

# Sai Sakthi Self Help Group- A Case Study

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This case was about a self-help group of women in the West Godavari district, Andhra Pradesh that faced different challenges in marketing their products to ensure the growth of their lace industry. The various decision making situations for the protagonist were discussed in the case.

## Introduction:

In the year 2016, Mrs. T. Ranga Nageswari, president of the Sri Adarsa Women Mutually Aided Co-operative Thrift and Credit Society Ltd. in the West Godavari district, Andhra Pradesh and member of Sai Sakthi Self-help group, Poduru was in a perplexed condition. She had a few issues before her and was having no clue to the solutions.

In the year 2015, she had applied to the Infrastructure and Leasing Financial Services (ILFS) for setting up a dyeing unit in her mandal in association with another society in Coimbatore. The proposal was accepted and the Central Government of India had sanctioned ₹ 3 crore to set up the unit. She wanted the unit to be set up in her mandal – Poduru, which would have benefited a number of lace making societies and the other societies involved in dyeing of cloth by saving time and cost. But to her dismay, her partner in the project withdrew for unknown reasons. She had no clue how to get the project back on track as there were funds available with the Central Government and she had lost an opportunity of availing these funds. There were other thoughts also running in her mind. To tap the huge 96 per cent of the foreign markets available for their products was the second challenge. The third challenge was the skills and expertise to streamline the proposal. She always felt handicapped in preparing business proposals as there was no one in her society who had the knowledge and expertise in preparation of business proposals.

## Profile of Mrs. T. Ranga Nageswari:

Mrs. T. Ranga Nageswari and her husband were running a family owned Kirana (groceries) stores in Poduru village near Narsapur in Andhra Pradesh. After running into financial losses in their business, he went to Saudi Arabia in search of a job in the year 1995. He worked as a Proclaim operator in Zedah Shipyard for ₹ 12,000 per month. After working there for one and a half years he left the job and came back to his village.

Meanwhile, back home, Mrs. Ranga Nageswari, was thinking of financially supporting herself. Mrs. Mahalakshmi, the then Village Development Officer proposed her to take up lace making as a business. Mrs. Nageswari formed a Self-Help Group and started making laces. She was given a revolving fund of ₹ 25,000 basing on her six months savings in the bank. After 6 months she was holding a huge stock of the laces with which she did not know what to do. National Backward Classes Finance and Development Corporation (NBCFDC) promoted the lace products by sponsoring them for the Suraj Kund Mela at New Delhi and supported her with ₹ 1,600 as the financial support in the year 1999. Mr. S. K. Punia, Managing Director, arranged for their stalls in the Mela. Within two days she sold all the stock that she had and earned a profit of ₹ 30,000. Mrs. Geeta, Manager of Lepakshi, Delhi arranged four to five exhibitions cum sale for these lace products. Mr. Satyanarayana, of AP Tourism Hyderabad introduced her to the Development

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Commissioner of Handicrafts (DCH) and she was registered and issued an identity card at Vijayawada. Mr. Devaramuni, Assistant Director of DCH prepared a project with 2000 artisans and Mr. Kannababu from District Rural Development Agency (Exhibit – 1) was the project director. Mrs. Nageswari became the President of the Lace Park in 2004 and the Director from the year 2005 to 2008.

### **Lace Industry in Twin Godavari Districts:**

Hand Crochet was introduced by the Dutch missionaries in the cities of east and west Godavari districts way back in the year 1780. It was to the Christian community only. Lace Industry in India is largely concentrated in these two districts of Andhra Pradesh. Around five lakh artisans from these districts make hand crochets, bed linens and other lace products. The concentration of these artisans is high in the towns of Narsapur, Palakol, Bheemavaram and Rajahmundry. There were around twenty exporters in this region who accounted for more than ₹ 100 crore businesses annually, while there were opportunities of more than ₹ 1,500 crore annually. Even for a business of this magnitude, the manufacturers did not possess an imported automated machine for lace trimming. Most of the artisans were in the unorganized sector and the exporters were indulging in self-defeating exercises to grab the overseas business. Of these 20 lace exporting companies only two were having the required machinery like tailoring and ironing units. Most of the artisans could make only the basic lace doilies and cushion. The raw material used for the lace was fine cotton yarn from the textile and composite spinning mills. There was a great demand for the lace products, particularly interior-home-linens, in the United States and European countries. These handfuls of exporters were able to compete with their international counterparts in China, Japan, Thailand and other European countries.

### **The Lace Park:**

The lace park was a state government initiative to

provide infrastructure facilities to lace artisans. The Narsapur Lace Mega Cluster was the biggest cluster of Crochet lace artisans situated in the twin districts of West and East Godavari districts of Andhra Pradesh. More than one lakh home based lace making women were working in this cluster. The products of Narsapur mega cluster had potentiality as the production at a grass root level was substantial in order to cope up the supply and its marketing. But there was a need to provide market integration to build market led strong linkages in the cluster. Market Development and Trade Facilitation programs were designed for the Narsapur cluster to create opportunities for employment and also to enter into the export markets, thereby improving living standards of lakhs of crafts persons engaged in the cluster. It was also important to focus on building the domestic market presence of the lace products and to access new international markets. The International Lace Trade centre was established to strengthen the marketing infrastructure in the Narsapur cluster.

### **Human Resources:**

The low remuneration and scarcity of able workers because of low payments had also confirmed to be the business's downtrend. "Lace was sold by kilo and fetches the artisans only ₹ 250-350 per kg, depending on the quality and finesse", explained by Kalavakolanu Tulasi, Managing Director, Pan Godavari Lace Facilities and Services. "Artisans were not paying attention to develop new designs to attract the market because of the remuneration is very low in the industry. The younger generations were not interested to continue this profession and they were looking into other sectors to get high payments. If there were no attractive incentives, artisans' number will declining" as opined by Mr. Nagabhushan Naidu, Project Manager at the lace park.

The younger generations were not interested in continuing this craft for three reasons. First, the artisans were unable to get fair prices and find

the right markets for the products; second, the significance of crafts was not included in the school curriculum and they did not understand the value of the handicrafts and the rich heritage they were supposed to carry forward. Finally, this was believed to be a family's craft which was linked to their caste. In many cases, artisans were looked down for being from the lower caste.

### **Present Scenario:**

The dropping market share had condensed majority exporters and artisans of this industry, which was concentrated in villages like Narasapuram, Sitarampuram, Venkatrayapalem, Palakolu, Royapet and Mogalturu in West and East Godavari and Krishna districts of the state. Today it provides employment to nearly ₹ 1.5 lakh artisans, mainly women, who made crochets, curtains, bed linens, tableware, telephone covers for exports, as against nearly 5 lakh lace artisans nearly a decade ago. "A couple of years ago there were around 50 exporters, today there are barely 15-20 exporters left. The margins are drying up in this business and revenues are falling. "While I was able to garner revenues of around ₹ 1.2 lakh in 2011, last year I could manage only ₹ 90,000," said Mr. T. Raju, founder of Padmavathi Handicrafts and pointed out that he was planning to exit the industry.

### **Financial Support – Streenidhi Credit Cooperative Federation Ltd:**

Development of Women and Children in rural areas (DWACRA) members receive financial support from StreeNidhi (Exhibit – 2) Credit Cooperative Federation Ltd. StreeNidhi business model was a unique one which used technology as well as the existing infrastructure. It was laudable that StreeNidhi had provided more than ₹ 1,500 crore worth loans to ₹ 8 lakh DWACRA women members. The members were given loans within 48 hours of loan application by using technology. Generally SHG's need to pay excess interest in case if they approach money lenders. But SreeNidhi was

providing loans comparatively at a lower rate of interest. They could avail loan facility at their convenience with the help of mobile banking. It was issuing to any member of the SHG from any part of the state for their medical, academics and also for the farming etc. Scrutiny of the applicants was done by Mandal samkhyas and Village Organisations, to help the members for the betterment of their livelihood. By availing this facility the members could also avoid the misleading activities of the money lenders.

To avail loans from StreeNidhi, Samrudhi deposits were compulsory for SHGs. Each SHG has to deposit ₹ 100 per month in Samrudhi account from 1st April, 2013. The SHGs has to maintain minutes of the meeting and should present the same to avail loans to income generating events. For health purpose, loan can be issued with the presence of at least 6 Executive Committee (EC) members of the Village Organisations.

### **National Backward Classes Finance & Development Corporation (NBCFDC):**

The marketing facilities for the artisans were promoted by the National Backward Classes Finance & Development Corporation (Exhibit – 3). They were provided opportunities to participate in prominent national and international fairs viz. India International Trade Fair (IITF), DILLI HAAT, Suraj Kund Crafts Mela etc. NBCFDC also supported the artisans from the backward classes through promoting their participation in International Fairs and Exhibitions.

### **Markets:**

For the last 225 years, the hand woven lace industry was flourishing in the coastal belt of Andhra Pradesh. There were danger bells for this industry because of Chinese products, global economic crisis and high input costs. Sri Devi exports managing director Mr. Shiva Hemdev pointed out that the exports have fall down from around ₹ 150 crore to ₹ 70-80 crore during the last decade because of global competition

mainly from China and global recession. The major global markets had slowed down and impacted the export revenues which were to the extent of eighty percent, Hemdev explained.

While Europe accounted for 60% of the total orders a few years ago, orders had declined drastically after the Eurozone crisis. Adding to this, the cheaper machine made products from China and Vietnam flooded the market. It was difficult to beat the competition from the Chinese markets as they were producing products at a cheaper price. They could do it due to the support from their government in terms of subsidies. Moreover, over products were handmade and mass production was not possible. The other reason, according to the exporters, was that many companies in developed countries wanted products that conform to factory compliance norms, which was difficult to ensure for a cottage industry.

Lace industry had both domestic and international markets for their various products like Poncho Hand Bags, Table Cloths, Border laces, Crochet Flower Brooches, etc. The domestic market constituted only four percent of the total market. Orders were received from the local markets only. They had no clue on how to reach the international markets and bring bulk orders. They had the capability of supplying for huge orders as they had good number of skilled artisans with innovative designing skills (Exhibits – 4). There were very few organizations which were supporting the artisans in marketing their products.

### **Export Promotion Council for Handicrafts (EPCH):**

Export Promotion Council for Handicrafts (EPCH) was one of such non-profit organizations supporting and promoting the export of handicrafts in India. It is an apex body of handicrafts exporters, established in the year 1986-87 under Companies Act. It promoted the Indian handicrafts across the globe and ensured various measures to meet the international standards and specifications. The Council had

created an environment of awareness and necessary infrastructure, marketing and information facilities for both the exporters and importers by organizing workshops on export marketing procedures and documentation, packaging and designing. It also organizes Buyer Seller Meets, Open House etc., to facilitate interaction with Central and State Govt. and various other similar programs (Exhibit – 5).

### **Infrastructure Leasing & Financial Services Limited (IL&FS):**

Infrastructure Leasing & Financial Services Limited (IL&FS) was supporting companies in financing and infrastructure development. Unit Trust of India (UTI), Housing Development Finance Corporation Limited (HDFC) and Central Bank of India (CBI) were promoting this organization. Commercialization and development of infrastructure project and design the value added financial services were the main focused areas. It was expertise in providing “the complete array of services necessary for successful project completion: visioning, documentation, development, finance, management, technology and execution.”

Majority of the SMEs in these clusters were facing a common problem of insufficient quality infrastructure, which was directly impacted on effectiveness. To address this issue, the IL&FS had initiated a special business unit, “Cluster Development Initiative.” This unit addresses the requirement of SMEs in technology, finance, market access, and infrastructure development through building equipped industrial clusters. The Government of India had appointed this body as a ‘Project Management Consultant’ to develop 25 combined clusters of textile parks.

### **Issues and Challenges in the Marketing of Lace:**

Seasonal production: Crafts were activities that were taken up in households and were also many times seasonal. So these were produced during non-

harvest seasons. The techniques and processes used for crafts were very specific and differed from one craft to another. Artisans who were producing these products in an organized structure also worked within community settings.

**Processing of Raw-material:** The Jajmani system, acted as a source of mediation for the provision of goods and services between the local markets and the artisans caste in order to retain the livelihood of the village communities. But, it was challenging for the artisans to procure raw material at affordable prices, in the present modern competitive society. They were depending on the local traders for the raw material who were supplying for a higher price or they switched to non-traditional raw materials.

**Quality Raw-material:** Access to quality raw materials, funds and design inputs were three main issues for the artisans in the handicraft sector. The rural artisans had to compete with their urban counterparts who were using technology and superior quality raw materials, which were easily available to them through government subsidies. Due to poor recovery rates access to loans for working capital also was an issue. So they were forced to borrow from local lenders which were costly. Because of the digitalized and customized markets in the urban areas, the rural markets were facing the threats of the attracting the markets as communication was a major barrier and could not meet the expectations of the trend followed by the import and the export markets.

**High Cost of production:** The informal nature of the handicraft sector and the low literacy rate amongst the artisans created issues of unprofessional infrastructure like workshops, storage of products and packing and shipping problems. Most of the times these crafts needed the entire household to contribute in some capacity. So during the season, children would miss schooling which leads to low literacy among the artisan community. This in turn had a cascading effect on management skills

that was required to face the competition in the sector. Inventory handling, awareness and access to government schemes, ability to bargain with middlemen was lacking. The illiteracy rate of women was approximately ninety percent and men was around fifty percent according to World Bank information (Economic and Political Weekly, 2003). Lack of education leading to financial constraints also prevented them from using upgraded technology which had an impact on the ultimate quality and quantity of the products as well as the cost of production.

**Markets and support system:** Due to poor infrastructural and communication facilities in India, aggregating the products from different production units was a challenge. So the economies of scale in supply chain logistics of crafts were not possible. Artisans lost opportunities to reach the markets, as there were no incentives either for the buyers or for the retailers. Due to lack of knowledge and awareness of the marketing practices, marketing mix and the services mix were not adopted by them to attract the customers. While the markets for the craft products ranged from the local retails shops to exhibitions and exports, the artisans were restricted to the local markets only. The demand for ethnic products was actually were huge domestically as well as globally but supply chain inefficiencies have led to low supply of these products.

**Lack of an enabling environment:** The importance of these crafts is considered to be irrelevant in the technology driven economic growth of the country. The major gap associated was the shift from the traditional practices to the augmented practices. The government was also showing the inequality of the allocation of the resources for the urban and the rural markets and also between the import and the export markets. Around seventeen governing bodies were associated with the arts and crafts such as Textile Ministry, Women and Children Ministry which were creating a major gap in accessibility to the various grants.

**Lack of interest by current generation:** The struggle of the older generations to sustain in the market, the education system which did not support crafts in their curriculum and the strong association between caste and craft were causing disinterest among the present generation rural youth towards continuing their family crafts.

### Self Help Groups:

SHG- grouping of below poverty line to uplift themselves for a better living. Women will associate to share their thoughts and strive for social and economic upliftment. All the group members will save on a regular basis and pool the amount in order to create the corpus fund. The amount which was collected will be given as loans for the members who are in financial need with nominal rate of interest.

Banking is unreached to the rural India. To inculcate the habit of savings for individuals, especially among rural women. This will create the confidence in organizing various activities that provides self-employment, self-development, women empowerment through education, improvising health, role of small families in better living, etc.

### Sai Sakthi Self Help Group:

Sai Sakthi self-help group was established in the year 1997 and became a part of the Sri Adarsa Women Mutually Aided Co-operative Thrift and Credit Society Ltd. in the year 1999. The group consists of nine board members with one representative from each of the village covered by the society. The group functions with a revolving fund of ₹ 25000 which was three times their savings in the bank. Loan was provided by the bank at 25 paise interest rate. The group also was financially supported by Stree Nidhi. The potential to get loans was decided based on the group scores on promptness in repayment of loans. The loan repayment history of the group being very prompt, the group was sanctioned loans without any difficulty. Health insurance of ₹ 15,000 per family was provided for the group members. A death claim

of ₹ 1,00,000 and ₹ 30,000 for natural death were the other benefits the group got from the society. The premium for the insurance was ₹ 250 per annum. The member artisan was required to pay only ₹ 75 per annum as premium and the rest of the premium was borne by the central government. The group runs an eSeva and provides a number of services to the public through it.

The group had been performing very well in terms of loan repayment as well as fulfilling the orders that were placed in time (Exhibit – 6). The group had been encouraging their members in bringing huge domestic orders. Members of the group were capable of developing new and innovative designs. There existed skill among the artisans of this group. Moreover, the groups were training new members in making laces and also in coming up with new designs. The members could buy the thread on their own and make laces or thread and needles were provided by the group to its members. The threads that they procured from local markets were dyed with different colors to make the designs attractive and innovative. But the cost of the products could not be reduced due to lack of automation in areas like dyeing of threads. Mrs. Nageswari, had tried to collaborate with a similar unit in Coimbatore and procure a dyeing unit with the financial support from IL&FS. She intended to install the unit in her mandal, so that transportation and storage costs could be reduced and the price of the products could be brought down. Though the funds were sanctioned, unfortunately her partner in this proposal withdrew for reasons unknown and caused loss to the Lace Park in West Godavari district. It was a setback for the development of the Lace Park. Similarly, they also lacked the marketing capabilities and were depending upon middlemen or some malicious businessmen to identify markets and sell their products. These businessmen made higher profits by selling the products in the market and paying less to the artisans. Ultimately, the artisan was not benefitted and the middlemen were benefitted. Untapped international markets also existed to the scale of 96 per cent. The artisan

group had no communication skills to identify and target these markets. They also had no knowledge of approaching these markets and drafting project proposals. Lack of professional knowledge and skills in bringing new international orders to their group was another cause for concern. The hardships in identifying and selling their products and slow development rate were making this industry unattractive to the younger generations. They were thus moving into some petty jobs where they could earn little money. To motivate these young people in to their craft was another challenge before the society president, Mrs. Nageswari.

### Conclusion:

With all the initiatives from the government and infrastructural and financial support for the lace industry through various institutions, the opportunities for the development of artisan clusters were there. The international markets were still untapped by the Lace artisans of West Godavari District. There were opportunities clearly seen in the markets but at the same time there were weaknesses in the Self Help Group which needed to be addressed. The few questions before Mrs. Nageswari were how to get the dyeing unit to her mandal and benefit lace and textile industry in her region; how to tap the international markets which were around 96 per cent; and how to overcome the problem of drafting project proposals. Though there were middlemen or businessmen who were ready to do the drafting of project proposals, they were taking advantage of the artisans' ignorance and converting the proposal into their own business and making profits. This was again a concern for the self-help groups as they were not benefitted ultimately. Motivating the upcoming generation into the lace making industry was another Herculean task before her.

### Questions for discussion:

1. How can Mrs. Nageswari get the project back on track for the dyeing unit?

2. What marketing strategies do you suggest her to improve domestic markets?
3. What strategies do you suggest to tap the huge foreign markets for the lace products?
4. How can she develop skills to prepare business proposals?
5. What suggestions do you have to make the self-help groups stronger and profitable?

### Exhibit 1: District Rural Development Agency (DRDA)

DRDA 's primary role is to undertake the programmes to uplift the weaker sections of society at the district level and associated with Ministry of Rural Development in coordination with the Integrated Rural Development Programme (IRDA). State and the central government initiations had also taken up by the DRDA in order to improve the livelihood of the below poverty line. Since 1st April 2018, DRDA administration was also created to strengthen the DRDA and monitor the activities. They act as mediators between the ministry and the district level authorities to implement various schemes.

For the geographical approach DRDA's programme were decentralised through the agencies. Members of the DRDA were the representation of various political and non-political sector which include MP's, MLA's, NGO's and representatives from various weaker sections of the society. The district collector acts as the chairman of the governing body. So DRDA, along with the Managerial and technical support it also provides the funds for the projects undertaken under various schemes.

### Exhibit 2: StreeNidhi Credit Co-operative Federation Ltd

Procedural simplicity in sanctioning loans, disbursement of loan at their doorstep, inadequate bank loans and the delay in renewal of bank loans which was more than three months period, encouraged the members of the self-help groups

and their federations like the Mandal Samakhyas (MSs)/Town Level Federations (TLFs) to high cost borrowings from Micro Finance Institutions (MFIs)/ Money lenders to meet their various needs. In the absence of a reliable alternative to the micro finance institutions which provided high cost credit to the poor, there was a need to promote MFIs with low operations cost through technology adoption. To fill this gap the StreeNidhi Credit Co-operative Federation Ltd. (StreeNidhi) was promoted by the Mandal Samakhyas (MSs) promoted by Society for Elimination of Rural Poverty (SERP) and Town Level Federations (TLFs) promoted by Mission for Elimination for Poverty in Municipal Areas (MEPMA), in association with Government of Andhra Pradesh. Established on 07th September, 2011, StreeNidhi was registered with Registrar of Cooperatives under Andhra Pradesh Cooperative Societies Act, 1964 it had started its commercial operations from 6th October 2011.

### Objectives of Stree Nidhi:

- To supplement credit to SHG members while ensuring that SHGs will give first priority for availing of loans from banking sector and then only look at the option to avail from StreeNidhi.
- 'StreeNidhi' address credit needs of the SHG members to meet situations like exigencies and short term loans for business purposes as SHGs/ members do not get another loan as and when required in case of need.
- To ensure timely credit availability preferably within 48 hours from the time of request for loan
- To ensure that poorest of the poor get 50% of the loan disbursed.
- To improve functioning of SHGs and their federations
- To provide low cost credit to the poor as one of the strategies for poverty alleviation with the support of SERP/MEPMA.

StreeNidhi provides loans for a number of purposes. The major purposes along with their limits and repayment period were as follows.

Sl. No.	Purpose of the Loan	Max. Amount ( )	Loan Repayment period
1.	Education Loan	25,000	24 months
2.	Health Loan	15,000	24 months
3.	Marriage Loan	25,000	24 months
4.	Income Generation Activity	25,000	24 months
5.	Dairy loan	25,000	24 months
6.	Agriculture	20,000	24 months
7.	Weavers loan	25,000	24 months
8.	Short term loan	12,000	12 months

Source: Annual Report 2015-16, NABARD

### Exhibit 3: National Backward Classes Finance and Development Corporation (NBCFDC)

NBCFDC was established under section 25 of the Companies Act, 1956 on 13-01-2018. The objective of NBCFDC is to assist the weaker sections of the society by providing them with the development

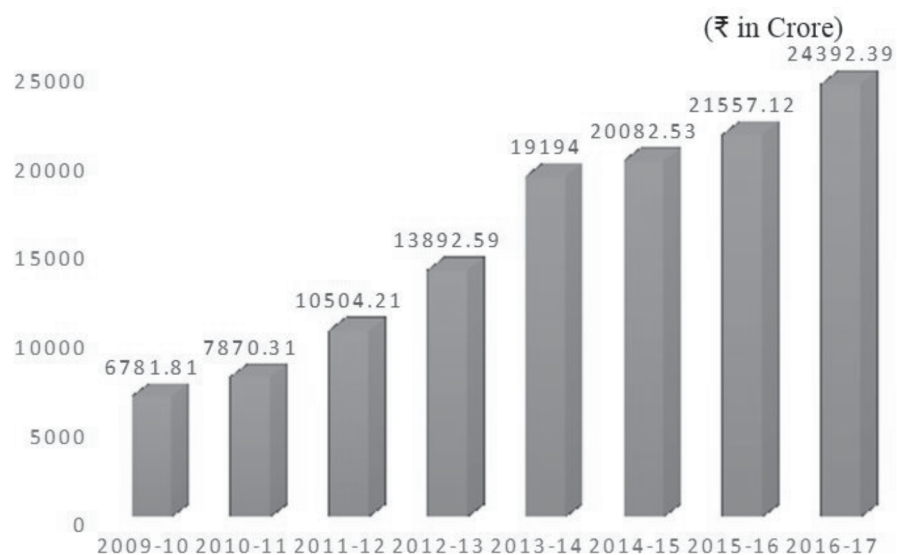
activities which will nourish self-development and self-employment. It provides the Micro Financing through SCAs/ Self Help Groups (SHGs) for the farmers, Small and Medium Enterprise, traditional sectors, professional sectors, logistics and services sectors.



**Exhibit – 4: Exports of Embroidered & Crocheted Goods (₹ in Crore)**

S.No.	Country	2014-15	2015-16	2016-17
1	Australia	83.52	131.78	124.36
2	Canada	39.1	39.32	49.51
3	France	175.69	177.26	222.83
4	Germany	104.71	115.41	109.03
5	Italy	49.50	87.10	197.56
6	Japan	20.55	22.49	29.62
7	Netherland	84.64	99.34	118
8	UAE	131.58	148.04	136.88
9	Switzerland	16.76	21.82	23.25
10	U.S.A.	773.13	1072.41	1219.21
11	U.K.	183.56	250.47	231
12	Latin American Countries	53.58	70.68	45.12
13	Other Countries	714.61	701.09	720.63
<b>TOTAL</b>	<b>2430.93</b>	<b>2937.21</b>	<b>3227.00</b>	

Source: <http://www.epch.in/moreDetails.htm>, retrieved on 22-04-2018.

**Exhibit – 5: Exports of Handicrafts**

Source: <http://www.epch.in/moreDetails.htm>, retrieved on 22-04-2018.

**Exhibit – 6: Progress Under Microfinance – Cooperative Banks' NPAs against Bank loans to SHGs as on 31st March 2017 (₹ in Crore)**

Sr. No.	Name of Bank	For Total SHGs		Out of Total - Exclusive Women SHGs		For SHGs under NRLM/SGSY		For SHGs under NULM/SJSRY	
		Amount of NPAs	NPA as %age to Total loans O/S	Amount of NPAs	NPA as %age to Total loans O/S	Amount of NPAs	NPA as %age to Total loans O/S	Amount of NPAs	NPA as %age to Total loans O/S
<b>ANDHRA PRADESH</b>									
1	The Anantpur District Co-Operative Central Bank Ltd.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2	The Chittoor District Co-Operative Central Bank Ltd.	14.29	5.57	14.29	5.57	0.00	0.00	0.00	0.00
3	The District Co-Operative Central Bank Ltd., Eluru	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4	The District Cooperative Central Bank Ltd., Kakinada	9.23	7.42	9.23	7.42	0.00	0.00	0.00	0.00
5	The District Cooperative Central Bank Ltd., Kurnool	1.00	1.32	1.00	1.32	1.00	1.32	0.00	0.00
6	The District Co-Operative Central Bank Ltd., Srikakulam	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
7	The District Co-Operative Central Bank Ltd., Visakhapatnam	69.17	7.71	69.17	7.71	56.00	10.72	0.00	0.00
8	The District Co-Operative Central Bank Ltd., Vizianagaram	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
9	The Guntur District Co-Operative Central Bank	230.62	15.94	229.69	15.89	0.00	0.00	0.00	0.00
10	The Krishna District Co-Operative Central Bank Ltd.	275.83	2.06	275.83	2.06	0.00	0.00	0.00	0.00
11	The Nellore District Co-Operative Central Bank Ltd.	2.63	100.00	2.37	100.00	0.00	0.00	0.00	0.00
12	The Prakasam District Co-Operative Central Bank Ltd.	12.84	1.28	12.84	1.28	0.00	0.00	0.00	0.00
	<b>Total</b>	<b>615.61</b>	<b>2.99</b>	<b>614.42</b>	<b>2.98</b>	<b>57.00</b>	<b>9.43</b>	<b>0.00</b>	<b>0.00</b>

Source: Status of Micro Finance in India 2016-17, pp.247-248.