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A Critical Study on Organization set-up and Management System of Selected Self-Help: Groups of Darrang District

Dr. Arabinda Debnath

Asst. Professor, B.B. Engineering College, Kokrajhar, BTAD, Assam, India

Mr. Kamaleswar Deka

Asst. Professor Mangaldai Commerce College, Mangaldai, Darrang, Assam, India

Abstract

Through this paper an attempt is taken to carry out a critical study on organizational set-up and management system of a few selected self-help groups of Darrang district. With a view to systematizing the discussion on the topic referred to here the entire paper is divided into three parts. The first part entitled "Theoretical Approach" includes an introduction, meaning of self-help groups, objectives and methodology of the study. The second part entitled "Self-Help Groups and their Organizational set-up and management system" is a comprehensive study, where a few selected self-help groups of Darrang District are critically analyzed to depict their prevailing position. The third part entitled "Conclusion" provides some findings and recommendations.

Key Words: Organization set-up, self-help group, management system.

Part: I

Theoretical Approach:

1.1.: Introduction: Self-help Group can play a vital role in improvement of Socio economy condition of a district. In this connection, so far as different self-help groups of Darrang district are concerned; it is observed that they still cannot show a satisfactory performance for upliftment of socio economic position of Darrang district. It is because of the fact that still no much more awareness is found among the mass people of middle and lower level people of the Darrang district regarding the benefit as well as procedure of forming self-help group. Further it is observed that some social conflict and other socio factors stand in the way of forming efficiently the self-help group people.

The study is mainly concerned to the various challenges and opportunities of the self-help groups in Darrang district. Most of the places and villages are still inaccessible due to inadequate infrastructure. The rural people are trying to uplift their standard of living and economic condition. From the pilot survey it comes to know that, the maximum numbers of self-help groups in the Darrang district are suffering from various problems.

1.2: Meaning of self-help group: Self-Help Group is a village based financial intermediary usually composed of 10 to 20 local persons. Members make small regular savings contribution over a few months until this is enough capital in the group to begin lending. Fund may be lent back to the members or to others in the village for any purpose. In India many self-help groups are linked to

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bank for delivery of micro credit. A self-help group may be registered or unregistered it typically composes a group of micro entrepreneurs having homogenous social and economic backgrounds, all voluntarily coming together to save regular small sums of money, mutually agreeing to contribute to a common and to meet their emergency needs on the basis mutual help. In pool their resources to become financially stable, taking loan from money collected by that group and by making everybody in that group self-employed. Self-Help Group are such as instruments for a variety of goals including empowering women, developing leadership, abilities among poor people, increasing school enrollments and improving nutrition and the use of birth control.

1.3. Objectives of the study: The basic objectives of the study is to examine the various problems and prospect of existing self-help groups of Darrang district. There by study will attempt to examine various activities of existing self-help groups of Darrang district along with Government policy and development activities on this self-help groups. The study will basically emphasis to examine as how existing self-help group of Darrang district are contributing toward the socio economic development of the district. Accordingly study will attempt to establish the self-help groups of Darrang district as on effective means of socio economic development of the district by using its available human and material resources. With a view to fulfilling the above basic objective following specific objective is taken.

(i) To examine the Organization set-up and management system of organization. (ii) To examine the production process and marketing system of self-help group. (iii) To review the financial arrangement and investment decision.

1.4 Methodology of the study: The study is based on both primary and secondary data. The primary data will be collected by the technique of field survey, personal interview and questioner analysis. It is estimated that there are nearly 12,990¹ no's of self-help groups under six development block of Darrang district, there total no's of block are engaging in to eight (8) numbers of different categories of activities. It is not easily possible conduct a through of the study on so, on the basis of seniority 18 SHGs all of these 12,990 self-help groups are selected taking three (3) from each block of Darrang district as shown in the following table.

1. Compiled from the six Development Block of Darrang District

Table-1
List selected SHGs

Sl. No.	Name of Development Block	No. of SHG	These SHG selected on the basis of seniority	No. of Member	Date of establish	No. of members		Nature of Activities
						Minimum	Maximum	
1	Sipajhar Dev. Block near sipajhar bus stand, Sipajhar, Darrang	3,717	Rupalee SHG	10	2001	10	-	Running Business
			Santana SHG	10	2003	10	-	Poultry Firm
			Akashdweep SHG	10	2003	10	-	Fishery

2	Pachim Mangaldai Dev. Block, Mangaldai, Darrang	2,149	Parijat SHG, Gosaigaon, Karmarpara, Mangaldai	10	21.11.2001	10	-	Weaving
			Haripria SHG Bar Nagaon, Mangaldai	10	31.12.2003	10	-	Fishery
			Prerana SHG	10	12.11.2007	10	-	Weaving
			Puspanjalee SHG, Medhipara, Mangaldai	10	09.08.2000	10	-	Poultry farm
3	Kalaigaon Dev. Block	1,046	Shankarjyoti SHG, Kalaigaon	10	15.09.2008	10	-	Weaving
			Darrang Jyoti SHG, Durgagaon, Kalaigaon	10	10.08.2008	10	-	Weaving
			Parijat SHG, Durgagaon, Kalaigaon	10	06.09.2005	10	-	Weaving
4	Pub-Mangaldai, Dev. Block	1,978	Sukh Dukh Mahila SHG	10	10.03.2002	10	-	Weaving
			Asha SHG	10	07.08.2004	10	-	Fishery
			Puber un SHG	10	15.12.2006	10	-	Fishery
5	Dalgaon Sialmari Dev.	2,400	Himalay SHG	10	05.07.2006	10	-	
			Kaushalya SHG	10	20.09.2003	10	-	
			Abhinab SHG	10	21.05.2001	10	-	
6	Bechimari Dev. Block	1,700	Kalyan SHG	10	07.09.2004	10	-	Weaving
			Parijat SHG	10	15.12.2006	10	-	Running Business
			Bhogdai SHG	10	21.03.2001	10-	-	Fishery

Source: Compiled from filled survey and personal interview.

With an attempt to constitute a effective size of sample following respondents are selected from six selected Development Block of Darrang district as follows:

Table-2
List of different category of respondent

Sl. No.	Category	No
1	One BDO from each block	6
2	One Engineer from each block	6
3	Two Junior Engineer each block	12
4	One Accountant each block	6
5	One office Superintendent each block	6
6	One Extension officer each block	6
7	Five CRP each block	30
8	Five Senior most member from its each block	30

Source: Compiled from filled survey and personal interview

In order to elicit their views on various aspects, various question are put to them and there by their attitude and experience are drawn as how these SHGs play various roles towards the socio economic development in their respective blocks. These data and information have been analyzed by the help of different statistical techniques such as tables and diagram etc. to depict the actual position of these self-help group. On the other some secondary data and information have been compiled from the various book, journal, magazine, reports, manual, newspaper and relevant web. sites. In fine, some major finding which stand on the way of developing these self-help groups are identified and accordingly some suitable suggestions are put forward to promote these SHGs as effective tools for socio economic development of Darrang district.

1.5.: Justification of Research: In Darrang district at present there are no's 9,08,090 of population out of which 31,904 nos. living in below poverty level (BPL) and around 90,040 no's is poor. These significance portion that is $31,904 + 90,040 = 121944$ adversely impact on overall socio economic development of the district. In spite of happening so there are a sizable no of skill and efficient human resource among these financially poor classes of people. In order to develop the socio economic condition of enter in Darrang district these major portion of financially week people much be empower with adequate socio economic facilities. In doing so the self-help groups is a powerful and effective tools by which the contribution of these section of the people can be enhance for achieving overall socio economic development of district considering all of these factors there is a need of careful research work on the topic refer to here.

Part: II

Self-Help Groups and their Organization set-up and Management system:

Organization set-up and management system are two very much essential aspects for overall development of the selected 18 SHGs. Below these two aspects are discussed.

2.1.: Organization set-up and management system is a pattern under which various necessary activities are performed and position of different members and their duty and right are reflected. In these study under the point of organization set-up mainly size, eligibilities of becoming members, composition of gender, internal design of organization set-up and right and duties of different office bearer are mainly discussed.

2.1.1. Size of selected 18 Self-Help Groups: Regarding Organization structure it is to be mentioned that like all self-help groups the selected 18 self-help groups also maintain the

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Government rule and regulation under the society act. Hence as per society act those 18 self-help groups are organized by minimum 10 to the maximum 20. In case of selected 18 self-help groups the members are shown in the following table.

Table-3
List of Member of selected SHG

Sl. No.	Name of the Dev. Block	Name of the SHG	No. of members
1	Sipajhar Dev. Block	Rupalee SHG	10
		Santana SHG	10
		Akashdweep SHG	10
2	Pachim Mangaldai Dev. Block,	Parijat SHG	10
		Haripria SHG	10
		Prerana SHG	10
3	Kalaigaon Dev. Block	Shankarjyoti SHG,	10
		Darrang Jyoti SHG,	10
		Parijat SHG	10
4	Pub-Mangaldai, Dev. Block	Sukh Dukh Mahila SHG	10
		Asha SHG	10
		Puber un SHG	10
5	Dalgaon Sialmari Block	Himalaya SHG	10
		Kaushalya SHG	10
		Abhinab SHG	10
6	Bechimari Dev. Block	Kalyan SHG	10
		Parijat SHG	10
		Bhogdai SHG	10

Source: Compiled from filled survey and personal interview.

Regarding maximum number it is to mention that earlier society act was applied where 20 numbers member was maintained as maximum. But subsequently NRLM (National Rural Livelihood Misson) act came in to force which fixed maximum and minimum members as 10. So the SHG under study according maintain these norms.

But it is observed that the provision is fixing numbers of members as 10 stands an away of acquiring necessary manpower as required by some large sale of production and marketing activities perform by the SHGs. Further these restriction also adversely impact on employment opportunities. According to nature types, scope of activities of SHGs different number of member (manpower) are required which may be less than 10 in case of some simple and narrow activities or may be more then 10 for complex and wide scope activities.

2.1.2: Eligibilities of becoming members: In case of these SHG under study, it is seen that to be a member of these SHG the following criteria are to be fulfilled:

- (i) Only one responsible women from a family aged are 21-50 years can become member in the group.
- (ii) The group must be homogeneous though not necessary from the same cast or religion.
- (iii) The members should create an equal opportunities and the give encouragement to all the member in the group.
- (iv) The members who are involved in any political party or involved in any type of anti socio activities or the willful defaulters are not eligible for membership in the group.

As per Govt. rules and regulation these criteria of becoming of a member are fixed by the Development Block. Throughout these above criteria it is reflected that no criteria is fixed basis on managerial, entrepreneurial and business experience efficiency and quality. Moreover to be a member of SHGs the person must be poor and backward. Devoid of these financial aspects of the person as a criteria of becoming member is another drawback.

2.1.2.1 : Age Group of members of SHGs.

Age and socio economic activities are co-related. Generally young members can actively participate in the socio-economic activities which is true in the activities of SHGs in the Darrang district. In the Darrang district 20-30 and 30-40 age group are actively participated in the SHGs activities as reflected in the table-04. The age people (40-50) are also in the SHGs their role is also important for SHGs. They can only control and solve the problems arised in the groups.

**Table-4
Age group of members of selected 18 SHGs**

Age group	No of members	Percentage of total
18-30	65	36.11%
31-40	50	27.77%
40-50	35	19.44%
50-60	20	11.11%
61 and above	10	5.55%
Total	180	

Source: Compiled from filled survey and personal interview.

Out of the above district distribution of age amongst the member of SHGs. It is seen that as compared to the number of member belongs to 50 and above age group, the number of member in between 18-50 is five time more. There is a positive impact on activities of SHG that of these SHGs that there are five time more workable and energetic members. Of course

65 members (36.11%) of 18-30 groups reflected that these young members are not involving in study. During the survey it is identified that because of their poor financial condition they have to give up schooling life and bound to engage is self-help groups for earning income to survive.

2.1.2.2: Education qualification of the member:

Table-5
List of education qualification of the member

Qualification	No's of Respondent	% of Respondent
Up to HSLC	75	41.66%
HS	65	36.11%
Degree	35	19.44%
P.G.	5	2.77%
Total –	180	

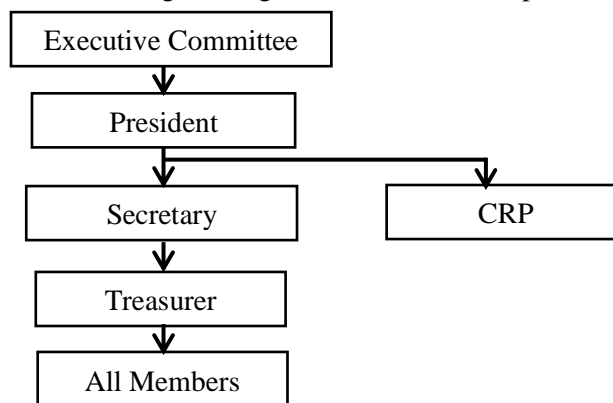
Source: Compiled from filled survey and personal interview.

From the above table, it is reflected that immature after passing HSLC most of the people (75=41.66%) have to engaged in SHG for earning purpose. overall observation of table no 05 it depicted that gradually the number of members are decrease in case of higher education. In time field survey it was known to personal interview that majority members have to stop their education life in spite of having interest and merit due to poor financial condition.

2.1.3: Composition of Gender:

As per earlier roles both male and female are permitted to be member of a SHG. But presently only women are permitted to form the SHGs. It is made keeping the purpose of upgrading women empowerment. The National Rural Livelihood Mission comes in to act from 13rd July 2012. Due to which some change has come in the formation of SHGs. According to National Rural livelihood Mission there should be a fixed number of (minimum and maximum) only ten (10) members in a self-help groups, but it will not any effect on SHGs. Which are registered earlier? Women empowerment is the main key for a sustainable and well develop society main while man has also their own contribution. From time immemorial in our society there is a concept of dependent on man following this tradition mainly the women SHGs which are in village area they select their income source which are come in to react under man's direct Co-operation or membership of both man and women. It is irony to stay that in 21st century our women's are not highly educated therefore they may need man support in any aspect. Thus by considering the mentioned problem there some need of change of role of National Rural livelihood mission to give a free move to economic development of village area.

2.1.4: Internal Organization: Internal design of organizational structure prevailing in the selected 18 SHGs are shown below.



In case of all selected 18 SHGs the president occupies the topmost position under executive committee. President leading the group meeting president also represent the group meeting president also represent the group to outsiders. The president ensures that the regulation is respected in regular and finds solution to conflicts between the groups members. The president informs the groups members of any emergency loan given out during the week. The president responsible for the saving administration ask each members, by members, to their deposit. So the president called leader of the group. To assist the president there is provision of secretary. Moreover a CRP is appointed by the development block, who is responsible for the following activities.

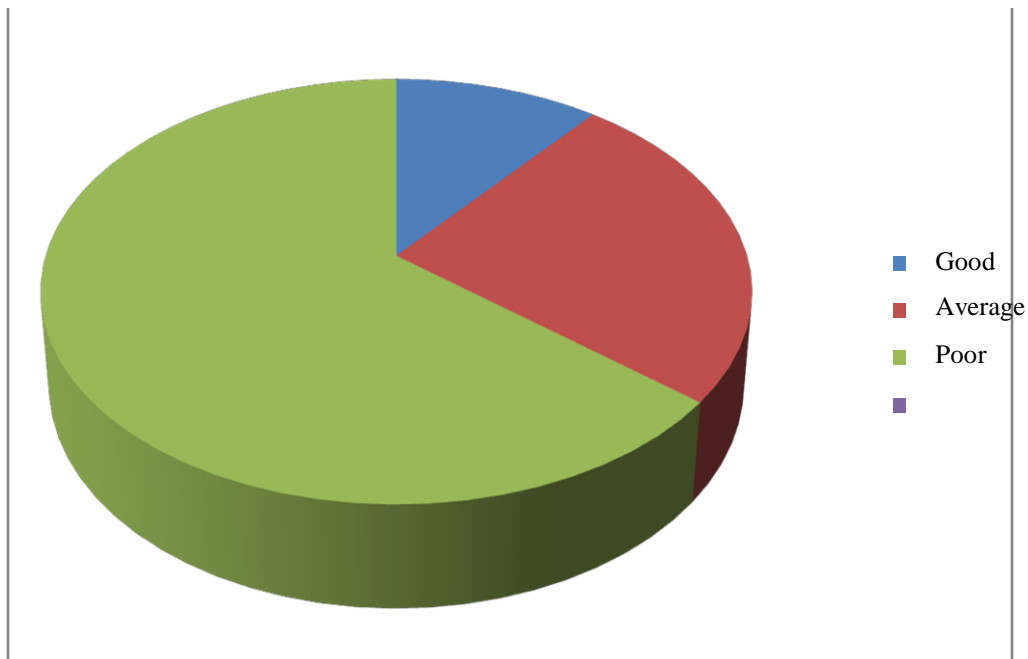
- (i) To examine the account of achiest.
- (ii) To modifying the day to day activities.
- (iii) To Co-operation and guidance in training programme.

In order to elicits the views of selected respondent regarding organization set-up of 18 SHGs following question is put to them.

Question: Is the organizational set-up of 18 SHGs scientifically design for smooth conduct of activities?

Poor		Average		Good		Excellent	
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Against the putting the question to 102 respondent on the 68 (66.66%) is the opinion it is poor and 21 (20.5%) said as average and the remaining 13 (12.74%) said good and nobody claim is excellent.



2.1.5: Duty and Right of Executive Committee: An Executive Committee consisting three representatives selected unanimously in the group should take overall responsibility of the smooth functioning of the group. The above three position of the representatives shall be called as (i) President (ii) Secretary and (iii) Treasurer.

Two out of the above three shall jointly operate the groups bank account. This committee is responsible for the group cash at hand cash at bank or post office. The executive Committee should facilitate the programme planning, timely implementation, monitoring, evolution and actions. This committee members cash also executes any agreement, deeds, contact on half of the group with prior discussion and regulations in the group each time for each subject and leading the group meeting.

All members should participate in the discussion and decision making process orally and mentally in the group meeting. All members should attend the related training, workshop, Seminars, Exposures etc. within and outside the village without fail.

2.2 Management System: Management is a process of planning, Organizing staffing, directing and controlling of a group activities. By management, the objective of a group can be accomplished. in case of SHGs also management is immensely, the basic objective of a SHGs is to develop group into a well-managed SHG. The members should evolve rules and regulation, which are to be followed after discussion with all the members for compliance in full. In the above background understanding the concept, objective and various management techniques of SHGs by the members is very much important. So for imparting training to the members of SHGs with trainee centered methods and media a facilitate members to learn more about the groups dynamics.

2.2.1: Management and control system: Poverty and unemployment are major problems of village area of Darrang district. So these are most members in the selected 18 SHGs are not adequate train in management and control system, because them are not highly educated, so before choosing a project or venture, adequate knowledge should be provided to them. The executive committee are to most leaders of the groups. Therefore the committee is to ensure proper maintenance of books of accounts of the groups on day to day basis regularly up to date. They are also responsible for getting the account, inspected once a month and audited once in six months or year and to submit the account statement and reports to the group meeting for appraisal. The president is to facilitate the programme planning, timely implementation, monitoring evolution and action. Another hand the group secretary should facilitate the regular group meeting smooth functioning of the group.

But found that selected 18 SHGs 25% members are illiterate. So therefore do not understand utility of scientific management system. Only group leader should have good contact with Government department voluntary organization, Credit (Bank) institution and other related institution and mobilize resources for the improvement of group members and village society. The president and secretary can execute any agreement, deeds, contracts on half of the group with prior discussion and resolutions in the each time for each subject.

2.2.2: Procedure of holding meeting: Meeting is a democratic system for taking necessary decision of various activities of SHGs. Hence, the meeting should be conducted very properly for overall success of the SHGs. In every meeting, the group will discuss and try to find solution to the problem, faced by the members group. Full attendance in all the group meeting will make it easy for the SHG to stabilize and start working to the satisfaction of all. Every members should make himself present and express her views freely. The groups members meeting should be hold once a week regularly on a convenient day, place and time as decided by the group absentee members are liable for fine which becomes the part of groups fund of the group. The proceeding of meeting, the role of the group, name of the member etc. are recorded in minute book. The SHGs has to passed resolution in the group meeting signed by the all members summery of

receipt and payments updated every meeting are to be kept updated to know the growth and financial status of the group.

2.2.3: Training: The Government given several development training through different development schemes. After investigation on 18th selected SHGs we come to know that District Industrial Commerce Centre has provide training to develop rural small scale industrial product like Bag, Battal Bag, Dall, honey production mushroom cultivation, textile, Piggeries etc. Moreover, National Bank for Agriculture and Rural Development state Institution of Rural Development of Assam, Panchayat and Rural Development, DRDA, Development Block and other Non-Government Organization provide training on book-keeping and other organizational activities.

2.2.4: Role of Government of Management: Swarnajayanti Gram Sarojgar Yojana is launched by the Govt. of India to provide sustainable income to poor people living in rural area of the country. The scheme was launched on April 1, 1999. Poor families living below the poverty line were organized into SHGs established with a mixture of Govt. subsidy and credit from investment Bank.

The SHGs are added, supported and trained by NGO's, individuals bank and self-help promoting institution. Govt. run District Rural Development Agencies (DRDA) and State Govt. also provided training and financial aid. The programme focuses an establishing micro enterprises in rural areas. The SHG should prepare plans for future so that each member can collectively contribute for achievement of the same. It should plan to get financial support from Govt., Bank and NGO's for it sustainability. It can take up some development programme in the locality and all the members should involve themselves in implementation and monitoring of the programmes. It may increase their financial position to a greater extent.

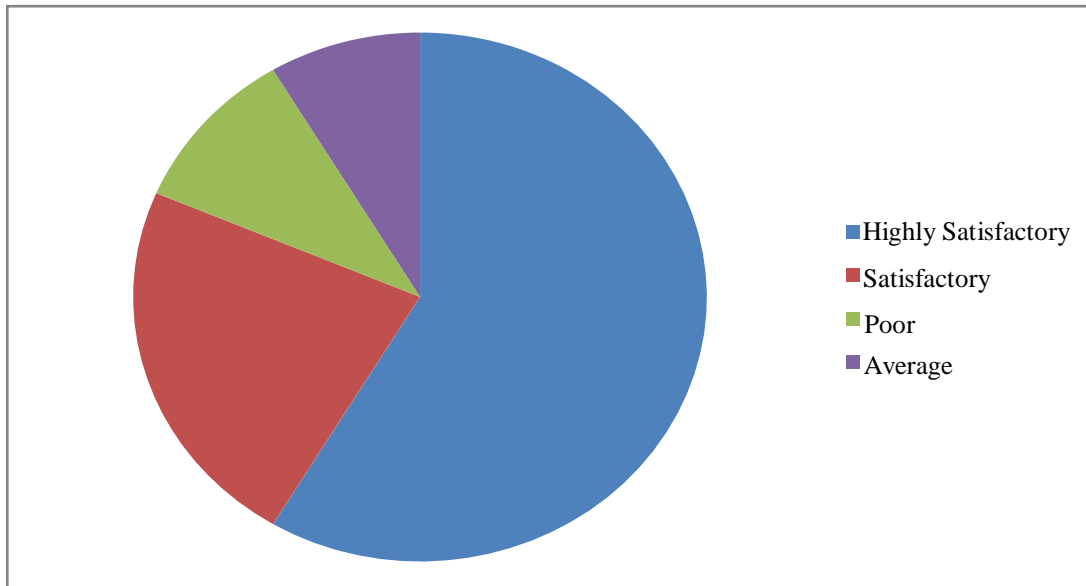
In case of 18th SHGs it is observed that they required more financial assistance through the bank loan to gear-up the opportunities and their economic standard. But practically they still not getting adequate financial assistance from the banks. Because the main problem of self- help groups in basically majority of them are illiterate. Therefore they are not know about official procedure for take loan. So the middle man who help the group to take loans, take some percentage share due to which the group great less amount but have to repay actual amount which they had applied for.

In order to elicited the view of selected respondent regarding Govt. role of 18 SHGs following question in put to them.

Q. Are existing management policies comprehensive and suitable for the smooth progress of the SHGs?

Poor		Average		Satisfactory		Highly satisfactory	
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Against putting this question to 102 respondent on the 6 (5.88%) is opinion it is poor and 10 (9.80%) said an average and the 56 (54.90%) said satisfactory and remaining 30 (29.4%) said excellent.



Conclusion: Out of the above study it can be concluded that the systematic organization set-up and efficient management are immensely important for enhancing the productivity of SHGs. But so far as 18 self-help groups of Darrang district are concerned it is observed that still no well design organization set can be adopted by the most of them and accordingly they fail to implement a efficient management system. Through the study the following finding have been indicated.

A. Finding on Organization set-up:

- 1. Rigid number of membership:** The provision of fixing the number of members strictly within (minimum and maximum) 10 is not justified.
- 2. Criteria of becoming member:** Lack of necessary criteria as a eligibility becoming in a member of a self-help groups draw back which is exist in these selected self-help group.
- 3. Age group :** Existence of maximum members of energetic age group in these SHG is a positive aspect of course maximum members 18-30 age group are deprived of getting education due to poor financial condition.
- 4. Education :** Number of member passing HSLC is highest where number of post graduate passed is lowest in these selected self-help groups.
- 5. Gender restriction :** Gender restriction stand on the away of fulfilling the meaning of SHGs in terms of production as well as coverage of economy activities of society. Moreover gender restriction is the against the democratic principle.
- 6. Involvement of rich member:** Basically SHGs is to be formed amongst financially week class of people. That is why homogeneous members group. But practically is happen that some financially sound people such as business man, Government service people are affiliated by representing miss statement regarding them self as a poor. It stand directly on the improvement of the financially week people.
- 7. Unsatisfied Organization set-up:** Regarding Organization set-up it is seeing that majority respondent (66%) are not satisfied. According to them most centralized power with president and secretary which deprived the middle and bottom level members to play their role satisfactory.

B. Finding on Management System:

1. **Illiterate:** Most of the members SHGs are highly illiterate. So they have no minimum managerial capabilities and knowledge consequently president and secretary contributed a managerial power and play autocratic role.
2. **Beerier:** Meeting is a system of gedarng and processing of all members opinion. But in case of 18 SHGs under study because of illiterate members they are not in a position to put any opinion and views for the overall development of their respective group. Ultimately president and secretary play a dominate role all of these circumstance stand as a beerier to hold the meetings under the democratic principles.
3. **Training not given to members:** Generally in case of 18 selected SHGs only secretary and members are in parted training by Development block, Gaon panchayat, NGO office. Exceptionally one or two members sometimes visit in this training. As per role president and secretary are responsible to provide training to the members, but practically they do so very rarely, consequently members are deprived of training facilities which lead to stay them unawareness about minimum knowledge and skills.

Recommendation of Organization Set-up:

1. It is suggested to provide different number of members according to size, nature, type and complexity of activities of SHGs. So that by no mean SHGs facing the lack of human resource and manpower for performing their activities successfully. So it is suggested to do amendment the concern act accordingly
2. Some quality based criteria such as entrepreneurial skill business and economic experience are to be considered the criteria becoming members.
3. Especial attention should be given on increasing the age group of 30-60 so that both student and person of retired age become minimum. Moreover student age groups should be given the permission of becoming members subjected to continuing their education.
4. The Government should introduce especial education pelican scheme to the members of the self-help groups.
5. It is suggested to remove immediate the gender restriction.
6. Involvement of rich people should be strictly restricted.
7. The Organization set up should be scientifically design. So that effective delegation of authority responsibility accountability is possible and smooth flow of communication among all members of portfolio is established.

Recommendation of Management system:

1. Government should introduce special management and entrepreneurial based education to the member of selected SHGs.
2. Meeting should be held and organization under strict norms and condition in the light of democratic principle. So that all members get a change disclose they are problems and statement.
3. Member and secretary should be for a specific period of one or two year. They should be change and rotation basis or selected newly in annual meeting in support of voting system.
4. With a view to enhancing the level of skill the Government should impart strong and effective training programme at least two time in a year.

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