	Released 60% of the Invoiced Four Months.



10	Technical Support Consultancy Services (TSC)-Package C	Shah Technical Consultants Pvt Ltd	1.42	0.46	Released 60% of the Invoiced Six Months.
11	Technical Support Consultancy Services (TSC)-Package D	IPE Global Limited	1.55	0.92	Released 60% of the Invoiced Four Months.
12	Communication and Digital Media Engagement	STARK Communications	0	0	Bills not raised yet
13	CBT and Development of Training Need Assessment	KILA	0	0	Bills not raised yet
14	Technical Consultants for Feasibility Study of SLF	TATA Consulting Engineers Ltd	0	0	Bills not raised yet
	Total		16.95	6.82	

Decision:-

The Committee took note of the payments released so far and accorded approval for the same.

b) Action Plan for releasing payment to the PMC

The bills raised by the PMC, KPMG Advisory Service Pvt Ltd., and the payments released were reported to the Committee:

Invoice Period	Gross Amount incl GST(Rs)	On-account payment released (Rs)	Balance %	Balance to be paid (Rs) incl GST	Proceedings
Dec 2021-Feb 2022	33,06,975	32,24,300	2.50%	82,674	No:332/Fin/2022/KSWMP dated 09/11/2022
March 2022-Oct 2022	3,98,65,325	1,19,59,597	70%	2,79,05,728	No:332/Fin/2022/KSWMP dated 27/03/2023
Nov 2022-May 2023	3,64,41,597	0	100%	3,64,41,597	
Total	7,96,13,897	1,51,83,897		6,44,29,999	



It was further reported that considering the relative non-performance of the PMC during 2022, while releasing the payment of Rs. 1.19 Crores in March, 2023, the Project Director, KSWMP had decided to seek the approval of the Empowered Committee for the subsequent release of payments to the PMC.

It was also reported that the payments to the Consultant were held back primarily due to their failure to deploy the full complement of Resources and also due to the poor quality of delivery in the initial one year from December, 2021. It was further reported that the Consultant has shown a perceptible improvement in the deployment from February, 2023, with a corresponding qualitative improvement in their performance, after KSWMP issued a Notice of Suspension to the PMC on January 17, 2023.

It was further reported that during the fourth Implementation Support Mission the Bank had directed that the Notice of Suspension issued to the PMC may be lifted by the SPMU after ensuring the full team deployment and improved performance.

The Committee was informed that for the release of the remaining payments to the PMC, it is proposed to constitute an internal Committee of Functional Heads of KSWMP to ascertain the opportunity cost of the time loss to KSWMP due to slippages in delivery of services of the PMC and also to ascertain the performance. The pending payments are proposed to be released on the basis of the recommendations of the Internal Committee.

Decision:-

1. The Empowered Committee took note of the amount released to the PMC, vis-a-vis the invoices raised till date and also took on record the factors that led to the withholding of payments.
2. The Empowered Committee also authorised the Project Director, KSWMP to take necessary steps for releasing the remaining dues on the basis of the recommendations of the Internal Committee.

Agenda # 13	Ratification of the action taken for nomination of KSWMP officials for attending the landfill workshop held at Jaipur on 13/03/2023 and sanction of air journeys and other travel expenses of the officials from the funds of KSWMP
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Decision:- The Committee suggested to submit a proposal to Govt

Agenda #14	Ratification of the expenditure incurred towards food and accommodation charges
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It was informed that the Negotiation Meeting of TSC for 4 packages was held during the month of September 2022 and Shri.Ajith Mishra, Procurement Consultant of KSWMP during his term of service had also attended the Negotiation meeting. In this connection, accommodation was also arranged for him for the period from 02/09/2022 to 06/09/2022 (5 days) at Grand Chaithram, KTDC Ltd, Thiruvananthapuram including refreshment charges at an amount of Rs.10,420/- (Rupees Ten Thousand Four Hundred and Twenty Only) which



was paid from the funds of KSWMP. Subsequently, the contract with the consultant was terminated and hence requested to ratify the expenditure incurred for the purpose

Decision:- The Committee took note of the above

Agenda # 15	Formation of a Committee for developing guidelines to be followed for setting up MCF/RRF facilities as per architectural design developed by Architect Dr. Shankar and his firm Habitat.
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MCF/RRF facilities help in managing (storing, segregation and processing) of about 30% of the waste generated by an LSGL. But most of these facilities have failed in providing the expected level of service owing to reasons like lack of space, proper ventilation, insufficient air flow, required infrastructure etc. Many are prone to the risk of fire and other hazards.

In the above context, it is required to have properly designed MCF/RRF facilities, addressing the issues mentioned, and that would appear as a leisure spot more than a non-biodegradable waste storing/processing space.

With this intention, using the provision (Clause 10.4 of Procurement Manual, KSWMP) to appoint an external individual Consultant, KSWMP had requested renowned architect Dr. Shankar to provide a model design for MCF/RRF, incorporating all the requirements. Dr. Shankar, through his firm, Habitat Technology Group, an accredited agency, has now provided designs for various land extent. The design takes into account the 3R principle of Reduce, Reuse and Recycle, in the selection of building materials and ensures proper space, ventilation, air circulation, in addition to having the possibility of using solar power through roof top solar panels.

In order to materialise the design, a proper guideline to take the service of the accredited agency Habitat Technology Group is to be framed and approved from Government for using it by ULBs and Panchayaths. For this, it is suggested that a technical committee may be formed with the following members to give recommendations to the government for issuing required Government order.

1. Chief Engineer, LSGD
2. Director, Solid Waste Management, Suchitwa Mission
3. Director/Representative, Clean Kerala Company Limited
4. Urban and Sanitation Expert, KSWMP

The ToR for the committee may include

1. Approval of estimate of the design prepared by Habitat
2. Approval of rates for architectural consultancy
3. Fixing the terms for using Habitat as an implementing agency.



Decision to be taken:

The EC have approved the proposal from KSWMP to form a Committee under the chairmanship of CE, LSGD to prepare the guideline to make use of the service of the accredited agency M/s Habitat for the design/implementation of MCFs or RRFs by the Local Bodies with the suggested ToR.

Agenda #16

'Maattam'- Workshop for Urban Local Bodies

The Deputy Project Director informed that KSWMP has organised Maattom two-day residential training programs for the team members of ULBs consisting of elected representatives and key officials. The overall objective of the training is to ensure ownership and involvement of ULBs in planning, implementing, and operating solid waste management systems in the ULBs. Specific objectives are:

- a. To equip the ULBs to understand the solid waste management challenges and addressing it through ULB specific solid waste management plan
- b. To orient the ULBs in identifying and prioritizing critical issues in the respective ULBs.
- c. To generate the feeling of ownership and the need for teamwork at ULB level for the successful implementation of SWM projects.

Participants

The participants of the program will be Mayor/Municipal Chairperson, Health Standing Committee Chairperson, Corporation/Municipal Secretary, Municipal Engineer, Health Official in-charge of SWM in the Municipality, PIU SWM Engineer, Joint Director, LSGD- from each district

Total 584 people are proposed to be trained in 4 batches each consisting of 128-167 participants. It is proposed to cover 20-27 ULBs in each batch as detailed below.

Expected output

- a. Pro-active involvement of ULBs in solid waste management program
- b. Clearly identified solid waste management issues in the ULB
- c. Identification of challenges and mitigation measures in the SWM project implementation
- d. Sub project identification and its prioritization.

It was also informed that the state level inauguration of the 'MAATTAM' workshop was done by Hon'ble Minister for LSGD on 3rd July 2023 at Hotel Uday Samudra, Kovalam. Additional Chief Secretary-LSGD; Principal Director-LSGD; Chairman-Chamber of Municipal Chairpersons; Director-Urban Affairs, ED-Suchitwa Mission; MD-CKCL, PD and DPD-KSWP also attend the inaugural session. The first workshop held at Kovalam on 3-4 July was attended by the Chairpersons, Health Standing Committee Chairpersons, Secretaries, Health Officials, Municipal Engineers, PIU-SWM engineers from Thiruvananthapuram, Kollam, Pathanamthitta and Alappuzha districts.



Three remaining workshops are proposed to be conducted in July, and the Hon'ble Minister for LSGD has kindly consented to attend all these workshops. In this regard, KILA- the lead agency for training, has submitted a proposal for conducting four regional workshops to cover all 93 ULBs.

Total estimate for four regional workshops is estimated to Rs.55.48 lakhs.

Decision:-

The Empowered committee approved the proposal and budget for 'MAATTAM'- regional workshops for Urban Local Bodies.

Agenda # 17	Acquisition of private land for regional SLF at Kozhikode, Palakkad and Kollam under Cluster 2, 3 and 5 respectively.
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The Project Director presented the need for land for the establishment of SLF at regional levels in 5 clusters in the state and the screening criteria for the selection of suitable land parcels. PD reported the status of land transfer at Cheemeni in Kasaragod in Cluster 1 and reported that the Feasibility Study at Ambalamedu in Cluster 4 is on track and is progressing as planned. Committee noted the status of land identification for clusters 2,3 and 5. The PD informed the committee that the Site Suitability committee under the chairmanship of Chief Town Planner submitted the report on site suitability.

The chair noted the following

1. The 25 acres of private land identified at Panappuzha Village in Kannur district in cluster 1 as an alternate candidate site.
2. The 25 acres of private land identified at Engappuzha village in Kozhikode district in cluster 2.
3. The total extend of 38 acres of land identified at Palakkad comprising of private land and land under the possession of KSIDC for cluster 3
4. The 55 acres of private land identified at Erooor village in Kollam district for cluster 5
5. Status of reports from respective DCs of Kannur, Kozhikode, Palakkad & Kollam
6. The proposal of KSWMP for acquisition/purchase of land at Kanjikode in Palakkad (including private land and land under the possession of KSIDC) and private land at Pathady in Kollam for clusters 3 and 5 respectively.

Decision:-

1. To expedite the reports from District Collectors
2. Project Director to submit the individual proposals for land acquisition/purchase to the Government based on the reports from DCs.
3. Request Government to issue AS for purchase /acquisition of land.
4. To propose the development of road access with a minimum ROW of 7m (as per SWM Rules 2016) to maximum of 12m (as proposed by the committee), subject to need based on the availability of land and the recommendation of the Feasibility Study on case to case basis.



5. To undertake acquisition /purchase of land and rehabilitate the residences within 200m from the core area of the proposed SLFs as per SWM Rules 2016, if required after the Feasibility Study following due process and securing necessary sanctions.

Agenda # 18	Purchase of land for ULB level SWM facilities
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The committee observed that various ULBs are scarce of land for establishing various SWM facilities. The committee also took note of the individual proposals submitted by Mananthawady, Nilambur & Cherpulassery Municipalities.

Decision:

PD, KSWMP to submit a strategy for funding assistance under KSWMP to ULBs for purchase of land for establishment of SWM facilities

Agenda # 19	Appointment of additional SWM Engineers in 6 Municipal Corporations
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PD, KSWMP informed that at present only one SWM Engineer each has been appointed at the Project Implementation Unit (PIU) in all the 93 ULBs in the state. It was informed that apart from the KSWMP project works, these engineers are working on several tasks assigned to them by the Municipal secretaries. Moreover, these engineers have a pivotal role in the preparation of Detailed Project reports (DPRs) of the projects under KSWMP. They are involved in various aspects of DPR such as the preparation of site plans, estimation, etc. When the construction works commence as part of the KSWMP projects in the Corporations, these engineers also have to supervise the works to ensure the quality and safety of the projects. Additionally, the Corporations are currently undertaking several important initiatives as directed by the honourable high court vide ref. (WP(C) No. 7844 of 2023 (S)). The following table shows the basic details of the six Corporations and the number of required additional SWM engineers.

ULB	Wards	Population (2023)	Total Waste Generation (Tonnes per day)	KSWMP Fund (Crores)	Additional number of SWM engineers required
Thiruvananthapuram	100	10,57,751	472	114	2
Kollam	55	401328	160.5	45.7	1
Kochi	74	602046			1
Thrissur	55	333447	127	37.2	1
Kozhikode	75	684269	382	71.8	1



Kannur	55	262195	133	27.4	1
Total					7

Decision:-

The Committee noted the above facts and authorised PD KSWMP to submit a formal proposal to the Government for consideration.

Additional Agenda 1

Engaging Administrative Assistant at SPMU KSWMP on working arrangement basis

Project Director informed that Smt.Abitha Beegam, Computer Programmer, Kerala State Beverages Corporation has submitted an application stating willingness for working as Administrative Assistant in SPMU on a working arrangement basis without any financial commitment to KSWMP. As the engagement would not make any financial burden to KSWMP, it was requested to consider the application of Smt.Abitha Beegam to join as Administrative Assistant in KSWMP on working arrangement basis

Decision:-

The applicant may be informed to obtain a Government Order for joining as Administrative Assistant in KSWMP on working arrangement from the serving organisation without any financial commitment to KSWMP through proper channel.

Additional Agenda 2

Delegation of Powers to the Deputy Project Director

Project Director informed that the Deputy Project Director has been assigned much duties and responsibilities in the Project and is the immediate supervisory access to the officers of SPMU, DPMU, PIUs, SPMC, TSCs and several consultancy services engaged under this Project and hence it is desirable to delegate powers to the Deputy Project Director to take time saving actions to implement the project and for enabling the office functions in a speedy and time bound manner. It was requested to delegate the following powers to the Deputy Project Director so as to ensure smooth functioning of office

1. To issue payment orders and to adjust vouchers in respect of petty office expenses to be incurred out of the office imprest account without exceeding a limit of Rs.10,000/- (Rupees Ten Thousand Only) at a time.
2. To issue payment orders to incur any other ordinary administrative expenditures necessary for the day-to-day running of the SPMU with a monetary limit of Rs.25,000/- (Rupees Twenty Five thousand only) per bill claim.



3. To forward copies of signed orders, circulars, letters etc to the concerned for and on behalf of Project Director

Decision:-

The Committee noted the facts pointed out by the PD and delegated the aforementioned powers to the Deputy Project Director, KSWMP for the smooth functioning of this Project

The meeting ended by 04:00 pm.



Sarada

CHAIRPERSON

Sarada Muraleedharan IAS
Additional Chief Secretary
Local Self Government Department
Government Secretariat
Thiruvananthapuram.

