

**Scheme for  
Leadership Development  
of Minority Women**



**Government of India  
Ministry of Minority Affairs  
New Delhi**

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**Background**

1.1 The status of women in the country, particularly those from the disadvantaged sections of the society, is unfavourable. A girl child suffers from discrimination even before birth and also after birth in the allocation of household resources such as food, education, access to health care and at puberty, sometimes coerced into early marriage. Most women in the rural areas suffer from double burden of carrying out less quantifiable work like cooking, fetching water, sending children to school along with agriculture labour, feeding cattle, milking cows etc., while the men folk perform defined activities like selling milk and grains produced by the household. Women in the minority communities fare badly too. They are not just a minority, but the 'marginalised majority' and are sidelined in decision making in the family, and usually cut off from full involvement in the workings of the community and form an equal share in the rewards from social institutions.

1.2. Empowerment of women per se is not only essential for equity, but constitutes a critical element in our fight for poverty reduction, economic growth and strengthening of civil society. Women and children are always the worst sufferers in a poverty stricken family and need support. Empowering women, especially mothers, is even more important as it is in homes that she nourishes, nurture and moulds the character of her offspring.

1.3. A report of the High Level Committee on the social, economic and educational status of the Muslim community of India (popularly known as the Sachar Report) had highlighted the fact that India's largest minority group, the Muslim numbering 13.83 crore, have been left out of the development trajectory and within this group Muslim women are doubly disadvantaged. With this in mind, the Ministry of Women & Child Development (WCD) formulated a scheme of "Leadership development for life, livelihood and civic empowerment of minority women" in 2007-08 for ensuring that the benefits of growth reach the deprived women among the minority communities. The

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scheme has now been transferred to the Ministry of Minority Affairs in 2001.

1.4. The Ministry of Minority Affairs has suitably recast the scheme and renamed it as “**Scheme for Leadership Development of Minority Women**”. The scheme has further undergone revision for faster implementation.

#### **Target group and distribution of targets**

2. The minority communities as accepted by the Ministry of Minority Affairs are Muslims, Sikhs, Christians, Buddhists and Zoroastrians (Parsis), which have been notified as minority communities under Section 2 (c) of the National Commission for Minorities Act, 1992. Eligible women of these minority communities would be the target group. However, to further strengthen the mosaic of plurality in the society and bring about solidarity and unity through their own efforts to improve their lot, the scheme permits a mix of women from non-minority communities not exceeding 25% of a project proposal. Efforts should be made by the organisation for having a representative mix of women from SC/ST/OBCs, women with disabilities and other communities under 25% group. Efforts should also be made to persuade Elected Women Representatives (EWRs), from any community, under the panchayati raj institutions to be included as a trainee.

#### **Objective**

3. The objective of the scheme for leadership development of minority women, including their neighbours from other communities living in the same village/locality, is to empower and instill confidence in women, by providing knowledge, tools and techniques for interacting with Government systems, banks and other institutions at all levels. The life of majority of women in the traditional settings is of daily drudgery and their hardship is further compounded by non-availability of infrastructure and services relating to civic/basic amenities and socio-economic conditions. Unless women stand up and fight for their rights, mitigation of their hardship may take time. The scheme is envisaged to reach out to women through non-governmental and governmental organizations/ institutions, and Central and State Government training institutes including universities and institutes of higher learning by

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Providing financial assistance for conducting leadership development trainings to empower and embolden women.

#### **Leadership**

4. Leadership, in the context of this scheme means, empowerment of women from the minority communities and emboldening them to move out of the confines of their home and community and assume leadership roles and assert their rights, collectively or individually, in accessing services, facilities, skills, and opportunities besides claiming their due share of development benefits of the government for improving their lives and living conditions.

#### **Organizations**

5.1. Nurturing/hand holding service envisaged in the scheme of leadership development of minority women linked with advocacy is a field intensive activity. It requires continuous involvement and availability of facilitators at the doorsteps of the target group. The personnel of the organisation implementing the scheme would be required to visit the village/locality periodically for providing nurturing/handholding service to the group of women imparted leadership development training so that they are guided in the use of tools and techniques taught to them and are able to extract the benefit from their efforts. Such field intensive activities are best suited for highly motivated and dedicated community based organizations. Due to the very nature of women's household activities requiring them to stay close to their home, it is important that the organization implementing this scheme have the experience, personnel and resources to carry out trainings in the village/locality where the women reside. The organization should also have prior experience and resources to arrange residential training in recognized Government training institutes or their own facility. It is, therefore, necessary that organizations having the reach, motivation, dedication, manpower and resources to carry out such trainings in the villages/localities and also arrange residential training courses are eligible to participate in the implementation of the scheme. This does not preclude Central and State Government training institutes including universities and institutes of higher learning in participating in the implementation of this scheme.

5.2 Organizations which would be eligible for applying for financial assistance under this scheme are given below:-

- i) Society under the Societies Registration Act, 1860.
- ii) Public Trust registered under any law for the time being in force.
- iii) Private limited nonprofit company registered under Section 25 of the Indian Companies Act, 1956.
- iv) Universities/ Institutions of higher learning recognized by University Grants Commission (UGC).
- v) Training institutes of Central and State Governments including Panchayati Raj training institutes.

5.3. Hereinafter 'organizations' would mean the organizations mentioned above including non-governmental organization (NGOs) falling within the above definition.

#### **Implementation of projects**

6. The leadership development training scheme shall be implemented by the Ministry of Minority Affairs through organizations. The selected organizations should implement the project directly through their organizational set-up in the locality/village/area. The onus of implementing the project properly and successfully would vest with the organization assigned with work by the Ministry.

#### **Leadership development training modules**

7.1. The leadership training modules should invariably cover issues and rights of women, relating to education, employment, livelihood etc. under the Constitution and various Acts; opportunities, facilities and services available under schemes and programmes of the Central Government and State Government in the fields of education, health, hygiene, nutrition, immunization, family planning, disease control, fair price shop, drinking water supply, electricity supply, sanitation, housing, self-employment, wage employment, skill training opportunities, crimes against women etc. It may also cover role of women in panchayati raj and nagar palika, legal rights of women, Right to Information Act (RTI), National Rural Employment Programme (NREGA), household surveys and Below Poverty Line (BPL) list,

Knowledge regarding office structure and functions, redressal forum and mechanisms etc. The training module should be structured in such a manner that training inputs are given in short phases.

7.2 The training module should use audio-visual aids and case studies for making it more interesting and comprehensible. Qualities of leadership like organizational capacity, communicable skill, self development and articulation, communication and public speaking, organizing capabilities, negotiation and conflict resolutions etc. should form integral part of the training. Group discussions should be incorporated in the training modules to encourage active participation. If possible, official functionaries, bankers etc. should be invited to speak on their schemes and programmes and interact with the women undergoing training.

7.3 In case the need arises, the Ministry may engage outside expert/consultant/agency to prepare suitable training material for leadership development of women from the minority communities.

7.4 The Sanctioning Committee will also function as the committee for recommending/approving training modules prepared by outside expert/consultant/agency and selected organization and will include, as members, the Joint Secretary concerned dealing with schemes connected with the objective of this scheme in the Ministries of Home Affairs, Women & Child Development, Rural Development, Labour & Employment, Health & Family Welfare, Food & Public Distribution, Department of School Education & Literacy and any other Ministries/Departments whose schemes/programmes/initiatives are covered by the training modules.

#### **Various activities to be carried out by the organisations:**

8.1. **Selection of villages/ urban localities:** Villages/ urban localities in rural/urban areas having a substantial percentage of minority population shall be selected by the organization for conducting the leadership development training programme. A list of villages where the village/urban locality trainings are proposed to be conducted should be submitted to the Ministry along with the percentage of minority population. Copy of such list should be provided to

the Secretary in the State Government dealing with this scheme and also the District Collector/Deputy Commissioner concerned.

**8.2. Identification of women for training and selection criteria:**

Organization selected for carrying out training for leadership development of minority women would have the responsibility to motivate, identify and select women to be trained in accordance with the criteria of the scheme from villages/localities having a substantial minority population. Although there will be no annual income bar, woman/parent or guardian of woman having annual income not exceed Rs.2.50 lakh from all sources would be given preference in selection. They should be between the age group of 18 years to 65 years.

**8.3. Aadhaar number:** All citizens in the country are being given a unique identity number called Aadhaar. Aadhaar number should be collected by the organization wherever it has been issued and indicated against the name of the woman selected for training.

**8.4. Types of trainings:** There will be two types of leadership development trainings and the criteria for selection of women for each type of trainings are as follows:-

(a) **Leadership development training in the village/urban locality:** Upto 25 women in a batch from a village/ urban locality who are dedicated, motivated and committed to work for the betterment of the welfare of women from the minority communities in particular and the society in general, would be imparted leadership training in one batch. At least 10% of the total women in a group of 25 women should have passed Class X or its equivalent. This may be relaxed to Class V level or its equivalent in case women who have passed Class X are not easily available. Organisations would be required to give proposal for this training in sets of five batches of trainees.

(b) **Leadership Development training in residential training institutes:**

Out of a group of 25 women for residential training, not more than five women from a single village/urban locality may be selected for leadership development training in residential training institutes. They should possess at least Class XII certificate or its equivalent, which may be relaxed to class X certificate holder or its equivalent, in case Class XII pass are not easily available and should be dedicated, motivated, physically fit and healthy and committed to work for the betterment of the welfare of women from the minority communities in particular and society in general. After their advanced training they should be expected to become community-based leaders/trainers in the village and assume leadership role as envisaged in the scheme. They would also be available to Government agencies and organizations for furtherance of the objectives of the scheme.

**8.5. Conduct of the trainings:** Taking into consideration the fact that most women, especially in the rural areas are required to stay close to their home and are not able to venture far out and also the fact that there would still be some educated and young women who would like to dedicate themselves to work for the betterment of women folk in particular and the community in general, the two types of trainings are provided under this scheme. It is envisaged that women imparted leadership development training would work towards achieving the objectives of the scheme. The organization shall carry out nurturing and handholding for a period of at least one year to ensure that the empowered women folk are able to act as a pressure group to take up their grievances/problems with the village/block/district/State authorities relating to availability of basic infrastructure and services identified during formulation of the project as requiring improvement or provisioning in the village/locality. The organization would need to ensure that facilitators engaged for nurturing/handholding service visit the village/urban locality as stipulated, carry out their assignments diligently, report the progress and are assisted by the organization whenever the need arises. The training programmes shall be conducted in the manner given below:-

(a) **Training in the village/urban locality:** The training shall be conducted in the village/locality by using existing facilities, hiring a hall or erecting temporary tent. The duration of the training shall be for six days spread over not less than three occasions to be completed within a period of three months. Care should be taken to ensure that the dates for training are fixed in order to avoid religious/festive occasions and demands of seasons. The organization carrying out training for leadership development of minority women would be responsible to select women to be trained in accordance with the criteria of the scheme. Printed training material would be provided by the organization in the local language of the area. To incentivise the training course, allowance/stipend to partially compensate/offset the loss of income/wage would be given to the selected women trainees along with a meal and crèche arrangement for their children while the training is ongoing during the day. At least two-third of the trainers engaged by the organisation shall be women and they should be able to deliver their inputs in the local language of the area in the topics given in the training module.

(b) **Leadership Development Training in Residential training institutes:** Selected eligible women would be imparted leadership training in residential training institutes. For approving residential trainings in training institutes of organizations, the institute concerned must have boarding arrangements for at least 25 women in a secure location, which would be verified by the district administration. The training course shall be as per the broad training modules approved by a Committee in the Ministry. Care should be taken to ensure that the dates for training are fixed to avoid religious/festive occasions and demands of seasons. The entire training fees, training materials, boarding, food, refreshment and travel expenses would be covered by the scheme. The trainees would be also given allowance/stipend for the duration of the training period. The organization carrying out training for leadership development of minority women would be responsible to select women who are capable of becoming trainers and assume leadership role to be trained in accordance with the criteria of the

scheme. The leadership development training shall invariably cover the training module approved by a Committee under this scheme.

8.6. **Workshop:** Training organization, in collaboration with the District Collector/Deputy Commissioner/sub-divisional officer/block development officer, will organize at least half-day workshop to sensitise government functionaries, bankers including panchayati raj functionaries etc. at the district, sub-division/block level etc. concerned about the women empowerment programme carried out by them under this scheme. The government functionaries would be informed of the remedial action which may be sought by groups of women and how to be responsive in addressing their problems and grievances. In case more than one organization is approved for implementing this scheme in a district/sub-division/block concerned, the State Government shall give the responsibility of holding such a workshop to one organization. The selected organization shall ensure that other organizations sanctioned training projects under this scheme in the district/sub-division/block participate in the workshop. For holding the workshop, an amount of Rs.15,000/- would be released to the organization concerned.

8.7. **Nurturing and hand holding:** Nurturing and hand holding would be a post-training service to be rendered by the organization for a period not exceeding one year from the beginning of the training programme to women who have undergone leadership development training. The facilitators of organization shall visit the village/locality to assist the empowered women at least once a month during the project period. This is considered critical to the success of the scheme in order to ensure that they are guided and assisted in placing their problems and grievances before the authorities concerned for remedial action as envisaged in the scheme.

8.8. **Concurrent monitoring and reporting:** The organization shall, while extending nurturing and hand holding service, carry out concurrent monitoring for taking corrective action, wherever required. The organization shall submit monthly/quarterly progress reports and project completion report to the Ministry in the formats to be prescribed. It shall

also submit such reports to the State and district administration if steps required by the Ministry. Further, the organization shall, through the Global Positioning System (GPS) enabled mobile phone, send photos of all important activities of the training programme such as address by faculty, government functionaries, lunch being provided, usage of audio-visual equipments, submitting petitions for redressal of grievances/problems faced, workshop being conducted etc.

#### Agency fees/charges for organisation

9.1. The organization shortlisted for implementation of this scheme shall submit project proposal for a minimum of five batches of village/locality level training. The organization would be entitled to amount of Rs.25,000 as agency fees/charges per project of five village/ urban locality trainings for services rendered towards proper, timely and successful implementation of the project. Agency fees/charges admissible to the organisation for village/urban locality training would cover items of expenditure of the organization on concurrent monitoring and reporting, administrative costs, all other expenses required for implementation of the scheme, etc.

9.2. In respect of institutes for residential training, an amount of Rs.15,000 would be the entitlement of agency fees/charges for one batch of trainees.

#### Implementation expenditure/rates

10. The organization shall be provided financial assistance for implementation of the scheme. The item-wise rates given below in the table are indicative and may vary according to the area of operation, fees charged by training institutes, boarding cost etc. The total cost indicated for each type of training would be the maximum permissible cost that may be sanctioned for a group of 25 women. However, item-wise cost would be inter-changeable provided it does not exceed the total permissible amount, except for allowance/pay which is fixed. Supporting documents should be provided in the project proposal by the organization for proposed expenditure to be incurred in respect of training, travel etc. The rates are given in the table below:-

DETAILS OF RATES FOR LEADERSHIP DEVELOPMENT TRAINING IN VILLAGE/LOCALITY FOR WOMEN					
Sl. no.	Items of expenditure for leadership development training programme	No. of persons	Indicative rate (Rs)	Duration / units	Total cost (Rs)
1	<b>(i) Leadership development training in the village/locality.</b>				
	(a) Fees/honorarium for engaging faculty members/resource person	2	500	6 days	6000
	(b) To and fro transportation cost for faculty members/resource person	2	2500	3 occasions	15000
	(c) Lodging cost for faculty members	2	250	6 days	3000
	(d) Hiring of venue, furniture, and creche facility		750	6 days	4500
	(e) Cost for one meal for trainee women	25	50	6 lunches	7500
	(f) Cost for using/hiring audio-visual aids, participatory training kits and taking audio-visual clips of different activities for reports.		2000	6 days	12000
	(g) Cost for distribution of training material, literature in local language and stationary.	25	200	One time	5000
	(h) Allowance/stipend for women	25	50	6 days	7500
	(i) Cost for motivation, identification and selection of eligible women.	25	50	One time	1250
	(j) Cost for hand holding/nurturing by facilitators for project period including concurrent monitoring and reporting.		400	Once a month for 12 months	4800
2	<b>Total</b>				<b>66550</b>
3	<b>Total for 5 batches of village trainings</b>		66550	5 batches	<b>322750</b>
4	<b>Add agency fees/charges for 5 batches of village trainings</b>		25000		<b>347750</b>

DETAILS OF RATES FOR LEADERSHIP DEVELOPMENT TRAINING FOR RESIDENTIAL TRAINING					
Sl. no.	Items of expenditure for leadership development training programme	No. of persons	Indicative rate (Rs)	Duration / units	Total cost (Rs)
1	<b>(i) Residential leadership development training.</b>				
	(a) Includes fees, boarding, food etc. (actuals to be reimbursed)	25	1000	6 days	150000
	(b) Literature, training material, information booklets, copies of government schemes and programmes, relevant laws and Acts, stationary.	25	600	One time	15000
	(c) Indicative transport expenditure (actuals to be reimbursed)	25	1000	One return trip	25000
	(d) Allowance/stipend for women	25	100	6 days	15000
	(e) Cost for motivation, identification and selection of eligible women.	25	50	One time	1250



2	Total			206250
3	Add agency fees/charges for one batch of residential training		15000	221250

#### Administrative expenditure for Ministry

11. The Ministry shall be permitted to set aside upto the extent of 1.5% of the annual allocation under this scheme to meet administrative expenditure of purchase of computers and accessories, GPS enabled mobile phones and accessories, furniture, stationary and developing software, engaging qualified personnel for entering and analysing data, processing proposals, monitoring and evaluating reports, preparation of notes, power point presentation and reports, preparing material for placing information and data on the Ministry's website, manning telephone during office days for question and answer (Q & A) facility or outsourcing such activities, issue of advertisement, consultancy charges for preparation of pedagogy and training materials, etc. Financial assistance shall also be given to the States/government organizations for meeting expenses that would be required for smooth implementation of the scheme. This may include purchase of GPS enabled mobile phones and field visit expenses of government functionaries and evaluators.

#### Financial and physical targets

12. The scheme will be implemented throughout the country with special focus on districts, blocks and towns/cities having a substantial minority population. It is proposed to cover 40,000 minority women in 2012-13 and 2 (two) lakh minority women during entire 12<sup>th</sup> Five Year Plan period. The fund requirement for the scheme for 2012-13 is Rs.15.00 Crore and for entire 12<sup>th</sup> Five Year Plan period is Rs. 75 Crore.

#### Advertisement:

13. Advertisement will be published by the Ministry of Minority Affairs in the national/ local papers inviting applications of expression of interest from organizations for short listing organizations for implementation of the scheme.

#### Criteria for short listing organisations

14.1 **Mandatory qualifications:** Stringent requirements would be adopted for short listing organisations in order to ensure that organisations that are highly motivated, dedicated and committed to the welfare of women and working in the field among women, especially minority women, qualify. They should have the personnel, finances and infrastructure to operate at the grass root level for implementation of the project. Given below are mandatory qualifications required to be fulfilled by the organisation before consideration of other requirements:-

- The organization must be duly registered and should have been in operation for a minimum of three years.
- The organization should have been working with a budget of at least Rs.25 Lakh per annum during one of the last three years and should not be having deficit account. For this, duly audited annual accounts of the last three years should be provided.
- The organisation should have held all their statutory meetings during the last three years. Documents to prove these should be provided.
- The organization must have undertaken at least one project exclusively for development of women and also conducted programmes, where minority community was included. Evidence to that effect should be provided.
- The organisation must have at least three key training personnel who should at least be a graduate/ a diploma holder. A list of all the key training personnel containing their names, gender, educational qualifications, area of expertise, number of years and type of experience, full postal address and contact numbers should be given. (A single affidavit can be given).
- The organization should not have been blacklisted by any Government Departments/agencies. Organization or any of its heads should not have been convicted for any criminal offence. A duly notarised affidavit should be provided.

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(g) In case of residential trainings for trainers of trainees the organization must have the requisite residential boarding facilities and training space which should be sufficient for at least 25 trainees. Such organization shall have proven track record and would be selected after careful consideration.

14.2. **Requirements for processing request:** Given below are the essential requirements for taking up the request of the organization for short-listing. Documents, etc. (self-certified photocopies) which are required to support the fulfillment of the essential requirements should be furnished by the organization concerned:-

- (a) The organization shall submit bye laws/ articles of association etc.
- (b) Income tax clearance of the previous year must be provided by the organisation.
- (c) Earnest money, if specified in the EOI, of the value given in the advertisement and in the form of demand draft must be provided by the organisation.
- (d) The name of the States and the districts where the organization has jurisdiction to operate shall be submitted along with documents (MoA, AoA etc.) to support it.

14.3. **Criteria to be given weightage for short listing:** Criteria, which may be modified/changed as per the requirement under General Financial Rules (GFR)/relevant instructions of the Government in this regard, for assessing the suitability of organisations by assigning weights and minimum qualification marks for short listing for eligibility to submit project proposals for implementation of this scheme, are given below:-

- (a) The number of years of existence and operation of the organization beyond the minimum requirement of three years.
- (b) The number of projects implemented by the organization for development of women.
- (c) Performance record of the institution evaluated by any recognized agency.

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(d) The number of projects implemented by the organization in the region/area/locality similar cultural environment where it intends to implement the projects under this scheme.

(e) The size of the budget above rupees 25 lakh per annum operated by the organization.

(f) The number of key personnel working for the organization with undergraduate or post graduate degree in social work.

(g) The number of field women workers/facilitators working for the organization the organization.

(h) The number of projects of Government, bi-lateral, multi-lateral funding agencies/institutions or United Nations funded projects taken up by the organization.

14.4. The provisions of para 14.1 to 14.3 above shall not apply to Central and State Universities/Government institutions of higher learning recognized by University Grants Commission (UGC) and training institutes of Central and State Government. For such organizations/institutions, proposal would be invited directly from the State Governments/UT administration along with their recommendations.

#### **Committee for short listing of organisations**

15. Organizations fulfilling the mandatory qualifications and essential requirements laid down by the Ministry would be short listed by a committee constituted in the Ministry as per the General Financial Rules/relevant instructions of the Government in this regard on the basis of weightage assigned and the qualification marks attained by the organisation.

#### **Preparation and submission of project proposal**

16.1 **Project proposal:** Shortlisted organisations would be required to prepare and submit project proposal for leadership development training of minority women in villages/localities. The project proposal for village/urban

locality training should be a regional plan of a district containing a list of five villages or its multiples, having a substantial minority population and the amount of financial assistance sought for implementation of the project, including agency fees/charges. The organization should design the project proposal to sufficiently empower and embolden women to approach the appropriate authorities at village, block, district or State level to seek remedies to their problems and grievances. Village/urban locality, having a substantial minority population, facing deprivation, in terms of availability of infrastructure and services relating to civic/basic amenities and socio-economic conditions and also women issues, should therefore be selected. Training programmes should be proposed during summer vacation/holidays of schools so that schools are available as a training venue and expenditure is reduced. Such proposal will be given priority. The entire project period should not exceed a maximum period of one year.

16.2. **Brief project profile:** A brief project profile, to be prescribed by the Ministry, which shall bring out all relevant details for consideration of the State Government/UT administration and the Sanctioning Committee in the Ministry, shall be submitted along with the project report. The brief project profile shall be placed for consideration and approval of the Sanctioning Committee in the Ministry. Financial assistance would be given to the NGOs/organizations whose project proposals are found in order and would serve the objectives of the scheme.

16.3. **Baseline profile of village/urban locality:** The project proposal should contain a baseline profile on the status of availability of basic amenities and services in each village/urban locality. Having a baseline profile of each village bringing out the problems and grievances is required for gauging the extent of achievement of leadership development training. Such trainings would have empowered and emboldened women to seek redressal of their problems through advocacy. The baseline profile should invariably cover availability of Government personnel, status and opportunity to access to existing infrastructure/services, need for new/additional infrastructure/services, the quality and standard of delivery of services/benefits, etc. relating to -

- (i) education (teaching, mid-day meals in schools);
- (ii) inoculation, vaccination and nutrition in anganwadi centres;
- (iii) health care (OPD, institutional delivery, family planning, doctors, medical staff, medicines etc.) in health centres/sub-centres/dispensaries;
- (iv) essential commodities in Fair Price Shop/ration shop;
- (v) drinking water supply;
- (vi) individual and community toilet/sanitation facilities;
- (vi) electricity supply in homes;
- (vii) employment opportunities (MGNREGA etc.);
- (viii) skill development/training opportunities and facility;
- (ix) crime against women/women issues,
- (x) post office and banking services etc.

#### Measurable outcomes

17. The measurable outcomes of a women leadership development training programme implemented for women from a village or locality would be assessed from their ability to assume leadership roles and assert their rights, collectively or individually, in having their problems and grievances listed out in the village baseline profile addressed for accessing services, facilities, skills, and opportunities besides claiming their due share of development benefits of the government for improving their lives and living conditions. The deprivation faced, in terms of availability and access to infrastructure, facilities and services relating to civic/basic amenities and socio-economic conditions, brought out in the village baseline profile of a village/locality would be assessed in terms of its status before and after the intervention after the implementation of the project.

#### Verification by State Government/UT administration

18. The credentials, activities and capabilities of organizations, verification of the village/locality of having a substantial minority population and the need

for such training in the village/locality proposed and any other matter related to the implementation of the project proposal would be ascertained by the Ministry from the State Government/UT administration.

#### **Sanctioning Committee**

19. A sanctioning committee, comprising of the following, shall be constituted in the Ministry of Minority Affairs to consider and approve projects submitted by the organizations for implementation of the scheme:-

- (a) Secretary, Ministry of Minority Affairs – Chairperson
- (b) Financial Advisor, Ministry of Minority Affairs
- (c) Joint Secretary, Ministry of Women & Child Development – Member
- (d) Joint Secretary, Department of School Education & Literacy - Member
- (e) Joint Secretary, Ministry of Rural Development – Member
- (f) Deputy Director general, Council for Advancement of People's Action and Rural Technology (CAPART) – Member
- (g) Executive Director, Rashtriya Mahila Kosh (RMK) – Member
- (h) Advisor, Minority Welfare Sector, Planning Commission – Member
- (i) Managing Director, National Minorities Development & Finance Corporation (NMDFC) – Member
- (j) Joint Secretary, Ministry of Minority Affairs (dealing with the scheme) – Convenor and Member

The Ministry may invite the Principal Secretary/Secretary of the State/UT concerned to participate in the selection of the organizations.

#### **Terms and conditions for release of fund**

20. The terms and conditions for release of financial assistance, which may be modified by the Ministry, are as follows:-

- (a) The organization shall have a website displaying all the details of their organization, head office, field offices, land line telephone numbers, personnel, details of past operations and activities, and maintain full details of name and aadhaar number (wherever Unique Identity Card has

been issued), address, and telephone number etc. of the women given training under the scheme, the activities carried out by them for improving their lives and living conditions after the training and during the nurturing/handholding period and furnish this information to the Ministry.

- (b) The organization shall have in their possession Global Positioning System (GPS) digital camera for taking photos of all important activities such as address by faculty, government functionaries, lunch being provided, usage of audio-visual equipments, submitting petitions for redressal of grievances/problems faced, workshop being conducted etc. such cameras should have the feature of taking photos with the location (latitude and longitude) of where the photo was taken using a GPS receiver. In case such equipment is not available with the organization, it should give an undertaking that it would do so before funds are released.
- (c) The organisation shall furnish an undertaking, in the name of the competent authority responsible for actual implementation of the scheme, accepting the terms and conditions laid down by the Ministry of Minority Affairs and furnish a bond with two sureties and will also be responsible for furnishing of accounts of the grant sanctioned. The requirement of furnishing two sureties would not be required in the case of Central and State Universities/Institutions of higher learning recognized by University Grants Commission (UGC) and training institutes of Central and State Government.
- (d) The organization shall maintain a separate account for the financial assistance released by the Ministry of Minority Affairs and shall make the books of accounts available to the Ministry as and when requisitioned for inspection.
- (e) The organization shall utilize the financial assistance for the specified purposes only. The organization shall give an undertaking that in the event of acting in contravention of this condition, it will refund the amount received from the Government with 18% annual penal interest and any other action, as deemed necessary by the Government.

- (f) The organization shall be solely responsible for ensuring that women fulfilling the eligibility criteria are selected for training.
- (g) The organisation shall give an undertaking that their books for this project will be open to inspection by the officers of Central Government/State Government/UT.
- (h) On completion of the project, the organization shall submit to the Ministry of Minority Affairs, the utilization certificate (GFR-19A), and audited accounts, certified by a Chartered Accountant along with the following documents:-
- (i) Duly audited income and expenditure account/balance sheet for the year, including receipt & payment account of the institute, in respect of funds received during the year.
- (ii) A certificate to the effect that the institution has not received any other grant for the same project from any other Ministry/Department of the Government of India, State/UT Government and any other Government/Non-Government organization/bilateral/ multi-lateral funding agencies or United nations.
- (i) The organization shall erect at the venue of the training programme, banners/ boards indicating that the training/workshop is organized on behalf of Ministry of Minority Affairs Government of India.
- (j) The organization shall give prior intimation of the training programme to the Ministry/ State Government to enable officials to be deputed to observe the training programme.
- (k) The organization shall submit photographs, video clippings as evidence of holding the training programme/workshop to the Ministry. These shall also be hosted in the website of the organisation.
- (l) The organization shall submit copies of pamphlets, publicity materials etc. brought out in the local language in connection with the training programme to the Ministry/State Government.

- (m) The Government of India will have the right to direct the organization for making any changes in the programmes or in the estimated cost.
- (n) The Government shall have the right to lay down any other conditions prior to the release of the grants-in-aid.
- (o) The organization approved for implementation of the project proposal in the villages/localities shall ensure that, as far as possible, majority of the trainers deployed are women, preferably some of them from the minority community concerned.

#### **Requirements for release of fund in installments**

21.1. A bond furnished by the organization along with two sureties shall be sufficient if the bond covers the amount that would be released directly to the organization. Release of second and subsequent installments will be based on the various requirements to be fulfilled by the organization as stated in the Annex to the sanction order and will invariably include photographic evidence of all activities/trainings, periodic reports and utilization certificate by the organization, etc. Further, the recommendation for release of the 2<sup>nd</sup> and subsequent installments should be forwarded to the Ministry of Minority Affairs by the Minority Welfare Department in the State. The procedure to be followed in the State would be decided by the State Government concerned.

21.2. **Photographs:** With the Global Positioning System (GPS) enabled mobile phones available with the organization, the photos of all daily activities would be captured and sent to the internet address of the Ministry every day as given in the sanction order. Submission of photographs to the Ministry and State Government on each of the activities carried out by the organization would be a requirement for release of the 2<sup>nd</sup> and subsequent installments. The organisation shall place the photographs on their website and this should be informed to the Ministry of Minority Affairs, State Government and District Collector concerned.

21.3. **Release of Funds:** Funds will be released by the Ministry to the organization concerned based on the approved project proposal in instalments as follows:-

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### For Village/urban locality Training:

**1<sup>st</sup> installment:** 70% of the approved project cost would be released before the commencement of the training. The organization will ensure that this release covers expenditure for conduct of training and allowance/stipend. Expenditure for holding workshop will be released in one lump sum along with the first installment.

**2<sup>nd</sup> installments:** 20% of the approved project cost would be released on submission of a certificate of satisfactory completion of the training course duly signed by at least 75% of women trained and countersigned by a representative of local body concerned like Sarpanch/Pradhan, etc. or Block Development Officer/Sub-Divisional Officer and submission of utilization certificate.

**3<sup>rd</sup> installments:** 10% of the approved project cost would be released on submission of a certificate of satisfactory completion of the project (including handholding, submission of concurrent monitoring and completion report) duly signed by at least 75% of women trained and countersigned by a representative of local body concerned like Sarpanch/Pradhan, etc. or Block Development Officer/Sub-Divisional Officer and submission of utilization certificate.

### For Training in Residential Training Institutes:

**1<sup>st</sup> installment:** 70% of the approved project cost would be released before the commencement of the training. The organization will ensure that this release covers expenditure for conduct of training and allowance/stipend.

**2<sup>nd</sup> installment:** 30% of the approved project cost would be released on submission of a certificate of satisfactory completion of the training course duly signed by at least 75% of women trained and countersigned by a representative of local body concerned like Panchayat Samiti/ Block level Panchayat, etc. or Block Development Officer/Sub-Divisional Officer and submission of utilization certificate.

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### Electronic fund transfer

22. Transfer of fund would be done through electronic transfer by the banks wherever facility for such transfer is available. For enabling E-payment directly into the account of organization/training institute through ECS, RTGS, NIFT, TTs system, the NGO shall furnish an authorization letter from the payee, with full details of e-payment of the NGO/training institute i.e. name of payee, bank IFC code number, bank branch number, bank branch name, bank branch address etc. The authorization letter must be counter-signed by the manager of the bank branch concerned to avoid wrong account number. Only one authorization letter would be required for the entire financial year or till the account number is changed during the year. A proforma of the authorization is **annexed**.

### Transparency

23. Having a website of the organization displaying all the details of their organization, head office, field offices, land line telephone numbers, personnel, details of past operations and activities, and full details of names including Aadhaar number, address, and telephone number etc. of the women given training under the scheme, the activities carried out by them for improving their lives and living conditions after the training and during the nurturing/handholding period is necessary. Furnishing this information to the Ministry would constitute an important element under the scheme to enable social audit. The organization shall ensure that photographs and short clips of the leadership trainings conducted in the village/urban locality as well as in training institutes including question and answer sessions are taken, placed on the website and made available to the Ministry.

### Monitoring by Ministry

24. Ministry will put in place a mechanism for monitoring the progress of implementation of the projects by organizations and for this purpose invite State Secretary concerned and also some renowned women/NGOs to the

review meetings. The Sanctioning Committee will also review the progress of implementation of the projects.

**Evaluation**

25. Impact assessment and evaluation of the project would be carried out periodically or as and when required, by an outside professional agency to be appointed by the Government. Such studies will be funded under the existing scheme of research/studies, monitoring and evaluation of the Ministry. The implementation of the scheme would be reviewed after one year of implementation.

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