

2013 July-August

In Conversation with People of Meghalaya

Enterprise Facilitation







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Chief Minister's Message

The Integrated Basin Development and Livelihoods Promotion Programme (IBDLP) was launched by the Government of Meghalaya in April 2012 with an aim to facilitate the building of livelihoods in an Enterprise mode for every willing individual of the state in an overall framework of sustainability. The Programme seeks to leverage on the Natural Resources of the state for building enterprises, to engage with citizens in a partnership mode thus bringing about a paradigm shift in the relationship between the citizens and the state, to utilize traditional and modern scientific knowledge for Natural Resource Management and Enterprise building, and to provide whole chain interventions to make the products and produce of Meghalaya competitive in the market place. The strategy is to orchestrate interventions for providing market access, value addition, financial inclusion, capacity building and skill upgradation and Governance simultaneously to ensure success of every individual who is willing to be a 'partner' in this new development model.

Over the last 16 months, the institutional framework for implementation of the Programme has been put in place. The Meghalaya Basin Development Authority (MBDA), the dedicated program implementation agency, and knowledge institutions to support MBDA - the Meghalaya Institute of Entrepreneurship (MIE), the Meghalaya Institute of Governance (MIG) and the Meghalaya Institute of Natural Resource (MINR) have become operational. The MBDA has entered into strategic partnerships with many international and national level knowledge institutions like GIZ- KfW, International Finance Company (IFC), Infrastructure Development and Financing Company (IDFC) Foundation, Small Farmers' Agri-Business Consortium (SFAC), BAIF Development Research Foundation etc., to provide cutting edge knowledge support in the design and implementation of the different interventions under the Programme.

Many of these interventions are probably being tried out in the state for the first time - partners and well wishers both from within the state and outside have expressed their keenness in knowing and understanding these interventions better. The 'In Conversation with the People' is a monthly bulletin published by MBDA to create wider and deeper understanding of the different strategic interventions being implemented under the programme. Every issue while highlighting the important activities and events taken up under the programme during the month will focus on one component of the programme and will give a 360 degree view of that one component. The objective of the current publication and our other knowledge dissemination strategies' is to inform and to establish a two way communication between the Government and the citizens of Meghalaya and to invite and initiate dialogue.

In the current inaugural issue we are focusing on the 'Enterprise Promotion' component of the programme. Our model of Enterprise facilitation through the setting up of 'Entrepreneurship Facilitation Centres (EFCs)' in the blocks is unique and has generated tremendous positive response from the rural citizenry of the state. The model is totally home grown and has emerged out of rich field experiences and through consultations and dialogue with the stakeholders. I urge on the reader to go through the publication carefully and invite support and feedback from all quaters so that we can strengthen our interventions toward achieving the overall aim of building a poverty free and prosperous Meghalaya.

Dr. Mukul Sangma

Honourable Chief Minister Government of Meghalaya



Chief Secretary's Message.

The Integrated Basin Development and Livelihoods Promotion Programme (IBDLP) is an outcome of deep commitment for and clear understanding of the possibility of placing Meghalaya on a higher growth trajectory and of providing better incomes and happier lives to all the citizens of the state who are now our partners in making the shared dream of a prosperous and poverty free Meghalaya a reality.

The Meghalaya Basin Development Authority (MBDA), the institution responsible for rolling out the programme has over the last few years built up a robust institutional mechanism and developed detailed strategies for implementation of the bold agenda of the IBDLP. The sagacious advice and foresighted guidance of the Basin Development Council headed by the Hon'ble Chief Minister and the passion of our entire team at MBDA have been our constant companions in this journey.

Amongst the different interventions rolled out under the programme, the Enterprise Promotion Component and the setting up of Entrepreneurship Facilitation Centres (EFCs) are probably the most visible and they have had the highest impact in capturing the imagination of our clientele. The EFCs provide for universalisation of Enterprise promotion opportunities and for making development interventions demand driven both of which are unique and innovative. In just few months of setting up of these centres it is heartening that more than 40,000 citizens have visited the centres and expressed their desire to partner with the government. Having aroused the aspirations of so many people, it is imperative that we strengthen our own delivery mechanisms. In this direction, we have increased the cadre size of our programme staff (dedicated young men and women posted as Interns, Enterprise Resource Persons, Field Business Advisors etc., both at Shillong and at the district headquarters) from a dozen to more than hundred and have invested time and effort in building their capacities to deliver in their jobs. I am happy to say that these foot soldiers of the programme inspite of all odds are doing a commendable job of handling citizens and their aspirations in a sensitive and professional manner.

The current publication is aimed at sharing the story of the EFCs till date with a larger audience. We will greatly appreciate inputs and feedback on improving the impact of our interventions.

WMS Pariat

Chief Secretary Government of Meghalaya

Integrated Basin Development and Livelihoods Promotion Programme (IBDLP)

Introduction

Meghalaya is blessed with the abundance of natural renewable and non - renewable resources. The population of the state is primarily dependent on the natural resources for sustenance and livelihood. With the ever increasing stress on the natural resources it thus becomes imperative to adopt a forward looking approach for optimum and productive utilization of the State's natural resources - viz, 'Water', 'Land' and 'Biotic Resources' in order to alleviate poverty from the state

Pressure on natural resources due to increased needs, unsustainable resource utilization, etc. warrants putting in place a developmental framework that ensures sustainable livelihoods, gainful employment opportunities, and inclusive growth. Better convergence and higher participation of the Community in the Developmental efforts will have to be central to any new initiative for a holistic development of the state. In line with the perspective of promoting inclusive growth with a focus on poverty alleviation, employment generation and livelihood promotion, the Government of Meghalaya launched a state flagship programme titled "Integrated Basin Development & Livelihood Promotion Programme (IBDLP)".

The programme is built around four pillars-Enterprise Promotion, Knowledge Management, Natural Resource Management and Governance.

Aim, Objectives and Strategies - IBDLP

IBDLP- the flagship livelihoods programme of the Government of Meghalaya aims to put the state on a higher growth trajectory and improve the quality of life of all its citizens. It seeks to redefine the relationship between the citizen and state. IBDLP has brought a paradigm shift in the way development is viewed and administered by moving from the current supply driven beneficiary model of development to a demand driven partnership model of development. The focus will be on ushering in a culture of entrepreneurship in the state through working on the attitudes of citizens. It will help create the right eco-systems for entrepreneurship to flourish.

The objectives of the Programme are :

1. To reach out to every willing citizen of the state and support him/her in improving his/her income by providing whole chain interventions in any of the eleven identified livelihood sectors - Agriculture, Aquaculture, Apiculture, Livestock, Sericulture, Water, Rural Energy, Tourism, Horticulture, Forestry and Plantation Crops, and Services / Non-farm Sector.

2. To engage with traditional institutions and village communities and formulate all development interventions based on Comprehensive Natural

Resource Management and Climate Change Adaptation Strategies.

3. To document existing traditional knowledge and juxtapose it with the modern knowledge and technology in different sectors and evolve actionable knowledge which can be used to strengthen livelihood enterprise decisions of individuals and communities.

4. To reengineer the government machinery to be able to act in an integrated and convergent mode and deliver good governance through optimum utilization of available resources - both human and financial.



The core Strategies being adopted to achieve these objectives are :

i. Redefining Entrepreneur and Entrepreneurship by rechristening all producers of the state as Entrepreneurs to create a sense of confidence and to change the development paradigm from being beneficiary oriented to being partner/entrepreneur oriented.

ii. Generating demand for enterprise building by systematically engaging with the citizens through setting up of EFCs in all the blocks of the state and putting in place a conducive eco-system for enterprise creation at different levels along the enterprise pyramid.

iii. Building strong partnership with banks and financial institutions to ensure that a significant portion of the investments required for scaling up the development interventions in an entrepreneurial mode would flow from the banks.

iv. Leveraging on the social capital existing among village communities and building village level institutions for financial intermediation and risk minimization.

v. Investing time and resources in understanding markets and marketability of the produce of the state

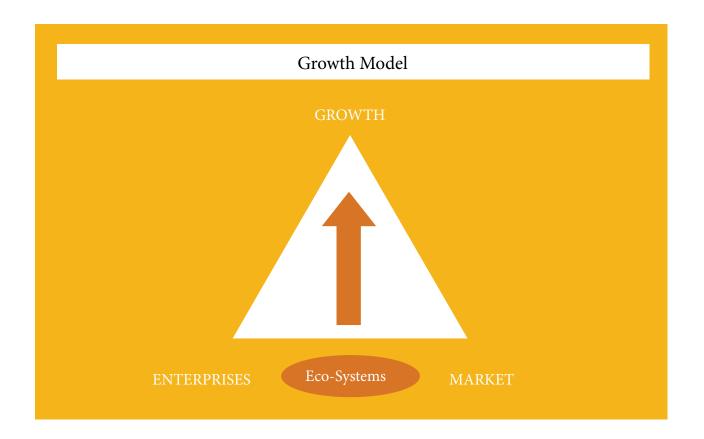
to ensure a positive correlation between increase in production and increase in incomes to the producers.

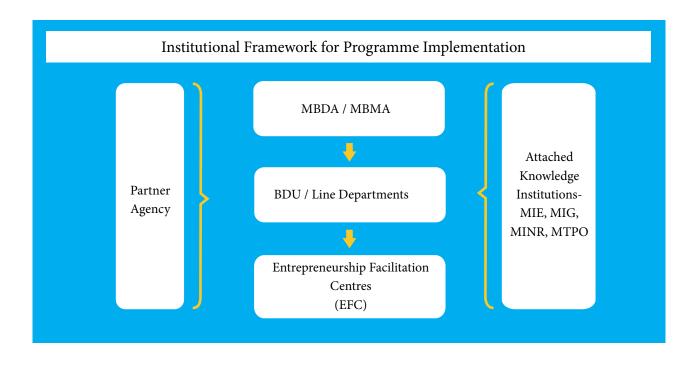
vi. Partnerships with national and international institutions and agencies possessing experience and expertise in the various components of the programme to leverage on existing knowledge and to increase the local capacity for faster delivery of services.

vii. Systematic engagement with traditional institutions and building their capacities to be partners in furthering sustainable growth and development of Integrated Village Development Plans.

viii. Capacity building on a massive scale of the different stakeholders - officials and staff of the government machinery, village communities, entrepreneurs and programme implementation team of IBDLP.

ix. Strengthening the role of Deputy Commissioners in delivery of development to ensure integrated and convergent action and making the district as the focal point for convergence.





Institutional Framework for Programme Implementation

Being a framework programme cutting across all departments of the government, it is essential that the implementation structure of IBDLP has the required authority to drive integrated action. Also, the top political and official executives need to be part of the policy making and implementation process.

The Apex policy body for providing overall direction and strategy to the programme is the Basin Development Council (BDC) headed by the Chief Minister of Meghalaya. The Meghalaya Basin Development Authority (MBDA) is responsible for the overall implementation of the programme. The Chief Secretary of Meghalaya is the Chairman of MBDA and all the Principal Secretaries are part of the Governing Council of MBDA. The Principal Secretary, Planning is the Chief Executive Officer of MBDA.

At the District level, the District Basin Development Units (BDU) have been set up with the Deputy Commissioner as the Chairman. These BDUs are responsible for district level implementation of the Programme. The EFCs are set up at the block level in order to have grass root level interface with citizens

To provide the required intellectual and academic rigor/depth to the different components/ interventions of the programme, the following Knowledge Institutions have also been created:

- 1. Meghalaya Institute of Entrepreneurship (MIE)
- 2. Meghalaya Institute of Governance (MIG)
- 3. Meghalaya Institute of Natural Resources (MINR)
- 4. Meghalaya Trade Promotion Organization (MTPO)

These Institutions' primary role is to create actionable knowledge in partnership with other regional, national and international institutions, academia and other stakeholders that can be used by the implementing agencies of the programme.

Enterprise Promotion and Entrepreneurship Facilitation Centres (EFC)

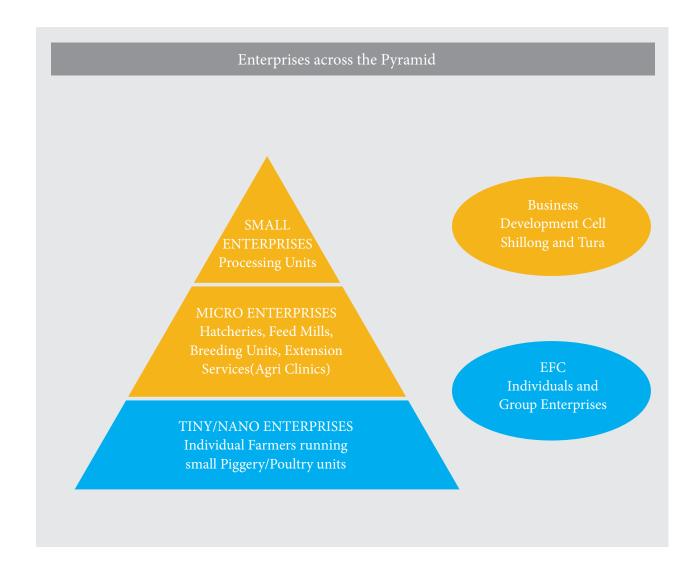
Enterpreneur Led Growth Model

The concept of Entrepreneurship and the idea of an entrepreneur have been redefined under this Programme. Any individual/farmer who produces anything for the market is considered an entrepreneur. The primary objective of this approach is to bring about a fundamental change in the self image of the citizens. This would also help change the way growth and development is perceived by the citizens of the state.

Enterprise Promotion is at the core of the IBDLP where farmers and growers (rechristened as partners and entrepreneurs) are encouraged to take up all economic activities in an enterprise mode - being market oriented and able to do a rudimentary cost benefit analysis. Considering that the tribal economies are non-monetized and have been operating at the subsistence level for hundreds of years, looking at economic activities as enterprises is a significant shift. Bringing about this shift entails making whole chain interventions starting with working on attitudes, building capacities to understand markets and pushing up the products to higher levels in the value chain.

Under the Programme, Entrepreneur's are being nurtured at different levels of the Enterprise Pyramid and are being connected to each other so as to achieve enterprise led growth. Government is investing its time and resources in creating eco systems rather than actually delivering services that can be more efficiently delivered by private local entrepreneurs. For instance, the traditional approach to doing Livestock development is to have departmental breeding farms, feed mills etc., to supply inputs and feed to the small farmers. Under the new approach, local private entrepreneurs are selected through a transparent process for the setting up of breeding units and feed mills. They are further linked with the primary producers to ensure sustainable and efficient backward linkages. The government is facilitating all this by providing the framework for entrepreneurs to operate, by linking entrepreneurs with banks and through providing margin money/venture capital support to entrepreneurs at all levels.

Considering that there are only a handful of private entrepreneurs who are currently running micro and small enterprises in the identified livelihood sectors, the MBDA has started a process of engagement with local contractors and entrepreneurs in other sectors (who have the capital and the risk taking capability) to encourage their diversification into agri-businesses. Dedicated Business Development Cells have been set up at Shillong and Tura to provide handholding support for this category of entrepreneurs. These entrepreneurs, who are at the middle and top of the enterprise pyramid, will provide the backward and forward linkages to tiny and nano enterprises at the bottom of the pyramid. MBDA through its institutional framework is creating an eco-system for entrepreneurs at all levels to work together for mutual benefit.



Entrepreneurship Facilitation Centres (EFC)

EFC is an unique effort to create a single point of contact for the enterprising citizens of the community to meet their needs of information, selection of opportunities, technology and finance. EFCs through the BDU coordinate with the different agencies to facilitate the inception and growth of enterprises. The idea is to spread awareness and understanding of entrepreneurship in the rural areas and to create social acceptance of entrepreneurs with a hope that a new generation of people who will create jobs rather than look for jobs will emerge from across the state.

Entrepreneurship Facilitation Centres (EFC) are being set up in all the 39 blocks of the state to act as a single window public interface agency under the Programme at the grass root level. Through the centres, opportunities for enterprise promotion have been universalised. The EFCs are modern and citizen friendly resource/ knowledge centres at the block level where any individual can walk in and get information and other support on building enterprises and improving livelihoods. The EFC model is an attempt at making delivery of development demand driven.

The EFCs are manned by two Enterprise Resource Persons (ERPs) and one Enterprise Support Person (ESP), (dedicated youth who have the passion to serve in rural areas who have been trained and deployed) who provide information and other facilitation support to the partners. What differentiates' the EFC from the government department is the service delivery approach (as opposed to a scheme implementation approach) and the personal rapport that the ERPs build with the partners.

The EFC primarily serves the following purposes

Raising the levels of aspirations of citizens in the rural areas and creating a sense of hope - this is done by showcasing local successes in enterprise building through the medium of short films and other IEC tools. Citizens for the first time are being made aware of the tremendous potential that the state holds and how individuals and groups (SHGs, Cooperatives etc.,) in the state have bettered their lives through persistence and perseverance.

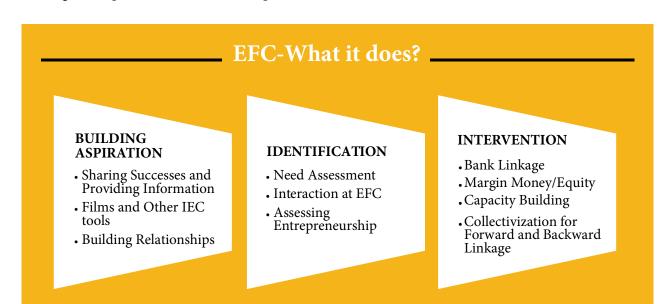
Conducting a detailed need assessment of the Citizens/Partners - A detailed mapping of the current livelihood status of the partner and a need

assessment of the interventions required by the partner to do better in his current economic activity or to diversify into a new economic activity is done for every partner who visits the EFC. This assessment is done through a one on one interaction between the ERP and the partners at the centres. A detailed Management Information System (MIS) to capture the information about the partners and a tool to calculate the Entrepreneurship Index of each partner based on Social, Economic and Psychological criteria have been devised. The ERPs have been thoroughly trained to conduct the need assessment in a very professional and business like manner.

Finalising the Intervention Stream for each partner- After the detailed need assessment, partners are categorised into three broad intervention streams.

- 1. Financial Intermediation- Providing access to Credit through linkage with Banks and MFIs.
- 2. Capacity Building- Training on attitudes and skills for looking at all economic activity/ livelihoods in an enterprise mode and for improving the technical knowledge in the chosen livelihood sector.
- 3. Institution Building- Forming of institutions (clusters, cooperatives, producer groups etc,) through which producers at the bottom of the value chain are brought together and value chain services like inputs, aggregation, market access etc., are facilitated.

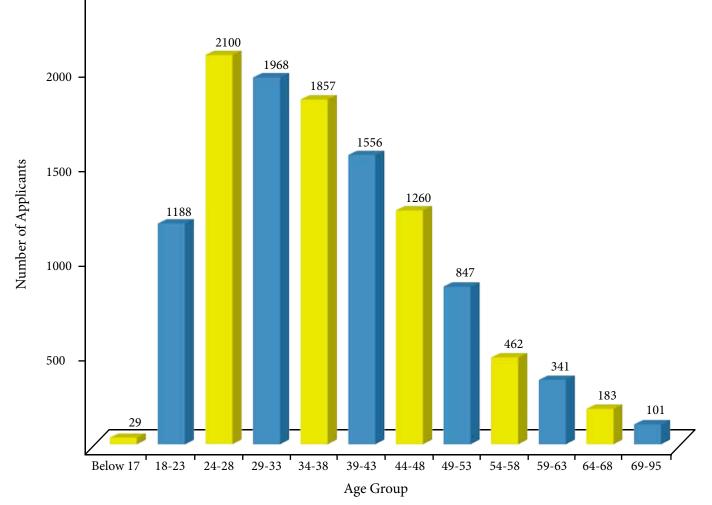
Standard operating procedures have been developed for handling partners from the moment he/she enters the EFC. The Meghalaya Entrepreneur Portal is being developed and will have a comprehensive MIS to track the interventions and the results of the interventions provided to each partner. A process chart of the functioning of the EFC is given below.



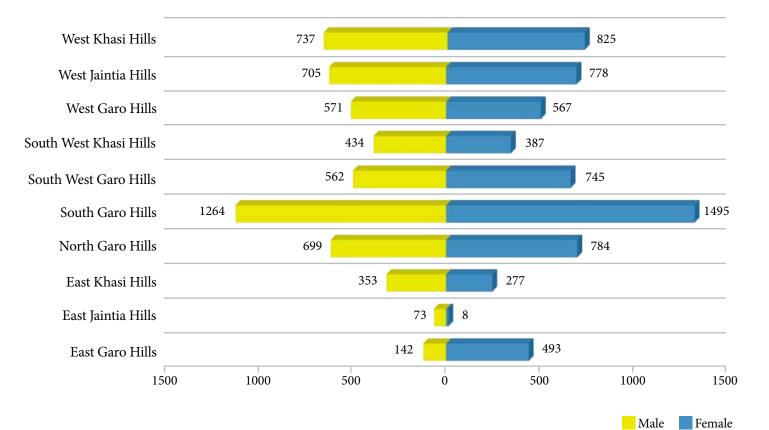
These data are based on the MBDA web portal, the data being pulled from 26th July onwards:

District	Block	Number Of Partners Whose Need Assessment Are Completed	District Wise Total
East Garo Hills	Samanda	635	635
East Jaintia Hills	Khliehriat	81	81
East Khasi Hills	Laitkroh	278	
	Mawphlang	229	630
	Pynursla	123	
North Garo Hills	Resubelpara	1483	1483
South Garo Hills	Baghmara	800	
	Chokpot	316	2750
	Gasuapara	444	2759
	Rongara	1199	
South West Garo Hills	Betasing	539	1207
	Zikzak	768	1307
South West Khasi Hills	Mawkyrwat	821	821
West Garo Hills	Rongram	619	
	Selsella	519	1138
West Jaintia Hills	Amlarem	283	
	Laskein	200	1483
	Thadlaskein	1000	
West Khasi Hills	Mairang	1298	
	Mawthadraishan	188	1562
	Nongstoin	76	
	Grand Total	11899	11899

AGE GROUP VS. NUMBER OF APPLICANTS



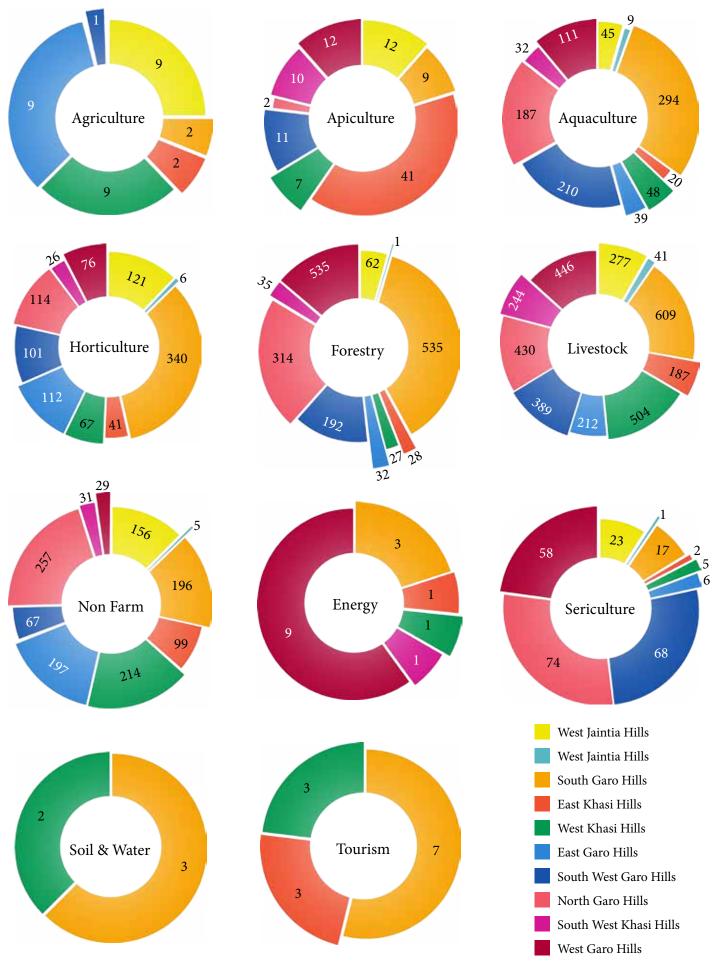
GENDER COMPARISON IN DISTRICTS



14

2500 -

Sector Wise Distribution of People Requiring Intervention



Enterprise Promotion Services and Interventions Being Rolled Out for Partners

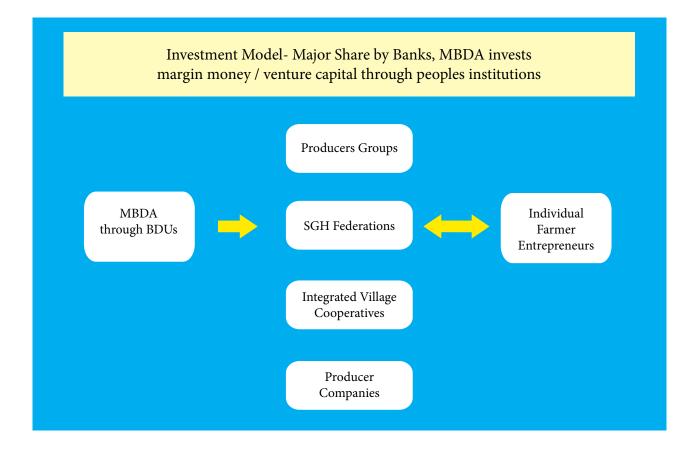
1 Financial Intermediation

A study on 'Improving Access to Finance in Meghalaya' was conducted by IFC and the Government of Meghalaya. As a part of the study, detailed interactions were held with the Public and Private Sector banks and with all the stakeholders including the citizens on how best to provide Financial Inclusion for promoting entrepreneurship in the framework of IBDLP.

The supply side analysis revealed the need for putting in place mechanisms to reduce transaction costs of banks in rural areas and to improve telecom connectivity. The demand side analysis threw light on the fact that the rural farmers/producers (partners) are not credit shy. However, they are bank shy and hence some mechanism to bridge the gap between the partners and the bankers needs to be worked out. There is communication gap as the bankers and partners do not speak the same language in most cases. Also the problem of inability of rural bank branches manned by one man to handle partners effectively and to provide information and other services, has created a deep sense of distrust between the citizen and the banker.

To bridge the Communication gap and to build bonds between the bankers and their rural clientele, a cadre of Field Business Advisors (FBA) has been created to function as an interface between the banks and the citizens desiring financial intermediation services including credit, insurance etc. The FBAs are employees of the Meghalaya Basin Development Authority (MBDA) and are trained jointly by the banks and the Government. They are liaising with the banks on behalf of the partners. The public sector banks - State Bank of India (SBI) and the Meghalaya Cooperative Apex Bank (MCAB) have agreed in principle to finance the partners screened through the EFC process. Mechanisms for joint financing of every enterprise by the banks and MBDA have been worked out.

Financial analysis of every livelihood activity in the eleven identified livelihood sectors- Agriculture, Aquaculture, Apiculture, Livestock, Sericulture, Water, Rural Energy, Tourism, Horticulture, Forestry and Plantation Crops, and Services/Non-farm Sector is being done jointly by the banks and the MBDA and Minimum Economic Models (MEM) for setting up enterprises are being worked out for every sector. The basic principle being adopted is that banks will make investments in enterprises to the extent it appears financially prudent to them (on the basis of financial analysis of the sectors and on the basis of individual assessment of each partner) and MBDA will make balance investments in the form of margin money or venture capital. There is a subtle difference between the traditional model of subsidies provided under government schemes and the investment model of MBDA where subsides are not provided to individuals. Instead investments are made in people's institutions like Cooperatives, SHG federations and Producers Groups which shall lend to individual entrepreneurs with a guarantee of repayment after the bank loan is repaid and the enterprise becomes successful.



2 Capacity Building

Capacity Building (CB)- training on different aspects of enterprise building like book keeping, costing etc., training on modern technologies for improved productivities and upgrading of the skills, have been identified as the key intervention by the partners who visited the EFCs. The partners were also keen that these CB exercises should be conducted in locations closer to their villages and should be continuous.

Accordingly, a CB plan has been finalised to cater to the partners desiring to build their own capacities for setting up and upgrading enterprises leading to viable livelihood activities. The Cluster Training Centres (CTC) developed by the Meghalaya Rural Development Society (MRDS) under the IFAD funded Meghalaya Livelihood Improvement Project for the Himalayas (MLIPH) have been graded and empanelled as the nodal CB institutes for rolling a comprehensive CB plan. Every CTC has a dedicated set of master trainers who are practising progressive farmers handheld over the years by the MRDS and there trainers will conduct the training programmes. The sectoral training programmes are designed to be continuous and the master trainers are also being given incentives to provide handholding support to the partners both during and after the training. The MBDA is providing funds for the roll out of these trainings in the initial phase. As the interventions progresses and gains strength, it is planned for the trainings to be delivered on a cost sharing model with the partners. Business models are also being developed for the CTCs with a view to make the CB initiatives sustainable in the long run.

Apart from the CTCs, local NGOs which have the capacity to deliver sectoral trainings are also being roped in to conduct trainings for selected partners. Some of the partners who have the needed leadership and entrepreneurship capabilities and are desirous of travelling outside the state are also being sent for training and exposure visits to knowledge institutions across the country.

3 Institution Building

Need assessments conducted across the state have shown that a substantial number of farmer entrepreneurs across the state need forward and backward linkage services (like provision of inputs, marketing of produce, common infrastructure for value addition etc.,) apart from Financial Intermediation and Capacity Building. Experience, both from within the state and from across the country, suggests that these services can be best provided to individuals when they are part of groups or collectives like Self Help Groups (SHGs), Cooperatives, Producer Groups etc. Therefore, Institution Building to bring together farmer entrepreneur at the bottom of the pyramid has been identified as another key intervention stream.

When Partners express their desire to form institutions/ collectives for better accessing services along the value chain, the Institution Building team of the EFC will visit the village and will explore the possibilities of either forming new people's institutions or at strengthening existing ones. These institutions will primarily serve economic purposes and will, apart from providing forward and backward linkages, be the channelising agencies for margin money support provided to individual entrepreneurs by the MBDA.

As part of this intervention formation of new home grown economic institutions called 'Integrated Village Cooperative Societies (IVCS)' is being experimented with.





Dialogue with Partners

In addition to the demand generation and need assessment process put in place at the EFCs (which is being conducted through the ERPs), it was felt that there should be some mechanism through which senior officials of the Government and the MBDA could get a clear sense of what the people want and how they view the developmental interventions of the government. Toward this, mass contact programmes (called Dialogue with Partners) with the partners who registered at the EFCs have been organised. Designed as a capacity building exercise for the partners, it provides them with basic knowledge on potential enterprise opportunities in different sectors.

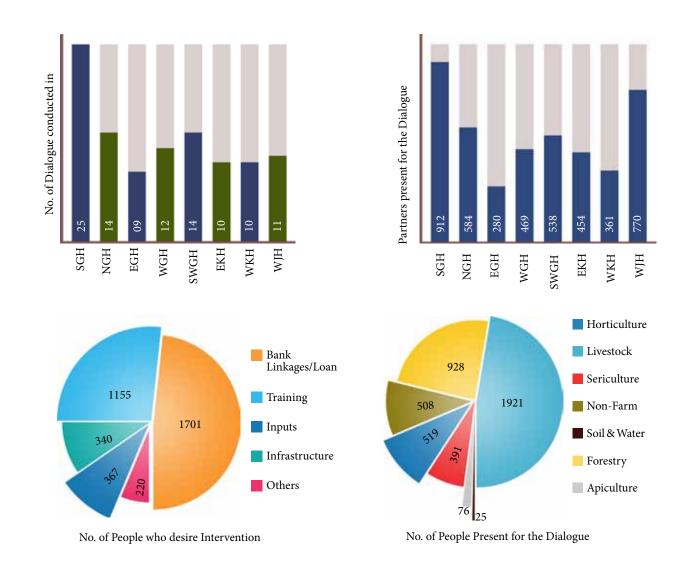
The first Dialogue with Partners programme was conducted in April-May 2013 under which focused interactions were organized with prospective entrepreneurs who have already registered at the EFC's. Partners (50-60) with similar needs in different sectors were grouped and detailed dialogues were conducted mostly at the EFCs.

The teams conducting the dialogue comprised of officials of the line departments, MBDA officials,

ERPs, and FBAs and they explained the basin programme and the whole idea of enterprise - costing, business cycles, market orientation, reducing input costs, aggregation of produce for marketing etc., to the citizens. The team also made presentations to the citizens on the specific sectors which included the traditional and modern practices, the common problems being faced by farmers, forward and backward linkages, cluster formation for aggregation and linkages, market issues and a business model for the sector in terms of cost benefit analysis.

Feed-back was also taken from each partner on his current activity status and of the desired interventions. Partners ready for bank linkage, skill up gradation, training on extension services, exposure visits as well as partners who with a little assistance from the government can become successful were also identified.

The process of Dialogue with Partners has received tremendous response from the citizens and it has been planned to make this activity an important strategy in the Enterprise Promotion component of the programme.





Voices From The Field- Partner and ERP Speak

Partner Speak



Name : Shri Naptali Kharlyngdoh Village : Nonglang, South West Khasi Hills Sector : Livestock (Poultry)

Visiting the EFC and viewing documentaries of success stories, inspired me to become a part of the Basin programme. I realized that the programme can help me as well as others to be self-dependent and expand my enterprise by means of receiving training and new technical skills. I hope that by partnering with the programme, I will be able to raise my standard of living and income level as well as utilize my talents and become a successful entrepreneur.



Name: Bernard N.Sangma Village: Nengkra Awe, East Garo Hills Sector: Soil & Water (Rubber Plantation)

The IBDLP aims at village level economic development by generating additional income and ensuring sustainable livelihoods for the people. My major expectation from this programme is to improve and uplift the socio-economic condition of the people of Meghalaya.

By becoming a part of this programme, I see myself as a successful entrepreneur working towards the upliftment of my community with available support services and livelihood opportunities provided to the individuals as well as the society by IBDLP. I am particularly happy with the inputs provided by the ERP at the EFC.

Enterprise Resource Person



Name: Ban Servie L Nongrum EFC: Laskein

My role as an ERP entails being a facilitator for the partners, register the partners visiting the EFC, data entry into the SMS Module, organise DPP and meetings between Line Department and bank officials, field visits for awareness Programme and meeting progressive farmers/partners.

As an ERP, it is my duty to direct partners correctly and initiate them into the IBDLP process.

IBDLP is a unique programme which seeks to make Meghalaya a selfsustaining State by means of making its people independent and making livelihood options sustainable. It is inspiring to be part of such a venture which aims at sustainable community upliftment and gives me a chance to be part of the developmental process of my community.

NOTES

ENTERPRISE FACILITATION CENTRE) BADING CHIWALE CHA- ANI CHOL KO DAKNA DIDIANIKO ON-RAM BIAP Integrated Basin Development and Livelihood Promotion Programme (IBDLP) - ni Ning:0 Re-babo ching baksa bakrimepabo... Gasuapara, South Garo Hills District

Published by



Meghalaya Basin Development Authority

Prepared By

