

**AN ECONOMIC ANALYSIS OF WOMEN CO-OPERATIVE
BANKS IN KARNATAKA: A COMPARATIVE STUDY OF
MYSORE AND MANDYA DISTRICTS**

**A Thesis
Submitted to the University of Mysore
For the Award of the Degree of**

**DOCTOR OF PHILOSOPHY
IN
CO-OPERATION**

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CHAPTER - 6

SUMMARY, FINDINGS AND POLICY IMPLICATIONS

6.1 SUMMARY

A lot of Co-operative studies scholars and Co-operative practitioners believe that successful Co-operative businesses create wealth and help their members build up wealth and assets. Individual asset building or wealth accumulation is assumed to be an outcome from Co-operative ownership, in addition to individual and community benefits such as job creation, education and training, income generation, affordable quality products, social capital development, and economic stability. There appears to be a measurable return on investment from Co-operative ownership and unique benefits to all stakeholders that could be measured, and would increase our understanding of Co-operative economic impacts on an economy.

Co-operative is a form of shared, joint and democratic ownership of a business whose equity is an asset that can contribute to an individual member's wealth portfolio. Members of Co-operative put equity into a Co-operative enterprise. A successful enterprise gives a return on that investment. In the case of Co-operative the return is sometimes annual dividends or patronage refunds and sometimes the return is only in the form of job security and living wages and benefits, or reduced costs of products and services. Individual Co-operative often decide democratically how much of the surplus should be allocated to members and how much unallocated or retained in the business activities. Because of the democratic nature of Co-operative distribution occurs in an equitable fashion, which places the wealth generated from the business into the hands of the owner-members. This means that Co-operative as a business are a democratic mechanism for wealth creation. We are concerned here with how to identify that wealth, and also with how to measure and account for the assets and wealth that are not allocated to individual members but accumulate to the collective, and spill over into the community.

A Co-operative Bank is a financial creature which belongs to its members, who are at the same occasion the owners and the customers of their Bank. Co-operative Banks are often created by persons belonging to the same neighboring or professional group of people or sharing a common interest. Co-operative Banks

generally provide their members with a wide collection of Banking and financial services (loans, deposits, etc). Co-operative Banks are differing from stockholder banks by their organization, their goals, their values and their governance. In most of the countries, they are supervised and controlled by Banking powers that have to respect prudential Banking rules, which put them at a level playing field with stockholder Banks. Depending on countries, this control and supervision can be implemented directly by state entities or delegated to a Co-operative federation or central body.

The Co-operative Banks in India: Co-operatives are organized groups of people and jointly managed and democratically controlled enterprises. They exist to serve their members and depositors and produce better benefits and services for them. Professionalism in Co-operative Banks reflects the co-existence of sophisticated skills and standards in performing duties entrusted to an individual. Co-operative Bank needs present and future development in information technology. It is indeed necessary for co-operative Banks to dedicate sufficient attention for maximizing their returns on every unit of resources through effective services. Co-operative Banks have completed 100 years of survival in India. They play a very important role in the monetary system.

The term Urban Co-operative Banks (UCBs), though not formally defined, refers to Primary Co-operative Banks located in Urban and semi-Urban areas. These Banks, till 1996, were allowed to lend money only for non-agricultural purposes. This distinction does not hold good today. These Banks were traditionally centered on communities, localities, work place groups. They essentially lend to small borrowers and businesses. Today, their scope of operations has widened considerably.

The origins of the Urban Co-operative Banking movement in India can be traced to the close of nineteenth century. Inspired by the success of the experiments related to the Co-operative movement in Britain and the Co-operative credit movement in Germany, such societies were set up in India. Co-operative societies are based on the principles of cooperation, mutual help, democratic decision making, and open membership. Co-operatives represented a new and alternative approach to organization as against proprietary firms, partnership firms, and joint stock companies which represent the dominant form of commercial organization. They mainly rely

upon deposits from members and non-members and in case of need, they get finance from either the District Central Co-operative Bank to which they are affiliated or from the Apex Co-operative Bank if they work in big cities where the apex Bank has its Head Office. They provide credit to small scale industrialists, salaried employees, and other Urban and semi-Urban residents.

Women are the weaker sections of the society. Since the earlier times, they are considered to be well for handling domestic work only. But, now they have entered into all fields of society. In a lot of respects they are proved well-organized than men and have contributed enormously for economic development of the country in general and rural development of country in particular. Now, there is a growing awareness among the women about their position, rights and progress. They have come to the forefront in different walks of life. They are successfully challenging with men despite the social, psychological and economic barriers. This has become possible due to the increased literacy level, political development, legal safeguards, urbanization and social reforms. That is why some women have distinguished themselves in many unconventional fields with a result that we are having leading women consultants, eminent scientists, mathematicians, doctors, artists, educationists, managers, administrators, politicians and business entrepreneurs in our country.

Theoretical background:

Women and Economic Development

Women are the weaker sections of the society. Since the earlier times, they are considered to be well for handling domestic work only. But, now they have entered into all fields of society. In a lot of respects they are proved well-organized than men and have contributed enormously for economic development of the country in general and rural development of country in particular. Now, there is a growing awareness among the women about their position, rights and progress. They have come to the forefront in different walks of life. They are successfully challenging with men despite the social, psychological and economic barriers. This has become possible due to the increased literacy level, political development, legal safeguards, urbanization and social reforms. That is why some women have distinguished themselves in many unconventional fields with a result that we are having leading women consultants,

eminent scientists, mathematicians, doctors, artists, educationists, managers, administrators, politicians and business entrepreneurs in our country.

Women and Co-operatives

A number of countries, such as Japan, have useful experiences to offer and women co-operatives elsewhere can learn much from Japanese women. In 1975, as a result of UN the International Women's Year, world concentration was focused on women, their problems and the obstacles to their development. This brought about a change in attitude towards women on the part of governments. International and other agencies including the co-operatives, which realized that unless women, who constitute half the world's population, were drawn into the developmental programmes, progress could not be fully achieved and national development targets could not be fully met.

Women Co-operative Banks

A lot of Co-operative studies scholars and Co-operative practitioners believe that successful Co-operative businesses create wealth and help their members build up wealth and assets. Individual asset building or wealth accumulation is assumed to be an outcome from Co-operative ownership, in addition to individual and community benefits such as job creation, education and training, income generation, affordable quality products, social capital development, and economic stability. There appears to be a measurable return on investment from Co-operative ownership and unique benefits to all stakeholders that could be measured, and would increase our understanding of Co-operative economic impacts on an economy.

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distribution occurs in an equitable fashion, which places the wealth generated from the business into the hands of the owner-members. This means that Co-operative as a business are a democratic mechanism for wealth creation. We are concerned here with how to identify that wealth, and also with how to measure and account for the assets and wealth that are not allocated to individual members but accumulate to the collective, and spill over into the community.

The challenges are: how best to identify and measure outcomes, impacts and benefits, especially asset building from Co-operative ownership. This concept begins to answer questions about how assets and wealth are accumulated through Co-operative ownership, and what benefits this creates for all stakeholders (members and their families, employees, clients, and their communities).

The role that cooperatives can play for women's empowerment will be discussed. Since current literature on women's empowerment in cooperatives is scarce, cooperatives roles will be discussed more generally, drawing on results from studies in different contexts that can be useful to get a better understanding for my research. A cooperative can be described as an organisation for the promotion of economic interests of its members, but is not limited to the economic function. It also fulfils a social aspect, where its members form a unity, based on a democratic and equal order (Warman & Kennedy, 1998). Women's position and degree of empowerment is determined by the ways that gender identities, gender roles and gender relations are conceived at the family, household, community and societal levels. Organizing women in form of cooperatives can kick off a process of empowerment, as it might influence gender relations and change the social status of women (Sen, 1993).

Research Gap

In the absence of adequate financial help, the Women are the ready victims of money lenders and indigenous Bankers who charge exorbitant rates of interest. In order to protect them from the economic exploitation and moral degeneration, Co-operative Banks have been set-up. The Women Co-operative Banks are institutions established with the objectives to facilitate credit and to promote thrift and self-help among the economically weaker sections of the society.

The poor must occupy the centre stage in any socio-economic planning. For the socio-economic development of the Women, an institutional approach is necessary, so that poor Women can have access to assets and services. Co-operative Banks, especially Women Co-operative Banks, are therefore required to play a prominent role in the mobilization of resources and in deploying them. Women Co-operative Banks are expected to do a lot for the developmental activities and by dispensing adequate credit. With the adoption of multi-agency approach, Women Co-operative Banks are facing stiff competition from other rural financial institutions such as commercial Banks and Regional Rural Banks in mobilizing deposits and lending. Hence, Women Co-operative Banks should make special efforts for tapping deposits from Urban and Rural areas so that these resources may be made available for Women development in Rural and Urban areas.

Justification for selecting the Urban Cooperative Banks and Women Cooperative Banks in urban area for the study:

As both the types of Banks are working in the same legal , Institutional and Geographical background, an attempt is made to study the financial performance of UCBs and WCBs in Urban ares, fallowed by a brief comparison of their respective financial performance.

With this related background in view, an attempt has been made to evaluate the financial performance of Urban and Women Cooperative Banks in Karnataka by looking into the areas of Membership, share capital, reserve fund, deposits, working capital, loans advanced and net profit in Mysore and Mandya districts of Karnataka.

Objectives of the Study

1. To study the growth and regulatory framework governing the Cooperative Banks in India.
2. To evaluate the financial performance* of Urban Cooperative Banks in Karnataka.
3. To assess the financial performance of Women (Mahila) Cooperative Banks in Karnataka.
4. To analyze the financial performance of UCBs and WCBs in Mysore and Mandya district
5. To assess socio-economic status of women (borrowers) in the study area.

Hypotheses

1. The average annual growth of financial performance* is not significant in Urban Cooperative Banks as compared to Women Cooperative Banks in Karnataka.
2. There is no positive growth in the number of membership of Women (Mahila) Cooperative Banks in Mysore district has compared to Mandya district.
3. There is no significant difference in the financial performance between Mysore and Mandya District Mahila Cooperative Banks.
4. There is no much difference in the socio economic status among the beneficiaries in women cooperative banks of Mysore and Mandya Districts.

* Share capital, Reserve fund, deposits, working capital, loans and advances and Net profit

Methodology for the study

The financial performance of women cooperative banks in Karnataka from 2002-03 to 2016-17, with reference to share capital, reserve fund, deposits, working capital, loans advanced and net profit, has been analyzed. Both secondary and primary data were collected for analyzing the study with the help of appropriate statistical tools. First stage analysis was carried out at all - India level and state level based on secondary data. In the second stage sample Mysore and Mandya districts were selected, based on time series data relating to the financial performance for the period 2002-03 to 2016-17. Accordingly, Mysore and Mandya districts were selected for this study. At the final stage of sampling, 300 Women borrowing members i.e 150 borrowing members were selected randomly from each of the two sample districts of Karnataka, in order to assess the socio-economic status of women barrowers in the study area.

Limitations of the Study:

Sincere efforts have been made to make the present study as representative in its related area but still some limitations have been encountered which are as follows:

1. One of the main limitations of the present study is, lack of adequate data in respect of Urban Women Cooperative Banks in Karnataka. Hence an attempt is made to highlight the financial performance of urban cooperative banks

followed by Urban Women Cooperative Banks and at the end, A brief comparison is made between the financial performance of Urban Cooperative Banks and Urban Women Cooperative Banks in Karnataka.

2. The study is based on the secondary data and the limitations of using such data may affect the results.
3. The primary data has been collected for the study through a predesigned questionnaire which carries all the limitations inherent with such data as perceptions of the respondents in the selected sample may be influenced by the knowledge, experience and attitude of individuals.
4. As the size of the population is very large, therefore, the sample has been drawn on convenience and judgment basis. So, the shortcomings inherent in this method of sampling may creep into the sample used in the study. The beneficiaries of only two districts were selected for the present study. As a result, the generalizations of the findings of the present research should be considered carefully.

10. Chapter Scheme

Chapter I: Introduction

The present chapter illustrates the introduction, features of cooperative banks, history of cooperative banks in India, RBI policies for cooperative banks, types of cooperative banks, functions of cooperative banks, activities of women cooperative banks, and importance of women cooperative banks.

Chapter II: Review of Literature

The present chapter illustrates the review of literature with theoretical background, justification for the study and objectives, hypotheses methodology, scope of the study, limitations of the study and chapter scheme.

Chapter III: Growth and Regulatory Framework Governing the Cooperative Banks in India

This chapter deals with growth and regulatory framework, governing the cooperative banks in India, In this chapter a detailed study in respect of the growth of

cooperative movement in India and regulation and control of cooperative banks in India is conducted

Chapter IV: Origin and Development of Urban Cooperative Banks and Mahila Cooperative Banks in Karnataka

This chapter tries to analyze the Financial performance of UCBs and Mahila Cooperative Banks in Karnataka, by taking the indicators such as, share capital, reserve fund, deposits, working capital, and loans and advanced and net profit

Chapter V: Financial performance of selected women Cooperative banks in Karnataka

The financial performance of the two selected women cooperative banks viz, women Co-operative Banks in Mysore and Mandya Districts, with regard to the sources of funds and deployment of funds is examined diligently in this chapter. Followed by the assessment of socio economic status of women beneficiaries in the study area..

Chapter VI: Summary, hypothesis testing, Findings and Suggestions

This chapter summarizes the major findings along with hypothesis testing and suggests measures for policy formulation. The challenges are: how best to identify and measure outcomes, impacts and benefits, especially asset building from Co-operative ownership. This concept begins to answer questions about how assets and wealth are accumulated through Co-operative ownership, and what benefits this creates for all stakeholders (members and their families, employees, clients, and their communities). The study divided into six chapters, details are presented here.

The first chapter illustrates the introduction, History of Cooperative Banks in India, Problems of Cooperative Banks, Women and Cooperatives, Women Cooperative banks.

The second chapter illustrates the review of literature, research gap, objectives, hypotheses, methodology, chapter scheme, Scope of the study, Limitation of the study and need for the study.

The third chapter is the Growth and regulatory framework governing the cooperative banks in India, and Growth of Cooperative movement and acts in India.

The fourth chapter illustrates UCBs and Mahila Cooperative Banks as an important component of cooperative credit structure. This chapter tries to analyze the performance of UCBs and Mahila Cooperative Banks both in India and Karnataka. Issues like, membership share capital, working capital, reserves and over dues are being analyzed to understand the functioning of UCBs and MCBs.

The fifth chapter analyses the operational performance of women cooperative banks in Mandya and Mysore Districts, and perception of beneficiaries with regard to working of Mahila cooperative banks.

The sixth chapter depicts summary, findings and policy implications.

6.2 The Major Findings of Secondary Data

UCBs

- The information given in table 4.5 highlights the growth of UCBs in Karnataka for the period of 2010-11 to 2016-17, the trend as per the data given in the table, highlights the fact that the growth of UCBs in Karnataka for said period remaining more or less the same. The table also gives us the information about membership of UCBs in Karnataka from 2010-11 to 2017-18. The growth of membership of UCBs in Karnataka for the said period is satisfactory.
- The data relating to the growth of share capital of urban co-operative banks in Karnataka for the period 2005-2017, is given in table 4.6, the amount of share capital was Rs. 311.83 crores during the year 2005-06, and the same has increase to Rs. 1079.30 crores during the year 2016-17. Exponential growth model which is used to analyse the average annual growth of share capital highlights the figure 9.2 which is statistically significant. This has proved the above mentioned argument; the increase in share capital amount is due to the increase in membership in the period.

- The growth of Reserves of the Urban Cooperative Banks in Karnataka for the year 2005-2017 is given in table 4.8; the amount of Reserves was Rs. 1360.85 crores during the year 2005-06 and it has increased to Rs. 3058.34 crores during the year 2016-17. Exponential growth model highlights the fact that the average annual growth of Reserves is 6.5, for the said period, which is also statistically significant at 1 percent level with the R square value of 0.930; the reason for the increasing Reserve fund was due to earning of more profit by UCBs.
- The growth of deposits of UCBs in Karnataka for the period 2005-06 is given in table no.4.10, the amount of deposit was Rs.7,206.75 crores in the year 2005-06, and it has increasing to Rs.29,976.78 crores during the year 2016-17. Exponential growth model used for the period between 2005-2017 gives the Annual average growth rate of deposits as 13.5, which is again statistically significant. at 1 per cent level, with R square value of 0.945. The main reason for the significant increase in the growth of deposits for the concerned period was due to increase in both members and non members in UCBs.
- The growth of working capital of the UCBs for the year 2016-17 is shown in table 4.12, there were Rs. 8941.20 crores working capital of UCBs during the year 2005-06 and it was Rs. 34892.63 crores during the year 2016-17. There were lots of ups reserves in UCBs. Taking into consideration of all years working capital in UCBs have increased. Exponential growth model used to analyse the average annual growth of Working Capital of urban cooperative banks is 12.9 which is statistically significant at 1 percent level. So the R square value is 0.992. This speaks of the better financial management of UCBs in Karnataka.
- It is observed that table 4.14, the growth of Loans and Advances of the Urban Cooperative Banks in Karnataka for the year 2005-2017. Loans advanced were Rs. 4586.90 crores Loans and Advances of UCBs during the year 2005-06 and it was Rs. 18989.70 crores during the year 2016-17. There were lots of ups reserves in UCBs. Taking into consideration of all years Loans and Advances in UCBs have increased. Exponential growth model used to analyses the average annual growth of Loans and advances is 12.7 and it is also statistically significant at 1 percent level of significance with the R square value of 0.952. These figures

highlight the better performance of UCBs in extending more loans and advances to the beneficiaries.

- The table 4.16 highlights the growth of Net Profit of the Urban Cooperative Banks in Karnataka for the year 2005-2017. The Net profit was Rs. 146.91 crores Net Profit of UCBs during the year 2005-06 and it was Rs. 355.99 crores during the year 2016-17. Taking into consideration of all years Net Profit in UCBs have increased. Exponential growth model used to analyze the average annual growth of Net Profit is 8.0 which is also statistically significant at 1 percent level with the R square value of 0.667, As the banks are well managed financially, They have earned profit continuously during the study period.

6.3 Mahila Cooperative Banks in Karnataka

- It can be seen that table 4.18 indicate the growth of Women cooperative banks in Karnataka for the year 2006-2018. There were 21 women cooperative banks during the year 2006-07 and it was 24 women cooperative banks during the year 2017-18. Taking into consideration of all year's number of MCBs in Karnataka has not much increased. Exponential growth model used to analyse the average annual growth of Women Cooperative banks in Karnataka which is 0.1 but it is statistically not significant with the R square value of 0.002. Since women are not properly organised themselves sthey have not come forward to organize more mahila banks wherever, opportunities are there they have organised some mahila banks.
- The table 4.20 highlightsthe growth of membership ofWomen cooperative banks in Karnataka for the year 2006-2018. There were 126290 members in women cooperative banks during the year 2006-07 and it was 132451 members in women cooperative banks during the year 2017-18. Taking into consideration of all year's number of members of MCBs in Karnataka has increased. Exponential growth model used to analyse the average annual growth of Women Cooperative bank Members in Karnataka which is 0.8 and it is statistically significant at 10 percent level with the R square value of 0.254.

- It is observed in the table 4.22 the growth of share capital of Women cooperative banks in Karnataka for the year 2006-2018. The Share capital was Rs. 1752.29 lakhs during the year 2006-07 and it has increased Rs. 4405.71 lakhs during the year 2017-18, taking into consideration of all years Share capital of MCBs in Karnataka has increased. Exponential growth model used to analyse the average annual growth of share capital in Women Cooperative Banks which is 10.4 and it is statistically significant at 1 percent level with the R square value of 0.788.
- It is find that 4.24 the growth of reserve funds of Women cooperative banks in Karnataka for the year 2006-2018. The Reserve Fund was Rs. 3,705.08 lakhs during the year 2006-07 and it was Rs. 10,674.49 lakhs during the year 2017-18, Taking into consideration of all years reserve funds of MCBs in Karnataka have increased. Exponential growth model used to analyse the average annual growth of reserve funds in Women Cooperative Banks which is 13.7 and it is statistically significant at 1 percent level with the R square value of 0.623. Since these banks have earned profit reserve fund has also increased.
- The found that table 4.26 indicate the growth of deposits of Women cooperative banks in Karnataka for the year 2006-2018. The deposits were Rs. 22,702.92 lakhs in women cooperative banks during the year 2006-07 and it was Rs. 1,18,733.32 lakhs during the year 2017-18, Taking into consideration of all years deposits of MCBs in Karnataka have increased. Exponential growth model used to analyse the average annual growth of deposits in Women Cooperative Banks which is 11.5 and it is statistically significant at 1 percent level with the R square value of 0.755.
- The table 4.28 highlights the amount of working capital of Women cooperative banks in Karnataka for the year 2006-2018. The deposits were Rs. 29,173.34 lakhs during the year 2006-07 and it was Rs. 1,35,436.09 lakhs during the year 2017-18, Taking into consideration of all years working capital of MCBs in Karnataka has increased. Exponential growth model used to analyse the average annual growth of working capital in Women Cooperative Banks which is 13.1 and it is statistically significant at 1 percent level with the R square value of 0.975. This speaks of better financial management of these banks.

- The table 4.30 indicates the Amount of loans and advances of Women cooperative banks in Karnataka for the year 2006-2018. The Loans advanced was Rs. 15,224.30 lakhs during the year 2006-07 and it was Rs. 75,063.43 lakhs during the year 2017-18, Taking into consideration of all years loans and advances of MCBs in Karnataka has increased. Exponential growth model used to analyse the average annual growth of loans and advances in Women Cooperative Banks which is 14.5 and it is statistically significant at 1 percent level with the R square value of 0.988. Since there is greater demand for loan, these banks have increased the loaning operations.
- The table 4.32 highlights the growth of net profit of Women cooperative banks in Karnataka for the year 2006-2018. The Net profit were Rs. 242.85 lakhs during the year 2006-07 and it was Rs. 1,283.53 lakhs during the year 2017-18. Taking into consideration of all years Net profit of MCBs in Karnataka has increased. Exponential growth model to analyse the average annual growth of net profit in Women Cooperative Banks which is 10.1 and it is statistically significant at 1 percent level with the R square value of 0.693. Since these banks are working under profit and financially managed well and since there is no misuse of funds net profit seems to have increased.

6.4 Major Findings of Women Cooperative Banks in Study Area

- The table no.5.1.1 highlights the fact that the growth of membership in WCBs in Mysore and Mandya District indicate the fact that there is a wide variation between Mysore and Mandya Districts. The number membership in Mysore WCBs was 1,20,127 in the year 2014 and has slightly decreased to 1,18,643. This may be partly due to the removal of ineligible members from Bank. Whereas the growth of membership in Mandya District seems to be very significant. The number of membership in Mandya district was 12,012 and has increased slightly up to 13,077. Though the membership in Mandya district has slightly increased, but the absolute figures clearly indicate the poor involvement of women members in Mandya district due to lack of Co-operative knowledge.

- The average annual growth rate of members of Mahila Cooperative Banks in Mysuru and Mandya District for the period from 2002-03 to 2016-17 is given in table no.5.3. As per the given results, the average annual growth of Mahila Cooperative bank Members in Mysuru district is 0.2 but it has statistically significant with the R square value of 0.017. And the average annual growth of members of Mahila Cooperative Banks in Mandya district is 1.5 which is statistically not significant at 1 percent level of significance with the R Square value of 0.730. The available figure indicates that fact that mahila co-operative movement is relatively better in Mysore district as compared to Mandya district.
- The table 5.4 highlights the growth of share capital of Mahila cooperative banks in Mysuru and Mandya district for the year 2002-03 to 2016-17. The results of independent sample t test reveal that (Table 5.5), there is a significant differences in the level of Share Capital between Mysuru and Mandya Mahila cooperative banks which is justified by the significant 't' value of 4.33 at 1 percent level of significance. It is clear that the co-operative Movement is stronger in Mysuru district as compared to Mandya district.
- The table 5.6 indicate the Reserve fund which is naturally high in Mysore mahila cooperative Bank. When compared to Mandya mahila cooperative bank because, the profitability of the banks when compared shows that Mysore mahila cooperative bank occupies a better position than mahila cooperative bank in Mandya. Even the independent sample t test is reported (table 5.7) the results indicates that, there is a significant differences in the level of Reserve Funds between Mysuru and Mandya Mahila cooperative banks which is also justified by the significant 't' value of 6.255 at 1 percent level of significance. So, it is very clear in the above results that, there is a significant difference in Reserve Funds between Mysuru and Mandya Mahila Cooperative Banks.
- The table no 5.8 highlight the growth of deposits so Mysore mahila cooperative bank has higher deposits than Mandya mahila cooperative bank. Mysore mahila cooperative bank has better advantages because of more of membership more reserve fund and more of profit. People believe in banks that has more of profit and membership and deposits. So the independent sample t test also proves

positive in respect of Mysore mahila cooperative bank than Mandya mahila cooperative bank. The independent sample t test is reported the results illustrates that (Table 5.9), there is a significant differences in the level of Deposits between Mysuru and Mandya Mahila cooperative banks which is also justified by the significant 't' value of 2.030 at 10 percent level of significance. So, it is very clear in the above results that, there is a significant difference in Deposits between Mysuru and Mandya Mahila Cooperative Banks during the study period.

- The table no.5.10 shows the loan operations of WCBS. In respect of loans operations Mysore mahila cooperative bank has a better position when compared to Mandya mahila cooperative bank. Share capital, deposits, and reserve funds are in a better position has better placed in mysore mahila cooperative Bank. Naturally The loan-able operations is better in Mysuru mahila cooperative bank than Mandya mahila cooperative bank, this is also justified by the sample t test (Table 5.11) to test the significant differences in Loans between Mysuru and Mandya Mahila Cooperative banks, which is also justified by the significant 't' value of 2.012 at 10 percent level of significance. So, it is very clear in the above results that, there is a significant differences in Loan operations between Mysuru and Mandya Mahila Cooperative Banks during the study period.
- If we look at the figure in table number 5.12 relating to the profit earned by WCBs in Mysore and Mandya districts respectively, there is 27 times increase in Mysore WCB as compared to 12 times increase to in Mandya WCB. This clearly indicates the better performance of Mysore Women Cooperative banks compared to Mandya Women Cooperative bank.

6.5 Major finding relating to socio-economic conditions of women Beneficiaries

- It is found that table 5.14, 54 per cent of the respondents belonged to the age group of above 45 years, 13 per cent respondents falls in the age group 25-35 years, and 20 per cent of the respondents appear under the age group 35-45 years, while those in the age group of below 25 years constituted only 13 per cent of the total respondents. Beneficiaries in the age group of above 45 years constitute the

maximum share of total respondents. Bank-wise analysis shows that majority of the respondents from each bank, i.e., Mysore Zilla Mahila Sahakara Bank Niyamita, Mysore (60 per cent) and Lokapavani Mahila Sahakara Bank Niyamita, Mandya (48 per cent) belong to the age group of above 45 years.

- The majority of the sample beneficiaries, i.e., 60.00 per cent chosen for the survey are matriculates. Illiterates account for 15 per cent of the total beneficiaries; 13.00 per cent respondents are graduate or post graduate; and only 11 per cent of them belong to any other category like diploma holders, etc. Bank-wise analysis shows that majority of the respondents in each bank, i.e., in Mysore Zilla Mahila Sahakara Bank Niyamita, Mysore (62 per cent) and Lokapavani Mahila Sahakara Bank Niyamita, Mandya (59 per cent) belong to the matric level education. **This speaks of more involvement of educated women members in WCBS.**
- It is observedtable 5.16, 45.00 per cent of the total beneficiaries belong to the general category, 29 per cent respondents represent the scheduled caste category, and the remaining 26 per cent appear under the backward class category. Bank-wise analysis shows that in each bank majority of the respondents belong to the general category. Normally general category of members has better information and knowledge than compared to other category members. Here the data has proved than majority of the respondents belong to general category of members where education and awareness plays and important role in the development activities. The data has proved to be the same. But, if we look at the involvement of scs and bcs together the consist of 53 percent and 57 per cent respectively in Mysore WCB and Mandya WCB
- It is observedtable 5.17, 58.3 per cent of the total respondents were engaged in agriculture & allied activities including poultry and farming, 28.6 per cent respondents are employed in Government & Private Institutions, and 13 per cent of them are engaged in retail business. Bank-wise analysis shows that majority of the respondents in each bank, i.e., in Mysore Zilla Mahila Sahakara Bank Niyamita, Mysore (60 per cent) and Lokapavani Mahila Sahakara Bank Niyamita, Mandya (56.7 per cent) are engaged in agriculture & allied activities.

The respondents (majority) belong to farming community in both the districts. The women in this category are the maximum beneficiaries because of their dependence of agricultural and allied activities. It is show people who need support from banks for their empowerment, because agriculture is a gamble so majority of the beneficiaries belong to agriculture and allied activities groups.

- It is clearly reflects table 5.19, 70.6 percent have 3-5 members in their family, followed by those having up to 2, 6-8 and more than 8 members with the respective percentages of 15.0 per cent, 7.33 per cent and 7.00 percent. Bank-wise analysis also provides that in each bank majority of the respondents have 3-5 dependent members in their family. Since major position of the respondents belong to 3-5 category, where they are more dependent than other category of respondents. So this is huge demand in the category of people who are highly dependent in their family.
- It is found that table 5.20, 43.33 per cent have only one earning member in their family, followed by those having 2 earning members, 3 earning members and 4 earning members in their family with the respective percentages of 35.0 per cent, 13.33 per cent and 3.33 per cent. Only a meager proportion of the sample beneficiaries, i.e., 7 per cent have 5 or above earning members in their family. Bank wise analysis provides that 46.6 per cent respondents in Mysore Zilla Mahila Sahakara Bank Niyamita, Mysore, 53.33 per cent in Lokapavani Mahila Sahakara Bank Niyamita, Mandya have only one earning member in their families.
- It can be seen that table 5.21, the sample beneficiaries have a monthly household income in the range of Rs. 5001-10000 per month, 15 per cent of them have monthly household income in the range of Rs.10001-15000 per month, 40.33 per cent of the respondents have monthly household income more than Rs. 20000, 21.33 per cent respondents have monthly household income in the range of Rs. 15001-20000 per month, and the remaining 5.00 per cent of them have income up to Rs. 5000 per month. Bank-wise analysis reveals that majority of the respondents, i.e., 40 per cent in Mysore Zilla Mahila Sahakara Bank Niyamita, Mysore have income above Rs. 20000 where in Lokapavani Mahila Sahakara

Bank Niyamita, Mandya it is 40.67 per cent. However, majority of the respondents from both Banks (33 per cent and 29.33 per cent) fall under the income group of Rs. 15001-20000. Though the income in the classification is made in both the banks, it has revealed that majority, whose income is more than incomes that is more than Rs. 20,000 are being benefited because of their better repaying capacity. **But the people with income below Rs.15,000 per month consist of 26 per cent and 20 per cent respectively in Mysore WCB and Mandya WCB. This speaks of the lesser coverage of low income group members in WCBs**

- It is clear observed that table 5.22, 33.00 per cent of the total respondents have availed loans for the purpose of agriculture and allied activities including poultry and farming, 13.33 per cent for their consumption needs, 18.67 per cent for the purchase of a vehicle, 16 per cent for their business requirements and another 10.57 per cent for home requirements. Bank-wise analysis shows that majority of the respondents in every bank, i.e., 64 per cent in Mysore Zilla Mahila Sahakara Bank Niyamita, Mysore, and 52 per cent in Lokapavani Mahila Sahakara Bank Niyamita, Mandya, have availed loan for the purpose of agriculture and allied activities. As many as 30 per cent respondents in Mysore Zilla Mahila Sahakara Bank Niyamita, Mysore, and , 24 per cent in Lokapavani Mahila Sahakara Bank Niyamita, Mandya, have taken loan for their personal needs. Further 22 per cent respondents in Mysore Zilla Mahila Sahakara Bank Niyamita, Mysore and 18 per cent in Lokapavani Mahila Sahakara Bank Niyamita, Mandya have availed loan for the purchase of a vehicle. Thus, there is concentration of loans in agriculture and allied activities. The chi- square value (36.421) is lower than the table value (31.41) at 5 per cent level of significance, which indicates that inter bank variations were not significant with regard to purpose for which loans are granted. **The data has revealed that loan availed for the purpose other than Agriculture consists of 62 per cent and 72 per cent respectively in case of Mysore WCB and Mandya WCB, though majority of members belong to Agricultural family.**

- It is found that table 5.23, 47.33 per cent have availed loan for an amount up to Rs. 50,000, whereas the minimum number of respondents, i.e., 1.67 per cent availed loan amount ranging between Rs. 150001-200000. However, the percentages for those availing loans to the tune of Rs. 50001-100000, more than Rs. 200000 and Rs. 100001-150000 are 43.00 percent, 43.00 percent, and 7.33 percent respectively. Bank-wise analysis shows that majority of the respondents, i.e., 52 per cent in Mysore Zilla Mahila Sahakara Bank Niyamita, Mysore, 48 per cent in Lokapavani Mahila Sahakara Bank Niyamita, Mandya have taken loan for an amount up to Rs. 50000. In Mysore Zilla Mahila Sahakara Bank Niyamita, Mysore, (74 per cent) and Lokapavani Mahila Sahakara Bank Niyamita, Mandya (40 per cent) have taken loan for an amount above Rs. 200000 The respondents are satisfied with the amount of loan sanctioned as the amount sanctioned by the bank is equal to the amount applied by the respondents. So they do not have to approach to other sources for their demands. The chi- square value (212.14) is higher than the table value (31.40) at 5 per cent level of significance, which indicates that inter-bank differences among the respondents from women cooperative banks in respect of loan amount were significant. The result has revealed that in case of Mysore Mahila Cooperative Banks and Mandya mahila Cooperative Bank have 47% taken loan up to Rs. 50,000. where as members have formed loan up to Rs. 2,00,000 or less both in Mysore and Mandya Mahila Cooperative Banks. So the members in both the banks are availing loans as per their requirements and need and repayment capacity of the members.

- It is clearly observed that in table 5.24, 87.67 per cent of the sample beneficiaries had to take help from others in filling the requisite application form. However, only one fourth of the respondent beneficiaries, i.e., 15.33 per cent filled the application form on their own. The chi- square value (23.32) is higher than the table value (11.10) at 5 per cent level of significance, which indicates that significant differences among women cooperative banks exist with regard to filling of application forms. Since majority of the beneficiaries do not know how to fill the loan application form they depend on other and take the help of other for filling the loan applications form. Only 15.33% were able to fill the application forms on their own.

- It is observed that table 5.25, 204 (68 per cent) found it difficult to fill in the application form. Most of the respondents, i.e., 37.75 per cent felt that the application form was too lengthy. Another 34.80 per cent of the respondents claimed that too much information was demanded in the application form. However for the remaining 27.45 per cent of the beneficiaries, language of the application form posed a problem. The chi- square value (21.73) is higher than the table value (18.31) at 5 per cent level of significance, which indicates that significant differences among women cooperative banks exist with regard to reasons for difficulty in filling of application forms. **Nearly 92 per cent and 89 per cent of beneficiaries of respective WCBs, opined that the loan applications are lengthy and required excessive information due to comber some procedures.**
- It is found that table 5.26, 96.67 per cent are influenced by the bank officials while 3.33 per cent of the beneficiaries are influenced by friends. The analysis further provides that in each district, majority of the respondents, i.e., 94 per cent in Mysore Zilla Mahila Sahakara Bank Niyamita, Mysore, and 80 per cent in Lokapavani Mahila Sahakara Bank Niyamita, Mandya are influenced by bank officials to avail loan from the cooperative banks. The chi- square value (133.25) is higher than the table value (25) at 5 per cent level of significance, which indicates that significant differences among women cooperative banks exist with regard to the source which influenced the respondents to avail loan from cooperative banks. This clearly speaks of the fact that Women Cooperative Movement is official sponsored than non official sponserd Movement

6.6 Hypotheses Tested

In order to prove the hypotheses the following variables in the four hypotheses were taken into the considerations, the results reveals the following:

Hypothesis – 1

H₀: The average annual growth of financial performance* is not significant in Urban Cooperative Banks as compared to Women Cooperative Banks in Karnataka.

H₁: The average annual growth of financial performance* is significant in Urban Cooperative Banks as compared to Women Cooperative Banks in Karnataka.

Average Annual Growth rates of Urban Cooperative Banks and Mahila Cooperative Banks in Karnataka

The results of annual average growth rates for the financial indicators such as share capital, reserve fund, deposits, working capital, loans and Investments and net profit for Urban Cooperative Banks and Women Cooperative Banks in Karnataka is analyzed in fallowing tables

Indicators	AAGR of UCBs (%)	AAGR of UCBs (%)
Share capital	9.2	10.4
Reserve fund	6.5	13.7
Deposits	13.5	11.5
Working capital	12.9	13.1
Loans advanced	12.7	14.5
Net profit	8.0	10.01

It is clear from the above table, the financial performance in respect of average annual growth rate is better in Mahila Cooperative Banks [except deposits] as compared to Urban Cooperative Banks in Karnataka.

Therefore, it is very clear in the above analysis that, the hypothesis, the average annual growth of financial performance is not significant in Urban Cooperative Banks as compared to Women Cooperative Banks in Karnataka has been accepted that means and the null hypothesis has been accepted and alternate hypothesis has been rejected.

Hypothesis - 2

H₀: There is no positive growth in the number of membership of Women (Mahila) Cooperative Bank in Mysore as compared to Mandya District.

H₁: There is a positive growth in the number of membership of Women (Mahila) Cooperative Bank in Mysuru as compared to Mandya Districts.

Results of Average Annual Growth of Members of Mahila Cooperative Bank in Mysuru and Mandya District

Dependent Variable	Constant	Parameter (β_1)	Sig.	R Square
Members in Mysuru	8.841	.002	.643	.017
Members in Mandya	8.050	.015	.000	.730

The result of exponential growth model which has used to test the average annual growth of members of Mahila Cooperative Banks in Mysuru and Mandya District for the years from 2002-03 to 2016-17 were as follows. As per the given results, the average annual growth of Mahila Cooperative bank Members in Mysuru district is 0.2 but it is statistically significant with the R square value of 0.017. Whereas, the average annual growth of Mahila Cooperative bank Members in Mandya district is 1.5 which is not statistically significant at one percent level with the R Square value of 0.730.

Therefore, the second hypothesis proves that, there is a positive growth in the number of membership of Mahila Cooperative Bank in Mysore as compared to Mandya Districts has been accepted and the null hypothesis has been rejected.

Hypothesis – 3

H₀: There is no significant difference in the financial performance between Mysuru and Mandya District Women (Mahila) Cooperative Banks.

H₁: There is significant difference in financial performance between Mysuru and Mandya Districts District Women (Mahila) Cooperative Banks.

Group Statistics					
	Group	N	Mean	Std. Deviation	Std. Error Mean
Share Capital	Mysuru	15	9.4306E6	1.87003E6	4.82841E5
	Mandya	15	6.2643E6	2.12066E6	5.47551E5
Reserve Fund	Mysuru	15	6.0639E7	3.55548E7	9.18021E6
	Mandya	15	2.8834E6	3.84781E6	9.93499E5
Deposits	Mysuru	15	1.3667E8	1.08836E8	2.81012E7
	Mandya	15	7.5830E7	4.03332E7	1.04140E7
Loans	Mysuru	15	8.9698E7	6.35225E7	1.64014E7
	Mandya	15	5.3780E7	2.72793E7	7.04347E6
Investment	Mysuru	15	6.3178E7	5.14569E7	1.32861E7
	Mandya	15	3.1322E7	1.38116E7	3.56615E6

Independent Sample Test

		Levene's Test for Equality of		t-test for Equality of Means				
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Share capital	Equal variances assumed	.056	.815	4.337	28	.000	3.16638E6	7.30032E5
Reserve Fund	Equal variances assumed	36.037	.000	6.255	28	.000	5.77553E7	9.23381E6
Deposits	Equal variances assumed	15.946	.000	2.030	28	.052	6.08407E7	2.99688E7
Loans	Equal variances assumed	18.791	.000	2.012	28	.054	3.59177E7	1.78499E7
Investment	Equal variances assumed	13.026	.001	2.316	28	.028	3.18560E7	1.37564E7

The results of independent sample t test of Share capital, Reserve fund, Deposits, Loans Investments of Mysuru and Mandya Mahila cooperative banks for the years 2005-2017 were:

The results reveal that, there is a significant differences in the level of Share Capital between Mysuru and Mandya Mahila cooperative banks which is justified by the significant 't' value of 4.33 at 1 percent level of significance. So, it is very clear in the above results that, there is a significant difference in share capital between Mysuru and Mandya Mahila Cooperative Banks.

The results indicates that, there is a significant differences in the level of Reserve Funds between Mysuru and Mandya Mahila cooperative banks which is also justified by the significant 't' value of 6.255 at 1 percent level of significance. So, it is very clear in the above results that, there is a significant difference in Reserve Funds between Mysuru and Mandya Mahila Cooperative Banks.

The results illustrates that, there is a significant differences in the level of Deposits between Mysuru and Mandya Mahila cooperative banks which is also justified by the significant 't' value of 2.030 at 10 percent level of significance. So, it is very clear in the above results that, there is a significant difference in Deposits between Mysuru and Mandya Mahila Cooperative Banks during the study period.

The results reveal that, there is a significant differences in the level of Loans between Mysuru and Mandya Mahila cooperative banks which is also justified by the significant 't' value of 2.012 at 10 percent level of significance. So, it is very clear in the above results that, there is a significant difference in Loan facilities between Mysuru and Mandya Mahila Cooperative Banks during the study period.

The results indicates that, there is a significant differences in the level of investment between Mysuru and Mandya Mahila cooperative banks which is justified by the significant 't' value of 2.316 at 5 percent level of significance. So, it is very clear in the above results that, there is a significant difference in Investment between Mysuru and Mandya Mahila Cooperative Banks during the study period.

From the above results and analysis, it is very clear that the Third hypothesis, there is a significant difference in financial performance between Mysuru and Mandya district Mahila cooperative Banks has been accepted and the null hypothesis has been rejected.

Hypothesis - 4

H₀: There is no much difference in the socio-economic status among the beneficiaries in Women Cooperative Banks of Mysore and Mandya districts.

H₁: There is much difference in the socio-economic status among the beneficiaries in Women Cooperative Banks of Mysore and Mandya districts.

In order to assess the socio-economic condition of Women members, the indicators such as Age, level of Education, Caste, number of dependent members in the family, the number of earning members in the family, household income and occupation of the beneficiaries have been considered.

- The available data highlight the fact that members in the age group of 35 and above consists of 80 per cent in Mysore WCB and 68 per cent in Mandya WCB.
- As for as involvement of educated Women members (i.e up to matriculation) constitute 62 per cent in Mysore WCB and 59 per cent in Mandya WCB
- In respect of Caste representation 53 per cent of members in Mysore WCB and 57 per cent of members in Mandya WCB belong to SC and Back ward class category
- The data on occupation of highlights the fact that 60 per cent of members in Mysore WCB and 57 per cent members in Mandya WCB are engaged in agricultural and allied activities
- In respect of dependent members of the family, 88 per cent in Mysore WCB and 85 per cent in Mandya WCB have dependents of more than three.
- As for as earning members are concerned, 78 per cent of families in Mysore WCB and 76 per cent of families in Mandya WCB, having one or two earning members in the family.

- Last but not least, the members with income below Rs.15,000 per month consist of 26 per cent in Mysore WCB and 30 per cent in Mandya WCB

All the above indicators clearly highlight the fact that there is no much difference in the socio-economic status of Women members in both the districts. Hence it is clear that the null hypothesis has been accepted and the alternate hypothesis has been rejected.

6.7 The Main weaknesses of Women Co-operative Banks

1. With the expanding credit needs of the rural sector, the commercial Banks have come in actively to meet the credit requirements of this sector, and this has aggravated the difficulties of Women Co-operative Banks. The theory that Women Co-operative Banks would be buoyed up by the competition from other financial institutions does not appear to have worked.
2. Women Co-operative Banks are not doing well in all the states in India, only a few account for a major part of their business. For example, 75 per cent of total deposits mobilized by State Co-operative Banks were from only seven states in 1987-Andhra Pradesh, Gujarat, Karnataka, Madhya Pradesh, Maharashtra, Tamil Nadu, and Uttar Pradesh.
3. These Banks still rely very heavily on refinancing facilities from the government, the RBI, and NABARD. They have yet not been able to become self-reliant in respect of resources through deposit mobilization.
4. They suffer from dangerously low or weak quality of loan assets, and from highly unsatisfactory recovery of loans. They suffer from infrastructural weaknesses and structural flaws. They do not look like Banks and do not inspire confidence in the potential members, depositors and borrowers.
5. Poor resource base is main constraint of these Banks. Relatively low per capita base and less equity base due to non-participations of the members in the financial activities and limited area of operation is becoming a permanent obstacle in the progress of this sector.

6. Poor profit position and burden of huge accumulated losses of several Women Co-operative Banks has threatened the very survival of these Banks. The amount of cost of management of this sector has adversely affected its profitability.
7. Most of the Women Co-operative Banks are suffering from the lack of professional management. In the deregulated environment and stiff competition in the Banking sector but, do to lack of the professionalism in carrying out Banking activities, the weakness of these Banks has become more prominent.
8. Many Women Co-operative Banks even now continue to follow age-old system and procedures, which are not conducive in the present technologically driven Banking environment. Except some Women Co-operative Banks, technological development in Information Technology or computerized data management is conspicuously absent.
9. There is a lack of proper governance. Corporate Governance has great relevance in the present environment. As there is no formal system of corporate governance in Women Co-operative Banks, many Banks have become the hot bed of political patronage, unscrupulous financial practice and gross mismanagement.
10. Another problem arises out of the duality of control over them i.e. these Banks are organized under dual control of RBI and as well as respective state government. Apart from the intervention of the apex bodies, the Government is also found to exercise control in various ways on these Banks. Government intervention in the management, administration and business operation of Women Co-operative Banks has made the institution to lose its own distinct character.
11. They suffer from too much officialization and politicization. Undue governmental interventions have prevented them from developing steadily as a self-reliant and resilient credit system. Most of them are headed by politicians.

12. They unduly depend on government capital rather than member capital. There is no active participation of their members in their working, which can come about if they work with members' money rather than government money.

6.8 Suggestions

On the basis of the study in both the districts of Mysore and Mandya Mahila Cooperative banks the following suggestions can be made:

1. By organising more number of Mahila Cooperative Banks in both urban and rural areas, it will be easy for the women to avail the facility of banks for their empowerment.
2. The banking activities in rural areas, especially for women will be more benefited for agriculture and allied activities.
3. Viable loaning operations and e banking facilities need to be established.
4. Every grampanchayath should have a mahila cooperative bank to benefit its women population even in remote areas.
5. Monitoring and evaluation cell needs to be established in each district for the betterment of Mahila cooperative banks.
6. The Mahila cooperative banks needs to think about financial investments in profitable areas for better results
7. Member loaning requirements needs to be fulfilled for empowerment.
8. The CEO of these banks should be qualified persons.
9. Mahila banks should create awareness to women in their respective districts to avail the benefit of the banks.
10. Mahila banks should encourage women entrepreneurship in the concerned districts.
11. The Board of directors should be well trained for better results.
12. In order to avoid the heavy dependence of Women Cooperative Banks and refinancing facility from government, RBI and NABARD. They have to mobilize more deposits from their own Members.
13. As most of the Women Cooperative Banks suffer from lack of infrastructural facilities, they cannot attract more members compared to Commercial Banks. Hence it is necessary to equip these banks with modern infrastructural facilities.
14. Poor resources base is main constraint of the Women Cooperative Banks. Due to lack of participation of the members in the financial activities and limited area of

operations. So it is necessary that the effective steps must be taken to involve more and more active members with wide area of operations.

15. Most of the Women Cooperative Banks are earning lower profit compared to Commercial Banks and the necessary steps/measures can be taken to improve their profitability.
16. To face the stiff competition in the existing Banking environment. Women Cooperative Banks must give priority for professional Management.
17. Except some Women Cooperative Banks, technological development information technology are computerized data management is conspicuously object. Hence the required steps must be taken to upgrade and adopt information technology in these Banks.
18. Most of the Women Cooperative Banks suffer from too-much officialisation and politicization. This must be avoided through steady development of self reliant and resilient credit system by these Banks.
19. NABARD must take necessary steps to provide better education and training to both members and Board of Directors in running the women cooperative movement
20. NABARD must provide the needed financial / infrastructural support to Women Cooperative Banks to improve their viability.

6.9 Specific Recommendations Based on Field Study

1. The coverage of members with low income is 26 per cent in Mysore WCB and 30 per cent in Mandya WCB, which is below Rs. 5,000 per month. This calls for some radical change in the policies of WCBs to include more and more members which low income bracket.
2. Most of the Women beneficiaries (i.e 91 per cent in Mysore WCB and 86 per cent in Mandya WCB) obtain credit of less than Rs.one lakh per year.

Thus it is recommended to increase the quantum of loans issued to beneficiaries, to under take more income yielding activities, in order to improve their standard of living.

3. As majority of beneficiaries (i.e 92 per cent in Mysore WCB and 89 per cent in Mandya WCB) opined that lengthy procedures and seeking excess information in Loan application forms are the main difficulties faced by beneficiaries in getting the required loan. Hence, there is a need for simplified procedures to sanction loans to the needy members of WCBs.
4. As most the beneficiaries opined that, they are more influenced by officials rather than non –officials in obtaining loans and other facilities .This requires a radical change in the mind-set of non officials cum Cooperators cum Board of Directors to educate and assist the beneficiaries,in getting the required financial and other assistance from WCBs