

Exploring the Influences of Margaret Alva's Leadership on Common Man in *Courage and Commitment*

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Abstract: *Leadership schema frames as apparent from internalized authorities and becomes understood as the vicarious pleasure experienced by followers via introjected authority figure. Thus the leaders are emerged from the follower identifications. Leadership is not purely deceptive as; being a leader is not equivalent to either holding power or exerting influence; but includes an ideal perception for followers. In an Oedipal relation, the leaders take on a superior egoic function, where in follower identification produce internalized authority relations. Leaders inspire the followers not only through demonstrating merit, but also by embodying the chance of achieving satisfaction, that orients the ego-struggles of the followers. Leaders are seen as the peak of perfection to be followed, who is supposed to be blessed with grace.*

This paper titled "Exploring the Influences of Margaret Alva's Leadership on Common Man in Courage and Commitment" explores how the life and leadership qualities of Margaret Alva inspires the minds of common public of present and future generations. It emphasis on how the determination of Margaret Alva, who rose from a common women hood to a great leader through perplexing situations, become a model for other people.

Key Words: *Leadership, women hood, public, followers, authority, ego, leader.*

1. INTRODUCTION:

Among thousands of book related to leadership, there is a grudging agreement that leadership is a means of influence between leaders and followers. The worthiness of leadership is that the leader acquires some form of power, authority or control. Leadership is an alliance, in which leaders mobilize or persuade others to extent their capacity to imagine, think and act in new positive ways. Obstacles, squabble, risks and failure litter the ground of leadership. A more meaningful criterion to imagine about leadership is as a form of being: a way of guessing, and acting that awakens and mobilizes people to discover new, freer and more consequential manner of seeing, working and living.

Margaret Alva, born as Margaret Nazareth on 14 April 1942 in Mangalore in the district of South Canara, Karnataka, was the Governor of the Indian state of Rajasthan until the end of her tenure in August, 2014. Her father was Mr. Pascal Ambrose Nazareth who was a lawyer and worked as a Judicial Officer (Munsiff) at Kurnool (now in Andhra Pradesh) at the time of her birth, and her mother, Mrs. Elizabeth Nazareth was a home maker. Her maternal grandfather was also a well-known and respected lawyer, and popularly called as Baba who died on 23 June 1951 due to tuberculosis. She passed out of school in May 1958 and then joined in Mount Carmel College, Bangalore. She completed her graduation with a degree in Economics and Political Science. Then she joined in Government Law College, Bangalore and became a lawyer. She took doctorate in Literature from the University of Mysore. She was the president of Karuna-an NGO in India. After completing her study, she married Niranjan Alva, son of the famous political couple of Indian Parliament, Joachim Alva and Violet Alva, on 24 May 1964. She has total of four children including one daughter, named Manira Alva Pinto and three sons; Niret Alva, Nikhil Alva and Nivedith Alva respectively. Her two sons; Niret Alva and Nikhil Alva are the co-founders of Miditech, a Television Software Company and her daughter-in-law Anuja Chauhan is a noted Indian writer.

She started her political career during the term of Indira Gandhi as the Prime Minister of India. Margaret Alva became the first woman Governor of Uttarakhnad in July 2009. She was not new to politics. She was also related to Indian National Congress and served as the General Secretary of the All India Congress Committee (AICC). Also, she has deep touch with Sonia Gandhi, the former Congress chief. She did selfless services for Indian Parliament from 1974 to 2004. She was blessed to work with four prime ministers of India, namely; Indira Gandhi, Rajiv Gandhi, P V Narasimha Rao and Manmohan Singh. Mrs. Alva had also served India as the Governor of four states and had also spearheaded four most important legislative amendments which were cleared from Indian Parliament. These four also includes women's right, marriage laws, equal remuneration and reservation of quotas for women in local politics. Margaret Alva had also worked in National Committee on Child Labour and was also appointed as Minister of Human Resource Development during the government of Rajiv Gandhi. In 2003, she was honoured by South African president Thabo Mbeki for her great contributions.

Courage and Commitment, autobiography of Margaret Alva; former Governor of Rajasthan and Uttarakhand, details her forty year career under four prime ministers and also about her eventual transition from a politician to a Governor. Being the inheritor of a legacy, the Alvas, who had been associated with Indian Parliament for over half a century, also helped her to get touch with politics. Here, through her work, she clearly shows her trials and triumphs, ups and downs, and how she confronted controversies that have rocked her career. She had also explained her expulsion from the Congress in 1979, her spats with Sanjay Gandhi, her participation in framing Rajiv Gandhi's last campaign tour, her involvement with the Jain Hawala investigation when in charge of the CBI (Central Bureau of Investigation) and her denunciation of the manipulation of seats by her own party. But unfortunately the whole thing has come out to be a battle between her and Mrs. Gandhi.

Courage and Commitment also chronicles the events that lead to the resignation of Margaret Alva from the post of AICC General Secretary being in charge of eight states in 2008. Even then, she did not offer deep insights into the lives of national and international political luminaries. Through this book, she conveys the story of a simple life made remarkable. Her book also provides an interesting insight into the workings of Congress politics. She has penned down about her part in the Lutyen's zone political narrative during the non congress years in her book which makes interest in reading. She has written her autobiography, when she stayed in the 'Golden Cage' in the Raj Bhavan in Dehradun and later in Rajasthan, which gives the readers an insider's look at the way in which pesky politicians are banished or are given gubernatorial assignments. It also gives the readers a deep insight look about how the government functioned in the national capital.

She also takes the readers into the politics of Karnataka and how it functioned during elections, particularly the hard work she had put in during the election of Indira Gandhi from Chikkamangalur. The autobiography also gives the readers a close look on the role she played in projecting India during her visits abroad in various delegations including as a delegate to the United Nations and Soviet Union. She recounts the time when Sonia Gandhi felt upset of the government resolution to appeal against the Delhi High Court decision to quash complaints in the Bofors case. The book *Courage and Commitment* ends with a criticism about the intermediaries in order to conduct the business of the party that gradually became the order of the day when Sonia Gandhi took the power of the Congress party. Her autobiography is remarkable without rancour and bitterness.

2. LITERATURE REVIEW:

Analysis: *Courage and Commitment*

A book which fabricated the news even before it has hit the stands, *Courage and Commitment* by Margaret Alva, exhibits many issues which concealed from the public before. A swore 'tell-all', declares all the times and events that led the fierce family loyalist turn into a Congress critic.

Mrs. Alva denoted her close liaison with former Prime Minister Indira Gandhi, and the Chikkamangalur by-polls, in which Indira Gandhi won, courtesy Devraj Urs with seventy seven thousand votes, as well as the fall out of that victory along with Urs expulsion from the party. She also expresses a specific circumstance where when the Rajiv Gandhi government introduced a law to nullify the judgment taken by the Supreme Court in the Shah Bano case, about which Mrs. Alva indicated the Congress' 'slide' noting that all the people hoped him to take a stand but as a contrast he gave in. She also talks about the incident of Sati in Rajasthan when she was the minister of Women and Child Development during Rajiv Gandhi Government. She also recollected the situation, when Rajiv Gandhi personally rang up and asked her to be present in the Rashtrapati Bhavan to take oath as a minister, when he won the elections held in December 1994 as a result of the assassination of Indira Gandhi. She has noted down in her work that Rajiv Gandhi had trust in her ability to undertake any job. Margaret Alva also pointed out that Rajiv Gandhi had personal interest in her career by looking back on her experience that when her Rajya Sabha membership was about to end, Rajiv Gandhi asked her to meet Karnataka Chief Minister Ramakrishna Hedge, and ensured that she was re-elected. She also expresses how the opposition coined the slogan 'Gali Gali me shor hai, Rajiv Gandhi chor hai' in the elections conducted in 1989, which deeply wounded Rajiv Gandhi. She also unfolds when she seen off Rajiv Gandhi when he was flying off to Orissa, which unfortunately became his last election rally.

She has also brought out the report of her visit to Cuba in 1983 and her interactions with President Fiedal Castro in her work. She remarked in the report prepared by her, returning from Cuba, how the President Fiedal Castro expressed his gratitude by hugging her when she revealed to him the various issues concerning India during their long conversation. This report helped her to become in charge of Women's Front of the AICC. She also disclosed the way Congress has treated the former prime minister P V Narasimha Rao and his cold relationship with Sonia Gandhi. The book conveys Mrs. Alva's guilt for not opposing the decision of disallowing Rao's body to place at the AICC headquarters. She describes: "Instead the gun carriage carrying the former prime minister was parked on the pavement outside the gates. Ever since, I have regretted not protesting and walking away" (Das).

Her book also noted downs the episode; how the sitting Prime Minister Narasimha Rao was denied the ticket in 1996 Lok Sabha polls by the congress president Sitaram Kesri. Through her autobiography, she reveals the lack of

trust between Narasimha Rao and Sonia Gandhi. Margaret Alva is the one who handled the rivalry between Sonia Gandhi and Narasimha Rao, the first prime minister outside the Nehru family who completed the entire term. Being negotiated as the middle man and the pace-maker between the two was not given any gratitude by either frustrated her immensely. For Mrs. Alva, barring Rao's verdict, not to proceed when the Babri Masjid was being brought down by Hindu forces, Rao turned to be one of the finest prime ministers of India.

Even though she had served as the governor of states like Rajasthan and Uttarakhand, she was also in a panel to enhance the congress prospects in the state of Karnataka. The central part of her book talks about the letter which has written to Sonia Gandhi, about her forced resignations from the position of AICC secretary in 2008. Her resignation was forged after she leveled allegations as the tickets for Karnataka elections were sold. She writes:

Times have changed and for the first time, I have come to feel like a misfit in an organization that I considered as previous as my home. Looks at our recent candidates' lists show a distinct pattern of patronage to the wealthy and rich lobbies like mining, education and real estates (Alva 345).

"It is hard to function through intermediaries because we never seem to know when and which message is yours and what you want done" (Alva 346). She further writes about a strange call got from Sonia Gandhi which lasted only for a few seconds, sealed her fate, and marked her exit from Delhi, something she demanded her opponents within the party wanted all along. Without her consent, she was made the governor of Uttarakhand. Even though Mrs. Alva grew as a smashed soul was wiser enough to sense the sequels of criticizing the party's way of functioning, welcome the offer to relocate from the city at the age of sixty seven. Revealing more about her relationship with Mrs. Gandhi, she said:

That is why, I have clarified that I have the greatest affection and respect for Sonia ji and I have worked very closely with her, I still admire her and I have not written this book to get even with anybody, right! But somehow the impression is sort to be created that there is a conflict, which there isn't and this is what I have clarified today and my relationship with her has been personal as well as political. (Deccan Chronicle 20 Jul 2016)

Thus these words and instances from her journal interview justify that she had a graceful companionship with Sonia Gandhi, and all the controversies are the outcome of mere misunderstanding between the readers and the autobiography of Margaret Alva. Thus it is authentic that she is a great admirer of Sonia Gandhi and her criticism was about the malfunctioning and corruption of the rich and powerful people in the party other than Sonia Gandhi which ended in her expulsion from the party, where Sonia Gandhi was indeed helpless. Her work offers insights to the maneuverings of the 10 Janpath, which is the home of former congress president Sonia Gandhi and rebuked her on diverse fronts. Margaret Alva spotted her lack of transparency, faulty manner of functioning and her habit of surrounding herself with those who introduces themselves as loyalists, and for omitting promises made to people who have been beneficial to her. She accused Sonia Gandhi in her book as she did not allow Margaret Alva to be a part of the cabinet even though she was called by Manmohan Singh, when he was the prime minister of India. But it can happen, Sonia Gandhi was forced to prevent Margaret Alva from entering into cabinet by other congress leaders as she was truly loyal, honest and trust worthy enough so as prohibit them from immoral functioning, where Sonia Gandhi as a leader need to consider the opinions of the followers which depends the party. Citing a vindication for this, in her resignation letter she wrote:

Winning candidates have been kept out because state leaders have chosen to divide seats among themselves with little consideration of their winning chances. The way in which genuine congress workers have been ignored and even recommendations of CEC members rejected, I am afraid that the history of Karnataka defeat is going to be repeated. (Alva 345)

Through her book she unlocked the untold stories about her sacking, Mrs. Gandhi 'arbitrary functioning' and even dig it out the details on VVIP chopper scam and its link with Indira Gandhi and other senior congress leaders. Interestingly, she was one of the few congress-appointed governors who accomplished the term. Subsequently, she was made the governor of Rajasthan in 2012. Indicating an illustration of meeting newly-elected Prime Minister Narendra Modi in 2014, she describes: "I told him I had come to pay my respects, not plead for an extension, adding, 'I am not prepared to quit at any time'. 'There is no question', he replied, 'you are doing a good job, please continue where you are'" (Alva 356).

Thereafter, she got supplementary charge in Goa and Gujarat, both states ruled by BJP. The book is restrained in tone, in terms of information. Mrs. Alva maintains a grace intact even when criticizing congress party. Now, it turns to congress high command to read the message and introspect.

Exploring the Influences of Margaret Alva's Leadership on Common Man in *Courage and Commitment*

Margaret Alva, who could be said as successful in her leadership, elaborates her early childhood; the growing up years in closely knit family; university life where, performed as an activist; marriage, children, life in the Alva household in Delhi; the sudden departure of Violet Alva, her mother-in-law; her transition from a young homemaker

in a joint family to the world of politics; her experience in the party and Parliament; days in government, followed by her days in opposition after the defeat; the shift to Lok Sabha and then to AICC (All India Congress Committee); the bitter battles for survival, as she juggled home and work; and finally, her resignation and exit from Delhi, leaving family, friends and association spanning more than forty years in her autobiography *Courage and Commitment*.

Her travel with her parents, wherever her father got posting ensured that she picked up local languages like Telugu, Kannada, Konkani and Malayalam among others. Her part in students' activities, while she was in Mount Carmel College and attending meetings to delegates of the state leadership camps show her inbuilt leadership qualities and helped her to mould as a leader over years. She gained popularity among staffs and students. She also improved her skills in oratory by participating in debates, mock parliaments and winning prizes created a strong basement for her leadership qualities. She was the Joint Secretary of students union in Government Law College through elections and was invited as the General Secretary in seminars. She became prominent among everyone, when she delivered an emotional and fiery speech in a minority protest meeting in Bangalore, which made her the headlines of the media the next day, and turned to be the foundation of her public life intervention. All these express her leadership qualities and herself as an excellent speaker.

Even after her marriage with Niranjan Alva, like other typical housewife she did not burn her career in the kitchen of her marital house, instead immersed herself into the courses like interior decoration, Ikebana and so on, and took an active part in different areas; overseeing Board meetings, prepared progress reports and supervised staff training. She also involved in part time job at the Co-operative store, Super Bazaar and earned three hundred per month. She gradually entangled in social activities; becoming secretary of the Catholic Women's League; was an elected delegate from the Delhi Diocese to the church in India conclave; helping organize the International Conference of Women Lawyers; and participating in the international conference against apartheid. Thus, she improved herself in emerging as a leader. Getting a strong support from her marital family was a great fortune for her, which also helped her in achieving a victorious career.

She got a valuable chance to meet and make lasting relations with many, like Mother Teresa when she stayed in Delhi. The, later, she began practicing Law by assisting her father. Finally in 1970, joined in the Congress party and became an active member which was a real boon to her in getting close to the public life. She was made President of Bharatinagar Block Congress Committee and was the only woman in the state to hold that position. But the speech she had delivered in the Mount Carmel College as a former student in 1974 was appreciated by the Governor of Karnataka. Her six minute speech in English that emphasized the importance of social justice and the need to reach out to the country's neglected sections- the poor, women, minorities and SC/STs as an elected secretary of the committee set up for the upliftment of the weaker sections of the society in Bangalore, changed her political fortune, as Indira Gandhi being the chief guest become impressed and mentioned about it in lunch at Raj Bhavan which was agreed by others.

The position of a leader always reach to the one who deserves it which is true in the case of Margaret Alva, as she got the chance to be a party candidate for the Rajya Sabha election in 1974 and her winning shows, she deserves to be a leader. Thus in April 1974, she entered the Parliament being the youngest one to be elected. She learned the rules of the game with the rule book and noting the references of the senior leaders. At the end of the first session in Parliament, she got a chance to speak and her maiden speech was appreciated and applauded by everyone in the Parliament. She began to be invited to open debates and speak in the turbulent days thus become notable figure to the press gallery, reported her speech and interventions, pointing out the fact that a leader is followed by others without being called.

The next twenty four years, she moved through different positions in her political career, involved in discussions on wide range of issues, held parliamentary delegations, questioned fault functioning, moved bills, becoming a respected face among the political circles of Delhi.

On the next twenty-four years, I moved from the back bench to the Treasury benches, from the government to the opposition and on to the panel of Vice Chairmen presiding over sessions. I spearheaded discussions on a wide range of subjects, including the need to change the character of our army to make it an integrated national army, the Patton tank scam (more in chapter 14) and why the informal banking system had to be reformed. I defended the Amul Cooperative and questioned the Concordat (a treaty between the Vatican and Portugal) for church appointments in Goa. (Alva 40)

In 1974, she experienced her first exposure to a truly socialist world, when got a chance to be a part of the three member delegation on 15 August at Indian Embassy where she was the main speaker which ended in the Russian greetings. While she was nominated to the Joint Select Committee on the Children's Adoption Bill, was appointed in the North-east, a troublesome region in Nagaland which did not bothered her. She had a meeting with underground youth, the source of their frustration was unemployment though they were educated which made them to join underground with no other option. She promised them to solve their problems and with her 'effort' two underground leaders; one who challenged Indian Army for fourteen years, was brought to Parliament by Indira Gandhi, who defended the constitution and served full six year terms. Between six and eight February she deputed the AICC

representatives and spoke about the Congress history and function which got appreciation from all senior leaders was her introduction to North-east politics. Later at the age of thirty two, she entered the national head quarters of INC, becoming a part of undivided Congress for the first time. She helped Purabi Mukharjee, who was in charge of the Department of Foreign Affairs in preparing background material and got appreciation. Due to her fluency in English she was noticed in party and parliament giving regular lectures.

Her years in AICC, brought her to national politics where she experienced the party leadership.

Moopnarji later organized a massive rally in Trichy to mark the event, at which I was the AICC representative. It went on for hours. My legs ached and my hands went stiff waving from the high dais. I had begun to experience the travails of party 'leadership'! (Alva 49)

When Mohan Dharia expelled from party on 2 May 1975, she argued, the circumstances and reason for his expulsion must convey to him which is his right was agreed by Indira Gandhi. Later she was invited for Women's delegation to the first UN conference on women in Mexico City. She had a powerful foresight about every issue, which is an inevitable part of a leader, helped party to take right decisions like in the issue of college politics where people supported her strongly and praised her with slogans "Margaret didi, zindabad Margaret didi, aage bado, hum tumhare saat hain!" (Alva 69). When an agitation took strongly by the party members she is the one who came, calmed down and solved the problem even though it was midnight.

In the 1979 Rajya Sabha re-elections she was requested by BJP and forced to give nominations for them as they know "One Margaret Alva equals to ten Sarojini Mahishis!" (Alva 126), emerged victoriously in election and was the only non-congress candidate elected to Rajya Sabha from entire Southern belt marks her qualities as a leader. She spoke on several occasions in the House, appreciated by everyone and the Prime Minister repeatedly referred to the points she raised. Later, she was appointed as the Governor of Women's Front. When Rajiv Gandhi arrived on October 14 in the tented village, she managed to find a way for him for which she was appreciated by Rajiv Gandhi.

Rajiv Gandhi arrived on 14 October and visited each of the state tents; he watched dance performance, received garlands and gifts, ate with the delegates and launched 'Karuna' as the socio-economic development face of the Women's Front (Mahila Congress). The enthusiasm of the women almost knocked him off his feet. His security men were in despair! I finally took charge, making a way for him to move, with women forming a ring around him. 'You are a tough woman! Even better than my men!' commented Rajiv Gandhi. (Alva 156, 157)

On 1984, when Rajiv Gandhi Government took the power, she was made the Parliamentary Affairs Minister. She was in a run to complete her responsibilities in home and office. By accepting this challenge she proved herself as an efficient leader.

It wasn't easy, juggling my many responsibilities, at home and in office. But I was determined to prove myself. I attended several international meetings, chaired conferences, led delegations and negotiated bilateral agreements. I became familiar face on television channels, and appeared on the front covers of a range of magazines, from, Sunday to Savvy, even making it to a list of the twenty best-known women in the world. (Alva 170)

In 1986, she was appointed Minister-in-waiting for the Queen Beatrix of the Netherlands, accompanied by Prince Claus, she had a clear brief regarding the topics which must convince the royal visitors and she did it with positive results shows her quality to achieve the minds of others which is essential for a leader. This made her the Minister-in-waiting for many other delegations. She was selected as the only MoS for the launching of a yearlong Festival of India in the USSR. When she spoke an extempore as on invited to the International Convention of Women on Peace and Development organized by the Committee of Soviet Women in 1987, as a former president of WWPP, received a standing ovation and warm hugs from VIPs on the stage. She later became MoS Women and Children, Youth Affairs and Sports. Her maiden speech in Lok Sabha got great attention. She also served as a member of the Joint Select Committee for amendments to the Dowry Prohibition Act.

She had given Rajiv Gandhi many suggestions during his struggles which helped him to lead the party smoothly even in complex situations. In May 1987, she received an invitation from the Chairman of the Kennedy School of Government, John Kenneth Galbraith- the former Ambassador to India, to submit an annual lecture at Redcliffe College, Harvard University, where she presented and answered questions with unpredictable confidence became the victim of appreciation 'the best lecture he ever had'. As Minister for Women, she was invited to chair the UNESCO (United Nations Educational, scientific and Cultural Organization). She initiated to ban Sati, pointed out the lack of action against it and favoured to include Sati in the definition of murder. When she was in WCD Ministry she dealt with women rights and helped to gain the rights for those who denied it.

Apparently, an unmarried women officer had been denied maternity benefits. I phoned the concerned Minister who strongly defended the action, claiming was in keeping with India's cultural traditions. I decided to fight the Minister. I wrote to him pointing out that the Maternity Benefits Act did not mention 'a married women'

anywhere. It simply spoke of women employees. 'How can you add words and impose your moral interpretations on the law?' I asked. The Minister had no answer, and the lady got her benefits. (Alva 203)

When she became Minister for Personnel in Narasimha Rao government, changed the unfair rules like the matter of discrimination against women IFS officers. Likewise, she won in managing the President of IOC, Juan Antonio Samaranch for the total overhaul of Indian sports. Even though, her suggestion to make exams paperless and computerized needed time, her proposed idea was adopted in banking and some other exams with great success.

She always gave all the credits of her achievements or work to her team which she considered efficient and well trained even though she led them, is the basic characteristic of a leader. She accepted whatever challenges given like managing the Darshans. Winning in the fourth consecutive term for the Rajya Sabha re-elections in 1991 by Margaret Alva stresses her leadership qualities, where her winning election continuously is a perfect example for her leadership qualities, as she had no political background whereas her husband had, but did not step into politics.

This would be my fourth consecutive term in the Rajya Sabha. For my family it was a record of sorts-an Alva in Parliament from 1952 to 1998, without a break. No other family could claim this distinction. Fate and God had been on our side. I kept asking myself, over the next few days, what I had done to be blessed in this manner. I came from humble origins and a non-political background. Niru was my cornerstone-he should have been here and not me. (Alva 262)

Later she became a rallying point when anti-Bangarappa wave grew; meetings took place in her house, with all appointments fixed by her. When she was put in charge of Assembly election campaign in 1993, she handled election funds and saved fourty lakh rupees; by strict expenditure under the youth code, for which she was appreciated by the Prime Minister and Kesri by saying 'Jai ho Margaret'. She had a deep touch with the local people, while she was trying to unite the backward communities which helped her to win the 1999 elections by a great margin.

I clearly saw the need for uniting the backward communities and fighting back. I toured the constitution regularly, covered every panchayat and interacted with local leaders. I used the Rajya Sabha MP-fund to finance key projects in the area. This helped me connect first-hand with the local people.

Therefore, when the 1999 elections were announced thirteen months later, I contested again, and won by a margin of 16,000 votes. (Alva 301)

When she stepped into Lok Sabha, was more senior than her other colleagues. Eventually, she was nominated to the Panel of Vice Chairmen by the speaker. On March 2000, she was named the chairperson. For five years she chaired the Parliament Committee on the Empowerment of Women. She joined in many delegations of parliamentarians organized by UNDP (United Nations Development Programme), SAIMA (South Asian Free Media Association) in 2003. Later she was nominated to the Indo-British Roundtable by the government and played an important role in meeting. On 2004, she was appointed as the General Secretary of AICC. She directed the ministers to lead the rescue of people affected by flood on 26 July 2005 and visited them separately demonstrates her concern over the people, the important character needed for a leader and she proved she has it. "I directed Deshmukh and his Ministers to get out and lead rescue and rehabilitation operations. Soon after, I personally visited the affected areas and met party workers, activists and citizens on the ground" (Alva 324).

She was fair and honest. In 2007, she was given the charge of more than eight PCCS- Maharashtra, Punjab, Chandigarh, Haryana, Goa, Daman and Diu, Nagaland, Meghalaya and Mizoram, plus Chhattisgarh, West Bengal, and the Andaman and Nicobar Islands. She spend long hours in AICC, meeting leaders and workers including the states other than she had the charge. On 2007, she was nominated as the leader of Indian delegation. In 2008, she was nominated by the Congress Parliament to represent the party at the Congress of the Socialist International, in Athens, Greece. She was invited to Salzburg seminar in Vienna in 2006. On 2007, she was appointed as the Governor of Uttarakhand gave additional charge of Goa, and Gujarat and Rajasthan in 2014 by BJP government.

Thus she came to Parliament in 1952 at the age of thirty two, worked twenty-four years in Rajya Sabha, served as a Minister for ten years, was in Lok Sabha for a term, appointed as Governor of two states, was General Secretary of AICC, was a social activist more than a political leader, and the many important and high positions held by her strongly defends her leadership qualities and she is a perfect model for others.

3. CONCLUSION:

The book *Courage and Commitment* written by Margaret Alva is simply the story of her life, from 1942 to 2014 detailing her struggles, ups and downs, highs and lows, and success and failures. It is opened to the readers to show how a woman, a minority, from a small town and middle class family grew up and survived in the turbulent politics of her times, without the backing of business lobbies or money power.

In the book *Courage and Commitment*, she provides honest and truthful insight into the functioning of Congress politics. She was elected as a member of Rajya Sabha for four successive terms and was made Central Minister at the age of fourty two, and one term in Lok Sabha. She also imparts in her book, the politics of Karnataka during elections. She also provides close information about her service to the nation as AICC Secretary, and Governor

of Rajasthan and Uttarakhand. She is victorious in seizing the minds of everyone and whichever party it is, with her outstanding leadership qualities, honesty, loyalty and sincere service to the nation, through her efficiency and pure heart. She had decorated numerous high positions in the government during the forty years of her political career, which are not captured or collected by her but reached to her hands. She always withstands for the truth and justice, and stood against the unjust like the corruptions; the very character that made her out of the party through her resignation. Her power to find out the solutions to most of the problems that went through in the party, nature of a true supporter, her ideology as a true patriot, capacity to accept things; good or bad, her kind heart to help the needy and poor points out her traits as a leader, is evident in her autobiography. She had the ability to lead India to the international level, which could be seen in her delegations with foreign countries, especially her meeting with Fidel Castro in Cuba in 1983.

Margaret Alva's autobiography *Courage and Commitment* delineate her leadership qualities that helped her to be positioned as the adviser of the three former prime ministers and served as the Governor of Rajasthan and Uttarakhand; the two states of India. Margaret Alva, who emerged from an ordinary family, improved her life, in spite of being a woman, by mending her qualities through her hard work and concrete ambition. She had a span of forty years in the field of politics serving the various reputed positions under different circumstances and was very successful in completing her tenure in each and every position she held, underlines, her efficiency as an ideal leader, as a perfect and dignified miniature for the common public for ages, and her whole life is an inspiration, which intensively inspirits the minds of people irrespective of their age.

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