APPENDICES

CASE STUDY 1

Pudur is a small hamlet. The women of this village came to know about the Mahila Mandal functioning in their neighbourhood with thirty members. When these women evinced interest in joining this group, the Mahila Mandal was not willing to admit any additional member. Meanwhile these women also came to know about the frequent visit of an NGO staff in the next village about three kilometers away. They then decided to approach this animator to get guidance to start a Mahila Mandal in their village.

Soon, on a day, Sakunthala and two others walked to the other village and spoke to the animator of their desire to start a women's group in their village. The animator visited the village after a few days and explained to Sakunthala the principles and organization of Mahila Mandals. Sakunthala, on her part, spoke to other women of the village. There were twenty women who were willing to join the Mahila Mandal. The purposes she gave them were the following:

- To empower women to work for themselves without depending on men,
- To approach collectively Government officials for amenities in the village,
- To solve all internal disputes unitedly by themselves,
- To organize small savings.

Sakunthala was having a petty shop in the village and, therefore, was known to all the other women.

The group was established sometime in 1995. In the election that followed, Sakunthala was elected as president for the reason that she was educated (studied upto eighth standard) and was the founder of this Mahila Mandal. Kovilamma was elected as secretary for being bold in talking and a person capable of guiding and directing the members. The members decided to collect from each member Rs.20 a month as small savings and Rs.2 as subscription fees. The group regularly met twice a month.
Small savings programme was the principal activity of the Mahila Mandal from the beginning. The members borrowed from their savings schemes for their requirements. Other activities of the Mahila Mandals were the following:

- On the request of the village community, the Mahila Mandal petitioned the collector to change the location of the village cremation ground.
- On the request from the panchayat president, the Mahila Mandal undertook the task of protecting the trees on puramboke (Government) lands from being cut by people.
- The Mahila Mandal petitioned the collector for streetlights. These were installed, and later the panchayat took care of their maintenance.
- The members participated in a rally conducted by another Mahila Mandal to show Dalit solidarity.
- Sakunthala and Kovilamma contested as ward members in the Panchayat election for their respective wards and won unopposed.

As months passed, the members discovered that Sakunthala was not giving proper accounts of small savings before the Mahila Mandal. When a section of the members, led by the secretary, probed into the accounts, they found that Sakunthala was taking to herself money from the interest received on loans. When Sakunthala refuted this allegation, the members approached the NGO to settle the matter. The animator from the NGO’s office made a public enquiry into the matter. Sakunthala continued to deny the charges leveled against her. Eight of the members, who were neighbours to Sakunthala in the village, supported her.

Sakunthala was observed to lose interest in the other activities of the Mahila Mandal. Among the community-oriented activities, she showed interest only initially in the first activity of changing the location of the village cremation ground. She collected the signatures of the villagers and arranged a delegation of Mahila Mandal members to approach the collector. Later, she relegated herself to the background and, therefore, Kovilamma, the secretary had to take the initiative in following it up. Sakunthala showed partiality to her eight neighbours by overlooking their default in the payment of subscriptions or small savings. Once, when the members had assembled to proceed to the village where the Mahila Mandal was organizing a Dalit rally, Sakunthala purposely kept the members waiting for a couple of hours at the bus stop before joining them.
When the crisis of swindling savings money reached its climax, Sakunthala left the Mahila Mandal along with eight of the members who were her neighbours. Two other members later left the Mahila Mandal due to differences over the functioning of the savings programme. The group thereafter became dysfunctional for about a year surviving only on the occasional savings programme kept alive by the efforts of Kovilamma. They had a savings of Rs.3860 of which Rs.1200 had been given as loan.

In late 1998, the NGO came up with a loan proposal of Rs.900 to each of the nine persons as interest-free agricultural loan. This intervention of the NGO had boosted up the interest of the members. They have now elected Kovilamma as the president. Jaya, a person of responsibility, with kind and polished behaviour, a good advisor and motivator has been elected as secretary. Manipon, a trustworthy and reliable person is the treasurer in charge of the finance.

The new president has now gained the confidence and trust of the members by presenting proper financial accounts before them every month. She advances her personal money to help members pay back their loan installments on the due date. The members have appreciated her commitment. She is accommodative in her behaviour.

Small savings programme still remains the main objective of this Mahila Mandal. This is what is sustaining the membership of the remaining members in the Mahila Mandal. Those, who had left the Mahila Mandal, have not formed any separate group. Kovilamma listed the characteristics required of a president of a Mahila Mandal:

- Being accommodative to the needs of the members and, thereby, showing them understanding.
- Not getting angry.
- Being assertive.
- Demonstrating, above all, a commitment for the development of the members.

Observations

1. The NGO did not provide this Mahila Mandal with any awareness education. There was almost no formative period for this group.
2. There was no follow-up of the Mahila Mandal from the NGO after the formation. The NGO staff only occasionally visited this Mahila Mandal.

3. Though the animator gave the founder an initial purpose for establishing the Mahila Mandal, neither she nor the NGO afterwards made any effort to reinforce these objectives in the minds of the members.

4. This lack of awareness education and empowerment was the reason for the failure in creating commitment among the leaders.

5. When a section of the members brought out the irregularities of the president, there were an equal number of members who supported the president. This section of the members was attached to the personality of the president, and did not evaluate the issue involved. Therefore, they all left the Mahila Mandal along with the president.

6. The group was evidently divided into two sub-groups. Those who were living in another section of the village, close to the house of the first president, formed one sub-group and the rest formed a second sub-group.

7. The motivation of the group was not based on any ideology. The objective was savings programme. But, they managed the programme only with their commonsense and not with any technical knowledge. None had told them the systematic organization of the scheme. When the deficiency occurred due to lack of proper knowledge, the Mahila Mandal split.

8. The leadership skills and motivation in general was inadequate to tide over the crisis. The second level leadership from the office-bearers was adequate enough only to carry on the group almost at a dormant level. Enthusiasm and new life was infused into the Mahila Mandal by the external intervention, the NGO, when he gave them small loans.

9. The function of monitoring is an important leadership role. A section of the members, led by the secretary, reviewed what was going on. Thereby, the Mahila Mandal was able to detect the malpractice in time.
Conclusions

1. The Mahila Mandal did not have proper orientation, awareness education and empowerment. Though the group had leaders, the principal leader was not committed to the development of women. The group lacked proper motivation, unity of purpose and solidarity. Half of the members were attached to the personality of the person, the president.

2. The committed and dedicated leadership, that was available, was not skilled enough to influence all the members. Yet, it was sufficient to keep the Mahila Mandal with a minimum level of survival until an external intervention came to boost up the spirit of the group. Committed leadership had been the cause of the survival of this group, while the lack of it had caused a vertical split in the group.

3. Leadership can survive so long as followership exists. The influencing person can exist only when there are others who are willing to be influenced. The education of the members and creation of unity of purpose in the minds of the members are also necessary for the smooth functioning of the Mahila Mandal.
CASE STUDY 2

In mid 1993, a director of an NGO’s was visiting the village called Reichoor. He spoke about Mahila Mandals to one Ranchana. The purpose he gave her was that Mahila Mandal would be instrumental for the development of women, and the women could collectively get things done for the community. The Director and later, his staff also spoke to other women. There were twelve women who agreed to join the Mahila Mandal. The group was inaugurated on June 16, 1993.

The group elected Shantha as president because she was educated upto eighth standard and being only housewife, had time to spare for the purpose of the Mahila Mandal. Ranchana, to whom the Director first spoke about Mahila Mandal, was elected as secretary, as she was a trustworthy and reliable person to collect and keep the money belonging to the Mahila Mandal. There was no treasurer. The group regularly met twice a month. Each of the members paid every month Rs.10 towards compulsory savings, and Rs.2 as subscription fees.

Savings was the main activity of the Mahila Mandal. Besides, the group also had a few community-oriented activities. Three of the women, on behalf of the group, submitted a petition to the District Collector to provide the huts with single-light service, to install a hand pump for water and form a road from the village to the main road. Only the last one was done. All the members of the Mahila Mandal confronted the sale of liquor in the village and broke the containers into pieces. The women themselves tackled this problem successfully without reporting it to the public authorities for action. In 1994, the NGO gave an interest-free loan of Rs.1000 to each of the members to start micro enterprises such as goat, duck rearing, dairy animals and eateries.

Ranchana collected the loans repaid by the members and handed them over to Shantha for remittance at the NGO office. The latter, instead of remitting them to the NGO, kept them with her. In ten months, all the members had repaid the loan in full. But, Shantha had returned to the NGO only 50 percent of the amount.
When the members came to know about this, they questioned Shantha. She admitted her failure and promised to clear the dues. But, she did not do so. Eventually, she stopped attending the meetings of the Mahila Mandal. All these caused a scandal among the members and the community. The husbands forbade their wives from making any further contribution either by way of savings or subscription fees. Ranchana tried to keep the group going. But, she could not succeed in this because of the opposition from the husbands including hers. This opposition had its effect on the members. Gradually, they too became skeptical of entrusting money even with Ranchana. Later, Palaniamma a member took special interest along with Ranchana to motivate the members to continue the Mahila Mandal. But it was in vain. By the end of 1995, the Mahila Mandal became defunct.

In late 1998, another NGO took three of these women for a day's orientation on women development. At the end of the day, this NGO told these women to revive their Mahila Mandal and they would be given loan. Palaniamma and Varnamma who attended this orientation wanted to be loyal to the original NGO. Both went to the office of the former NGO and expressed their desire to revive the Mahila Mandal. The NGO advised them on the lines of self-help without expecting any further loan from him.

Back in the village, Palaniamma and Varnamma were able to convince six of the old members and nine new members. A new Mahila Mandal with fifteen members started functioning from January 1999. The group elected Varnamma as president. Palaniamma was the secretary as the members reposed their confidence in her for the safekeeping of their money. The Mahila Mandal decided that every member should pay a month Rs.20 as small savings and Rs.2 as subscription fees.

In retrospect, the members felt that Shantha was a person highly proactive, sociable and cooperative. But, she proved to be a person who could not be relied upon. When the members realized the malpractice, they began to hate her. As a result, she could not face the women any longer.
The members, who were interviewed in this Case Study, identified the following qualities required of a president of a Mahila Mandal:

- Being capable of motivating the members with the benefits that would accrue out of membership.
- Talking persuasively to ensure participation of the members.
- Boldness
- Not getting angry with the members.
- Perseverance in ensuring the participation of the members.
- Commitment.
- Honesty.

The members emphasized three of these characteristics as the most important ones. These are the following: 1. Not to get angry with the members. Otherwise the members would not cooperate, 2. Commitment to the development of women, 3. Basically the president should be a person of integrity and honesty.

**Observations**

1. This Mahila Mandal, though initiated directly and voluntarily by the Director of the NGO, did not receive any awareness education and empowerment. The group almost had no formative period. The presence of the NGO staff during the primary growth period was very minimal.

2. The members elected Shantha as president because she had several qualities expected of a president. But her integrity needed to be tested over time. She failed in it.

3. The group members played the role of monitoring very late. Had they prescribed a set of procedure like producing a receipt before the group or the secretary for the money remitted at the NGO office, this malpractice would have been either avoided or detected much earlier.

4. When the first level leadership failed, there was the second level leadership available in the secretary who took over the responsibility. But, she was not strong enough to face the external negative influence from the husbands and to motivate the members with a new vision.

5. The secretary was alone in her effort to keep the group surviving. Leadership role acting by the members was not there in the beginning. This role acting, in fact, emerged with one member trying to influence the members to carry on the group. But it was too late. But, this new role player became the new
emerging leader that subsequently restored the Mahila Mandal. As Hamblin says that during critical period if the old member is unable to solve the critical situation, a new one replaces her. The new one may be from the leaders of the second rank in influencing the members (Hamblin, 1967:13,15,17). When Ranchana could not solve the problem and restore the Mahila Mandal, Palaniamma, then a non-designated leader, did both of them.

6. The Mahila Mandal lacked ideological motivation. The main objective of the group was small savings, which was a programme activity.

7. The members had commitment to their Mahila Mandal fostered perhaps by their unity in successfully stopping the sale of liquor in the village. This unity could not be directed to the constructive purpose of sustaining the group in a crisis situation. There was no leadership with sufficient skill to do this. The unity among the women manifested in their uniform condemnation of what the president had done. None supported her. But they all succumbed to the external influence from their husbands.

Conclusion

- The Mahila Mandal disintegrated because of lack of leadership skill to act in a crisis situation. Though the next level leadership emerged to take over the situation, it was not adequately equipped to deal with the situation.

- Integrity and honesty are the basic requirements of such solidarity groups that are based on social and moral values.

- The number of leadership role players being almost one, it proved to be inadequate. Even that one was not strong enough to cope up with the situation.

- The emerging new leadership was totally responsible to restore the Mahila Mandal.
SCHEDULES

Leadership Dynamics and Group Sustainment-
A Study of Mahila Mandals

Group Interview of Mahila Mandal Members

Dates of Interview:

Name of the NGO that promoted this Mahila Mandal:

1. Introductory Data
   1.1.1 Name of the Mahila Mandal
   1.1.2 Address of the Mahila Mandal
   1.1.3 Date and/or year established
   1.1.4 Registration particulars
   1.2.1 Current total number of members
   1.2.2 Age composition of members:
       (Below-25) (26-35) (36-45) (46-55) (56-Above)
   1.2.3 Educational qualification of members: Primary_ Upper primary_ School
       final_ PUC/higher secondary_ College_ Tech. Education_
   1.2.4 Other trainings underwent individually
   1.2.5 Total number of literate in the group
   1.2.6 List of trainings received by the group
   1.2.7 Main occupation of members: Agriculture_ (landowners/labourers /both)
       Small business_ Others_ Unemployed_
   1.2.8 Caste composition of the group: Caste name--------Number
   1.2.9 Religious composition of the group: Hindus_ Muslims_ Christians_
       Others_ No religion_
   1.3.1 What are the objectives of the Mahila Mandals?
   1.3.2 List the following from the beginning of the group:
       Designation_ Office Bearer Name_ Period (from-to)
2. Formative Period

2.1.1 Describe the process involved in the formation of the Mahila Mandal:

2.1.2 How was the women leadership determined in that village community prior to the formation of the Mahila Mandal?

By caste_ Class_ Religion_ Succession_ Election_ Assumption_ None_

None recognized as leader_

2.1.3 Who were the members whom the NGO contacted primarily for the formation of the Mahila Mandal?

Names/If community leader, mention designation/If person of status, say how/None of these.

2.2.1 Besides the above, who else promoted the idea of the formation of the Mahila Mandal?

2.3.1 How were the goals, objectives, and norms of the group decided? Who were the active players in this?

2.3.2 Whom do you conclude as the founding members of this group?

2.4.1 Who were the first office bearers? Names—Designation

2.4.2 How was the selection made? Designation/Whether elected/Or assumed office/Or assigned office.

2.4.3 What were the attributes that made them eligible to hold office?

Skill-trait/Behaviour/Status/Others

2.5.1 What was the total duration of the formative period?

2.6.1 What were the contributions of the NGO towards the formation of the Mahila Mandals? Ideology/Staff support/Trainings/Funds/Infrastructure/Guidance,directions/Projects,programmes/Others

2.7.1 Which of the following were the compelling events/circumstances for the formation of the Mahila Mandal, without which the Mahila Mandal would not have been formed?

Animation programme/ Encouragement from women leaders/ Existence of Mahila Mandal in the neighbourhood/ Economic problems faced by the members/ Social problems encountered by the members/ Health problems suffered by the members/ Domestic problems/ Problems prevalent in their
community/ Encouragement, direction from NGO/ Promise, possibility of getting projects, funds/ Specific benefits foreseen for the individuals/ Any other.

3. Primary Growth Period

3.1.1 Describe the early activities of the group. (Periodic meetings, status of membership, activities undertaken, and participation of members)

3.1.2 Narrate any significant events, if any in the group during this period, that promoted or demoted the growth of the group.

3.1.3 What were the important group decisions taken, and the background for these decisions?

3.1.4 Comment on the role of leadership in the growth of the group.

3.2.1 What were the contributions of the NGO during this period?

Staff support/ Organizing trainings, meetings/ Recommendation, facilitation/ Monitoring group growth/ Funding/ Project, programmes/ Any other.

4. Sustainment Period

4.1.1 When did this Mahila Mandal become independent of the NGO? Year_

4.1.2 Identify the linkages between the NGO and the Mahila Mandal that were withdrawn.

4.1.3 What is the present relationship between the NGO and the group?

4.2.0 Indicators of the Sustainment of the Mahila Mandals

4.2.1 Number of membership over the period (according to each year of the sustainment period)

4.2.2 Number of group meetings held (Average for each year of the sustainment period)

4.2.3 Attendance at group meetings (Average percent of the total roll for each year of the sustainment period)

4.2.4 Payment of membership fees (Average percent of the total payable for each year of the sustainment period) (All above, for a maximum of five years)
4.2.5 State what were the specific objectives and the activities of the group planned after the withdrawal of the NGO, and their current status. Year/ Objectives/ Activities planned/ month, year work commenced/ month, year work completed/ In progress/ Abandoned while in progress/ Yet to be started/ withdrawn from plan/ Output/ Outcome.

4.2.6 Assess participation of members in group activities.

Activity/ High-Average-Low

4.2.7 What are the plans of the group for the future?

4.2.8 What is the dropout of members during the sustainment period due to dissatisfaction or conflict?

4.2.9 What is the number of members who are committed to the group? Write the number of those at the central circle who are rated high, and in the next circle the average ones, and in the peripheral circle those rated low. (Commitment refers to ones proactive involvement and interest in the affairs of the group. Average ones are those who show on and off such involvement. Low ones are those who are mere followers)

4.3.1 Were there situations that threatened the existence of the group (critical events)? If so, how were they overcome? Identify the part the leadership played in solving the problem.

4.3.2 Are there any special events that contributed to the growth and continued existence of the group (crucial events)? Identify the roles the leadership played under these occasions.

5. Leadership

5.1.1 Who are the persons in your group who play principally the following roles during the sustainment period?

A) Task Role

1. Helps the group in setting goals/objectives and remind members about these.

2. Participates actively in the group meetings and tasks and encourages others too to participate.
3. Helps the group arrive at a decision by summarizing the discussions, and by highlighting the points for special considerations.
4. Evaluates/monitors informally the progress of the group, and of its activities, and conveys the same to the group.

B) Maintenance Role
1. Plays the supportive role; helps members feel important and wanted; respects individuals and insists on mutual respect, and helps create understanding among the members.
2. Reconciles disagreements.
3. Emphasizes group cohesion/solidarity, and team spirit.
4. Reminds members of group's norms, rules, and of group's values/ideals.

5.1.2 List the names identified above and rate individuals as per the frequency of occurrence.
5.1.3 Identify from the above the persons who are current office bearers, if any.

6. Determinants of Sustainment
6.1.1 What is the level of contribution of the following factors towards the sustainment of this group?
Rating scale: Very much (3)/ Average (2)/ A little (1)/ None (0)
- Federation of Mahila Mandals- Pressure/support from NGO
- Leadership within group - Multi-year projects
- Funds from funding agencies- Adherence to gr. rules/norms
- Peer pressure - Emotional attachment to memb.
- Orientation/awareness education - Outside support (non-NGO)
- Any other.

6.1.2 Rank the above in descending order according to their order of contribution to the sustainment of the group.

Names of the Interviewees
Interview of the Chief Functionary of the Mahila Mandal

Date of Interview:

1. Introductory Data

1.1.1 NGO name and address
1.1.2 Mahila Mandal name and address
1.2.1 Name and address of the interviewee
1.2.2 Age of the interviewee
1.2.3 Educational qualification
1.2.4 Religion
1.2.5 Caste
1.2.6 Main occupation
1.3.1 Year became member of the Mahila Mandal
1.3.2 Designation of the office
1.3.3 Tenure of office

2. Goals and Objectives

2.1.1 What are the goals and objectives of this Mahila Mandal? (as perceived by the interviewee)
2.2.1 What are your purposes for joining the Mahila Mandal?
2.2.2 Whether your purposes have been fulfilled? Yes_ No_
   If yes, what are they?
2.2.3 Is the above fulfilment more than your expectation? ___
   equal to your expectation? _____
   less than your expectation? ____
2.2.4 Besides the above, are there any unexpected benefits to you from the group? Yes_ No_
   If yes, what are they?
2.3.1 What are the factors that make you remain a member of the M.M.?
3. Participation

3.1.1 What are your behaviours to ensure regular attendance to the group meetings?

Behaviours

Frequency (Often/Sometimes/Rarely)

3.1.2 What are your behaviours to ensure regular payment of subscription?

Behaviours

Frequency (Often/Sometimes/Rarely)

3.1.3 What are your behaviours to promote participation of members in the group activities?

Behaviours

Frequency (Often/Sometimes/Rarely)

4. Group Solidarity

4.1.1 How many sub-groups are there in this Mahila Mandal?

4.1.2 What are your behaviours to prevent/resolve conflicts?

Behaviours

Frequency (Often/Sometimes/Rarely)

4.1.3 What are your behaviours to create understanding, mutual acceptance, respect, sense of togetherness, and trust among the members?

Behaviours

Frequency (Often/Sometimes/Rarely)
Interview of Mahila Mandal Members

1. Introductory Data
   1.1.1 NGO name and address
   1.1.2 Mahila Mandal name and address
   1.2.1 Name and address of the interviewee
   1.2.2 Age of the interviewee
   1.2.3 Educational qualification
   1.2.4 Religion
   1.2.5 Caste
   1.2.6 Main occupation
   1.3.1 Year became member of Mahila Mandal
   1.3.2 Any time an office bearer: Yes_ No_ If yes, designation_
       Period: From__ To__

2. Goals and Objectives
   2.1.1 What are the goals and objectives of this Mahila Mandal?
       (as perceived by the interviewee)
   2.2.1 What were your purposes of joining the Mahila Mandal?
   2.2.2 Whether your purposes have been fulfilled? Yes__ No__
       If yes, what are they?
   2.2.3 Is the above fulfilment more than your expectation? ___
       equal to your expectation? ___
       less than your expectation? ___
   2.2.4 Besides the above, are there any unexpected benefits to you from the
       group? Yes__ No__ If yes, what are they?
   2.3.1 What are the purposes now that keep you remain in a member of the
       Mahila Mandal?

3. Participation
   3.1.1 What is your average annual attendance (approximate) in group
       meetings? Total number of meetings in a year __
       Average attended__
3.1.2 What are your reasons for absence? Domestic work__ Illness__
Social functions__ Employment__ Others__

3.1.3 What considerations made you attend the meetings? Sense of
duty/obligation__ To meet other women__ To participate in discussion__
To avoid punishment__ Leader compulsion__ Others__

3.1.4 How often have you spoken in the meetings?
Frequently/Sometimes/Rarely/Never

3.1.5 Are there any behaviours of the leader that influenced you to attend the
meetings?

3.2.1 Do you have currently arrears in payment of subscriptions?
Yes__ No__ If yes, how much? Rs__ Equal to number of months__

3.2.2 What is annual average payment of subscription on the due day/date?

3.2.3 What are the reasons for the delay/default? Greater expenses__
Unexpected expenses__ No earnings__ Others__

3.2.4 What considerations made you pay subscriptions?
Sense of duty/ obligation__ To avoid punishment__
Compulsion from leader__ Others__

3.2.5 Are there any behaviours of the leader that influenced you to pay the
subscriptions?

3.3.1 Which are the group activities you have participated during the
sustainment period? Year/Group Activities/Manner of Participation
Level of participation: High__ Average__ Low__

3.3.2 What considerations made you participate in the group activities?
Promotion of group’s objectives__ Peer pressure__ Desire to conform
with others__ Fear of punishment__ Compulsion__ Others__

3.3.3 Is there anything that prevented you from participating in the group
activities? Non-acceptance of you by fellow members__ No benefit__
Your inability to work in a team__ No time__ Lack of interest__ Others__

3.3.4 Are there any behaviours of the leader that influenced you to participate in
the group activities?
3.4.1 In your observation, what behaviours of the leader influenced the members in general to participate in the group affairs?
   Behaviours Often/Sometimes/Rarely

4. Group Solidarity

4.1.1 With how many group members you interact currently?
   Closely__ Casually__ No interaction__

4.1.2 With how many of the group members you do not want to associate at all?

4.1.3 What are the reasons for not associating with these members?

4.1.4 Are you part of any subgroup within the Mahila Mandal? Yes__ No__ If yes, what the objectives of this subgroup?

4.1.5 What would be your feelings, and what would you do if a member were to leave the group? Sad to lose__ Happy__ Indifferent__
   Ask for reason__ Advise not to leave__ Others__

4.1.6 Have you had any conflict over issues related to the group with any other member resulting in mutual avoidance for more than six months? Yes__ No__ If yes, what are the occasions?

4.1.7 Have you ever helped another member at times of need? Yes__ No__ If yes, what are the occasions?

4.1.8 The other persons whom you helped were those with whom you interacted closely__ casually__ no interaction__ avoided interacting__

4.2.1 What behaviours of the leader helped you to maintain good relationship with other members?

4.2.2 In your observation, what behaviours of the leader have influenced the members in general to maintain good relationship with one another?
   Behaviours Often/Sometimes/Rarely