“We want that education by which character is formed, strength of mind is increased, the intellect is expanded, and by which one can stand on one’s own feet.”

Swami Vivekananda
Sadhana

‘Sadhana’ literally means an instrument of action, any effort towards achievement of a purpose. As a means of accomplishment, ‘Sadhana’ liberates man from bondage.

‘Sadhana’ is a discipline performed with insight, reflection and practice. ‘Sadhana’ also embodies the skillful application of mind and intellect undertaken in the pursuit of a cherished goal.

Swami Vivekananda Youth Movement, inspired and being constantly propelled into action by the teachings of Swami Vivekananda dedicates its ‘Sadhana’ as a tribute to his spirit in this 150th year of his birth.

Kaivalya

‘Kaivalya’ means absolute freedom and liberation, which is the ultimate goal of ‘Yoga’ or the union of the soul. In its state of solitude and reflection it emphasizes the awareness of the ‘Self’ on one hand and material world on the other.

Freedom from conditioned existence, solitude and detachment paves way for ‘self introspection’ and ‘self experience’, and brings together a sense of oneness in thought, word and deed. ‘Kaivalya’, thus is more than just a place for reflection.
V-LEAD
Annual Report 2012 - 13

Content: V-LEAD Team
Content Development: Asha MC, Sudha Nair, Sharmila Govande
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Founder’s Note

Dear friends,

The current development problems such as education, global warming and health care are complex and demand newer skills to confront them. A new kind of leadership involving a more collaborative and self-aware model is needed. No single institution; government body, social organization or corporate initiative can solve these in isolation. Leaders now need to integrate knowledge and talent from individuals and organizations in the business, nonprofit, and government sectors to advance the common good. Driven by this philosophical conviction, Vivekananda Institute for Leadership Development has been working with people and organizations from the world of NGOs, government and the private for-profit sector. We believe that any change in the development landscape of the country will be healthy, meaningful and sustainable only when people from all these sectors appreciate, understand and work in partnership with each other. This kind of a partnership can be complex and requires leadership that is mature and reflective.

Driven by higher values, this leadership should be adaptive, pragmatic and culturally well informed. It should not only take organizations, communities and society forward in times of increased interconnectedness and rapid change but also serve as a means of personal self-transformation. It is in this direction that our programs have been designed and delivered. Our programs are helping shape leaders who can engage the heart, the head, and the hands: motivation, strategy and action. Building on this, our students enrolled for Masters in Development Management are trained to lead across sectoral, cultural and geographical boundaries to advance the common good of humanity at large. Apart from building on the competencies required to operate in the social sector, they are also trained to operate from the understanding and appreciation of interdependence and reciprocity.

The last one-year has seen our programs mature and evolve. Our facilities have significantly expanded with our new building ‘Sadhana’. People with different capacities and expertise have joined the team and we have explored new collaborative partnerships. While we are concerned that one of our flagship programs, the Youth for Development program (Y4D) has suffered a setback, we are confident of re-launching it in the forthcoming year. We are also excited to be launching a few new initiatives in this 150th birth year of Swami Vivekananda. We are keen on building a cadre of young students in the city of Mysore who are trained and empowered to take on leadership roles in their professional lives. We will also be working directly with marginalized youth and provide them with employable skills that make them productive participants of our society. We are confident of doing all this and more with your continued support and encouragement.

As we step into another exciting year, we would like to rededicate ourselves to shaping leadership for transforming lives.

Yours truly,
Dr R. Balasubramaniam
Founder, Swami Vivekananda Youth Movement
From the Director’s Desk

Greetings from V-LEAD!

Established in the year 2002, with an intention to share knowledge and experience accumulated by SVYM, Vivekananda Institute for Leadership Development (V-LEAD) has successfully completed a decade of training and development. Upholding the tenets of Quality, Innovation and Engagement, we are making a steady progress as a leadership training institute.

V-LEAD’s specialized post graduate program for the non-profit sector has undergone a reorientation and is now offered as Master in Development Management (MDM) program with the recognition of the University of Mysore. The program confers to the Choice Based Credit System (CBCS) pattern and aims at preparing youth with the right skill base to work in the development sector. We believe that our revised curriculum will create adequate human resource to undertake leadership roles and work towards our vision of building a resurgent India. The wide spectrum of our unique course is now acclaimed by Cornell University, USA, who are keen to facilitate their students to take up semester programs within this integrated course. This also opens up a chapter in comparative and collaborative approaches in the field of global development. V-LEAD is also approved as a Doctoral Research Centre by Tumkur University and six scholars are pursuing their research study at our research center.

Our effort in working with children from underprivileged backgrounds and street vendors focuses on spreading awareness within the community and striking a chord of participation and self reliance for sustainable development. Our ‘palliative care’ program providing healthcare and support to patients with life-threatening illnesses has garnered support from various quarters and has been a fulfilling experience for us.

‘Making Democracy Work’, a campaign on citizens voting rights, duties and good governance has made a noticeable impact with the interest shown by citizens by and large, has ignited a spark of awareness and a resolve toward developmental reforms. It has also in a way enthused our spirits to take such issues to the streets and advocate further within the system.

In all our accomplishments, we recognize the immense contribution of all our ‘partners in progress’. We express our deep gratitude toward individuals and institutions from the community, NGOs, Government and the Corporate sector who have supported us all along and have played a pivotal role in all our endeavors.

I sincerely hope that this annual report, would provide enough ‘food for thought’ and inspire us to forge ahead with a renewed spirit of leadership in service.

Warm wishes,
Sudarshan S
Director, V-LEAD
V-LEAD - 'Combining Commitment with Competence'
Introduction

SVYM

Swami Vivekananda Youth Movement (SVYM) is a development organization, engaged in building a new civil society in India through its grassroots to policy-level action in Health, Education and Community development sectors. Acting as a key promoter-facilitator in the community’s efforts towards self-reliance and empowerment, SVYM is developing local, innovative and cost-effective solutions to sustain community-driven progress. SVYM is also rooted to its values of Satya, Ahimsa, Seva and Tyaga, which is reflected in its program design and delivery, transactions with its stakeholders, resource utilization, disclosures and openness to public scrutiny. Buying in support from the community, working in healthy partnership with the Government and corporate sectors and sharing its experiences with like-minded organizations have been the hallmark of SVYM’s evolution over the past 29 years.

TRAC

TRAC is the Training, Research, Advocacy and Consultancy wing of SVYM engaged in disseminating and sharing this knowledge through various training programs for all cadres of the development sector including the community, corporate, government and NGOs. SVYM also undertakes research of the voluntary and development sector to expand this knowledge and use it through different advocacy strategies to bring about a positive change. SVYM engages itself with the government, NGOs, bilateral and multilateral organizations in providing consultancy support for the development sector. The activities of TRAC are mainly carried out through Vivekananda Institute for Leadership Development (V-LEAD), Vivekananda Institute of Indian Studies (VIIS) and Grassroots Research and Advocacy Movement (GRAAM).

V-LEAD

Vivekananda Institute for Leadership Development (V-LEAD) established in the year 2002 aims at serving India by building the potential of individuals and institutions for the development sector. The institute focuses on development of youth through a post graduate program in development management called Master in Development Management (MDM) and Youth for Development (Y4D) program. The institute offers customized capacity building programs focusing on leadership, management issues and community development to the NGO, Government and Corporate sector. The community based programs of V-LEAD aim at developing the capacity of various communities to take charge and become active participants in development of their community. The institute is also actively involved in action research and serves as a field laboratory for innovative, interventional and pragmatic models of development.
A forty six member team, spread across eight departments is responsible for ‘making things happen’ and keeping up the high spirits at work. V-LEAD follows a simple hierarchical structure with CEO, SVYM as its overall head. The CEO is ably supported by Director-Admin, TRAC and Director – V-LEAD. The Director-Admin is in charge of departments – Accounts, Human Resource, Resources and Hostel. The Community Based Programs (CBP), Institution Based Programs (IBP), Education Leadership Management (ELM), Academics and Public Relations and Documentation (PR&D) are looked after by Director-V-LEAD.

V-LEAD upholds the values of ‘secularism and equality’ and does not discriminate on the lines of gender, religion, caste, ethnicity. Depending on the needs of the organization, individuals interested in V-LEAD activities are encouraged to contribute their time and energy either as volunteers and interns, or as part time or fulltime employees. Many capacity building initiatives are undertaken for employee development. Job rotation also ensures enthusiasm and novelty at work.

**V-Mythri**

V-LEAD team members together form a group called V-Mythri meaning ‘Friendship at V-LEAD’. V-Mythri is responsible for all staff related recreation activities. It provides a platform for the team to get together and spend a few joyful moments through birthday celebrations, festivals and national days. This group functions independently and is supported by monthly contributions from all its members.
V-LEAD Organogram

V-LEAD Contacts

<table>
<thead>
<tr>
<th>Designation</th>
<th>Name</th>
<th>Contact no.</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO, SVYM</td>
<td>Dr. M.A. Balasubramanya</td>
<td>+91 9686666300</td>
<td><a href="mailto:mab@svym.org.in">mab@svym.org.in</a></td>
</tr>
<tr>
<td>Founder SVYM</td>
<td>Dr. R. Balasubramaniam</td>
<td>+91 9448079611</td>
<td><a href="mailto:rbalu@svym.org.in">rbalu@svym.org.in</a></td>
</tr>
<tr>
<td>Director Admin</td>
<td>Dr. (Brig) R.S. Rajan, VSM</td>
<td>+91 9900496414</td>
<td><a href="mailto:drrsrajan@svym.org.in">drrsrajan@svym.org.in</a></td>
</tr>
<tr>
<td>Director V-LEAD</td>
<td>Mr. Sudarshan S.</td>
<td>+91 9686666398</td>
<td><a href="mailto:sudarshan@svym.org.in">sudarshan@svym.org.in</a></td>
</tr>
<tr>
<td>Asst. Director Public Relations</td>
<td>Mr. B.S. Ramakrishna Mudre</td>
<td>+91 9886379529</td>
<td><a href="mailto:ramakrishna@svym.org.in">ramakrishna@svym.org.in</a></td>
</tr>
<tr>
<td>Dy. Director Programs</td>
<td>Mr. Manoj Sebastien</td>
<td>+91 9972528007</td>
<td><a href="mailto:manojsebastien@svym.org.in">manojsebastien@svym.org.in</a></td>
</tr>
<tr>
<td>Dy. Director Academics</td>
<td>Dr. P. Subramanian</td>
<td>+91 9482865643</td>
<td><a href="mailto:drsubramanian@svym.org.in">drsubramanian@svym.org.in</a></td>
</tr>
<tr>
<td>HR Manager</td>
<td>Mr. Venugopal Kuruveri</td>
<td>+91 9686666364</td>
<td><a href="mailto:venugopal@svym.org.in">venugopal@svym.org.in</a></td>
</tr>
</tbody>
</table>
Facilities at V-LEAD

V-LEAD operates from a well equipped campus at Hebbal in Mysore. The campus includes a library, five training halls, two classrooms, community discussion room, seminar & workshop hall, computer lab and Viveka Alumni Hall for MDM Alumni. The Institute also offers hostel and canteen facilities at Supraja Campus located in close proximity.

Training Halls

V-LEAD has five fully-equipped training halls (Satya, Seva, Tyaga, Ahimsa and Achala) and two classrooms (Nachiketa and Aaruni). These well ventilated, spacious halls have facilities of an overhead projector, display boards, writing boards, podium and a comfortable seating arrangement. Apart from the training halls, a seminar hall, a workshop hall and a community discussion room adds value to learning at V-LEAD.

Viveka - a place for V-LEAD Alumni

An exclusive space has been created for V-LEAD alumni providing them a platform to meet and share their work experiences. The place is also projected to be a hub for ‘youth clubs and NSS volunteers’.

Library

The V-LEAD library has an education focused ambience for the students and faculty. The purpose is to develop a comprehensive collection of information that is useful for both staff and students of our Institute. The entire library block is well equipped with proper lighting and seating arrangements. There is a separate discussion room (Jabali) attached to the library. ‘Koha’, Library Management software keeps a record of all the resources in the library and ensures easy access of all the material. The library accommodates separate sections for books, magazines, reference books and browsing and has over 5050 books, 278 CD’S, academic activity reports, magazines and daily newspapers (Economic Times, the Hindu and Prajavani).

Computer Lab

V-LEAD has a computer lab (Seva) with internet and Wi-Fi facilities available for the use of all students and faculty. Basic computer skills and spoken English classes for underprivileged children and MDM Students are also conducted at the lab.

Hostel

V-LEAD hostel is called ‘Supraja Campus’. The hostel has 26 Non A/C rooms, four A/C rooms with twin occupancy, 15 quadruple rooms and 2 family suites. All rooms are self contained, Wi-Fi enabled and well furnished. Hot water facility is available in all rooms.

V-LEAD hostel also has a dining facility that offers simple vegetarian food at economical rates, served in a hygienic dining area. These facilities are availed by trainees, students, staff and visitors.
V-LEAD Facilities
Partners in Progress

Administrative Training Institute, Mysore
ASHA for Education
AYUSH Department
Azim Premji Foundation
Azim Premji University, Bangalore
Bharat Cancer Hospital and Research Institute, Mysore
Bhuvanendra College, Karkala
DAPCU
Department of Health and Family Welfare
Education Department
Excel Public School, Mysore
Excel Soft Technologies, Mysore
Fidelity Systems, Bangalore
INDICORPS
Infosys
JSS Law College, Mysore
JSS Public School, Mysore
Jubilant Organosys, Nanjanagud
KIDWAI Institute, Bangalore

Krishna Rajendra Hospital, Mysore
KSAPS
Life Insurance Corporation of India
Mahila Samakhya
MYRADA
Mysore Sahodaya Complex
N.R. Foundation
NABARD
Organization for the Development of People
Preethi Cancer Hospital, Mysore
RANGDE
Ripple Fragrances
Social Welfare Department
Solidarity action against HIV infection in INDIA (SAATHI)
Tech Mahindra Foundation
Tumkur University, Tumkur
University of Mysore, Mysore
Women’s University Bijapur
Academics

Master in Development Management (MDM)

VLEAD offers a unique post graduate degree program in the development management, recognized by University of Mysore, since the year 2005. This program addresses the need for trained management professionals for various social development initiatives. Earlier known as the Master in Non Profit Management (MNPM), this program underwent a re-orientation and was renamed as Master in Development Management (MDM). The new revised curriculum confers to the Choice-Based-Credit System (CBCS) and stresses on reflective, experiential learning that aims at developing reflective practitioners, capable of independent professional judgment that integrates theory, practical experience, and commitment to social values. The course now has the right balance between academic sessions conducted by experienced faculty and guest lectures and practical experiences through exposure visits, workshops, seminars, apprenticeship and project work. The course also includes a program to enhance the employability of the students and bridge the gap between industry and academics.

E-Plus Club was initiated to enhance the students skills in public speaking, communication, negotiation, logical reasoning, analytical thinking and data retention and management. The club organizes activities such as elocutions, debates, panel discussion, group discussions, and seminar presentations.

So far 56 students have successfully completed this course. Another 17 students will complete the program this year and nine students will complete the first year of the program. Though majority of the students are from Mysore and its neighboring districts, a few students from other states such as Gujarat, Assam, Andhra Pradesh and Tamil Nadu have also enrolled for the program.

Most of our alumni are employed with various development organizations in Karnataka. One of our students had the unique opportunity of working in Germany and another student was accepted as Fredskorpset fellow for an ‘Employee Exchange Program’ and spent a few months in Indonesia and is now in Nepal.

The faculty at V-LEAD are academicians and research professionals with vast knowledge and experience in the development sector. Our faculty include fifteen in house experts including five from GRAAM and twenty one visiting faculty from University of Mysore and other Institutions.
MDM Activities

In the current academic year, twenty two guest lectures were arranged and experts from the development field were invited to interact with the students on topics of current relevance to development management. The students undertook apprenticeship during the 2nd and 3rd semester and thereby engaged in hands on developmental activities.

The students also had the opportunity to participate in various external seminars, conferences, workshops and exposure visits.

- All students visited Red Ribbon Express an HIV / AIDS awareness campaign train at a railway station in Mysore.
- Three students participated in a workshop organized by Ministry of Consumer Affairs, Government of India, titled ‘Indian Consumer in the New Age: A Forward Looking Agenda to Address the Concerns of the Common People’ held in Mysore.
- Three students participated in workshop on ‘Employability’ held in Bangalore.
- Students participated in national level Documentary Fest held at the University of Mysore.
- Students attended the national level conference on Dalit Development held in University of Mysore.
- Students participated in Seva Sammilana (a platform for NGOs to meet and discuss issues and concerns) held at V-LEAD.
- Students attended the Corporate Social Responsibility (CSR) symposium held at Madras School of Social Work in Chennai.
- Students visited GMR Group CSR office as a part of their industry visit.

In the words of our MDM topper Amritlal Tigga

Every individual has a dream of leading a successful life and fulfill desires of high performance, excellence, eternal happiness, job security and good placements. One needs adequate leadership qualities within oneself to achieve these desires.

V-LEAD illuminates the same leadership quality through its MDM course. This course has not only enriched my leadership skills but also has increased my knowledge of society, politics, government, business, management, science, technology, philosophy and health. I sincerely, thank V-LEAD for conducting such a course that imparts knowledge and develops skills.
Sangoshti

The V-LEAD alumni meet, ‘Sangoshti’ meaning ‘forum for sharing’ was organized on 20th of January 2013. This year’s theme, ‘We Value your Suggestions’, focused on sharing memories, experiences and providing valuable suggestions. Sixteen alumni participated in this one day meet held at the V-LEAD campus.

Doctoral Program

V-LEAD’s Doctoral Program aims at widening the scope of aspiring students and professionals. Students can now pursue doctoral research in management studies including Social Development and leadership. The Institute is recognized as a Research Center by Tumkur University and the research scholars will be awarded a doctoral degree by Tumkur University.

The scholars can avail of all V-LEAD facilities including professional guidance and assistance from GRAAM (Grass Roots Research and Advocacy Movement) and our experienced faculty. Our well-equipped library and computer lab facility also adds value to the students learning.

Dr. P. Subramanian, Deputy Director Academics, V-LEAD with over 39 years of experience in academic, training and research has been recognized as Research Guide by Tumkur University. Eight doctoral students have selected Dr. Subramanian as their research guide and have begun their doctoral studies at V-LEAD.
Grace - A Woman of Substance

Ms. Grace Guria hails from a village called South Dighaldong in Assam. Having lost her parents at an early age, Grace undertook the responsibility to look after nine family members. One of her well-wishers recommended her to SVYM. After one year at SVYM, she decided to pursue the MDM program at V-LEAD.

She successfully completed the course with a distinction in the year 2011 and took up an internship at Germany. She was placed at Volkenroda Monastery for seven months. The internship was a great learning experience for her. She appreciated the work culture, time management, systematic and hygienic life and most importantly the freedom enjoyed by women. She returned from Germany in April 2012 and is now working as a Business Management Officer in East West Interconnect Foundation, Pune.
Institution Based Programs

Institution Based Programs (IBP) aims at building, strengthening and sustaining the network of partners in development through customized training programs as well as replication of successful training models. IBP programs meet the capacity building needs that ensure competence among development partners (NGOs, Corporate, Government). It also provides leadership training to youth through its Youth for Development (Y4D) program.

Programs for the NGO Sector

Promoting Access to Care and Treatment (PACT)

V-LEAD is recognized as a Continuing Education and Training Centre (CETC – A). Funded by Enable Health Society, New Delhi, the PACT training program strengthens the capacity of NGO to ensure increased access to quality care and support services for people living with HIV (PLHIVs) in the project areas. This year CETC-A conducted Master Peer Educators Training (MPTE) program, Facilitative Supervision (FS) training, Male Involvement in Positive Prevention (MIPP) training and Sexual and Reproductive Health (SRH) training for selected staff of District Level Networks (DLN).

These training programs enhanced the participants knowledge on HIV / AIDS and equipped the participants with skills required for prevention, treatment and care of this life threatening disease. The program’s uniqueness was its customized content, simple language and indiscriminative learning environment.

Research and Advocacy Program

A two day workshop was conducted with the support of GRAAM (research wing of SVYM) and Azim Premji Foundation in April 2012. The workshop developed a basic understanding of research and advocacy and the connection between the two as a tool for change especially in the field of education. The staff from five regional resource institutes of Azim Premji Foundation and the Education Leadership Management team participated in this program.

<table>
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<th>Training Program</th>
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</thead>
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<tr>
<td>FS</td>
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<tr>
<td>MIPP</td>
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<td>SRH</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>12</strong></td>
<td><strong>277</strong></td>
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</table>
Faculty Skill Enhancement Program
A one day program was conducted for 38 teachers of Excel Public School, Mysore in May 2012. The training focused on ‘Collaborative Learning’ which believes that knowledge can be created through active interaction and sharing experiences. Collaborative learning fosters an interdependent relationship among learners (a sense of sink or swim together), individual accountability (each of us has to contribute and learn), interpersonal skills (communication, trust, leadership, decision making and conflict resolution), face-to-face primitive interaction, and processing (reflecting on how well the team is functioning and how to function even better). The teachers got a birds eye view of techniques to use the collaborative learning model and thereby improve the learning ability of children. The program emphasized on understanding different levels of learning and the importance of developing an emotional bond with the children.

Programs for the Government Sector
Personality Development Training
Health inspectors play a crucial role in the successful implementation of health care programs in rural areas. A one day training program on “Personality Development for Health Inspectors” was conducted in May 2012 for 11 health inspectors. The training included concepts of behavior management, positive attitude and positive thinking. Laying emphasis on self awareness, this program helped health inspectors gain insights on their behavior at work and techniques for effective Behavior Management.
Behavior Management at Workplace

BESCOM employees underwent a three day workshop on ‘Behavior Management at Workplace’ in April 2012. The key topics covered during the workshop were workplace behavior, empathy, effective communication, teamwork and leadership skills. The workshop culminated with the participants ‘action plan for a client friendly office.’ The key message imparted was ‘combining commitment with competence’.

Capacity Building Training for Positive Speakers

V-LEAD conducted a three day workshop in two batches in collaboration with KSAPS and KNP for the Drop in Center (DIC) staff. Drop in Centers are centers which promote a positive living environment among PLHIVs. The centers provide medical and psychosocial care and support to the infected including livelihood activities for and by the community. The training focused on ‘positive thinking and speaking’. The participants learnt to create a supportive and non-threatening environment at the DIC where people seeking help would feel comfortable and free to ask queries and seek clarifications regarding their medical condition, psycho-social and economic needs.

Program Management

Another three day workshop on “Program Management” for DIC staff was held in the month of September. This workshop covered relevant aspects of project planning, organizing tasks and activities, coordination, team motivation and resource allocation and optimizing the use of available resources. The workshop helped the participants learn techniques for better planning and execution of their project.

Elimination of Child Labor

Karnataka State Child Labor Eradication Project Society, Department of Labor, Government of Karnataka, organized a three day workshop for Child Labor Eradication Project Society Staff in association with V-LEAD, Mysore in the month of April. The workshop focused on child labor laws, tracking system and child rights.
Programs for the Corporate Sector

Behavior Management

V-LEAD conducted Behavior Management workshops for 8 batches of Hindustan Unilever, Mysore covering 191 employees. This interactive workshop focused on effective communication and teamwork. Through various activities such as roles plays, games and group discussions, the participants gained insights about effective communication strategies. They learnt about the benefits of team work and skills in conflict resolution.

Workshop on Soft Skills

A workshop on soft skills was conducted for two firms (Ripple Fragrance, Mysore and Jubilant Life Sciences, Nanjangud) in the months of May and June 2012. The workshop aimed at developing personal attributes that enhanced optimism, common sense, responsibility, sense of humor, manners, negotiation and socialization skills, effective communication and the like. The participants received inputs on increasing performance at work through several work related skills.

Workshop on Enlightened Leadership

The goal of Enlightened Leadership workshop is to develop leadership attributes and skills through self introspection. The program thus focuses on inspiring commitment, alignment and morale, creating a culture of personal responsibility and strong multifunctional teams, a people centric approach and ability to adapt to change. In short, the aim is to develop a spirit of positivism, perseverance and determination among leaders.

The workshop emphasized on utilizing experiences of other leaders and managers, leveraging best practice models and creating learning centered atmosphere in daily work environments. This year V-LEAD conducted this workshop for 19 managers from Excel Soft Technologies PVT Ltd, Mysore.

Transactional Analysis

Transactional analysis (TA), a social psychology theory can be used to improve communication and understand your own way of behaving and communicating. The main idea is that our brains have three distinct ego states: the parent, child and adult. In the workplace, you can see examples of transactional analysis at all levels. V-LEAD has organized this workshop for all its employees too.

V-LEAD conducted a workshop on TA for 10 employees of Jubilant group in September. The sessions included the philosophy, principles and historic development of (TA), structural analysis, transactional analysis – game analysis, script analysis, ego states, transactions and time management.
Programs for the Youth

Youth and Leadership

Youth and leadership program aims at developing leadership skills among youth for a resurgent India. The objective of this program is to enhance leadership among youth and motivate them to actively participate in social development processes.

This year 675 under-graduates and post graduate students from various colleges in and around Mysore City were part of the leadership training. The course was conducted for 270 post graduate students of Women’s University, Bijapur in December 2012.

The training included sessions on adaptive leadership, time management, effective communication and career guidance. It used games, activities, role play and group discussion and created a fun learning environment for the youth.

<table>
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<tr>
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<th>Participants</th>
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<td>Pooja Bhagavat Mahajana Management College</td>
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<td>JSS Law College</td>
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<td>Learners PU College</td>
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<td>SBRR Mahajana First Grade College</td>
<td>140</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>675</strong></td>
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</tbody>
</table>

Community Change Agent

Mr. Santosh Biradar from Bijapur district in Karnataka could not continue his education after PUC due to certain circumstances in his family. After attending V-LEADs Y4D training, he initiated an organization for education and rural development at Bijapur. An agent of change in his community, he educated the people on sanitation practices, and motivated behavior change and awareness in local villagers. He successfully facilitated the construction of toilets for forty four households.
Community Based Programs

Engaged in diverse social issues in urban and rural areas, the Community Based Programs (CBP) aims at developing and monitoring a community led process where the community plans, implements and monitors development activities that enable sustainable intervention and positive impact in the community.

The objectives of CBP are:

- To build and empower community based organizations.
- To enhance community engagement and participation.
- To encourage, facilitate good governance and community led monitoring.
- To initiate capacity building to sustain development activities.
- To encourage and facilitate community led monitoring.

Community Consultation

The Village Health and Sanitation Committee (VHSC) comprising of local members, is responsible for planning and executing need based programs for the development of the community. A federation of VHSC comprises of member representatives of all VHSC in a taluk. A community consultation workshop was organised for federation members of different taluks with an aim to empower them with an ability to identify needs in the area, get community support and plan programs to solve these needs.

The participants felt this was a good platform for need assessment and to learn ways of involving the community in planning, implementation and monitoring programs. The participants felt that such consultation will work better at the hobli (cluster of villages) level instead of taluk (cluster of hoblis) level to enable personalized consultation on specific issues of one hobli.

The workshop for urban communities had 55 participants, whereas the one for rural communities had 50 participants.
Capacity Building for Taluk Health Planning and Monitoring Committee (THPMC)

A capacity building program was conducted to create a sense of ownership among health facilitators, and for effective monitoring of village health. Each Taluk consist of a Taluk Health Planning and Monitoring committee and an executive committee. These committees ensure the health, sanitation and nutrition programs are implemented effectively. These committees comprising of Taluk Panchayat president as the president of THPMC, executive officer of Taluk Panchayat as co-president, Taluk health officer as the member secretary, selected members of Taluk Panchayat and the president of Arogya Raksha Samithi as members of THPMC.

Group Discussions

Group discussions were conducted in urban areas with an objective of creating self-help groups. In the rural areas these group discussions were held during the Village Health, Sanitation and Nutrition Committee meetings for formation of youth and farmer groups. These groups would then be empowered to understand the needs of their community. An awareness program on, ‘Making Democracy Work’ was held to empower the groups.

Village Health Sanitation and Nutrition Committee (VHSNC) Federation

The VHSNC federation was formed to enhance an organized community participation in public health issues and to establish active co-ordination between health department and community. Thirty such federations were established at taluk level this year. Four federations were formed at the hobli level in every taluk of Mysore district with an exception of Hunsur and Mysore taluk.

VHSNC Training

The federation members underwent a one day training to understand the roles and responsibilities of the members, monitoring of the Primary Health Center (PHC) and strengthening the local VHSNC. This training facilitated the formation of an executive board that would monitor the VHSNC, PHC, ASHA workers and other health workers and would address local health issues.
Gramavani - a monthly newsletter

Gramavani is a monthly newsletter, creating awareness on various developmental issues such as community development, right to education, health, sanitation, water, income generation, agriculture, RTI, panchayati raj institution and the like.

Local community subscribers, government employees, social activists and development workers are encouraged to express themselves in the newsletter. Seva Vani column provides an opportunity for organizations to provide information on their community services. Sakala column incorporates new information to the readers. The recreation column includes quiz and puzzles. A monthly subscription of Rs.120 is charged to the subscribers and the issue is published by 15th of every month.

The VHSC members, Federation members, SHG members, THPMC members, Government officials, Gram and Zilla Panchayat members and general public are subscribers for Gramavani.

V-LEADs aims at community ownership of Gramavani. An editorial committee comprising of active members of the community was thus formed as a first step toward community ownership. This committee will be in charge of selecting and editing the content of the newsletter.

Mass Awareness Programs

Mass awareness programs were conducted to make people aware of local problems and issues and to actively involve them in the development of the community. Seventy eight awareness programs were conducted this year in the form of jatha, speech, street plays, competitions, video shows so on in collaboration with the different organisations, schools, colleges, clubs and trusts. The programs were based on the important days of each month and the needs the community. The programs covered issues such as right to education, HIV / AIDS, health and nutrition awareness, alcoholism environmental issues, corruption, constitutional rights, adolescent health etc. Major Highlights:

- A cycle rally was conducted in association with Vidya Vikas College to commemorate the arrival of the Red Ribbon Express (an HIV / AIDS awareness campaign train) in Mysore.
- Activities such as essay and drawing competition and jatha were conducted to create awareness on ‘World No Tobbaco day’.
- Swachhata Andolana (Cleanliness Drive) was held in T. N. Pura on the World Environment day.
- Awareness rally on right to education was held by 300 students of Government Primary school, Medar Block, Mysore.
Patriotic singing competition was organized for degree students from Mysore during Independence day celebrations.

An awareness campaign on “Mysore against corruption and constitutional rights” and “The role of citizens in a good government” was held before elections.

Seva Sammilana was organized by V-LEAD, for education, health and development organizations. The aim was to promote collaborations and avoid duplication.

An awareness program on Health and Sanitation was conducted at Hunsur, Maddur and Mysore.

A candle light rally was organized to support the palliative care patients in association with the Palliative Care program and Mysore Medical College.

150th birth anniversary of Swami Vivekananda was celebrated with various competitions in H.D. Kote and a quiz contest for degree students of Mysore.

Samudaya Jagruthi Samiti (SJS)

Samudaya Jagruthi Samiti was created to mark social sustainability of one of our previous projects named Prerepana. Currently there are six SJS in Mysore city. Each SJS comprises of 10 members. Our training for SJS includes information on governmental services, identification of local issues and problem solving methods and techniques. V-LEAD also facilitates the monthly meetings of the SJS where the members discuss issues and arrive at solutions for the issues. A vocational training was also conducted to better the income generation prospects and thereby economically empower the members.
Street Vendors - Self Help Group

Street Vendors - Self Help Group aims at empowering street vendors and creating an opportunity to save money and thereby build social responsibility among them. Twenty self help groups were formed after conducting a survey of 650 street vendors in Mysore city. The survey revealed their socio-economic status.

Training on self help groups and its benefits was conducted for the street vendors. The training also included book keeping basics. This training brought in clarity about self help groups and increased the involvement of the street vendors.

Anti Corruption Program

The Anti Corruption Program was organized on behalf of International Anti-Corruption day in collaboration with Mysore Against Corruption (MAC). This week long program had activities such as essay writing competition, drawing competition on ‘Roles and Responsibilities of Citizens for Good Governance.’ The competition helped in understanding the different perspectives of corruption existing among the general people.

Dr. R. Balasubramaniam, founder of SVYM addressed the open community session and spoke about anti-corruption. This was followed by prize distribution and ‘oath taking ceremony’ where people took an oath against corruption.

Making Democracy Work

Two workshops were conducted for volunteers, CBP and GRAAM Staff on ‘Making Democracy Work’. During the workshop a program plan to create awareness on democracy, elections and voting rights was chalked out.

Awareness programs on ‘Making Democracy Work’ were organized in different parts of Mysore district. Dr. R. Balasubramaniam addressed the audience and provided a clear explanation on the importance of election and taking an informed decision for casting a vote. Degree students, federation members, SHG members, youth groups and staff of V-LEAD participated in a door to door campaign in different areas of Hebbal, Mysore.
Education Leadership Management (ELM)

Azim Premji Foundation collaborated with Vivekananda Institute for Leadership development (V-LEAD), recognizing it as a Regional Resource Institute and trained a team of eight to implement the Education Leadership Management program at T. Narsipura, K.R. Nagar and Mysore Rural taluks.

The main objective of the program was to motivate and build a common vision among all stakeholders of the schools such as district level education functionaries, other allied departments, resource persons, parents, key persons of the community; to actively participate in the school development process for achieving quality education.

School Leadership Development Program

The school leadership program trained head teachers in leadership management. They were also provided with ongoing support.

Fifty five head teachers from T. Narsipura were trained by V-LEAD staff during the year.

The objectives of this training was:

- To view a larger part of their community as their stakeholders, including GP, ZP and parents.
- To create an enabling environment in their schools to facilitate learning.
- To map the requirements of their school and prioritizing needs accordingly.

The training resulted in twenty seven head teachers opting to set-up functional libraries at their schools as a part of several school development initiatives identified to be taken up in schools. V-LEAD introduced them to Hippocampus and trained the teachers on selection of books and identifying the reading level of a child. The teachers focus is now on cultivating a reading habit among children.

Some teachers took an initiative to create a kitchen garden at the school. Seeds and plants were sourced from the horticulture department. Soil and manure was procured from their own communities. The children were divided into teams to contribute to various day-to-day tasks. This entire process was integrated with the environmental-science subject. Some teachers mobilized various resources for their schools. Some teachers also undertook school repair work as their projects. A platform was created to enable the head teachers to share their experiences with fellow colleagues and senior officials in the department.
Setting a Precedent

Very methodic in whatever she did, Saroja, a head mistress at the Government school of Hinduvalu village in Chamarajanagar district of Karnataka, did not waste any opportunity to improve the school. She was highly enthused by the library training conducted by SLDP and Hippocampus and with full support from her co-teachers decided to immediately develop a library in her school. Within a few weeks she allocated a separate room for library, displayed subject wise charts and art and craft work of children, put up a reading wall and a notice board and subscribed to various newspapers. The books were arranged as per GROWBY methods (books are arranged as per reading level of the children using colors) and the children were given an orientation on this method. She chalked out a library hour in the time table and also allotted library responsibilities to the students. A UNICEF representative was impressed by the library during his visit. She expressed her gratitude toward SLDP during a presentation at the Block Education Office. She now intends to establish a playground on the land given to her by the community.
School Leadership Development Facilitators Program (SLDFP)

V-LEAD identified and trained a team of resource people from within the education department - Cluster Resource Persons, Block Resource Persons from K. R. Nagar and Mysore Rural and Inclusive Education Resource Teachers to become facilitators for the SLDP.

The training equipped the facilitators to design and implement SLDP for head teachers and was imparted over a duration of 45 days. It aimed at bringing a critical shift in the perspective or ways of handling a situation:

- From focus on ‘inspection’ and ‘supervision’ of schools/teachers to focus on facilitation of quality learning
- From focus on results alone (and blaming people for failures) to focus on results through identification of root causes of failures, continuous improvement of processes and people empowerment.
- From being highly hierarchy driven to being driven by local and participatory initiatives.
- From seeing things from a ‘departmental’ perspective alone to seeing things from a multi-stakeholder perspective, seeing department staff as trustees for other stakeholders, particularly marginalized groups.
- From being reactive to being proactive through self and collective reflection.
- From crisis management to developing and using propensities for continuous reflection, reading and self-learning.

The training started with a five-day program, ‘Appreciative Inquiry’. This program was a journey of rediscovery through the 4D cycle – Discover, Dream, Design and Develop. The exercise provided an insight to various perspectives of life with an emphasis on, ‘Life as an opportunity and not as a problem’.

The participants were introduced to different perspectives on education, education philosophy and aims of education during the second phase.

The third and fourth phase aimed at developing their facilitation skills. Principles of adult learning, experiential learning and instructional design were introduced through expert resource persons.

The participants reviewed the existing SLDP modules in the following phase. They reviewed the learning objectives, examined the content available to them and then planned how to use the content to meet the objectives.
The participants carried out a school mapping activity in their respective blocks during which they selected a school and analysed it through the lens of the school development factors identified during the training.

An exposure trip to Rishi Valley was organized to study the multi-grade and multi-level methodology that originated at Rishi’s rural schools (now known as Nali-Kali) in Karnataka.

These 12 participants of SLDFP have completed the training and are now identified as ‘School Leadership Facilitators’. Equipped to facilitate the SLDP modules, they have to train 150 head teachers from K.R. Nagar and Mysore Rural taluks.

The Lady on a ‘Mission’

Mahalakshmi head teacher, Higher Primary School (HPS), Madegowdanahundi appeared to have a very quiet demeanor. Her determination came to the fore when she used the school mapping process effectively and displayed immense patience while influencing her community to contribute toward the much needed school resources. She mobilized dustbins, water filters, racks, glass cupboards, tables, chairs and lamp for the school. At the final presentation of the SLDFP training, she gave credit to the session on 4D cycle – (Discovery, Dream, Design and Do) and shared that the session influenced her greatly. She used the opportunity that came her way to discover new stakeholders, dreamt of a new enabling environment for the school and was determined to design and act on the newly found faith.
Visitor’s Impressions

“The premises is beautiful, the organization deserves to be encouraged.” - *H. Vishwanath, Member of Parliament*

“Visit to SVYM (V-LEAD) institution is always a pleasant experience of new learning and practice.” - *Swami Sukhatmananda, Ramakrishna Ashram, Ooty, Tamil Nadu*

“Wonderful, Amazing and Inspiring. I thank people who are working with the organization.” - *Mohammed Mizanur Rishman, Addl. Deputy Commissioner, Bangladesh.*

“Excellent Work” - *Mohamad Halmi B Mazin, Ministry of Rural and Regional Development, Malaysia.*

“Sterling work! Keep up the good effort and spirit.” - *Mademe Gilton, Senior Resource Officer, Zimbabwe.*

“It is a great place, full of positive vibrations. It will go to great heights under Dr. R. Balasubramaniam.” - *K.L. Sudheer, Police Commissioner, Mysore.*

“I am privileged to visit this unique institution. Congratulations to indistinguishable zeal of Dr. R. Balasubramaniam and his team of dedicated men and women. Such institutions should be encouraged across India.” - *T.S. Krishnamurthy, Former Chief Election Commissioner of India, Chennai.*

“There is no inspiration greater than this for the service to humanity.” - *Qvat Bassey, Sec. Federation, Ministry of agriculture and Rural Department, Nigeria.*

“Institution with a difference”. - *Dr. M.R..Ravi, Commissioner, Mysore City Corporation.*
Abbreviations

AIDS: Acquired Immunodeficiency Syndrome
ANM: Auxiliary Nurse Midwife
ANSSIRD: Abdul Nazir Saab State Institute of Rural Development
APF: Azim Premji Foundation
ART: Anti Retroviral Therapy/Treatment
ASHA: Accredited Social Health Activist
ATI: Administrative Training Institute
BEO: Block Education Officer
BRP: Block Resource Person
CBO: Community Based Organizations
CBP: Community Based Programs
CRP: Cluster Resource Person
DIC: Drop – In – Centre
DLN: District Level Networks
ECO: Education Coordinators
EHS: Enable Health Society
ELM: Education Leadership and management
GD: Group Discussion
GFSTM: The Global Fund to Fight Aids Tuberculosis and Malaria
GP: Gram Panchayat
GRAAM: Grassroots Research and Advocacy Movement
HIV: Human Immunodeficiency Virus
IBP: Institution Based Programs
IERT: Inclusive Education and Resource Teacher
IFES: International Foundation for Electoral System
ILO: International Labor Organization
JSS: Jana Shiksana Samithi
KNP+: Karnataka Network for Positive People
KSAPS: Karnataka State AIDS Prevention Society
MCC: Mysore City Corporation
MDM: Master in Development Management
NGO: Non Governmental Organization
NSS: National Service Scheme
PACT: Promoting Access to Care and Treatment
PDO: Panchayat Development Officer
PE: Peer Educators
PS: Positive Speakers
PLHIV: People Living with HIV
PHC: Primary Health Center
RP: Resource Person
RTE: Right to Education
RTI: Right to Information
SDI: School Development Initiative
SDMC: School Development Monitoring Committee
SHG: Self Help Group
SJS: Samudaya Jagruthi Samithi
SLDF: School Leadership Development Facilitator
SLDP: School Leadership Development Program
SVYM: Swami Vivekananda Youth Movement
THO: Taluk Health Officer
THPMC: Taluk Health Planning and Monitoring Committee
USAID: United States Agency for International Development
VHSC: Village Health and Sanitation Committee
VHSNC: Village Health, Sanitation and Nutrition Committee
V-LEAD: Vivekananda Institute for Leadership
WFC: Workers Facilitation Centre
ZP: Zilla Panchayat
V-LEAD - Building Leaders for a Resurgent India
Vivekananda Institute for Leadership Development (V-LEAD)

CA-2, KIADB Industrial Housing Area,
Hebbal, Ring Road, Mysore - 570016.
Phone: 0821-2415412 / 2304986, Mob: 91-9686666313, Fax: 0821-2415412
email: info@vild.edu.in  www.vild.edu.in

Websites: www.svym.org,  www.vild.edu.in,
www.viis.in, www.graam.org.in