JANASREE SUSTAINABLE DEVELOPEMT MISSION

LEADERSHIP DEVELOPMENT FOR MINORITY WOMEN

SUMMARY REPORT ON THE TRAINING CAMPS

JANASREE MISSION

3/19/2013

Foreword

The paradox in Kerala's gender equality has long been a subject of concern for Janasree. Whilst our women are well educated and healthy, their participation in the economic and public field or lack thereof is a serious issue threatening Kerala's progress and effective development. Janasree's commitment to resolving this crisis began as early as 2006, when at the time of its inception, my colleagues and I insisted on equal participation of men and women in the Janasree Sangams (SHGs). We believe that Gender equality is often misunderstood as feminism and this misconception and consequent threat is the greatest impediment to men 'allowing' their mothers/wives/sisters/daughters to actively participate in the socio-economic and political life. Since then, Janasree has come a long way in instilling a sense of equality among its members, both men and women. However, we still felt that women were still visibly absent from public life. Thus when this opportunity, to impart training to minority women to encourage them to assume leadership roles, came our way, we were more than thrilled to implement the scheme in all 14 districts of Kerala.

At the very outset, my colleagues and I had great expectations from the training camps. We were certain that Kerala would produce excellent women leaders and also that no other organization could be better suited for the implementation of this scheme than Janasree. And at this juncture, at the end of 14 training camps across the state, I can assertively and proudly state that Janasree has indeed made a difference in the lives of the trainees and in the political competence of women of the State as a whole.

All 14 training camps were hailed as huge successes not only by the participants but by the entire region. Women who hesitantly came to the camp, left at the end of 6 days, more confident in their abilities and with a great sense of empowerment. They vowed to disseminate their learning to their fellow community members, particularly other women.

For me, the greatest reward is the fact that we now have a strong and highly talented group of over 350 women leaders at our behest. Women, who earlier would refuse to face an audience, are now voluntarily coming forward to take up responsibilities in public life.

I look forward to further interaction with the trainees and I wish them all the very best in their future as political leaders and ‘agents of change’.

M. M Hassan,
Chairman

SCHEME FOR LEADERSHIP DEVELOPMENT OF MINORITY WOMEN

Consolidated Report

Genesis of the Leadership development training program

In 2007-08, in the light of the findings of the Sacchar committee report, the Ministry of Women and Child Development (WCD) formulated a scheme of 'Leadership development for life, livelihood and civic empowerment of minority women' for ensuring that the benefits of growth reach the deprived women among minority communities. In 2009-10, the scheme was transferred to the Ministry of Minority Affairs who renamed it as 'Scheme for Leadership Development of Minority women'. It was ascertained that this scheme shall be implemented by the Ministry of Minority Affairs through organizations.

In February- March 2013, Janasree Sustainable Development Mission, (an NGO registered in Kerala, with more than 60,000 Self-Help Groups (SHGs) in collaboration with the Ministry of Minority Affairs, Government of India and the Department of Minority Welfare, Government of Kerala, organized the 'Leadership Development Training for Minority Women' in 14 districts in Kerala. By adopting highly participatory learning methods, Janasree aimed to impart effective lessons on leadership to strengthen skills and develop practical knowledge for enhancing effective and productive leadership capacity amongst women to bring about socio-economic empowerment in the State.

The trainees alongside Shri M.M Hassan (Chairman, Janasree) and Dr.B.S Balachandran (Secretary, Janasree) at the Camp in Trivandrum district, Kerala

Context

Historically Kerala has been quite different from the rest of the country in terms of the indicators of women's development. Kerala is the only Indian State where the sex ratio is favourable towards women, 1084 in the 2011 Census India, and it has never had a female-male ratio below unity at any time in the century (Kerala Economic Review, 2009, p.429). Similarly in terms of literacy, life expectancy, and mean age at marriage, women in Kerala score higher than any other state in the country. And yet, despite low gender disparities in terms of literacy and health, women are not equal when assessed against other dimensions of gender equality such as access and control over economic resources and voice in development. The economic and political participation of women, the most important dependent variable affecting gender relations at the household level and society is dismally low. In terms of work participation rate and representation in Assembly and Parliament, despite a 50% women's representation, women in Kerala lag behind when compared to the national rate. Additionally, women in Kerala lack leadership skills and technical knowledge to function effectively in a male-dominated terrain where they remain economically disempowered with weak voices in the public arena and poor access and control over economic resources. This predicament severely constrains development effectiveness in a state where women

constitute more than 50% of the population. Thus a definitive step, with a focus on women, towards the effective empowerment of women to actively engage them in state affairs is imperative for sustainable and inclusive development.

Organizing the training program

Recognizing this urgent need, Janasree organized the leadership development training for 350 women spread across the state in 14 districts. The implementation of the programme was undertaken by the district branch offices of Janasree. Under the supervision of the Janasree central office based in Trivandrum, each district office selected 25 beneficiaries, women belonging to the Muslim and Christian communities for the training.

Selection of women from minority and non-minority communities ensured collective harmony

In keeping with Clause 2 of the guidelines, women from non-minority communities as also a representative mix from SC/ST/OBCs and women with disabilities were also chosen. Most districts also included women representatives under the Panchayati Raj Institutions as beneficiaries. The women chosen were between the age group of 18- 65 years. Preference was accorded to graduates and the minimum qualification was XIIth class pass.

In keeping with the provisions of the scheme, Janasree conducted the Leadership Development training in residential training institutes. The training lasted for a period of six days and the syllabus covered a wide spectrum of topics including rights of women relating to education, employment, livelihood; and qualities of leadership like communication skills, organizational capacity, negotiation, conflict resolution and so on. The training was highly participatory and the trainers used multiple audio-visual

aids such as PowerPoint presentations, case studies, role- plays and simulation exercises to impart lessons.

To ensure uniformity across the state, Janasree organized a one-day program of 'Training of Trainers' (ToT) on February 2nd in Trivandrum. Experts guided the ToT sessions wherein two master trainers were selected from each district to guide the 6-day residential training in their respective districts. The master trainers were each given a 'Facilitator's Guide' with clear instructions on how to conduct each session. Additionally, they were given a CD with all the PowerPoint presentations and other case study material. To ensure that the training could be adapted to suit local context, the trainers were encouraged to involve the participant's suggestions in role plays and simulations. As aforesaid, the district branch offices of Janasree were accorded the responsibility of organizing the training in each district. Clear guidelines were given from the central office on minimum standards to conduct the training. Instructions were strictly adhered to, in the light of the clauses given as per the Ministry's scheme including putting up uniform banners across the state and thorough documentation of the program. All requisite documents, including the list of participants (with the Aadhar number), registration and attendance form, individual data form and a feedback form were collected at the end of the each training. As per the scheme, an incentive/stipend was also given to the trainees.

The training was organized for six consecutive days on dates convenient to the participants (taking care to avoid religious/festive occasions) in the districts and commenced from February 11th and concluded on March 16th. Apart from the master trainers, expert resource personnel were deployed from the central office to visit all 14 districts to conduct sessions. In keeping with the scheme, official functionaries and prominent public figures were invited to address the trainees and interact with them.

Objective and content of the training

The main objectives of this training are to:

- Raise the awareness of women leaders and members of communities on the manifestations of gender bias (against women) in the community, and on the effects of discrimination against women on the personal and interpersonal growth of its leaders and members, as well as on the organizational development of the community, district and state.

- Build-up the capacity of current and potential women leaders by equipping them with knowledge and skills on the following:
  - Nature of leadership;
  - Personal development; community relationship management;
  - Effective and gender-responsive leadership;
  - Coping with challenges and tackling social issues(covering issues and rights of women relating to education, employment, livelihood, various Central and State government schemes);
  - Team work
  - Resource mobilization strategies & skills;

The training started with an introductory session on how the training programme will unfold across the 6 days. Ice-breakers and rapport building sessions were planned and conducted to instill a sense of comfort and confidence in the trainees. There was also a presentation of the objectives, contents and management of the training. In the ensuing days, one module per day was planned and completed.

The first module entitled 'Leadership' equipped the women-trainees with adequate knowledge on leadership, the different styles of leadership, qualities of a leader, goal setting and the leader in the current socio-political scenario. This module was divided into 3 sessions which involved audio-visual aids and plenty of participation from the trainees.

The Helium-stick game: Driving in the message of 'working together towards a common goal'

The second module entitled 'Relationship Management' trained the women on developing interpersonal communication skills, skills on public speaking

and presentation, skills for negotiation and conflict resolution and the basics of counseling. The module was divided into 4 sessions which alongside theory involved role plays and simulations.

Trainees suggesting tips on 'How to improve Communication Skills'

The third module entitled 'Gender' focused on gender-specific issues, gender equality, understanding concepts of 'gender' and 'sex' and gender-responsive leadership. The module consisted of 5 sessions, all of which involved group discussions, role plays and simulations in addition to PowerPoint presentations.

Dr.Gita Gopal, Director, Gender Mission, Janasree (former Director, Gender Programme, World Bank) conducts a candid discussion with the trainees on 'Gender issues in Kerala'.

The fourth module entitled 'Team Work' focused on team building, working within a team, leading a team and encouraging improvement and innovation. The module was divided into 4 sessions mostly role plays and discussions led by the facilitator.

The fifth module entitled 'Leader for tackling social issues' was designed to help women cope with the challenges of development issues in Kerala and the country, strategic approaches in problem solving and leader as a developmental activist. The module was divided into 4 sessions which also discussed in detail the numerous central and state government schemes on women's rights, opportunities, facilities and schemes available with regard to education, health, hygiene, nutrition, family planning, skill training, crimes against women etc.

The trainees discuss strategic approaches on tackling social issues, and each group presents their findings to the rest of the participants.

The final module entitled 'Resource mobilisation' provided basic lessons on strategies and methods for effective resource mobilization and role of leader in economic development. The module was divided into 2 sessions which discussed case studies and witnessed group discussions. The latter half of the final day was utilized for ensuring documentation and distribution of stipend to the trainees. Distribution of prizes to the best performers (groups) and distribution of certificates were also done on the last day. In most districts, the trainees put up excellent cultural performances and organized a 'feast' of a variety of food items, specialties of their region, for the camp members.

Sustainability and hand-holding nature of the program

Given the administrative nature of the implementing organization Janasree and its permanent presence in the communities, continuous involvement and availability of facilities at the door step of the trained participants is ensured. Keeping in tune with the scheme, Janasree deliberately chose master trainers from within all 14 districts to ensure that their services are readily available to the women trained. Follow-up programs were designed to ascertain that the facilitators/trainers engaged for nurturing and hand holding service in the communities, carry out their stipulated task and regularly report the progress to the central office of the organization.

Output and impact

The main output of the programme is a 350 member group of highly talented and potential women leaders at the grassroots level who are expected to become community-based leaders/trainers in their locality and assume leadership role as envisaged in the scheme. The overall impact of the training was outstanding and all the 350 beneficiaries vouched that it made a considerable difference in their lives. The biggest success came when many of the beneficiaries stated that before they attended the training they did not “dare step out into the public/political sphere” but the training gave them the strength, support and confidence they needed to make an effective change in their lives and the lives of their fellow women and community members.

The group of trainees at Kannur and Kottayam.

<u>District- wise Reports</u>

11-02-2013 to 16-02-2013: Alleppey

The 6 day residential training on leadership development for minority women in Alleppey was held from 11-3-2013 to 16-3-2013 at the Brother's Auditorium, Alleppey. The camp was inaugurated at 10.00 am on 11th Monday, by the District Chairman, Mr. K. K Naushad. The inauguration was presided over by Mr.PachaRavi, Training Coordinator. The district secretary Mrs. Baby Kamalam, Treasurer Mr.Aravindaksha Kurup and State coordinator Mr.Purakad Shamsudeen was also present. After a brief introduction to the scheme and the training, the two chosen master trainers, Mr.Hariprakash and Mr.Lailajan provided a further insight into the purpose and planned proceedings for the camp.

Every day, across the districts, the camp commenced at 9.00 am post breakfast, with a prayer song by one of the participants. This was followed by a recap and reporting of the previous day's proceedings. The sessions were conducted in accordance to the program schedule planned at the ToT, with minor alterations with regard to the scheduled visits of the expert trainers from the Centre. Each day, the modules were concluded before dinner time and on certain days the participants met after dinner for interaction and cultural games and activities.

The resource persons for Alleppey district included Mr.Hariprakash, Mr.Lailajan, Dr.Gita Gopal, Mr. Anil Nair, Ms. Elizabeth Cheeran, Mr.Lukka T.O and Ms.Nisha Chandran.

The women chosen as beneficiaries for the training totaled a number of 28 which included 11 women from the Muslim community and 17 women from the Christian community. The average age of the trainees was 43 years. Most of the beneficiaries were graduates, one post graduate and some were employed. The group also included panchayat members.

14-02-2013 to 19-02-2013: Trivandrum

The training camp at Trivandrum began on 14th Thursday at 10.00 am at the Adhyapaka Bhavan, Trivandrum. The camp was inaugurated by the State Secretary of Janasree Mission, Dr.B S Balachandran. The District Chairman Mr.Solomon Alex, State Training Coordinator Mr.PachaRavi, Resource persons Mr.F.M Lasar, Mr.Anil Kumar were also present. State Janasree Mission Chairman Shri M.M Hassan visited the camp on the first and last days and had a fruitful interaction with the participants.

Shri. M.M Hassan (Chairman, Janasree Mission) urges the trainees to take up leadership roles in the community.

He was very effective in inspiring the trainees and urged them to take up leadership roles beginning from Janasree Sangams (Self-help Groups) and to work up the ladder. The trainees, at the end of the camp, vowed to make a productive difference in their lives and promised to contribute as leaders in their community and some pledged to become panchayat leaders.

The beneficiaries were mainly women between 20-65years. The average age of the trainees was 39 years. The ratio of Muslims to Christians was at 6 and 15. There were 4 women from other/non-minority communities as well. This district saw a dynamic group with immense potential. The beneficiaries included panchayat members and local community leaders.

The resource persons included Dr.Gita Gopal, Mr. Anil Nair, Ms. Elizabeth Cheeran, Mr.Lukka T.O and Ms.Nisha Chandran.

23-02-2013 to 28-02-2013: Kannur

The programme commenced on 23-02-2013 at Parkan's Auditorium at Kannur. The camp began with the registration process at 9.30 am and the inaugural session followed at 11.00 a.m. Ms. Suma Balakrishnan, State member, Janasree Mission inaugurated the camp presided over by Mr.Chandran Thillankery, district Chairman, Training Coordinator Mr.Pacharavi and Mr.Mohanan, CEO, MBT Kannur.

Out of the 25 beneficiaries, 14 women were Muslims and 11 Christians. The average age of the participants was 35 years. 2 of the 25 participants were single, 20 were housewives and 4 are self-employed.

The inauguration ceremony at Kannur Training camp.

The resource persons for the camp included Mr.Balan Padiyoor, Ms. Kunjamma Thomas, Dr.Gita Gopal, Mr. Anil Nair, Mr.Lukka T.O and Ms.Nisha Chandran. The resource persons were most effective in fully engaging the participants in the camp through various interactive games and discussions.

The tower-building exercise: Trainees learn an important lesson on 'Leadership styles' as one of the trainers look on.

It must be mentioned that in this district, we witnessed one of the most drastic changes in the participants. Even women, who were initially extremely conscious of being "seen or heard" in public, came out of their shell and spoke confidently and enthusiastically about the change they intended to make in their lives. They vowed that they would no longer remain passive onlookers but become active contributors.

Public figures including Mr. V.N Eripuram, Mrs. Sreeja, Chairperson Kannur Municipality, Dr.Philomena district Panchayat Officer, Sri Rethnakumar, Secretary Janasree district committee made an excellent contribution to the camp through their interaction with the participants.

25-02-2013 to 02-03- 2013: Wayanad

The residential training camp on leadership development for minority women was held from 25-02-2013 to 02-03-2013 at the St. George's Auditorium, Wayanad. The camp was inaugurated at 10.00 am on the 25th, by the District Chairman, Adv.Venugopal. The inauguration was presided over by Mr.Pacharavi, Training Coordinator. Silvi Thomas and Lovely Shaju were the district trainers. The resource persons for the camp included Dr.Gita Gopal, Mr.Lukka T.O and Ms.Nisha Chandran.

The beneficiaries were 29 Muslim women. The average age of the trainees was 27 years. The trainers witnessed a commendable change in attitude in all the women post training.

26-02-2013 to 03-03-2013: Palakkad

The training in Palakkad commenced on 26th Tuesday, at the Green Park Hotel. The inauguration was at 10.30 am by the KPCC president Mr.C Chandran and presided over by the district mission Chairman Mr.P Balagopal, State coordinator Mr.Pacharavi and the district mission Secretary.

Fun games and exercises were used in addition to theoretical lessons on Resource Mobilisation

The total number of beneficiaries was 21 Muslims and 4 Christians totaling 25 women. The average age of the trainees was 33 years.

The resource persons included Mr.Pappachan, Mr.Lukka T.O and Ms.Nisha Chandran.

27-02-2013 to 04-03-2013: Kasargod

The Kasargod training was conducted at Farmers cooperative Bank Hall and began on 27th Wednesday. The inauguration was presided over by ex-DCC President Mr. K.Veluthamber, District mission Chairman Mr.Neelakandan and Thrikaripur Panchayat president Mr.P. Abdullah. Soon after, the registration of the participants was done and the sessions commenced.

The beneficiaries were 25 Muslim women. The average age of the trainees was 30 years.

The trainees are engrossed in a case-study discussion on 'Sarojini's story'; the case-study draws on leadership skills, gender and social issues, resource mobilization and team work

The resource persons included Dr.Gita Gopal, Ms.Philomena, Mr.Balan Padiyoor, Mr.Lukka T.O and Ms.Nisha Chandran.

28-02-2013 to 05-03-2013: Malappuram

The training camp commenced on 28th Thursday at Palace Hotel, Malappuram. The inauguration was at 10.00 am and the District Chairman, Mr.N.A Kareem declared the camp open. State training coordinator Mr.Pacharavi, the District Secretary and Mr.Abdul Ali were also present. Soon after the inauguration, the participants were registered and the sessions followed immediately.

The number of beneficiaries stood at 26, comprising 21 Muslims, 4 Christians and 1 non-minority community member. The average age of the trainees was 27 years.

The resource persons included Mr.P. A. Abdul Ali, Dr.Gita Gopal, Mr.Lukka T.O and Ms.Nisha Chandran

Group discussions proved to be the most effective way to engage the participants

01-03-2013 to 06-03-2013: Kozhikode

In Kozhikode, the camp was organized at Guesthouse, Koilandy and began on 1st Friday. The inauguration was at 10.00 am by Maenady Block Panchayat President Mrs.Kuttiyil Shantha in the presence of Municipal Councillor Rathnavalli teacher, District mission Chairman N.Subramaniam, District mission Secretary and Panchayat member Mr.Prakashan,. The registration of the participants followed soon after.

The total number of beneficiaries was 28, and comprised of 23 Muslims, 3 Christians and 2 women from the non-minority community. The average age of the trainees was 35 years.

The resource persons were Mr.Biju Kaavil, Mr.Madhu, Dr.Gita Gopal, Mr.Lukka T.O and Ms.Nisha Chandran.

The training emphasized on participatory learning and engaged every participant.

03-03-2013 to 08-03-2013: Trichur

The training camp which started on 3rd Sunday was organized at the Hotel Elite International in Trichur. The inauguration was at 10.00 am and the guests included District mission secretary Mr.James Pallisery, State coordinator Mr.Pacharavi and the district trainers Ms.Molly Thomas, Mr.Chakkuni and Ms.Shanty. The inauguration was covered by media and prominent newspapers published the event hailing it as a much-needed one in the region. Registration of the participants followed soon after and then the sessions began. Other resource persons at Trichur included Ms.Elizabeth Cheeran, Mr.Anil Nair and Mr.Lukka T.O. Many prominent public figures visited the camp and made valuable contributions through their interaction with the participants. They included the Mayor Adv.Subhi Babu, Irinjalakuda Municipal Chairperson Ms.Bency Davis, Puzhakkal Block President Ms.Omana Raveendran etc.

The number of beneficiaries was 19 Christians and 6 Muslims totaling 25 women. The average age of the trainees was 40 years.

04-03-2013 to 09-03-2013: Pathanamthitta

The training was organized at Mampara building, Pathanamthitta beginning on 4th Monday. The inauguration was at 9.30 am by the district mission chairman, Mr.Pazhankulam Shivadasan and the district mission secretary Mr.Katoor Abdul Salam, Training co-coordinator Mr.Pacharavi and district mission Treasurer Ms.Leela Rajan were also present. This was followed by registration of the trainees which was immediately followed by the first session led by trainers Mr.Raju and Ms.Geetha. The other resource persons included Dr.Gita Gopal, Ms. Elizabeth Cheeran, Mr.Lukka T.O and Ms.Nisha Chandran.

The total number of beneficiaries were 25, 18 Muslims and 7 Christians. The average age of the trainees was 35 years. The group was very dynamic and most of the women were graduates and post graduates with a keen interest in politics. Most of them were self-employed and some were panchayat members or local leaders with a commendable experience in local leadership and politics.

The group of trainees at the camp in Pathanamthitta

06-03-2013 to 11-03-2013: Kottayam

In Kottayam, the training camp was organized at Vyapara Bhavan, Pala starting from 6th Wednesday. The inauguration was at 10.00 am on the first day and the district mission secretary declared the camp open.

The total number of beneficiaries was 25, consisting of 21 Christians and 4 non-minority community members. The average age was 47 years.

The resource persons included Mr.Hariprakash, Mr.Lailajan, Mr.Mohammed Basheer, Dr.Gita Gopal, Ms. Elizabeth Cheeran and Mr.Lukka T.O.

Presentation of certificates and small prizes were a source of encouragement to the participants

08-03-2013 to 13-03-2013: Kollam

The training was organized from 8th to 13th March at YMCA, Kollam. The inauguration was at 10.40 am by the general secretary of KPCC Mr.Adv.

Shahnawas Khan in the presence of the district mission chairman Mr.M. Bhaskaran and district mission secretary Mr.Rajendra Prasad.

The training camp at Kollam

The total number of beneficiaries was 27, comprised of 18 Muslims and 9 Christians. The average age of the trainees was 33 years. There were a considerable number of graduates and women with experience in local leadership and politics.

The resource persons were Ms.Preetha, Mr.Chandrahasan, Mr.Raju, Ms.Elizabeth Cheeran and Ms.Nisha Chandran.

Ms.Nisha Chandran encourages a hesitant participant to self-assuredly address the gathering

10-03-2013 to 15-03-2013: Idukki

The training camp commenced at 10.00 am on 10th Sunday at the Kattapana Hotel Maharani. Idukki. The inauguration was by the KPCC Secretary Mr.Ibrahimkutty Kallar. The guests included district mission chairman Mr.Y C Stephen, Mr.Joy Puronolil, Adv M.M Rajappan, State coordinator Mr.PachaRavi, Molly Sebastian and Kurian Cheerakunnel.

The resource persons included Mr.Joy Kallath, Mr.P.A Joseph, Mr.AnilKumar and Mr.Lukka T.O.

The total number of beneficiaries was 3 Muslims and 20 Christians and 2 women from the non-minority community totaling 25. The average age of the trainees was 40 years.

11-03-2013 to 16-03-2013: Ernakulam

In Ernakulam, the training camp was organized at YMCA, Aluva. The inauguration was at 10.30 am on 11th Monday. Mr.M.O. John, district mission Chairman presided over the ceremony. The District Secretary Mr.C.G Ramesh welcomed all the participants and Mr.Anwar Salath MLA inaugurated the camp. Mr.Babu Kollamparambil, Mr.Pacharavi, Ms.Bincy Paul and Mr.Shaji K.S also addressed the trainees at the inaugural ceremony. Other prominent speakers at the camp included Member of Parliament Mr. K.P Dhanapalan who had a very fruitful interaction with the trainees.

The total number of beneficiaries was 29 women, comprising of 4 Muslims and 24 Christians and 1 Hindu. The average age of the trainees was 45 years.

The resource persons included Ms.Molly Thomas, Mr.Paul Attunkal, Ms.Elizabeth Cheeran and Mr.Lukka T.O.

Interaction with prominent public figures greatly helped enhance the confidence of the trainees at the training camps in all 14 districts.

ANNEX I

PROGRAM SCHEDULE –DAY 1 to DAY 6: LEADERSHIP DEVELOPMENT FOR WOMEN

Sl No	Time / Duration	Topic	Content	Method
Day I				
1	9.30 am-10.00 am	Registration	(Documents attached)	
2	10.00 am – 11.00 am	Inauguration		
3	11.00 am-11.15 am	Tea Break		
4	11.15 am-12.00	General Introduction to the program	Overview on leadership Ground rules Expectation from the program	Group Interaction
5	12.00 am-1.00 pm	Knowing each other	Eliciting basic information about each participant	Group exercise- Refer annexure/ module
	1pm-2 pm	Lunch		
6	2.00pm-3.30 pm	Introduction to Leadership	What is leadership? Leadership Styles	Games, PPT , lecture and group discussion

7	3.30 pm-3.45pm	Tea Break		
8	3.45 pm-5.30 pm	Leadership	Qualities of a good leader Skills of a good leader	PPT presentation , lecture and group exercise
9	5.30 pm-7.00 pm	Free time		
10	7.00pm-8.30pm	Leadership	Goal Setting	Group exercise lecture
11	8.30pm-	Dinner & Cultural program		
		DAY II		
1	9.30 am-10.00 am	Report and review on the previous days program	Presentation of the report by the participant	Group task
2	10.00 am-11.30 am	Relationship management	Introduction to communication Types of communication	PPT and Lecture
3	11.30 am-11.45 am	Tea Break		
4	11.45 am-1.15 pm	Relationship management….cont	Interpersonal communication	Group exercise, Role play, PPT and group discussion
5	1.15 pm-2.15 pm	Lunch		
6	2.15 pm-3.30 pm	Relationship management….cont	Public speaking and presentation skills	Role play and simulation
7	3.30 pm-3.45 pm	Tea Break		
8	3.45 pm -5.30pm	Relationship management….cont	Negotiation and conflict resolution	PPT , role play
9	5.30pm-7.00pm	Free Time		
10	7.00pm-8.30pm	Relationship management….cont	Counseling	PPT and role play
11	8.30pm	Dinner & Cultural program		
		DAY III		
1	9.30 am -10.00am	Report and review on the previous days program	Presentation of the report by the participant	Group task
2	10.00am-11.00 am	Gender equality	General introduction on gender equality	PPT and group discussion
3	11.15 am-11.30 am	Tea Break		
4	11.30 am-1.00 pm	Gender equality….cont	Gender specific issues in Kerala	PPT and group discussion
5	1pm- 2pm	Lunch		
6	2.00pm-3.30 pm	Gender equality….cont	Gender equality v/s Feminism	PPT and group discussion
7	3.30pm-3.45 pm	Tea Break		

8	3.45pm-5.30 pm	Gender equality….cont	Gender Harmony and role of a leader	PPT and group discussion
9	5.30pm-7.00pm	Free Time		
10	7.00pm-8.30pm	Gender equality….cont	Field level Action plan for Gender Harmony	Small group discussion and presentation of the plan
11	8.30pm	Dinner & Cultural program		
		DAY IV		
1	9.30 am -10.00am	Report and review on the previous days program	Presentation of the report by the participant	Group task
2	10.00am-11.00am	Team Work	Group and group dynamics Group v/s mob	PPT and group discussion
3	11.15 am-11.30 am	Tea Break		
4	11.30am-1.00pm	Team Work……cont	Working with and within a team	PPT and group discussion Group exercise
5	1pm- 2pm	Lunch		
6	2.00pm-3.30pm	Team Work……cont	Team Leader Delegations of task	PPT and group discussion
7	3.30pm-3.45 pm	Tea Break		
8	3.45pm-5.30pm	Team Work……cont	Team Building	PPT and group discussion, team building exercise
9	5.30pm-7.00pm	Free Time		
10	7.00pm-8.30pm	Team Work……cont	Encouraging improvement and innovation	PPT and group discussion
11	8.30pm	Dinner & Cultural program		
		DAY V		
1	9.30 am -10.00am	Report and review on the previous days program	Presentation of the report by the participant	Group task
2	10.00am-11.00am	Leadership in tackling Social Issues	Development issues in Kerala	PPT, Small group discussion and presentation
3	11.15 am-11.30 am	Tea Break		
4	11.30am-1.00pm	Leadership in tackling Social Issues….cont	Role of leader in tackling social issues	Small group discussion and presentation
5	1pm- 2pm	Lunch		
6	2.00pm-3.30pm	Leadership in tackling Social Issues….cont	Strategic approaches in problem Solving	PPT, Small group discussion and presentation
7	3.30pm-3.45 pm	Tea Break		

8	3.45pm-5.30pm	Leadership in tackling Social Issues….cont	Leader as a development activist	Small group discussion and presentation
9	5.30pm-7.00pm	Free Time		
10	7.00pm-	BADA KHANA- Grand and grand cultural program / Camp Fire		
		DAY VI		
1	9.30 am -10.00am	Report and review on the previous days program	Presentation of the report by the participant	Group task
2	10.00am-11.00am	Resource Mobilization	Introduction to resource mobilization Resource Mapping	PPT, Small group discussion and presentation
3	11.15 am-11.30 am	Tea Break		
4	11.30am-1.00pm	Resource Mobilization…..cont.	Strategies and methods for resource mobilization	PPT, Small group discussion and presentation
5	1pm- 2pm	Lunch		
6	2.00pm-3.30pm	Resource Mobilization…..cont.	Effective management of resources	PPT and Lecture
7	3.30pm-3.45 pm	Tea Break		
8	3.45pm-4.30pm	Resource Mobilization…..cont.	Role of Leader in economic development	PPT and Lecture
9	4.30pm-5.30 pm	Post training evaluation		

ANNEX II

LIST OF RESOURCE PERSONS

Sl. No.	Name of Resource Person	Qualification & Experience
1	**Dr. Gita Gopal**	PhD, Retired from World Bank
2	**Anil Kumar Nair Sauparnika,GHRA-B4 Sreekariyam,Trivandrum-17**	M Phil in Psychology, Trainer
3	**Lukka T.O Thurayil House,Udayamperoor P.O, Kottayam**	MSW, Trainer
4	**Elizabeth Flat 8B,Sakthan Manor Apts Sakthan Nagar,Thrichur**	PG in Disaster Management, Trainer
5	**Nisha Dileep T.C-6/399,VARA-103,Vattiyoorkavu Trivandrum-13**	PG in Accounts, Trainer
6	**Pacha Ravi**	M Phil, PHD scholar, Trainer
7	**F. M. Lazar Thejomridulam,**	PG, Trainer with 20 years experience

	T.C-1/327,Pallithura,Trivandrum	
8	**Muhammad Basheer Edathumparampil Velanilam P.O,Kottayam.**	PG, Retired GM, Trainer
9	**Abdul Ali Minhas House, Mundakkal Post, Cheruvayoor-673645**	PG, Key Resource Team Member, Janasree Mission
10	**Chakkunny Malpan Kavil, Kodakkara P.O,Trichur**	PG, Retired GM, Trainer
11	**Pappachan Mannar House, Palakkuzhi P.O, Kizhakkencherry Palakkad**	Degree, Key Resource Team Member, Janasree Mission
12	**Paul Athunkal Athunkal (H) Thuruthy P.O Kuruppumpady-683545**	Degree, Key Resource Team Member, Janasree Mission
13	**Molly Thomas Vettiyadan House, Annanadu P.O, Chalakudy P.O,Thrichur**	Degree, Key Resource Team Member, Janasree Mission
14	**Shanty Joseph Chakkalakal House,vettippara Thrichur**	Degree, Key Resource Team Member, Janasree Mission
15	**Silvy Jose Elayidath House, Paymbally Post,Mananthawady**	Degree, Key Resource Team Member, Janasree Mission
16	**Raju Kulathilnada,Venpala.P.O Kuttoor,Pathanamthitta**	Degree, Key Resource Team Member, Janasree Mission
17	**Geetha Ananda Bhavan, Arumakkad P.O, Vallana,Pathanamthitta.**	Degree, Key Resource Team Member, Janasree Mission
18	**Joseph P.A Naduvathettu, Senapathy P.O, Idukki**	Degree, Key Resource Team Member, Janasree Mission
19	**Chandrahasan Chandra Vilasam, Muthupilakkad West, Poruvazhy ,SasthamcottaKollam.**	Degree, Key Resource Team Member, Janasree Mission
20	**Preetha Cheroor veedu,Raj Aurvedic Clinic,**	Degree, Key Resource Team

	Chathanoor P.O,Kollam	Member, Janasree Mission
21	**Lailajan** **Muttathu House,** **Kandalloor** **SouthKayamkulam-690535**	Degree, Key Resource Team Member, Janasree Mission
22	**Hariprakash** **Vazhavilayil ,Haripriya,Komallur P.O** **Charumoodu,Allappy**	Degree, Key Resource Team Member, Janasree Mission
23	**Dr. Baby Kamalam** **Siva Vilasam,Varanad P.O,Alappuzha**	Degree, Key Resource Team Member, Janasree Mission
24	**Biju Kavil** **Janasree Sustainable Development Mission,Kozhikode**	Degree, Key Resource Team Member, Janasree Mission
25	**Balan Padiyoor** **padiyoor P.O,Kannur.**	Degree, Key Resource Team Member, Janasree Mission
26	**Joy** **Kallath,parathodu- Idukki P.O** **Idukki.**	Degree, Key Resource Team Member, Janasree Mission

ANNEX III

DATES AND LIST OF TRAINING CENTRES

Name of District	Dates	Name and address of Training Centre
Trivandrum	14th to 19th February 2013	Adyapaka Bhavan, Near Secretariat, Trivandrum, Kerala
Kollam	8th to 13th March 2013	YMCA, Kollam
Alleppey	11th to 16th February 2013	Brothers Convention Centre, Alappuzha
Pathanamthitta	4th to 9th March 2013	Mampara Building, Near Dist. Coop Bank, Pathanamthitta
Idukki	10th to 15th March 2013	Hotel Maharani
Kottayam	6th to 11th March 2013	Vyapara Bhavan, Pala
Trichur	3rd to 8th March 2013	Hotel Elite, Near Ragam Theatre, Swaraj Round, Thrissur
Ernakulam	11th to 16th March 2013	YMCA-Aluva
Malappuram	28th February to 5th March 2013	Kappens Hall, Malappuram
Palakkad	26th February to 3rd March 2013	Hotel Green Park, Palakkad
Kozhikode	1st to 6th March 2013	Govt.Guest House, Koilandy
Wayanad	25th February to 2nd March 2013	St.George Auditoriun,Near Telephone Exchange, Mananthawady
Kannur	23rd to 28th February 2013	Parkana Auditorium, Near KSRTC Bus stand, Kannur
Kasaragod	27th February to 4th March 2013	Farmers bank Auditorium,Thrikarippur