



"Nai Roshni"

**The
Scheme for
Leadership Development
of
Minority Women**



**Government of India
Ministry of Minority Affairs
New Delhi
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“Nai Roshni”

The Scheme for Leadership Development of Minority Women

1. 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 'marginalized 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 also 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.

1.4. Keeping this in view, Ministry of Minority Affairs has reformulated the scheme in 2011-12 and renamed it as “**Scheme for Leadership Development of Minority Women**”. The implementation of the Scheme started in 2012-13.

1.5 Based on experience in the first year of implementation, it was felt to bring in certain modifications to ensure its reach to the target groups and effective

implementation at ground level, and therefore an appraisal was made by the Standing Finance Committee in on 6th March 2013. As per their recommendations, the scheme has been revised as follows for continuation during 12th Five Year Plan:

2. Target Groups

2.1 Target Group includes women belonging to all minorities notified under Section 2 (c) of the National Commission for Minorities Act, 1992 viz. Muslims, Sikhs, Christians, Buddhists, Zoroastrians (Parsis) and Jains. 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 Organization for having a representative mix of women from SCs/STs/OBCs, women with disabilities and other communities under within this 25% group.

2.2 Efforts will be made to persuade Elected Women Representatives (EWRs), from any community, under the Panchayati Raj institutions to be included as a trainee.

3. Objective

3.1 The objective of the scheme is to empower and instill confidence among minority women, including their neighbours from other communities living in the same village/locality, by providing knowledge, tools and techniques for interacting with Government systems, banks and other institutions at all levels.

3.2 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.

4. Eligible Organizations

4.1. Nurturing/hand holding service envisaged in the scheme being 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 Organization 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.

4.2 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's training institutes including universities and institutes of higher learning in participating in the implementation of this scheme.

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

- (i) Society registered under the Societies Registration Act, 1860.
- (ii) Public Trust registered under any law for the time being in force.
- (iii) Private limited non-profit 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 Government/UT Administration including Panchayati Raj Training institutes.
- (vi) Duly registered Cooperative Societies of Women/ Self Help Groups.

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

5. Implementation of Projects

5.1 The leadership development training scheme shall be implemented by the Ministry of Minority Affairs through selected organizations.

5.2 The selected organizations should implement the project directly through their organizational set-up in the locality/village/area.

5.3 The onus of implementing the project properly and successfully would rest with the organization assigned with work by the Ministry.

6. Leadership Development Training Modules

6.1. New leadership training modules would cover issues relating to Leadership of women, Educational Programmes, Health and Hygiene, Swachh Bharat, Financial Literacy, Life Skills, Legal rights of women, Digital Literacy and Advocacy for Social and Behavioural change. The suggested contents for the above issues is given in **Schedule -I**. The Training Modules are available on Ministry's website www.minorityaffairs.gov.in.

6.2 These modules provide a basic framework to develop training programmes. However, specific training modules based on local issues/needs may be developed by implementing agency within the given framework in local language.

6.3 The training module will be structured in such a manner that training inputs are given in short phases.

6.4 The training module will also 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. will form integral part of the training. Group exercises and discussions will be incorporated in the training modules to encourage

active participation and make the scheme more lively and interactive. Experts should be invited to speak on relevant issues as per the training programme.

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

6.6 The Sanctioning Committee will also function as the Committee for recommending/approving training modules prepared by outside expert/consultant/agency.

7. Various Activities to be carried out by the Organizations

7.1. **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.

7.2 **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. The Organizations will involve Head of Gram Panchayat/Municipal Body/ Local Authority for identification/ selection of women trainees. The details of the trainees will be submitted by the organization before start of training **through the Online Application Management System (OAMS) for Nai Roshni**, once the project is approved.

7.3 **Eligible Women Trainees:** Although there will be no annual income bar, woman/parent or guardian of woman having annual income not exceeding 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.

7.4 **Aadhaar / UID number:** All citizens in the country are being given a unique identity (UID) 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. The organizations shall also assist the women trainees in obtaining their Aadhaar Number from the office of District Collectors/District Magistrate or any other institute, organization authorized for this purpose by the Central/ State Government/s, Unique Identification Authority of India (UIDAI) etc .

7.5 Types of Trainings: There will be two types of leadership development trainings viz. Non-residential and Residential, and the criteria for selection of women for each type of trainings are as follows:-

(a) **Non-residential Leadership Development Training in the village/urban locality:** Up to 25 women in one 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. 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. Organizations would be required to give proposal for this training in sets of five batches of trainees.

(b) **Residential Leadership Development Training:**

Out of a group of 25 women (one batch) for residential training, not more than five women from a single village/urban locality may be selected for residential leadership development training. 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.

7.6 Conduct of the Trainings

- 1) 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.
- 2) It is envisaged that women imparted leadership development training would work towards achieving the objectives of the scheme.
- 3) The organization shall **carry out nurturing and handholding for a period of 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.
- 4) 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 monthly progress and are assisted by the organization whenever the need arises.
- 5) The training programmes shall be conducted in the manner given below:-
 - (a) **Non-residential Training in the Village/Urban Locality:** The training shall be conducted in the village/locality by using existing facilities or rented permanent structure. **The duration of the training shall be for six days** and each day will be of six hours. **Each batch of 25 trainees will be trained separately.** Care should be taken to ensure that the dates for training are fixed in order to avoid religious/festive occasions and demands of seasons. Printed training material in local language would be prepared by the organization within the framework of training modules. To incentivize 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. **The implementing agency would open the account in the banks for those women**

trainees who do not have their own accounts and transfer the stipend amount to their bank accounts electronically. At least two-third of the trainers engaged by the Organization shall be women and they should be able to deliver their inputs in the local language of the area on the topics given in the training module.

(b) **Residential Leadership Development Training:** 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/lodging arrangements for at least 25 women in a secured location. Printed training material in local language would be prepared by the organization within the framework of training modules. **Each batch of 25 trainees will be trained separately.** 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 under the scheme. The trainees would be also given allowance/stipend for the duration of the training period. **The implementing agency would open the account in the banks for those women trainees who do not have their own accounts and transfer the stipend amount to their bank accounts electronically.** 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.

7.7 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 sensitize 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 District

Administration may give the responsibility of holding such a workshop to one of the selected organizations. 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 this workshop, an amount of Rs.15,000/- only would be admissible to the organization concerned.

7.8 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 and hold meetings with them. **Mahila Mandals/ Mahila Sabhas/ Self Help Groups, etc. from amongst the trainees may be constituted. Regular meetings shall be held for these Mahila Mandals/ Mahila Sabhas/ Self Help Groups. The implementing agency shall engage the experts for hand holding. The agency shall maintain the records of meetings, attendance, photographs and the issues discussed and resolved during these meetings.** This is considered critical for 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.

7.9 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 so 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/meals being provided, usage of audio-visual equipments, submitting petitions for redressal of grievances/problems faced, workshop being conducted etc.

8. Agency Fees/Charges for Organization

8.1. The organization shall submit proposal through **Online Application Management System (OAMS)** for a minimum of 5 (five) batches of village/locality level training. The organization would be entitled an amount of Rs.25,000/- only as agency fees/charges per project of 5 (five) Non-residential village/ urban locality trainings for services rendered towards proper, timely and successful implementation of the project. Agency fees/charges admissible to the Organization for Non-residential 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.

8.2. In respect of Residential training, an amount of Rs.15,000/- only would be the entitlement of agency fees/charges for one batch of trainees.

9. Prescribed Financial Norms

9.1 The organization shall be provided financial assistance for implementation of the scheme. The item-wise rates given below in the table shall be followed. The total cost indicated for each type of training would be the maximum permissible cost that may be sanctioned for a batch of 25 women. Supporting documents, if any, 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 NON-RESIDENTIAL LEADERSHIP DEVELOPMENT TRAINING IN VILLAGE/LOCALITY FOR WOMEN					
Sl. no.	Items of expenditure for leadership development training programme	No. of persons	Rate (Rs)	Duration / units	Total cost(Rs)
1	(i) Leadership development training in the village/locality.				
	(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 (To be electronically transferred into the Account of the trainees)	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	Total				66550
3	Total for 5 batches of Non-residential village trainings		66550	5 batches (125 Women)	332750
4	Add agency fees/charges for 5 batches of village trainings		25000		357750

DETAILS OF RATES FOR RESIDENTIAL LEADERSHIP DEVELOPMENT TRAINING					
Sl. no.	Items of expenditure for leadership development training programme	No. of persons	Rate (Rs)	Duration / units	Total cost(Rs)
1	(i) Residential leadership development training.				
	(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 (To be electronically transferred into the Account of the trainees)	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 (25 Women) of residential training		15000		221250

10. Administrative Expenditure for Ministry

10.1 The Ministry shall be permitted to set aside up to the extent of 1.5% of the annual allocation under this scheme to meet administrative expenditure for managing Online Application Management System (OAMS), purchase of computers and accessories, GPS enabled mobile phones and accessories, furniture, stationary and developing software, DVDs of training modules, engaging qualified personnel/ agency for entering and analyzing 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.

11. Financial and Physical Targets

11.1 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 2 (two) lakh minority women during entire 12th Five Year Plan Period with 40,000 women in each financial year. The fund requirement for the scheme for entire 12th Five Year Plan period is Rs. 75 Crore.

12. Advertisement and Submission of Proposals

12.1 Advertisement will be published by the Ministry of Minority Affairs in the National/Local newspapers for inviting proposals from organizations **through Online Application Management System (OAMS). The link of OAMS is available on official website of Ministry of Minority Affairs i.e. www.minorityaffairs.gov.in. The intending organizations shall apply online in OAMS. No documents will be submitted by the organizations to the Ministry, unless asked for. All the documents will be submitted online in OAMS.**

13. Criteria for Selection of Organizations

13.1 **Mandatory qualifications:** Stringent requirements would be adopted for selection of organizations in order to ensure that organizations that have capacity 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 requisite personnel, financial viability 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 organization before consideration of other requirements:

- (a) The organization must be duly registered and should have been in operation for a minimum of three years.

- (b) The organization should be financially viable and not have deficit account during last three years. For this, duly audited annual accounts of the last three years should be uploaded on OAMS.
- (c) 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 uploaded on the OAMS.
- (d) Preference will be given to local ground level organization which are certified by the local authorities/District Collector/ Urban Local Bodies that such organization has worked in that particular area for women development projects and delivered good results.
- (e) The organization must have at least three key training personnel who should at least be a Graduate/ a Graduate 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 on OAMS.
- (f) The organization should not have been blacklisted by any Government Departments/agency. Organization or any of its head should not have been convicted for any criminal offence. An affidavit certified by NOTARY should be provided.
- (g) In case of residential trainings for trainees, the organization must have the requisite residential boarding facilities, training space and toilets which should be sufficient for at least 25 trainees. Safety of trainees must be of prime importance.

13.2 Requirement for processing request: The organisations are required to Register on the Online Application Management System (OAMS) of 'Nai Roshni' and get the ID and Password for login. The Registration of the organisations will be done only once. Registration would be done through One Time Password (OTP) gateway on registered mobile number of the organisation. After registration, the organisations are required to upload the information on the Online Application Management System (OAMS) and submit

their application online for processing of their request. The documents are required to be scanned and uploaded on the OAMS.

13.3. Mandatory Criteria to be Given Weightage for Selection: Mandatory Criteria, which may be modified/changed as per the requirement to assess the competence of the application organisation and under General Financial Rules (GFR)/relevant instructions of the Government in this regard, for assessing the suitability of Organizations by assigning weights and minimum qualification marks for selection of organization, 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.
- (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 number of key personnel working for the organization with undergraduate or post graduate degree in social work.
- (f) The number of field women workers/facilitators working for the organization the organization.
- (g) The number of projects of Government, bi-lateral, multi-lateral funding agencies/institutions or United Nations funded projects taken up by the organization.

14. Submission of Proposal

14.1 The Proposal will be submitted in Prescribed Format through Online Application Management System (OAMS).

14.2 After filling up the Complete Proposal in the OAMS, a print of the same may be taken and submitted to the District Collectors/ District Magistrates for their recommendation in the prescribed format, which is available on OAMS

Homepage under “Forms and Guidelines”. The District Administration will require to ascertain credentials as per prescribed format given on OAMS Homepage. The DC/ DM will furnish a copy of the recommendation to the concerned organisation. The organisation will submit scanned copy of the recommendation through the OAMS and complete the process of online submission of applications.

14.3 The Organizations will require to qualify on mandatory criteria to make their project eligible for examination and consideration. The organization is required to achieve minimum 70% marks for this purpose.

14.4 The Projects of qualified organizations shall be placed for consideration and approval of the Sanctioning Committee in the Ministry. Financial assistance would be given to the organizations whose project proposals are found in order and would serve the objectives of the scheme.

15. Evaluation of Proposals

15.1 Organizations fulfilling the mandatory qualifications and essential requirements laid down by the Ministry would be examined by the Ministry and placed before the Sanctioning Committee.

16. Sanctioning Committee

16.1 A Sanctioning Committee as follows will consider and recommend projects submitted by the empanelled organizations for implementation of the scheme:

- (a) Joint Secretary, Ministry of Minority Affairs (dealing with the scheme) – Chairperson
- (b) Director/ Deputy Secretary (Finance), Ministry of Minority Affairs
- (c) Director, Ministry of Women & Child Development – Member
- (d) Director, Ministry of Rural Development – Member
- (f) Director/ Deputy Secretary, Ministry of Minority Affairs (dealing with the scheme) – Convener and Member

17. Terms and Conditions for Release of Fund

The terms and conditions for release of financial assistance, which may be reviewed/modified by the Ministry at any stage, 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, etc..
- (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.
- (c) The Organization 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.
- (f) The stipend to trainees **will be given by Cheque/ online transfer** into the bank account of the beneficiary.
- (g) 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 or the penal interest prescribed by Chief Controller of Accounts and any other action, as deemed necessary by the Government.

- (h) The organization shall be solely responsible for ensuring that women fulfilling the eligibility criteria are selected for training.
- (i) The Organization shall give an undertaking that their books for this project will be open to inspection by the officers of Central Government, concerned State Government/UT Administration or any Chartered Accountant authorized by the Ministry.
- (j) 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 through the Online Application Management System (OAMS):
 - (i) Duly audited income and expenditure account/balance sheet for the year, including receipt & payment account of the organisation, in respect of funds received during the year.
 - (ii) A certificate to the effect that the organisation has not received any other grant for the same project from any other Ministry/Department of the Government of India, State Government/UT Administration and any other Government/Non-Government organization/bilateral/ multi-lateral funding agencies or United nations.
- (k) The organization shall erect at the venue of the training programme, banners/ boards indicating the date and venue of the training and that the training/workshop is organized on behalf of Ministry of Minority Affairs, Government of India.
- (l) The organization shall give prior intimation of the training programme on OAMS to the Ministry/ State Government/UT Administration to enable officials to be deputed to inspect the training programme.
- (m) The organization shall submit photographs, video clippings as evidence of holding the training programme/workshop to the Ministry through the Online Application Management System (OAMS). These shall also be hosted in the website of the Organization.
- (n) 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 through the Online Application Management System (OAMS).

- (o) The Government of India will have the right to direct the organization for making any changes in the programmes or in the estimated cost.
- (p) The Government shall have the right to lay down any other conditions prior to the release of the grants-in-aid.
- (q) 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.

18. Requirements for Release of Fund in Installments

18.1 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 guidelines and also in the Annex to the sanction order and will invariably include photographic evidence of all activities/trainings, Progress reports and utilization certificate by the organization, etc. submitted through OAMS. For the release of 2nd Installment, an inspection report in prescribed format at OAMS with regard to satisfactory completion of training will be necessary.

18.2 **Photographs:** With the Global Positioning System (GPS) enabled camera/ mobile phones available with the organization, the photos of all daily activities would be captured and uploaded on OAMS. 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 2nd and subsequent installments. The Organization shall place the photographs on their website also.

18.3 **Release of Funds:** Funds will be released electronically by the Ministry in the Bank account of the organization concerned based on the approved project proposal in installments as follows:

For Non-residential Village/urban locality Training:

1st installment: 50% 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, if necessary.

2nd installments: 40% of the approved project cost/ admissible cost incurred on conducting the training programme would be released on submission of Utilisation Certificate along with audited statement of accounts of the project, a certificate of satisfactory completion of the training course duly signed by all women trained and countersigned by Head of Panchayat/ Municipal Body/ Local Authority and submission of utilization certificate and other documents as per the guidelines. These will be submitted through OAMS.

3rd Installment: 10% of the approved project cost/ admissible cost would be released on submission of Project completion report, details of handholding/ nurturing countersigned by Head of Panchayat/ Municipal Body/ Local Authority and submission of utilization certificate and other documents as per the guidelines. These will be submitted through OAMS.

For Residential Training:

1st installment: 50% 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, if necessary.

2nd installment: 50% of the approved project cost/ admissible cost incurred on conducting the training programme would be released on submission of Utilisation Certificate along with audited statement of accounts of the project, a certificate of satisfactory completion of the training course duly signed by all women trained and countersigned by Head of Panchayat/ Municipal Body/ Local Authority and other documents as per the guidelines.

19. Electronic Fund Transfer

19.1 Transfer of fund would be done through electronic transfer by the bank.

19.2 For enabling E-payment directly into the account of organization/training institute, the organization shall furnish an **Authorization Letter** from the payee, with full details of e-payment of the Organization i.e. name of payee, bank IFS code number, bank branch, bank branch name, number and address etc. **The Authorization Letter must be uploaded on the OAMS in Prescribed Format and counter-signed by the manager of the bank branch concerned to avoid wrong account number.** To provide correct account number would be responsibility of the organisation.

20. Transparency

20.1 Having a website of the organization will be mandatory, which should display all the details of their organization, head office, field offices, land line telephone numbers, personnel, details of past operations and activities.

20.2 Ministry will also post the details of the organisation implementing the project, sanctioned projects, location of the projects, MIS of trainees, etc. in the public domain on the web portal of Online Management Application System (OAMS).

21. Monitoring and Evaluation

21.1 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.

21.2 The District Level Committees constituted under Multi-sectoral Development Programme (MsDP), which also involve People's representative, may also be assigned the task of monitoring this programme.

21.3 Financial monitoring of implementing organizations may also be done through Chartered Accountants empanelled for this purpose by the Ministry for which charges shall be met from the sub head professional charges of the scheme.

21.4 There will be a Mid-Term Evaluation of the Scheme. During Mid-Term Evaluation, the Ministry will particularly review the necessity of the training modules in a particular area, financial viability of such trainings, maximum number of women who could be trained by an organization. This could be done by the agencies empanelled with the Ministry under the Research/Studies, Monitoring and Evaluation of Development Schemes including Publicity, experienced officers, women, NGOs could also be involved in this process.

21.5 Impact assessment and evaluation of the project would be carried out periodically or as and when required, by an empanelled agency of the Ministry as above. Such studies will be funded under the existing scheme of Research/studies, Monitoring and Evaluation of the Ministry.

22. Review of the Scheme

22.1 The implementation of the scheme would be reviewed by the Ministry from time to time.

22.2 Ministry of Minority Affairs may make changes/modifications, not involving financial aspects, in the scheme as and when required for improvement in implementation keeping in view the National, Regional needs and requirements of target groups.
