




Government of India
Ministry of Minority Affairs

Leadership of Women



National Institute of Public Cooperation
and Child Development



This booklet contains information on the following topics:

➤ **Leadership of Women**

- Understanding Leadership
- Qualities of a Leader
- Skills of a Leader
- Role and Responsibilities of a Leader
- Leadership Styles
- How to be a Good Leader: How to Lead

➤ **Government Mechanisms**

- Household Surveys
- Below Poverty Line (BPL) List
- Public Distribution System/ Targeted Public Distribution System
- Grievance Redressal Mechanisms
- Right to Information (RTI) Act, 2005
- Panchayati Raj Institutions (PRIs)
- e-Governance Systems

Understanding Leadership

- A person who takes the group forward is called a leader and the other members of the group form a team.
- Leadership is a continuous process of influencing people's beliefs, behaviours and actions to achieve the vision of a working group.
- A leader has the ability to lead a group with new ideas to achieve success.
- A leader possesses good convincing power to motivate the group towards the work.
- A leader treats the group as a family where everyone feels free to give views and express feelings.
- A leader gives respect and importance to each person.

Qualities of a Leader

1. Confidence

- Confidence means a feeling of belief and trust in one self.
- By staying calm and confident, a leader helps the team feel the same and keeps everyone working and moving ahead.

2. Energetic

- Energetic means showing strength and involving one self in each activity.
- A leader must be energetic, enthusiastic and source of inspiration and motivation.



3. Honesty

- Honesty refers to the qualities of being truthful and sincere towards group members.
- Leaders must display certain characteristics like honesty, integrity, credibility and therefore should be trustworthy.
- Being honest with the team members helps to build trust, which in turn leads to good cooperation and team spirit.

4. Objectivity

- Objectivity refers to the quality of not being influenced by personal feelings or options in representing facts.
- A leader has to have a fair outlook which is free from biases and which does not reflect one's willingness towards a particular individual.

- Judgement should be based on facts and logic.

5. Optimism

- Optimism refers to hopefulness and confidence about success in future.
- Leaders are a source of positive energy.
- They have the ability to inspire others and are looked upon for solutions.
- Good leaders avoid criticism, pessimistic thinking and look for ways to gain consensus so as to motivate people to work together efficiently and effectively as a team.
- An efficient leader keeps the team motivated towards continued success by keeping up high energy levels.

6. Empathy

- Empathy is the ability to understand and share the feelings of others.
- Empathy is important to achieve fair judgement and objectivity.
- For improving human relations and personal contacts within the group members, a leader should understand their needs, aspirations problems and complaints.

7. Integrity


- Integrity refers to the quality of being honest and having strong moral principles.
- Integrity is an important aspect of a leader. It is an integration of outward actions and inner values.
- A leader should be trust worthy. She/he must gain the trust of other group members and therefore must display integrity.

8. Personal Motivation

- Motivation means the desire to do something.
- Without personal motivation one cannot accomplish anything.
- A leader should be self-motivated and should also motivate others in the group.

9. Assertiveness

- Being assertive means having a confident, strong and powerful personality.
- Assertiveness help leaders to perform their tasks and achieve goals



such as confronting people about their mistakes and setting high expectations.

- Assertiveness stands in contrast to aggressiveness and passivity.

Skills of a Leader

1. Conceptual Skills

- Conceptual skills means having the knowledge of basic concepts and the ability to think creatively.
- A leader must have the ability to deal with ideas and concepts potentially to prepare strategic plans which can be implemented for betterment of the community.

2. Technical Competency

- Technical competency means the ability to use knowledge efficiently and practically.
- Technical competencies are behaviours that are directly related to the nature of training and the technical proficiency required to exercise effective control.
- This actually involves the knowledge and skills that are required to perform a particular type or level of work/activity.

3. Abilities to Establish Proper Priorities

- Abilities to establish proper priorities means visualising/prioritising the most important task to be completed first or treating a situation as more important than others.
- A leader keeps the main goal in focus and plans ahead to achieve high performance results.
- Focusing on important issues is the easiest and most effective way to improve productivity and achieve the goal much faster.
- Prioritising skill is an ability to see which tasks are more important at a particular moment and give more attention, energy and time to those tasks.

4. Communication Skills

- Communication skills means the ability to impart and exchange information effectively.
- A leader should have good and effective communication skills.
- The communication should be clear and precise so that it can be persuasive and stimulating.

- Good communication skills are essential to become good leaders.
- Positive communication is important because it creates loyalty and promotes mutual exchange of ideas and attitudes easily.

5. Social Skills

- Social skills means the ability to relate to the society.
- Social skills help in managing relationships and developing networks and expertise in building and leading the team.
- They help increase friendliness among people and assist them to move in a direction they desire.
- The leader's task is to get work done through other people and social skills make that possible.

6. Acquaintance of Human Relations

- Acquaintance of human relations means knowledge and experience of connecting with people.
- A leader must have the quality of providing opportunity to people in work situations so as to motivate them to work together harmoniously giving them economic, psychological and social satisfaction.

7. Teaching Ability

- Teaching ability refers to the skills to provide knowledge and required instructions about certain subjects. It helps gain knowledge & information so as to inspire the team members to make a difference in their lives.
- A leader should be able to challenge, inspire, motivate, encourage, support and guide the team to be future leaders.

8. Delegator

- Delegator means electing and entrusting tasks to members of the group as per their interest.
- It helps induce a sense of responsibility in the group members/people.

9. Flexibility

- Flexibility means the ability and willingness to modify and change.
- A leader should be flexible in decision making and should adapt to situations and circumstances.
- There should be no hard or fast rules and the decision should be in favour of the group members too.

Roles and Responsibilities of a Leader

Initiator	A leader has to be an initiator that is she/he should take an initiative in making something happen. A leader should initiate and contribute in proposing goals, suggesting ways of approaching tasks and recommends procedures for approaching a problem or task. She/he should suggest new ideas to the group.
Information Seeker	A leader must be an information seeker. She/he should ask for information, viewpoints and suggestions about the problem and task.
Contributor	A leader must be a contributor and contribute maximum with the team to bring about better results. Working as a team may give better results.
Opinion Seeker	A leader must take up the opinions of all the group members before taking up any final decision and the opinions should be kept under consideration.
Elaborator	A leader must express her/his feelings and work in greater length and in great detail. She/he must spell out suggestions in terms of examples.
Critic	A leader must have a critical nature. She/he must express a reasoned judgement to some set of standards. She/he must frequently find the shortcomings and make clear judgements.
Energiser	A leader must be an energizer for the other followers. She/he must stimulate the group to higher levels of better quality work.
Recorder	A leader must keep a written record of the group's task and with this recording a leader may help the team in finding out their weaknesses and ways to overcome them.

Leadership Styles

Four of the most basic styles of leadership are:

1. Autocratic Leadership Style (Directive/Authoritative Leadership)

- The leader provides clear expectations to the team of what needs to be done, when and how.
- Autocratic leaders make decisions independently with little or no input from rest of the group.
- Autocratic leadership is best applied to situations where there is little time for group



decision making or where the leader is the most knowledgeable member of the group.

- It forms directive behaviour; the leader decides alone and focuses on tasks individually.

2. Bureaucratic Leadership Style (By the Book Leadership)

- Bureaucratic leadership is where everything must be done according to procedure or policy.
- This type of leadership is based upon fixed duties under a hierarchy of authority.
- A bureaucratic leader enforces the rules by increasing the decision taking time.
- This type of leadership is insecure and very impersonal as it follows the rules.



3. Democratic Leadership Style (Participative Leadership)

- Democratic leadership is also known as participative leadership as it encourages the team to be a part of the decision making process.
- A democratic leader keeps her team informed about everything that affects them and shares decision making and problem solving responsibilities with them.
- This style requires the leader to be a coach, who has the final say, but gathers information from the team before making a decision.
- Democratic leadership promotes open communication, team building and focuses on people.



4. Delegative Leadership Style (Permissive Leadership)

- The delegative leadership is one in which the leader provides little or no direction and gives the team the freedom to determine goals, make decisions and resolve problems on their own.



- The leader only interferes when assistance is required.
- This type of leadership style abstains from leading and gives all power to the team.

How to be a Good Leader: How to Lead

1. Meet the team

- Meet the team regularly (daily, weekly or monthly) depending on the type of work.
- Keep meetings short, focused and action-orientated.
- Make sure every member of the team contributes in some way and acknowledge that.



2. Set objectives for each team member

- There must be a set of SMART (Specific, Measurable, Achievable, Realistic, Timed) objectives for all the team members.

3. Provide continuous training

- Every team member should have at least two days for training a year.
- Newer and more senior members should have need based trainings. If they don't want to go for the training sessions, suggest some suitable courses.

4. Take an interest in your team

- Whether or not the leader socialise with their team outside of work, try and know a bit about the people in the team and understand what they want from their work.
- If there are problems outside work, members of the team won't perform their best, so try to break down barriers and get to know their issues and it will be better placed to help them perform better.

5. Inspire the team

- Inspire the team members to work efficiently for better results.
- A leader must praise the team for their hard work and good results. The words “well done” are appreciated and boost morale.



6. Delegate responsibilities

- The leader need not do everything.
- Delegate work and trust others to take over some of the tasks.
- Strategic thinking helps to follow plan of action and achieve the best on time.

7. Communicate constantly

- Tell the team about the plans. Don't assume that people know what is being planned or thought.
- Use open communication for better results.

8. Facilitate

- Make clear that, if team members need advice or assistance, the leader is always there to facilitate and support.

9. Review the performance of each team member

- Review the performance of the team.
- Assess their performance, give feedback and reset future objectives and training programmes.
- To review the performance, SWOT analysis can be done which helps in understanding the strengths, weaknesses and identifying opportunities and threats.

Government Mechanisms

Government mechanisms link government and common man to ensure delivery of programmes/schemes to public.

Household Surveys

Household surveys obtain information about characteristics of a household constituting a population.

Household surveys are used to obtain:

- Demographic information about the household, employment, income and expenditure pattern.
- Educational participation, literacy, dropout and repetition status.
- Health status, use of health services, water and sanitation coverage.



1. National Sample Survey Organisation (NSSO) Survey

- NSSO conducts nationwide survey on socio-economic aspects and help identify population below poverty line, status of minorities, estimate number of physically disabled people and utilisation of the public distribution system.

2. District Level Household and Facility Survey (DLHS)

- DLHS elicits information on socio-economic characteristics of the household, marriages and deaths, maternal and child health, infrastructure, education and other facilities.

3. National Family Health Survey (NFHS)

- It provides the state and national information on fertility, mortality, maternal and child health and HIV which is used to monitor and evaluate policies and programmes.

4. Census

- Census is conducted every 10 years and provides data on size and composition of population such as age, sex, urban-rural residence, marital status, religion, literacy and education, SC/ST.



Below Poverty Line List (BPL List)

Poverty

- Poverty means a condition where people find it difficult to meet the basic needs of food, clothing and shelter.
- A BPL list includes the list of people living below poverty line.



BPL Listing for 12th Five Year Plan

Female headed households (households where there is no adult male member or where the principal bread-earner in the family is a woman) have been given status of socially vulnerable.

Schemes for BPL

A number of initiatives have been taken up by the government targeting BPL to

alleviate poverty. To avail these benefits possession of BPL card issued by state is necessary.

Public Distribution System/Targeted Public Distribution System (PDS/TPDS)

- PDS/TPDS is the system for distribution of essential commodities to a large section of population through a network of the fair price shops/ration shops.
- To make TPDS more effective, *Antyodaya Anna Yojana* was introduced in 2000 which aimed to serve the “poorest of the poor” in urban and rural areas.



Distribution of Commodities Under TPDS

Provision of distribution of commodities under TPDS is aimed at supplementing (not substituting) the household requirement. To avail the food grain subsidy, a *Ration Card* is required. Commodities generally distributed include:

- Edible oil
- Food crops- wheat, rice, sugar, millets (some regions)
- Kerosene

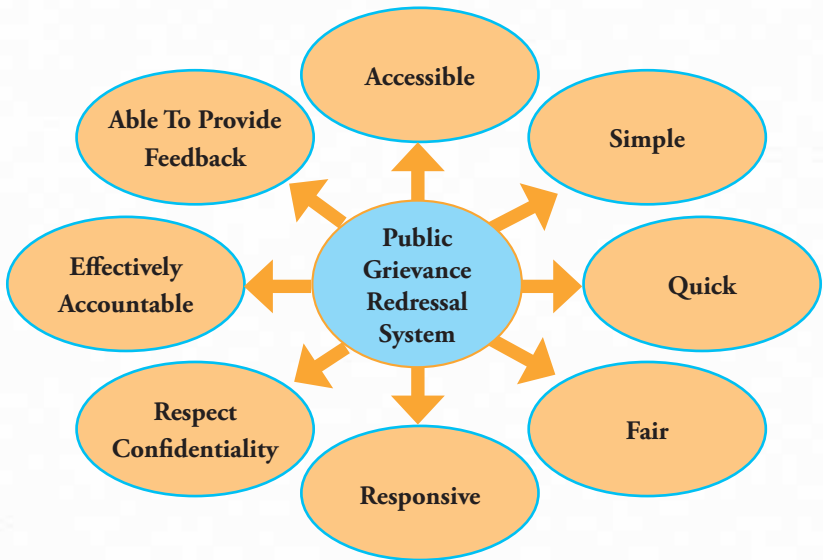
TPDS Entitlements under National Food Security Act, 2013

Provision	TPDS	National Food Security Act, 2013
Coverage	90.2 crore beneficiaries	Up to 75% of rural and upto 50% of urban population
Beneficiaries	AAY, BPL and APL	AAY, priority*
Entitlements per Category	BPL and AAY: 35kg/ family/month APL: 15 – 35 kg/ family/month	Priority: 5 kg/person/month 35 kg/family/month AAY: 35 kg/family/month
Prices of Food-Grains	AAY: ` 3/kg for rice, ` 2/kg for wheat, and ` 1/kg for coarse grains Other categories: Differs across states	All categories: ` 3/kg for rice, ` 2/kg for wheat, and ` 1/kg for coarse grains

*priority: households identified by state government based on state specific criteria.

Grievance Redressal Mechanisms

- A grievance redressal mechanism promptly addresses the complaints pertaining to any wrong action done.
- A good public grievance redressal system should ideally be:



Directorate of Public Grievances (DPG)

The DPG in the Cabinet Secretariat of Government of India helps to obtain responses to unresolved grievances on matters pertaining to central government departments and organisations.

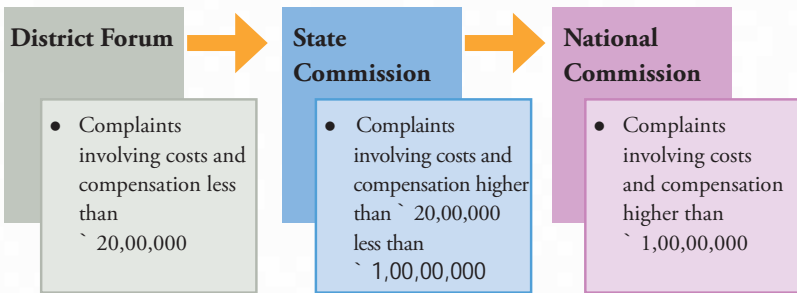
Communications pertaining to grievances of the public are categorised into broad heads:

- Delay
- Harassment/misbehaviour
- Non-payment of dues

Receipt of all grievances pertaining to different Ministry/Departments is acknowledged by DPG and is then forwarded to concerned Ministry/ Department for appropriate action.

Consumer Disputes and Grievance Redressal

- Consumer disputes related to goods and services and their redressal are provided under Consumer Protection Act, 1986.
- The goods include those which are manufactured or produced and sold to consumers through wholesalers and retailers. The services comprise of nature of transport, telephone, electricity, housing, banking, insurance, medical treatment, etc.
- If a consumer is not satisfied by the decision of a District Forum, he can appeal to the State Commission and the order of the State Commission can be challenged at the National Commission.



- No court fee but only a nominal fee is charged for seeking redressal through these forums.

National Consumer Helpline (NCH)

- NCH provides consumers with a Telephone Helpline to deal with multitude of problems arising in their day-to-day dealings with business and service providers.
- NCH provides a National Toll Free No-**1800-11-4000** for consumers to seek information, advice or guidance for their queries and complaints.



Grievance Redressal under TPDS

Grievance redressal under TPDS is provided through numerous agencies:

➤ **Vigilance Committee**

- NFSA, 2013 provides for state governments to set up Vigilance Committees at the State, District, Block and Fair Price Shop levels.
- Vigilance Committees are responsible for Regular supervision of implementation of all the schemes under NFSA including TPDS.
- Holding of public audit, public hearings for resolution of public complaints.

➤ **Anti-Hoarding Cells**

Anti-Hoarding Cells has also been constituted under PDS (Control) Order, 2001 to check malpractices and initiate action against guilty persons.

National Consumer Helpline also looks into the complaints of the consumers related to TPDS.

Right to Information Act, 2005

- RTI helps to promote transparency and accountability in the working of government.
- Under the act, a citizen has a right to seek such information from a public authority which is held by the public authority or which is held under its control.



Points of Consideration for Filing an RTI

- A citizen, who desires to obtain any information under the act, should make a precise and specific application to the Public Information Officer (PIO) of the concerned public authority either in English or Hindi or in the official language of the specific area.
- The applicant should clearly mention which information or record he would like to seek and not list out his grievances.
- The application should be sent along with application fee of ₹ 10 either as

Demand Draft or Banker's Cheque or an Indian Postal Order, payable to the accounts officer of Public Authority.

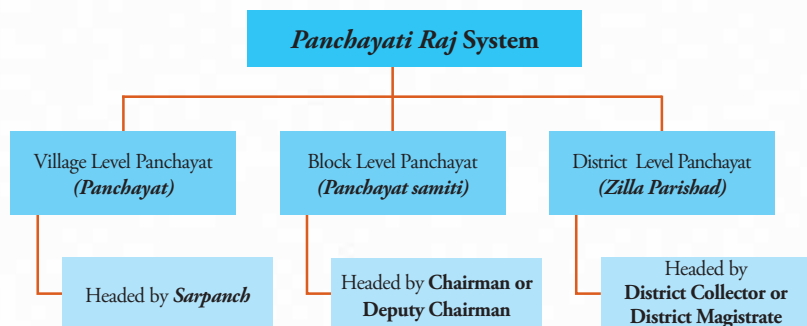
- Application fee is exempted for Below Poverty Line category. However, a proof in support of the claim of belonging to the BPL category should be submitted.
- The PIO is required to furnish information to the applicant within 30 days or 48 hours (if the information sought for concerns the life, liberty of a person) of the receipt of a valid application.
- If the applicant is not supplied the information within the prescribed time of thirty days or 48 hours, as the case may be or is not satisfied with the information furnished to him, he may prefer an appeal to the first appellate authority who is an officer senior in rank to the PIOs.
- If still not satisfied, he may prefer a second appeal with the Information Commission within 90 days from the date on which the decision should have been made by the first appellate authority or was actually received by the appellant.

Panchayati Raj Institutions (PRIs)

- *Panchayati Raj* is a system of governance in which *Gram Panchayats* are the basic unit of administrations.
- The key function of the PRIs is to function as institutions of self-governance and utilise their powers and authority to formulate and implement their plans for economic development and social justice.



The Panchayati Raj System works through a 3 tier system



Who Can be a Member of Panchayat?

Criteria of selection of members of *Panchayat* depend on the level of PRIs, which differ from state to state.

- *Gram Sabha* is constituted by all the members of a village over the age of 18 years for discussing the issues of village.
- Block *Samiti* is composed of ex-officio members (all *sarpanchas* of *panchayat samiti*, Members of Parliament and Members of Legislative Assembly of the area and the Sub Divisional Officer of the sub division), co-opted members (representatives of SC/ST and women), associated members (a farmer of the area, representative each from cooperative societies and marketing services) and some elected members.
- *Zilla Parishad* has minimum of 50 members and maximum of 75 members. Some seats are reserved for SCs, STs, backward classes and women.

Functions of PRIs

PRIs work to provide essential services and facilities to the rural population by implementing government programmes and schemes on the subjects allotted to them by state.

- **Agriculture :**
 - Ensure supply of improved seeds to farmers.
 - Inform farmers about the new farming techniques.
- **Education :**
 - Setting up and running schools in the rural areas.
 - Setting up and running libraries in the rural areas.
- **Health :**
 - Establishing Primary Health Centres, sub centres and hospitals in villages.
 - Organising vaccination drives against epidemics.
- **Employment :**
 - Encouraging entrepreneurs to start small-scale industries.
 - Generate employment opportunities for rural population by promoting formation of Self-Help Groups.
- **Drinking water, sanitation and other infrastructural facilities**
 - Ensure supply of drinking water and drainage facility.

- Construct bridges, roads & other public facilities and their maintenance.

➤ **Implementation of national schemes for development of rural population**

- The PRIs are responsible for implementation of several centrally sponsored schemes.

Women Empowerment through PRIs

The empowerment of rural women is crucial for the development of rural India. The 73rd constitutional amendment act 1992, provided for reservation of selective posts for women in *panchayat* is seen as a key initiative bridging gender gaps and empowering women to participate in political system.



Involvement of women in the political setup has been a life changing move:

- It has given boost to the self-esteem and confidence of the women.
- It has made them courageous enough to raise voice for their rights.
- It has provided them the opportunity to play a role in the policy making.
- It has helped them emerge as leaders, taking local issues up at higher levels.
- It has equipped women with adequate skills and knowledge of political systems, government schemes and programmes which they can utilise for betterment of their family and community.

Associated e-Governance Systems

Government of India has taken up the initiative to make most government systems online to ensure greater transparency in the functioning and availability of the services at the doorstep.

e- PDS

- It is an initiative to bring greater transparency into the functioning of largest food distribution scheme.
- Information like PDS commodity



rates, PDS news, important charts, ration card details, status of ration card application, etc. can be accessed by the user.

- Information about food grains schemes, allocation policy, lifting by fair price shop dealers, storage capacity, state godowns, PDS stakeholders, etc. can also be obtained.

Public Grievance Portal (PG Portal)

- PG Portal was launched to provide a platform for redress of public grievances.
- PG Portal is an online system for enabling citizen to lodge grievances from anywhere, anytime 24x7.

Other facilities:

- A complainant can view the status of action taken.
- Can provide feedback/satisfaction rating on the action taken which may lead to further improvements.



RTI Portal

- It enables citizens to quickly search for information related to details of first Appellate Authorities, PIOs etc.

RTI online allows citizens of India to

- Lodge an RTI request/appeal with central ministries/departments.
- View status of an RTI application.
- Lodge an RTI Complaint/ Appeal with Central Information Commission (CIC).



e-AADHAAR- Resident Portal

- AADHAAR is the national identity program of Government of India, aimed at delivering a unique identity number to every resident in the country.

The processes setup by Unique Identification Authority of India (UIDAI) for issuing *AADHAAR* are designed to deliver a strong proof of identity and proof of address for delivery of various social sector services.



- The process of *AADHAR* enrollment involves verification of proof of identity and address biometric scan covering the finger prints and iris scan of both eyes.
- A “Resident Portal” is launched by website of UIDAI to enable the residents to download their “*e-AADHAAR*” an electronically generated letter.
- Other facilities available are:
 - Check *AADHAAR* status.
 - Locate enrollment centres.
 - File *AADHAAR* enquiries and grievances.

The trainer may refer to Day 1 – Session 2 and 4 for details of the topics covered, related activities and annexures in the training module



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