

to Top-Gear

MISSION 676



THE TIMELINE



Kochi Metro

To commence on 31 December 2015.



Vizhinjam Seaport

Project partner to be finalized by August 2014.



Kannur Airport

Laying of foundation-stone of terminal on 5 July 2014; touchdown of maiden flight on 31 December 2015.



Smart City

Opening of 6.5 lakh sq ft building on 25 March 2015.



National Waterway 3

Kollam-Kottappuram National Waterway to be commissioned in 2014.



Monorail at Thiruvananthapuram and Kozhikode

Work to commence on 1st November 2014.



Suburban Rail

Follow-up works based on detailed project report to begin this year itself.



Development of Roads, including National Highways

Work on By-Passes; Four-Lane Roads and National Highways progressing in time-bound manner.



Student Entrepreneurship Programme

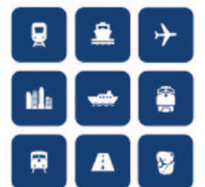
2000 start-ups before 28 Feb 2016; Employment to 20,000 and Building of 2 lakh sq ft.

30 welfare and development projects, supervised directly by ministers, plus projects of other departments.

- Planning Commission to come up with projects for the effective implementation of Annual Projects.
- Five-pronged approach under the Chief Secretary for making government services quick and efficient:

1. Right to Services
2. e Governance
3. Disposal of Pending Files
4. Right to Hearing
5. Simplifying of Administrative and Financial Procedures

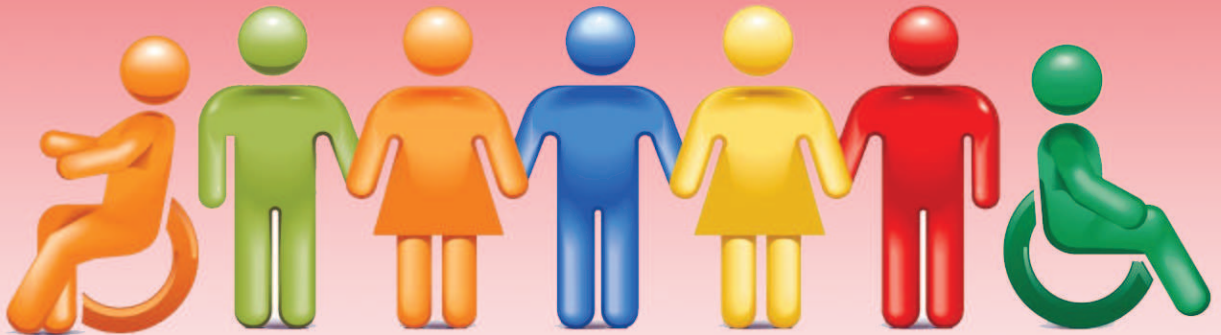
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Kerala moving forward



KERALA CALLING
wishes



COVER STORY

We are living in a world of technological products. One day if you forget to take your cell phone to your office, you feel disabled. We can all be equally able and disabled by technology and our relationships to it, and thus to the social world around us.

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But Equality**
Dr BEELA G K

FEATURE

Kerala's economy is essentially a wage economy. Entrepreneurship is restricted to trade, transport and tourism, all of which are low knowledge-intensive sectors. Recently, the government has started playing an active role in promoting entrepreneurial skills and infrastructure for encouraging star-ups.

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HAPPY NEW YEAR



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MEMOIR

As a lawyer, he worked without rest for the suffering masses- the toiling folk in the fields, rising with the lark and working all time from sunrise to sunset and beyond, regardless of the clime or time, till homeward he plodded the weary way.

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Justice K Sukumaran



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KERALA CALLING

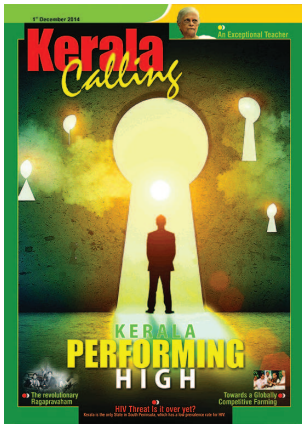
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FOCUS



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EDITORIAL

2014-Year of Achievement

At the outset, we take this opportunity to wish a very happy and prosperous New Year to all our readers. Last year the state witnessed a series of programmes that fulfilled the Government's slogan of 'development and care'. Kerala which has achieved many firsts in the country in the past, yet again attained a remarkable feat by becoming the first state to come out with a draft policy for Persons with Disabilities (PWDs). Under the Mission 676 programme announced earlier this year, the government decided to bring Right to Hearing Act, a legislation which entitles the citizen to a time bound legal remedy to their grievances concerning government services. This along with Right to Service Act implemented by the government two years ago, promises to make governance more people friendly.

By bringing mega projects like Kochi Metro, Smart City, Vizhinjam port, Kannur Airport, National Waterways, Thiruvanthapuram and Kozhikode light metro and suburban railway under Navaratna projects. The Government has put these projects on the fast track. Another major initiative is E-governance which is already on the fast forward mode. While more than 100 services have already been brought under the on-line mechanism, the number is expected to cross 400 by next three months. The state is also on the way to become fully E literate in the next three years.

In the health sector, the year saw major developments including launch of Sukaratham - free cancer care programme, first of its kind in the country, which seeks to benefit 35 lakh people across the state. The state has already shortlisted locations for the setting up of proposed All India Institute of Medical Sciences (AIIMS).

Home for the homeless is another priority area of the government. It plans to provide 25,000 houses to the poor in next five years with the help of programmes under the corporate social responsibility (CSR) donations from philanthropists and other agencies. Serving the differently abled has been on top of the government's agenda. Innovative schemes for providing modern technology like mobile applications and free laptops for the visually impaired studying in colleges and universities will help them fulfil their dreams.

With the dawn of 2015, Kerala will be in the national limelight. The 35th National Games will kick off on 31st January and continue till 14th February. With the state fortunate enough to get cricket legend like Sachin Tendulkar as the brand ambassador of the games, it's certainly going to be a perfect celebration of sports. We hope the positive energy drawn from National Games right in the beginning of the year will help the state grow by leaps and bounds in 2015.

Mini Antony IAS
Editor in Chief



Money Will Not be a Problem for SPC Project

The Student Police Cadet (SPC) project is the latest addition to the Kerala model of development and money will not be a constraint for the most promising project of the state, said Chief Minister Oommen Chandy. He

was speaking after inaugurating the directorate of SPC project. "I am sure that there will be a hundredfold return for the society from the money invested in the project," added the Chief Minister.

Home Minister Ramesh Chennithala said the government had plans to up the current five per cent grace mark for student police cadets. "The project was emulated by several states. Recently, the Sri Lankan

Government approached the state for help to implement the project in that country. The proposed Police University will give special training for the cadets," the Minister said.

Chief Minister visits Greenfield Stadium



Chief Minister Oommen Chandy visited the Karyavattom Greenfield stadium to personally take stock of the progress of construction work at the site of what would be Kerala's first international stadium suitable for both football and cricket. Ministers Thiruvanchoor Radhakrishnan, V S Sivakumar, Abdu Rabb and MLAs MA Vahid

and V Sasi accompanied him. The Chief Minister, who is also head of the National games Organising Committee, also reviewed the status of the work for the approach road, and promised that immediate action will be taken to resolve the problem.

The stadium, which is the venue for the Games' opening and

closing ceremonies, is likely to host at least 50,000 spectators for the prestigious functions that will signal the start and end of the Games. The Chief Minister also visited the Railway over-bridge construction site at Kazhakuttom. The bridge is a crucial link from the National Highway to the Games Village at Menankulam.

Adequate support for enterprises ensured

The government will ensure adequate support for enterprises to promote sustainable entrepreneurship, said Chief Minister Oommen Chandy while interacting with the representatives of IT industry at the GTech Leaders' Meet in Technopark. The government would consider allocating a marketing corpus of Rs 5 crore to support Small and Medium Enterprises (SMEs) for sustainable business development activities. Such measures would be a part of the government's initiative to promote an entrepreneurial-friendly ecosystem in the state. Group of Technology Companies (GTech) sought an outlay of at least Rs 1,200 crore for IT industry in the forthcoming state budget, against around Rs 300 crore in the previous one, said the Chief Minister.

'Human Rights to be Included in Syllabus'



'Steps will soon be taken to include lessons in human rights protection in the school syllabus' said Minister for Law K M Mani. He was speaking after inaugurating the Human Rights Day observance organised by Kerala State Human Rights Commission. "A generation who are aware of human rights is necessary to avoid rights violations in society. At least the students till Class 10 should be imparted human rights lessons," the Minister said. State Human Rights Commission chairman Justice J B Koshy presided over the function.

Global NRK Meet from Jan 16

The Kerala government's Non-resident Keralite (NRK) Global Meet-2015 to be held Jan 16-17 at Kochi would be inaugurated by Minister for External Affairs Sushma Swaraj, said K C Joseph, Minister for Norka. He was speaking after launching of a website www.globalnrkmeet.com for the benefit of the diaspora to register for the event. The delegate fee for the diaspora meet is Rs. 500 and for those from within India it is Rs. 300. About 1000 people from various countries are expected to take part in the two-day event.

"Kerala was the first state to set up a separate department for the diaspora. This was replicated by the centre, too. Over the years, this department has done a lot, and the biggest challenge came recently when we were able to repatriate nurses from Iraq and Libya. For this we got a huge support from the ministry of external affairs," the Minister said.

He also pointed out that the department took the lead in rehabilitating the nurses who returned from these countries. With the help of five leading hospital groups in the Middle East, the government provided opportunities to these nurses to get new jobs. "Six hundred and twenty three nurses have now been selected by these groups and many more would be selected in the coming months," added the Minister.



VACB given full operational freedom

Home Minister Ramesh Chennithala said the Vigilance and Anti-Corruption Bureau (VACB) has been given full operational freedom. "I never interfered in its functioning or allowed anyone to do so," said the Minister in a statement issued in connection with the International Anti-Corruption Day. Corruption to the tune of Rs 30,000 crore takes place in the state every year. The Minister said that he arrived at the figure from a Bangalore-based agency's finding that the country witnessed corruption of around Rs 6,30,000 crore every year.

"Massive corruption of this scale would lead to a situation in which the people lose faith in law and order. They would seek alternate illegal methods which would result in anarchy," the Minister warned. The Home Minister said that corruption deserved special attention among other crimes considering its serious social implications. "We should wipe off the menace - from petty bribes in government offices to big-ticket corruptions," the minister added.

Sachin to participate in Run Kerala Run

Sachin Tendulkar, brand ambassador of the 35th National Games to be held in Kerala in January-February 2015, is expected to participate in the group run titled 'Run Kerala Run' organised as part of the Games. "Run Kerala Run" is to be held in 7,000 centres across the state and date of the event would be finalised after getting confirmation from Tendulkar. The state has proposed January 20, 21 and 22 as the dates for the event, Minister for



Sports Thiruvanchoor Radhakrishnan said.

Prime Minister Narendra Modi would inaugurate the National Games on January 31st and President Pranab Mukherjee would attend the closing ceremony on February 14th, he said. Chief Minister Oommen Chandy and Ministers, sports and film personalities, political leaders, students and people from business establishments would be part of the run, added the minister.



Students Meet CM Before Lankan Trip

Ten students from various government schools in the state, who emerged toppers in a quiz competition conducted by the Honorary Consulate of Sri Lanka in Thiruvananthapuram, met Chief Minister

Oommen Chandy and Education Minister P K Abdu Rabb before embarking on a three-day trip to the island nation. The students interacted with the Chief Minister and the Education Minister at the Legislative

Assembly complex. They congratulated the students and wished them all a very happy journey. The team consists of four girls and six boys, accompanied by 10 teachers from the respective schools.

Govt. gives nod for 5th Finance Commission



"The State Cabinet decided to constitute 5th State Finance Commission to recommend on devolution of State funds to local self-government institutions" said Chief Minister Oommen Chandy during the Cabinet briefing. Economist B.A. Prakash would head the commission. Principal Secretary (Local Self-Government) James Varghese, and Finance Secretary (Resources) Raveendra Kumar would be members of the commission. Special Secretary (Finance) E. K. Prakash would be the Secretary to the commission.

More than 20% growth in commercial firms

The number of commercial establishments in the state grew 21.33% between 2005 and 2013, according to the sixth economic census report. The sixth survey, conducted in 2012-13, covered all establishments engaged in various agricultural and non-agricultural activities, excluding crop production, plantation, public administration, defence and compulsory social security services.

The director of the economics and statistics department, V Ramachandran, handed over sixth census report to Minister for Rural Development K C Joseph. For the first time, the census gave the status of handicrafts and handloom units in the state. The field work of



the sixth census was conducted between May 1, 2013 and June 30, 2013. As many as 9,500 enumerators were involved in the process supervised by 2,200

persons, drawn from the economics and statistics department and the statistics wings of other departments.

CM Releases Theme Song

The theme song of the 35th National Games was released by Chief Minister Oommen Chandy by handing over the song CD to Kerala Olympic Association Secretary, P A Hamsa. A promotional video featuring the Games brand ambassador Sachin Tendulkar was also released by Sports Minister Thiruvanchoor Radhakrishnan. The song, by lyricist Javed Akhtar. Composed by music director Hariharan, it has been sung by K



J Yesudas, Shreya Ghoshal, Benny Dayal, Shweta Mohan and Akshay Hariharan. Hariharan, along with composer Salim Merchant, have also lent voice to the piece.



Employability Centres to Aid Jobseekers

Training in tune with the times will be imparted to job seekers through the employability centres in the state, said Labour Minister Shibu Baby John, while inaugurating a meeting of employers.

Employment exchanges are being converted into employability centres with the objective of attracting unemployed youth and properly assessing them for their current skills and aptitude. Unemployment was not an issue but the problem was the unavailability of qualified people. The aim of the centres was to provide employability solutions to all job-seekers assess and certify their skills and make them more industry-relevant, the minister said.

In many countries, the industrial sector has a major role in converting the youth into skilled persons. The industrial sector in the country should adopt this method. He released the logo and website as part of 'Niyukthi-2015' trade fair.

OBITUARY

K Balachander

A multi-lingual filmmaker and veteran director K. Balachander, 84, passed away. He was known as 'lyakkunar Sigaram' (a peak among directors), in the South Indian film circles.



in 1965.

His blockbuster movies include 'Aval Oru Thodarkathai', (Tamil), 'Ek Dhuje Ke Liye' (Hindi), and 'Thillu Mullu'. He introduced

several top stars including Rajinikanth ('Aboorva Ragangal'), Kamal Haasan ('Arangetram'), Prakash Raj ('Duet') and comedian Vivek ('Manadhil Urudhi Vendum').

He has received several accolades including Dadasaheb Phalke award (2010), Padma Shri (1987), Kalaimamani Award (Tamil Nadu) Nandi and Golden Nandi (Andhra Pradesh) besides many film awards like Filmfare among others.

He began his life as a teacher and then became a superintendent in the AG's office here. He entered Tamil film industry by writing dialogue for MGR's movie 'Dheiva Thaa.' Balachander debuted with his Tamil film 'Neerkumizhi'

From the Assembly

'Eco-friendly Draft Industrial Policy Ready'

The industrial policy of the state is in the process of being made eco-friendly, Industries Minister P K Kunhalikutty said in the Assembly. The draft policy was ready and it would be discussed by the Cabinet. "The state can have only environment-friendly industries from now on. In fact, the government is not encouraging projects that are not so. Changes have been made in the policy and they will be discussed by the Cabinet soon. In making the revisions, the government will also have to keep a fine balance, he said.

Free Travel in KSRTC for School Children

Schoolchildren will be able to travel free on KSRTC buses from February 2015 onwards, said Minister for Transport Thiruvanchoor Radhakrishnan in Assembly. "Students will be able to travel only two times a day. For this, schools will provide them with special cards," said the Minister, while replying to a submission moved by V T Balram. The minister also added that the income accrued after the reduction in the fuel prices would help meet the expenses.

Seaplane Project will take off

The state government would go ahead with the seaplane project said Tourism Minister A P Anil Kumar in the Assembly while replying to a question. "Though the seaplane project was inaugurated, it could not be taken forward because of certain issues. It was one of the major projects that had come up in the Global Investor Meet at Kochi and 55 persons had expressed interest in the project. Sri Lanka and Maldives had introduced seaplanes as part of promoting their tourism, and there were no issues in these two countries" said the minister. To another question on whether the state could follow the Lankan model in tourism, the Minister said that it was not practical in Kerala.

LED to Light up Streets in 68 Municipalities

The state government will soon install energy-efficient LED streetlights in 68 municipal bodies across the state under the Nagara Jyothi scheme, Urban Affairs Minister Manjalamkuzhi Ali announced in the Assembly. Existing streetlights in urban areas will also be soon converted into LED lamps under the scheme. The project is being implemented by Energy Efficiency Services Limited, a joint-venture of public sector units (PSUs) of the Ministry of Power, engaged in energy conservation initiatives. The Central agency will carry out five-year maintenance of the LED lamp," the Minister said.

Akkulam All Set to Get a Makeover

Akkulam tourist spot in the district will be brought back to its past glory within six months, said A P Anil Kumar, Minister for Tourism in the Assembly while replying to a question. All efforts will be taken to bring back Akkulam tourist spot which had been lying neglected, to its past glory in six months," Anil Kumar said.

An amount of Rs 5 crore has been earmarked for the development of Akkulam. 95 per cent of the works have been completed. Once the road to Akkulam is completed, the place will become one of the favourite tourist spots in the district, added the Minister.

'Steps being taken for HT Transmission Line'

Steps are being taken to speed up construction of a high-tension (HT) transmission line in the district, which should have been completed four years ago, Minister for Power Aryadan Mohammed has said in a written reply to the Assembly.

The Power Department now intended to complete work on the Pothencode-Kattakkada HT line before March 2015. Right-of-way disputes and related litigation, problems in transporting equipment and financial crunch faced by the contractor had hit work, added the Minister.

Speech of Chief Minister Oommen Chandy at the Conference of Chief Ministers on Planning Commission

Hon'ble Prime Minister, my colleagues from other States, Union Ministers and officials of the Centre and the States,

I thank the Prime Minister for having convened this meeting of Chief Ministers to discuss the future of planning in India. At the outset, I must say that it was unfortunate on the part of the Central government to do unilaterally away with the Planning Commission that came into being in 1950, which had been playing a pivotal role in the development of the country. India is still a country where the fruits of development have not reached all sections of its society. This is precisely why planning is essential. Over the years, the Planning



Commission has been quite instrumental in ensuring social equality, promotion of decentralized planning and in the monitoring of human development; especially that of the socially and economically backward segments in the country's population. The proposed move to distribute the planning functions amongst the Ministry of Finance and Subject Matter Ministries will result in loss of perspective and of long-term view. The differences in approach between Planning Commission and Ministry of Finance were always useful since it provided checks and balances and no one was able to impose its will without convincing the other. The Commission also held the States



accountable for their commitments and States demanded flexibility from Planning Commission to meet their individual needs and circumstances. It has played a useful role in ensuring that a certain proportion of resources are set apart for development purposes through the mechanism of Gross Budgetary support. In its absence the whole planning process of the Centre and that of the States has come to a standstill.

The Central Government's arbitrary decision to dismantle the Planning Commission, without convening a meeting

of the NDC or consulting the States undermines the federal structure. The proposal to replace it with a new body is half baked, unwarranted and ignores the need of planned development of the country. By doing away with the Planning Commission, it is likely to have an adverse effect on key areas like Monitoring of Human Development in the States, Scheduled Castes Sub-Plan and Tribal Sub-Plan, Facilitating and Mainstreaming Social Sector Reform and Promotion of Decentralized Planning

I also believe that, on occasions, the Planning

The Central Government's arbitrary decision to dismantle the Planning Commission, without convening a meeting of the NDC or consulting the States undermines the federal structure.

Commission has been unfairly criticized for its failure to achieve targets in some areas. The truth is that there have been huge deviations from the Plan from time to time and failures in implementation. I am not convinced that the wholesale change of a time-tested institution is required, particularly so, when we have not progressed even now beyond the conceptual stage of designing an Alternative Mechanism. Yet, I am relieved to note that the Concept Note circulated by the Planning Commission emphasizes the central purpose of development planning. The

Prime Minister's letter of 21st November to the Chief Ministers emphasizing the critical role of Centre – State partnership is also reassuring.

Transfer of funds to States

Repeatedly, at NDC meetings, I have made the point, along with other chief ministers, that there has been an increase in outflow of resources to Central Government at the expense of State governments. In the First Plan period, the share of the Centre in total plan outlays was 36% while the States had 63.5%. But in the later years, the State share declined gradually. The Union Cabinet, earlier this year, had decided to transfer funds under various Centrally Sponsored Schemes to implementing agencies through the State Plan and State Budget. As a result, transfers to State governments increased dramatically by Rs 2 lakh crores through a change in accounting procedure without fundamental change in structure and with no real increase inflow to State governments.

We have been arguing for several years that a set pattern of spending with rigid guidelines prevents optimal utilization of funds by the State governments. This has been the nature of most of the Centrally Sponsored Schemes. In fact, Centrally Sponsored Schemes should be confined to few very large and major flagship programmes like MGNREGA, PMGSY, NRHM, SSA etc. and there too, flexibility should be available to State governments while implementing them. There are wide differences between States and even between Districts and Blocks within each State, which need to be taken into account while

formulating schemes beneficial to the people. Also, priorities would vary from State to State, depending on the needs of the people. Costs would be widely divergent; the cost of a house in a tribal area located far inland and unconnected by road or rail would obviously be very different from the cost in well-populated urban areas or well connected rural areas. The concept of a Panchayat itself would undergo significant change from State to State. What constitutes a Panchayat in several States would probably correspond to a ward in a State like Kerala.

The Plan Process

In order to factor in such variations, the focus in public spending should shift to decentralization and outcomes. It is necessary for the State and the Centre to agree on outcomes to be achieved in different sectors over a five-year period or over a single year. The outcomes need not be the same across the board in all States. Kerala might focus on problems of urbanization or on infrastructure or on social security and health for all. On the other hand, there could be other States with other priorities. Relative priorities would also be different. Therefore, a mechanism should be in place for agreeing on the priorities of different States in accordance with the needs of the people as articulated by elected governments in a democracy. There should also be agreement on outcomes relating to these priorities. The objective should be to optimally utilize Central and State resources, so as to serve the agreed priorities and to achieve the agreed outcomes.

The mechanism that is

presently in place is the planning process monitored by the Planning Commission. This has been serving two important objectives:

a. Both in the Centre and the States, there is pressure on the Ministry of Finance / Finance Department to ensure that a certain proportion of the annual resources of Governments,

the amount available for development expenditure would, over a period of time, be a residual amount after meeting the mounting non-developmental, revenue expenditure.

At the same time, there are several deficiencies in the present system. The Plan itself, like the Budget, has come to be based on the principle of



whether Central or State, is sequestered for Plan purposes. There is in fact negotiation between the Planning Commission and the Ministry of Finance on the size of Gross Budgetary Support. Likewise, there is negotiation between Planning and Finance at the State level on the resources to be made available for Plan.

b. In the absence of a mechanism to sequester funds for development, if the responsibility is left entirely to the Ministry of Finance at the Centre or the Finance departments in the States,

incrementalism. Assets can be created under Plan but maintenance of assets goes into non-Plan with the result that we have many valuable government properties that are in a state of acute disrepair. Expenses on staff created under a Plan scheme during one Plan period, passes into non-Plan at the end of that period. In many cases, assets are procured under Plan but operators have to be paid for under non-Plan.

Therefore, there is considerable logical force in the view expressed by the Rangarajan Committee that

“the process of planning and Budget formulation needs to take an integrated holistic view of capital and current expenditure proposals, so that there is a logical consistency between Capital and Current budgets, and the current and investment spending decisions are well balanced and mutually supportive of each other”. In the example given by the

resources, that need to be earmarked for development, optimum balance between Central and State schemes, flexibility in laying down priorities according to needs of different States and different regions and a clear focus on agreed outcomes at the State and Central level. Needless to say, this would require a mechanism for interface

Constitution. I urge that periodicity of meetings of this body should be strictly fixed and followed. I recommend also that the Chairman of the Finance Commission and the Governor of the Reserve Bank of India be invited for the meetings of the Council. The Council must have a supporting framework in the form of Zonal Council of Chief

Ministers and sectoral joint working groups. There should be periodic meetings of Planning Ministers and the heads of planning mechanisms in the States. The Council should deliberate largely on developmental issues, excluding as far as possible regulatory matters and issues with legal implications.



Rangarajan Committee of expenditure on education in 2010-11 (0.4 lakh crore under Plan and 1.5 lakh crore under non-Plan), the logic of the argument is that the entire amount would need to be taken into consideration for development planning.

While redesigning public expenditure management, it is important that we do not throw the baby out with the bathwater. Whatever is designed must be built in provisions for sequestering of funds for development, preventing unproductive expenditure from gobbling up

between the Central and State Governments. This mechanism will also serve to monitor and evaluate actual implementation. The level of interaction between the Centre and the States would need to be considerably stepped up and the Planning Commission or any successor body should ensure such interaction.

Council of Chief Ministers

I presume that the proposed Council of Chief Ministers would subsume the Inter-State Council, provided in Article 263 of the

The growth of local bodies and people's participation in development will ultimately strengthen the roots of democracy and ensure that there is an unbroken chain right from the Central Government to village panchayats.

Legal Framework

The new planning mechanism must be supported by a proper legal framework. Strangely, while the Constitution recognizes planning at the Panchayat, District and Metropolitan level under Article 243, the Planning Commission at the Centre and corresponding mechanisms in the States have been created by executive order. Necessary legal frameworks may be provided to support the organizations created at the Central and State level, preferably through Constitutional amendment.

Decentralization

One primary function of the Alternative Mechanism should be to promote decentralization and Panchayati Raj. Co-operative federalism will never be complete unless we have strong, democratically elected bodies at the grassroots level. In Kerala, we have 1209 local bodies to whom we transfer a quarter of our State Plan outlay and about 10% of our revenue. They function effectively as the first point of contact for the common man. The Constitution recognizes Panchayati Raj as the medium through which governance must ultimately reach the people.

The growth of local bodies and people's participation in development will ultimately strengthen the roots of democracy and ensure that there is an unbroken chain right from the Central Government to village panchayats. It may be noted that the Kerala State Planning Board has played a pivotal role in evolving and developing a strong system for local self-government in the State. The Alternative Mechanism envisaged to succeed the Planning Commission must ensure that the Constitutional provisions are carried into effect everywhere. The Constitution envisages that the District Planning Committee should be the key institution for bottom-up planning. Linkages between the national structure, the State structure and the District and Sub District structures have to be seamless and clearly defined.

Planning Cycle

With regard to the planning cycle, I am of the opinion that there should be a Perspective Plan. It is essential

to identify present strengths and weaknesses, opportunities and challenges and look ahead at the kind of economy and society we would like to create over the next 15 to 20 years. The Prime Minister is aware that Kerala has already prepared a Perspective Plan 2030, jointly with the National Council of Applied Economic Research, after extensive stakeholder consultation. Our strategy, as outlined in the Perspective Plan, is to create a knowledge-based economy with emphasis on human development, so that we can achieve income levels and social standards comparable to Nordic countries by 2040.

With regard to five-year plans, I agree that they should be prepared well in time. The delays seen in preparation and finalization of the Eleventh Five Year Plan and the Twelfth Five Year Plan should surely be avoided. However, we do require a medium-term framework for translating the Perspective Plan into actionable chunks. The five-year plan is as good a mechanism as any, to break down the Perspective Plan into actionable timeframes. The annual plan perhaps needs to be revisited to ensure that there is a certain degree of continuity in the implementation of projects, which generally straddle more than a year. This would mean looking at two or three year perspectives in which to position the annual plan. The mechanics of this process will have to be carefully worked out. The significant point is that the integration between the Perspective Plan, the five-year plan and the annual plan should be seamless and outcome oriented.

Single-Window for States

An important function of the Alternative Mechanism

should be to serve as a single-window clearance house for development problems of the States. Presently, State governments have to run from Ministry to Ministry, trying to get their problems resolved. There exists no fixed mechanism for co-ordination and quick decision one way or the other. Also, there is no neutral body, sufficiently empowered to hear the views of the States on issues of crucial importance for their development and take objective decisions vis-à-vis Central Ministries. The States are the first point of interaction with the people. It is the State that implements programmes in the field. It is important that a strong and abiding partnership is established between the States and the Centre. The Alternative Mechanism can co-ordinate and resolve problems.

The mechanism for interaction with the States could be many. There could be members charged with the responsibility of looking at the problems of groups of States. There could be inter-ministerial co-ordination meetings. Members could visit States, along with teams of Secretaries and solve pending problems on the spot. The reverse function could also be performed by the Alternative Mechanism. When Central ministries have problems with the State governments, they too, could be discussed and resolved and whenever such issues remain unresolved, a mechanism could be evolved for joint resolution.

Knowledge and Innovation Hub and PPP

It would be useful if the present role of the Planning Commission as an innovation and knowledge hub is considerably expanded as

indicated in the concept note. We do need assistance and technical support in many areas, including PPP, external financing, technological developments, human development and project formulation and evaluation. We need to share best practices developed nationally and internationally and have access to high quality expertise and knowledge.

PPP is indeed an important area in which we are to make progress to supplement our resources to build infrastructure. In his Budget Speech, the Hon'ble Union Finance Minister had referred to the setting up of an organization called 3P with an initial allocation of Rs 500 crore. There are four important issues relating to PPP, which the Central Government may like to consider. First, the present arrangement of PPP being located in both the Ministry of Finance and the Planning Commission is not working smoothly due to differences in opinion.

The States and other stakeholders consequently suffer. The Government therefore, must decide a single point where PPP could be located, based on the professional expertise that has been built up and the work that has been done hitherto. Second, PPP has to be flexible in order to succeed. Bureaucratic adherence to an approved "model" in each case will create in difficulties in implementation as happened in the recent past and collapse of certain projects. Unless flexibility is built into the projects within broad contours, PPP as a concept is doomed to failure. Thirdly, any PPP official mechanism should be manned by professionals. PPP is a complex and evolving



area and has legal accounting and costing aspects, which requires professional expertise. Fourthly, considering the scope of malpractice in PPP, there should be an in-built independent mechanism for concurrent audit.

International Agreements

Another important function of the Alternative Mechanism, particularly the Council of Chief Ministers and its supporting framework, should be to take the States on board while negotiating international agreements that could impact the people of our country. Our farmers, our workers and common people get seriously affected by provisions in various international agreements signed without their knowledge and without the knowledge of State governments. As the Prime Minister has repeatedly stated, the task of development is a joint venture in which all of us have important stakes. There has to be much wider consultation with the State governments and various stakeholders before entering into such agreements.

Monitoring and Feedback

Regular monitoring and feedback to the highest levels

of each implementing authority should be one of the important functions of the Alternative Mechanism. This will definitely result in significant change at the field level. Likewise, projects implemented or substantially implemented need to be evaluated and evaluation reports made public. A single-window experience of implementing major projects may be made available on the web to ensure that lessons learnt are captured while designing new projects / schemes. In my State, we have introduced a web-based monitoring system called "Plan Space". Every month, my Ministers and I receive detailed feedback from the State Planning Board on progress of implementation, both financial and physical, and the status of clearances and sanctions at various levels. It is our intention to extend Plan Space to District and Sub-District level during the next couple of years so that we move towards real time online Plan monitoring. We also propose to introduce GPS-based monitoring of important projects during the next three or four months.

Skill Development

Resources for skill

The States are the first point of interaction with the people. It is the State that implements programmes in the field. It is important that a strong and abiding partnership is established between the States and the Centre.

development are now scattered over nineteen ministries, which evolve their own schemes. Skill development needs to be centralized, co-ordinated and made more effective. It is only through skill development that India can prepare itself for massive changes in the industrial and service sectors. While the importance of skill development is universally recognized, there is need for nationwide efforts to ensure that unemployment is reduced to the bare minimum. This could be an additional function of the Alternative Mechanism, which could facilitate the work

of the Ministry of Skill Development.

Weaker Sections

While, line ministries would be primarily responsible for work relating to SC / ST, OBC, physically and mentally handicapped and other weaker sections in the society, the Alternative Mechanism could monitor and evaluate the effectiveness of schemes under implementation, best practices in use in various parts of the country and pass on information for implementation. The same practice may be followed with regard to areas of social and economic importance, such as health and education. Inclusiveness and balanced regional development must also be tracked through scientific measures and made public.

In conformity with the spirit of partnership with the States enunciated by the Prime Minister, I hope that we will be further consulted in the task of designing and creating the Alternative Mechanism. We have to work together to reach a national consensus to build a structure that becomes a powerful instrument for the rapid growth of our great country.

Jain Hind ■

Not Charity



Disability primarily means an inability or a shortcoming in some respect. This may be visual impairment, hearing impairment, speech impairment, physically challenged or intellectually challenged. Can you pave a way to a visually impaired? In that case are the so called normal people really capable? Are they capable to communicate with a person who is hearing impaired or with speech impaired? Are they able to associate with an intellectually impaired person? Are they able to accommodate a physically challenged person and treat them with equality? If not how can they call themselves NORMAL? How can we call the

society of such NORMAL people as advanced?

Sadly, until recently in India persons with disabilities were considered as 'inferior' to other so-called normal people. Persons with disabilities face discrimination and barriers that restrict them from participating in society on an equal basis with others every day. They were denied their rights to be included in the general school system, to be employed, to live independently in the community, to move freely, to vote, to participate in sport and cultural activities, to

enjoy social protection, to access justice, to choose medical treatment and to enter freely into legal commitments such as buying and selling property. Forget helping and caring for such people, some insensitive and unscrupulous people even enjoyed making mockery and even taking advantage of such persons. Persons with disabilities were considered as a distinct class and could not easily mix with others.

The attitude towards Persons with disabilities is undergoing change in the recent years. This has happened to an extent due to

But Equality



broad minded thinking of people due to spread of education and deviation from age old customs and practices. The Government has also played its part by making reservations for persons with disabilities in public sector jobs, state run educational institutions, reducing the passing cut off in competitive exams like UPSC, PSC. Some educational institutions have even introduced fee waivers for persons with disabilities. Now, at airports wheel chairs and escorts are readily available for Persons with disabilities.

In spite of all this a lot needs to still be done for the welfare and greater acceptability of the persons with disabilities. Thus the UN has incorporated a convention on Rights of persons with physical disability in 2007 to which India is a signatory. The Rights of Persons with Disabilities Bill, is part of India's obligation towards the UN Convention on Rights of Disabled Persons. The protection guaranteed in other human rights treaties, and grounded in the Universal Declaration of Human Rights, should

apply to all. Persons with disabilities have, however, remained largely 'invisible', often sidelined in the rights debate and unable to enjoy the full range of human rights.

In recent years, there has been a revolutionary change in approach, globally, to close the protection gap and ensure that persons with disabilities enjoy the same standards of equality, rights and dignity as everyone else. The Convention on the Rights of Persons with Disabilities, which was adopted in 2006 and entered into force in 2008, signalled a 'paradigm shift' from traditional charity-oriented, medical-based approaches to disability to one based on human rights.

We believe that all people should



- The right to a free and appropriate public education.
- The right to participate in and benefit from entertainment and recreation.
- The right to equal access to and use all businesses, facilities, and activities in the community.
- The right to communicate freely with all fellow citizens and those who provide services.
- The right to a barrier free environment.
- The right to a legal representation and full protection of all legal rights.
- The right to determine one's own future and make one's own life choices.
- The right to full access to all voting processes.

enjoy certain rights. Because people with disabilities have consistently been denied the right to fully participate in society as free and equal members, it is important to state and affirm these rights. All people should be able to enjoy these rights, regardless of religion, caste, creed, sex, religion, or disability.

- The right to live independent, active, and full lives.
- The right to the equipment, assistance, and support services necessary for full productivity, provided in a way that promotes dignity and independence.
- The right to an adequate income or

wage, substantial enough to provide food, clothing, shelter, and other necessities of life.

- The right to accessible, integrated, convenient, and affordable housing.
- The right to quality physical and mental health care.
- The right to training and employment without prejudice or stereotype.
- The right to accessible transportation and freedom of movement.
- The right to bear or adopt and raise children and have a family.

We are living in a world of technological products. One day if you forget to take your cell phone to your office, you feel disabled. We can all be equally able and disabled by technology and our relationships to it, and thus to the social world around us.



The Rights of Persons with Disabilities Bill was meant to be an enactment to codify India's obligations under the UN Convention on the Rights of Persons with Disabilities (UNCRPD), which it ratified without reservations. In the year 2006, Government of India formulated and announced a national policy for PWDs. An independent Department for Disability Affairs was constituted under the Ministry of Social Justice and Empowerment which became fully operational in April 2013. And in 2014 the State of Kerala formulated and implemented a comprehensive policy, a draft bill towards a right-based, barrier free inclusive society of PWDs.



International Day of
Persons with Disabilities
3 December 2014

The UN declared International Day for the persons with Disabilities is celebrated throughout the World as an annual feature on 3rd December in order to pay homage and to show solidarity with special persons. The day is to remind us to promote an understanding of people with disability and encourage support for their dignity, rights and well-being. The day seeks to increase awareness of the benefits of the integration of people with disability in every aspect of educational, political, social, economic and cultural life.

The Centre for Disability Studies, Poojapura for the past three years have been observing this day by organising events that include initiating and exchange of ideas between the researchers, celebrations for the PWDs as well as honouring courageous people with disability who have overcome their challenges. We celebrate the skills, achievements, and contributions of persons with .We recognize the progress we have made towards equality for all, and we rededicate ourselves to ensuring individuals with disabilities can reach their greatest potential.



The bill clearly defines the term 'disability'. The new bill divides the broad categories into various sub-categories, thus including a large number of disabilities within its ambit. Other positives of the bill include conducting a detailed survey to collect accurate data regarding PWDs in the State of Kerala, for facilitating better policy formulation and action planning. The present bill should be ensuring a better place for PWDs in Kerala.

In fact there are two sets of people with disability. The first set are those who are disabled-friendly, who are accessible and are helpful. The second set are those who are not accessible. And what's this all about really, is greater equality in our country, making sure that all places, all businesses are friendly, accessible and open to people with disability. Of course, there are some people who have more complex needs and can never be expected to work, and we will never expect them to do that, and we will always support them. That is what a compassionate country should do. But many people can work and in fact want to work, and with the right adjustments, work is good. And it is absolutely right that we should do

everything possible to support them. The Government and Society should be sensible enough to treat to those PWDs who can work with equality and should provide opportunity. Similarly need to be compassionate to those who need support and protect their rights.

We are living in a world of technological products. One day if you forget to take your cell phone to your office, you feel disabled. We can all be equally able and disabled by technology and our relationships to it, and thus to the social world around us. Technology plays an important role in making the life better for a person with disability. Assistive technology is more than just a tool - what it can offer is a new lifestyle, a hope for a better life and a inclusive society. Assistive technology products can literally empower people with disabilities, older people and others and allow them to lead more rewarding and independent lives.

It is the era of Assistive technologies for people with disabilities. Technocrats, technologists, fabricators of this state need to give thrust on developing new technologies for making an inclusive society. I would like to invoke the people of this state that it is high time that we

need to think beyond charity for the people with disability and understand that they have all the rights as we do in this planet. If we are not able to live in an inclusive society, then it is a disabled society. We cannot have inclusive growth unless disability is made an integral part of our growth and it is our duty to give them all the facilities' to become independent and be part of this society in all manners.

Government and the people of this state need to be committed to build a hopeful future for all segments of our society including the ones with disability. Let's build a state with capabilities by building an inclusive society in the true manner and hope that this Bill is a good initiative for that. ■

The writer is Director i/c, Centre for Disability Studies, Poojapura

Long Live Cinema

Like every year, the 19th edition of the International Film Festival of Kerala too was celebrated in an atmosphere of intense argumentation and controversies. The number of film lovers who wish to participate in this festival has been steeply rising every year, a demand that is well beyond the infrastructural facilities at hand. This ever increasing demand for participation coupled with hyper media attention for the festival have led to a situation that is uniquely challenging and calls for

comprehensive solutions in terms of state-of-the-art screening facilities and a sprawling festival complex. Unless these demands are earnestly addressed, IFFK will not be able to rise up to the level of expectations of its ever-burgeoning viewers.

But despite all such controversies and polemics, IFFK was a huge success in terms of its content: that is, with regard to the quality and variety of films screened, and the lively participation in the seminars, programmes and interactive sessions that formed part of it.



Competition Section

This section featured 14 films including two Malayalam films: *Unto the Dusk* by Sajin Babu and *Zahir* by Siddharth Siva, both debut films. Suwarna Chakoram for The Best Film went to *Refugiado* directed by Diego Lerman and Rajatha Chakoram was awarded to Hossein Shahabi for the film *The Bright Day* and Hiroshi Toda for the film *Summer, Kyoto*. The NETPAC Award for the Best Asian Film also went to Hiroshi Toda and for the Best Malayalam Film to *Oralpokkam* directed by Sanalkumar Sasidharan, and a Special Mention was given for *Oblivion Season* directed by Abbas Rafei from Iran. *Oralpokkam* also



Retrospectives & Homages



Film festivals are occasions to look back, and pay homage to the masters who extended the horizons of the medium. Retrospectives included masters from two eras in the history of world cinema. While Buster Keaton represents the pinnacle of silent cinema comedy, Miklos Jancso is a filmmaker from Hungary who could be considered the harbinger of 'red new wave' and whose films, redefined and rediscovered cinematic

idiom and influenced radical filmmakers all over the world. His oeuvre, that extends over half a century, consistently raged against all forms of dictatorship and celebrated the spirit of creativity and freedom. It was a rare opportunity to watch Buster Keaton movies in their new digital avatar. Very often eclipsed by Charlie Chaplin, the exhibition of the slew of his films made in the 1920s was a revelation to the new

generation. The pyrotechnics with his body and the unbelievable manner in which he uses the material world around him enralls even the contemporary viewer, who is used to digital manipulation of body and object world.

The retrospective of contemporary masters included Hany Abu-Assad, whose films map the explosive themes of nationality and belonging through narratives from the Israel-Palestine region. He himself was born in Nazareth, Israel and holds Israeli citizenship, but identifies himself as a Palestinian. His narratives deal with the traumatic experiences of men and women who are caught between the national identities and the life or death demands it makes upon them. The films of Naomi Kawase on the other hand traverse the thin lines that divide documentary and fiction, autobiography and stories. Evoking the imaging tradition of filmmakers like Yasujiro Ozu, her films are deeply

meditative and pondering, and follow life in contemporary Japan as if through a microscope, dwelling upon the lives at the fringes of life, polity and culture. The films of Danis Tanovic from Bosnia dissect the aftermath of racial hatred in the European



received the FIPRESCI Award for the Best Malayalam Film. The FIPRESCI Best International Film Award was given to *They Are The Dogs* directed by Hicham Lasri. The silver lining in the awards was the strong presence of young Malayalam filmmakers, who have managed to make significant films despite all odds.



context, the wounds and scars it has left upon human lives, and memories. The sporadic violence it triggered and the havoc it wreaked upon ordinary men and women, comes haunting its history in his films, as bitter, yet to be exorcised nightmares.



World Cinema Section

True its tradition and fame as a viewers' festival, where the expectations and tastes of the viewers are given priority over industrial imperatives or glamour and glitz of cinema, IFFK showcased some of the best of films and filmmakers from all over the world. *Boyhood* by Richard Linklater, *The Cut* by Fatih Akin,

Meetings with a Young Poet by Rudy Barichello, Norte, *Over your Dead Body* by Mike Takeshi, *The Postman's White Nights* by the Russian master Andrey Konchalovsky, *The President* by Mohsen Makhmalbaf, *Revivre* by

complex web of emotional, social and political crisscrossings that capture the ebb and tide of human lives. Two Indian films - *Court* by Chaitanya Tamhane and

a couple in Kolkata, whose night and day jobs give them little time to be together. So, is love possible



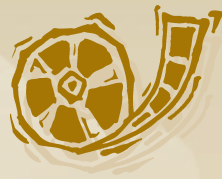
Im Kwon Taek, *Timbuktu* by Abdrehmane Sissako, and *Wintersleep* by Nuri Ceylan. Notre, *The End of History* by Filipino filmmaker Lav Diaz was one of the outstanding films of the section that follows the lives of three characters using Dostoevsky's Crime and Punishment as a subtext. This experimental film of about 4 hours duration exemplifies the search for a new cinematic idiom that is Asian in its aesthetic vision and narrative style. This meditative film by Lav Diaz draws the audience into the

Clouds of Sils Maria by Olivier Assayas, *Coming Home* by Zhang Yimou, *Foreign Body* by Krzysztof Zanussi, *Goodbye to Language* by Jean Luc Godard, *Leviathan* by Andrey Zvyagintsev (which won the Best Film award at IFFI 2014),

Labour of Love by Adityavikram Sengupta – also stood out amongst the lot for their distinct approach to life and aesthetics. *The Court*, a debut film made in Marathi, is a heart-wrenching examination of the judicial system in India, that follows a trumped up criminal charge imposed upon a poet-activist. The layered composition and the detached way in which it portrays profilmic reality forces the viewer into a contemplative mood, that is much more explosive and radical in its subversive potential. *Labour of Love* is an enchanting film that follows one day in the life of

in an environment that denies you togetherness? In a way, the film is about duration of love and the little things that go into making life and love 'durable' even in the most challenging and alienated of life situations. The contemporary Malayalam and Indian Cinema sections too had some of the most memorable films of recent times, drawing the attention and adulation of cineastes. The Lifetime Achievement Award this year was given to the Italian maestro Marco Bellochio. His films have relentlessly followed the traumatic post-war history of Europe from Italy, and are admired across the world; IFFK 2013 had a retrospective of his





Country Focus – Turkey, France, China



films. Sumitra Peries, veteran filmmaker from Sri Lanka, delivered this year's G Aravindan Memorial Lecture.

Two major contributions of this year's IFFK is that it brought into focus the Adoor Gopalakrishnan Committee Report, which looks into Malayalam cinema situation in a comprehensive manner, as an industry, art form and a discipline for study. The Report makes radical suggestions to improve the state of Malayalam cinema and its quality by spotting and encouraging young talents, to remodel subsidy system, renew Cinema Regulation Act, to improve the award system, the conduct of IFFK and the establishment of a Theatre Complex and a film archive. One hopes these suggestions will be taken seriously to launch Malayalam cinema into the national and global scene. One such intervention was the establishment of Film Market at IFFK which showcased some of the best of Malayalam films made during the last two years, with an international jury to assess and certify them.

If our festival is not meant to be a mere space for consumption of films, and is conceived as a launch pad and platform for bettering Malayalam cinema, such initiatives have to be taken forward by the state, cineastes and film industry.

The major package on country focus was Turkey which presented a wide variety of films that gave the viewer an opportunity to peek into the vibrant history and culture, the conflicts and dreams of a region, that has always been a melting pot of civilizations, beliefs and ideologies. Turkey has always produced great films and filmmakers like Omar Kavur, Yilmaz



Guney, Fatih Akin, Nury Bilge Ceylan etc, and this package of contemporary films portrayed different aspects of Turkish life and culture. The other two packages showcased contemporary films and filmmakers from France (The French Connection) and China (New Journeys to the West).



The writer is a renowned film critic



PhotoFeature

19th
International
Film Festival Kerala
2014







As a lawyer, he worked without rest for the suffering masses- the toiling folk in the fields, rising with the lark and working all time from sunrise to sunset and beyond, regardless of the clime or time, till homeward he plodded the weary way.

The legendary Justice

Justice V.R. KRISHNA IYER is a legend in LAW, in all the plenitude of that grand concept. He was born into a legal atmosphere. His father Manjheri Ram Iyer was a lawyer, and much more than a lawyer. Idealism was interlaced and intertwined with the life of a bright and brilliant brain. A Brahmin in the true sense of the term - BRAHMA JANANI, one well versed in Universal Knowledge.

Krishna Iyer had inherited the genes of Gandhian idealism. He could easily embrace the socialist philosophy. The scientific social theory-Marxism- presented to him many beauties on the social perspective. As a lawyer, he worked without rest for the suffering masses- the toiling folk in the fields, rising with the lark and working all time from sunrise to sunset and beyond, regardless of the clime or time, till homeward he plodded the weary way. The unceasing work regardless of shine and rain which produced the golden grain for the idle and indolent landlord, made him fight for justice. This experience, gave him access to the raw and rough life of the down-trodden people.

He ran, literally from court to court, to appear for an arrested ryot, a dismissed beedi worker, a Harijan whose hut was gutted in fire originating from the landlord's ire or carnal desire of the mighty feudal chieftain for a black beautiful girl...understandably, the people liked him. When the Republic was born and the first election was held he was elected from Koothuparamba constituency in the Malabar District of the vast and the undivided Madras Presidency. He performed well in the Madras Assembly. Then came the reorganisation of the States.

Kerala was born as new State. An elected Communist Government surfaced for the first time in the world. The Cabinet had the brightest and the best from the representatives of the people EMS Namboodiripad, C Achutha Menon, K R Gouri Amma, Prof. Joseph Mundassery, Dr. A R Menon, T.A. Majeed and P.K Chathan Master. Krishna Iyer was the Minister, for Law, Electricity and Irrigation. He handled the departments with admirable ability.



After the dismissal of the elected ministry, Krishna Iyer was a free man. The loss to administration was a gain for the judiciary in its transformation process. He practised as a lawyer in the Kerala High Court, facing a hostile atmosphere based on political considerations. His firm grip on legal principles and pleasant persuasiveness took him to the frontline of distinguished lawyers within a very short time.

Chief Justice M S Menon, noted for his keen observation and a partisan admiration for chaste English and flowery vocabulary, invited him to sit on the Bench, instead of standing at the Bar. Krishna Iyer responded positively. Justice Krishna Iyer brought many judgements of scholarship and sensational effect.

Some judgements were unduly long though readable and enjoyable. A frank Judge, Justice P.T. Raman Nair expressed the idea in his fortnight fashion. One in a tragic accident case made him comment -'I agree with the conclusion, and the discussions relevant there to'- is a very eloquent sentence. After a stint in the Central Law

Commission, Krishna Iyer was soon elevated as Judge of Supreme Court of India. It was there that he created history, giving a quality and shape to the jurisdiction of a developing democracy. A source of great inspiration and hope for common man. He was the leader of a Gang of Four (as some lawyers and judges of the Supreme Court used to say in hush hush voice), the remaining three being Justice P.N. Bhagwati, Justice

Chinnappa Reddy and Justice D A Desai. They gave such rich colour and clear contour to the grand Indian jurisprudence.

The concept of an epistolary jurisdiction is an exclusive contribution of Justice Krishna Iyer. Supreme Court had new direction- in its solemn functioning, a direction which accelerated the pace for an ideal goal of peace and prosperity for the nascent democracy. Discernible all along was a legal approach and liberal attitude of wiping every tear from every eye, as he would repeat many times, in judgements and speeches. Justice Krishna Iyer gave equal and deserved thrust on every aspect of the key words in the preamble of Indian Constitution (as brightening by 42nd Amendment).

Secular, Socialist, Republic

Secularism has been in the Indian ethos from very early times. It had that high culture as a natural national trait. Unprecedented and disproportionate opulence has its proclivities in generating irrational aberrations. This has, in some areas, resulted in an undesirable religious fanaticism. Some with excessive pride in the great culture



nurtured a counter culture, which gained force, slowly but steadily. In the conflict of these opposing, inter-activities, real secularism became a casualty. Justice Krishna Iyer tried his best to block this backward flow of the tide of time. Perhaps the Kerala culture of tolerance and respect for different views moulded this fine product of sturdy strength in Justice Krishna Iyer's mind.

Here, in Kerala, the Hindu monarch makes liberal grants – in land, in trading facilities, in religious tolerance, alike to the Muslim traders and Christian merchants who lived with the reformed

suggestion from the young and idealist economist Dr K.N. Raj of hastening slowly, as indicated in the grant document of India's first Five-year plan introduction. Justice Krishna Iyer upholds this idea in every way and substantially and decisively through the landmark judgements, he rendered.

A Republic is a grand concept. It is a clean concept of the supremacy of the will of the people. We the people reflect that grand message. Same seem to entertain the idea (as the great and humourous lawyer and at one time the Solicitor General of India Mr. Daphtary puts it in the course of his arguments

spectacle of such leadership of Justice Krishna Iyer when heated arguments were being addressed in the Gwalior Rayons case. A sagacious Statesman Achutha Menon brought about a highly revolutionary measure by the nationalisation of private forests. The learned but Conservative minds that constituted the bench in the Kerala High Court had annulled that visionary legislator.

An able Advocate General, Abdul Khadir, prepared an effective appeal. It was this appeal that generated brilliant arguments before the Supreme Court. The observation made by Justice



Hindus. Only in Kerala, one can see the serene edifices of a divine Hindu temple, the majestic mosque and the love toiling church with its lovely chiming bells. The spirit of these grand messages was an inbuilt factor in the judgement and public expression of Justice Krishan Iyer.

Socialism has its conceptual beauty and cultural appeal. Many enlightened minds, including some who could be administrators in the worlds at crucial times, stood by and supported socialism. When a national party adopted a resolution with greater trust on socialism its stature rose and its power increased. Nehru was an ideal supporter of the untainted socialistic pattern, a pattern that purged dictatorial input. Even while fondling the idea of revolution by process of law (as Cobden would put it), such revolution should eschew the elements of dictatorship and negation of democracy – Nehru felt. He was therefore prepared to accept a

in the Bombay Prohibition case) that a REPUBLIC, without a PUB will degenerate into a RELIC! The Supreme Court of India did not accommodate that seemingly attractive argument. A benevolent dictator is not a substitute for an arising Republic, the system where the governance is of the people, by the people and for the people. People cannot excel in administrative lecture by any other concept. Justice Krishna Iyer advocates the deserved supremacy for the idea of unalloyed gold-REPUBLIC.

That the governance must be for the people was a mission of life for Justice Krishna Iyer. That vision and light guided Krishna Iyer while as Judge of Supreme Court he gave the final shape of many solutions in the social justice area. The enduring bias in favour of the people's welfare was the madder and radar in all the voyages of the constitutional ship where he functioned as the captain.

I was privileged to witness a grand

Krishna Iyer in the course of the arguments had a strong influence in the mind of brother judges. The result was one of the greatest judgements which promoted the welfare of the common man and served as a beacon for similar exercises through the great country India that is 'BHARAT'!

Krishna Iyer too had some 'human weaknesses'-a term conceived to cover up mistakes. He, at times made others feel that the claimed credit for the achievements attributable to others around. Krishna Iyer did it towards his own Cabinet Colleague - K.R.Gowri Amma. The first women Judge of the World - Justice Anna Chandy - was elevated at a time when he was the Law Minister. Law Minister did not have much role in that elevation. Unceasing efforts were taken by the intelligent woman minister KR Gowri Amma. The details can be read in the interesting autobiography of Justice Anna Chandy, where she acknowledges the help she received from Gouri Amma, whose

photograph too finds a place in the Portrait Gallery in that Book.

Justice Krishna Iyer claimed a greater role than really due for the revolutionary Land Reforms Act. Minister Gouri Amma devoted a good part of her life to perfecting that legislation intended to make every occupant of a Land in rural Kerala, the owner of that small parcel of land around the hut. Justice Krishna Iyer, the Law knowing Electricity Minister, knows that a Minister had no control over the daily routine work of the Board, though he could make policy decisions and formulate them. It was for the Chairman, who even when warned about possible repercussions in a tiff with the Minister stuck to the principled stand.

The greatness of Krishna Iyer was that after more mature and deeper consideration of all aspects, he corrected his erroneous notion and made a free and frank admission of the mistake to the Chairman of the Board. (This incident revealed with all relevant and attendant particulars in the evidence given before Justice K. Sukumaran Enquiry Commission.) Justice Krishna Iyer was inspired and instrumental in the formation of the Peoples Council for Social Justice. It had rendered services to the suffering common man in legal proceedings and Court cases, through an institution with strong foundations. The comrade activists include Justice P. Janaki Amma, Justice John Mathew, Adv.M.Prabha and now K. Ramachandran (a former District Judge and now an Advocate) as the President of P.C.S.J.

Bangalore Water Supply case is a high water mark in Industrial Jurisprudence. It had given a revolutionary expansion to the concepts of industry in the Industrial Disputes Act. A contention urged by this author on behalf of the Coir Board that the interpretation was overboard appealed to a Bench consisting of Justice Sujatha Manohar and Justice Wadhwa. The Bench took the view that the matter merited consideration by a larger Bench. By an unconventional order, the Reference was declined. 'Karma of Law' is Krishna Iyer's own



I was privileged to witness a grand spectacle of such leadership of Justice Krishna Iyer when heated arguments were being addressed in the Gwalior Rayons case.

coinage, which had great currency over a long period of time. A coin is a strong and lasts through ages in History. These minor aberrations do not detract from the grandness of the contributions of Justice Krishna Iyer as a Judge, Jurist and humanist. The powerful advocacy of Krishna Iyer was noticeable throughout during the short period he was at the High Court Bar.

In a case where an accused stood charged with shooting a person and when medical examination revealed placement of many pellets in the abdominal cavity, Krishna Iyer would attempt to make the court believe that it was only a slight mistake in practising a hobby. As regards the pellets, he submitted that they had only the effect of consuming an excess of iron tonic!

When he espoused a case, he was powerful in projecting that cause. He believed, as did Dr. Johnson centuries back, that it is not for the Advocate to render the judgment, but for the court. An advocate has to place the case of his client with all verve and vigour. He

adopted such an attitude in his personal matter. At the time he purchased the property near MG Road in Ernakulam, it was a land with a few coconut trees. Coconut is, in Kerala, a symbol of cultivation. A land where cultivation activity is carried on is agricultural land—such was the step-by-step argument developed by Krishna Iyer for availing of a tax benefit, in the event of land being treated as agricultural property.

Many have forgotten the effect of Shemsher Singh Judgement architected by Justice Krishna Iyer on the pattern of the Government under the Constitution. India followed the Westminster way. A President is only a Constitutional Head and ordinarily bound by the advice of his Cabinet Ministers. All these important messages could make any person great and different from others around. A concentration of all the virtues in Justice Krishna Iyer, had added a halo, with impressive glow and glory. ■

The write is former Judge of Kerala and Mumbai High Court

Entrepreneurial Ecosystem

Kerala's economy is essentially a wage economy. Entrepreneurship is restricted to trade, transport and tourism, all of which are low knowledge-intensive sectors. Recently, the government has started playing an active role in promoting entrepreneurial skills and infrastructure for encouraging star-ups.



Entrepreneurs play a crucial role in propelling the knowledge economy by driving innovations, nurturing new skills and capabilities, opening up new markets and spurring growth in new industries. It is an instrument in commercializing new ideas and raising productivity and employment in all the sectors. Creation of new firms can create benefits for the society as a whole by creating employment opportunities and generating incomes in the hands of the public. So, it is a perfect complement to community-based development.

A development scenario is primarily understood as one that is investing more on hard infrastructure-building,

bridges, roads, transportation networks, hiring labour and employing more capital. But entrepreneurship can work with minimal resources and infrastructure. Entrepreneurship development can be a low-cost, high-impact approach to economic development. Promoting private sector development and entrepreneurship in particular, has thus become a defining feature of development policy in recent year.

Kerala's economy is essentially a wage economy. Entrepreneurship is restricted to trade, transport and tourism, all of which are low knowledge-intensive sectors. Recently, the government has started playing an active role in promoting entrepreneurial

skills and infrastructure for encouraging star-ups. However, in a traditional economy that is stuck in low-productivity vicious circles, the government will need to address structural bottlenecks to change the attitude, values and perceptions of the people of Kerala, so as to promote entrepreneurship among them.

Current Status

In Kerala, the Kerala Institute for Entrepreneurship Development (KIED) is a Public Sector Training Institute for entrepreneurs. Further, under the Student Entrepreneurship Scheme for the Universities, Colleges and Polytechnics in Kerala. Twenty per cent attendance relaxation and 20 per cent grace marks are provided for students



who pursue entrepreneurship and innovation during their studies.

The government is creating, inter alia, a Technology Innovation Zone in about 10 acres of land in Kochi, with an initial investment of Rs. 100 crore. The zone will house incubators formed in the public-private-partnership model, in areas like data analytics, animation and gaming nanotechnology and biotechnology. The government is also providing a built-up space of one lakh square feet for a Start-up Village, one of the first incubators in the country to come up in the public-private-partnership model.

The Star-up Village aims to incubate 1,000 product start-ups over 10 years and initiate the search for a billion dollar

company from a college campus by the turn of this decade. The National Science & Technology Entrepreneurship Development Board (NSTEDB) under the Department of Science and Technology, Govt. of India has also set up 10 Technology Business incubators (TBIs) across universities in Kerala.

The Kerala State Self Entrepreneurship Development Mission (KSSEDM) aims at inculcating entrepreneurial confidence among the youth of the State through a process of selecting persons with aptitude and earnestness, training them meticulously and enabling them to avail of finance on easy terms from Banks/ Financial Institutions. The youth will be

given opportunities in the agriculture and IT sectors, The Kerala Chapter of The Indus Entrepreneurs (TIE), a global non-profit organization, was registered on 12th March, 2003 for providing advice, guidance and assistance to budding entrepreneurs by successful & experienced entrepreneurs and professionals.

In rural areas, the KSSEDM aims at providing training and soft loans to 10 select entrepreneurs in each panchayath up to Rs. 20 lakh to start an enterprise. The project is aimed at educating unemployed youth.

The vision for Kerala's new Entrepreneurial Strategy

It is envisioned that Kerala will be a knowledge economy by 2030. An

economy run on knowledge is characterized by a critical role for knowledge –intensive activity and Information and Communication Technology (ICT), rather than tangible capita. Wealth creation increasingly depends upon the generation and exploitation of knowledge to create economic value. This requires entrepreneurship. Entrepreneurship makes economics more competitive and innovative and is crucial for achieving the objectives of all sectoral policies.

‘Kerala will be a role model for all

Personal Enablers

Formal Education: Investing in Entrepreneurial education is one of highest return investments possible.

- Make accessible entrepreneurship education at universities to all students, also to those in non-business disciplines.
- Promote entrepreneurial spirit amongst trainees in schools and vocational education.
- Promote entrepreneurial learning in an informal or non-formal learning environment.

programmes

Government funding

- Financing investments of innovative start ups is one of the most confounding problems for the small sector. It is hard for small innovative firms to obtain funds because of the inherent riskiness of such projects, information asymmetry and market failures. Government–Funds on concessional rate of interest are important initiative factor for progressing entrepreneurship.
- Directly fund the most innovative project through competitive bids. The Small Business Innovation Research (SBIR) initiative is perhaps the most successful example of government funding of innovative ventures.
- Promote capital markets for the trading of shares of SMEs.

Promotion of venture capital funds and micro finance

- An Important component of a successful entrepreneurial ecosystem consists of an array of early stage investors (venture capitals and business angels) that provide seed and first round equity investments. These investors use an extensive network of peers and provide valuable knowledge and support about the market and the development of the venture “smart money”. These investments may be spurred by fiscal incentives, working with investors in order to increase the flow of venture capital, and crowd-funding into web start-ups.
- Kudumbasree can play a role here by expanding its scope to promote high end women entrepreneurs.

Environmental Enablers

Improve business freedom: Currently Kerala is 10th among 18 Indian states in terms of business freedom. Critical issues are: a non-operational single window, long delays in approvals and clearances, frequent strikes, legal administrative and tax provisions. There is a need for deregulating the procedure for granting loans and also amend the laws framed by the government.

developing countries in entrepreneurship development’. In order to target, design and implement entrepreneurial initiatives to achieve optimum effect, the entrepreneurship strategy will focus on building an “Entrepreneurial Ecosystem”. The strategy will clearly define the term, “Entrepreneurs” and provide a major thrust to the target group.

The Entrepreneurial Ecosystem

The Entrepreneurial ecosystem encompasses all the elements that entrepreneurs need to thrive on. This has six elements.

- Personal enablers
- Financial enablers
- Business enablers
- Professional enablers
- Economic enablers
- Social Entrepreneurs

• Assess the quality of entrepreneurship education in different regions, nationally and internationally, and learn from successful peers.

• Strengthen competencies and skills by intensifying its E-skills actions to improve leadership skills, scientific and creative disciplines, and managerial and entrepreneurial skills to address new technology and markets.

Beyond the transfer of knowledge: Towards involvement in entrepreneurship Effective and practical education, and the promotion of commercial thinking in universities and the media help promote a strong entrepreneurial culture.

Financial Enablers

Micro Finance, Venture capital, institutional loans, Government





Business organizational

transformation: A necessary condition for promoting entrepreneurship is a systematic, growth driven process of organizational transformation in Kerala. There is a need for systematic attempts to drive transformations in the organizational form of economic activity in the economy. The classic cooperative model needs to be carried forward to incorporate elements of corporatization. The livelihood approach should give way to efficiency and competitiveness.

Promote competition: A protected economy offers no incentive for entrepreneurs. It becomes a breeding ground for necessity or replicative entrepreneurs. This affects innovations and knowledge production rather adversely. Clearly, the government needs to promote competition in the economy by lowering entry and exit barriers.

Professional Enablers

Professional services: Vital professional services can be provided to increase the success rate of new enterprises. Effective support consists of holistic programmes that integrate the essential elements like management training, R&D coaching, and networking with peers, potential suppliers and clients. Entrepreneurs increasingly need advice and support for resource availability and markets for the final products. Many smaller enterprises are also under increasing pressure from the companies to which

they supply to meet new standards and design requirements linked to improved resource efficiency, recyclability or international obligations.

Professional services delivered through ICT

- Foster the growth in knowledge base on major market trends and innovative business models, by establishing online Market Monitoring Mechanisms.
- Facilitate networking to support for new business: This can be achieved by creating a “Mentors’ Network” for training, providing advice and hands-on coaching on how to do business in the digital age, and facilitating “match-making” events among stakeholders to explore new partnerships.
- Launch specific actions for Web entrepreneurs: These will include: a Start-up Partnership to unlock

‘Kerala will be a role model for all developing countries in entrepreneurship development’. In order to target, design and implement entrepreneurial initiatives to achieve optimum effect, the entrepreneurship strategy will focus on building an “Entrepreneurial Ecosystem”.

Continued on Page 50





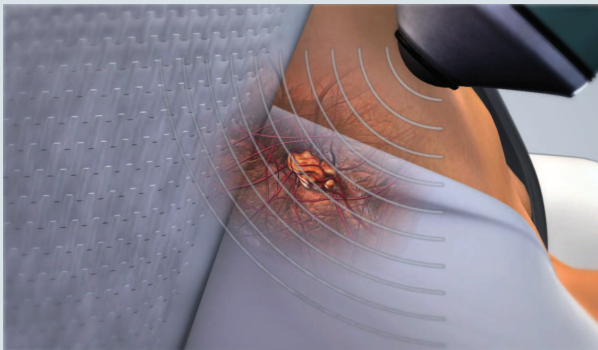
Bus Rides on Human Waste Fuel

A new bus in Britain runs on — or as it's more affectionately known, “the poo bus”— can travel up to 186 miles on one tank of gas, which

takes the annual waste of about five people to produce, the BBC reports. A single passenger's annual food and sewage waste can fuel the Bio-Bus for 37 miles. The bus, which emits up to 30% less carbon dioxide than conventional diesel vehicles, will shuttle people between Bristol Airport and Bath.

It is true that the Gas-powered vehicles have an important role to play in improving air quality in cities but the Bio-Bus goes further than that and is actually powered by people living in the local area, including quite possibly those on the bus itself.

Drugs Reduce Side-Effects of Chemotherapy



Wichita State University researchers are working on a new system that could decrease the negative effects of cancer drugs on patients.

With Nano technology, the group has created nanomaterials and developed a magnetic-targeted drug delivery system with the goal of localizing as much as possible the cancer drugs to the tumour sites and therefore decreasing the negative effects of the drugs on the body. They've targeted their research on patients with skin and breast cancer.

The research team created

nano composite, magnetic microspheres that carry protein-based chemotherapeutic drugs. Those spheres were incorporated with an albumin and biodegradable polymer that increases the accumulation of the drugs at the target site.

Once the microspheres are injected with a syringe, a magnetic field is applied to attract the spheres to the tumor. Traditional chemotherapeutic drugs can wreak havoc on a patient's body, resulting in such issues as anemia, infections, nausea and vomiting, bowel problems, hair loss and severe pain.

Toilet Hand Dryers spread Bacteria

Modern hand dryers are much worse than paper towels when it comes to spreading germs, according to a research by University of Leeds. Scientists have found that high-powered 'jet-air' and warm air hand dryers can spread bacteria in public toilets. Airborne germ counts were 27 times higher around jet air dryers in comparison with the air around paper towel dispensers. The study shows that both jet and warm air hand dryers spread bacteria

into the air and onto users and those nearby. The experts collected air samples around the hand dryers and also at distances of one and two metres away. Air bacterial counts close to jet air dryers were found to be 4.5 times higher than around warm air dryers and 27 times higher compared with the air when using paper towels. Next to the dryers, bacteria persisted in the air well beyond the 15 second hand-drying time.



Elephants detect rain upto 240 KM

A team of researchers working in Nambia has found that elephants are able to detect rain storms from distances as far away as 150 miles, around 241 kilometers. In a paper published in the journal PLOS ONE, the researchers describe how they tracked both elephants and rain over the course of several years

and found the elephants were clearly able to detect rain events from great distances and move towards them. Nambia, like much of south-western Africa, is a hot and dry place for most of the year, occurs each year from January to March. Elephants are one such animal—they drink and splash around in temporarily

engorged streams and other watering holes. Elephants are also migratory animals, with herds nearly constantly on the move in the search for food and water. In this new effort the team of researchers was looking to better understand why elephant herds have such strange migration patterns during the rainy season.

What was so surprising was how the elephants were able to move towards storms that were still very far away, sometimes as far away as 150 miles. The researchers can't say for sure how it is that the elephants are able to detect the rainfall, but suspect that they might be able to hear it—either the thunder claps or the rain actually hitting the ground



New Injectable Treatment for Soldiers

Internal bleeding is a leading cause of death on the battlefield, but a new, injectable material developed by team of researchers from Texas A&M University and the Massachusetts Institute of Technology could buy wounded soldiers the time they need to survive by preventing blood loss from serious internal injuries.

The potentially life-saving treatment comes in the form of a biodegradable gelatin substance that has been embedded with nano-sized silicate discs that aid in coagulation. Once injected, the material locks into place at the site of the injury and

rapidly decreases the time it takes for blood to clot - in some instances by a whopping 77 percent, says Akhilesh Gaharwar, assistant professor of biomedical engineering at Texas A&M and member of the research team. The team's findings are detailed in the scientific journal ACS Nano and supported by the U.S. Army Research Office.

Though it's still in early testing, Gaharwar envisions the biomaterial being preloaded into syringes that soldiers can carry with them into combat situations. If a soldier experiences a penetrating, incompressible injury - one where it is difficult if not impossible to apply the pressure needed to stop the bleeding - he or she can inject the material into the wound site where it will trigger a rapid coagulation and provide enough time to get to a medical facility for treatment.



14 cr. year old dinosaur tooth found



A dinosaur tooth found in Malaysia is at least 140 million years old and belongs to a new species within the "bird-hipped" Ornithischian order. Ornithischian, or "bird-hipped", is a major group comprised of herbivorous dinosaurs such as triceratops. The dinosaur would have been about as big as a horse. The darkened tooth fossil—13-mm-long (0.5-inches) and 10.5-mm-wide—was discovered in a sedimentary rock formation by a team of Malaysian and Japanese palaeontologists.

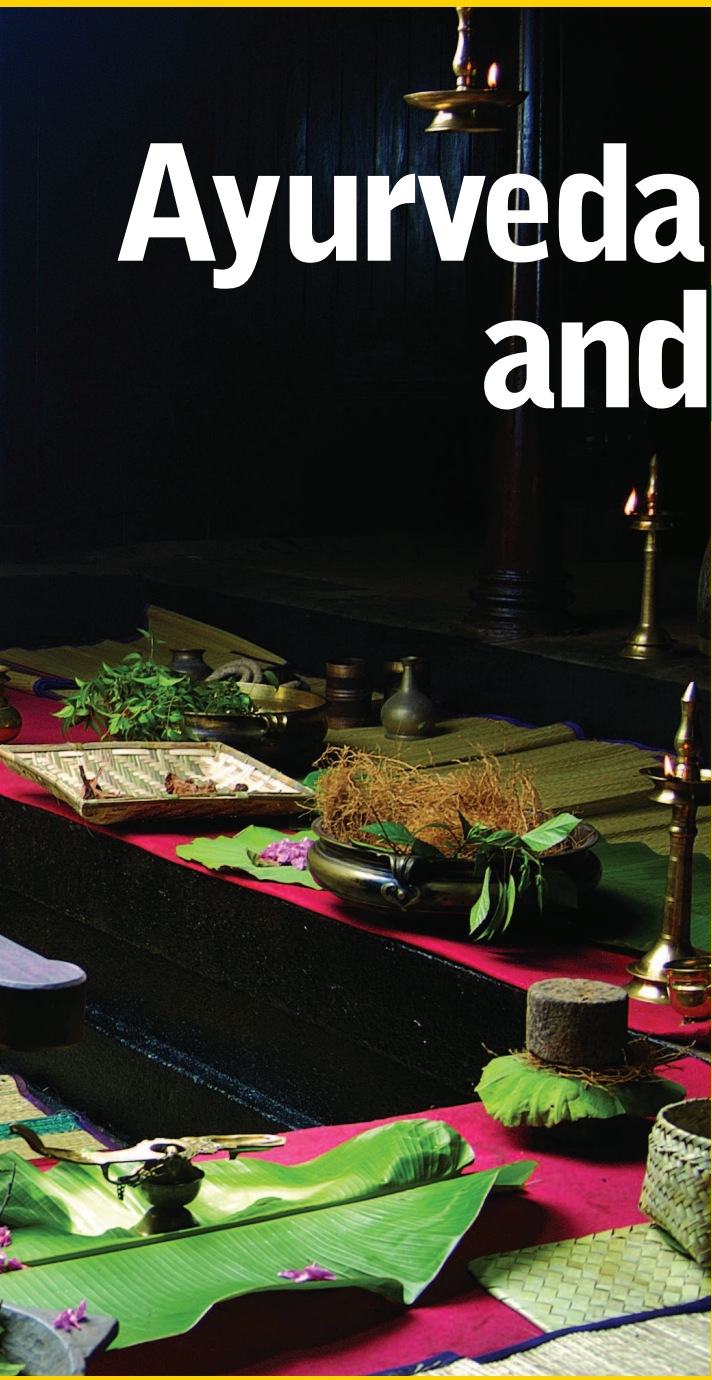
It was found close to where the first Malaysian dinosaur fossil, estimated to be at least 75 million years old, was discovered in 2012. The exact location of the discoveries is being kept secret in order to preserve it.



According to the World Travel Mart, Kerala was one of the most important places for spending holidays along with U.K. Kerala has won the 'Lonely Planet' award in the best family destinations in the world. It has occupied a prominent place among the ten famous tourist spots in the World. In 2014 Kerala

was one of the most important places for spending holidays along with that of New York City, Denmark, Prag, Iceland, Italy, and Hawai. Tourists who visit India are attracted to Kerala where they can enjoy travel, tourism and leisure along with Ayurveda.. No doubt Kerala has emerged as one of

Ayurveda and Tourism



other health care services. Clients/ guests/ destinations in India like patients are coming over to Delhi, Mumbai and Chennai. Kerala from various part of Health tourism is catching up world every year to at lightning speed across the experience our Ayurveda world and is gaining treatment. Foreign Health importance in Kerala. It is Tourists coming from South non-seasonal in nature. In Africa dominate followed by this digital era people travel tourists from Oman, U.K., across the globe for health UAE, France, USA, Germany purposes because people are etc. apart from the domestic more conscious about their ones who play the major role health. Through health in the success of health tourism one can enjoy the beauty of health care professionally managed, destination along with adhering to the traditional medical treatment. Ayurvedic healing powers of natural medicines.

Most of the Ayurvedic hospitals are providing major Personal care and warmth treatments, health care of service are the hallmarks of programmes, facilities and most of them and some are

the most acclaimed tourist destination in the world.

Kerala has world class medical infrastructure and can provide quality health care about 10% of the cost of the same procedure in the US or UK. Even on the domestic front, cost of treatment in Kerala will only be about 60% as compared to the cost of





ISO 9001 – 2000 certified hospitals and accredited by national and international agencies which enhance their reputation among the foreigners. They believe in preserving the traditional practice of Ayurveda and take extreme care in nurturing and promoting the age-old Ayurveda, the first ever documented medical science. Many of the centres represent the modern face of Ayurveda and do incorporate state-of-the-art diagnostic methods, technologies and equipments to identify the disease precisely. Also have proven track record of curing various serious ailments and take care to stick on to the natural healing of herbs. The overwhelming responses of patients give them confidence to carry on the service for the well being of the society. At many centres, patients are known and treated as guests. They are never called as patients and they receive proper advice

and suggestions. Based on the diagnosis and the requirement, they are even advised a change location of treatment place, which is also arranged and managed by the hospital authorities. The nature and the ambience do have an impact on the success of Ayurvedic treatment. A robust mind helps speedy recovery from ailment. This helps the centres to gain credibility and confidence among the foreigners. A holistic approach is being noticed in many of the centres which are run by couples, which again creates a friendly atmosphere.

Ayurveda

Around 600 BC a new system of medicine evolved in India. A system that in addition to treating an ailment, stressed on its prevention, came to be called ayurveda. Kerala and ayurveda are synonymous to each other, as it is the only place on earth where

ayurveda is practiced with absolute authenticity and dedication. Ayurveda believes in the treatment of not just the affected part of the body, but the individual as a whole, making it the natural way to perfect health and harmony of life. Ayurveda is a holistic system of healing to achieve the right balance of body. This tradition of health care has proved to be not only the cure for illness, but also the 100% natural way to perfect health. The methods of ayurveda are unique and universal. Instead of treating the symptoms of a disease, it treats the individual and caring is given for the entire body. Ayurveda medicines are purely natural and absolutely free of side effects.

Ayurveda treatments are classified in to two- Rejuvenation Programmes which aims at total well-being and therapeutic programmes which aims at ailment-specific. The tourists who visit Kerala undergo

either rejuvenation or therapeutic or a mix of both the programmes. It is notable that many of them come to Kerala for repeated Ayurveda treatments.

Rejuvenation Programmes

- Rejuvenation therapy (Rasayana Chikitsa)
 - Overall fitness (Panchakarma)
 - Body immunization and Longevity treatment (Kayakalpa Chikitsa)
 - Body sudation (Sweda Karma)
 - Meditaion and Yoga
 - Beauty care
 - Body slimming
- are the major rejuvenation programmes.

Therapeutic Programmes

The seven most common Therapies adopted for the Rejuvenation package are-

- Abhyanga (General massage),
- Elakizhi (Patraswedam)
- Njavarakizhi
- Pizhichil

SWOT Analysis

- Udhwardhanam
- Dhara
- Nasyam

These programmes are offered by approved Ayurveda Centers, Ayurvedic Health Resorts and some Hotels which have Ayurveda facilities. There are few leading Ayurveda hospitals in Kerala which are providing variety of Ayurveda Treatments in a successful manner. All these centres have their own Strengths, Weaknesses, Opportunities and Threats. Have a look into majority of the Ayurvedic Hospital's SWOT Analysis.

In Kerala every year there is a representation of 25 countries in many of the Ayurvedic hospitals apart from the domestic guests/patients. Majority of the guests come over to the hospital on the basis of direct contact and others through e-mail contact and the rest through agents. Few centers have a good net work throughout the world which brings many of the tourists to the hospitals for variety of treatments. Also many come for repeated treatment, which shows that the tourists are satisfied by the holistic approach of our Ayurvedic centers. All this shows that Health Tourism is very strong in Kerala and a good foreign exchange earner. Many of the guests after or before their treatment visit places like Munnar, Kovalam, Varkala etc, for which the hospitals itself provide transportation along with accommodation and other facilities, according to the demand of the guests. No doubt well equipped health centers are offering a slew of Health tourism packages, all of which are tailor-made for specific individuals, which functions on need-based or demand-based of clients. One who had experienced Rejuvenation or Therapeutic Programmes in Kerala will never forget the indigenous streams of our Ayurvedic centers.

Apart from patients, doctors too arrive here to know about the secrets of ayurveda at different well known established centres. Recently a few seminars were organized in a centre where foreign doctors interacted with ayurvedic doctors. Also a team of practitioners from the US attended a one day seminar in a famous hospital. Another session was organized where some dentists and social workers from US took part. A group of paediatric doctors along with few psychologists also attended another seminar conducted by a reputed Ayurvedic hospital. The seminars become part of the Continuing Ayurvedic Awareness Programme and Ayurvedic centres can involve in providing practical sessions for the benefit of such medical experts and for attracting more and more health tourists to our God's own country. ■

The writer is Associate Professor in Commerce, S.D.College, Alappuzha

Strengths

- Hospital owned and operated by a family of doctors.
- Team of highly qualified doctors.
- Support from Doctors of other streams of medical sciences
- Team of well trained therapists.
- Team of well trained hospitality executives.
- Using the assistance of latest technologies for precise diagnosis of the problem.
- Clean and hygienic facilities to accommodate patients.
- Transportation to patients and bystanders.
- Conveyance to tourist centers on request.
- Consultations done by of team of doctors.
- High success level in curing major serious health problems of patients from all over the world.
- Family environment.
- Quality food to patients and bystanders.
- Different types of food ranging from Chinese, Continental, Mughals to Lips making.
- Settlement of financial transactions through foreign currency is possible.
- Less turnover of employees or working team.
- Counselling available
- Ticketing facilities.

Weakness

- Facilities at some centers have small problems in infrastructure.
- Noisy highway road in front of the hospitals.
- Railway level crossing, traffic blocks, poor roads and sometimes harthals make it difficult to reach hospitals on time.
- Lack of hygienic toilets and cleanliness in premises.

Opportunities

- The increasing popularity of Ayurveda.
- The increasing brand value of hospitals through the presence in media.
- The increasing number of satisfied patients talking to other people about the centres.
- Less turnover of employees helps to provide good service.
- More corporate houses convinced on the system of ayurveda now sends their staff for ayurveda treatment for stress management, etc.

Threats

- Misconception of Ayurveda.
- Deliberate move to defame ayurveda by groups with vested interest.
- Lack of support from the government to enhance the importance of Ayurveda.
- Lack of support from the Government in including Ayurveda in the cashless benefit provided by the insurance companies.
- Lack of enough R&D activities in the field of Ayurveda.
- Lack of scientific and clinical evidences on the success of ayurveda treatments.
- Many unauthorized quacks working as ayurveda physicians create problem by providing wrong treatments.

Emotional Intelligence

Over the years, the term emotional intelligence as a behavioral construct has matured and subsequently gathered international recognition. The concept has become a common terminology in management that it is imperative to understand and leverage it for the sake of enhancing productivity in present day organisations. The set of skills that help people harmonize is recognized as an important workplace asset. In common parlance it's a form of social intelligence which has both cognitive and non cognitive dimensions. It involves the capacity to grasp, appreciate and discerningly manage emotions in relationship to oneself and others. Recent researches have identified links between specific components of emotional intelligence and leadership success.

Peter Salovey and John D. Mayer coined the term emotional intelligence in 1990 as the capability of a person to understand, analyze and decide on issues based on self-control, self-awareness, self-management and empathy. EI is 'the ability to perceive and express emotion, assimilate emotion in thought, understand and reason with emotion, and regulate emotion in the self and others' (Mayer, Salovey & Caruso 2000). In 1981 James Dozier a U.S Army Brigadier General who was kidnapped by a terrorist group, discovered the power of emotional intelligence in saving his life from his captors. Quoting Dozier's life example Campbell says emotions are contagious and a single person can influence the tone of a

group by modeling- he first thought of getting his own emotions under control and conveyed his calmness to his captors, he then realized that they also caught his calmness.

Daniel Goleman in his book 'EI :Why it can matter more than IQ' quotes that IQ is relatively fixed where as EQ can be built and learned. He propounds that cognitive skill can get you a job in a company but emotional skill helps you grow in the job

once you are hired. Along with emotional competence, Goleman et al have included personal and social competence, which include self-awareness, self-management, social awareness and relationship management.

The role of EI does not remain limited to formal organizational contexts but any activity that requires dealing with people would require the input of



As a person makes a transition from the transactional to transformational approach to create a necessary socio-emotional nearness with people around him, the behavioral construct of emotional intelligence becomes a reality.



emotional intelligence. There is a growing body of evidence that the group of social and emotional competencies that constitutes what is now commonly referred to as EI play a key role in determining success in both personal and professional lives. The Indian way of life is highly saturated with various cultural, religious and societal demands. In a society filled with conflicting responsibilities and commitments 'work life balance' has become a predominant issue in the workplace. Employees in global communities also want flexibility and control over their work and personal lives.

The socio familial context and work context creates pulls and pushes on individuals. People continue to respond to social and professional demands, cope

with social and professional roles expectations and attempt to balance or integrate the multiple roles and multiple systems. People need to handle the various and multiple dilemmas and manage the stress, guilt, anxiety and apprehensions together with their aspirations and ambitions to grow in the organization. In an attempt to balance social and professional roles they exert super human efforts and reach in a real dilemma. While social roles are part of people's existence, professional roles are part of choice making. People's location in the system and owning one's identity is a significant process in rising to the demands of both social and professional roles. The social dilemmas are situations that contain a polarity of interests between the individual's interest and

public's interest of the society at large.

It is equally important that people create some personal space to be in touch with themselves and their identity to define their location, the new roles both in social and work settings, and to add to themselves and the system they are part of. Managing personal and professional roles effectively means attaining a practicable work- life balance, the buzz word of modern society. The changing economic conditions and social demands have changed the nature of work throughout the world. Indeed, work was a matter of survival. Throughout the years, the role of work and the structure of the workforce gradually have changed. Today, work is regarded as a source of personal satisfaction widely. The good

balance among time, work and life can play an important work life balance role in the attainment of personal and professional goals.

Work-life balance

Work-life balance is a concept where an individual manages to balance his time both at work and home. It helps people to divide their energy between work, family and other important aspects of their lives. Work-Life Balance does not mean an equal balance. Trying to schedule an equal number of hours for each of the various work and personal activities is usually unrealistic and unrewarding. We are all engaged in a number of roles every day and we hold a number of duties throughout our life. Conflict occurs when we are unable to give our many roles the required time and energy as a result of which participation in one

role is made increasingly difficult by participation in another.

The crux of the ideology is that there should be resilience between the work and personal life. Work life balance is the routine achievement and enjoyment in all spheres of life. The best work life balance for an individual (individual work life balance) will definitely vary over time, quite often on a daily basis. The right balance for today will probably be different for tomorrow. The meaning of right balancing for a social being encompasses three elements –family, work and community.

Family: The society has changed dramatically over the past half century. Women comprise nearly one half of the labor force. Strong family relationships are the foundation for most career women and men. They form great role models for their children and social network. All relationships need nurturing with time, love and a constant effort to fulfill needs and expectations. It is not possible from one side. The happy and healthy individuals have happy and healthy relationship and then this spills over into their work. The availability (or

even a deliberate creation) of strong family support will act as a major factor in the success of a person.

Work: The economic conditions and social demands have changed the nature of work throughout the world. It is very important to give equal importance to all the stakeholders. A person who does not enjoy his/her family life cannot be a successful person. When a life is imbalanced then the rhythm of life vanishes and there is an adverse effect on the work life too. Therefore, in an effort to retain employees, it is increasingly important for organizations to recognize this balance. Work life balance requires flexibility, good judgment, strong leadership, negotiating skills and shifting of priorities. A supportive circle of colleagues and friends is the platform that can be made available to seek advice and assistance.

Community: The community is round table which holds members of society. There is constant interaction between members of society. Work-life balance is achieved when an individual's right to a fulfilled life is supported by the society. This requires meaningful participation

from diverse stakeholders. When people move beyond the self and family, they find their role in the community and they have the power to make a positive change in community. In following their purpose in life they touch the lives around themselves through contributions effective to become social entrepreneurs.

Work-life balance training programs, practices and information can enable employees to balance their work and personal lives in order to manage lifestyle commitments including family responsibilities, sport, study, and community involvement. 'There's a huge difference between being busy and being stressed, work can be a huge source of wellbeing,' if it is planned to create balance (Williams).

Work-life balance is about adjusting working patterns which allow employees to combine work with their other responsibilities. It can enable employees to feel more in control of their working life and brings in lower absenteeism and a happier and less stressed workforce. An understanding of effects of imbalance will make it easy to understand the need for work life balance. The transition from work

life imbalance to work life balance has obvious benefits to an organization and its employees too. At the organizational level it increases productivity and efficiency of employees. Satisfaction from work provides better teamwork and communication in working environment, which leads to enjoyment at work and increased passion for it.

Work life balance on an individual level can bring phenomenal changes in his/her life and can also have heavy impact on a society. The work life balance positively contributes to an employee's health which create healthy community at the end. The balancing time is a challenge. It is the joint responsibility of the organisation and employees to have a conducive platform. What the experts suggest for finding equilibrium are- flexi time at work, manage the time, focus on outcomes, sharpen your skills, look after yourself, take time out, talk to someone, work is not the enemy, don't neglect your friends, avail every training opportunity etc

Importance of maintaining work life balance

Work life balance is the key to lead a successful and beautiful life which includes



everything. It is important to everyone such as student, employee, and employer and even for a housewife to maintain a balance between various aspects of their daily routine. A student must know how to balance between his studies and course activities; otherwise he will fail in one or the other thing. 'If you are losing your leisure, look out; you may be losing your soul' (Logan P. Smith). Our life has so many things, like our relationships, work, health, e n t e r t a i n m e n t responsibilities about family and country etc, we must know how to maintain balance between all of them till to be successful in all these aspects. Every day in the life, many people get so occupied with their work which is a case of neglecting other important things of their life.

There is no denial that, the person cannot survive without work because this is what ultimately gives to person the money, which is the source of everyone's survival. The money is essential for survival and for having comforts but too much emphasis on it is like losing so much for so little. The clash between work and family in life occur 'when demands of participation in one field are unsuitable with demands of participation in the other field, or, when one's efforts to fulfill work role demands interfere with one's ability to fulfill family demands and vice versa'. There is a need and desire on the part of workers for more flexibility in the workplace. Flex time as concept is applied in corporate world today. When both the wife and husband are working the flextime helps the right

division of commitments at family.

The current economic condition has been accused for causing income loss, extended working hours and intense stress in workplaces all over the world. In these fast moving lives, there are many pressures that new-age couples have to deal with—running a home, doing daily chores, raising children, caring for the elderly and handle the tight deadlines at work. Personal development took a look at how to rise above the mess, by redesigning the life to achieve the balance necessary to ride through the storm and bring life back under control. The KAS approach is an eye opener in this context as it widens the perspective and focuses on enhancing the knowledge, developing attitudes that shapes the future and generating administrative/managerial competencies. The ultimate goal is people

accepting professional orientation to their roles.

Role of emotional intelligence

As a person makes a transition from the transactional to transformational approach to create a necessary socio – emotional nearness with people around him, the behavioral construct of emotional intelligence becomes a reality. Enrichment of the emotional dimension would help to solve behavioral problems arising from organizational and social dimensions. Emotional intelligence contributes to the true effectiveness of a person in handling day to day activities diplomatically and with maturity. An employee can achieve better results at office and can also be a happy home maker when he /she is emotionally intelligent to strike the right balance between work and life. The various dimensions of emotional intelligence which help people in handling multifold roles are:

- Self awareness
- Self assessment
- Social awareness
- Compassion
- Commitment
- Relationship management skills
- Achievement orientation
- Emotional self control
- Personal integrity
- Resilience
- Optimism
- Transparency and adaptability

Emotional intelligence is one of the most important behavioral constructs which is considered as a major contributor to performance. To rise higher in one's competence at dealing with people it is not essential that individuals are good in their jobs

,they are required to be endearing, positive, approachable, warm, compassionate and optimistic. When employees lead a contended personal life, their attention towards work becomes more yielding. When work life balance is able to attain there would be better environment around the employees. This will lead to improved quality of life—both at work and family. Managing personal and professional roles is not an either or choice but an added new concept and dimension of role taking with the support of emotional intelligence, the most rewarding input in dealing with people.

In the global liberalised economic world EI appears as key factor for employees's stability, talent retention and sustainable development. Work organizations both public and private which is also employee –centric along with organizational goals will look into this aspect seriously. Many professionally managed corporates have their own self awareness based emotional balance training programmes in the form of art of living, art of self becoming, meditation, yoga, exercise, social interaction, group activities and cross cultural integration based activities. There is no denial that an individual's emotional and personal competencies can be a strong input in managing the components of work life balance like self management, time management, stress management, change management, technology management, leisure management etc which ultimately foster self success, task success, people success and system success. ■

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An action plan for the self

Redefine your identity
Accurate self assessment
Choice making
Prioritise your engagements
Reprioritise if situation warrants
Strategise your actions
Sharpen your skills
Keep interpersonal connectivity
Develop support system at home
Care for a support system at workplace
Fruitful balancing of work and socio familial contexts
Make use of every training opportunity

VALUE OF Administrative

The system of creating records during the course of an official transaction or business has certain advantages and their value can be assessed only in terms of future use. None would like to preserve or retain a thing unless it possesses certain amount of utility. Their primary value lies in their administrative utility for which they were originally created. In order to coordinate the energies of all the agencies in an organisation towards a common goal, to check up what progress has been made or how much has been left to be done or there is no overlapping of activities, the records provide a continuous tangible shape to a particular scheme and without which it would have been very difficult to conceive or execute a plan.

The administration of a country, Department or organisation is not based only on personalities. New people come and old retire but the administration does not suffer due to these changes. The records fully mirror the activities of a particular organisation and by consulting them one can learn as to what has been done and how much remains

to be done. They ward off the possibility of the duplication of work. Records are the only means by which it can be judged whether a policy laid down is being executed as intended and they provide necessary guide lines to the administrators in discharging their duties. For efficient planning as well as for performance of any function, it is essential to fix responsibility on individuals, who should be responsible to a superior authority. It can only be done when a correct record is kept of any piece of work done by an individual. The simplest way to escape responsibility has been to destroy records. Again with the help of records the innocence of an officer can also be proved. Records show the honesty, integrity, innocence or guilt of an officer. Standardisation of various administrative procedures is only possible when a faithful record is kept of various organs and agencies of the Government.

It is sometimes assumed that the non-current records, which are a number of years old are of no use to the administrator, but useful for the historian only. But this is not true. There arise a good number of cases in current administration in which the

information contained in archives is often found to be of utmost value. Often a policy which appears to be new, might have been really old, might have been tried in the past and actually given up for some reason or other. Again records mirror the experience and opinions not of one or two, but of a series of administrators of the present. If the lessons of the past are ignored, the penalty is to be paid in future. Above all it should not be forgotten that the records were retained by the administrators not so much for the use of historians as for their own use for carrying on an enlightened administration in the light of the past.

The most important matters affecting public rights are generally found to have their roots in the past. That being so, no policy could be revised no public rights defended, without a careful study of past records. For example, various aspects of subjects like Ryotwari Settlement, the separation of judiciary from the executive etc. could be studied and understood properly only with the aid of the past records. During the last 150 years, numerous changes had been introduced from time to

RECORDS and Research

time in the method of transacting Government business, and the details of these changes are available only in archival material.

Secondly, the most characteristic features of a democracy is its insistence that public business be conducted under the eyes of the public. Autocratic Governments may not have much use for records but democratic set up is, to a great extent, possible on the existence of recorded acts of the Government. The constitution of a country is the most sacred and authentic record of the will and intentions of the people. The right to form unions or associations, the right to worship according to one's own likings are some of the rights enshrined in the constitution. Electoral rolls and other records of the Election Commission prove the right of the people to cast vote and elect their representatives for forming the Government. Records relating to gifts, sale, transfer, purchase or mortgage of properties prove the right of ownership and are very necessary for deciding a disputed claim through the court of law. Thus the value of records for the protection of fundamental rights of

citizens is beyond dispute.

No less is the importance of records for a businessman, in the shape of his production schedule, account books, balance sheet, share certificates, bonus and wage books, pass books and other financial instruments to show his financial solvency. There is now an increasing realisation that for a progressive improvement in the performance of Companies and business houses, the maintenance of their records in an organised way is absolutely essential.

After the records have ceased to be of day today administrative use, they acquire a value totally different from the one for which they were originally created. They form an important source material for the genealogist and biographer and make up the backbone of history and basis for reference books.

In the absence of this material it would have been impossible to create historical or biographical literature based on authentic sources. This material brings us nearer to our predecessors and enables us to understand their aims and aspirations and to learn about handicaps under which they had to work. It is on the basis of

archives that we can appreciate their success or failure in pursuing a certain policy. They are veritable store house of wisdom and are ready to give us counsel, Whenever we need. We are fully aware as to how much our historians are struggling to reconstruct our past history and how much easier their task would have become if sufficient volume of archival material had come down to us.

Therefore it is the duty of the archivist to cater to the needs of the scholars and historians after he has fulfilled his obligations with regard to the administrator. As a matter of fact it is very difficult to demarcate the duties of archivist towards the administrator and the scholar. They go side by side. The archivist would be failing in his duties if he cannot satisfy the public urge for access, information and interpretation of archives, which are an indispensable source for biographical, genealogical and historical literature. For this purpose the archivist is required to bring out suitable reference media, in the form of descriptive lists, Calendars and indexes, without which it would be an up hill task to carry out researches. ■

The writer is Rtd. Archivist



The Swiss Cheese Plant

The Swiss cheese plant is a tropical ornamental that has aerial roots growing down from the stem. The plant gets its name from its large, heart shaped leaves, which become covered with holes as it ages which looks exactly as the world famous Swiss cheese. The plant christened *Monstera deliciosa* or the "Fruit salad plant" is a native of tropical forests of Southern Mexico. It is called Fruit salad plant. The plant also has a nick name "Windowleaf" due to the splits and perforations in its foliage. It is also called "Split leaf philodendron". The striking heart shaped foliage, along with its easy-to-grow, vigorous nature make it an eye catching focal point in the gardens.

The Swiss cheese plant is a popular foliage house plant easily recognised by its large glossy leaves that are dissected with deep splits and perforated with oblong holes. The plant in its natural habitat climbs high into the trees and supports itself above the ground with long tentacle-like aerial roots. The aerial roots grow downward out of the thick stem and take root where they touch the ground. The plant prefers full sun but will adapt to partial shade also. It enjoys a moist well drained soil. The plant grows best in warm conditions and requires high humidity. If we have enough space in the garden Swiss



cheese plant will be lush and bold in growth. The plant produces white flowers, resembling *Spathiphyllum* with half oval creamy white spathe with a thick 25 cm long spadix in the middle. The spadix develops into occasionally green, scaly fruit shaped like cucumbers.

The main stem of this plant can be cut back to prevent excessive height but this will encourage side growth. If the aerial roots become long and straggly they can be tied into the main stem support or trailed down into saucers of water to hydrate the plant. Suitable support should be given to the Swiss cheese plant to prevent it from becoming top-heavy and tipping the container over. A strong moss-pole or moss stick is usually inserted in the container behind the plant for support. Use container with drainage holes. This can be kept moist to keep humidity. The Swiss cheese plant can be planted in medium enriched with organic manure and also has good drainage. Over several years of growth the plant can reach to a height of 3 metres with its dramatically perforated large, leathery, glossy, heart shaped leaves reaching a size of 30 cm long or more. Young plants have smooth leaves. But as it matures, the leaves develop deeply cut edges and wide slits. In its natural habitat the slashes, holes and cuts in the large leaves help the plant to withstand strong winds and heavy rains. Keep the leaves clean always by frequent sponging. This is an easy house plant to maintain since it tolerates dry air and semi-shade than many other plants.

The plant can be



propagated by taking growing tip cuttings of a mature plant and inserting it into equal parts mixture of peat moss and sand. Cuttings should be taken just after a leaf node removing the bottom-most leaves. Enclose the cuttings in a plastic bag and keep it warm in bright filtered light. The plant can also be multiplied by dividing suckers into foot-long sections. These can be gently pressed into the soil. Once these sprout they can be transplanted to another place. Air layering is another method for propagation. Simply wrap some moist sphagnum moss around the stem where an aerial root and

leaf axil are located. Tie a piece of string around it to secure it in place. Then enclose this in a clear plastic bag with air vents and tie it off at the top. Within a few months new roots are seen appearing. At this time clip it off and replant suitably elsewhere.

Monstera deliciosa Variegata is a popular variety with leaves splashed with white or cream-coloured patches of irregular shapes and sizes. These dramatic plants are ideal for patios, conservatory or large rooms including star hotels, shopping malls, sky scraper flats or restaurants. In landscape provide *Monstera* with a trellis. The variety

Albovariegata also have variegated foliage. Sometimes the plant may get infected with mealy bugs or spider mites. Remove them with cotton swabs soaked in soapy water as soon as you notice them. Apart from being used as an ornamental plant it has some other uses too. In Peru the thick aerial roots are used as ropes while in Mexico they are used for making baskets. The deeply cut foliage has an artistic, sculptural appeal that adds a decorator-touch to any room when grown indoors in suitable attractive containers properly trimmed and trained. ■

expertise, and providing mentioning, technology and services;

Economic enablers

Economic competencies and their structures are vital for entrepreneurship. The mismatch between economic growth and structural change in the economy is a dampening factor for entrepreneurship. Unless a high return on entrepreneurship is ensured, people will look for employment. The demand – side policies should facilitate the emergence of vital and sustainable market conditions that ensure returns on entrepreneurship by:

- Implementing the proposed knowledge-driven, sustainable development strategy;
- Offering tax benefits to start-ups;

Social Innovation and Entrepreneurship

Social entrepreneurship can be defined as entrepreneurship that aims to provide innovative solutions to unsolved social problems. Therefore, it often goes hand in hand with social innovation processes, aimed at improving people's lives by promoting social changes. Social entrepreneurs use an entrepreneurial approach in their primary mission to tackle social problems. There has been a proliferation of social entrepreneurs across the world. Yet, their importance is underestimated. Two proposals are made here.

- Scope of entrepreneurs should be extended to include social entrepreneurs;
- Social entrepreneurs need to be developed to supplement the governments' initiatives to promote entrepreneurship.

Entrepreneurs have a crucial role in determining the future prosperity of Kerala. The entrepreneur is someone who drives forward several forces that together stimulate economic growth, such as encouraging innovative technology, offering opportunities for young people alleviating poverty, and making a positive impact on society. While entrepreneurship is a private sector phenomenon, the government can play a crucial role in promoting an entrepreneurial ecosystem that is conducive to growth. This in turn requires promotion of an entrepreneurship culture by increasing the visibility and emphasizing the role of entrepreneurship in creating new jobs, sparking innovations, and reducing poverty; promoting the perception of entrepreneurship as a career option right from primary school onwards; mainstreaming entrepreneurship in university education; providing specialized training assistance; exploring credit guarantees and banking support; strengthening venture capital and angel investors; offering a direct support scheme; designing impact, stable and multi-model incentives for entrepreneurs; providing single-window services; simplifying taxes and regulations; and providing professional support through incubators. ■



Suraksha@School

Administrative Sanction has accorded for the Suraksha@school project of Kerala State Women's Development Corporation at a total cost of Rs. 50 lakh by debiting the expenditure to the head of account 2235-02-103-90(02) in the current financial year under the Flagship Programme on Gender Awareness, subject to certain conditions.

G.O.(Rt) No. 726/2014/SJD dated tvpm 08.12.2014

Renewal of GAIS for fishermen

Sanction has been accorded for the renewal of Group Accident Insurance Scheme to Fishermen and Allied Workers for one more year w.e.f. 17.12.2014 and also for signing an agreement with M/S United India Insurance Company at a premium rate of Rs.143 per head + ST of 12.36% of premium and also accorded sanction for releasing an amount of Rs. 3,79,69,062 from the Head of Account 2405-00-800-82(P) and an amount of Rs. 100 lakh from the Head of Account 2405-00-800-50(P) for the renewal of Group Insurance Scheme of Fishermen and Allied workers respectively.

GO(Rt) No.1104/14/F&PD dated tvpm 16.12.2014

Kerala Environmental Consultative Committee-constituted

The government have constituted a consultative body viz. Kerala Environmental Consultative Committee with Minister for Environment and Forest as Chairman and Principal Secretary, Environment as Convenor to facilitate co-ordination during the implementation of the Participatory Environmental Action Project.

GO(Ms) No. 17/2014/Env. dated tvpm 19.12.2014

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