

Governance and Management Practices of Self Help Groups in Haryana: A Case Study of Microfinance Programme in Mewat District

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ABSTRACT

This study highlights the functions and structure of Self Help Groups (SHGs) by including many aspects like governance practices and management structure, financial management, financial and organizational sustainability. This paper covers 80 SHGs of Mewat District of Haryana state of India spread over 5 blocks in the district. The selected schemes for this purpose are MDA & SGSY. The study also recommended some steps to be taken by SHGs and implementing agencies for the welfare of SHGs and its members as well as for the better performance of the group. It includes promotion of literacy among members, regularities in meetings, proper monitoring, compulsory income generating activities, maintenance of books and registers and focus on qualitative terms than on quantity of groups.

Keywords: *Microfinance, SHG, MDA, SGSY, Governance and Management*

INTRODUCTION

Self Help Groups (SHGs) are a voluntary and informal association of 10-20 persons, registered or unregistered, having same socio-economic background that come together for collection of savings. They deposit the collected amount in bank and conduct meetings regularly. These members also engage themselves in any economic activities. A Self Help Groups may consist of all male members, all female members and both. Members can avail banking and credit facilities from bank and group without any

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collateral security. Only one member from each household can be the member of the Self Help Groups.

SHG as a bunch of twenty or less members from same socio-economic background who are willing to get together for resolving their common issues. They create savings on regular basis and use this collected savings to meet fixed costs loans of their members. The method benefitted them to fulfill the necessities of economic intercession with primlisation of wants, setting self-determined terms for compensation and keeping records and books. It additionally helps to maintain money discipline with creditworthiness that encourages banks to give loans in multiples of their collected money without any collateral security. SHG uses the savings of the members for disposition basis. It's common for SHGs to work with NGOs. Wherever the NGOs will support the SHG by serving as a backbone and support various alternative social functions for example health, education etc or by serving to the SHG to usher in external capital - NABARD.

SELF HELP GROUPS (SHGs) IN INDIA

In India, SHGs are very popular in microfinance sector from financial inclusion. There are a range of microfinance models in the country. But, the most and famous used in India is Group based model which includes Self Help Groups (SHGs) Model and Grameen Bank Model. Many organizations and agencies are working on the basis of SHGs Model through various schemes and programmes in India. SHG Model is the most important out of all models. It gives main emphasize on credit and savings activities. NABARD, NGOs and various schemes and programmes initiated by Government of India are working on the basis of SHG model. Microfinance sector is featured by many types of microfinance services providers, these are NABARD, SIDBI and government owned societies like RRBs, Commercial Banks, RMK, cooperative societies, formal sector financial institutions, trusts etc. Some private sector banks and international banks are also showing interest in microfinance programme.

In Haryana, there are various schemes of Microfinance like District Rural Development Agency (DRDA), Integrated Rural Development Programme (IRDP), Mewat Area Development Project (MADP), Sampoorna Gramin Rojgar Yojna (SGRY), Mahatma Gandhi National Rural Employment Guarantee theme (MGNREGS) and Non Government Organizations (NGOs).

Microfinance is also supported by different programmes/projects by various departments/agencies like the Women and Child Development Department (WCDD). WCDD has promoted SHGs under the PAGE (Programme for Advancement of Gender Equity) and Swayamsiddha; Japanese project i.e., Aravali promoting by Forest Department; Women's Awareness & Management Academy (WAMA) has also promoted the Swashakti project and Banks are also promoting SHGs under NABARD's SBLP.

DRDA is helping SHGs under SGSY (Swarnjayanti Gram Swarozgar Yojana) and MDA (Mewat Development Agency) is promoting SHGs under IFAD in Mewat. Besides this government agencies and departments and banks, some international/national/regional NGOs are also operating for Microfinance and SHGs. In Haryana, community primarily based organizations are also functioning like SCRIA. In Haryana, SHG-BLP is mainstream of the Indian microfinance scene with 79.6 lakh SHGs which covered over 10.3 crore households saving as on 31 March, 2012. Almost 27% of those SHGs savings are connected through the SGSY programme.

REVIEW OF LITERATURE

Sr. No.	Authors' Name	Objectives	Findings
1.	Kumaran (1997)	To study SHGs functioning in Andhra Pradesh with savings and credit objectives.	The members pooled contribution and used it as a monetary fund to pay out loans on priority.
2.	Satish (2001)	To highlight the problems SHGs were formed which ensured that the socio-economic conditions of the members are improved.	It concluded the need to strengthen the SHGs so that the progress is ensured. It also maintained that the scientific approach with real purpose will guarantee profit the teams.
3.	Kumaran (2002)	To analyze the structure and operations of SHGs which are promoted by different agencies including banks and DRDA (District Rural Development Agency).	The team participated in the monthly conference proactively. Program like flow of credit, loan recovery and financial gain generation were common within the conference. The SHGs which were promoted by NGO's and banks operated with high efficiency in comparison to those promoted by the DRDA.

Sr. No.	Authors' Name	Objectives	Findings
4.	Narayanawamy et al. (2005)	To monitor the functioning of SHGs that comes under the preview of the SGSY theme in any one district in the state of Madras.	Credit needs, boosting socio-economic conditions and financial gain were the main reasons of the members to be a part of the group. The common saving of every group was Rs. 28,000. The utilization of loans varies across Agriculture (24%), Medical Expense (16%), Social Unit Expenses (17%) and micro enterprises (13%). There was a rise in financial gain of Rs. 2000 per month in almost seventy relations which the remaining had a gain of Rs. 1000 to 1500 per month.
5.	Rajasekhar et al. (2007)	To study the SGSY governance and impact in 2 district Betal and Chattarpur in Madhya Pradesh state.	The survey incontestable the absence of coordination between the teams, the Gram panchayats and line departments. The banks were additionally unwilling to increase credit to the SGSY teams.
6.	Batra (2012)	Studied the structure and functioning of SHGs which has varied aspects like governance and general management, monetary management and structure and financial property.	The study known varied issues, like irregularity in conferences, low level of skills and information, absence of larger goals and lack of coaching among the cluster. He additional steered promoting acquirement among members, monitoring, correct organization and management of teams, stress on Social Mobilization and sensitization and capability building.
7.	Mohi Ud Din Sangmi (2016)	Examine the impact of microfinance development and SHGs growth in the Country.	Microfinance under the SGSY program in the country is showing significant impact on socio-economic impact on poor, and to see such impact on the beneficiaries of SHGs in Kashmir valley was the main objective of the present study. The study consequently selected 400 microfinance beneficiaries of SGSY to determine the association and impact of financial access on the beneficiaries.

Sr. No.	Authors' Name	Objectives	Findings
8.	Sharif Mohd (2018)	To study the role of MFIs in development of India.	The study found that number of MFIs taking loan was 256.7% in 2017-18. He further showed the role of microfinance is increasing in urban area also. The loans for IGAs were also increasing.
9.	Samineni and Kandela (2020)	To measure the impact of microfinance program on women empowerment.	The study showed the positive impact of microfinance program on development of women. There are more funds in southern and central region in comparison to eastern. Microfinance can be a great tool for achievement of growth of the country by controlling NPAs.

OBJECTIVES OF THE STUDY

- To highlight the general governance practices and management structure adopted by SHGs.
- To study the financial management practices of the groups.

RESEARCH METHODOLOGY

For sampling, multistage random sampling method was used in this study. For present study, one district which is Mewat was selected from Gurgaon region. Also, the availability of the programmes was identified in the Mewat district. The scheme of MDA and SGSY/NRLM is being implemented across the all the blocks of Mewat district. So, two programmes i.e. MDA and SGSY/NRLM were selected for the survey. At 2nd stage, five blocks from sampled district were selected. Consequently; Nuh, Firojpur Jhirka, Nagina, Punhana and Tauru blocks were selected. After selecting blocks, the list of villages was made with comparatively high numbers and matured SHGs. Through, geographical clustering exercise, villages were selected randomly and total of eighty (80) SHGs were taken from all blocks of Mewat. A random purposive sampling technique was applied to select SHGs. For this purpose, separate list of all SHGs under SGSY and MDA was made. From all members in the list, only those SHGs were selected which had working for atleast 3 years as on 31st December,

2013. In this way, out of total selected credit linked SHGs, 60 SHGs were selected randomly for the study from MDA and 20 SHGs from SGSY. Dysfunctional SHGs under MDA and SGSY were not considered in this study. SHG members were selected randomly. Total 320 respondents were selected as final sample. From each group, total 4 members including one group leader (President/Secretary/Cashier/Treasurer) and 3 ordinary members were selected randomly.

The study is empirical in nature mainly based on primary data collected through survey method. The study used primary data and secondary data. The primary data was collected through field surveys (Interview schedule) from participants sample household. The information has been gathered with the help of discussions with officers of organizations like DRDA, MDA, NABARD etc., NGOs and Banks & government agencies.

RESULTS AND DISCUSSIONS

Profile of Sampled Self Help Groups

In the study, 80 SHGs were selected in total. These groups are promoted by two major scheme implemented in Mewat district i.e. MDA and SGSY/NRLM. Out of total 80 groups, 60 groups were selected of MDA and 20 of SGSY from all the blocks of Mewat district. The average age of all SHGs was 4.95 years. The average age of groups under MDA was 5.4 years. Under the SGSY programme was 4.5 years. Mostly group was working more than 4 years. The average number of members per SHG¹ was 10.8 which includes 11.2 in MDA and 10.4 in SGSY. It means that all the groups had near about 10 members. The details of selected groups are given in Table 1.

Table 1: Profile of Sampled SHGs

Particulars	MDA	SGSY	Total
No. of Sample SHGs	60(75.00)	20(25.00)	80(100.00)
Average Age of Group	5.4	4.5	4.95
Average No. of the Group Members	11.2	10.4	10.8

Source: Computed from Survey Data.

Note: Figures given in parenthesis show percentage.

¹ The size of group under both MDA and SGSY fit to the ideal size of SHG i.e. 10-15 members in a group for effective functioning. From each family, only one person can become the member of SHG.

Structure of Group

The caste structure of the SHGs was different under MDA and SGSY. In MDA, 32 groups had same caste members while 28 groups had members of different caste. In case of SGSY, 8 groups are belonged to same caste members and 12 groups have different caste members. In total, 50% groups were related to same caste and 50% to different caste. It shows that in all groups members were belonged to different caste (Table 2).

Table 2: Structure of Group

Particulars	MDA	SGSY	Total
Same Caste	32(53.33)	8(40.00)	40(50.00)
Different Caste	28(46.67)	12(60.00)	40(50.00)
Total	60(100.00)	20(100.00)	80(100.00)

Source: Computed from Survey Data.

Note: Figures given in parenthesis show percentage.

Organizational Sustainability of Groups

In this, an survey of the performance of the SHGs in Mewat has been attempted. Table 3 shows the dropping out status of group in MDA and SGSY. The success of any group depends upon the stability and financially viability in the group. The members of the SHGs should be from same socio economic background so that they can agree to each other on the issue regarding the SHGs. In all SHGs, 25% groups had no changes in its size and in 22.50% groups, members were increased. While 52.50% groups reported drop out by members. In comparison to SGSY, in MDA drop out was higher. In MDA, 65% groups reported drop out which followed by SGSY i.e. 15%. During the survey, we didn't find any such group in which some new members joined the existed group and old members left the same group. And members were increased in the SHGs of Nuh Block.

The most important reason behind the drop out by members was unable to contribute to savings (40.48%) which followed by members couldn't repay loan, members were not sincere, members have problem with each other, members were not happy with group approach, some members left their villages and family problem. Under MDA, mostly members left the group due to less money available to contribute savings. Any other reason includes book keeping problem. In SGSY, members left group only because of problems related to savings and repayment of loan (Table 3).

Table 3: Organizational Sustainability of Groups

Particulars	MDA	SGSY	Total
Group Size Stable ²	13(21.67)	7(35.00)	20(25.00)
Group Size Increased	8(13.33)	10(50.00)	18(22.50)
Group Size Decreased	39(65.00)	3(15.00)	42(52.50)
Reasons for Members Dropping Out			
Left the Village	2(8)	0(0.00)	2(4.76)
Unable to Contribute the Savings	15(38.46)	2(66.67)	17(40.48)
Not Happy with Group Approach	2(7)	0(0.00)	2(4.76)
Have Problems with Members	3(7.69)	0(0.00)	3(7.14)
Family Problems	1(2.56)	0(0.00)	1(2.38)
Not sincere Members	4(10.26)	0(0.00)	4(9.52)
Couldn't Repay Loan	7(17.95)	1(33.33)	8(19.05)
Any other	5(12.82)	0(0.00)	5(11.90)

Source: Computed from Survey Data.

Note: Figures given in parenthesis show percentage.

Governance and General Management Practices

Only a good leader can manage and lead the whole group properly and sustainably. So, how the group leader is selected is explained through this table. It provides information about selection of group leader in MDA and SGSY. It is observed from the table that in all groups (100%), leader was selected through all members together by consultation to each other and with mutual understanding. In MDA and SGSY also, group leader was selected by the all members together in all surveyed groups (Table 4).

It is also necessary that there should be rotation in leadership in the groups. It helps in controlling the dominating factor among members and each and every member get chance to gain experiences which help them to learn new things. In our sample, all the groups (100%) rotated their leader (Table 4).

Table 4 shows the status of conducting meeting in the groups. Meetings are only platform where all members can interact to each other. Through meetings they can discuss about the issues regarding the SHGs, training, Income generating activities, repayment of loan, collection of savings, division of loan etc. Conducting of Meeting is an important step after the formation of a group. Out of total, 81.25% groups were having

² There was no such group found in which some members left the group and some new members joined the group.

regular meetings. Under MDA, majority of groups (86.67%) were having regular meetings while in SGSY, only 65% groups were reported regular meetings. Meetings were called by the President/Group Leader, group secretary, NGOs and members. In MDA, in mostly groups (56.67%), meetings was called by Group Leader/President which followed by NGOs and members. In SGSY, in 40% cases by group leader/President, in 20% cases by secretary, in 25% cases by members and in 15% cases by NGOs. In majority of group, meetings were conducting on monthly basis. But, there was some cases also in which meetings were called before fixed interval whenever member felt need to interact about any issue. Overall, in 31.25% groups all members attended the meetings. The percentage of members in group attended the meetings was 35% in case of MDA and 20% in SGSY.

Table 4 also shows the status of the information given by members regarding their absence in meetings. In our survey, 93.75% group intimated in advance about their absence. Under MDA, majority of groups (96.67%) intimated in advance about their absence which followed by SGSY i.e. 85% of groups. In all surveyed groups, there was not any fine imposed on members by SHGs or officials for not attending the SHGs' meetings. In all the SHGs surveyed (100%), attendance register was maintained by the groups to record the presence of members in meetings. As regard to preside the SHG's meetings; in 78.75% groups out of total SHGs surveyed, meetings was presided by the SHG's Leader/Secretary/President and only in 21.25% groups, meetings was presided by the NGOs/Book-keeper. Under MDA, in 76.67% SHGs meetings was presided by the SHG's Leader/Secretary/President and in 23.33% cases NGOs/Book-keeper presided the group's meetings. While in SGSY, in mostly cases (85%) meetings was presided by the SHG's Leader/Secretary/President.

As far as decision making undertaken in the SHG was concerned, in majority of groups i.e. 81.25% decisions was taken by the all members of the SHG together by the mutual discussion. But in some cases when there were conflicts among members regarding different issues then SHG's Leader/Secretary/President played a greater role in the decision making. Programme wise, decisions were also taken by consensus during the meetings after the discussion with each other in almost cases. There was no big difference between these two programmes. These decisions were related to the general management and organization practices, loan disbursement, repayment system, IGAs, collection of savings, dealing with defaulters, fixation of interest rate etc. (Table 4).

In order to know about the agenda of meetings; in all 80 groups, agenda was not prepared in advance before conduction of meetings. Table 4 also shows the issues discussed in the meetings. Out of total 80 SHGs, all groups claimed that discussion on savings issues, credit lending issues, repayment issues were the most important agenda which followed by the Education of Children (93.75%), IGAs (76.25%), Health & Sanitation (57.50%), and social issues (45%), Local development issues (22.50%) and Marketing of products (5%). As regard the agenda of SHGs under different programmes was concerned, collected data shows that in all SHGs, the main and common issues which were discussed under both programmes were credit, savings and repayment issues. It was followed by the issues regarding IGAs, social issues and education of children. The issues like health and sanitation, local development problems and marketing of products were least discussed under the both programmes. As regard to raising voice in the meetings related to the issues and problem of members, in all 100% cases members raised their voice in the SHG's meetings about the problem faced by them.

In SHGs, conflicts arise due to many reasons among members. Sometimes, with the help of necessary and timely action taken by group and agencies' officials up to an extent minor conflicts can be resolved. Table 4 shows that in 63.75% groups there were conflicts among members. In comparison to SGSY, in MDA majority of group reported the conflicts in their groups. As regard to type of conflicts aroused among members, in mostly groups (60.78%) the main reason behind it was problems related to repayment and book keeping which followed by loan/borrowings problems and different interest of members. Under MDA, in 34.10% groups the reason for the conflicts was loans and borrowings, in 54.54% due to repayment and book keeping and in 11.36% conflicts aroused due to different interest of members. In SGSY, in all groups (100%) conflicts aroused because of repayment and book keeping problems. Further table also indicates that the majority of respondents (78.43%) were of the opinion that conflicts were resolved by the SHG members themselves. About 11.76% of respondents said that the leaders/President/Secretary resolved the conflicts and the remaining 9.81% indicated the involvement of higher authority in resolution of conflicts among members. In conflict management, there was slight within the programme. Under MDA, 79.55% groups claimed that they resolved their issues themselves followed by the Group Leader/President/Secretary (13.63%) and higher authority (6.82%). In SGSY, in majority of groups (71.43%), conflicts were resolved by the member themselves and in remaining 28.57% cases higher authorities resolved the conflict among members.

Table 4: Governance and General Management Practices

Particulars	MDA	SGSY	Total
System of Selecting Group Leader			
Elected by All members	60(100.00)	20(100.00)	80(100.00)
Nomination	0(0.00)	0(0.00)	0(0.00)
Appointed by NGOs	0(0.00)	0(0.00)	0(0.00)
Rotation in Leadership in Group			
Yes	60(100.00)	20(100.00)	80(100.00)
No	0(0.00)	0(0.00)	0(0.00)
Meetings			
Regular	52(86.67)	13(65.00)	65(81.25)
Irregular	8(13.33)	7(35.00)	15(18.75)
Call for Meetings			
By Group Leader/ President	34(56.67)	8(40.00)	42(52.50)
By Group Secretary	0(0.00)	4(20.00)	4(5.00)
Members	12(20.00)	5(25.00)	17(21.25)
NGOs	14(23.33)	3(15.00)	17(21.25)
Frequency of Group Meetings			
Weekly	0(0.00)	0(0.00)	0(0.00)
Fortnightly	0(0.00)	0(0.00)	0(0.00)
Monthly	52(86.67)	13(65.00)	65(81.25)
Irregular (whenever required)	8(13.33)	7(35.00)	15(18.75)
Members Attending Meetings			
All Members	21(35.00)	4(20.00)	25(31.25)
Few Members	39(65.00)	16(80.00)	55(68.75)
Advance Intimation of Absence in Meeting			
Yes	58(96.67)	17(85.00)	75(93.75)
No	2(3.33)	3(15.00)	5(6.25)
Fine for not Attending Meetings			
Yes	0(0.00)	0(0.00)	0(0.00)
No	60(100.00)	20(100.00)	80(100.00)
Attendance Register Maintained			
Yes	60(100.00)	20(100.00)	80(100.00)
No	0(0.00)	0(0.00)	0(0.00)
Who Presides over the Meetings			
Group Leader/Secretary/President	46(76.67)	17(85.00)	63(78.75)
All Members Together	0(0.00)	0(0.00)	0(0.00)

Particulars	MDA	SGSY	Total
NGOs/ Book-keeper	14(23.33)	3(15.00)	17(21.25)
Decision Making within the Group			
Group Leader/Secretary/President	11(18.33)	4(20.00)	15(18.75)
NGOs	0(0.00)	0(0.00)	0(0.00)
Government Officials	0(0.00)	0(0.00)	0(0.00)
All Members Together	49(81.67)	16(80.00)	65(81.25)
Agenda Prepared Before Meeting			
Yes	0(0.00)	0(0.00)	0(0.00)
No	60(100.00)	20(100.00)	80(100.00)
Issues Discuss in Meetings of SHGs			
Saving Issues	60(100.00)	20(100.00)	80(100.00)
Credit Lending Issues	60(100.00)	20(100.00)	80(100.00)
Repayment Issues	60(100.00)	20(100.00)	80(100.00)
Income Generating Activities (IGAs)	44(73.33)	17(85.00)	61(76.25)
Health & Sanitation	28(46.66)	18(90.00)	46(57.50)
Local Political Issues	0(0.00)	0(0.00)	0(0.00)
Education of Children	57(95.00)	18(90.00)	75(93.75)
Local Development Problems	14(23.33)	4(20.00)	18(22.50)
Marketing of Products	0(0.00)	4(20.00)	4(5.00)
Social Issues	23(38.33)	13(65.00)	36(45.00)
Raising of Voice by Members			
Yes	60(100.00)	20(100.00)	80(100.00)
No	0(0.00)	0(0.00)	0(0.00)
Conflicts in the Groups			
Yes	44(73.33)	7(35.00)	51(63.75)
No	16(26.67)	13(65.00)	29(36.25)
Types of Conflicts			
Related to Loan/Borrowings	15(34.10)	0(0.00)	15(29.41)
Related to Repayment/Book-keeping	24(54.54)	7(100.00)	31(60.78)
Regarding Different Interest	5(11.36)	0(0.00)	5(9.81)
Management of Conflicts in Groups			
By SHG Members	35(79.55)	5(71.43)	40(78.43)
By Leader/President/Secretary	6(13.63)	0(0.00)	6(11.76)
By Higher Authority	3(6.82)	2(28.57)	5(9.81)

Source: Computed from Survey Data.

Note: Figures given in parenthesis show percentage.

Financial Management and Practices

SHGs have also to maintain and update the number of documents. The proper maintenance of accounts and documents lead to success of the group. In all the groups (100%), books and registers were maintained. In MDA and SGSY both also, there were proper maintenance of books, accounts, registers and documents in the all groups. In our survey, it was observed that in both programme, all groups maintained Attendance Cum Minutes Book, Meetings/Proceeding Register, Saving Register, Loan Ledger and Bank Passbook. There was not any group which maintained the overdue ledger while cash receipts and payments register were maintained by MDA groups only. In all groups, in 63.75% of cases, accounts were maintained by the Group Leader/President/Secretary. In 23.75% of cases, it was found that member maintained the accounts and registers themselves. It was followed by Hired person and NGOs workers. In MDA, in 58.33% of cases, accounts were maintained by Group Leader/President/Secretary which followed by members of SHG (25%), hired person (10%) and NGOs workers (6.67%). In SGSY, accounts and documents were maintained by members (20%) and Group Leader/President/Secretary (80%) only. Sometimes, members have taken the help of their educated children and other family members (Table 5).

To contribute saving in the group is one of the basic principle of SHGs. SHGs inspire and motivate people to do savings whatever they can. Even very poor people also try for this under the group. SHGs' members have to save any amount according to their convenience periodically. Table 5 shows the amount of savings and periodicity of savings activities by SHG's members for both programmes. Mostly SHGs preferred savings on monthly basis and each SHG fixes a fix amount as compulsory savings. In this study, average monthly saving per member was Rs. 125. However, there were variations between the two programmes. In MDA, average monthly saving was Rs. 150 and in SGSY³ it was Rs. 100. In all surveyed groups, the distribution of SHGs by periodicity of savings was done on monthly basis. Further, table also gave information about change in saving amount among members. In all groups, in 55% cases, members changed their savings amount⁴. Programme wise also, there was changes in amount of savings by members. In MDA, members started savings

³ There are some groups in which saving amount is less than and more than Rs. 100. But in our all sampled SHGs, the saving amount was Rs. 100 monthly.

⁴ Under MDA, initially saving amount was Rs. 10 then it varied to Rs. 50, 100, 200 and 500 also. In SGSY, initial saving amount was Rs. 20 at the time of formation of SHG. It also varied to Rs. 50, 100, 150, 200.

from Rs. 50 and in SGSY; the initial savings was Rs. 10 when the SHGs were formed. Also in all groups, in 55% of cases, members revised their savings amount. In MDA, about 63.33% of group revised their saving amount while in SGSY; only 30% of group revised their saving amount.

As far-off as the frequency of group's loan was concerned, the highest frequency was in SGSY (3.1) which followed by MDA (2.5). The average interest rate charged by SHGs was about 24% per annum in MDA and 12% per annum in SGSY (Table 5).

Table 5: Financial Management and Practices

Particulars	MDA	SGSY	Total
Maintenance of Books & Registers			
Yes	60(100.00)	20(100.00)	80(100.00)
No	0(0.00)	0(0.00)	0(0.00)
Records Maintained by the SHGs			
Attendance Cum Minutes Book	60(100.00)	20(100.00)	80(100.00)
Meetings/Proceeding Register	60(100.00)	20(100.00)	80(100.00)
Saving Register	60(100.00)	20(100.00)	80(100.00)
Loan Ledger	60(100.00)	20(100.00)	80(100.00)
Bank Passbook	60(100.00)	20(100.00)	80(100.00)
Overdue Ledger	0(0.00)	0(0.00)	0(0.00)
Cash Receipts and Payment Register	32(53.33)	0(0.00)	32(40.00)
Maintenance of Accounts			
By Group Leader/President/Secretary	35(58.33)	16(80.00)	51(63.75)
Member	15(25.00)	4(20.00)	19(23.75)
Hired Person	6(10.00)	0(0.00)	6(7.50)
NGOs' Workers	4(6.67)	0(0.00)	4(5.00)
Saving & Lending Activities of SHGs' Members			
Average Saving Amount Per Month (Rs.)	150	100	125
Distribution of SHGs by Periodicity of Savings			
Fortnightly	0(0.00)	0(0.00)	0(0.00)
Monthly	60(100.00)	20(100.00)	80(100.00)
Change in Saving Amount			
Yes	38(63.33)	6(30.00)	44(55.00)
No	22(36.67)	14(70.00)	36(45.00)

Particulars	MDA	SGSY	Total
SHGs which have Revised Minimum Saving			
Yes	38(63.33)	6(30.00)	44(55.00)
No	22(36.67)	14(70.00)	36(45.00)
Average Frequency of Group Loan	2.5	3.1	2.8
Interest Rate Charged by SHG (% P.A.)	24	12	18

Source: Computed from Survey Data.

Note: Figures given in parenthesis show percentage.

Financial Sustainability of SHGs

The financial sustainability of the SHGs depends upon the loan disbursement, inter-loaning in the group and repayment schedule of group and bank loan. As Table 6 indicates that in 86.25% of groups, loans were sanctioned according to the requirement of the members which followed by the loan disbursed on the basis of savings (8.75%) and on equal basis (5%). Programme wise, in MDA, in 88.33% of cases, loan was given according to the requirements and in SGSY, it was in 80% of groups. As far as inter-loaning was concerned, in all groups, in 100% of cases, there was inter-loaning in the groups. Further, it is necessary for the success of SHGs that there should be timely and regularly repayment of interest rate and loan amount so that SHG can grant more and big loan to all other needy members. Table 6 shows that the group loan was repaid regularly in MDA (93.33%) followed by SGSY (70%). In case of Bank/MFI loans repayments the trend were different. As in MDA, it was 86.67% while in SGSY, only 38.89% of groups repaid loan regularly.

Table 6: Financial Sustainability of SHGs

Particulars	MDA	SGSY	Total
Criteria for Dividing Group Loans			
On the Basis of Savings	7(11.67)	0(0.00)	7(8.75)
Equally	0(0.00)	4(20.00)	4(5.00)
According to Requirements	53(88.33)	16(80.00)	69(86.25)
Inter-Loaning in Group			
Yes	60(100.00)	20(100.00)	80(100.00)
No	0(0.00)	0(0.00)	0(0.00)

Particulars	MDA	SGSY	Total
Repayment Schedule⁵			
Group Loan			
Regular	56(93.33)	14(70.00)	70(87.50)
Irregular	4(6.67)	6(30.00)	10(12.50)
Bank/MFI Loan			
Regular	52(86.67)	7(38.89)	59(75.64)
Irregular	8(13.33)	11(61.11) ⁶	19(24.36)

Source: Computed from Survey Data.

Note: Figures given in parenthesis show percentage.

Credit Plus Benefits and Networking

Besides credit and savings benefits, there are so many other benefits provided by the SHGs like health, sanitation, education, IGAs, family planning, networking among SHGs etc. The survey shows that 71.25% of groups participated in other activities. The study found that in case of MDA, about 75.61% of groups benefited by IGAs which followed by the child care & nutrition related activities (46.34%), literacy and educational activities (29.27%) and family planning (14.63%). In SGSY, members were benefited by the IGAs (66.67%) and child care & nutrition related activities (50%) only (Table 7).

Table 7: Credit Plus Benefits and Networking

Particulars	MDA	SGSY	Total
Participation in Other Activities			
Yes	41(68.33)	6(30.00)	57(71.25)
No	19(31.66)	14(70.00)	23(28.75)
Activities Other than Credit & Savings			
Income Generating Activities (IGAs)	31(75.61)	4(66.67)	35(61.40)
Networking Between SHGs	2(4.88)	0(0.00)	2(35.09)
Formation of SHG Federation	4(9.76)	0(0.00)	4(7.02)
Family Planning	6(14.63)	0(0.00)	6(10.53)
Occupational & Skill Training	3(7.32)	2(33.33)	5(8.77)
Literacy and Educational Activities	12(29.27)	0(0.00)	12(21.05)
Child Care & Nutrition Related Activities	19(46.34)	3(50.00)	22(38.60)

Source: Computed from Survey Data.

Note: Figures given in parenthesis show percentage.

⁵ There are some groups in which saving amount is less than and more than Rs. 100. But in our all sampled SHGs, the saving amount was Rs. 100 monthly.

⁶ Under MDA, initially saving amount was Rs. 10 then it varied to Rs. 50, 100, 200 and 500 also. In SGSY, initial saving amount was Rs. 20 at the time of formation of SHG. It also varied to Rs. 50, 100, 150, 200.

Training of SHGs' Members

SHGs also impart training regarding the various issues to enhance the skills and capabilities of the members and to make them able to earn their livelihood. It provides financial skills, entrepreneurial skills, technical knowhow regarding IGAs, marketing skills and communication skills. Table 8 shows that in all 80 groups, members attained training programmes. As far as the content of training programme was concerned, in all groups, training was imparted about the conduction of meetings, maintenance of records and knowledge of banking operations. But less number of Members of SHGs was attained training regarding the IGAs, sanitation & hygiene, knowledge about marketing linkage and social issues. In both programmes, large numbers of members was received training about the awareness and knowledge of financial management. In case of MDA, training programmes were organized by NGOs activist and representatives in all surveyed groups. But in SGSY, training was imparted through NGOs activist and representatives, government officials and resource person/Banks also. Further, in all groups, members were satisfied with the training programme and all the sampled groups were reported that training programme was useful for them in enhancing their skills.

Table 8: Training of SHGs' Members

Particulars	MDA	SGSY	Total
Any Training/Orientation/Exposure Programme			
Yes	60(100.00)	20(100.00)	80(100.00)
No	0(0.00)	0(0.00)	0(0.00)
Content of Training Programme			
Conduction of Meetings	60(100.00)	20(100.00)	80(100.00)
Maintenance of Records	60(100.00)	20(100.00)	80(100.00)
Banking Operations	60(100.00)	20(100.00)	80(100.00)
IGAs Skill Development	41(68.33)	9(45.00)	50(62.50)
Sanitation/Health & Hygiene	22(36.67)	2(10.00)	24(30.00)
Marketing Linkage	9(15.00)	0(0.00)	9(11.25)
Financial Literacy & Management	53(88.33)	16(80.00)	69(86.25)
Exposure Tour	20(33.33)	8(40.00)	28(35.00)
Orientation Programme	46(76.67)	12(60.00)	58(72.50)

Particulars	MDA	SGSY	Total
Social Issues	7(11.67)	3(15.00)	10(12.50)
Who Provides Training			
NGOs' Activists and Representatives	60(100.00)	11(55.00)	71(88.75)
Government Officials	0(0.00)	6(30.00)	6(7.5)
Resource Person/Banks	0(0.00)	3(15.00)	3(3.75)
Effect of Training Programme			
Useful	60(100.00)	20(100.00)	80(100.00)
Not Useful	0(0.00)	0(0.00)	0(0.00)

Source: Computed from Survey Data.

Note: Figures given in parenthesis show percentage.

CONCLUSION

The study identifies several issues that are baby-faced by the members at completely different levels. It includes irregular conferences, illiteracy among members, lack of diversification of IGAs, lack of coaching programme, issues with bank officers, flighty behavior of presidency agencies etc. The management and governance practices were average in both programmes. The main problems as stated by leaders and members of the group were irregular meetings and book keeping problem. The entire members of the group had not attended the meetings. The loan amount disbursed to members was more in MDA than SGSY. Members of SHGs had also revised their saving amount. The loan amount was mostly used by member for consumption purpose in comparison to productive purpose. To lift up the quality of poor and rural individuals and to generate employment; financial gain level, it's required to assist members become literate, get better the skills, talent; capability of members, conduct coaching programme for these members and encourage to begin economical activities. For the upliftment of the society in Mewat District, there should be taken some deed for capability edifice, coaching & skill programmes, capital formation, offer of resources etc.

POLICY IMPLICATION

This study will be helpful for various policy makers regarding the schemes of microfinance and government as well. Further, it could be beneficial

for the NGOs and other schemes makers for improving the norms, rules and strategies regarding SHGs.

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