



GOVERNMENT OF KERALA

Abstract

All India Services – IAS Officer Trainees of 2025 Batch – Headquarters Training & District Training – Training Schedule - Orders Issued.

GENERAL ADMINISTRATION (AIS - A) DEPARTMENT

G.O.(Rt)No.1949/2026/GAD Dated, Thiruvananthapuram, 25-04-2026

- Read: 1. GO.(Ms) No.327/2017/GAD dated 03.11.2017.
 2. G.O.(Rt) No.1309/2026/GAD dated 16.03.2026.
 3. G.O.(Rt) No.1812/2026/GAD dated 18.04.2026.
 4. Letter No.175/P2/2026/IMG dated 19.03.2026, 13.04.2026 and 20.04.2026 received from the Director, Institute of Management in Government, Thiruvananthapuram.

ORDER

As per the Government Orders read as 2nd & 3rd papers above, IAS Officer Trainees of 2025 batch have been posted to the Districts as detailed below and they were directed to report before the Director, Institute of Management in Government on 27.04.2026 FN.

- i. Shri Hritwik Ranjan IAS - Ernakulam.
- ii. Ms. Malavika G. Nair IAS - Kozhikode.
- iii. Ms. Preethi A.C IAS - Thrissur.
- iv. Ms. Swathy S IAS - Kannur.
- v. Shri Vishnoi Dinesh Hapuram IAS - Thiruvananthapuram.

2. The training schedule of the Officers is ordered as follows:

Sl. No.	Description of attachment / assignment	Co-ordinator	Place of Training	Deliverables expected	Date

1.	Joining at the ATI (complete all joining formalities)	DG/Director, State ATI	State ATI	<ul style="list-style-type: none"> • Call on Chief Secretary, State Police Chief, ACS, PS, Secretary, and other senior functionaries. • Complete joining formalities, briefing on district training schedule. • Familiarisation with the administrative structure of the state and district – legislature and executive. • In – depth understanding of local laws and their historical context. • Understanding of the form and nature of state governments key interests and priorities – state schemes /flagship programs and projects / key state policies. 	April 27th to May 20th, 2026
1.1	Attachment with ILDM	Director ILDM	ILDM	<ul style="list-style-type: none"> • Land revenue Administration and Land Laws 	May 21 st to May 23 rd 2026
2.	District Administration – the Office of	District Magistrate / District Collector	District HQ	<ul style="list-style-type: none"> • Report to the District Magistrate / Collector. 	May 25 th - June 16 th 2026

Collector/District
Magistrate

- Understanding of the establishment of the Office of DC / District Magistrate/ - key sections, delegation of powers, process of the Collector/ DM's court principal state acts/ laws being heard in Collector's Court, district record room.
- Understanding of process and functions of major district offices -District food Supplies Office (PDS) - District Mining office, NIC, Elections, District Registrar, Registrar Cooperatives, District Excise office, Consumer disputes Redressal, Information & Publicity.
- If state/ local body elections are scheduled in the district, OT is expected to gain understanding of election management by working closely with the Deputy DEO.
- Understanding the processes that go into organizing

				<p>large events - state/ national level, VIP visits and management of large melas processions.</p> <p>Shadowing the D M/ nodal Officer for such events is expected.</p> <ul style="list-style-type: none"> • Understanding of financial management at the district level - the modern treasury - financial management software in place treasury procedure including duties and responsibilities of a DDO. • Obtaining hands on – training in posting and passing bills, verification of compliance of audit objections • Inspection of strong rooms and treasury /sub treasury 	
3.	Urban Governance - Municipal Corporation	Municipal commissioner of the nearest Municipal Corporation	Concerned ULB	<ul style="list-style-type: none"> • Understanding the planning process. • Understanding the administrative structure for urban governance in the ULB. • Understanding the execution of SBM 2.0 initiatives (making cities garbage free, creating behavioral 	June 17th -June 29th 2026

- change, etc.)
- CSS Schemes, Role of Finance Commission.
 - Understanding the Professional relationship between the Council and Secretary.
 - Deep dive into key urban infrastructure / urban services/urban beneficiary oriented schemes.
 - Understanding the execution of Swachh certification protocols-ODF++, Water+ and waste to wealth interventions, work on remediation of legacy dumpsites.
 - Understanding of urban reform process (AMRUT) - credit rating of the corporation, energy efficient Street lighting/ energy audit of water pumps, online building permission systems/ single window permission systems.
 - Understanding operations of key utilities - water supply sewerage SWM.
 - Understanding of

				<p>urban finance – budgeting, mobilization of own source revenue - property and utility taxes - mechanism for assessment and collection, comparison of key operational costs with recoveries.</p> <ul style="list-style-type: none"> • Understanding of urban transport - city bus service, feeder transport and multi-model integration. 	
4.	Understanding design and execution of infrastructure projects	Executive Engineers - PWD/PIU PHED, Electricity DisCom , Water resources/ irrigation	District HQ/ Project Site	<ul style="list-style-type: none"> • Deep dive into flagship infrastructure projects of the State government - roads and highways, irrigation, rural water supply, electricity, renewable energy, warehousing, small and major ports, etc. • Understanding of contract planning and design - scope of work, bidding parameters, evaluation criteria. • Understanding contract financing, contractual deliverables, SLAs in service contracts. 	June 30 th - July 6 th 2026

				<ul style="list-style-type: none"> • Understanding of contract administration, project monitoring tools, method of bill payment. 	
5.	Rural Governance - a) District Panchayat	President, District Panchayat	District HQ	<ul style="list-style-type: none"> • Understanding the planning process. • Understanding the administrative structure for rural governance in the district. • Deep dive into PMA Y (Rural) – interaction with at least 5 beneficiaries. • Understanding of SBM and key flagship RD schemes of state government • Understanding the nuances of rural governance through participation in Council meetings • Understanding and analysis of water rejuvenation project like – Aadipampa – Varattar river – Kanampuzha river project, Kuttamperoor river, River rejuvenation under Haritha Keralam, Amrit Sarover Yojna in terms of impact on rural economy. • Understanding of Mission 	July 7 th – July 13 th 2026

				<p>Antyodaya.</p> <ul style="list-style-type: none"> • Exposure to contracting, monitoring and supervision framework in PMGSY. • Field visit for impact assessment of MGNREGS interaction with 5 beneficiaries and inspection of 5 community assets. • Interaction with at least 5 women SHGs created under NRLM/ equivalent states schemes such as Kudumbasree - understanding of group lending modality and micro-enterprise dynamics. • Understanding of the establishment, functions, framework of accountability of the District Panchayat. 	
6.	Rural Governance-District Planning and Statistics, Aspirational districts	President, District Panchayat, District Development Commissioner, District Planning Officer (Block /Grama panchayat)	District HQ	<ul style="list-style-type: none"> • Understanding framework of MPLADS/MLALADS, Aspirational District program - interventions made in 6 identified sectors, delta ranking 	July 14th – July 18th 2026

				<p>over the years.</p> <ul style="list-style-type: none"> Understanding the decentralized planning process - preparation of the district plan, functions and role of the District Planning committee 	
7.	Understanding scheme execution in rural areas – the Block Panchayat	President, Block Panchayat	Block HQ	<ul style="list-style-type: none"> Understanding of the establishment of a Block Panchayat, role of the elected body and accountability framework in place. Understanding the process of execution, monitoring and review of key state and union government schemes. Understanding the systems in place for collection, compilation and updation of data pertaining to key schemes and projects - modalities of engagement with Gram Panchayats. 	July 20th to July 25th 2026

8.	Understanding village administration- the Gram Panchayat	President ,Block Panchayat and Secretary of GP	Block/ Gram Panchayat HQ	<ul style="list-style-type: none"> • Understanding village dynamics and the role of different grassroots functionaries (OT is expected to stay in the village during this period and interact closely with people and functionaries). • Understanding of the functions of Gram Panchayat Secretariat - system to record and update information, management of fund flows, implementation of schemes and social welfare functions. • Understanding how Gram Sabha works - attending a Gram Sabha and observing the proceedings 	July 27th – July 31st 2026
9.	Understanding design and delivery of beneficiary oriented schemes	DM/DC	District/ Block/ULB/ Gram Panchayat HQ, as the case may be	<ul style="list-style-type: none"> • Flagship schemes of the state government, PM Svanidhi, PMAY (Urban), PMAY (Rural), PM KISAN, AB- PMJAY, PM Ujjwala, Social security schemes – NOAPS, IGWPS and state schemes, if any • Understanding of the beneficiary application/ selection process. 	Aug 1st to Aug 7th 2026

				<ul style="list-style-type: none"> • Understanding of the modality of transfer of benefit, framework for scheme administration and monitoring. • Understanding of direct impact and externalities after interaction with at least 3 beneficiaries per scheme. • Assessing efforts towards scheme saturation for identified schemes 	
10.	Public Health	Chief Medical and Health Officer	District HQ	<ul style="list-style-type: none"> • Deep dive into the ecosystem of the District Hospital – HMIS, OPD and IPD trends, utilization of PMJAY incentives / similar scheme of state government if any, evaluation of housekeeping services and SOPs for hospital based care, referral transport services (108 ambulance), assessment of service availability – dialysis, CT scan, ultrasound, advanced Pathology services, cancer care, free drugs (PM Jan Aushadhi) and diagnostics initiative. • Understanding of the health system's establishment at the district, block and sector levels – roles and responsibilities. • Understanding of t 	August 10th – August 18th 2026

				<p>he PMJAY ecosystem in a private hospital utilization of packages, Turn-Around-Time (TAT) for Bill reimbursement, issue of AB cards (if a state level health insurance scheme is implemented by the state government, similar understanding of the state scheme to be achieved) Ayushman Bharat Digital Mission/e health kerala -state level program on citizen health records.</p> <ul style="list-style-type: none"> • Deep dive into Comprehensive Primary Health Care (CPHC) through Health and Wellness Centers – visit to HWCs at PHC and Urban PHCs. • AYUSH initiatives for wholesome health and wellness. • Understanding of the role of Community Health Officer. • Availability of mandated drugs, diagnostics and teleconsultation services. 	
10.1	Nutrition-POSHAN	District Program Officer - Women And Child Development	District / Block/ULB/Gram panchayat HQ, as the case may be	<ul style="list-style-type: none"> • Understanding the nutrition systems' establishment at district, block and sub-block levels • How is communication being attempted at the field level 	August 19th – August 31st 2026

				<p>vel understanding role of community and mechanisms for engaging local community and in Anganwadi operations in the state.</p> <ul style="list-style-type: none"> • POSHAN abhiyan/ Equivalent state intervention around nutrition - how is tracking and monitoring of child health and nutrition status done? POSHAN tracker / state level application if any. • How effective is IEC for nutrition at the village level? • Visit to Nutrition Rehabilitation Centre - understanding protocols, follow up and effectiveness. • Understanding the role of Anganwadi Worker and ASHA - interacting with at least 3 AWWs, 1 supervisor to understand the scope of their responsibilities. 	
11	Education - NIPUN Bharat	District Education Officer/ DPC - SSK	District/Block /ULB/ Gram panchayat HQ, as the case may be	<ul style="list-style-type: none"> • Understanding the education systems' establishment at the district, block and sub block levels - roles and responsibilities. • Visiting 2 primary, 2 middle and 1 high/ higher secondary school in rural areas – und 	Sep 1st – Sep 9th 2026

				<p>erstanding student – teacher ratios, availability of specialized teaching staff, teaching aids, skills and competencies of teaching staff, infrastructure including digital, methods for teacher incentivization.</p> <ul style="list-style-type: none"> • Understanding of foundational literacy and numeracy skills of students - primary and middle and performance of students in standardized exams - higher and higher secondary. • Understanding the process of application screening, selection of students and school reimbursement under RTE. • Deep dive into state specific interventions in education - special schools like EMRS or vocational education projects. • Understand organization and functioning of higher education institutions – state – run, aided and private, and issues related to quality HR creation catering to demands of job market 	
12.	Agriculture and allied sectors	District Agriculture Officer, PD-ATMA,	Agriculture extension offices a	<ul style="list-style-type: none"> • Understanding of important schemes/interventions of th 	Sep 10th - Sep 24th 2026

		District Horticulture Officer	t District/Block/Village HQ, as the case may be	<p>e state government in agriculture, horticulture co-operatives, fisheries, a nimal husbandry a nd dairy sectors in cluding extension services.</p> <ul style="list-style-type: none"> • Understanding the execution of Per Drop More Crop interventions of state government /PMK SY. • Understanding Crop insurance- method of assessment of loss, insurance process and settlement of claims. • Understanding the input cost, subsidy process, output, income and market scenario for 1 khari f and one rabi crop grown in the district, interact with at least 3 small / marginal farmers and 1 big farmer. • Understanding state government's effort for crop diversification. • Interacting with members of a Farmer Producer Organisation (FPO)- mobilisation of agriculture inputs, market linkages and profitability. • Agriculture infrastructure initiatives of the state government/AIF initiative. 	
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13.	The skills ecosystem -skill India	Principal District ITI, District Employment Officer	District/ Block HQ, as the case may be	<ul style="list-style-type: none"> • Visit to the district ITI and block level SDC. • Understanding of trades taught at ITI/SDC, new trades introduced in line with market demand and if any, curriculum revision if executed linkages with local industry, placements scenario, apprenticeship associations if any. • Visit at least 3 skill training programs being executed under PMKVY, state schemes for skill development – assessing training quality, market linkages available with training agencies, placement scenario in last three years. • Visit a job fair if and when organized in the district – organization, placement offers and retention rates. • ASAP • Understanding how skill development programmes conducted by different departments are dovetailed at the district level - coordination mechanism for data collection and review 	Sep 25th – Sep 30th 2026
14.	ODOP – local to	District Indust	District/Bl		Oct 1st –

	global	ries Officer / MSME officer	ock/Village HQ/, as the case may be	<ul style="list-style-type: none"> • Understanding selection of the O DOP product. • Visiting producers of ODOP product - understanding process of input mobilization, unit economics of the product. • Understanding the framework of processing, packaging and productivization - visit to relevant units/ interaction with relevant stakeholders, attending training and capacity building programs - if in place - for stakeholders. • Understanding market linkages achieved - is product available on e-Commerce portals, have export linkages been developed etc. 	Oct 6th 2026
15.	Social inclusion	District Social Justice Office	District/Block/Grama panchayat HQ, as the case may be	<ul style="list-style-type: none"> • Tribal rights, livelihoods and community forest management under FRA - in tribal districts • Women involvement in the workforce- understanding the role of 	Oct 7th – Oct 12th 2026

				<p>NRLM/NULM state government interventions with women SHGS and in skill development and economic empowerment of women, Beti Bachao Beti Padhao.</p> <ul style="list-style-type: none"> Nasha Mukht Bharat Abhiyan <p>Visit to an old age home an orphanage, District One Stop Center, DDRC and CWSN school in the district - understanding inclusion efforts and constraints Schemes run by departments of social welfare, minority affairs, welfare of SC/ST , ex- servicemen welfare, etc.</p>	
16.	Financial inclusion	Lead Bank Manager	District /Block / ULB/Gram panchayat HQ , as the case may be	<ul style="list-style-type: none"> Understanding the district credit plan approved in district level credit committee. Deep dive into PM Jan Dhan Yojana, PM Jeevan Jyoti Yojana and PM Suraksha Bima Yojana or similar insurance schemes of state government - understanding scheme 	Oct 13th – Oct 16th 2026

				<p>administration, the process of claim filing and TAT for claim processing.</p> <ul style="list-style-type: none"> • Understanding the role of Banking Correspondent/ VLE in securing financial inclusion in rural areas constraints faced- shadowing a BC/VLE on a service day in a village. • Understanding the role of UPI and JAM (Jan-Dhan, Aadhar and mobile) in ushering in financial inclusion - studying the growth in financial transactions in rural and urban areas over the last 5 years 	
17.	Good governance maximum governance minimum government	District e-governance Manager/ ADM	District HQ	<ul style="list-style-type: none"> • Citizen grievance redressal mechanisms available in the district - state level helpline if any, SOPs, monitoring mechanism. • Kerala Right to Public Service Act 2025 - Citizen Charter if in place in the state - services covered, implementation modalities, deemed service 	Oct 17th – Oct 24th 2026

				<p>s delivery.</p> <ul style="list-style-type: none"> • Document free Government Process Re-engineering Initiatives implemented and assess its impact in improving service delivery. • Kiosks for citizens service delivery - visit to one such centre - understanding the scope of service being delivered, timeliness of service delivery, ease of access. • Single citizen database if any implemented by the state - databases integrated, architecture of integrated database and access protocols. • Single service delivery portal, if any, available for availing public services in the state - understanding how single portal fetches data, records, certificates and generates service required. 	
18.	Ease of living & doing business	District Industries Office, Municipal Corporation, PCB Office, District Forest office	District HQ	<ul style="list-style-type: none"> • Understanding the landscape of clearances required by a typical MSME/ start-up to start and sustain a business in your district - int 	Oct 26th – Nov 7th 2026

				<p>eract with an MS ME founder/ start-up founder in the district and map the clearances and compliances department wise - understanding the process flow for these clearances / compliances – are some of these still relevant?</p> <ul style="list-style-type: none"> • Understanding of the processes that go into single window clearance system in place in District Industries Office/ULB/ PCB Office/ SDM Office/Collector’s office - are these processes efficient and effective? • Visits to local industries – automobile, pharmaceutical, chemical, petrochemical, etc. 	
19.	Law and Order	Superintendent of Police	District / Police Station	<ul style="list-style-type: none"> • Understanding of policing systems’ establishment in the district. • Understanding execution of warrants/ summons, police report in security proceedings, coordination with local magistracy in different situations, especially law and order. • Understanding how cases are registered and processed under various sections in BNSS Under 	Nov 9th – Nov 13th 2026

				<p>Understanding of rapid response system - eg Dial 100, CCT NS or any state level digitization effort in policing.</p> <ul style="list-style-type: none"> • Understanding how a police station works - Record Keeping, citizen interface, collation of Intelligence, night patrolling with the station incharge, understanding, VIP Protocol/ bandobast during important events. • Understanding the establishment of District Police Line, role of Reserve Police during law and order situations, working with paramilitary and military in times of crisis/ emergency, etc. 	
20.	Forest management and community participation	District Forest Officer	District/Range HQ or at the forest area, as case may be	<ul style="list-style-type: none"> • Understanding the establishment of the forest department in the district. • Understanding how annual plan is formulated. • Understanding efforts for regeneration of degraded forest, role of JFMCs/ local forest committees in the state and role of community in forest management. • Issues between revenue and forest - di 	Nov 16th – Nov 19th 2026

				<p>spute resolution mechanisms.</p>	
21.	Understanding the judicial process – District Judge /CJM	District Judge	District	<ul style="list-style-type: none"> • Observation and development of skills for the performance of quasi-judicial functions – hold trials, conduct inquiries, record dispositions, appreciate evidence, draw up orders and write judgments • Exercise of powers of Judicial Magistrate and disposal of assigned cases 	Nov 20th – Nov 27th 2026
22.	Land management – Village Office, Tehsildar	Tehsildar/RI	Tehsil/Taluk/ Revenue Circle / Revenue village	<ul style="list-style-type: none"> • Understanding basic revenue functions – demarcation of land, issue of copies of land records, recording undisputed mutations/partition, updation of land records, recording and reporting encroachments (OT is expected to accompany the Tehsildar, Village Officer during her / his visit to a village for performance of any of the above functions) 	Nov 28th – Dec 3rd 2026
23.	Land management - Tehsildar	Tehsildar	Tehsil/Taluk HQ	<ul style="list-style-type: none"> • Understanding the gamut of functions – as a revenue officer and executive 	Dec 4th – Dec 5th 2026

				<p>magistrate, as a key protocol functionary, role in public grievance redressal / event management / disbursing relief / disaster management.</p> <ul style="list-style-type: none"> Understanding the office of Tehsildar – revenue and magisterial court, functionaries in office and their tasks 	
24.	Microcosm of district administration – administering a sub-division	SDM	Sub-divisional HQ	<ul style="list-style-type: none"> Understanding the establishment of office, key roles, monitoring and review function (programs and projects), role as a revenue officer and executive magistrate 	Dec 7th – Dec 24th 2026
25.	Independent charge – CEO, JP/BDO	District Collector / District Magistrate	HQs of place of duty	Discharging duties while holding independent charge of key district offices	Dec 26th – Dec 30th 2026
26.	Independent charge – Chief Municipal Officer				Dec 31st 2026– Jan 5th 2027
27.	Independent charge – Tehsildar				Jan 6th – Feb 6th 2027
28.	Acculturation to the state “KERALA DARSHAN”	Tourism Department, DG/Director, state ATI	State ATI	Understanding geography, history, culture, socio-economic practices of the State	Feb 8th – Feb 20th 2027

29.	Independent charge – SDM / SDO				Feb 22nd – March 12th 2027
30.	Advocate General attachment			<ul style="list-style-type: none"> Understanding judiciary – executive interface: the office of Advocate General, filling affidavits, replies, PIL, contempt of court, courts digitization, case management software, wherever applicable 	March 15th and 16th 2027
31.	Land Management – Survey and Settlement training	Commissioner Land Records and Settlement	State SST	<ul style="list-style-type: none"> Understanding land management in the state- systems for preparation, updating and maintenance of land records, modern methods for survey of land and recording rights – PM Swamitva / equivalent state scheme 	March 18th – March 20th 2027
31.1	Attachment with ILDM	Director ILDM	ILDM	<ul style="list-style-type: none"> Land revenue Administration and Laws 	March 22nd to March 25th 2027
32.	Departmental Exams	Chairman PSC	PSC		March 26th – April 17th 2027
33.	Attachment with Forensic Department	Principal, Tiruvandrum Medical College & HOD, Forensic Medicine Department	Government Medical College, Tiruvandrum	Understanding the medico-legal interface: observation of post-mortem procedures, interpretation of injury and autopsy reports, and understanding the protocols for the co	19th April 2027

				llection, preservation, and evidentiary evaluation of forensic evidence in legal proceedings	
34.	Governance at the state level, policymaking the state, understanding interfaces between state and Union Government – understanding key state priorities, policies and expectations, & debriefing	DG/Director, State ATI	State ATI	<ul style="list-style-type: none"> • Call on key civil and political functionaries. • Understanding the functions at State Secretariat. • Attachment with Government of India institutions located in the State such as Railway regional office, IT, GST, C&E. • Understanding canons of financial propriety – Office of the Principal Accountant General: understanding audit as a concept and practice, key points to be adhered while incurring public expenditure. • Summing up the learnings of the District Training. • Peer – learning and experience sharing among OTs who have trained in different districts 	April -20th April 24th 2027
				Total duration =	52 weeks

3. While undergoing training in the State Headquarters, the Non-Keralite Officer Trainees will attend the Malayalam coaching classes conducted by the State Institute of Languages, Thiruvananthapuram. The Director, State Institute of Languages will make necessary arrangements for their Malayalam classes, accordingly.

4. The Director, Institute of Management in Government and the District Collectors will make all arrangements for the effective imparting of the training programme and give proper guidance to the IAS Officers Trainees.

5. The Director of Survey & Land Records will draw an appropriate programme for Survey Training.

6. The Officer Trainees will be allotted rooms in the Government Guest Houses on rent free basis up to the end of their training, for which the Officer Trainees should submit their options as per the conditions in the Government Order read as 1st paper above.

7. The Officer Trainees should have to submit reports like village study/district report/experience sharing presentation/cases on CrPC, IPC etc. to the Government and to the Director, Lal Bahadur Shastri National Academy of Administration, Mussoorie with copy to the respective Collectors and the Commissioner of Land Revenue.

8. Detailed itinerary regarding Kerala Darshan Programme will be issued separately.

(By order of the Governor)
RAJESH G R
ADDITIONAL SECRETARY

To:

1. The Director General, Institute of Management in Government, Thiruvananthapuram.
2. The Secretary (Revenue) Department.
3. The District Collector, Thiruvananthapuram/Ernakulam/Thrissur/Kozhikode /Kannur.
4. The Land Revenue Commissioner, Thiruvananthapuram.
5. Shri. Hritwik Ranjan IAS.
6. Ms. Malavika G. Nair IAS.
7. Ms. Preethi A. C. IAS
8. Ms. Swathy S IAS.

9. Shri. Vishnoi Dinesh Hapuram IAS
10. The Principal Accountant General (A&E) Kerala, Thiruvananthapuram.
11. The Accountant General (Audit) Kerala, Thiruvananthapuram.
12. The Chairman, Kerala Public Service Commission, Pattom PO, Thiruvananthapuram.
13. The Director General of Police, Thiruvananthapuram.
14. The Registrar of High Court, Kerala, Ernakulam with (C/L).
15. The Principal Chief Conservator of Forests and Head of Forest Force, Forest Head Quarters, Thiruvananthapuram.
16. The Secretary, Legislature Secretariat.
17. The Deputy Inspector General, CRPF, Pallippuram, Thiruvananthapuram - 695316.
18. The Director, Vigilance and Anti Corruption Bureau, Thiruvananthapuram.
19. The Registrar, Kerala Lok Ayukta, Thiruvananthapuram.
20. The Director, Institute of Land and Disaster Management, Thiruvananthapuram.
21. The Secretary, Land Board, Thiruvananthapuram.
22. The Director, Survey & Land Records, Thiruvananthapuram.
23. The Director, Panchayat Department / Urban Affairs Department, Thiruvananthapuram.
24. The Director of Treasuries, Thiruvananthapuram.
25. The Secretary to Government of India, Department of Personnel & Training, Government of India, New Delhi.
26. The Director, Scheduled Caste Development Department / Scheduled Tribes Development Department, Vikas Bhavan P.O, Thiruvananthapuram.
27. The Director, Social Justice Department, Vikas Bhavan P.O., Thiruvananthapuram.
28. The Director, Fisheries Department, Vikas Bhavan, Thiruvananthapuram.
29. The Director, IT Mission, Vellayambalam, Thiruvananthapuram. 29. Ezhimala Naval Academy, Thaliparamba Taluk, Kannur.
30. The Director, Lal Bahadur Shastri National Academy of Administration, Mussoorie, Uttarakhand State.
31. The Commissioner, Rural Development Department, Thiruvananthapuram.
32. The Executive Vice Chairperson, Haritha Keralam Mission,

- T.C2/3271(3)(4), Kattanadu Lane, Pattom Palace P.O., Thiruvananthapuram.
33. The Chief Executive Officer, Life Mission, Government Secretariat, Thiruvananthapuram.
 34. The Mission Secretary, Aardram Mission, Government Secretariat, Thiruvananthapuram.
 35. The Chief Executive Officer, Education Mission, Government Secretariat, Thiruvananthapuram.
 36. The Director, State Institute of Languages, Thiruvananthapuram - 37.
 37. The Chief Executive Officer, Additional Skill Acquisition Programme, rans Towers, Vazhuthacaud, Thiruvananthapuram.
 38. The General Administration (SC) / Protocol /Forest / Higher Education / Industries/ Local Self Government/ Parliamentary Affairs/P&ARD/Revenue/ Taxes/ Tourism / Electronics & Information Technology Department.
 39. The Information and Public Relations (Web and New Media) (for uploading (www.gadsplais.kerala.gov.in)).
 40. Stock File/Office Copy (AIS-A2/66/2026-GAD).

Forwarded /By order

Section Officer

Copy to:

1. The Private Secretary to the Chief Minister.
2. The Chief Principal Secretary to the Chief Minister.
3. The Officer on Special Duty, Office of the Chief Secretary.
4. The P.A to Secretary, General Administration Department.
5. The P.A to Secretary, Revenue Department.
6. The P.A/CA to Deputy Secretary & OSD/Additional Secretary, General Administration (AIS) Department.