

regard, as explained by the Authors, is comparing the present values of net cash flows arising out of the options to 'convert' and 'not to convert' and choosing the one with a higher present value. Conceptual difficulties will crop up in comparing the two alternatives. Variables in the non-conversion alternative can be estimated with near certainty. Variables in the conversion alternative like dividends during the holding period and share price at the end of the holding period cannot be estimated so easily and with such precision as in the case of non-conversion alternative. The Author, therefore, have recommended the use of 'Certainty Equivalent' approach to the conversion alternative as this approach would incorporate the risk features associated with the alternative. In the main the certainty Equivalent approach amounts to calculating the Expected values of the dividend and share price variables. The Authors have described the procedure for deriving the probability distributions of 'dividend' and 'share price' variables based on the experience of comparable companies in respect of these variables. The approach recommended by the authors is theoretically more sound than the one currently followed by the Financial Institutions. One, however, wonders why the authors have not recommended the calculation of standard deviation also.

The authors have succeeded to a great extent in describing the present practices followed by the Financial Institutions in regard to Conversion options. The treatment at many places is rather cursory. The authors could have explained the issues more elaborately by increasing the text and reducing the number of cases. The study is confined only to the point of view of the Financial Institutions. A chapter on the viewpoint of

borrowing companies in respect of Convertibility Clause would have widened the scope and enhanced the usefulness of the book considerably. In view of the difficulties involved in the choice of comparable companies the approach recommended by the authors may remain confined to the covers of the book, at least for some time to come.

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**TRIBAL DEVELOPMENT : The Concept and the frame.** B. D. Sharma. New Delhi, Prachi Prakasan, 1978. pp. 219. Rs. 36.00

During the recent years there is a growing interest among the academicians, planners and development administrators in the problem of tribal development in India. Studies on tribes and tribal areas in different part of the country reveal that there are significant differences among the tribal groups, their customs, social organisation and levels of techno-economic development. The problem of tribal development thus entails a complex process and involves different approaches and strategies to suit to particular contexts. In this sense it provides both a challenge and an opportunity to the researchers, planners and administratives. The present volume written by a development administrator is an welcome contribution to the existing literature on the subject.

The present volume has eight papers dealing with the conceptual frame, economic development of backward regions, forests and tribal economy, industrial complexes and their tribal hinterlands, development of small

tribal communities, polyandrous tribes in the north-west, economic development of scarce resource regions, and personnel system — environmental context. In each paper the author first presents an analysis of the problem with illustrations of cases from the field and then tries to deduce an approach to tribal development from the discussions.

In the introductory paper the author provides a conceptual frame and analyses the issues involved in operationalising these concepts in the context of the aims and objectives of tribal development. Development for instance is often taken by planners to mean progression towards higher consumption and a better quality of life but in the tribal areas the implication of development as well as perception of participants may turn out to be completely different from the goals of development. Similarly equating tribal society with poor and using the concept of poverty in the general sense or following same path of development as relevant to other communities may be quite misleading. After independence tribal development policy in the country has been in the nature of adopting a middle path between the two extremes of complete insulation and free play of economic forces but one often finds controversy about the merits of isolationist and laissez-faire approaches to tribal development. Taking examples of the North Eastern Region and the Middle Indian tribal region, the author demonstrates the differential rates of absorption of the same development strategy among the tribals of the above regions. Since both the traditional non-formal and the new formal systems with entirely different structures and strengths are operating, along with the rapid extension of market mechanism and money economy in

these regions the situational dynamics need to be clearly understood by the developmental planners in their planning exercises of the tribal areas. Unless these basic equations are taken into consideration and a general formula is adopted in tackling tribal development issues, it may result in a direct conflict between the tribal sub-system and new system rather than bringing about the desired development and change in the region. The action plans for tribal development should thus aim at advancing the interest of the tribal communities and making them self-conscious about the socio-economic realities and paths of development. This according to the author would immensely help in ensuring their participation in the developmental efforts.

The second paper in this volume deals with the problems of economic development of backward regions in the background of current regional theories and the characteristics of tribal society in a historical perspective. The author observes that development of infrastructure without due regard to its effect on the people accentuates group inequality and it is necessary to have countervailing forces in terms of social, economic and spontaneous as well as induced changes to neutralise the impact. A plan for these regions should have a longer perspective to tackle the hurdles of communication barrier to the spread effect and the active involvement of people themselves to raise their productive capacity. The programmes should avoid easy solutions of questionable value, be on a big scale to be effective, be easily assimilable and be equalitarian and quick yielding. Programmes for economic development of these regions may belong to two categories; those which do not envisage any basic structural change and are of immediate

applicability and those which may act as nuclei of socio-economic transformation of the local community and have long term applicability. Development of the traditional universalistic sector and the modern particularistic sector, according to the author need to be balanced so that the socio-economic base of the tribals could be strengthened in the process of its transformation from the primitive to the modern.

In the third paper the author discusses the various linkages between forests and tribal economy in the context of their mutually reinforcing roles in the development process. He analyses the changing relationship of forest and tribals in a historical perspective by highlighting the positive as well as negative consequences of the efforts for development of the people and the forest in the tribal regions. Based on a synthesis of the forestry development and people's development models, the author suggests reformulation of some basic concepts and the need for participation of tribals in the management of forest economy as partners in the new economic activities. He advocates an integrated planning approach for the development of forestry-based economy and the tribals keeping in view the common goals of development of the region. Such planning exercise should not only involve careful scrutiny of the rational utilisation of forest resources at micro levels but also the socio-economic conditions and basic needs of the local tribal communities. In the planning framework socio-economic conditions of tribal communities should be taken into account for determining the level of technology and intensity of operation in a region. Efforts should be made to ensure that the local tribal communities become co-sharer in the new wealth created in the

region and should actively participate in the management of development programmes.

The fourth paper in this volume is devoted to a discussion of industrial complexes and their tribal hinterlands and the dynamics of their interaction in the wake of rapid industrialization programmes. The author compares the salient features of the tribal economic system and social organisation with the new industrial system and outlines the potential areas of contact and conflict. He finds that the hinterland tribal community is often bypassed by the highly organised industrial society, where the former is subjected to economic deprivation, social disorganisation and unequal exchange of the fruits of development. Often a functional gap exists between the core industrial activity and the hinterland economy resulting in differential levels of development and negative consequences for the tribal communities. Although there are several limitations to adaptation on the part of both the industrial and tribal systems, it is essential to identify the constraints at the planning stage to ensure that industrial development does not take place at the cost of local community. Planning in these regions need to be comprehensive and should include both the 'protective' and 'positive' measures in a dynamic frame for bringing about desired harmonious development and change. The author suggests induction of tribal leaders at different levels in the industrial system and the extension of the concept of worker's participation in the industrial sector to the core and its hinterland in the tribal regions so that both the systems can move together in unison.

In the fifth paper, the author discusses the problems and processes involved in development of small tribal communities against the

background of their size, socio-economic dynamics and ecological equilibrium. He divides the small tribal communities into 'diminutive' and larger small groups and analyses the process of regional development and people's development in Abujhmar area in Bastar region with unlimited and constant labour supply. He suggests that while planning development of the small communities the total available main power in the region the level of technology of the group as well as possibility of its adaptation or upgradation and the permissible limit of introducing immigration in the area need to be clearly indicated. Similarly for people's development, their eco-system and the resource endowment of the region have to be properly matched and the concepts of accessibility neutralisation and social service of trinitisation have to be developed for regulation of the dimensions of development and change. Moderation of programme content and preparing the community to accept changes would immensely help in achieving the objectives of development and in imbuing self-confidence in the community. After identifying the important features in the development of Abujhmar in terms of its resource potential, human element, demographic constraint as well as sociological limitations the author suggests that developmental plans in the region should aim at tackling the issues in a phased manner. All activities such as road construction intensive economic, educational health, and skill development programmes, etc for strengthening of the small communities should be integrated over a period of time to pave way for implementing area development programmes in the region.

In the sixth paper, the author analyses

the development problems of polyandrous tribes in the north-west with specific case of the tribal groups in the hills of Uttar Pradesh. Five tribal blocks in the districts of Dehradun, Uttar Kashi and Tehri-Garhwal provide the backdrop for the theoretical discussion and its practical implications in this paper. In this polyandrous area, the author finds that in the process of social change different aspects of social life have different propensities for or resistance to change. As this area gets opened up and develops contact with external communities the polyandrous society not only immediately confronts a different social structure but also gets a severe jolt on the most intimate aspect of the social and personal life of its members, resulting in a negative influence on the process of social change. Given the traditional social structure and property ownership pattern in the new economic situation the lower segments of the tribal communities have been adversely affected leading to social tension, migration and adoption of prostitution among tribal women in the region. The socio-economic development of the polyandrous society has to be viewed in a broad frame and planning for these communities thus calls for an unorthodox approach. The author is of the view that inter-sectoral and intra-sectoral priorities need to be clearly defined in the planning exercise for these regions. Sociological dimensions have to be given much more importance to tackle the problem of socio-economic polarisation and for achieving a new balance in the social system. Suitable administrative and legal measures will have to be undertaken to protect socio-economic interests of the under privileged sections and to arrest it from sliding down the path of social disruption and economic deprivation.

The seventh paper is devoted to a discussion on the economic development of scarce-resource regions with particular reference to the Bhils living in Jhabua district of Madhya Pradesh. After presenting the salient features of tribal economy and society in the Western Region, the author critically examines the impact of several developmental programmes implemented in this region in the context of elimination of exploitation and acceptance of change. Based on his indepth study of the region, the author suggests a new strategy for development and is of the view that planning for development of these areas must start from the human end and the weakest point. The development programmes in these regions should aim at elimination of exploitation, rehabilitation of economy, maximum utilization of local manpower, restoration of ecological balance, suitable industrialization and employment mix, and appropriate support for social service. Scarce-resource regions such as the Western tribal area require judicious planning to avoid socio-economic dis-organisation as well as resistance to development and change in the long run.

In the concluding paper the author analyses the process and the quality of interaction between the personnel system and its environment followed by a discussion of their implications for the personnel system in tribal areas. The relationship between environment and personnel system for public administration is marked by interdependence with successive linkages in terms of environment, time-spirit, socio-economic situation, political system and personnel. Thus there is a continuing relationship starting from the environmental context through the personnel system to the human element and the administrative

system acts as the mid-point between the environment and the human element. It is essential to monitor the dynamic interactions between the environment and personnel system for maximization of the goals of development and change. The author finds that in backward tribal areas, the existing personnel system suffers from many inherent drawbacks which need to be corrected for effective interactions. He suggests particularization of administration in tribal areas with lesser functional differentiation and simpler structure to match to the felt-needs of these areas. The mono-personnel system for tribal and non-tribal areas thus needs modifications and the personnel system itself has to be made conscious about their specific and unique role as catalytic agent for change in these areas. A better understanding of the basic processes involved in tackling the local socio-economic situation and timely corrective measures would help a great deal in harmonising the interaction between the local environmental context and the personnel system. At another level it would ensure the achievement of desired goals of development in the backward tribal areas by minimising conflicts and tensions between the local community and the administration.

On the whole these essays provide a deep insight into the problems of tribals and development of these regions in different parts of the country. The author through his long association with the tribal development programmes, has succeeded in highlighting the practical difficulties as well as in suggesting new approaches to achieve desired results of tribal development programmes. Although the theoretical propositions and conceptual orientations developed in these papers need further refinement with indepth

case studies, the practical and analytical framework provided by the author not only makes these papers more interesting and thought provoking but also opens up new areas of interest for researchers, planners and development administrators. A little more coherence among the papers presented in this volume with a broader framework and a selected bibliography would have added to the value of this volume. This would have also helped in avoiding repetitions and in sharply focussing the arguments of the author. The author must be complemented for his deep insight and objective assessment of the tribal situation. Through these papers he has succeeded

in bringing out clearly the fact that in the wake of fast changes affecting the tribals, there is need for creating adequate counter-vailing forces in these regions to ensure reasonable share of the fruits of development without blowing them off their feet. In this sense a 'fresh look' at tribal problem is the need of the hour. This volume would be of considerable interest to the planners, academicians, administrators and persons working in development and other agencies for tribal development.

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