

## **Vivekananda Kendra Academy for Indian Culture, Yoga, and Management** **(VK-AICYAM Governance Structure)**

*Vivekananda Kendra Academy for Indian Culture, Yoga and Management (VK-AICYAM), Bhubaneswar, a project of Vivekananda Kendra, Kanyakumari, envisages activities in the fields of Indian Culture, Yoga and Management to cater to the aspirations of people in the Eastern Indian region along with Andhra Pradesh and Telangana.*

*– Excerpt from VK-AICYAM Concept Note*

*The following governance structure is designed to realise the objectives and the effective implementation of activities with a set of roles, associated responsibilities, and the collaboration principles.*

### **Secretary**

This position shall be nominated by the VK HQ. VK HQ may select one of the Jeeven Vrati Karyakarta - either Prant Prakalpa Sangathak or Prant Sangathak or any one deputed from VK HQ. The Secretary will be the overall in-charge of AICYAM. **Currently, the post is held by Shri Laxminarayan Panigrahi, the Head of Odisha Seva Prakalpa.**

### **Director**

The position shall be held by a person of eminence, preferably with strong academic background with leadership and administrative experience. The person should be willing to spare his/her time on a regular basis for spearheading multiple activities of AICYAM in coordination with Secretary and other willing members. The person should also be a patron of VK Kanyakumari as well as VK-AICYAM.

1. The name of the person will be discussed in the Executive Committee (EC) with the consent of the Secretary and will then be forwarded to VK HQ for approval.
2. The tenure of the Director shall be for 3 years. The EC with the consent of Secretary may decide to extend the term of the existing director by at most one year.
3. The person selected as Director shall not continue for another consecutive term but can again be selected as Director after a gap of at least three years.

For the first time selection of the Director, VK HQ in discussion with the Secretary, shall decide the choice of the candidate and shall announce the selection through a formal communication to VK-AICYAM members after taking the concurrence of the candidate. **During the VK-AICYAM meeting held on April 03<sup>rd</sup> 2025, Ma. Bhanudas ji (General Secretary, VRMVK) announced Dr. Santosh Kumar Mohanty as the first Director of VK-AICYAM with immediate effect.**

### **Executive Committee (EC)**

The Secretary and the Director will be ably supported by an Executive Committee. The Executive Committee, to begin with, should have a composition of 10 – 25 members covering representation from Eastern Indian states (Odisha, West Bengal, Jharkhand, Chhattisgarh), Andhra Pradesh, and Telangana. As the basic nature of AICYAM is that of an applied research organisation to undertake research in the fields of Tribal Culture, Yoga and Management, the members of the committee should be persons of eminence in one or more of the multifarious fields such as academics, tribal culture, yoga, Indian scriptures, organisational leadership, management professionals, banking, and subject area professionals.

The Executive Committee is expected to setup Working Groups (WGs) to effectively develop, manage, and govern AICYAM capabilities. The following is a list of Working Groups.

1. At least two-to-three members shall be exclusively spearheading the activities pertaining to each of the three broadly defined areas (Culture, Yoga and Management). As such, there would be three teams and the members of each team will work in collaboration with a shared responsibility and ownership.
2. At least one-to-two of the members shall look after the financial aspects.
3. At least one-to-two of the members shall support activities such as maintenance of AICYAM facility, organisation of various events and activities, etc.
4. At least one-to-two members shall focus on Communication Strategy, Publication of Souvenir and Periodicals, etc.
5. At least one-to-two members shall drive the strategy and adoption of IT and Digital interventions.

The remaining members are welcome to work with anyone of the above Working Groups, preferably the three major teams, depending upon their expertise and willingness to commit time, interest, and time-bound output.

The Secretary and the Director shall be the ex-officio members of the Executive Committee and can be a part of any one or more Working Groups depending upon their willingness and interest. Additionally, one of the Life workers (Jeevan Vrati) in-charge of Vivekananda Kendra, Odisha Prant (Prant Sangathak/Sah-Prant Sangathak) and/or the Prant Pramukh shall be a permanent invitee. Presence of such a member in the meetings is desirable to ensure the alignment of communication and execution of some of the action points through various branches and activity centres of VK Odisha Prant.

The Secretary and the Director, in discussion with VK HQ may onboard some eminent personalities as '**Upadesta**' to advise and guide the VK-AICYAM Executive Committee towards the realisation of its strategic intent.

Each member of the Executive Committee needs to be a self-driven and willing member to contribute voluntarily some of his/her quality time consistently for AICYAM to plan and execute the assigned roles and responsibilities in coordination with other group members and achieve a meaningful progress from time to time in a systematic manner.

### **Meetings of the Executive Committee**

Executive Committee meetings should be held at least once in a month, preferably on a predetermined day of the month with the consent of the members. The date of monthly meeting along with the agenda would be circulated to the members through the WhatsApp group by the Director at least one week in advance. The monthly meeting will be in a hybrid mode (online and in-person) to facilitate larger participation. Members are encouraged to participate in-person. The annual meeting of the Executive Committee shall be held (preferably, on January 12<sup>th</sup>) every year at the VK-AICYAM premises.

The VK HQ shall nominate at least one All India Adhikari to be a part of the annual meeting. For monthly meeting, the VK HQ may nominate one All India Adhikari to join the meeting either online or in-person.

### **Minutes of the Meeting**

The Director, with the support of one or more members and a Support Staff (**on the payroll**), will prepare the minutes and circulate to the members through WhatsApp group at the earliest seeking feedback of members, if any, for modification/amendment. The minutes will be placed to the committee in the next meeting as a part of the agenda item for formal approval. However, without waiting for the minutes to be circulated and approved, efforts need to be undertaken promptly by each Working Group and member to act upon the agreed upon action points emerged during the previous meeting.

### **VK-AICYAM Philanthropist Community**

A community can be formed among the philanthropists of VK-AICYAM. The philanthropist can be of the following categories:

- Donors, who are donating a minimum amount at monthly/annual frequency on a regular basis to AICYAM but are unable to devote quality time for AICYAM due to their other commitments. The minimum donation amount would be decided by the Executive Committee time-to-time.
- Persons, who were engaged/associated with AICYAM in the previous years but are unable to engage themselves with AICYAM now because of either old age or ill-health or other pertinent reasons and are interested to know about ongoing activities so that at times, they can contribute something positively to AICYAM.

- Some eminent personalities, who are open to support AICYAM to fulfil its objectives.

### **Communication Strategy**

AICYAM needs to develop a robust Communication Strategy to accomplish the following:

- To bring to the notice of all members the aims and objectives of AICYAM in the beginning and to refresh the same at periodical intervals to ensure focussed discussions among the members for successful implementation of various actions besides ensuring appropriate communication to their new acquaintances. This will strengthen the public interaction ('Lok Samparka').
- To keep the members of the Executive Committee well informed on various activities through a designated WhatsApp group.
- To keep the philanthropists engaged with AICYAM so that they can continue to remain as human capital for AICYAM and can spread the activities and events of AICYAM to their acquaintances.
- To prepare and share the progress of various activities through quarterly updates to Executive Committee and VK-AICYAM Philanthropists community.
- To prepare and publish the VK-AICYAM annual report (as per financial year) through multiple channels.
- To prepare and publish the VK-AICYAM souvenir (as per calendar year) during the VK-AICYAM Annual Day celebration.
- To disseminate VK-AICYAM related information that is of interest to all stakeholders on a regular basis using appropriate channels.
- To send invitation to the philanthropists and new acquaintances to attend various events and functions of VK-AICYAM, Odissa Seva Prakaalpa, etc.

To the extent possible, efforts should be made to implement standardised communication templates, which will make the communication easy-to-develop and easy-to-read.

### **Financial Strategy**

In addition to the requirement of people willing to contribute time and efforts, it is necessary to raise funds to conduct and expand the activities of AICYAM. Hence, an appropriate financial strategy should be in place for collection and expenses. The financial strategy is proposed to have the following components:

- **Raising funds from individuals as regular donors** - This can be done through a well-orchestrated membership drive where the donors would contribute a minimum fixed amount either monthly or annually (on a financial year basis). A suitable appeal for new donors can be designed as a part of Communication Strategy. Some of these donors, who are either donating or would be donating consistently, and

simultaneously, would be willing to engage themselves to spearhead various activities of AICYAM. Based on the interest and need, some of them can be inducted to the Executive Committee.

- **Raising funds from individuals as ad-hoc donors** – During the course of regular public interaction (Lok Samparka) drive by each member, there may be donors who would prefer to donate certain amounts. Such donors should remain within the communication loop of AICYAM. Some of them can be future members.
- **Raising funds from Corporate and Institutions** - Each member should take initiatives to approach various corporate and institutions to articulate VK-AICYAM activities, share published reports, and explore the possibility of raising funds under their CSR and other organisational initiatives.
- Consistent drive to be made by each member to strengthen their 'Lok Samparka' focus and add new members and donors.
- Prompt acknowledgement of donations and appeal for renewals, etc. through standardised templates.
- Continuous attentions and efforts to be made towards increasing the fund collection and review of fund allocation and judicious spends.

### **IT and Digital Strategy**

The IT and Digital strategy should aim for appropriate and adequate use of technology and digitisation to meet the following objectives:

- Maintaining structured computerised database of all members, philanthropist, attendees participating in various events, along with the contact details to facilitate mass and targeted communication
- Maintaining structured communication templates, standardised proposal templates, and presentation templates in digitised form for ease of use
- Maintaining a secured, user-friendly, and content-rich website with continuous update
- Maintaining a structured document repository including research documents
- Timely upkeep and maintenance of hardware and software
- Proactive and timely efforts to combat information and cyber security threats

### **Roles and Responsibilities of various functionaries and Executive Committee:**

#### **Secretary**

- Overall responsibility of supervision of various activities of AICYAM
- Guidance to the Director and Executive Committee at appropriate times
- Act as the link between Vivekananda Kendra, Kanyakumari and AICYAM
- Preferably, to be a part of one or more groups to drive related activities

- Chair the Executive Committee meetings by default
- Liaise with various authorities, government establishments, academic institutions, tribal group leaders, local leaders, corporates, etc.
- Facilitate research and documentation
- Overall maintenance, supervision, and upkeep of AICYAM premises
- Explore all possibilities of raising resources and funds to drive various activities

#### **Director**

- Overall responsibility of coordination and collaboration amongst the Executive Committee members
- Developing strategy and action plans of AICYAM in coordination with the Secretary and the members
- Be a part of one or more groups to drive related activities
- Convene the Executive Committee meetings at monthly interval
- Chair the Executive Committee meetings in the absence of the Secretary
- Prepare and circulate minutes of the meetings and the agenda of the next meeting (at least seven days in advance)
- Liaise with various authorities, government establishments, academic institutions, tribal group leaders, local leaders, corporate, etc.
- Facilitate research and documentation
- Explore possibilities of raising human capital and funds to drive various activities

#### **Executive Committee**

- Meet (hybrid mode – online/in-person) at monthly intervals on a predetermined day of the month to discuss, deliberate and review the progress of various action points
- Take corrective steps if required and decide on the future action points
- Take ownership and be responsible on the progress and accomplishment of the defined action points
- Form teams on need basis and nurture leadership skills of the team members
- Develop long term strategy and planning
- Conduct annual meeting every year (preferably, on January 12<sup>th</sup>) in the presence of VK HQ nominee and approve long term strategy and yearly plans

#### **Executive Committee Members**

- Be part of one or more groups
- Take ownership and be responsible on the progress and accomplishment of the defined action points

- Coordinate with other members
- Liaise with various authorities, government establishments, academic institutions, tribal group leaders, local leaders, corporates etc.,
- Facilitate research and documentation in the assigned area
- Explore possibilities of raising human capital and funds to drive various activities

**Member(s), who will be looking after financial aspects of AICYAM**

- Analyse different facets of collections, expenses and prepare appropriate MIS
- Provide judicious inputs to the Executive Committee about financial prudence

**Member(s), who will be looking into miscellaneous aspects of AICYAM**

- Support Secretary for proper upkeep and maintenance of AICYAM premises
- Coordinate with members for timely release of Annual Report, Souvenir, and efficient organisation of various events of AICYAM

**Support Staff**

1. **For Documentation** – Engagement of at least one youth to begin with, preferably a Post Graduate or a Graduate with project writing skill and IT skill, on payroll basis, to document all events, studies etc.
2. **For AICYAM** – One dedicated staff on payroll to support AICYAM general administration, round the clock security staff, cleaning staff, staff for kitchen and store.

**REVIEW OF GOVERNANCE STRUCTURE** - The Governance structure shall be reviewed at yearly intervals and if required, on an event driven basis.

**Annexure: RACI Matrix**

**Legend: RACI (Responsible, Accountable, Consulted, Informed)**

*For every listed activity under the matrix, there must be one 'Role' to be accountable for successful planning and implementation of the activity. Accountability automatically means responsible. In addition, some other roles may be responsible to actively support the accountable 'role' for the smooth conduct of an activity. Based on the expertise expected from different role plays, an activity may seek consultation from other role plays and may have to update the status to many other role plays.*

**Legend: Role Plays**

- Secretary – SE
- Director – DR
- Executive Committee – EC

- Working Group for Culture – **WGC**
- Working Group for Yoga – **WGY**
- Working Group for Management – **WGM**
- Working Group for Finance – **WGF**
- Working Group for IT & Digital – **WGD**
- Philanthropist Community – **PC**
- Support Staffs - **SS**
- VK HQ Representative/Prant Representative/'Upadesta' – **AG**

VK-AICYAM Activities and RACI Matrix	Responsible		Accountable		Role Play			Consulted		Informed	
	SE	DR	EC	WGC	WGY	WGM	WGF	WGD	PC	SS	AG
Activity List											
Convening the Executive Committee Meeting											
Convening the Annual Meeting											
Convening the Working Group Meeting											
Website and Social Media Communication											
Annual Souvenir Plan and Publication											
Annual Report Plan and Publication											
Event Planning & Execution - Culture Stream											
Event Planning & Execution - Yoga Stream											
Event Planning & Execution - Management Stream											
Event Planning and Execution - Cross Stream											
Minutes of Meeting Preparation (EC Meeting)											
Minutes of Meeting Circulation (EC Meeting)											
Minutes of Meeting Preparation (WG Meeting)											
Minutes of Meeting Circulation (WG Meeting)											
Circulation of Periodic Updates											
Financial Prudence (Collection, Expenses, Advisory)											
Member Acquisition											
Member Promotion											
Fund Raising - Individual Donors											
Fund Raising - Institutional Donors											
Proposal - Scouting, Writing, Submission, and Q&A											
Website and Multi-Media Management											
Institutional Relationship Building											
Formal Visit (Donor/Potential Donor) Facilitation											

*The meetings and consultations are either in-person or online. The information sharing is primarily through emails/messages.*