

## Article

# Creating entrepreneurial environment through NGO: a case study

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**The challenge today for the economies of the North Eastern (NE) Region in India is to leverage the opportunity from increased liquidity, favourable industrial policy, invest in new job creation and nurture key sectors for diversified and sustainable growth. This paper shows how NGO can play the vital role in promoting entrepreneurship and highlights the opportunities and challenges. This paper does not seek to propose a comprehensive job creation strategy, but to outline steps necessary to reinforce the potential role that NGO can play in job creation, show evidence of success along these lines, and point to policy steps that can be taken in this direction. This work draws on recent developments in organizational economics to develop the notion of institutional complementarities and illustrate its importance.**

## Prelude

The challenge today for the economies of the North Eastern (NE) Region in India is to leverage the opportunity from increased liquidity, favourable industrial policy, invest in new job creation and nurture key sectors for diversified and sustainable growth. This paper shows how NGO can play a catalyst role in developing and financing entrepreneurship, and highlights the opportunities and challenges. A range of sizes and complexities of private sector finance is necessary, not just private equity and venture capital, to support entrepreneurship at all levels of the job ladder. This is precisely why the case of Lebanon might be instructive in creating a strategy for an entrepreneurial economy. In Lebanon, it is estimated that a fairly significant proportion of jobs in the labour market is directly or indirectly created and/or supported by non-governmental organizations that promote different entrepreneurial initiatives (Eid, 2005). A range of educational institutions and NGOs offering entrepreneurial education in Lebanon today constitute part of a continuum of complementarities that could be the subject of policy design. But support for such organizations, even in Lebanon, remains insufficient, and careful evaluation of their economic impact should be a priority. However, the question is how to promote the most organized and productive ones, and what institutional complementarities are necessary to have in place. The most basic complementarities are legal – financial

legislation and regulation – and broadly educational, including private sector corporate governance skills. For example, NGOs whose mandate includes significant job creation should be easy to register, receive donations without difficulty, benefit from special tax exemptions, and be evaluated carefully for their impact. Therefore, they should be subject to strict governance, accounting and transparency requirements. Finally, they should be widely advertised and publicly rewarded for their accomplishments. Such systematic complementarities are not currently in place in much of NE Region, with any degree of consistency.

Each economy has its specificities and these permeate the economy ranging from the level of sophistication of the financial sector and the relative availability of liquidity, to the types of jobs that need to be created. In countries, such as Morocco, Algeria and Egypt, with their large low-skilled rural populations, micro finance complementarities are the number one priority. In economies such as those of Lebanon, Jordan and Tunisia, or urban areas of Egypt, Morocco or the Gulf states, micro finance complementarities are not as important as those related to the high value-added end of the labour market, where the brain-drain problem is most pressing.

NGOs are playing an important role in the progress of an economy, and particularly for a developing country like 'India'. But it is also very much known to us that, it is not

**Exhibit 1.** Brief Profile of Ed-en

<b>Year of Establishment</b>	<b>2000</b>
Registration details	Registered under the SR Act XXI of 1860 No. RS/TIN/244/10 of 2000-2001.
Location	K.K. Path , Rangagora Road , Tinsukia – 786125 (Assam)
Total Nos. of Members	46 (Forty Six) Live members : 15 Institutional members : 6 Honourary : 1 Students : 18 General : 6
Development focus	Entrepreneurial Education mainly to the school students.

Source: Compiled from survey questionnaire.

**Table 1.** The ages of the respondent of 'Ed-en'.

<b>Ages</b>	<b>No. of Respondents</b>	<b>In Percentage (%)</b>
Less than 20 years	6	30%
21-0 years	6	30%
31-40 years	4	20%
41 years and above	4	20%
Total	20	100%

Source: Compiled from survey questionnaire.

**Table 2.** Marital status of the Respondents

<b>Marital status</b>	<b>Gender</b>	
	<b>Male (%)</b>	<b>Female (%)</b>
Single	8 (57%)	2 (33%)
Married	6(43%)	4(67%)
Total	14(100%)	6 (100%)

Source: Compiled from survey questionnaire

a very tough task to form a NGO, but equally very difficult to manage it in the long-run. The successes of NGOs are very much depends upon its members and staff. And the members and staff become effective in their work or performance only when they receive full satisfaction out of their job. The study proceeds with two different NGOs operating in the state of Assam primarily with the objective of education for employment. The selected NGOs have been operating in different type of employment generation like educating general entrepreneurial technique, rural employment and tourism employment. The study comprises of both the primary and secondary data. Primary data are collected by way of pilot survey, questionnaire method, personal interview and observation.

The questionnaire contained 12 general questions and 10 additional questions regarding the subject matter of the research. After the first round of circulations of the

questionnaire it was observed that the respondents were not actually undergone the meaning of the question administered in the questionnaire. Accordingly, the questionnaire was translated into Assamese with the help of an expert. Every precaution has been taken while collecting the data so as to get the proper representation and hence at times interview method has also been adopted. NGO wise analysis from the survey has been furnished below:

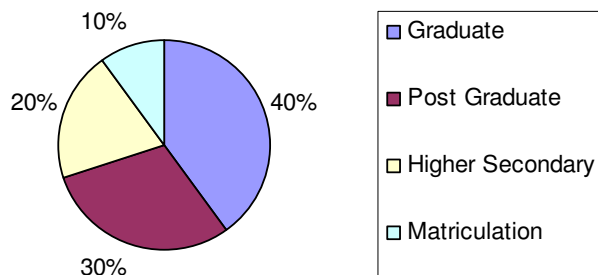
### Case 1. NGO- "Ed-en"

There are 46 number of members in 'Ed-en', which includes life -15, Institutional-6; Honourary-1; Students - 18 and General -6 (as depicted in Exhibit 1). Out of 46 members, 20 of them have been considered as sample in the study, which means the sample size stands at 43%. Secondary data are collected from in house magazines annual reports, bulletins and documents etc either published or not by 'Ed-en'. In fine, conclusions are drawn based on facts revealed by the study and suggestions are offered keeping in view by different problems. Table 1

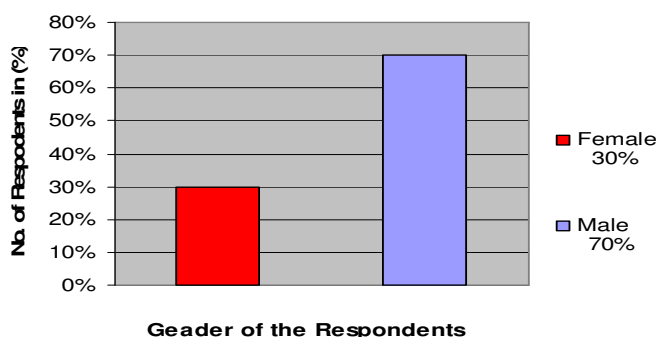
As the researcher take into account both the personnel and organizational variables of the respondents of 'Ed-en', the following are the information's relating to the personnel variables of the respondents. The Marital Status of the respondent of 'Ed-en' has been shown in the Table2. The gender profile of the respondents of 'Ed-en' has been shown in the Figure1. Apart from the above a glimpse over the profile of the Ed-en reveal the following aspects.

### Objective of 'Ed-en'

- To facilitate effective programme in Entrepreneurial Education.
- To assist and guide school children through educational institution in the area of science, nature study, health and environment.



**Figure 1.** Educational Qualification of the respondents. Source Complied from survey questionnaire



**Figure 2.** Gender profile of the respondents. Complied from survey questionnaire.

- To help conducting educational programme for school children.
- To improve public awareness and understanding of the entrepreneurial issues.
- To promote conservation and wise-use of nature and natural resources.
- To conduct research on environmental issues.
- To assist school teachers developing innovative programme and educational material.

**Sources and control of funds**

To carry out the activities, ‘Ed-en’ primarily depends upon its member’s subscriptions and contributions from the individuals. The raised funds are been deposited into the SBI’s account and withdrawal are made when need arises under the guidance of the President or the Secretary of the Society.

**Major findings**

‘Ed-en’ is a society which prime objective is to provide people, specially school going children, education relating to entrepreneurship.

The Prime source of funds is the subscription money/

fees from the members of the society. There are many young people who are associated with ‘Ed-en’.

In ‘Ed-en’ no members are paid employee. All the members at present are working only for the betterment of the environment, not for monetary profit.

60% of the respondents are not from Tinsukia. It was observed that the respondents from outside Tinsukia, left their native place either to raise their economic condition on for educational purpose.

Most of the respondents are educated and few of them are pursuing their education till date.

All the respondents agree that better working condition and service to the society are very much important to make them satisfied. It has also been observed that half percentage of the respondents viewed that salary could be the most important thing for them to gain satisfaction.

One of the most important and serious finding of the study is that 60% of the respondents are ready to swift to another NGO, provided the same service including some regular income. It is not a healthy signal for ‘Ed-en’.

The overall findings of the study reveals that most of the respondents (that is, 60%) are not satisfied with their job in monetary terms.

An organizations performance and productivity are directly related to the people and to the fact that how far they are satisfied with their jobs. It is, therefore, the prime obligation of any management to formulate organizational policies, programmes and procedures in such a manner that every individual in the organization gets job satisfaction with his or her job. Finally, it can be noteworthy to report here that the captioned NGO has been promoting the entrepreneurial education in the region however; most of the respondents are not satisfied working in the NGO, as there is no pecuniary gain from the organization. This is peculiar in a country like India so as in many third world countries where the economic consideration receives priority when it comes to employment, even in NGOs.

**Case 2: NGO- Rural Volunteers Center (RVC)**

A brief profile of the Rural Volunteers Center (RVC) as furnished in Exhibit 2

**Major findings**

The present researcher when observed the total operational activities of the RVC, it was found that the RVC indulged more in the rural development activities. As such the rural development activity is leading with 31 activities while Science and Technology Development activities shows lower percent in total. In Figure 3, different aspect of operational activities performed by the RVC in different villages has been depicted.

In agricultural development activities the RVC indulge more at Muktiar village leading with 5, while Matmora village and Mesaki is the lowest with only 1. In health and

**Exhibit 2.** Brief Profile of RVC

<b>Name of the organization</b>	<b>Rural volunteers center (RVC)</b>
Registration address	RURAL VLUNTEERS CENTRE VILLAGE: AKAJAN POST OFFICE: AKAJAN Via: SILAPATHER BLOCK: SISSIBORGAON DISTRICT: DHEMAJI STATE: ASSAM PIN: 787059
Telephone (S)	+913753246306 +919435089275
Fax	+913753245758
E-mail	ruralvolunteerscentre@yahoo.co.in rvcassam@gmail.com
Registration	Societies Registration Act, 1960
Chief functionary (director)	RAVINDRA NATH

family the present researcher fare activities, village Mesaki and village Bogori is leading with 4, while village Matmora, Muktiar and Piyang with only 1. In animal husbandry and lives-tock, the maximum number of activities perform by the RVC is at Mesaki village with 3 while Metmora, Muktiar, Kaba Rango and Kanduli is the lowest with only 1. In science and technology, Kanduli, Kaba rango and Matmora is much ahead of the others while Sonarighat, Karangsapori, Mesaki and Bogori have not yet covered under the project.

In education, the RVC indulge more at Mesaki village with 4, while Sonarighat, Piyang, Kaba Rango, Bogori and Janji shows the lowest with only1. In disaster prevention activities, the NGO indulge more number of activities at Piyang village while Kanduli and Matmora no such project has been taken place till date. In rural development activities, the NGO perform maximum number of activities at Bogori Village while rural development activities are performed less at Kanduli, Karangsapori and at Mesaki village.

It can be inferred that science and technology development activities has been given less importance by the RVC and the RVC has not yet taken up steps in the development of science and tech-nology exclusively for the rural flood prone areas.

It is recognized that voluntary effort will grow, and that it is necessary to create an environment conducive to their functioning on much larger scale than at present. While actually participating in the development process, voluntary organizations can play a dynamic role in empowering the poor by fostering greater mobilization and awareness generation among them.

They must train social animators and rural organizers. These, in turn, would help the poor to form groups and would organize them to take advantage of the system programmes and opportunities that exist for their better-

ment but which normally elude them.

In other words, NGOs can help to motivate, organize and concentrate the 'poor' and pro-vide them with an interface with the bureaucracy and elected bodies. Also, they can partake in developmental project, with the active participation of the beneficiaries. Success stories abound in the long run, however, it is important for NGOs to build up the active participation in the decision making process. The NGOs should then withdraw from active involvement into a more passive role.

If the voluntary agencies are genuinely interested in the upliftment of rural masses, they should pool all their men and materials along with the available rural potential and chalk out a common comprehensive rural development programme to be implemented wholeheartedly and fully till the point of self reliance of the particular rural area. This makes the particular area to gain the levers of self-developmental forces on their own way. Rural development is not only a process, a method, a programme, but also a movement in a country like India.

### Summary

The lack of research samples in Assam focusing on entrepreneurial development and more precisely entrepreneurs; required the study to draw on contiguous bodies of literature for hypothesizing the influences of human, social and financial capital. The most basic complementarities are human capital – and broadly educational, experiences including private sector corporate governance skills. For example, NGOs whose mandate includes significant job creation should be easy to register, receive donations without difficulty, benefit from special tax exemptions, and be evaluated carefully for their impact. Therefore, they should be subject to strict governance, accounting and transparency requirements.

**Exhibit 2.** Contd.

AREA OF OPERATION	DISTRICTS	BLOCK
	DHEMAJI	SISIBORGAON BLOCK
	NORTH LAKHIMPUR	DHAKUAKHANA BLOCK
VISION STATEMENT	<p>" An epidemic free just society with appropriate technology and self-reliance."</p> <p>An insight of the Vision statement:                      Epidemic free:                      Hazardous health situation in community level as well as weak functioning of the state health system is one of the prime factors affecting the life of the people in this part of the country. Lack of awareness in community level and poor functioning of the state health system result in high mortality predominantly of children every year from diseases like Diarrhea, Malaria, Viral fever, Jaundice etc. Women are the worst sufferers as MCH and RTI chapters are dealt with inappropriate traditional practices and are still a taboo in many places to discuss openly. There is every possibility of spreading AIDS in this part of the country as inter District and inter state periodic migration in search of livelihood by the flood affected people has turned into a yearly phenomenon.</p> <p>In this backdrop, the founder members of RVC have agreed upon to direct its action to realize a society where the aforesaid diseases and the human miseries borne by these diseases no longer exist or find no gap to penetrate. That is an epidemic free society.</p> <p><u>Just Society:</u>                      Denial of state entitlements (defined in state policies) to the target groups (poor and marginalized) by the concerned officials/persons as well as inappropriate policies which are not in conformity with the people's choices are two dominant factors hindering the development take-offs as well as rights of the people to live with dignity.</p> <p>In the community level, dominance of the high and middle class people in every aspect of life (economical, cultural, decision making and social entitlements) of the poor and marginalized people have been threatening the existence of this class of people. The women are the worst sufferers. They find no space in any decision making entity. Even the decisions concerned purely for women are also taken by the men folk both at family level as well as community level.</p> <p>Thus the founders of RVC has agreed upon to work to ensure a society where the poor and marginalized section of the community especially the women enjoy their rights in their choices at every level- state, community as well as family. That is a just society.</p> <p><u>Appropriate technology:</u>                      RVC Believes the ethics of knowledge extraction, its documentation, dissemination and evolution into theories, institutions or technologies can only take place in "the University of time immemorial- the Village University.</p> <p>The "appropriate technology" refers to blending of modern scientific technologies to traditionally evolved technologies to ensure accessibility of the community to low cost, easily manageable and high yielding technologies.</p> <p>Self reliance:                      Flood has turned into the basic character of this part of the country. Yearly onslaught and devastation of flood has pauperized a major chunk of the population. The waning out economical conditions (agro based) has been affecting every aspect of life of the people. The state policies and interventions to control or mitigate the damage of flood as well as rehabilitation measures in the post flood session is not effectively attributing to mitigate the vulnerability status of the people or re built the life of the affected people.</p> <p>In this backdrop, the founders of RVC have decided to work to create an enabling environment where the marginalized and vulnerable people are equipped in them to address their economical needs as well as crisis during flood emergency.</p>	
MISSION	<p><u>Mission statement I:</u>                      "Empowerment of women and indigenous groups to assert their rights through action on the factors causing denial to justice."</p> <p><u>Mission statement II:</u>                      Actively engage with Government to address gaps in systems and policies in management of river structures and epidemics through sustainable community empowerment.</p> <p><u>Mission statement III:</u>                      Appropriation of rural technologies and practices through participation of the community to ensure better and secured living opportunity.</p> <p><u>Mission statement IV:</u>                      Strengthening of coping mechanism of, vulnerable people with disaster through empowerment of community based organization and systems/practices prevalent at community level.</p>	

Exhibit 2. Contd.

<p><b>OBJECTIVE</b></p>	<p>To realize a just society                  To ensure a less vulnerable (flood) and epidemic free society                  Blending of modern scientific technology to appropriate the existing technologies in community to ensure enhanced outcome and living environment                  An entrepreneurial based society</p>
<p><b>ORGANIZATION STRUCTURE</b></p>	<pre>                 graph TD                     Director[Director] --&gt; AdminCo[Administrative Co-ordinator]                     Director --&gt; FuncCo[Functional Co-ordinator]                     AdminCo --&gt; HR[Human Resource Department]                     AdminCo --&gt; Finance[Finance Department]                     AdminCo --&gt; Accounting[Accounting Department]                     HR --&gt; CheckControl1[Check and Control Deptt.]                     Finance --&gt; CheckControl1                     Accounting --&gt; CheckControl1                     FuncCo --&gt; CheckControl2[Check and Control Deptt.]                 </pre>
<p><b>CONSTITUTION (INTERNAL BY- LAW)</b></p>	<p><u>Code of conduct of RVC:</u>                  (Improving the Quality of Life)                  For more than fifteen years, the Rural Volunteers Centre has been working to improve the quality of life of the rural poor. Our efforts focus on basic needs: water, health, education, energy, environmental regeneration and gainful employment building on existing skills, while enrolling individuals in the processes that govern their lives.                  The Rural Volunteers Centre and the individuals who work with it have established a code of conduct for our organization. We believe the present researcher must:                  Live and work in close proximity with the rural community.                  Create a space for creative and constructive personal growth, not discriminating against caste, religion or political thinking.                  Ensure gender equality within the organization.                  Have an intrinsic belief in the democratic political process and not follow partisan political agendas or include partisan politicians on the board.                  Judge the worth of people by their willingness and ability to learn not by their paper qualifications.                  Believe in the law of the land and have a commitment towards social justice through non-violent means.                  Have respect for collective, traditional knowledge, beliefs, wisdom and practices of the community.                  Be committed to the preservation of natural resources and not endorse processes that destroy, exploit or abuse natural resources.                  Use appropriate technologies that sustain the community and not encourage technologies that deprive people of their livelihoods.                  Set a personal example in adhering to the code of conduct.</p>
<p><b>SOURCES OF FUND</b></p>	<p>Council for advancement of people's action and rural technology (capart)                  District rural development authority (drda)                  Foreign contribution regulation act(fcra)</p>

**Exhibit 2. Brief**

<p><b>OPERATIONAL ACTIVITIES</b></p>	<p>PART -B: DETAILS OF ACTIVITIES</p> <p>8. Activities</p> <p>Agriculture <u>Health and family the present researcherlfare</u></p> <p>AGO1: Extension and training. HFO1: Health education</p> <p>AGO2: Horticulture promotions HFO2: Bare foot doctors (women)</p> <p>AGO3: Watershed developments</p> <p><u>Awareness Generation</u> <u>Science &amp; Technology</u></p> <p>A WO1: Organization of beneficiaries STO1: Demystification of process and methods</p> <p>A WO2: Social Animators training STO2: Technology Transfer</p> <p>A WO3: Eradication of social evils STO3: Information technology.</p> <p>STO4: Food processing</p> <p><u>Animal Husbandry and Livestock</u> <u>Youth affairs</u></p> <p>ALO1: Animal husbandry development YO1: Organizing youth for social transformation and Entrepreneurial training.</p> <p>ALO2: livestock development</p> <p>ALO3: Training <u>Disaster:</u></p> <p>ALO4: Veterinary Services</p> <p>DOI: Flood Preparedness</p> <p>DO2: Rescue, Relief, Rehabilitation</p> <p><u>Education</u> <u>Advocacy</u></p> <p>EDO1: Community education ADO1: Educating policy and gaps</p> <p>EDO2: School Education ADO2: Networking</p> <p><u>Public Amenities</u> <u>Legal Aspects:</u></p> <p>P AO1: Drinking water provision LAO1: Enforcement of right to land of Forest dwellers</p> <p>P AO3: Rural Housing LAO2: Resisting development Induced environment degradation.</p> <p>P AO2: Sanitation</p> <p>Rural Development</p> <p>RD01: Employment generation</p> <p>RD02: Rural Technology</p> <p>11. Barefoot Workers: Barefoot Doctors (100 women community health volunteers).</p> <p>12.1 No. of workers</p>		
<p><b>UTILISATION OF FUND</b></p>	<p>ADMINISTRATIVE EXPENSES</p>	<p>26.464%</p>	
	<p>EXPENSE IN OPERATION</p>	<p>61.273%</p>	
	<p>FUND RETAINED</p>	<p>12.263%</p>	
<p><b>WAGE AND SALARY STRUCTURE</b></p>	<p>FOR FUNDED PROGRAM</p>	<p>HIGHEST COST EMPLOYEE</p>	<p>Rs. 7500/month</p>
		<p>LOWEST COST EMPLOYEE</p>	<p>Rs 2000/ month</p>
	<p>NON FUNDED STAFF</p>	<p>HIGHEST COST EMPLOYEE</p>	<p>Rs. 7500/ month</p>
		<p>LOWEST COST EMPLOYEE</p>	<p>Rs. 1500/month</p>
	<p>No.</p>	<p>MEETING</p>	<p>MONTH</p>
	<p>1.</p>	<p>EXECUTIVE BODY MEETING</p>	<p>APRIL</p>
	<p>2.</p>	<p>GENERAL MEETING</p>	<p>SEPTEMBER</p>
	<p>3.</p>	<p>ANNUAL GENERAL MEETING</p>	<p>FEBRUARY</p>
<p><b>PROBLEMS FACED BY THE NGO</b></p>	<p>Lack of adequate finance</p> <p>Lack in the availability of competent human resource in the organisation</p> <p>Political interference</p> <p>Not able to retain experts personnel for long duration</p>		

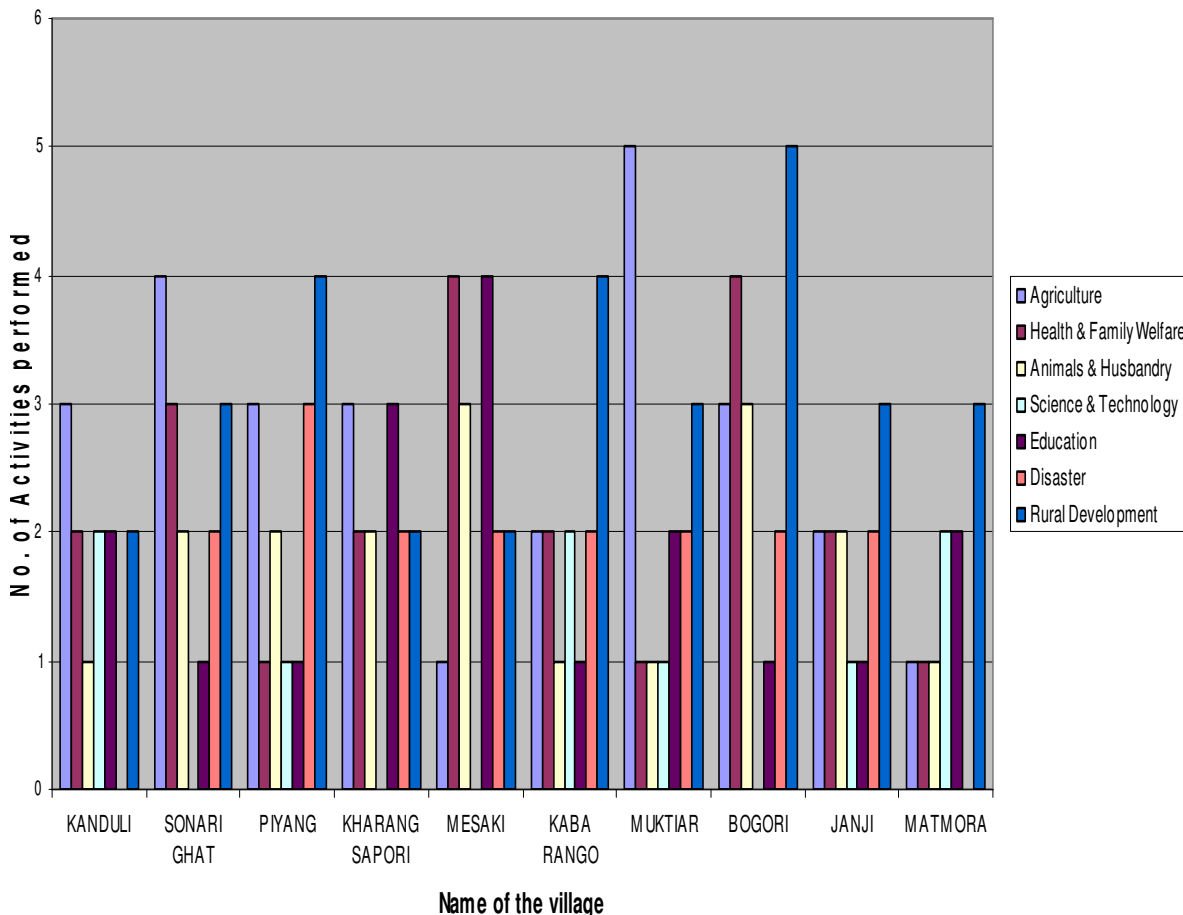


Figure 3. Different types of activities

Table 3. Occupational patterns of the respondents

Occupation	No. of Respondents	In Percentage (%)
Teacher	4	20%
Businessman	4	20%
House wife	4	20%
Retired person	2	10%
Students	6	30%
Total	20	100%

Source: Compiled from survey questionnaire.

Finally, they should be widely advertised and publicly rewarded for their accomplishments. However from the study it can be inferred that such systematic complementarities are not currently in place in Assam, with any degree of consistency.

Each economy has its specification and these permeate the economy ranging from the level of sophistication of the financial sector and the relative availability of liquidity, to the types of jobs that need to be created. In

countries, such as Morocco, Algeria, Bangladesh and Egypt, with their large low-skilled rural populations, micro finance complementarities are the number one priority. In economies such as that of India and North East Region in particular, micro finance complementarities are as important as those related to the high value-added end of the labour market, where the brain-drain problem is most pressing. In addition, efforts must be made to encourage innovative education, such as broad-based programmes to encourage entrepreneurship, i.e. how to create economic value, especially jobs, from innovative ideas in all sectors. A whole range of topics can be taught related to innovation, entrepreneurial finance and economics, and small business at all educational levels, including executive education. From the current academic experience in the region, they do not do nearly enough of this. Complementary educational programmes can range from teaching how to write a rudimentary business plan for 'small' finance projects, to encouraging participation in high-tech business plan competitions networked with venture capital, locally, regionally and globally. What follows is an additional normative set of ideas meant to be illustrative and adaptable depending on the regional case at hand. These ideas all centre on the creation of institutional



**Table 4.** Analysis of statements in relation to the satisfaction level of the respondents of 'Ed-en'

Statements	Options [in percentage (%) ]				
Regarding Tinsukia as a native place	Yes 8(40%)		No 12(60%)		
Regarding their migration to Tinsukia	a) for better opportunity		-		
	b) To raise the economical condition		8(66.67%)		
	c) For having education		2(33.33%)		
	d) For other reason		-		
Regarding length of time associated with the NGO.	1 Yr. 4(20%)	2 Yrs. 2(10%)	3 Yrs. 6(30%)	4Yrs. 0	5 Yrs. 8(40%)
Regarding gaining job satisfaction , which one is most important	A. Salary 14(70%)	B. Working condition 20(100%)	C. Awards 10(50%)	D. Service to the society 20(100%)	
Regarding getting same opportunity to serve the society, including a regular salary in somewhere else NGO, what would be done by them.	Go Elsewhere 12(60%)		Stay back 8(40%)		

Source: Compiled from survey questionnaire.

complementarities that bring together three factors essential for the creation of an entrepreneurial economy: finance (financial Capital);

Innovative know-how and education (Human Capital); and requisite regulatory/legal institutions and conducive social environment (Social Capital) to support the two. In nutshell:

(a) Develop risk finance institutions (along side, not in lieu of, standard FIs): venture capital funds for firm expansion/new firm creation requiring large amounts of investment; and intermediate level risk finance institutions (Bridge Financing).

(b) Complement risk finance institutions with requisite educational/training institutions at all levels:

invest in the creation of appropriate undergraduate, post graduates and executive/ professional education programmes, in addition to continuing education programmes that can be provided through entities like private sector associations, business, industry and otherwise; support the creation of educational institutes that provide certificates and diploma programmes offering skills relevant to business creation, marketing and management (financial and otherwise), emanating from

the full range of educational disciplines, ranging from the teaching of languages to the establishment of mechanics shops, to the running of restaurants, to name a few; and for the micro-finance level of job creation, encourage NGO-type activity that is already prevalent and quite enthusiastic about such work, generally for social reasons. Typically, the problem is one of getting permits for NGOs to operate, and not availability of funds, in the state.

(c) Complete this 'virtuous triangle' by ensuring the existence and proper functioning of regulatory institutions and social environment necessary.

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Annexure 1. Number of major operational activities of rvc in different villages

DISTRICT	BLOCK	Village	Agriculture	Health and family welfare	Animal husbandry and livestock	Science and Technology	Education	Disaster	Rural development	Total number of activities perform in each village
DHEMAJI	Sisiborgaon Developemnt Block	KANDULI	Horticulture promotion, providing seed and fertilizer, Cultivation Training 3	Health Education Free Ambulance service 2	Animal Husbandry Training 1	Food Processing ,Demystificatid of process and method of cultivation 2	Environmental preservation education, community Education 2	NIL 0	-Drinking water provision; -organizing youth for social transformation 2	12
		SONARI GHAT	Watershed development ,providing seeds festings, providing antipesticide chemicals ,cultivation training 4	Health education Barefoot doctors Free Ambulance doctors 3	Veterinary service, Livestock development 2	NIL 0	School Education 1	-Flood prepared ness -Rescue service 2	-sanitation; -Rural Housing; -Organizing youth for social transformation 3	15
		PIYANG	Watershed development ,providing seed and fertilizer, cultivation training 3	Health Care centre 1	Animal Husbandary Training ,Veternary Serive 2	Food Processing 1	School Education 1	-Free fooding, -Flood prepared ness service; -Rescue & Relief service 3	Rural Housing ; -Drinking water Provision; organizing SHG; Emploment generation. 4	15
		KHARANG SAPORI	Watershed development ,provide seed and fertilizer, cultivation training 3	Free Ambulance,cu ivation training,health education. 3	Free food for animal , Animal husbandry training 2	NIL 0	Community education, Environment education, school education 3	-Flood Prepared ness -Rescue, Relief and Rehabilitions 2	-Drinking water provision; -Enforcement of right to land of forest the present researcherllers 2	15

## Annexure 1. Contd

	MESAKI	Watershed development	1	Family Planning Free Ambulance Health education, Berefoot dertose Health education, free ambulance	4	Animal husbandary, veterinary service,Live stock development . Veterinary service catlog	3	NIL	0	Computer education Health education, safety education Environment edu. School Education	4	Flood Service; rescue, relief& rehabilitation service Flood preparedness Rescue , Relief & Rehabilitation service	2	2	16
	KABA RANGO	Watershed development ,Horticulture promotion	2		2		1	Food Processing ,scientific cultivation process	2	-Health education, Environmental Education	1		2	4	14
	Mukta	Watershed Development ,Horticulture Promotion ,Providing seed and fertilizer, cultivation training, Marketing facility	5	Health Care Centre	1	Veterinary service Centre	1	Food Processing	1	-Health education, Environmental Education	2	Flood Preparedness ; Rescue , Relief and Rehabilitation service	2	3	15
LAKHI MPUR	DHAKUA KHANA BLOCK	Watershed development ,Horticulture promotion, cultivation training.	3	Family planning ,cultivation training, Free Ambulance ,Health education ,Barefoot doctors	4	Animal Husbandary Training, Livestock development , Free food for animal	3	NIL	0	School education	1	-Flood preparation , Relief & Rehabilitation service	2	5	18

Annexure 1. Contd

LAKHI MPUR	DHAKUA KHANA BLOCK	BOGORI	Watershed development , Horticulture promatiion, cultivation training.	3	Family planning ,cultivation training, Free Ambulance ,Health education ,Barefoot doctors	4	Animal Husbandary Training ,Livestock development, Free food for animal	3	NIL	0	School education	1	-Flood preparati on , Relief & Rehabi- tation service	2	-Drinking water provision; -Rural housing; sanitation; -- Employment generator; Promoting SHG.	5	18
		JANJI	Watershed development , Cultivation Training	2	Health education ,Family Planning	2	Animal Husbandry Training ,Livestock development	2	Food Processing	1	School education	1	Flood preparad nessrese ne, relief & Rehabilit ation	2	- Enforcement and right to land for forest dthe present researcher- llers; - Drinking water provision; - Employment generate.	3	13
		MATMORA	Horticulture Promotion	1	Health care centre	1	Veterinary service centre	1	-Food Processing, -Scientific cultivation training	2	Shool Education ,computer Education	2	NIL	0	-Drinking water provision; -Rural housing; promoting SHG	3	10
		TOTAL NUMBER OF PERFORMANCE PARTICULAR AREA IN EVERY VILLAGE			27		23		18		9		18		17		31

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