

DESIGN AND IMPLEMENTATION OF ORGANISATIONAL INTERVENTION IN MICROENTERPRISE DEVELOPMENT: COMPARATIVE STUDY FROM MAHARASHTRA

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Abstract *Indian economy is considered to be one of the largest agrarian economies in the world. Most of the Indian agriculture is rainfed and unable to provide sustainable income generation round the year. In this situation, self-employment in general and microenterprise in particular is evolving as a prospective option for livelihood and income generation. Various initiatives by different organisations have been taken to promote entrepreneurship among poor. This paper is an attempt to document the design and implementation of some of the successful experiences in promoting microenterprise development. Selection of these organisations was done based on secondary data collected from various sources. This paper will be useful for organisations working in the similar field as well as policy makers in developing microenterprise development interventions.*

Keywords: *Organisation Intervention, Microenterprise Development Intervention, Design of Intervention, Implementation of Intervention*

INTRODUCTION

Among various global self-employment options, microenterprise development (MED) has been recognised as an important way for employment generation and poverty alleviation in developing countries. In India, MED programmes were recognised as a popular poverty alleviation strategy to promote textile production as early as 1947 (McPherson, 1996). It was noted that various efforts by government and non-government organisations (NGOs) have been made to promote microenterprises. Approaches here mean various sets of strategies adopted by an organisation to implement a program in the field.

Typology of Approaches

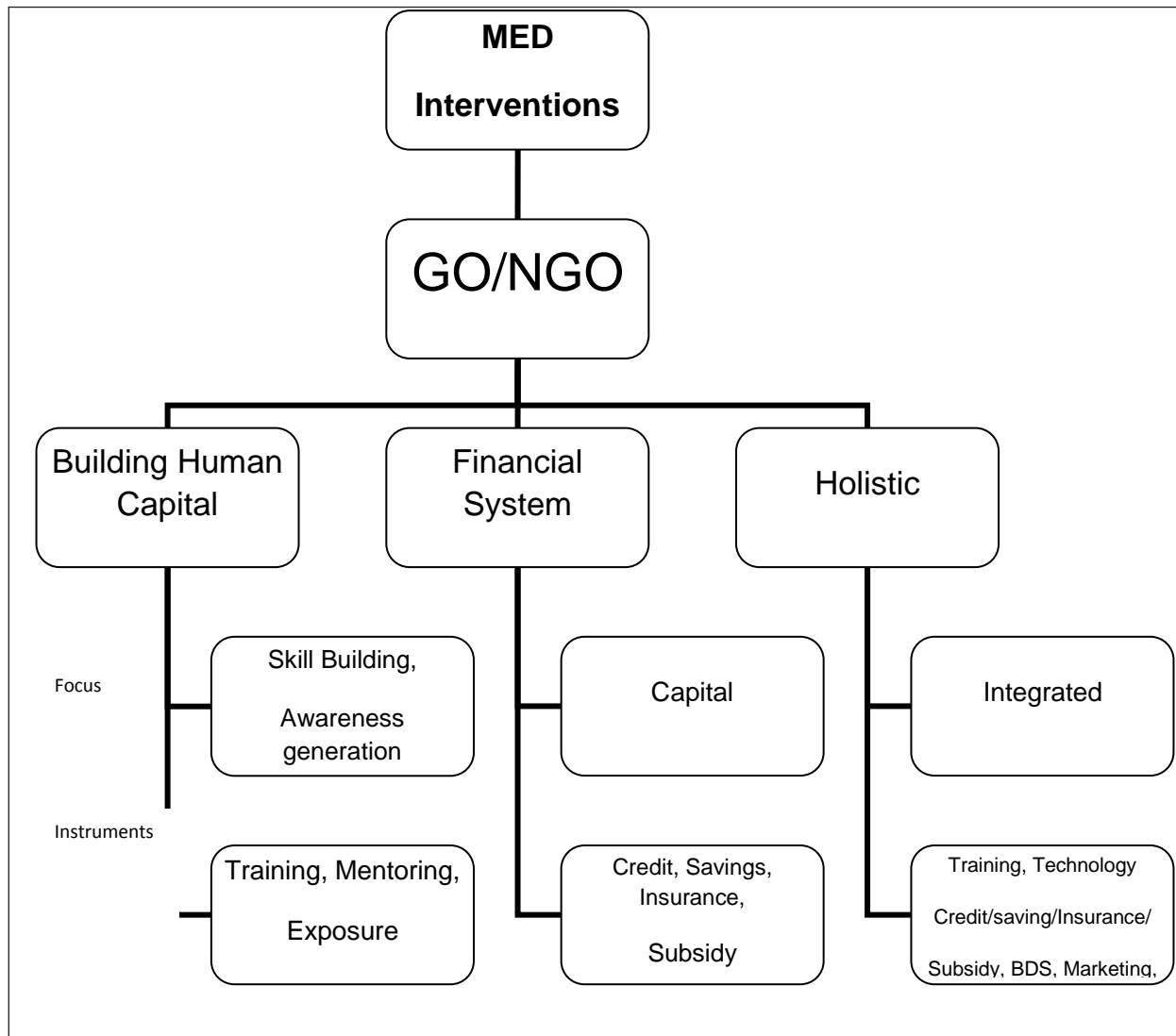
Various organisations which promote MED adopt different approaches to support microenterprise. Mahajan (2002) has identified four basic approaches to livelihood promotion i.e. building human capital approach, minimalist approach, holistic approach, and contingency approach. The approaches suggested by Mahajan are also found relevant to the microenterprise development as microenterprises are the major source of livelihood for a large percentage of population in India.

On the other hand, some organisations assume that entrepreneurs have enough knowledge and also linkages. This approach recognises capital as the most critical

element for successful entrepreneurial ventures and provides broad financial services such as credit, savings and insurance for entrepreneurial activity. This approach is most predominant in India as well as other countries. Narrow definitions of financial system approach define it as the provision of credit to the micro entrepreneur and refer to it as a 'minimalist approach'. Financial system approach is basically an extension of minimalist approach. In its various forms, microfinance has always been one of the important approaches for MED. Role of microfinance organisations in promoting microenterprise has been appreciated. Microfinance has been recognized as the best known approach for providing microenterprise services (Fairley, 1998). Mainly two approaches of microfinance have been identified across world. The Latin American model, which is 'commercial model', focuses mainly on enterprise creation and growth, whereas, the south Asian model focuses clearly on women and poverty (Nair, 2005). Otero & Rhyne (1994) emphasized the role of financial system approach and their institutionalisation for sustainable provision of services for promoting microenterprise. Shetty (2008) mentioned that delivery of credit services to the poor either for smoothening of consumption or for the income generating activities i.e. 'minimalist approach' has failed in unleashing the micro entrepreneurship among the poor. Hence, as an alternative, the microfinance sector should be redesigned in such a way that it delivers both financial and non-financial services to the poor i.e. a maximalist approach.

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Figure 1: Classification of Various MED Interventions in India



On the other hand, another approach being discussed in the context of organisational structure is contingency approach, which suggests that these approaches are context specific and more dependent on local providers. There is no one best type of linked service delivery, but that the circumstances of local providers and their markets will determine which approach is appropriate. Drazin & Van de Ven (1985) have pointed out that while contingency theories have dominated the organisational design and performance literature, they have been hampered by persistent theoretical and methodological problems.

Based on the above survey of various organisations, the approaches adopted can be broadly classified into three categories namely, building human capital approach, financial system approach, and holistic approach. These approaches are discussed below.

Building Human Capital Approach

The organisations following this approach believe that skill is the major hindrance for poor to start their own ventures and so, they choose to provide training for capacity building of the poor with an assumption that with proper training and capacity building poor people will be able to start and run their enterprises.

Financial System Approach

Organisations following this approach believe that poor have enough skills but the major constraint which restricts them is capital and so, they prefer to provide financial services to the poor for MED.

Holistic Approach

Some organisations believe that poor neither have skills nor they have capital. For starting new ventures they need a variety of supports. Neither training, nor capital alone will work. So, they adopt a holistic approach to promote new ventures. Provision of various Business development services fall under the category of holistic approach.

Figure 1 depicts these approaches, their focus and main instruments adopted by the organisation under these approaches.

METHODOLOGY

Numerous programmes have been launched for promoting microenterprises across world. They adopted various approaches for their implementations in the field. Some achieved a high degree of success but some could not. The question arises: what are the reasons for some interventions being successful in promoting microenterprise whereas some are not? To explore this basic question the proposed study tries to examine various aspects of microenterprise development interventions like rationale of adopting a particular approach, their strengths and weaknesses, their process of planning and implementation, effectiveness of approaches, reasons for success and failure, issues and challenges, and strategy for formulation of programme. The objectives of the study are

- To understand the rationales for adopting varied approaches for MED, namely, Building Human Capital, Financial System and Holistic Approach
- To understand the designs and processes of implementation of MED interventions
- To analyses the comparative strengths and weaknesses of these approaches being adopted for MED

This study involved examination of various organisational approaches to be studied in their particular context using

multiple sources of data i.e. qualitative, quantitative and researcher's observation. Unit of analysis is the microenterprise development intervention of the selected organisations. The study adopted a case study method of research and collected qualitative data in the form of a semi structured questionnaires. For selection of cases in the first phase, a purposive sampling method was adopted. Maharashtra state was selected after a scanning of MED interventions. Selection of organisations in that state was done on various criteria like approaches, scale, age of organisation and consent for the study. Organisational staffs were selected for interaction at planning and implementation level. All available and relevant documents of the cases studied. The data was collected from 60 respondents across various organisations. Four organisations adopting various approaches have been selected from Maharashtra. Profile of selected organisations is given in the Table 1.

MITCON

MITCON is basically a technical consultancy organisation (TCO). MITCON provides total consultancy and training services to existing & new entrepreneurs covering diverse industry sectors. Agribusiness and microenterprise remains a major focus area of MITCON. The organisation conducts several Entrepreneurship Development Programmes (EDPs) for promoting microenterprises. MITCON is identified as a nodal agency for conducting various training programmes of Central and State Government in Maharashtra. The Micro Enterprises & Entrepreneurship Development division was started in 1984. This division is developing a large number of entrepreneurs through training, counseling & information dissemination. They have 100 Enterprise Trainer - Facilitators working in seven regions of all districts of Maharashtra and Goa. For promoting microenterprise a well-defined procedure is followed. All the training programmes are focused towards developing attitude, skill & imparting knowledge.

Table 1: Profile of Selected Organisations

Particulars	MITCON	GMSS	MAVIM	MITTRA
Nature of Organisation	ISO 9001-2000 company (Profit making)	Societies registration Act 1860 and Bombay public trust Act 1950	Section 25 of the Company's Act as a 'not for profit' company (Government undertaking)	Non-profit, Public Charitable Trust
Establishment Year	1982	1993	1975	1992
Services	Consultancy & training services to existing & new entrepreneurs	Microfinance services through SHG, As an MFI	Economic empowerment Through microfinance (SHG bank linkage)	Holistic services for development
Presence	All districts of Maharashtra	Khed, Junnar & Ambegaon Talukas of Pune District	All districts of Maharashtra	26 districts of Maharashtra

GMSS

GMSS is a SHG federation promoted by Chaitanya. With a beginning with 14 SHGs in 1991, it reached upto 465 groups by the end of March 2007 in two Blocks of Pune districts- Khed and Ambegaon. The organisation coordinates with SHGs through a middle level organisation of 5-30 SHGs i.e. cluster (Bhirdikar & Shylendra, 2007). Most of the SHGs take up agriculture based livelihood. The federation provides both consumption as well production loan to its members. Loans are also provided for the purpose of insurance. Dairying and small business loans constituted more than 50 per cent of the total loan amount disbursed by the federation.

Federation also facilitates various saving products to the members like regular saving, excess saving and fixed deposits. The federation also provides various capacity building services to the SHGs. The federation collects Rs. 100/ month from each SHG and Rs. 2/- from each member as a membership fee. This collected money is used for the purpose of loan disbursement to the SHGs by federation. Federation provides an interest of 4 percent per annum to the SHGs on their deposits. Interest rate for lending is kept at 18 percent. Income from the loan disbursement is used for bearing the expenses of the federation. The federation repayment has got a repayment rate of more than 95 percent.

Mahila Arthik Vikas Mahamandal (MAVIM)

MAVIM is the State Women's Development Corporation of Maharashtra. The major focus of the organisation is economic empowerment of women. Presently, the organisation has 55,000 SHGs in 13000 villages of 332 Blocks in Maharashtra. Focus of the organisation is completely on rural areas.

The organisation has a project from International Food and Agriculture Development Department (IFAD) on promoting sustainable livelihoods. The project is named as *Tejaswini* Maharashtra Rural Women Empowerment and will run for four years. The project has four major components: Building grass-roots institutions, Livelihood, Microfinance and Women Empowerment.

MITTRA

In 1967 *Bharatiya* Agro Industries Foundation (BAIF) was established by Manibhai Desai. BAIF and its associate organisations implement various programmes in more than 45,000 villages in Maharashtra, Karnataka, Andhra Pradesh, Uttar Pradesh, Uttarakhand, Bihar, Gujarat, Rajasthan, Madhya Pradesh, West Bengal, Orissa, and Jharkhand. BAIF has promoted a separate organisation in each state to take up its activities for rural families in a more decentralized manner. The organisation in Maharashtra is named as Maharashtra

Table 2: Rationale, Structure and Design of Interventions

Particular	Building Human Capital (MITCON)	Financial System		Holistic MITTRA
		(MFI) GMSS	(Government) MAVIM	
Rationale	Budding micro-entrepreneurs need skill	Marginalisation of rural women can be addressed by building their capacities through effective financial services	Economic empowerment is key to women empowerment	Disadvantaged sections of society need holistic support.
Structure	3 level structures: Head office, branch office and area office. Head office has several divisions acting as a strategy business unit (SBU).	3 tier structure: member, representative members at cluster and representative members at federation	2 level structure: head office and district office. District office is the main implementation unit.	Several Hierarchy but lacks bureaucracy, Smallest implementation unit is block and work as an independent unit.
Design				
a. Selection of village	Area assessment survey at district level	Poor household lacking financial services, Extent of poverty, Near to existing work	Village with larger number of weaker section and poor households	Baseline survey and Block data (Land records and BPL status)
b. Selection of participants	Participants approach themselves and selected through Interview	Poor in need of financial services and willing to join organisation	Conducts own PRA and wealth ranking to determine poor.	Categorisation of poor in the village is done along with CBOs

Source: Based on primary data collected from the organisations

Institute for Technology Transfer in Rural Areas (MITTRA).

MITTRA implements comprehensive rural development programmes in 22 districts of Maharashtra. The headquarters of the organisation is located at Nasik.

The study has adopted comparative analysis method. Intra and inter case analysis have been carried out. Qualitative data was analyzed for the understanding of design and implementation of interventions and factors influencing their performance by content analysis.

APPROACH, DESIGN AND PROCESS OF IMPLEMENTATION

For the study, four different organisations adopting three different approaches were taken. This section makes an attempt to compare these approaches in terms of their rationale, design, approach, strategy, and their process of implementation

Rationale, Design, Approach, and Strategy

Four organisations studied were GMSS, MITTRA, MITCON, and MAVIM. Rationale, design, approach, and strategy adopted by these four organisations are discussed in this section. Detailed comparison of these organisations on various parameters is given in the Table 2.

Two of the organisations i.e. MAVIM and GMSS adopt financial system approach because of the belief that in order to address the issues of marginalisation and oppression of

rural women, it is necessary to build their capacities through effective financial services and hence the organisations have adopted a financial system approach for provision of services. GMSS is a non-government MFI whereas, MAVIM is a government supported MFI. However, as a matter of principle, both of the organisations do not believe in exclusive financial services. The aim is to integrate it with social interventions as well so that women can fight against exploitation within the family and outside and use microfinance as a means to achieve its objectives. Both the organisations use SHG formation as the entry point activity in the village. Both the organisations work through field level workers, mainly selected within the village itself.

However, field data showed that largely (87.5 percent) of participants in GMSS received only financial support. Among those who received training mostly received it on strengthening of SHGs and not on microenterprise promotion. In contrast to this, MAVIM provided multiple supports to 32 percent of its participants. These findings support the categorisation of these organisations as following largely the financial system approach. MITTRA provided multiple supports to 85 percent of its participants and was rightly placed as adopting a holistic approach adopting organisation. MITCON only provided training to its participants and fell in the category of building human capital approach. In terms of structure of the organisation largely, the organisation followed 3 tier structures except MITTRA where several hierarchies were found within the organisation. However, despite having several hierarchies it lacked bureaucracy and organisation provided freedom to the field level workers. It was also noted that all the organisations provided freedom

Table 3: Approach and Strategy of these Organisations

Particular	Building Human Capital (MITCON)	Financial System		Holistic MITTRA
		(MFI) GMSS	(Government) MAVIM	
Approach	Building capacities through training Service cost from participants	Microfinance as a mean to achieve its objectives. Provides loans through organisation Higher interest rate Service cost from participants	Microfinance as a means to achieve its objectives. Bank Linkage Lower interest rate Service cost from participants	Organisation provides technology, raw material or any other support required to start an activity rather than providing only finance No service cost from participants.
Strategy	Builds human capital through training, interaction with established entrepreneurs and exposure visits.	SHG formation as the entry point activity, more focus on federation CBOs	SHG formation as the entry point activity, less focus on federation, Formation of VDC CBOs	Promotes enterprise with low risk and low gestation period with family approach CBOs

Source: Based on primary data collected from the organisations

to its field offices for facilitating easy implementation of its interventions.

In terms of selection of villages and participants, it was noted that MAVIM and MITTRA do not rely on official data for selecting their participants as official data of BPL is found to be misleading. These organisations conduct PRA and wealth rankings with the help of villagers and CBOs to identify the poor in the village. CBOs play an important role in identifying the poorest of the poor in the village. MITCON conducted an area assessment survey to identify the suitable trades for designing training interventions. GMSS focuses on poor households in need of financial services for its interventions.

These organisations adopted various approaches and strategies to meet its objectives. Table 3 compares the organisations on the approaches and strategies adopted. About the approaches and strategies of the organisations, it was noted that despite following the financial system approach, MAVIM and GMSS differed in their strategies. GMSS believed in promotion of SHG federation whereas, MAVIM formed a village development council (VDC). It was noted that federation acted largely as a financial intermediary between federation and its members whereas the VDC is formed largely to tackle social issues in the village. This helps the organisation in achieving its objective of empowerment of women. MAVIM did not provide any funds by itself and believed in the concept of bank linkages, whereas GMSS does not adopt the bank linkage approach

and chooses to provide finance on its own. GMSS charges a high interest rate (21 percent) as compared to MAVIM. All other organisations followed an individual based approach for its interventions whereas; MITTRA follows a family based approach for promoting its intervention and showed its approach to be one of holistic development. Further, except MITTRA, all organisations took service costs from participants. Taking service costs for its interventions helps the organisation in achieving self-sufficiency.

Process of Implementation, Monitoring and Follow Up

A good design needs a proper implementation plan for the success of any intervention. Constant feedback, strong monitoring and strict post intervention follow up are the key to success of any intervention. All organisations were compared on these parameters in the Table 4. It was noted in the study that only MITCON chose to go for advertising in newspapers regarding its training interventions. GMSS went for area saturation approach. MAVIM and MITTRA opted for a three tier structure for implementation of its interventions. Both the organisations followed a decentralised structure and district and block was the smallest implementation unit in MAVIM and MITTRA respectively. Sudden visits were the most common monitoring tool. Field level workers and CBOs played an important role in following up the interventions in all organisations except MITCON. MITCON organised

Table 4: Process of Implementation

S. No.	Particular	Building Human Capital (MITCON)	Financial System		Holistic MITTRA
			(MFI) GMSS	(Government) MAVIM	
1.	Implementation	Advertisements in the leading newspapers, Identification of suitable trainers and availability of infrastructure. Trial batches, Based on the feedback, final training intervention.	Process mapping is conducted, Initial research is conducted. Based on the feedback the programme is redesigned, Implementation through cluster incharge, area saturation approach	Scope mapping by Sahyogini, district officer finalizes the annual plan, Advisory committee is formed at state level, programme level and district level, District is smallest implementation unit	3 tier structure: Project advisory team at BAIF headquarter, Project implementation team at MITTRA head office and grass root level workers at village level, Decentralized structure and smallest implementation unit is at taluka level
2.	Feedback	Constant Feedback	Monthly Review meetings	Frequent review meetings	Frequent review meetings at various levels
3.	Monitoring	Monitoring cum Guidance Committee for monitoring, frequent and sudden visits	Cluster incharge monitors group performance	Sudden visits by senior officers to monitor the performance of sahyoginis and Sahyogini monitor the group performance	Block level officers of the organisation help in coordinating and monitoring the activities of field level staffs
4.	Follow up	Six follow up meetings in office	Follow up by field level workers	Follow up by Sahyoginis	Follow up by field level workers and CBOs

Source: Based on primary data collected from the organisations

Table 5: MED Interventions and Their Scale of Operations

S. No.	Particular	Building Human Capital:(MITCON)	Financial System		Holistic: MITTRA
			(MFI) GMSS	(Government) MAVIM	
1.	Type of MED Interventions	Several training interventions	Financial service: Credit, Savings, insurance, Audit Capacity building through training	SHG formation, training for group establishment, bank linkage, employment generation and market linkage.	Awareness building, Training, forward and backward linkages, finance etc.
2.	Outreach and Scale	More than 1 lakh trainees every year. Trained 1,11,438 trainees in the financial year 2007-08.	13500 women members	652137 members, about 59% from SC and ST category. Only women.	1.5 lakh families and 9044 families in ME. Tribal dominated areas.

Source: Based on primary data collected from the organisations

six follow up meetings in the office itself. No follow up for the progress of micro-entrepreneurs was done in the field. This was observed as a major factor in reducing the start-up rate of microenterprises. However, some of the trainees of MITCON were also in the younger age group (below 20 yrs of age) and were not very serious about starting their own enterprises.

GMSS largely relied on its field workers for monitoring the performance of groups. No strict measures were in place for monitoring the performance of field level workers in GMSS. MITTRA organised follow up meetings for field level staff also. In the meetings, the field level staff discussed their problems and the way the team overcome the problems in the field. This discussion was found very useful for the other teams working on the similar kind of issues.

Interventions and their Scale of Operations

MED interventions were the main focus of this study. Attempts were made to compare the MED interventions in the organisations and their scale of operation (Table 5).

In terms of scale, MITCON was the largest organisation. However, they adopt a minimalist approach of providing only training to the participants. In terms of outreach of the organisation, MITCON does not have a special focus on poor and backward people. Other organisations provide special attention to the poor and disadvantaged people. In terms of outreach and scale for microenterprise the performance of MAVIM surpassed other organisations by having a special focus on women. In terms of number of inputs, MITTRA performed better as it provided more than one input to more than 90 percent of its participants followed by MAVIM. Thus, in terms of outreach, scale and number of inputs together, MAVIM performed better than other organisations followed by MITTRA.

FACTORS AFFECTING THE ORGANISATIONAL INTERVENTION

Various factors affecting success of interventions at organisational level are classified as internal and external factors. Data for this section was collected from staff of the organisation at various levels (Table 6).

It is noted that human resource and strong leadership at higher level was considered one of the most important internal factors affecting the performance of interventions. Strong leadership at higher level provides stability to the organisation and helps in developing sustainable interventions e.g. in last 30 years of its operations MITCON has had only 2 Managing Directors which helped the organisation in becoming a profitable. Among external factors, competition from market was one of the common factors mentioned by all organisations except MITCON. This shows that MITCON is not facing much competition in the market representing the fact that not many organisations believe in the concept of only building human capital approach for the purpose of microenterprise development. Field level workers play an important role in the design and implementation of interventions across all these organisations. Hence, the success of the organisational intervention largely depends on the quality and efficiency of its staff. Good human resource management is needed to train its staff and make it more efficient. Thus, HR was identified as one of the most important internal factors affecting the performance of MED.

As these organisations operate in an external environment, existing political conditions are also identified as one of the important factors affecting the performance of MED interventions. All organisations need finance for running their operations. Organisations adopting the financial systems approach mentioned availability of funds as one of the most important external factors affecting the performance of the interventions. As the organisation adopting holistic approach has to depend on external agencies for finance,

Table 6: Factors Affecting Success of Intervention at Organisational Level

Particulars	MITCON	MAVIM	GMSS	MITTRA
Internal	Human Resource (HR) and Strong leadership at higher level.	HR, Strong leadership at higher level and Strong monitoring of programme	Capacity building of staff, Strong leadership at higher level and Relation with donors	HR, Project duration, High quality management system, Constant monitoring and availability of funds.
External	Policy environment	Competition from market, Limited fund from bank in SHG bank linkage programme and political conditions	Availability of funds and Competition from market.	Relation with external agencies, village politics and Competition from market

Source: Based on primary data collected from staff of the organisations

relationship with donors was identified as one of the most important external factors affecting the performance of MED interventions. Similar findings were reported by Edgcomb *et. al.* (2007), which mention that financial factors like efficient fund raising and organisational factors like strong leadership play an important role in making microenterprise development programs sustainable.

SWOT ANALYSIS OF THE ORGANISATIONS

This section makes an attempt to do a SWOT analysis of the organisation for identifying their comparative strengths, weaknesses, threats and opportunities (Table 7).

In terms of its strength for MED, largely MITCON takes fees for its training and its interventions are financially sustainable. Its microenterprises are also generating moderate income, higher as compared to other organisations. However, low start up rate of the microenterprise is one of the most important weaknesses of the organisation, which can be tackled by providing opportunities for access to finance to these micro-entrepreneurs. In terms of threats, it is noted that the organisation has quite a lot of commercial orientation which restricts its focus on poor and vulnerable sections of

the society for its microenterprise development programme. When it comes to the strength of GMSS, it has been noted that community ownership within the organisation is the major strength of the organisation. With its location being in Rajgurunagar (45 km from Pune), the organisation faces locational disadvantages which create problems in getting good people. The organisation needs to train its staff well. It was noted that the organisation has good potential to promote microenterprises. However, recent increase in interest rate poses a threat to the organisation and its microenterprises.

MAVIM enjoys the status of being a government-supported programme. Recently, under one such government initiative programme, the SHGs of MAVIM have been provided with loans at a much lower interest rate (4 percent) than the market interest rate (10-12 percent). However, limited amount of loans through SHG bank linkage is one of the major weaknesses of the organisation. It has a huge SHG base and with some alternate financing, the organisation has a lot of opportunities to promote microenterprise at a large scale. However, its huge SHG base also raises the issues of quality of SHGs as for promotion of income generation activities, the organisation needs strengthened SHGs. Being a government supported organisation and having various government officials on its board, political interference among its interventions are one of the potential threats for

Table 7: Swot Analyses of the Organisations

Particulars	MITCON	GMSS	MAVIM	MITTRA
Strengths	Financially sustainable, Income generation higher	Community Ownership	Huge SHG base, Benefits of government programmes	Working with poorest, Multiplesupport, large staff base, remote presence
Weaknesses	Low start up rate of enterprise	Training for staff, Locational Disadvantage	Limited loan amount	Low scale of business
Opportunities	Linkage for finance	Potential for ME	Potential for ME with alternative financing	Utilisation of SHG funds
Threats	Commercial orientation and less focus on poor	Increased interest rate	Quality of SHG, Political interference	No service cost, Subsidy based

Source: Based on primary data collected from the organisations

the growth of the SHGs and microenterprises. In MIITRA, its outreach to the poor, large staff base and remote presence are its major strengths. However, the microenterprises of the organisations are quite low in scale and need to improve on this aspect for sustainable growth of its microenterprises. It was noted that the SHG of the organisations does not utilize its funds for taking up microenterprises. Proper utilisation of funds for microenterprises will provide lot of opportunities for its microenterprises to be established and expand. The organisation did not take fees for its services and relies heavily on a subsidy which is identified as a potential threat for the organisation.

IMPLICATIONS FOR RESEARCH

Research

In view of the limited research studies on microenterprises, this study makes a useful contribution to this field and can be helpful in providing direction for microenterprise program design besides helping these four organisations in relooking at their programme design and implementation. By bringing comparative analysis of programme design and implementation of these four organisations, this research helps these organisations as well as other organisations working in the area of microenterprise development in evaluating their strength and weaknesses.

CONCLUSION

Microenterprise development programme design is a challenging aspect which is determined by organisational focus and their expertise in the field of microenterprise development. The study concludes that organisations largely follow the approach identified by them with some focus on other support required for establishment or expansion of the microenterprise. Decentralised structure is identified as one of the key factors for a successful programme design and implementation. Adoption of participatory approach also influenced the design and implementation of microenterprise development programmes. In terms of monitoring and follow up, field level follow up of intervention was found as an effective implementation strategy. In addition to the review meetings of senior officials in the organisation, it was also found that regular meetings of field level workers helped them in sharing the field level problems and the ways to overcome them.

Among organisational factors, nature of human resources and strong leadership at higher positions were identified as major internal factors affecting the performance of the interventions. Most of the organisations identified competition from market as one of the key external factors affecting their performance. Organisations (GMSS and MAVIM) adopting financial system approach identified

availability of funds from donors as one of the major external factors affecting the performance of their intervention. Organisational support was identified as the most important success factor for these micro-entrepreneurs. Hence, it can be concluded from the above discussion that organisational interventions in the field of MED is one of the important strategy to promote MED and deal with problems of unemployment and poverty alleviation.

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