



PERFORMANCE ANALYSIS OF SELF HELP GROUPS IN SOUTHERN HARYANA

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ABSTRACT

SHG Bank Linkage is a win-win micro credit strategy for both Banks and members. Members get an easy access to formal banking system without collaterals and banks overcome the problems of high transaction costs, high default rate and reaching to the bottom of pyramid yet without extra efforts. Though the banking institutions have spread their net wide and penetrated deep in rural India after independence moneylenders still play a major role in providing credit at times of need without any paperwork and hassle. The basic purpose of group based micro credit scheme is alleviation of poverty and women emancipation. It emphasises on self reliance and sufficiency and sustainable development. Further it aims at mobilising people and connecting them with community organisation to overcome hindrances of participation and emancipation. SHGs not only act as a vehicle of micro credit but a platform to inculcate savings habits in the members.

KEYWORDS: *micro credit scheme, poverty, women, costs, Non Performing Assets, employment*

INTRODUCTION

SHG Bank Linkage is a win-win micro credit strategy for both Banks and members. Members get an easy access to formal banking system without collaterals and banks overcome the problems of high transaction costs, high default rate and reaching to the bottom of pyramid yet without extra efforts.

Though the banking institutions have spread their net wide and penetrated deep in rural India after independence moneylenders still play a major role in providing credit at times of need without any paperwork and hassle. The basic purpose of group based micro credit scheme is alleviation of poverty and women emancipation. It emphasises on self reliance and sufficiency and

sustainable development. Further it aims at mobilising people and connecting them with community organisation to overcome hindrances of participation and emancipation. SHGs not only act as a vehicle of micro credit but a platform to inculcate savings habits in the members.

Since it is not cost effective for either of the party to approach Banks for individual micro loans a group approach has been followed for the development of the disadvantaged sections of the society. Sreedhar (2012) has purported that group based approach not only enables the poor to build up capital by way of small savings but additionally enables them to get access to formal credit facilities and mobilization of savings and pursuit



of group enterprise. SHG is a route to promote employment. The study proposes an active human centric and growth oriented poverty alleviation strategy. The SHGs will play a vital role in such strategy. The group mechanism makes them jointly and severally responsible for the repayment of loans. At the same time banks can extend their micro financing activities with the least risk of becoming it an NPA (Non Performing Assets). Micro-finance has been recognised as cost effective device for providing financial services to unreached poor propounding not only meeting in financial needs of rural poor women but also strengthening collective self help capabilities of poor leading to their empowerment (Jana, 2015). Present paper is an attempt to have a deep insight into the performance of Self Help Groups and finding the most and least responsible factors for the performance of these groups.

OBJECTIVES

- ✧ To exhibit the degree of performance of Self Help Groups
- ✧ To explore the factors responsible for better performance of a group.

RESEARCH METHODOLOGY

The proposed study is empirical and is based on Survey Method. In order to collect Primary data through field survey 2 sets of Questionnaires/ interview schedules were developed viz., for Beneficiaries (Group Members) and SHG Leaders. In total, responses from 900 members and 304 group leaders were collected and analysed. 12 indicators of performance have been identified and categorised in 4 categories viz. Group Constitution, Organisational Discipline, Organisational Systems, Financial Management and Performance consisting different performance factors under each of these categories, on a 5 point scale.

As a matter of fact numerous studies have been conducted in southern India as SHG concept has proved a successful strategy for amelioration of poverty and empowerment of women. As it has been observed by Manimekalai and Rajeswari (2001) that to achieve socio-economic empowerment of rural women and to initiate micro enterprises such as farm and non farm activities, trading and service units, SHGs model has helped far enough. It has helped in developing leadership sense, organisational skills, management of various activities of a business, right from acquiring finance, identifying resource management, marketing and suitable diversification to modernisation. Satish (2001) in his study

found that while forming SHGs, the socio-economic homogeneity of the members should be given due consideration. The data had been collected for a period four years i.e. 1997-2000 from Karnataka, Maharashtra and Uttar Pradesh. Formation of SHGs has to be systematic. He has experimented the SHG concept throughout rural India instead of regionally concentrated in the south.

The review of studies pertaining to Microfinance and women empowerment depicts that SHG based micro finance has contributed as a catalyst of the social change and empowerment of poor. As determined by (Nedumaran, Palanisami and Swaminathan 2001) that more than 60% of the SHG members were SC/STs which proves that weaker sections of the society are opting it and benefitting from this concept and they are inclined to social and economic upliftment with the microfinance interventions. An increase in the net income and social conditions of the members has also been noticed. Moreover it has created opportunities for promotion of income generating activities and has enabled them to come above poverty line. There is a geographic/regional concentration of the studies related to microfinance through SHG. Apart from this regional disparity of studies there has been area specific problems in the growth of SHGs as well as found by (Batra 2012) in his study on "Management and Governance of SHG in Rural areas" 90 SHGs have been covered over the 3 sample districts in Haryana and problems concerning management and governance of SHGs like irregularity in meetings, low level of competencies and knowledge, absence of larger goals and absence of training have been identified. There are problems on part of banks for being not able to understand and accommodate the needs of SHGs in Haryana. To empower women and to reduce vulnerability, literacy could be very essential.

There has been a lack of impact assessment studies of SHGs in the north region especially in Haryana so an attempt has been made to balance this regional concentration of the studies related to SHGs.

SOCIO-ECONOMIC PROFILE OF THE SAMPLE SHGs

It is imperative to know the socio-economic credentials of the sample SHGs so that an analysis can be drawn and their performance can be well understood with respect to the indicators of performance.

Table 1: Socio-Economic profile of Self Help Groups

Variables		Frequency	%
Age of the Group (in Years)	Less than 2 years	155	50.98
	2-4 years	67	22.04
	4-6 years	59	19.42
	More than 6 years	23	7.56
Qualification of Group Leaders	Illiterate	2	0.66
	Primary	123	40.46
	Middle	83	27.30
	H Sc and Above	96	31.58
Tenure of Leadership (in Months)	Upto 12	34	11.18
	13-24	69	22.70
	25-36	72	23.68
	37-48	98	32.24
	49-60	31	10.20
Size of the Group (No. of Members)	<12	207	68.09
	12-15	97	31.91
Occupation of the Members	Farmer	58	1.78
	Agricultural Labour	1311	40.25
	Petty Shop Owner	310	9.52
	Tailor	596	18.30
	Housewife	562	17.26
	Wage Labour	414	12.71
	Private Employee	2	0.06
	Teacher	4	0.12

Source: Primary Data

Evident from Table1 that most of the SHGs i.e. 50.98% are less than two years old, 67 (22.04%) are 2-4 years old. This indicates that most of the groups have been formed recently and only 23 groups out of the sample groups were found to be more than 6 years old that means old groups became dysfunctional and new groups have been formed with the help of Government and NGOs. It was due to lack of entrepreneurial initiative taken by group, so long as these groups felt like benefited through saving- lending activity, kept continuing the group, otherwise they dropped out. As far as literacy is concerned, number of illiterate leaders is just 2 i.e. 0.66% but the level of literacy is still low i.e. 40.46% leaders are literate upto primary level only. 31.58 % leaders are qualified upto

higher secondary only. It can also be observed from the above table that however, the age of maximum groups was found to be between 1-2 years but the tenure of leadership is 37-48 months in case of 32.24%(98) leaders which indicates that the SHG might have become dysfunctional for some reasons but in formation of new groups the old leaders were given a preference by new group members due to their past experience of managing a group. 68.09% (207) groups were found with ideal size category. 97 groups have 12-15 members which indicate towards standard practices in the sample area about the size of membership.

It is clear from table that majority of members are engaged in agriculture as a labour and housewives. Women are not occupied as a farmer. 596(17.26%) members are doing tailoring work which can be considered as a potential entrepreneurial activity with skill training imparted by the Government and NGOs. When it comes to shop ownership 9.52 (310) members are the owners of bangles and toys shop this can also be cultivated as a potential economic activity by guiding them for selling other profitable products.

PERFORMANCE INDICATORS OF SHGs

“The growth of SHGs movement across the country as an instrument of financial intermediation provides tremendous opportunity to reach the people who do not have access to financial services” (Titus 2005). Growing interests of both the stakeholders and financing institutions call for standardizing the performance measurement of SHGs, especially in years of incumbency to gauge their financial activities. Field workers, SHG promoting agencies and banks need to monitor and appraise the performance of SHGs at regular intervals.

This paper has analysed the various aspects of performance of SHGs with the help of a performance measurement tool consisting 12 indicators which have been categorised into Group Constitution,

Organisational discipline, Organisational Systems, Financial Management and Performance consisting different performance factors under each of these categories, on a 5 point scale. These performance factors namely are group purpose, homogeneity, regularity of meetings, attendance of meetings, participation of members in decision-making, periodic election of leaders, rules and regulations exist and implemented, book keeping and documentation such as cash book/ledger/minutes book/pass book, rotation of fund, loan repayment by members, track record with lenders. A 70 point base performance measurement tool has been used and each SHG out of sample have been evaluated on 5 point scale and then these points have been aggregated to get the final performance score of SHG.

PURPOSE OF FORMING THE SELF HELP GROUPS

SHGs scheme was primarily launched to promote savings habit and undertaking some entrepreneurial activity to have a sustainable earnings for the poor, marginal farmers and women. Though it has promoted savings habit and saving -lending activity in the sample area but in the absence of capacity building training members have not initiated income generating activity with the exception of few.

Table 2 Distribution of Group on the basis of reason for forming group

Sr. No.	Occupation	First Preference		Second Preference		Third Preference	
		No. of Groups	Percentage	No. of groups	Percentage	No. of groups	Percentage
1	No Reason	0	0.00	101	33.22	241	79.28
2	Taking Loan for increasing income	63	20.72	62	20.39	10	3.29
3	Accessing Bank/External Loans	0	0.00	11	3.62	5	1.64
4	To Promote Savings	149	49.01	4	1.32	5	1.64
5	To Start Entrepreneurial Activities	50	16.45	3	0.99	12	3.95
6	To uplift the social status of the members	32	10.53	120	39.47	27	8.88
	To take up community development activities	10	3.29	3	0.99	4	1.32
	Total	304	100.00	304	100.00	304	100.00

Source: Field Survey 2014

It can be seen from Table 2 that no one has given first preference, to form the group without reason which shows that all groups have been formed with a valid purpose. 20.72% groups have formed group for increasing income, 49.01% to promote savings, 16.45% to start entrepreneurial activity, 10.53% to uplift the social status and only 3.29% for the cause of community development. While as a second preference for forming a group is to uplift social status got the maximum percentage i.e. first preference for forming groups is to promote savings,

second is to uplift social status and 79.28% have not assigned any reason at third place to form group.

Homogeneity of the Group:-

Group dynamics call for cohesion which can be partly achieved through selection of likeminded members and partly the group become cohesive in the long run by sharing and working together for mutual benefits. A high degree of motivation, morale and management skills are required for the formation of SHGs. Theory of individual differences work here as every individual tries to establish

individuality in person and in society. So these individual differences make the management of SHGs a difficult task and hence quite often persons with homogeneous attributes like same caste, religion, occupation, income etc are identified and welcomed to form a group in order to minimise the intra group clashes.

Greater the homogeneity greater will be the cohesion and consensus in decision making regarding loan disbursal, rate of interest to be charged from members, penalty for non payment, and selection of economic activity etc. When members belong to same socio-economic background it makes the management of SHGs easy and long lasting.

Table 3 Cross Tabulation for Profession of the SHG members and their Blocks

Profession	Block			Total
	Firozpur Jhirka	Nuh	Punhana	
House Wife	584	536	417	1537
Agricultural Labour	118	81	64	263
Farmer	145	206	218	569
Petty Shop Owner	142	7	166	315
Wage Labour	2	0	4	6
Tailoring	128	117	199	444

Source: Field Survey 2014

From Table 3 it is clear that most of the SHG members of all the blocks are housewife. Firozpur Jhirka have maximum agricultural labour than other two blocks. There are only 7 petty shop owners in Nuh. Nuh has no wage labour and also no body is doing job there. Though in all the blocks, there are very few SHG members who are doing job. Punhana has maximum no. of tailors. It has also been depicted by the table that most of the members in a group belong to same profession and same village hence groups have been found considering homogeneity in formation of groups.

Frequency of Meetings:-

Holding group meetings at fixed intervals is a prerequisite and main activity. Group dynamics call for group meetings to discuss upon various issues and to have a transparency in group operations. It is a platform to share, compare and solve the common problems. Further group meetings mean intervention of the group members in solving various socio-economic issues of the group and of the society. In the meetings members may decide to take part in community development programmes. Hence the performance of a group much depends on the frequency of these group meetings.

Table 4 Distribution of SHGs according to Frequency of meeting

Sr.No.	Frequency of Meeting	Number of SHGs	Percentage
1	Once in a week	122	40.13
2	Once in a Month	181	59.54
3	Twice in a Month	1	0.33
	Total	304	100.00

Source: Field Survey 2014

Evident from Table 4 that 181 groups (59.54%) are conducting group meetings on monthly basis. However quite a good number 122 (40.13%) are conducting meetings on weekly basis. Overall the regularity in meetings has been found satisfactory.

Regularity of Meetings in last 6 Months:-

It was observed that SHGs conduct meetings at monthly or weekly basis but to know the regularity and gaps the data was collected for the 6 months regularity of meetings.

Table 5 Distribution of SHGs according to Regularity of meetings in last six months

Sr. No.	Regularity of Meeting	Number of SHGs	Percentage
1	100% Held	202	66.45
2	75%-99% Held	102	33.55
3	51%-74% Held	0	0.00
4	< 50% Held	0	0.00
	Total	304	100.00

Source: Field Survey 2014

Table 3.8 revealed that 66.45% groups conducted all the meetings and 33.55% groups conducted more than 75% of the meetings scheduled in last six months duration. It is interesting to note that no group was found with less than 50% meetings.

Regularity in Attendance:-

Along with regular conducting of meetings all the group members are required to attend the same on regular basis. The greater the regularity in attendance of the member the greater will be the utilisation of SHGs and it will be graded better on performance scale.

Table 6 Distribution of SHGs on the basis of Attendance at meetings

Sr.No.	Attendance of Members	Number of SHGs	Percentage
1	>90%	270	88.82
2	75%-89%	34	11.18
3	50%-74%	0	0.00
4	<50%	0	0.00
	Total	304	100.00

Source: Field Survey 2014

It can be observed from Table 6 that majority i.e.270 (88.82%) SHGs recorded more than 90% attendance means 90% of the members attend meetings whenever at group meetings. There is no group found that has less than 50% attendance which is an indicator of good performance of the groups and well coordinated efforts on part of group leader.

Participation in Decision Making:-

As soon as a SHG completes six months of formation it becomes important to know whether members started participation in financial and non financial decisions of the group or not. The degree of participation can be observed through discussion with members on the issues related to the SHG like members' approval in sanctioning loan, management of default and actions to be taken for a community development plan etc. These are few markers to judge the level of participation in decision making.

Table 7 Distribution of SHGs on the basis of Participation of members in Decision Making

Sr. No	Participation of Members in Decision Making	Number of SHGs	Percentage
1	>75%	162	53.29
2	55-75%	142	46.71
3	33-54%	0	0.00
4	<33%	0	0.00
	Total	304	100.00

Source: Field Survey 2014

Table 7 depicts an excellent level of participation of members in decision making. As a benchmark if more than 75% members of a group participate in decision

making it gets an excellent rating on performance scale. In this survey it has been observed that 53.29% (162) SHGs had more than 75% members' participation in decision

making which is an indicator of excellent performance on part of group and it fills the members with confidence to be decision makers in every walk of their life.

Existence and Implementation of Rules and Regulations:-

A set of rules and regulations and code of conduct is a prerequisite for the smooth and congenial functioning

of a group and for that not only the framework for formulation and implementation of group rules is required but awareness of the same among members is also required. In absence of the familiarity with the group rules and regulations there will be chaotic situation in the group. A well informed and managed group gets good ranking on performance index.

Table 8 Distribution of SHGs on the basis implementation Rules and Regulations

Sr.No.	Implementation of Rules and Regulations	Number of SHGs	Percentage
1	Only exist not implemented	2	0.76
2	Implemented as well	260	99.24
	Total	262	100.00

Source: Field Survey 2014

Table 8 shows a positive trend towards existence and implementation of rules and regulations in SHGs. Out of total 304 groups 262 have rules and regulations

and out of 262 groups 260 i.e. 99.24% have implemented them as well and only 2 groups out of 262 been found with non implementation of rules.

Table 9: Distribution of SHGs on the basis of set of rules and regulations

Sr.No.	Set of Rules and regulations exist	Number of SHGs	Percentage
1	Yes	262	86.18
2	No	42	13.82
	Total	304	100.00

Source: Field Survey 2014

From the Table 9 it is clear that 86.18 % of the groups have developed a set of group rules and regulations and only 13.82% of the groups were found without any set of rules and regulations.

Election of Office Bearers:-

As a group is run on democratic principle of by the members, of the members and for the members, it necessitates the election of representatives to take care of administration work of the group. For this there is

a provision to select two office bearers viz Leader and Treasurer either unanimously or by election. They can be changed after a stipulated tenure as decided by the group members. The performance of the group depends on the leadership qualities of the leader as how she handles the group matters, how she takes decision and how keenly she directs the group towards contributing to social causes.

Table 10 Distribution of SHGs on the basis of Periodic elections for the office bearers

Sr.No.	Frequency of Conduction of Elections	Number of SHGs	Percentage
1	Election conducted every year	151	49.67
2	Once in two years	9	2.96
3	Beyond two years	88	28.95
4	Never Held	56	18.42
	Total	304	100.00

Source: Field Survey 2014

Table 10 depicts that most of the groups choose their leader through election either every year, two years or after two years. 49.67% had election every year, 28.95% hold election after every two years and 18.42% groups never had an election to choose their leader as they had a leader chosen with unanimous decision.

Maintenance of Books of Accounts and Documents:-

Whatsoever be the number of transactions in a group it is essential to keep a record of that in order to

have complete transparency. All SHGs were found to have books of accounts though not based on scientific methods of accounting. Group leader is responsible to keep the records of group savings, disbursements and interest. In case of illiteracy of leader she might take help of other literate member of the group or any educated child can also do this work easily. So it was found that illiteracy does not pose much problem in maintenance of books and other documents as they are kept on simple basis. To evaluate the performance level of SHGs it is must to check the level of book keeping practices of the groups.

Table 11 Distribution of SHGs on the basis of maintenance of books of accounts and documents

Sr. No	Document	Number of SHGs	Percentage
1	Cash Book	1	0.33
2	Cash Book and Ledger	128	42.11
3	Cash Book and Member Passbook	175	57.57
	Total	304	100.00

Source: Field Survey 2014

It can be observed from the Table 11 nearly all SHGs were maintaining more than one book either cash book and ledger or cash

Book along with passbook. It can also be seen that 100% groups keep cash book to record the monthly savings and disbursements.

Status of Recording in the Books kept by SHGs:-

Keeping the books is not sufficient to measure the performance of the group but it is the status of regular recording in these books which helps a SHG to score more on performance score. Upto date and correct recording in all the books and documents fetch good score to a SHG on performance ranking.

Table 12 Distribution of SHGs on the basis of recording in mentioned documents

Sr. No	Status	Number of SHGs	Percentage
1	Upto date and correct recording	276	90.79
2	Upto date but incorrect recording	28	9.21
3	Not upto date but correct recording	0	0.00
4	Not upto date and incorrect recording	0	0.00
	Total	304	100.00

Source: Field Survey 2014

Above Table 12 reveals that 276 groups (90.79%) are recording the transactions efficiently i.e. upto date and correctly. Few groups were regular in recording but not correctly which might be due to non availability of any assistance from a literate person or the casual approach of the leader. None was found with incorrect and not upto date recording in the books maintained by the group.

Circulation of Money amongst Members:-

The group fund is disbursed and circulated amongst group members on the basis of need priority. As such there is no restriction on no of times a member can take loan from the group but it was found during the survey that most of the members have taken loan only for once.

Table 13 Distribution of SHGs on the basis of circulation of money from SHG to its members

Sr.No	Circulation of Money	Number of SHGs	Percentage
1	2 times or more	54	17.76
2	1 time	250	82.24
	Total	304	100.00

Source: Field Survey 2014

Table 13 revealed that 82.24%(250) SHGs have circulated group fund only once and only 17.76% (54) SHGs circulated group fund for twice or more than that. This indicates that group members are not motivated enough to take loan in absence of any productive usage and to repay out of that. They took it as a burden than advantage.

Disbursement of loan:-

Measures the pattern of loan distribution among members and describes how many SHGs have granted loans to its members. However the degree of distribution depends on many factors like members' participation in financial decision, availability of funds, mutual trust among

members and leadership skills or domination of the group leader. That is why it was found that all the groups were not disbursing loans for the one or other reasons mentioned above.

Table 14 Distribution of SHGs on the basis of Disbursement of Loans to the Members

Sr.No.	Disbursement of Loans to Members	Number of SHGs	Percentage
1	Yes	81	26.64
2	No	223	73.36
	Total	304	100.00

Source: Field Survey 2014

It is clear from Table 14 that only 81 SHGs (26.64%) were disbursing loans to their members in sufficiently large number of members i.e. to more than 40% of members on the basis of their need. However as a standard of 40% of total members, rest of the groups not disbursing loans to its members. So if a group has disbursed loan to either 20-30% members it comes under the category of no disbursements which is having a high % in the sample area i.e. 73.36%. However the reasons for low disbursements were lack of opportunities for entrepreneurial activities and member's reluctance to take

loan at a very high rate of interest ranging from 18-24% per annum.

Repayment Performance:-

Rate of disbursements is directly proportional to rate of repayment. A prompt and regular payment also motivates other lenders to extend their credit services to more number of members. Once a loan has been taken then repayment of the same becomes vital indicator of measuring group performance. As it is presumed that loan is taken to invest in some entrepreneurial activity and if the same is paid on time then it indicates a success of the entrepreneurial venture.

Table 15 Distribution of SHGs on the basis of performance of repayment of loan

Sr. No.	Repayment of loan on time	Number of SHGs	Percentage
1	No Repayment	21	6.91
2	100%	214	70.39
3	90%-99%	64	21.05
4	80%-89%	5	1.64
5	70%-79%	0	0.00
6	Less than 70%	0	0.00
	Total	304	100.00

Source: Field Survey 2014

It is evident from Table 15 that 214 SHGs (70.39%) recorded 100% repayment by the members. Only 6.91% groups have cases of non repayment. Overall repayment rate has been found rather excellent i.e. upto 89%.

Track Record with Moneylender:-

This parameter tends to track the repayment rate with the lenders. It also takes into account the

reputation of SHGs with financing agencies and motivating subsequent loans as well as winning faith for other operational SHGs in the same area. Ideally SHGs should have borrowed at least twice from the lender and paid it fully to have good performance score.

Table 16 Distribution of SHGs on the basis of Reputation and record of SHG with the lender

Sr. No.	Reputation and record of SHG with the Lender	Number of SHGs	Percentage
1	No loan linkage	21	6.91
2	1st loan from bank and irregular repayment	214	70.39
3	1st loan from bank and time repayment	64	21.05
4	2nd loan from bank and 100% repayment	5	1.64
	Total	304	100.00

Source: Field Survey 2014

It can be observed from Table 16 that nearly all the SHGs have bank linkage but 214 SHGs showed an irregular repayment pattern in the first loan though irregularity does not always result into NPAs but it may cause delays in repayment which may sometime result into poor reputation of the SHG. 64 SHGs (21.05%) have been regular in first loan repayment and only 5 SHGs took second loan but they had been regular in repayment.

Ranking of performance indicators:-

Indicators of performance of SHGs were grouped into four broad categories as to group constitution, organisational discipline, organisational systems and financial management and performance. SHGs have been ranked on the basis of mean and standard deviation.

Table 17: Performance indicators of SHGs with respective Ranks

Sr. No.	Factors	N	Sum	Mean	Std.	Rank
GROUP CONSTITUTION(SCORE 10)						
1	Group Purpose	304	995.5	3.28	1.57	7
2	Homogeneity	304	836	2.75	0.97	9
ORGANISATIONAL DISCIPLINE (SCORE 15)						
3	Regularity of Meetings	304	1316	4.33	0.94	3
4	Attendance at Meetings	304	1452	4.78	0.63	2
5	Participation of Members in Decision-making	304	1236	4.07	1	6
ORGANISATIONAL SYSTEMS SCORE (15)						
6	Rules and Regulation Exist and Implemented	304	1300	4.28	1.76	4
7	Periodic Election of Leaders	304	958	3.15	1.98	8
8	Book Keeping and Documentation Cash book/Ledger/Minutes Book/Pass Book	304	1464	4.82	0.58	1
FINANCIAL MANAGEMENT & PERFORMANCE (SCORE-20)						
9	Rotation of fund	304	732	2.41	0.97	10
10	Loan Disbursement to Members	304	685	2.25	0.76	11
11	Loan Repayment by Members	304	1272	4.18	1.43	5
12	Track Record with Lenders	304	645	2.12	0.79	12

Source: Author's Calculations

Above calculations in Table 17 depicts that mean value of book keeping practices, attendance at meetings, regularity of meetings, existence and implementation of rules and regulations, participation of members in decision making, and repayment of loan by members have made a group to score high ranking. It can also be analyzed that other indicators such as economic purpose of the group, and periodic election of the leaders got low rankings which indicates that in the performance measurement these factors contribute little low as compared to other factors. There are areas which need due attention like homogeneity, rotation of fund, disbursements to members, and track record with lenders, in order to get good performance score. Mean value, scoring and ranking have depicted that book keeping and documentation has scored Rank 1, attendance at group meetings (Rank 2), regularity

in conducting group meetings (Rank 3) and existence of rules and regulations (Rank 4) are the major factors responsible for quality performance of the SHGs. The areas requiring more attention like group composition i.e. group purpose and homogeneity (Rank 7 and 9 respectively), rotation of fund (Rank 10) and disbursement of loans to members(Rank 11) and track record with the lenders (Rank 12) have also been depicted by the study.

CONCLUSION

"The growth of SHG movement across the country as an instrument of financial intermediation provides tremendous opportunity to reach the people who do not have access to financial services" (Mathew Titus). Growing interest of the stakeholders and financing institutions calls for standardising the performance measurement of

SHGs, especially in initial years to monitor their financial activities. Field workers, SHG

Promoting agencies and banks need to monitor and measure the performance of SHGs at regular intervals. SHG model is a savings led model quite distinguished from credit delivery model as it focuses on savings and leveraging the savings for the benefits of the group members. It is a process of self management and development for the women who are SHG members. SHGs not only confer social and economic benefits but also provide a community platform to the women to actively participate in community affairs, contending local elections and contributing to the eradication of social evils as an individual as well as a group. A positive performance of SHGs in the area is a booster for the self help groups already operating and will set the example for others to emulate.

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