

Report of
3rd Review and planning Meeting of
National Network of Resource
Organizations (NNRO)
(also Known as G5)

Organized at

Chaitanya
Rajagurnagar
Maharashtra
28th – 30th April 2008

APMAS

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G5 meeting at Chaitanya, Rajagurunagar 28 – 30 April 2008

0. Prologue

On the 27th evening at the dinner time a free discussion took place among the members about the future of the network and about the agenda of the meeting with the Chairman, NABARD at Mumbai. In view of the meeting with NABARD's Chairman, the agenda of the meeting was revised. It was agreed to devote major part of the discussions on future plan of the network. It was also planned to split the members into two groups on 30th and one group would visit Chaitanya's field interventions and another group would meet the Chairman, NABARD at Mumbai.

1. Inauguration

1.1. Sudha Khothari: While welcoming the network members to the third quarterly review meeting, Ms. Sudha Khothari has recalled with dismay the domestic violence against one of the Chaitanya's staff member and broke down and requested one of her colleagues Ms. Kalpana Panth to continue her welcome address. Ms. Panth, explained the incidence briefly in which one of Chaitanya staff member suffered the domestic violence. It was, according to Ms. Panth, a shock to all members of Chaitanya, especially to the senior staff. The incident is a cruel reminder that microfinance may not be able to address all women's problems. The SHG sector may ponder over the strategy to obtain true empowerment of women.

Then Ms. Pant traced the evolution of Chaitanya. It was stated in 1991. The First intervention was promotion of financial SHG federation. Then Chaitanya took up water, sanitation and mF. Training was not intended to be the major functional area. But with Swasakti program, Chaitanya emerged as major trainer. Currently Chaitanya is working on - (a) Institutional Development work for 12 NGOs and (b) Demonstration of its Federation models by promoting federations in six new districts in the state.

1.2. C. S. Reddy: In his brief inaugural address, Mr. C. S. Reddy said that network proved that 1+1+1+1+1 is equal to much more than 5. Each partner organization has brought in its own expertise benefiting not only other member organizations but the SHG movement as a whole. Still there is need and scope for collective thinking, which is the major agenda of the current meeting.

2. Member Organizations' Presentations:

Presentations by the partner organization about the progress made so far in general and during third quarter in particular and future plan described below.

2.1. APMAS: As the quarter coincides with the end of the financial year and there is need for preparing a progress report to be submitted to the Ford Foundation, the presentation covered the overall objectives and partner-wise activities, indicators to assess the

progress, financial status, etc. The presentation also covered all major accomplishments of APMAS under the grant or related to the grant objectives.

Presentation by APMAS

Vision/ Mission/ Goals of the grant agreement

- A common brand of capacity building network of resource organizations
- Catalyzing the process of resource mobilization, particularly from GoI and NABARD for CB across India.
- Standardized training modules – SHG federation, SHG cluster, book keeping, livelihood promotion
- Large pool of trained cadre available to meet the growing demand – at different levels – block, district and state level
- Accreditation of capacity building organizations/ trainers
- Increase in training material available in local languages – in the public domain
- Increase in number of quality SHPIs and SHG federations
- Accepted rating system across the country for SHG federations
- Documentation/ dissemination of best practices, innovation
- Research/ action research to increase understanding of the SHGs and micro finance program.

Proposed Activities

- Collate available training modules, manuals & audio-visual aids and disseminate.
- Action research to develop models - demonstrable and viable livelihood intervention models – different types of federations such as financial, social & multi-purpose.
- Building capacity of SHGs through the SHPIs, as the foundation is still weak.
- Building a cadre of human resources to increase outreach – emerging from SHGs as resource persons and a pool of professionals.
- Proposed Activities Cont.
- Sharing and learning – through collaborative efforts, workshops, write-shops and process documentation.
- Incubation of new ideas – fellowships, courses, social entrepreneurs
- Advocacy – increased bargaining and leveraging funds – to meet the capacity building needs
- Respond to state specific issues/ challenges/ opportunities such as the recent developments in Maharashtra, WB project in Tamilnadu, etc

Institution-wise activities: APMAS

- Develop deeper understanding on SHG movement in other states.
- Adoption of Financial Literacy module in to Telugu and make copies
- Offer joint training programs at SHG learning center
- Strengthening of www.shgateway.in

Institution-wise activities: CmF

- Study the SHG Federations to identify the gaps
- MDP on SHG Federations
- Course material for Micro Finance Development & Management Programme
- Piloting IRV (Individual Rural Volunteers) Model in Bikaner

Institution-wise activities: Chaitanya

- Development of SHG Federation rating tool
- Developing module on Livelihood and financial literacy
- Training module of legal Jankars
- Micro finance development course

Institution-wise activities: Reach India

- Training to 100 SHPI members
- Product development on SHG strengthening

Institution-wise activities: ISMW

- Translation of the module in Telugu and Marati
- Printing of the manual - Financial Literacy Conducting the training in AP- Concept Sharing
- ToT for APMAS and Chaitanya to spread the Financial Literacy in AP and Maharashtra
- Impact assessment of financial literacy program Workshop in AP in collaboration with all G-5 members
- Study the SHG movement in Gujarath state

Activities under component 2

- Status report of each state
- SHG - Federation training module
- G5 - Net work meetings - 3 meetings
- 3-4 years future strategy
- Advocate to access resources -from NABARD other sources
- Three regional level or state level workshops on Financial inclusion, bank linkages, federations etc.

Key Indicators

- National network of resource organizations functional – regular meetings, better understanding of each other, support for ongoing initiatives.
- At least five state specific microfinance status papers prepared & disseminated.
- At least one initiative of each of the resource organizations successfully implemented.
- At least three regional or state level workshops (Bank linkages, financial inclusion,

Federations etc.) conducted with active participation of Government, NGOs, Banks, Academics and others.

- Training program on SHG federations designed and delivered
- At least 500 professionals and para-professionals trained under the pilot phase
- Resource material of the five organizations collated and available for wider use.
- Capacity building material available for wider use, through www.shggateway.in
- Funds from MFDEF and others accessed to support capacity building of SHPIs.
- Long-term strategy & business plan developed for the national network of resource organizations and funded.
- Suitable organizations identified and invited to join the national network.
- The network of resource organizations gained recognition at various levels.
- Facilitate state level policy on funding of State level MACS level federations, both loan and grant funds

Financial status

Institution	Proposed (comp. 1)	Allocated (comp. 1)	Released (comp. 1+2)
APMAS	750,000	750,000	327,700 ¹
ISMW	750,000	750,000	256,087
CmF	875,000	750,000	382,024
Reach India	1,050,000	750,000	661,000
Chaitanya	841,500	750,000	349,247
Total	4,266,500	3,750,000	1,946,058

Accomplishments of APMAS

- SHG Federations status report
- Six state level federations reports
- Over 25 case studies of federations
- Translation of 6 FLM booklets into Telugu
- Helped Chaitanya in adopting GRADES
- Helped CmF in federation study and SHG Federation module development
- Lead role in organization National conference on Federations
- Prepared and disseminated abridged version conference report
- Final report of conference under preparation
- Contextualization of FLMs in collaboration with ISMW
- Negotiations with RBI to collaborate for piloting of FLM

Way forward for NNRO

- Name of Network
- Finalization SHG federation module

¹ APMAS expenditure does not include component 3, G5 contribution to the National Conference on SHG federations and few other travel related and other expenses.

- Medium term plan – which would contains:
 - Sector development work – Sector is on move – but direction need to be provided periodically
 - Consortium to take up studies
 - Engagement with other resource organizations
 - Integration of Livelihood concerns
 - Marketing links with NCX, MCDX and Safal

There was clarification about the state-wise studies of SHG federation. Mr. C S Reddy said as part of SHG federation study, each study team, which visited a state, prepared a status report of that state. As members want see those reports, Mr. Reddy said those studies would be uploaded to SHGgateway. Since then these studies were uploaded, could be seen at and downloaded from www.shggateway.in

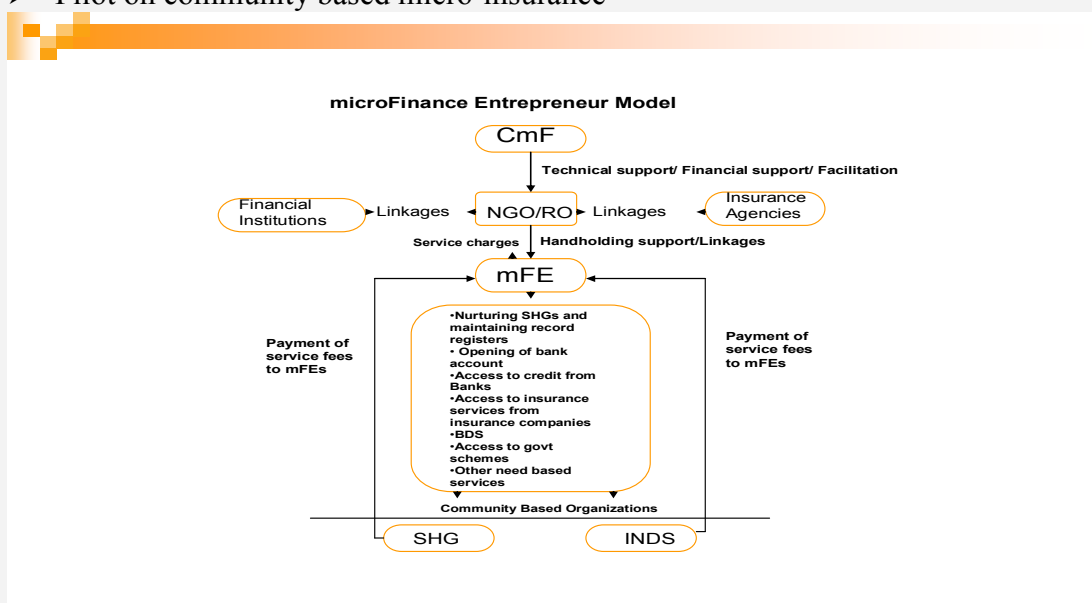
2.2 CmF: The highlights of CmF presentations are (a) the progress made in and accomplishments made by the individual rural volunteers (IRVs) scheme, which are also known as microfinance entrepreneurs (mFE), (b) Certificate course in Microfinance Development and Management (MFDM or mFDM), and (c) Policy dialogue with the state government.

Presentation by Centre for Microfinance, Jaipur						
Progress: Jan – Mar 2008						
Main Activity Planned	S. No	Sub-Activities	Time Line			Achivement (Please indicate the progress in bullet points)
			Jan	Feb	Mar	
MDP on SHG Federations	1	Develop Training Module	X	X		Module and material prepared
	2	Conduct MDP			X	MDP planned during April 2008
Individual Rural Volunteers - microFinance Entrepreneurs (mFEs)	1	Refresher Training of IRVs		X		Refresher training given in field while visiting the mFEs
	2	Hand holding of mFEs	X	X	X	20 MFEs are working in field and CmF SHT Staff is providing regular support to mFEs
	3	Formation of SHGs	X			75 SHG are formed, with membership of 1080 women. Total savings in SHGs is Rs. 47940
Certificate course on microFinance Development and	1	Translation of remaining 2 course modules	X	X		Translation done
	2	Starting the course		X		The course started on 4th February, 20 students enrolled.

Management					Bank of Baroda has sponsored 5 students from Dungarpur, 4 fellowships given by Bhoruka Charitable Trust
	3	Sharing course material with Chaitnya		X	All modules have been shared with Chaetnya; Mr. Kulkarni from Chaitnya also visited CmF to see the programme
Policy Initiative with State Government	1	Presentation of Rajasthan microFinance Report to Chief Secretary and other senior Secretaries of State Government		X	A meeting with Chied Secretary GoR was held and sector report was presented. Government has called a meeting of all secretaries of state government to discuss the report
					A meeting with Chief Secretary GoR and Principal secretary from key departments is planned during April 2008

Plan for next phase (3 years)

- Promotion of 40 SHG Federations (each with about 200-250 SHGs)
- 250 microfinance Entrepreneurs primarily in the under served districts
- 3 MDP on SHG Federation (1 each year)
- 2nd batch of Certificate course on mFDM
- 2 Rajasthan State Microfinance Report
- Pilot on community based micro-insurance



One of the comments on the presentation is that IRVs could be very useful for promoting SHG, where there are no promoting organizations. Therefore documentation of the IRV system could be very useful for other partners, who are venturing into new areas.

As members shown interest in IRV, Mr. Jaipal Singh explained salient features of IRV scheme. CmF has selected 20 IRVs, trained and placed them, where NGOs, government agencies and banks are less keen in SHGs. The tasks assigned to IRVs are (a) Formation of SHGs, (b) facilitation of bank linkages, (c) arranging insurance services, and (d) act as banking facilitators and banking correspondent. They were provided fellowship @ Rs.1,500 per month for first year. Apart from fellowship, the IRVs could get service fee from the groups. After first year, IRVs expected to generate service fee enough to meet their operational and sustainable needs. However, provision is made to provide fellowships in the second year, if needed, also. Each IRV is expected to promote about 50 SHGs. Out of these 20 IRVs, 8 dropped because of different reasons. Replacements are being made. Apart from initial training, CmF is providing on-the-job support to IRVs and monitoring them. CmF also arranged local mentors at the rate of one mentor for 10 IRVs. CmF has a manual on IRVs system and can share the same with member organizations.

Referring to the six months certificate course, he said that the Department of Women and Child Development (DWCD) is keen in the training program. As the CmF board is not very keen to continue the training program perpetually, CmF would run the course one more year and handover the program to any training institute in the state. One of the suggestions is to give the program to a suitable NGO, especially which have the mF field program.

Referring to the financial inclusion, the Government of Rajasthan is opening 50 lakh personal saving account for women in the state and depositing Rs.1,500 in each account.

Mr. Jaipal also mentioned another initiative of Government of Rajasthan – The Livelihood Mission is helping in training of 1,000 book keepers. These book keepers are expected to help 20,000 SHGs in record maintenance.

2.3. Reach India: Reach India made a brief presentation of its two major activities planned under G5 and progress made on each of these two activities. The presentation also covered the future plans of the organization under G5.

Presentation by Reach India

Objectives for under FORD Project

Component – 1: Equip SHPIs to transfer information/ benefits on “Rural Employment Guarantee Scheme” under NREGA 2005, amongst SHG groups in enabling them to access Food Security under Livelihood

Component – 2: Design & developing SHG Formation & Strengthening Module

Accomplishments

100 SHPI participants successfully trained in East & N. East India with 71% cascading to SHGs (COMPLETED)

Design & development of SHG Strengthening Module (TO BE COMPLETED BY NOV 08)

Plan for last Phase of G-5 (May-Sept 08)

- **Finalize *SHG Formation and Strengthening Module* with ToT**
- **Roll ToT for G- 5 Member Organizations (Oct / Nov 2008)**
- **Finalize G – 5 proposal with partners for FORD Funding for next 3 years**
- **Cross Learning and Lateral Sharing**
- **Advocacy for National Network**

Referring about the sharing and ‘Learning Conversation’, Mr. Alay said that Reach India is in the process of mastering and contextualizing the technique. He said that Reach India is keen to share the material with partners. It will share the ‘Learning Conversation’ tool in due course of time. Reach India already has plans to share with member organizations the SHG promotional and management tool, which is being developed. He said further that in the new phase Reach India wants to focus on Assam, Orissa and West Bengal.

Referring Reach India focus on NREG, Mr. C. S. Reddy wondered if SHGs are not strong enough, how they can address larger issues like livelihoods, NERG, etc.

To strengthen SHGs, promotional activities should be sharply focused on crucial areas, which have lasting impact.

2.4. ISMW: ISMW made a detail presentation on the activities of school related to G5 agenda. The presentation covered the progress made in popularizing the financial literacy module; the school involvement in organizing the national conference on SHG federations, at Hyderabad; progress made on the study ‘SHG sector in Gujarat’; activities planned for remaining part of grant period; the school learning from G5 experience and the school suggestions for strengthening the network.

Presentation by ISMW

Activities Were Around The Following

- Exposure visits
- Trainings
- Workshops and Seminars
- Research
- Module Development
- Publications
- Planning and Review meetings

1. Financial Literacy

During Translation workshop in Nov 07 Scope and Possibilities were identified. These are:

- Songs and poems can be written to spread the messages of financial literacy
- Tools used like chart papers and posters needs to be made in respective regional languages

Progress made –

- First draft of a set of seven songs and a video is available
 - The songs explains on the Concept of Financial planning and its six components
 - The video shows a day of a family living in a urban slum and highlights the financial transaction done by them

These would be used in campaigns

2. Launch of NAFiL

- National Alliance for Financial Literacy (NAFiL) is formed.
- Formal launch will be on 23rd July,08
- ISMW is the lead organization of this network
- **Vision:** Poverty to prosperity through Financial Literacy
- **Objective:**
 - Empowering poor through financial knowledge and skill development
 - Help to come out of poverty cycle
 - Enabling poor to bring prosperity
- ALL G5 MEMBERS ARE INVITED TO JOIN THE ALLIANCE

3. Translation of Financial literacy module

- A draft copy of module is available in Telegu
- Marathi translation is in progress

4. National Conference on SHG Federation

- Attended the planning meeting at APMAS , Dec 07
- Gave inputs to Session design, ISK idea was given by the School
- Parallel conference design worked out by School together with Chaitanya
- Three Representatives from School facilitated the panel of discussion at conference
- National Conference
- Coordinated with SHG federations / organizations to attend the conference,20 leaders attended
- A meeting was held at SEWA kalakriti on SHG federation leaders to prepare them on

themes of conference

- Did the translation of executive summary of “SHG federation” in Gujarati and distributed the same at conference

5. A literature review on Status of SHGs in Gujarat

- Overview of SHGs in Gujarat, locating their value within a broader understanding of SHGs

Progress made

- Literature collected
- Framework prepared

The Study Design

- Part one: The picture in Gujarat
 - Self Help groups in state of Gujarat
 - State role and support
 - NGO-MFI Role and support
 - Group formation
 - Clusters and Federations
 - Mandate of SHGs, both economic & social
- Part Two: Analysis

6. A Workshop on Women’s leadership in August,08

- Deeper understanding about the realities and needs of building leadership in women in microfinance.
- Women’s leadership issues on both sides of supply (service providers) and demand (leaders of community based mF organizations and institutions)
- Workshop will identify specific gaps and areas within which training modules can be developed and further research can be conducted.

Workshop

- ISMW will prepare the lead theme paper for the workshop
- All G5 members are requested to contribute papers based on their experience of issues in women’s leadership
- Voices from the field: G5 members are requested to provide case studies of women leader’s who can then participate in the workshop

7. Activities Planned Ahead

- Assist Chaitanya to develop module to link financial literacy with livelihoods
- Assist in Completing the translation of financial literacy modules

8. School’s Experience in the G5 Network & Subsequent Learning

School's Experience

- Participation in a group is a learning exercise at every step.
- The diversity of the group has been harnessed but requires more inputs and better planning.
- The project is more on activities and hence the thrust has been towards fulfilling these.

School's Learning

- There is need for an investment in time to make a network credible.
- It takes a certain amount of time for members to understand each other.
- When there is a designated staff member/s for the network it works better.
- It is important to carry out an exercise of 'similarities and differences'.
- The similarities will identify a common agenda.
- The differences will point to mutual complementarities.
- Two way deliverables should be open for observation to the other members.
- Involving partners through invitations and announcements about the work of members (outside of G5) will help to know each other better and have a sense of belonging.
- Otherwise the network remains purely related to a list of activities.

9. Way forward

- Clarity on blueprint.
- Discussion and mutual agreement on the blueprint.
- Core group and subsidiary members?
- Separate funding for each member or consolidated?
- Group brand name?

In elaboration of some of the points in the presentation, Dr, Joy and Mr. Amit said that, NAFil is expected to cover 1.5 million people. They also raised issue like ownership of G5, emergence of G5 as visible and credible network, understanding among the members, exercise on similarities and difference among the member organizations, etc. They also share the school plan to provide integrated 3 week training on software and hardware issues, i.e. integration of women empowerment/ social and economic development issues and financial issues for the PG students during their holidays.

2.5 Chaitanya: Mr. Ashok Kulkarni presented Chaitanya progress. The progress include completion 51 SHG federations study, preparatory work to launch six months certificate course on microfinance development and management (MFDM) in Marati, details of two types of training programs on SHG federations, summary of training programs conducted by Chaitanya, resource materials developed, efforts made to mobilize funds and Chaitanya participation in different policy forums.

Presents by Chaitanya

Micro –Finance Status: Federation study pertaining to 50 SHG federations completed

Innovative Program (Six months MFDM certificate course)

1. Student mobilization efforts for MFDM course are going on. An entrance test is scheduled at WTRC on 4th May
2. External faculty arrangements are finalized – Dr. M. Dubhashi of Vaikunth Mehta Institute, Dr. Medha Despande of SNTDT and Mr. V.N. Athavale, ex-BAIF are listed as our Guest faculty.
3. 11 modules are received from CMF, Jaipur and translation in Marathi is in full swing.
4. Promotional tour to educational institutions and personal contacts with prospective students are undertaken.
5. For financial support, follow up with SBI, Mumbai, for student sponsorship, with Rural Communes, Khopoli, is going on.
6. Colorful prospectus (1000) are ready
7. Arrangements for students stay and messing are near completion.
8. For additional (Full) financial support, discussions and follow up is on with 2 corporate houses.
9. Mr. Atul Kulkarni, faculty, made 3 days visit to CMF, Jaipur and actually studied the Hindi course being run there. He also took a session on ‘SHG federation’.
10. The course is being officially inaugurated on 16.5.2008 by Dr. Vijay Mahajan of Basix India., Hyderabad.

Special Training

1. Training on formation of New SHG Federation – 5 days
2. Training on SHG Federations Management - 6 days

Summary of training programs conducted

- Target – to train 500 professionals
- Different Programmes –14
- Training Days – 56
- No. of Participants -518

Resource Material

Final draft of 61 pages on ‘ JANKAR ’ an initiative beyond SHGs

Funds for the Sector

- Dr. Sudha Kothari visited S.R.T . Trust, for support to SHG federations
- Contact & Follow-up with 2 large corporate houses for MFDM course & long term need of hostel & facilities.

Financial Literacy

- Translation of 4 modules completed,
- work on remaining 2 is on
- Our trainings---
 - Total Programmes –12
 - Participants –180 women
 - Villages covered-5

Special Participation

- Participation in IGSSS & Action Aid regional workshop on- “ Women;s rights on land & homing”, by Dr. Sudha Kothari
- World Bank-India Office
- Mr.Ashok Kulkarni participated in a strategic review meeting, called by World Bank at Mumbai on 2.4.2008
- Sa-Dhan –Kalpana Pant participated in ‘Annual Policy Conference’ at Delhi on 2À3rd April.

Elaborating on some of the points in the presentation, Mr. Kulakarni said that there are about 5 lakh SHGs in the state. Direct training of all members may not be feasible, therefore he wants to make video films of Chaitanyas two SHG federations training programs and make available the same as CD/ VCDs to all SHGs/ federations in the state.

3. Brainstorming discussions

Following the member organization-wise presentations, the participants expressed their views freely in a brainstorming discussion. The following points were put forward by the members.

1. Interaction space with other organization was provided by the network. It is a good beginning. More such interactions are needed.
2. Network should build on unique strengths of member organizations.
3. SHG gateway (www.shgateway.in) need to be strengthened. Member organizations could be included in the consultant list. (It was clarified that any member can upload their own details in the website).
4. G5 should interact with government departments.
5. G5 need an international exposure. International experts can do capacity building for G5 members. (It was felt that there may not be much international appropriate expertise to do capacity building for G5).
6. Need for developing SHG federation training module (Ms. Ramalakshmi, AVP, APMAS is working on that. She may coordinate with other partners and organize a write shop during the last week of June 2008).
7. All the activates covered by the G5 members so far could be categorized into three groups, viz.

- a. Financial literacy module,
 - b. Strengthening and furthering SHG federations through various methods, and
 - c. Strengthening of HR in the sector.
 - d. Apart from continuing these, integration of livelihoods could be new activity in coming years.
8. There is need for trust among members. We should focus on where we want focus ourselves in coming years.
 9. The network needs own secretariat, own brand, logo, own website.
 10. Policy advocacy should be the top agenda. Policy advocacy needs continuous research studies.
 11. Future focus should be – (a) at national level, (b) policy advocacy, (c) research studies, and (d) capacity building.
 12. Referring to meeting with NABARD, the following suggestions came in:
 - a. The network should not go for funding in the beginning.
 - b. The network should present itself as resource agency.
 - c. The network may tie up with NABARD so that the SHPIs get funding from NABARD and capacity building from the G5 in a coordinated way.
 13. G5 should be led by issues. Not by organizations.
 14. The network needs fulltime member in each partner organization and own secretariat.

4. Future plan of the network

Following the brainstorming discussion, the future of the network was discussed during almost the entire remaining period of the meeting except two brief interventions. The interventions are – (a) introduction of special invitee for the meeting and (b) presentation on ‘Jankars’ by Chaitanya. These two are discussed at the end of the report.

4.1. SWOT Analysis

Members took up SWOT analysis of the network as first step to develop future plan of the network. Each participant gave one point on each of four components SWOT. These are reproduced at the footnote.² Synthesis of the same is given below.

² Strengths

1. We can address the regional issues faced by the community
2. Collective bargaining power – Strength individual areas of strength
3. Trust (among members)
4. Rich expertise
5. Credibility of members is high
6. Enhanced capability with contributions/ value addition by each individual member organization
7. Vested in community based and community owned microfinance as the desirable model of mF committed organizations
8. Experience and expertise in capacity building
9. Presence in the field/ regions

Weakness

1. Not well known
2. Yet to build itself as a brand (recognized by others)

<p><u>Strengths</u></p> <ul style="list-style-type: none"> ➤ Credible, experienced and expert members ➤ Spread across or represent major portion of the country ➤ Committed for Community based model 	<p><u>Weakness</u></p> <ul style="list-style-type: none"> ➤ Slow in establishing its identity. ➤ Potential conflict of interest with member organizations' own agenda ➤ Less focused
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> ➤ Growing sector and huge and growing demand for the services of the network and member organization. ➤ Promotion of community based mF model ➤ To build on strengths of each other 	<p><u>Threats</u></p> <ul style="list-style-type: none"> ➤ Excess control by the official agencies/promoters ➤ Unhealthy competition from commercial MFIs. ➤ Fast changing environment and need for quick actions

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3. Not able to focus on key issues
 4. Mandate of each organization different hence in event of no designated funds for G5 plan of action may not be able to do participate.
 5. Not focus
 6. Lack of common secretariat with full time coordinator
 7. Not able to work together as equal partners
 8. Too many activities
 9. New partnership
 10. Not focusing on a common theme because of diversity of the group

Opportunities

1. To turn the tide of wider lending/ non-community based models of mF towards social mobilization, therefore better outcomes from mF vis-à-vis poverty alleviation.
2. Opportunity of sharing thematic/ geographic expertise
3. Need of a network to work on different aspects of community based microfinance
4. Growing SHG activities, increased awareness, government support
5. Large number of small organizations can benefit from the network (Outreach)
6. Growing sector with all-round support
7. Microfinance (CBO) movement still to grow in many parts of the country
8. Massive demand/ for gap capacity building
9. Federation strengthening
10. Scope to work in collaboration
11. Spread of MFI

Threats

1. Financial resource mobilization
2. Network vision Vs. Organizational mandate
3. Will not be taken seriously as group if no/ less public events are planned, where entire group is seen and felt together
4. Government control on the groups Vs. Members own priorities
5. Politicization of SHG movement
6. Vested interests creeping in
7. Conflicts within groups (So many common agenda)
8. MFI model over SHG – SHGs reduced to Saving and Credit
9. Government programs, roles and regulations

4.2.Vision

Again each member gave one statement.³ The major consensus of vision statement is **vibrant self help movement.** A few members felt that the network could have two vision statements one for sector or outward and another for the network/ inward. The inward statement could be **national think thank on self-help movement.** Tentatively only one vision is agreed upon i.e. **vibrant self help movement.**

4.3. Name of the network

Members suggested a few names in the meeting and also mailed a few more names subsequently.⁴No consensus emerged on the name.

4.4. Network Values

- Equity
- Transparency
- Women led
- Collaboration (among members)
- Gender sensitive (E.g. in PEDO promoted SHGs, men are involved from the beginning, which led to better understanding at family level)
- Pro poor

³ **Vision**

1. Community owned and community managed Institutions
2. Self reliant CBOs
3. Vibrant self help movement
4. Empowered community
5. Empowered women manage their own organizations
6. Women led community
7. National think thank on self-help movement
8. Women collectives manage their own institutions responding to the needs and aspiration of members
9. Thriving self help movement in India

⁴ **Suggested names**

1. **N-able:** National Agency to build local women institution
2. **SWA-HAS:** Swayam – Sahas
3. **GARWE:** Garnering Resources for women empowerment
4. **BUILD**
5. **NN-Able-** National network enabling Self help movement
6. **Sanghatitha**
7. **NNEEW** – National Network Enabling Enterprise in women
8. **Sangeetha**
9. **GROW E** – Group of Resource Organizations for Women Empowerment
10. **GROW E** – Guild of Resource Organizations for Women Empowerment
11. **AROW E** – Association of Resource Organizations for Women Empowerment
12. **NIRMAAN** - Building Community based Microfinance

4.5. Norms

- Network should not do what members do
- Equity
- Openness
- Mutual respect
- Build on members strengths

4.6. Focus areas

Participants suggested numerous focus areas.⁵ All these suggestions are grouped into two broad categories, viz. **Capacity building and Policy advocacy**. A few strategies to accomplish the focus areas also discussed.

4.6.1. Capacity Building: Under capacity building the following are identified action areas. Some of these are organization specific and others are for the network as whole.

1. Quality/ standards for sustainable and responsive SHG & Fed
2. Promotion SHG/ fed responsive to different needs
3. Creating a platform for sharing

⁵ **Suggested focus areas**

1. Quality of SHG & Fed
2. HR dev. for SHG & Fed.
3. Accounts and book keeping
4. Fed. Responses to different needs, LH, Gender issues, health
5. Block resource centres
6. Developing and promoting standards for SHGs and Fed.
7. Increasing accessing resources to promotional funds for SHG/ Fed.
8. Influence govt/ donors/ etc
9. Measurable empowerment impact, link with MIS and HR
10. Communication – generation and dissemination of information using ICT
11. Engage ourselves with policy makers – create forums
12. Strengthening delivery mechanisms – create local cadres
13. Explore new potential institution
14. Documentation and dissemination especially livelihood – what works and what does not work.
15. Bankers
16. On going studies to understand quality and sustainability of SHG/ Fed. Linkage issues, etc
17. Influencing large scale government programs especially externally aided projects
18. Training government should be a priority
19. Influence government training institutions
20. Partnership with other organizations for delivering our agenda
21. Involve experts from other fields to get fresh thinking
22. Can we have advisory groups (with persons like A. L. Ferndaz) for policy advocacy
23. Niranthar Network – our reaction – SHG charters
24. SHGs have affected adversely previously formed strong women social groups
25. Need based supports – e.g. flexible and minimum book keeping and accounting may be increasing with time
26. Innovations
27. Policy advocacy - funds channalization, role transformation, policy briefs
28. Models for exposure and experiments
29. Policy advocacy for resource mobilization
30. Made available CB inputs

4. Cadre of trained personnel (ISMW)

Methodology to accomplish CB tasks

S. no.	Activity	To be done	Tools to do
1	<ul style="list-style-type: none"> ➤ Quality/ Standards for sustainable and responsive SHG/ Fed. ➤ Social & financial 	<ul style="list-style-type: none"> ➤ Review current tools/ methods and limitations ➤ Development and dissemination of new tools/ methods ➤ Engage GOI, NABARD, etc ➤ CB of important organization to implement new tools/ methods. ➤ Develop MIS 	<ul style="list-style-type: none"> ➤ Workshop with donors/ policy makers ➤ Manuals on tools ➤ Training on use
2	<ul style="list-style-type: none"> ➤ CB responsive to needs ➤ Linkage with educational institutions ➤ Certificate course in MFDM 	<ul style="list-style-type: none"> ➤ Identification of best practices in CB ➤ Identification of CB needs of different SH module on TNA ➤ State level CB strategies. ➤ Mapping – needs & who will do ➤ Development of parameters for accreditation of CB organizations ➤ Module of federations/ Institutional design ➤ CB mechanism/ methodology for SHG and Fed. ➤ Women trainers 	<ul style="list-style-type: none"> ➤ Research and publications on best practices ➤ TNA module map ➤ CB mechanism accreditation (optional)

Creating platforms for sharing

- Regional annual events – conferences
- National orientated publications
- Portal – e group – multiple lingual
- Conference for primary women members
- National forum of federation leaders
- Annual books/ dairies with details of SHG federations’ leaders
- Exposure of federation leaders
- Women to women approach
- Use increasingly technology
- Voice of SHG women series

4.6.2. Policy advocacy

The twin major objectives of policy advocacy are:

- Access and mobilize promotional funds for SHGs and federations from government departments, donor community, banks. More loan funds from the bank. Apart from mobilization of funds, **funding pattern** would also be influenced to weed out inefficiency, corruption, etc.

- Obtain conducive environment for sustainable and responsive SHGs and federations – these include legal issues, sector own controls, role transformations of promoters, etc.

Methodologies for policy advocacy

- Issue of policy briefs periodically
- Create forums – national and state level – for participatory discussions on policy with governments, banks, etc.
- Influence government programs on SHGs/ federations, especially externally aided projects.
- Partnership with other networks
- Advisory committees with prominent persons
- Research on quality and sustainability issues of SHGs/ fed.
- Measuring empowerment impact.
- Exploring new potential institutions – documentation and dissemination, especially from livelihood perspective.
- Research studies – cost of promotion of fed.

It is suggested that keeping the above in mind, each organization can prepare its own action plan and submit. A sub-group can work on the future plan and proposal.

4.7. Management arrangement for the network

- Network independent secretariat
- Staff for secretariat - 3 to 5
- Staff for member organizations
- Five years timeframe

5. Next steps and timelines

In coming few months, the network has to complete (a) future plan/ proposal and (b) completion of remain part of current plan. The main component in the remain agenda is development of SHG federation training module. Timelines for the two activities are drawn.

5.1. Timeline for developing future plan and proposal

Activity	Who	When
Minutes of Q3 meeting	GBR	10 May
Preparation of presentation to NABARD	G5	29 April
G5 members proposal	G5	25 th May
Draft proposal	GBR+Jaipal + Kalpana	15 th June
Feedback members	G5	20 th June
Next G5 meeting	GBR	Before 30 th June
Presentation to Donors at Delhi	CS/ G5	By end of June
Involving SDTT/ SRTT	CS/ JS	June
Contacting AIF	AB	
Follow up with NABARD	SK	

5.2. Timeline for preparation of SHG federations' training module

Group to work on the module consist of – Pallavi (Chaitanya), Ramesh (Reach India), Amit Shah (ISMW), Sourav (CmF), **Rama (APMAS)**

Steps in preparation of module

- Collect and sharing of modules among members
- Reviewing shared models
- Develop framework – module content
- **Write shop between 23rd to 29th June 2008 at Hyderabad**

6. Presentation to NABARD

Members deliberated on framework and content of presentation to be made to the NABARD. Based on framework arrived at, the following presentation was prepared by the members in evening/ night of 29th April 2008.

Presentation to the Chairman, NABARD, Mumbai, 30th April 2008 on National Network of Resource Organizations (NNRO)

NNRO – Vision: Vibrant Self-Help Movement in India

NNRO Origin

- An initiative of five prominent and committed resource organizations– **APMAS, Hyderabad; ISMW, Ahmedabad; Caitanya, Rajgurunagar (Mah); CmF, Jaipur, Reach India, Kolkatta**, engaged in Strengthening SHG movement
- To contribute to the microfinance sector development, with special focus on SHG movement
- To build on the strengths of each members' learning and expertise
- The 16 months pilot phase was supported by the **Ford Foundation**

NNRO – Accomplishments till date

- National Conference on SHG federations - collaboration with GOI, GOAP & NABARD – over 500 primary and secondary stakeholders from 18 states participated
- Translation of ISMW's Financial Literacy Module in Telugu and Marati and preparation of TOTs
- Training of over 100 SHPIs with new technique 'Learning Conversation' to train SHGs to benefit from NREGA
- Development of 6 months Diploma course in mF and launched 1st batch training
- Initiated training on promotion of SHG federations in new states
- Contextualization of APMAS's SHG federation rating tool called GRADES for Maharashtra
- Design of a 5-year project to take forward the work of the network

Member organizations' profile

APMAS

Vision: Sustainable Self-help Movement in India

Accomplishments:

- Trained over 60,000 SHPI staff and SHG federation representatives, including over 7,000 Govt & bank officials
- Providing handholding and on-the-job support to Govt. of AP (SERP and APUSP) impact 50,000 SHGs and 2,500 SHG federations
- Developed SHG federation assessment tool - GRADES - rated over 400 SHG federations
- Conducted over 25 Research studies on SHG quality, bank linkage, impact and related aspects in collaboration with national and international organizations
- Livelihood unit to integrate mF with livelihoods and development of model institutions to synergize various livelihood promotion institutions, programs and projects
- Involved in a number of sector development activities in the country

Chaitanya

Mission: Developing capabilities of rural poor, especially women and adolescent girls, by forming strong sustainable people's institutions, to enable them to lead the process of development for a better quality of life.

Accomplishments

- First SHG federation (GMSS) in 1993, at Rajgurunagar (Dist.Pune)
- Current spread-out- 7 districts of Maharashtra, 1150 SHG, 3 Federations, over 17000 rural women.
- Modern, fully Functional Training center (WTRC).
- JANKAR movement for women, New Micro-finance course in Marathi.
- Manthan Programme for NGO partners.

Centre for microfinance (CmF), Jaipur

Vision: To enable community to access appropriate financial services, on time, at reasonable cost and with dignity

Operational Area: Rajasthan

Major Achievements:

- Publishing of "Rajasthan Microfinance Report 2007"
- Launch of Six month Certificate Course on "Microfinance Development & Management"
- Research studies on Rural and Urban cashflows; quality issues in microfinance; impact assessment of microfinance.

- Training Programmes on Basics of microfinance, SHG Federation
- Immersion programme on microfinance to Bankers
- Pilot projects in partnership with State Govt.; Bank of Boroda

Indian School of Microfinance for Women (ISMW)

- Promoted by SEWA bank, Friends of Women's World Banking (FWWB) and Coady International, Canada
- Based in Ahmedabad, Gujarat, established in 2003
- A pan India capacity building organization
- Engaged in trainings, research and other technical services
- Focuses on building institutions that respond to the needs of the poor especially women.
- Trainings: (Management Development Programs; Financial Literacy; Strengthening Federations, Basics of Microfinance, Delinquency Management, Financial Management, etc) Trained 1780 participants in 66 trainings
- Workshops: (Training needs; Financial literacy; Business Planning; Capacity Building; Roles of MFIs in pension Schemes, etc) 25 workshops
- Campaigns on Financial Literacy Reached 6400 women through 12 campaigns
- Research (Financial behaviour of the poor: borrowing, expenditure, savings; Leadership, etc) 6 studies

Reach India

Mission

Reach brings knowledge, life skills and linkages to large numbers of poor rural women to build futures of health, hope and dignity for themselves and their families.

Reach does this by delivering proven training services addressing the needs these SHG members using the dynamism of social enterprise in east & north east India

Achievements:

- Six service centers with 12 trainers
- Trained 500 SHPI staff to cascade training to 75000 SHG members
- Training materials & delivery in local languages
- Training modules for SHG members on health, livelihood, SHG strengthening & adolescent girls

SHG movement in India: Issues and Challenges

- SHG quality is uneven across India.
- Target-oriented approach, process compromised
- Strong Government support to the SHG movement is both a strength and a weakness
- Certain regions of India underserved & unreached
- Space for NGOs and their innovations is shrinking
- Unfair competition from Commercial MFIs
- Decline in repayment rates in SHG banking
- Need for integration of livelihoods

NNRO (G5) Vision and Future Thrust Areas

Vision: *Vibrant self help movement in India*

Thrust Areas:

- Quality and Standards for Sustainable and responsive SHGs & Federations
- Create interactive forums for sharing & learning
- Capacity building of SHGs & federations thru SHPIs
- Access to and channelise funds for SHG promotion
- Impact measurement to promote SHG fed. Model
- Influencing stakeholders (GOI, Government programs, NABARD) through forums at National and State level

Collaboration with NABARD

- Contribute to NABARD's sector development efforts, especially in promoting SHGs & SHG federations across India
- Want NABARD's support and cooperation in realizing the Vision of the national network
- An effective mechanism for funding promotional costs to SHPIs

The presentation was made before the Chairman, Managing Director and other senior members of NABARD, at its head office in Mumbai by the network. *The presentation was highly interactive and the Chairman shared several ideas about what could be done. He wanted the network to think about the following:*

- *Cooperative forming and contract forming to increase incomes to the poor – can SHGs lead the process*
- *Focus on market linkages to support the livelihoods of the SHG members*
- *How to ensure that the MFIs work more responsibly in terms of interest rates, transparency and in providing the loans at reasonable interest rates.*

The Chairman expressed his satisfaction with such a network emerging and was keen to collaborate in strengthening the SHG movement in the North and North-East. He was hopeful that there will be much greater support to increase the loans to the SHG members. He would be happy if the network would support NABARD in identifying NGOs to be funded for promotional costs. He talked about rating of NGOs for the support of NABARD.

On the whole the meeting was very productive and the MCID was supportive our initiative as well. We need to follow up with them as we develop the proposal.

7. New members/ special invitees

As the network is looking to include new members to strengthen and get more representation of the country, two organizations, viz. Grameena Okkuta, Karnataka and

SHG Promotion Forum (SHGPF), West Bengal were invited to this meeting. Out of these two, Mr. Tarun Debnath from SHGPF attended the meeting. He briefly shared his organizational profile and issues in SHG sector in West Bengal.

- It was registered under state society activities.
- Legacy from CARE
- State level NGO network, who are involved in SHG promotion
- Vision – empowerment
- It works with both men and women, adopted a holistic approach
- State level SHG convention – SHG minister in West Bengal
- Government depends on the forum for any SHG related matters
- The Forum has good interface with government.
- The network members promoted about 25,000 SHGs.

Issues in West Bengal

- About 2 lakh SHGs in the state got bank linkage
- Capacity building
- Seclusion of remote areas
- NGOs role is shrinking
- Now NABARD is only source for funding and other resources
- SHGs are considered as Civil Society Organizations
- Government is allowing registration of SHGs as cooperatives.
- SHG are getting involved in implementation of government programs
- NGOs/ SHGs role should not become a sub-contractor role.

8. Presentations on Jankars

On the 28th evening, the Jankar team from Chaitanya presented about the Jankar program. Jankars are community resource persons. The village women, who have leadership potential, are identified and trained in either of three specialized areas, i.e. SHG promotion, dealing with government departments and programs and legal issues. The presentation covered, goals of the program, need for Jankars, objectives and related activities for each objective, process of selection, process of training, major output of the program, output indicators and achievement under each indicator, highlights of the programs, etc.

Jankar - Presentation By Jankar Team.

Today's Presentation

- Concept of Jankar
- Need of Jankar.
- Objective
- Process
- Output
- Highlight work of Jankar

Jankar's Goal

- Capacity building of SHG women to solve their own needs and problems through women's platform.
 - Sustainable
 - Self-reliant

Needs

- SHG Movement.
- Achieve Goal & Objective.
- Fulfill – Needs of SHG Member's
- Social Development.
- Quality Vs. Quantity.

Objectives and Activities

Objective – 1: Raise awareness on three subjects – **legal, SHG, and government** linkages.

Activities:

- Mahiti Patrak from Chaitanya
- Jankar communication and work with SHG
- Jankar gives information at community level

Objective – 2: Develop a platform in each of these topics to resolve related needs

Activities: Formation of block level committee by Jankars in each subject

Objective – 3: To develop women's skills and knowledge for resolving local needs/problems in the related four areas

Activity:

- To give monthly/quarterly training and exposures to local women in becoming Jankars
- Follow up structure/measures of women's progress in training

Process

- Selection :
- Awareness & Motivation by Staff
- Selection Through Cluster or SHG
- Admission from
- Broacher.

Jankar Training

- Three Subject: SHG, Government and Legal
- Fix date each and every month
- To find needs & then design training Module .
- Knowledge and skill building .
- To give opportunity for exercises
- Assignment
- Review

- Rapport building
- Follow-up
- Problem solving
- Family introduction
- Examination
- Committee formation
- Work start

Progress of Jankar

- Jankars Selected = 265
- Jankars regular in training = 151, out of these
 - Govt. Jankar- 30
 - Legal Jankar – 79
 - SHG Jankar – 42
- SHG covered in Jankar program = 110

Output

- Zilla Parishad Counseling center running by leagel Jankar form 25 January 08.
- Awareness program by 18 jankar for Cirag programme to help formation of SHGs.
- National level association of paralegal - Vimaltai representative on Executive Committee
- Formation of Regional level paralegal association
- Regional level Alkatali Muluk, Yogita Borhade, Sindubai Pansare, Sunita Bhalerao, Nurbanu Baraskar.
- President, VP of these associations are from our Jankar group
- District level Representation on Mahila Dakshata Committee
- Revenue department seeks help from Legal Jankars

Highlight

- 25 Jankar went different places / dist. For awareness of SHG
- Jankar directly contact with police station, court, Government officer
- out of village block, dist. Jankar worked every where
- They solved up to 300 legal cases
- 18 Govt. Jankars have successfully solved five types of community level and gave information to 64 groups
- 66 Legal Jankars have solved 10 cases of domestic violence and sexual harassment
- 10 SHG Jankars have given information to more than 35 SHGs.
- Due to Legal Jankar a villager got compensation of Rs. 1 lakh from MSEB

Targets and Achievement

- 200 SHGs expected to receive information from Jankar during the Jankar training period – Achievement- 110
- 250 SHG women expected to participate in the Jankar training program –

Achievement-351

- Completion of proposal writing and application for the Jankar system – Achievement proposal writing has completed
- Fulfillment of second level leadership of staff in the Jankar process – Achievement under progress
- Implementation of Jankar's monthly review, planning, and follow-up – Achievement in process
- Planed- 120 new Jankars will be able to give their services (on relevant trainings) – Achievement 92 Jankar did provided services
- Completion of three training manuals – Achievement one English training completed
- Formation of Jankar committees at the block level in each topic – Achievement- Govt and legal Jankar committees were formed
- 150 SHGs will be brought under the guidance of a Jankars – Achievement 64 groups were brought.

Counseling Center

- Khed: Each Saturday & Sunday
- Junnar: 5 & 19 Every month
- Ambegaon- 3 & 16 Every month
- 300 Cases Registered in counseling Center.

Jankar Highlights

- Zilla Parishad Counseling center running by leagel Jankar form 25 January 08.
- Awareness program by 18 jankar for Cirag programme to help formation of SHGs.
- National level association of paralegal - Vimaltai representative on Executive Committee
- Formation of Regional level paralegal association
- Regional level Alkatali Muluk, Yogita Borhade, Sindubai Pansare, Sunita Bhalerao, Nurbanu Baraskar.
- President, VP of these associations are from our Jankar group
- District level Representation on Mahila Dakshata Committee
- Revenue department seeks help from Legal Jankars

After formal presentation, three members described three case studies. One case study was about a middle class woman, who had been harassed by her husband, mother-in-law and three sister-in-laws for quite some time. She joined SHG, found the legal provisions and support. The in-laws family was summoned. The family frightened at the prospect of facing harassment case. The family gave written assurance and looking after the women well. The second case study is about a woman, who got Jankar training in Government. She described how the training changed her interactive style with family members, acquaintance and officials. The third case study described the benefits of information received about cultivation.

From the presentation and other discussions it appears that the Jankar program appears to be resulting in a true empowerment of women. With Jankar training, the semi-literate

village women are able to take head on the powerful state machinery including the police on their own. The local administration realized the potential of Jankars and start using their services increasingly. The very fact that Zilla Parishad (ZP) has given family counseling center responsibility to one of legal Jankars, who are have just school level education, which usually given to MSW qualified persons, indicates the potential of Jankars. The legal Jankars are started getting service fee for their services. It may go long way in sustainability of the Jankar system. Other two types of Jankars may get service fee in due course of time.

9. Field visit

On 30th April 2008, a four member sub-group visited Kalamb village of Ambegaon block. It is relatively well off village and the groups visited were also relatively well off. The team met more than 10 women representing 4 SHGs. The following are some observations of the team.

1. The meeting was organized in the Panchay building, which was well built and well furnished one. It implies that the groups have good rapport with Panchayat.
2. First SHG was formed in the village seven years ago. During these seven years, the number of groups increased from 2 to 32.
3. Saving rate has increased from Rs.50 to Rs.100 per month.
4. Older groups have distributed total saving and interest income after five years. Now groups have realized the mistake and do not want distribute savings and income again.
5. According to the members that groups have norm – to impose fine (Rs.10) for not attending the meeting or coming late and late payment of saving and loan installment.
6. Groups have fixed dates and timings for meetings but do not have fixed venue.
7. Each SHG meeting takes place for about 1 to 2 hours. The usual agenda of the meeting – all come and sit in circular form, sign on register, prayer, discussion the minutes of the previous meeting, collection of savings, loan installments, interest dues and fines, book writing and discussions and decisions on loan applications.
8. While prioritizing loan applications they usually give importance to health, education, IGA, consumption and life cycle ceremonies in that order. Though they do not have funds problem, they provide limited loan amount for consumption and life cycle ceremonies.
9. Each assembled members have taken 3 to 4 loan medium size loans from their respective groups and invested in agriculture and other IGA such as Agarabatti making, pickles making, tea stalls, provisions shops, etc. The groups get required funds from federations.
10. As members know each other, they are not facing any problem in disbursement of loans as per the priority and recovery of loan installments.
11. Groups have both compulsory and voluntary savings in federations. The main motive for saving in federation is to get loans from the federation.
12. Apparently groups are more focusing on federation loans than bank loans.
13. Banks are give loans to SHGs on the basis of ‘cash credit’.

14. Members are paying higher interest on federation loans. The assembled few members apparently have clear idea about interest rates on different sources of funds and interest spread. It may not be true for all members, who did not attend the meeting.
15. All SHG are federated into a three tier structure. SHGs to cluster level federations to block level federations. In all three block level federations were promoted. The blocks are Khed, Ambegaon and Junnar. Out of these three, only Khed federation was registered and has FCRA. It accesses the funds (both loans and grants from outside) made available to other two block federations. However, the terms of lending between block federations are not explained.
16. From each SHG, two members represent to the federation. Of these two one would be a permanent and other would rotate for every meeting.
17. From each cluster one person represent to the block federation.
18. The groups/ members are getting insurance cover. Apart from LIC – Janshree cover, members are taking insurance cover for larger loans like Rs.50,000 to Rs.60,000. E.g. One member said that she got Rs.60,000 from UCO bank. She has taken an insurance cover for that loan. She has to pay Rs.1,464 per year as premium for 21 years. After 21 years she get back Rs.60,000. In the event of unfortunate happening the bank recovers its loan amount from insurance amount.
19. In response to a question about the social agenda of the groups, the members said that groups discuss and act on social issues and individual problems on need basis.

9.1. Suggestions for the groups

The team made the following suggestions to the groups

1. Instead of taking up social/ development issues, groups should have compulsory time slot in their meetings' agenda to discuss development issues like available government programs, members' positive and negative experiences in IGA, etc.
2. The practice of distribution of total saving and interest income after five years should be discontinued. Instead, the groups may consider of distributing every year a part of interest income to members as interest on their savings. The advantages of such distribution are:
 - a. It would induce members to take more interest in group activities;
 - b. Members may scrutinize more carefully the cash flows in the group; and
 - c. It may encourage voluntary savings in the group.

9.2. Other Issues

1. It appears that the team met a well informed set of members. If the average quality of groups and average levels of members are less than that of the assembled members, there is scope and need for improvement. As SHGs and federations are getting interest spread on loans, all members should be well informed. Otherwise there is scope for manipulations.
2. Apparently there is more emphasis on federation loans and relatively less on bank loans. The trend needs to be reversed.
3. Banks are apparently giving loans on 'cash credit' basis. Groups may be educated to take full advantage of such loans.