

Commercial Banks and Microfinance: How Andhra Bank Scaled-up the SHG-Bank Linkage Programme?¹

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1. Introduction

With microfinance getting due policy attention and support, commercial banks accounting for the major share in the total deposits and network of branches in the country are expected to play a prominent role in the implementation of the Self-help Group-bank Linkage Programme (SBLP). The SBLP being implemented since 1992 has emerged as the flagship microfinance intervention in India. The National Bank for Agricultural and Rural Development (NABARD), the apex bank for rural finance in the country is the key promoter of the SBLP in India. The SBLP aims at providing financial services to the poor by linking them to formal financial institutions through the mechanism of self-help group (SHG). An SHG is a small informal group of up to twenty members working on the basis of principles of like self help and joint liability to obtain access to financial services from formal agencies. By March 2005, more than 1.62 million SHGs have been linked, directly or indirectly, to financial institutions like commercial banks, regional rural banks and co-operatives with an estimated outreach of about 24 million households (see Exhibit 1). Given the outreach achieved, SBLP has even come to be considered as the biggest microfinance programme in the world. Commercial banks accounted for about 52 percent of the total SHGs linked to all financial institutions in India.

The Andhra Bank (AB), a public sector commercial bank, has emerged as one of the leaders among the commercial banks implementing SBLP. As of March 2005, AB has the second highest share in the total SHGs linked to all commercial banks in the country. It is the number one commercial bank in terms of both per branch number of SHGs linked and per branch cumulative loan disbursed (see

¹. Case prepared for teaching and training purpose.

Exhibit 4). AB has started the SBLP in 1998 after observing the success of the pilot project launched by NABARD in 1992.

By March 2005, AB has linked 1,80,885 SHGs with an estimated outreach of 2.39 million poor households. The extent of linkage and the outreach attained has been made possible mainly by the rapid expansion that has taken place since 1998. The annual report of AB for 2004-05 proudly claimed that, “The Bank continued to play a pioneering role in expanding the SHG linkage programme. Bank has been in the forefront in linking bank finance with the SHGs since last five years in Andhra Pradesh. Bank has bagged the Best Bank Award by NABARD continuously for the years 2001-02, 2002-03 and 2003-04 in the state of Andhra Pradesh for financing maximum number of SHGs.”

AB was founded in 1923 to provide banking services to the people. AB was nationalised by Government of India in 1980. As of March 2005, AB had a network of 1168 branches spread all over India, of which 71.13 per cent were located in the state of Andhra Pradesh (AP). AB is the leading commercial bank in AP having the highest number of branches. The total business of AB stood at Rs. 454,610 million with a credit to deposit ratio of 65.01 per cent at the end of March, 2005 (Table 1). Further, the priority sector areas like agriculture, small scale industries, housing and education accounted for about 41.0 per cent of the total outstanding advances as against the mandatory norm of 40 percent. The ratio of non-performing assets stood at 0.28 per cent of the net advances of the bank.

Table 1: Profile of Andhra Bank as on 31st March 2005
(Rs. in million)

Details	Particulars
Year of Establishment	1923
Year of Nationalisation	1980
No. of Total Branches	1,168
No. of Rural Branches	344
Total Outstanding Advances (Rs.)	1,79,100
Total Deposits (Rs.)	2,75,510
Priority Sector Advances Outstanding (Rs.)	73,310
Advances Outstanding to Agriculture (Rs.)	30,780

Source: Annual Report (2004-05), Andhra Bank

The outstanding advances under SBLP constituted about 3.01 per cent of the priority sector advances of AB (Table 2). Almost 99.87 per cent of the linkage attained under SBLP by AB has taken place in the state of Andhra Pradesh. The performance under SBLP so far has enabled AB to emerge as one of the leading public sector commercial banks in the country. AB would like to further scale-up the operations under SBLP in order to fully realise the objectives of the programme. The main objectives of SBLP as visualised by AB are: to evolve a supplementary credit strategy for reaching rural poor; to build mutual trust and confidence between banks and the rural poor; and to encourage banking activities, both thrift and credit, among poor. It is hoped that SBLP would help AB to reduce its transaction cost, externalise credit activities and help enhance its lending to weaker sections, a component under the mandatory priority sector advances.

Table 2: Performance of Andhra Bank under SHG-Bank Linkage Programme (March end)

Details	2001	2005
Total No. of SHGs Linked	17,353	1,80,885
Estimated number of households covered (in million)	0.23	2.39
Total Advances Outstanding (Rs. in million)	84	2,210
Total Cumulative Disbursements (Rs. in million)	532	4986
Share of AB in total SHGs linked in AP by Commercial Banks	22%	52%
Position of AB among Commercial Banks in AP	1 st	1 st
Share of AB in total SHGs linked by Commercial Banks at All-India Level	14%	19%
Position of AB among all Commercial Banks in total SHGs linked at All-India Level	2 nd	2 nd

Source: NABARD and Andhra Bank.

2. 'Government as NGO'

Commercial banks were accused of not doing much to adopt and scale-up SBLP even after it had been successfully pilot tested by NABARD. As a result, the SBLP had achieved only limited outreach in the first six years of its

implementation. NABARD took efforts to bring more impetus in the implementation of SBLP especially by commercial banks. The Reserve Bank of India (RBI) called upon all commercial banks to give due priority to SBLP by making it a part of their corporate strategy. All the public sector commercial banks including AB duly followed the RBI's suggestion. "SBLP has been included as a part of our corporate planning strategy. The top management is taking all steps to implement SBLP on a priority basis," said Mr. A.L. Nageshwara Rao, General Manager heading the Priority Sector Policy Department (PSPD) of AB. "In Andhra Pradesh, we have been helped by the state government mainly in terms of SHG formation and linkage. The government here is like a big NGO (Non-governmental Organisation). Unlike in other states, there is a very good collaboration between the banks and the state government," further remarked Mr. Rao.

The state of Andhra Pradesh is considered to be the leader in the SHG movement in the country. The AP state government has taken many proactive steps in promoting SHGs in the state. By 2005, more than 4.92 lakh SHGs had been formed and linked to financial institutions (see Exhibit 2), the highest for any state in the country. These SHGs have been formed and supported mainly by government agencies under various poverty alleviation schemes. Initially, groups were formed under a national poverty alleviation programme called Development of Women and Children in Rural Areas (DWACRA). Under DWACRA, women below poverty line were mobilised to form small groups to take up various income generating activities (IGAs). The groups were provided with training and matching grant of up to Rs. 25,000 to take up IGAs. Banks were required to provide loan support to these DWACRA groups. The Andhra Bank was quite impressed by the performance of DWACRA groups both in terms of savings and lending.

Subsequently, the AP state government launched the World Bank supported District Poverty Initiative Project (DPIP) called *Velugu* from 2000-01. *Velugu*, currently renamed as Indira Kranti Partham, is a community based poverty

reduction programme being implemented by a specialised agency called Society for Eliminating Rural Poverty (SERP) constituted by the state government. SERP implements the programme mainly through community based organisations like SHGs. SERP makes use of the existing District Rural Development Agencies (DRDAs) to form and support SHGs. Specialised village based workers have been appointed by SERP for the purpose. These staff have also been given training by SERP on SHG formation and management. SHGs have been formed on a massive scale by DRDAs in all the districts of AP. The state government also has played a proactive role in linking these SHGs with financial institutions. Targets were given to banks at state and district levels to link SHGs to banks. A massive drive for SHG formation and linkage, thus, was launched by the state government all over Andhra Pradesh.

The role of state government came as a blessing in disguise to NABARD which was making efforts to sensitise banks and government agencies at all levels about the need for promoting SBLP. NABARD organised a large number of training programmes on SBLP for the purpose. At the same time, the state government has shown keen interest in monitoring the progress of SBLP. The SBLP has been placed under the purview of the State Level Bankers' Committee (SLBC), the highest body for monitoring the progress of banking developments in the state. The SLBC besides giving annual targets to different banks has been regularly monitoring the progress of SBLP at state and regional levels. Incidentally, the Andhra Bank is the convenor of the SLBC.

3. The Strategy of AB

3.1 Overall Strategy

“AB’s expansion has been helped both by the presence of our large network of branches and the government promoted SHGs all over AP,” said Mr. Ramachandra Reddy, DGM under PSPD. “We are not taking the help of NGOs in AP. We do not trust them. We are interested in linking only DRDA promoted

SHGs. AB is implementing SBLP as its own programme. We give annual targets to every branch under SBLP. SBLP is both a social and a commercial proposition to us,” added Mr. Reddy.

NABARD visualised implementing SBLP under three models. Under model I, banks directly form and finance SHGs. Under model II, NGOs and GOs form SHGs and link them to banks for finance. Under model III, banks finance NGOs which in turn on lend to SHGs formed by them. The AB is largely following the model II in AP where government agencies form SHGs and link them to banks (see Exhibit 3). In few cases, the branches of AB are following model I wherein branch staff directly form and finance SHGs.

As a part of the corporate strategy, AB has set up a Microfinance (MF) Cell in 2004 under Priority Sector Policy Department. A senior manager looks after the cell. The main objective of the Cell is to help the bank in carrying forward the SHG movement focusing on women’s empowerment. Ms. Prema Kumari who is heading the MF Cell said, “We conduct workshops to monitor the progress of SBLP. Training programmes are held to orient the zonal and branch staff. We have created a data base about SBLP to help our top management to take policy decisions. The Cell also co-ordinates with agencies like NABARD, SERP and SLBC in framing new policies under SBLP.” The branch managers showing commendable performance under SBLP are duly recognised by the bank. Good performing managers are sent for training and exposure both within and outside the country. Ms. Prema Kumari was deputed to Thailand for a training because of her good performance in implementing SBLP as a branch manager.

The head office gives targets to zonal offices about the number of SHGs to be linked. The zonal offices in turn give minimum targets to branches coming under their jurisdiction. AB had set a target of 58,000 SHGs to be linked during 2004-05 against which 47,848 SHGs were linked (see Table 3). The idea of target setting is also well received by the branches. “Targets are essential otherwise we may lose our portfolio” concurs Mr. Srinivasulu, Manager of the Jangaon Branch of AB

coming under Warangal zone. The zonal offices may provide support to branches like additional staff and vehicle for linkage purpose. The branch staff are also trained by AB and NABARD. For SBLP, the service area is relaxed for the branches. Branches can even go to villages outside the original service area or jurisdiction for linkage purpose.

Table 3: Progress of SHG-Bank Linkage Programme of Andhra Bank

Year	No. of SHGs linked	Loan Disbursed (Rs. in million)	Average Loan disbursed per SHG (in Rs.)	Year end Total Loan Outstanding (Rs. in million)
1998-99	1,862	36	19,229	NA
1999-00	7,438	133	17,935	NA
2000-01	17,353	362	20,878	84
2001-02	26,363	602	22,820	571
2002-03	34,100	950	27,859	904
2003-04	39,695	1235	31,100	1,235
2004-05	47,848	1795	37,517	2,210

Source: Andhra Bank

3.2 Operational Strategy

SHG Formation: The linkage is done at the branch level by following either model I or II. If it is model I, branch managers identify villages for group formation during their visits. They try to target those villages where there is concentration of poverty. The branch staff conducts village meetings to explain the benefits of group formation to the prospective members. The branch staff help those who come forward in forming the group, passing group resolution, electing leaders and opening savings account with the branch. Based on the experience of successful SHGs, many new SHGs get formed on their own in the villages.

In the case of model II, SHGs are formed by the DRDA community activists. The DRDAs also give training to the SHGs on group formation and management. The DRDA activists introduce these SHGs to bank branches for linkage. In many

places DRDAs have preferred to link their SHGs with AB because of its good branch network as well as its proactive approach under SBLP. In few cases, SHGs are also formed and linked by NGOs.

SHG Management: Soon after the group formation, members decide about monthly savings installment rate based on their capacity. The savings installment varies from Rs. 20 to Rs. 100 per member per month. Every group passes a group resolution and elects two leaders to carry out group activities. The group resolution with the signature of all members is submitted along with a group photograph for opening a savings account. The branch issues a pass-book in the name of the group. A check book is given to the two leaders who are authorised to operate the bank account.

A SHG needs to save for about 6 months. A SHG is expected take up internal lending based on its own savings to demonstrate its strength and operational stability. The SHGs are expected to maintain the following books and records with them. The books are the attendance register, membership register, minutes book, savings register, bank borrowing register and credit register. In AP, SERP has trained and appointed paid Village Book Keepers (VBKs) who help government promoted SHGs maintain their books and records. The work done by VBKs are further checked or scrutinised at *Mandal* (village cluster) level by the *Mandal* Book Keepers (MBKs) who are also appointed and paid by DRDA. A MBK in Warangal district remarked, “In a year I check and scrutinise the accounts of about 200 SHGs. I have not found so far any major financial irregularities in SHG accounts. However, about 10 per cent of the SHGs face difficulties in book keeping.”

Loan Linkage: Once the SHGs are stabilised in their operations, AB tries to provide loan facilities to SHGs. All eligible SHGs are identified for fresh loan or renewal of loan. A branch manager approves loan as and when eligible SHGs approach the bank. The branch manager has to go to the village for sanctioning loan. A common method adopted by many branches of AB is organising SHG

melas or fairs. As narrated by Mr. D Mohapatra of Sangam village branch: “We have been organizing SHG *melas* for the last three years on November 22 which is AB’s foundation day. This year our branch has been given a target of linking 500 SHGs. Every month we link about 5-6 SHGs. But *melas* help us in linking large number of SHGs in one go. We inform zonal office in advance about the *mela*. The branch staff start identifying SHGs and scrutinise all papers much in advance. We call all the SHG leaders for the *mela*. Senior zonal officers are invited to take part in the *mela* and disburse loans to all the identified SHGs on the day. Even top district level government officials are invited to attend the *mela*. The *melas* serve as a platform for interaction between the bank and SHGs and among SHG leaders”.

Loan Procedures and Papers: For sanctioning loans to SHGs, AB has adopted the procedure broadly suggested by NABARD to all financial institutions. The aim is to make the procedures both simple and prudent given the informal nature of SHGs. The following papers are to be prepared for sanctioning loan to a SHG: application form, *inter-se* agreement, Critical Rating Index (CRI), SHG appraisal form and loan agreement. The application form is submitted in the name of the SHG taking loan. *Inter-se* agreement and CRI are instruments developed by NABARD for facilitating SHG linkage with banks. *Inter-se* agreement is a document executed as a general power of attorney by all the members of SHGs. The agreement besides specifying the internal terms and conditions including liability for debt contracted, authorises the identified representatives of SHGs to take all necessary decisions and execute agreements on behalf of the members. The CRI is an instrument to grade the SHGs based on their managerial and financial performance. The SHGs are given scores for their performance on 14 different parameters. The SHGs are categorised as A, B, and C based on their scores out of a total 100 marks. All SHGs scoring over 70 marks are categorised under ‘A’ and are to be considered for sanctioning loan. Those scoring between 50 and 70 marks are categorised under ‘B’ and are recommended for capacity building. SHGs scoring less than

50 are categorised under 'C' and are suggested intensive capacity building. The CRI has now been made mandatory by AB for sanctioning loans to SHGs.

The appraisal format is used to estimate the loan demand of the SHG based on members' loan needs and the debt capacity of the SHG. The debt capacity is appraised based on CRI of the SHG and its corpus fund consisting of members' savings and other funds. The bank manager sanctions loan to a SHG based on such an appraisal. The quantum of loan depends basically on the corpus of the SHG. A branch manager can sanction loan to the tune of 1: 4 of the SHG's corpus. The managers can consider even a higher loan ratio depending upon the health of the SHG. AB is proposing to raise the ratio up to 1:8. A branch manager of AB is given power to sanction loans up to Rs. 1,50,000 on their own. For amount above Rs. 1,50,000 the branch needs to take the approval of the zonal office. Mature SHGs interested in taking up economic activities can seek even higher loan. However, they need to prepare a microcredit plan highlighting the feasibility of the activity.

Loan Terms and Conditions: The loan is disbursed in bulk to the SHG. The purpose of loan utilisation is left to the discretion of the SHG. The branch manager can decide an appropriate repayment period in consultation with the group. The SHG loan is a term loan and can be sanctioned for 3 to 5 years period. SHGs are expected to repay the loan in monthly installments. However, the normal practice observed among SHGs is that they repay their loans within one year period. The bank will not take any security for loan up to Rs. 5,00,000. For a loan above Rs. 5,00,000, security as per usual banking norms is to be taken. AB charges 8 per cent per annum minimum interest on loans to SHGs. The rate is decided by the norm of prime lending rate (PLR) minus 2.50 percent. The current PLR of AB is 10.5 per cent. The rate of interest is minimum as it will remain same even if PLR is revised downward. However, the norm will apply in case of upward revision of PLR. According to AB, the main intention is to make interest rate cheaper for SHGs. SHGs are free to decide interest rate on their loans to members.

Recently, Andhra Bank has introduced credit card facility for SHGs. The credit card facility is meant for mature SHGs requiring higher level of finance. With a credit card, a SHG will get cash credit limit up to Rs. 2,00,000. The period of the card is for 3 years during which the SHG can draw and repay loan as per its convenience. The limit could be enhanced based on the performance of the SHG. The main aim of the credit card is to supplement the funds of SHGs for taking up microenterprise and other economic activities which need higher financial support. More or less all other conditions of SHG loan applies to credit card also. The members of SHG with credit card facility will get an additional benefit of life insurance coverage to be arranged by AB in association with Life Insurance Corporation (LIC) of India. As per the feed back of branch managers, the credit card facility was picking up only slowly with the SHGs.

Monitoring of SHGs: Loans extended to SHGs are to be classified under direct finance to agriculture coming under priority sector category. The branches are supposed to file monthly and half yearly reports about the progress of SHG linkage. The bank staff make monthly visits to villages to monitor the performance of SHGs. “Our branch has fully computerised the SHG accounts. This helps us in handling SHG transactions easily. Moreover, unlike the initial period, the monitoring of SHGs has been facilitated by *mandal* level co-ordinators appointed by DRDAs. The co-ordinators have been making efforts to sufficiently strengthen the SHGs,” said Mr. R.P. Behra, the deputy manager of Narasampet branch of AB which has 782 SHG accounts.

4. How is the SBLP of AB Doing ?

Overall, at all levels of AB, the impression is that SBLP is doing fairly well.

The members of few SHGs interviewed expressed the view that their SHGs are functioning well since inception. They also felt that their participation has helped them in overcoming many of the social obstacles they faced as women.

Because of the bank linkage, the members are getting encouraged to take up various income generating activities.

The managers of AB feel that the quality of SHGs overall has been satisfactory. Though initially there were problems but with the effective monitoring and support mechanism put in place by DRDAs and AB, SHGs are functioning well. The AB officials expressed the view that under SBLP the loan recovery has been very high. Only about 2 or 3 per cent of SHGs are in default. Most SHGs have their own mechanisms for recovering loans. At the overall AB level, as reported by head office, the non-performing assets accounted for only 2 per cent of the outstanding loans under SBLP as at the end of March, 2005.

According to Mr. Mahopatra, the manager of Sangam branch in Warangal district, "Initially we were not very much interested in SBLP. However, now we have changed our views. SBLP has good business prospects. It has helped us to increase our loan and savings business at the branch level. It has become a good portfolio item for earning profit".

Mr. Ramachandra Reddy, DGM of PSPD, summed up AB's experience in the following way: "SBLP is the programme helping us both as an instrument of social obligation and business opportunity. Though no cost-benefit analysis is carried out, SBLP is apparently a viable proposition. AB charges 8 per cent rate of interest for SHGs as against the average cost of funds at 5 percent. This leaves a clear 3 per cent margin to AB. SBLP accounts for only 1.5 to 2 per cent of total outstanding. The margin earned is good enough to take care of little risk that is involved."

However, there are few problems encountered by AB under SBLP. Widespread illiteracy among SHG members creates problems in SHG management. The literate members tend to misuse the SHG for their gains. It is also difficult for branch staff to deal with large number of illiterate members. At the same time, the branch staff feel that the presence of large number of SHG members

causes disturbance to the transactions of non-SHG members. As a result, branches have been forced to curtail their SHG transactions to 2 or 3 days in a week.

Another main concern for AB is about the credit absorption capacity of the SHGs. AB would like to increase the scale of finance to SHGs. However, SHGs have been found to be slow in utilising the enhanced credit limit. SHG members are finding it difficult to take up viable income generating activities. Even when they take up such activities, marketing of their products and services is a major problem. To some extent, the government of AP has been trying to help the SHGs by organising fairs and exhibitions to market their products. Moreover, it is found that many SHGs tend to default after first or second loan assistance. With the fast and large scale growth of SHGs, the quality of SHG management is also a concern. Another concern of AB is to keep SBLP aloof from any kind of political interference. The SBLP has been supported by the successive state governments in A.P. AB hopes that the SBLP do not suffer negatively due to excessive political interference.

5. Way Forward

AB intends to further widen and deepen the SBLP. Some of the strategies identified for the purpose are:

- AB would like to give more liberty and sanctioning powers to branch managers to support mature SHGs requiring higher loan assistance.
- AB perceives SHG members as prospective clients for other products. Branch managers are encouraged to introduce other products like insurance, education loan and housing loan to SHG members.
- AB plans to provide marketing support to SHGs. The plan is to create new channels for marketing the products of SHGs financed by AB. The new marketing channels are to be explored at local, state and national levels.

- For better monitoring of SHGs, AB would like to support the idea of federating SHGs at village and higher levels. AB hopes that such federations would not only take up responsibilities for closely monitoring the quality of SHGs but also help reduce the burden of its branches in dealing with large number of SHGs.

Questions for Discussion

1. How did Andhra Bank scale-up its microfinance programme?
2. What are the strengths and weaknesses of the strategy adopted by Andhra Bank to scale-up?
3. Do you agree with the approach adopted by Andhra Bank in sustaining the SHG-Bank Linkage Programme?
4. Can other commercial banks replicate the strategy of Andhra Bank?

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Exhibits

Exhibit 1: Performance of SHG-Bank Linkage Programme at All-India Level (March End)

Details	1999	2005
Total Number of SHGs Linked	33,000	16,18,456
Number of Families Served (in million)	0.56	24.2
Annual Loan Disbursed (Rs. in million)	-----	29,940
Cummulative Loan Disbursed (Rs. in million)	57	68,980

Source: NABARD

Exhibit 2: Growth of SHGs in Andhra Pradesh

Year	Cummulative No. of SHGs linked	Cummulative Loan Disbursed (Rs. In million)
1999-00	35,821	809.82
2000-01	84,939	1,675.84
2001-02	243,714	5,212.57
2002-03	281,338	9,753.87
2003-04	385,576	17,283.79
2004-05	492,927	27,460.93

Source: NABARD

Exhibit 3: Model-wise Share (%) of SHGs Linked Under SBLP (March 2005)

Models	All India	Andhra Pradesh
Model I	21.2	0.4
Model II	71.6	98.8
Model III	7.2	0.8
Total (Actual No. of SHGs)	100 (16,18,456)	100 (4,92,927)

Source: NABARD

Exhibit 4: Performance of Various Commercial Banks Under SBLP (2005)

Name of the Bank	% Share of in Total SHGs Linked	% Share in Total Loan Disbursed	Per Branch No. of SHGs Linked	Per Branch Loan amount Disbursed (Rs. in Million)
1	2	3	4	5
Allahabad Bank	1.54	0.94	10	0.3
Andhra Bank	12.03	13.53	146	8.1
Bank of Baroda	3.28	2.30	16	0.6
Bank of India	3.51	2.48	17	0.6
Bank of Maharashtra	0.96	0.59	10	0.3
Canara Bank	4.80	4.49	28	1.3
Corporation Bank	1.17	0.93	31	1.2
Central Bank of India	2.31	2.21	9	0.4
Dena Bank	0.36	0.13	5	0.1
Indian Bank	7.80	10.75	80	5.5
Indian Overseas Bank	6.37	6.51	60	3.0
Oriental Bank of Commerce	0.86	0.53	13	0.4
Punjab and Sind Bank	0.09	0.08	2	0.1
Punjab National Bank	3.20	2.61	10	0.4
Syndicate Bank	3.08	3.50	24	1.4
UCO Bank	1.53	0.92	12	0.3
Union Bank of India	2.67	2.81	18	0.9
United Bank of India	1.38	0.38	14	0.2
Vijaya Bank	1.27	0.89	23	0.8
State Bank of India	29.69	27.87	38	1.8
State Bank of Bikaner & Jaipur	0.71	0.30	11	0.2
State Bank of Hyderabad	5.41	5.22	79	3.8
State Bank of Indore	0.42	0.25	13	0.4
State Bank of Mysore	0.62	0.70	14	0.8
State Bank of Patiala	0.12	0.13	2	0.1
State Bank of Saurashtra	0.16	0.04	5	0.1
State Bank of Travancore	0.73	0.63	12	0.5
All Private Sector Banks	3.95	8.25	11	1.2
Total	100.00 (843473)	100.00 (41590)	25	1.2

Note: Figures in brackets in Column 2 and 3 are actual number of SHGs and amount in Rs. million respectively. The average figures given in last two columns pertains to rural and semi urban branches only.