

REGIONAL CONFERENCE ON  
*Path Breaking and High Impact Initiatives in Citizen Centric Services Delivery*

IBDLP

MEGHALAYA



INTEGRATED  
BASIN DEVELOPMENT  
AND  
LIVELIHOOD PROMOTION  
PROGRAMME



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Addl. Secretary to Govt of Meghalaya  
ED / MBDA



# MEGHALAYA

*(Abode of Clouds)*







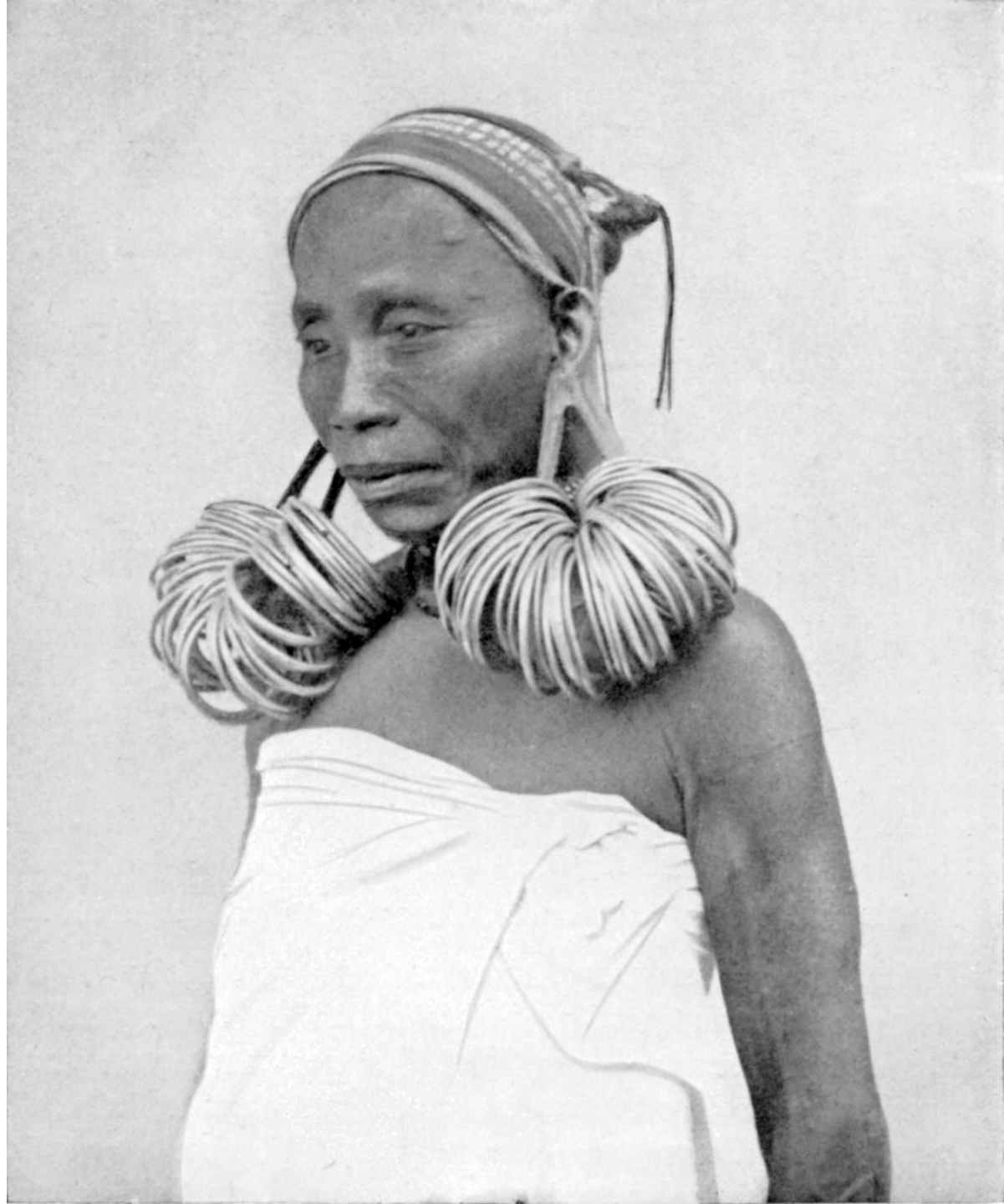
Khasi and Jaintias





Garos, Rabhas, Hajongs, Koches, Dalus and Boros







## ÀREA

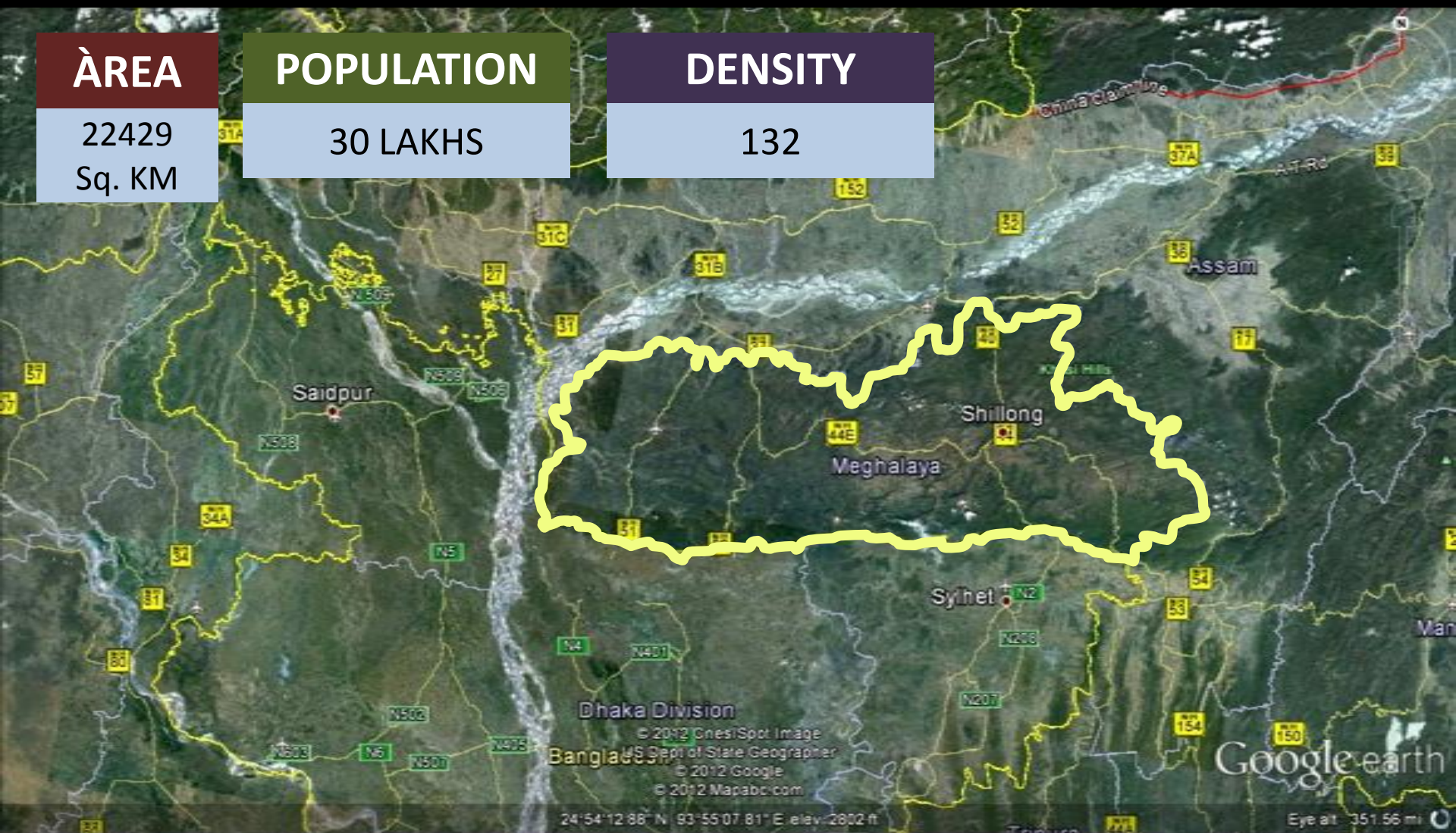
22429  
Sq. KM

## POPULATION

30 LAKHS

## DENSITY

132





# Why IBDLP?

## Meghalaya- Paradox of poverty amidst plenty

Almost half of all households are classified as below-poverty-line.





# Transforming 'beneficiary' into 'partner'

## Beneficiary



Hierarchy

Passivity

Dependence

Low Accountability

Supply Driven

Subsidy Schemes

## Development Partner



Equality

Both Active

Inter-Dependence

High Accountability

Demand Driven

No Subsidy

What  
is  
IBDLP?



# What is IBDLP?

## Re-conceptualizing Livelihoods as Enterprises





# What is IBDLP ?

IBDLP developed framework and tools for convergence



**If you want to go fast, go alone.  
If you want to go far, go together.**  
~ African Proverb ~



# Knowledge Management

Experienced in Knowledge Documentation & Communications

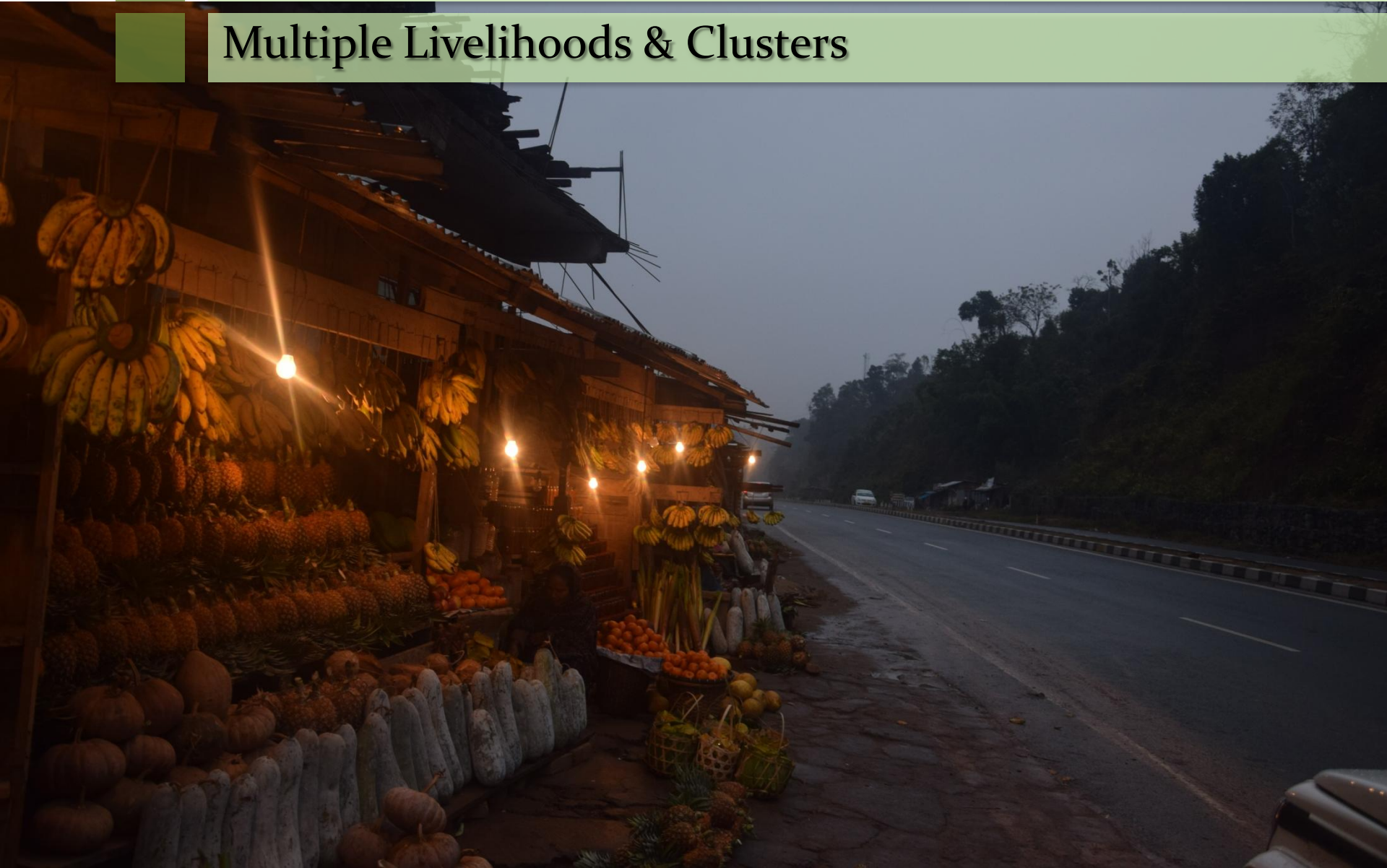




# Value chain Approach

IBDLP looks at entire Value Chain

Multiple Livelihoods & Clusters





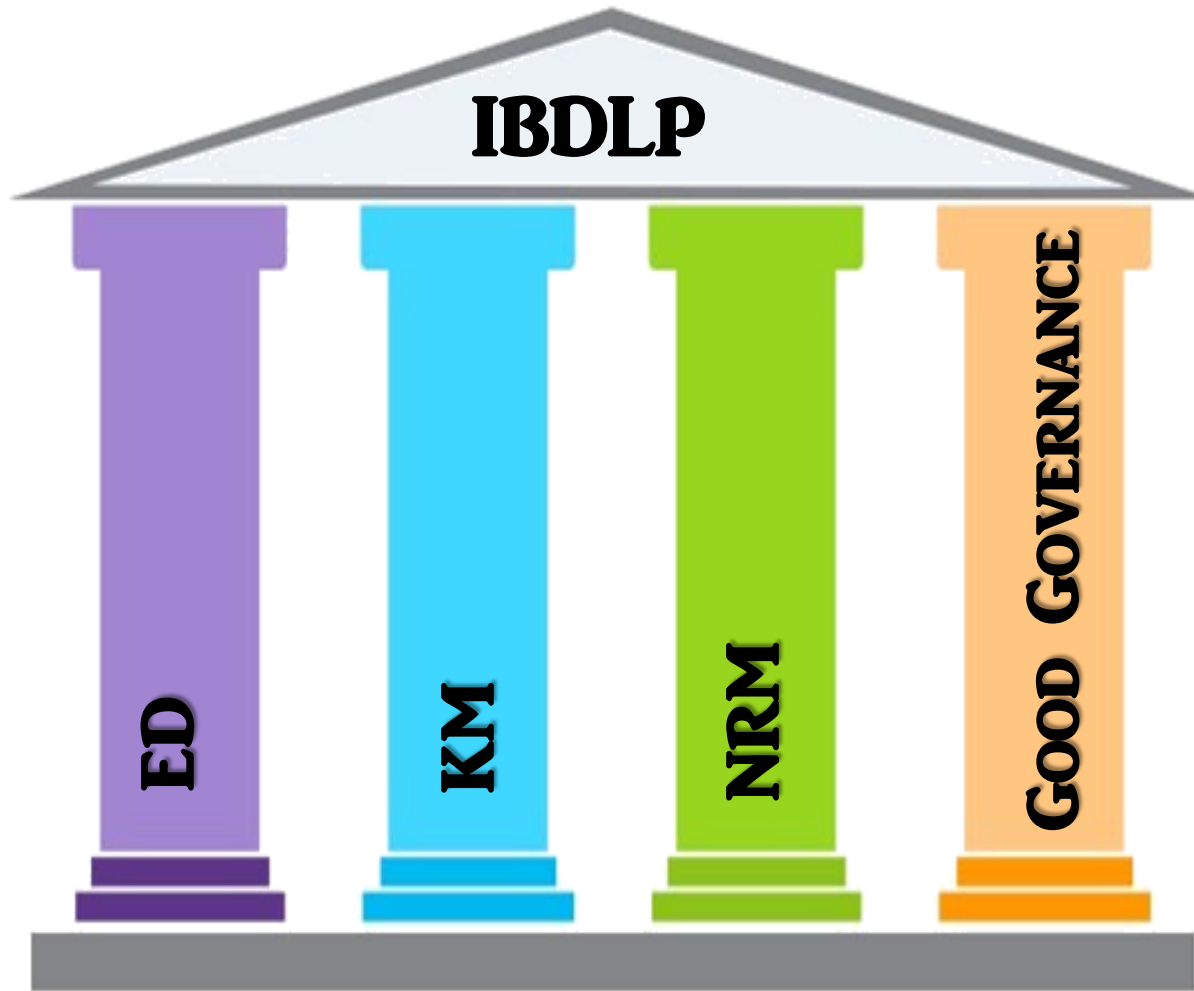
KNOWLEDGE NETWORK  
FUNNDING NETWORK



Leveraging on the expertise and support of a wide range of National and International Partners



# Four Pillars of IBDLP





# THE FOUR PILLARS (1/4): ENTREPRENEURSHIP DEVELOPMENT

**Enterprise Facilitation Centres (EFCs)** act as interface for partners to discuss their entrepreneurship ideas and get the necessary support

- ✓ Encourage and guide people to come up with **entrepreneurship ideas**
- ✓ **Assessment of capacities and gaps in partners**
- ✓ Provide **access to documents or audio visual material on best practices and other successful enterprises** to motivate the partners
- ✓ Profile potential entrepreneurs to allow **prioritisation of interventions**
- ✓ Provide **training, exposure, bank linkages and hand holding**
- ✓ Provide **linkage to markets and support in value chain development**



# THE FOUR PILLARS (2/4): NATURAL RESOURCE MANAGEMENT

To ensure sustainability of livelihoods and to facilitate better planning of natural resource management (**NRM**) activities across villages in the state, IBDLP is creating a comprehensive natural resource database

- ✓ **GIS database** of Meghalaya is being developed by NESAC
- ✓ Meghalaya State Natural Disaster Monitoring Centre (MSNDC) and block level Automatic Weather Stations established to capture **real-time weather data**
- ✓ Centre for Adaptation to Climate Change, established in partnership with KfW Development Bank and Gesellschaft für Internationale Zusammenarbeit (GIZ), is managing **climate change information**
- ✓ Under Mission Green Meghalaya, a cadre of **community-selected volunteers** has been created at village and micro watershed levels to generate awareness of NRM and resource conservation
- ✓ A community based micro-planning need assessment and mapping of demographics and natural resources called **Integrated Village Development Plan (IVDP)** has been initiated for community-based NRM
- ✓ **Social knowledge on climate change** (such as people's recollection of the reduction in number of oranges or bees) is also planned to be documented

# THE FOUR PILLARS (3/4): GOOD GOVERNANCE

Under IBDLP, good governance revolves around three main pillars –

1. **Accountability**
2. **Capacity building**
3. **Responsiveness**

- ✓ The **Meghalaya Institute of Governance** has been established as a nodal agency to monitor accountability, capacity building and responsiveness
- ✓ Accountability handled through **external evaluation, peer review and activity reports** placed before the state legislature
- ✓ Capacity building focuses on **empowering stakeholders** so that they can participate in a positive manner. Accordingly, training is given to government officials, NGO partners, district local bodies, village councils, village headmen and communities.
- ✓ Responsiveness focuses on **strengthening institutions** such that they are able to effectively meet emerging demands. Key institutions like the EFCs are monitored to ensure that they respond consistently.

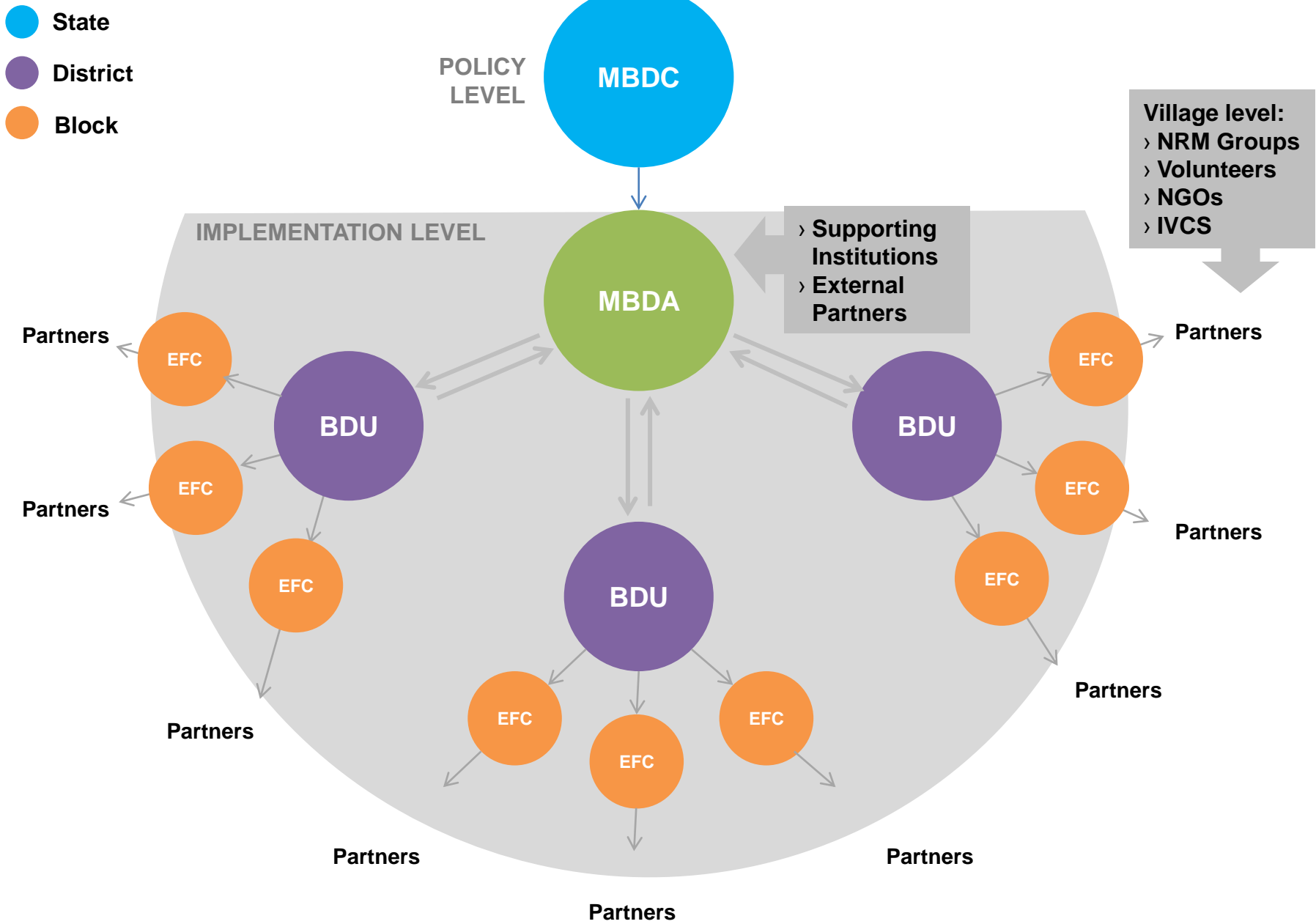


# THE FOUR PILLARS (4/4): KNOWLEDGE MANAGEMENT

**The Knowledge Services Division** controls the knowledge management function, guided by the underlying philosophy of creating networks that encourage free flow of information and foster dialogue between all the IBDLP partners like government, citizens and traditional institutions

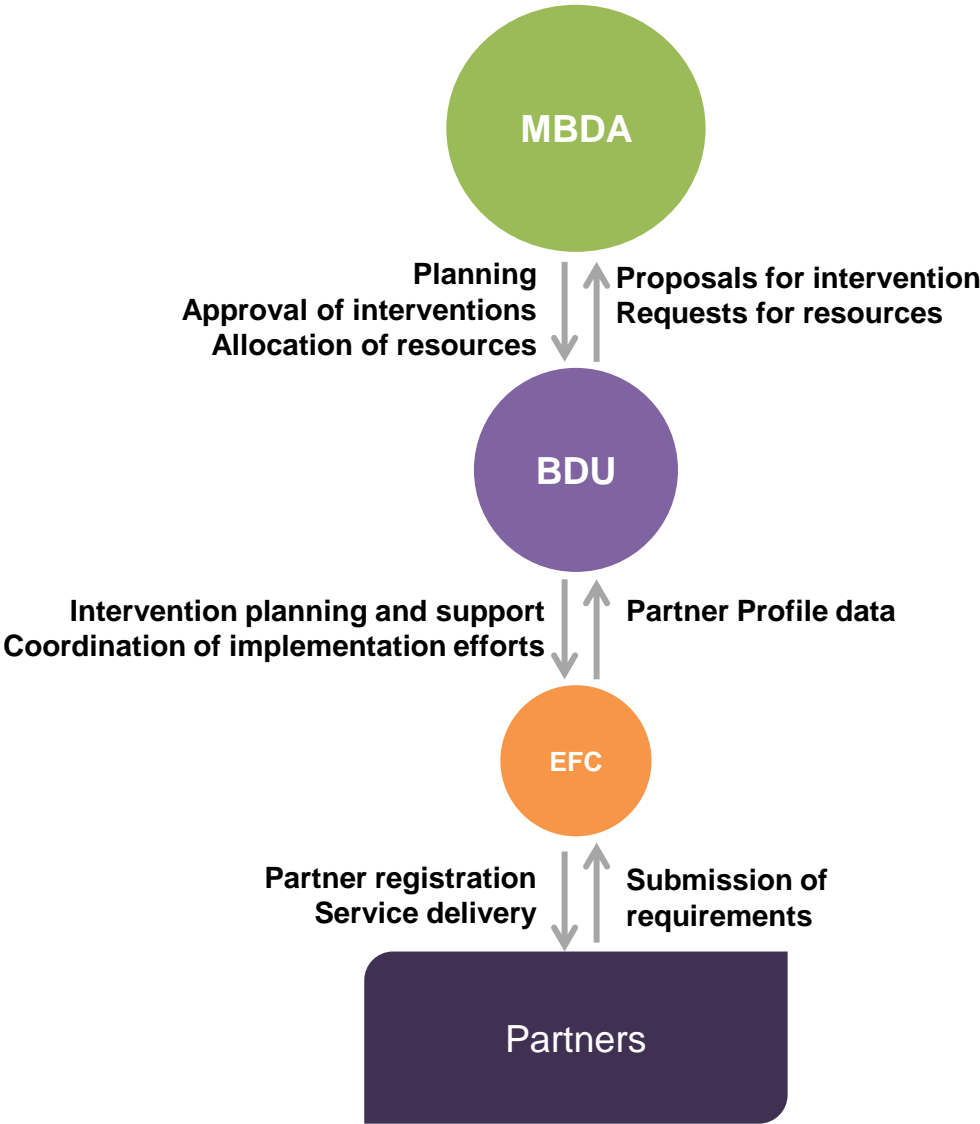
- ✓ A Partner Management Information System (PMIS) has been created to handle data related to partners who register at EFCs
- ✓ Through a state-wide market study of trade data, value chain and infrastructure, Meghalaya has identified areas in which it has a comparative advantage and large-scale livelihoods can be created including livestock & livestock products, handicrafts, ecotourism services, and high value agriculture & horticulture products
- ✓ To generate awareness, motivate partners and communicate basic awareness on IBDLP, the Knowledge Management team produces documentaries and documents on best practices and success stories
- ✓ With a view to organising indigenous knowledge resources, the programme is documenting Meghalaya's rich traditional knowledge in domains such as medicine, aromatic plants, livestock, agriculture, apiculture, sericulture and forestry

# INSTITUTIONAL STRUCTURE





# IMPLEMENTATION FRAMEWORK



## COVERAGE

**Head Office:**  
Shillong

**District level:**  
11 BDUs  
1 in each District

**Block Level:**  
39 EFCs  
1 in each Block



Front end of the IBDLP at the grass roots

Sensitive public interface for structured communication on IBDLP and Entrepreneurship

Creating aspiration and handling expectations

Manned by two ERP's

Location- block premises

Infrastructure- two rooms, chairs and tables, projector and screen, tea vending machine, Desktop with internet connectivity, laptop

07/11/2012 14:40









EFC, Zikzak





**EFC, Pynursula**

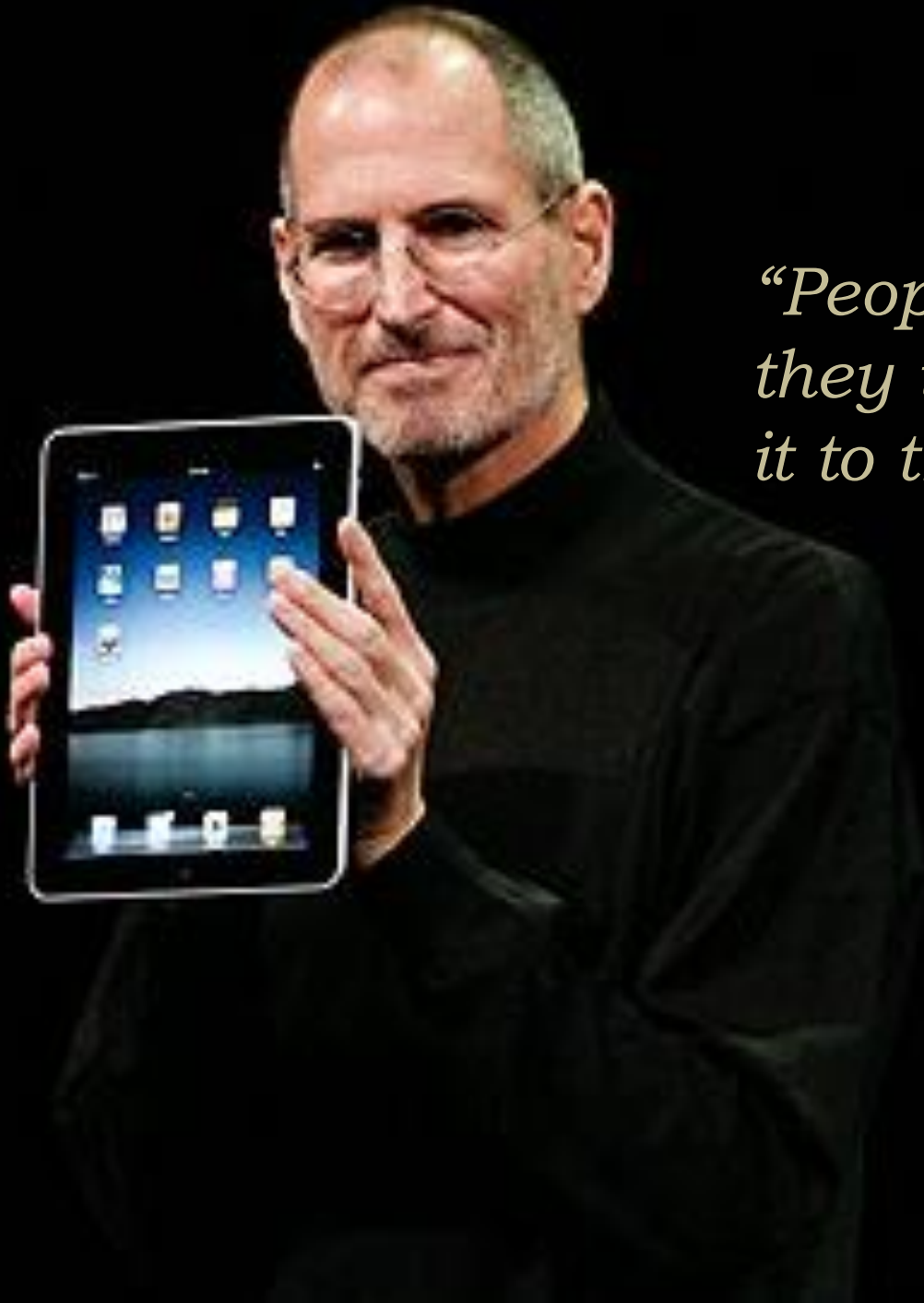


**EFC, Williamnagar**





**EFC, Williamnagar**



*“People don’t know what they want until you show it to them”*

Steve Jobs  
1955-2011



# Dialogue with Partners Program (DPPs)







MINI BUS SYNDICATE

ON GOVT  
DUTY

RESERVE

EXPOSURE TRIP  
OF AGRICULTURAL FARMERS OF  
EAST GARO HILLS TO A H- JORHAT ASSAM  
UNDER-MILP

RichLand  
Architecture



# KEY HIGHLIGHTS

11

Basin Development Units  
(BDUs) across 11 Districts

39

Enterprise Facilitation Center  
(EFCs) across 39  
administrative Blocks

1.29 lakhs

Partners visited the EFCs

52,000 +

Partners trained in different  
sectors aimed at integrated  
value chain development

40,000 +

Partners have now moved into  
various livelihood activities

8

Partner NGOs supporting  
implementation on the field

# ABOUT IBDLP

A State Flagship Programme with a comprehensive approach to changing lives, ensuring livelihood security and inclusive growth through sustainable use of Natural Resources.



## OBJECTIVES OF IBDLP

To ensure 11% growth during 2012-2017 through an inclusive and sustainable entrepreneur-led model implemented in convergence mode

To promote knowledge-centric development through capacity building, particularly in natural resource management and entrepreneurship

To promote the creation of required physical infrastructure in a convergent and participatory manner and set up efficient, adaptive and responsive governance systems for facilitating the process



INTEGRATED  
BASIN  
DEVELOPMENT  
AND  
LIVELIHOOD  
PROMOTION  
PROGRAMME



# MISSION MODE APPROACH TO IMPLEMENTATION

THE 11 MISSIONS

Apiculture

Water

Tourism

Mission Green

Sericulture

Aquaculture

Horticulture

Forestry

Livestock

Mission Organic

Rural Energy

THE ACCOMPANYING MEASURES

Information and Comm. tech

Knowledge Management

Communication

Capacity Building

Infrastructure

Governance

Policy Support/ Legislation

Institutional development

Financial inclusion

Market Linkages

Convergence



# HIGHLIGHT OF KEY INITIATIVES



# HIGHLIGHT OF KEY INITIATIVES

## Human Resource Development

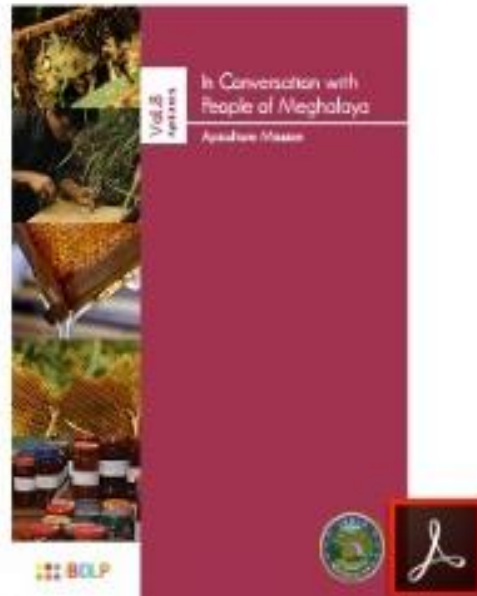
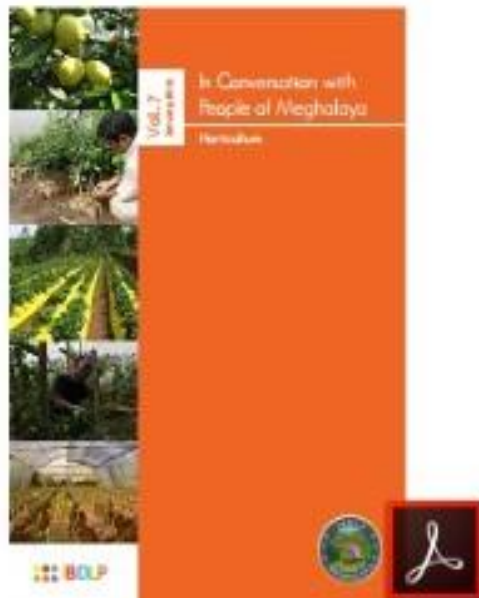
- Education of potential entrepreneurs through 39 Entrepreneurship Facilitation Centers, 11 Mobile Multi-facility Centers.
- Integrated Nutrition Development Initiative
- Capacity building of Local Health Practitioners.
- Special initiatives for empowerment of Women, Youth and Underprivileged.
- Establishment of Meghalaya State Skill Development Society.



# HIGHLIGHT OF KEY INITIATIVES

## Research & Development, Innovation and Knowledge Services

- Action Research projects
- Development of Integrated Knowledge Services
- Documentation of community based initiatives and success stories
- Community communication using IEC materials
- Collaboration with key research institutions including National Botanical Research Institute and Central Institute of Medicinal & Aromatic Plants (CIMAP), North East Space Application Centre (NESAC), North East Centre for Technology Application and Reach (NECTAR)

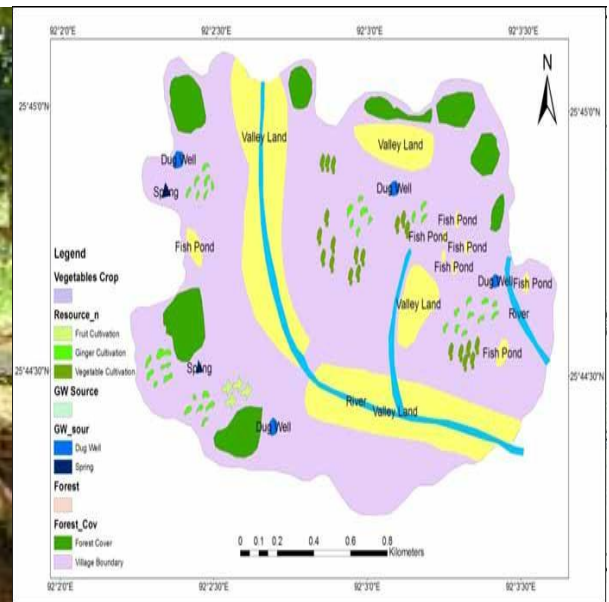




# HIGHLIGHT OF KEY INITIATIVES

## Natural Resource Management

- Tissue Culture Laboratories established for mass propagation of planting material.
- Seed Bank initiative - 8 Community Seed banks established.
- Community Nursery initiative linked to Catchment area Afforestation Programme – 62 Community Nurseries established.
- Specialised GIS laboratory established and 18 layers of geo-spatial data developed for multi-purpose use.



# HIGHLIGHT OF KEY INITIATIVES

## Natural Resource Management

- Spring-shed Mapping initiative- 948 Spring sheds mapped across the state.
- Climate Change action -
  - Establishment of Meghalaya Climate Change Centre (MCCC).
  - Meghalaya State Council on Climate Change and Sustainable Development (MSCCC & SD) constituted.
  - State Action Plan on Climate Change formulated by the State and approved by Government of India.
  - Support mobilized under the National Adaptation Fund for Climate Change (NAFCC) for 'Rejuvenation of springs' initiative.





# HIGHLIGHT OF KEY INITIATIVES

## Infrastructure Services

- Convergence projects under Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) - Black topping of Rural Roads.
- Investment in Major District Roads, State Highways and last mile connectivity.
- Market Infrastructure development under Meghalaya Livelihoods & Access to Markets Project (Megha-LAMP).
- Training and Capacity building of contractors.
- Introduction of Innovative construction technologies.
- Application of Green Energy Initiatives and technologies.
- A simple Hydroger installed at Mawlyngbna Multipurpose Reservoir.



# HIGHLIGHT OF KEY INITIATIVES

## Entrepreneurship Development Services

- Establishment of Meghalaya Institute of Entrepreneurship (MIE).
- Entrepreneurship Facilitation Centres (EFCs) established in all 39 Community & Rural Development Blocks.
- Interventions for training and capacity building in the Livestock, Sericulture, Apiculture, Horticulture, Aquaculture, Tourism, Handicrafts sectors.
- Fish Sanctuaries and 18,323 Fish ponds developed under Aquaculture Mission.
- 5,032 beekeepers trained as Master Beekeepers; Initiatives for up gradation of traditional beekeeping infrastructure.
- Initiatives under Tourism Mission.
- Training and placement of youths in hospitality and tourism sector.





# HIGHLIGHT OF KEY INITIATIVES

## Investments and Financial Services

- Human Capital Development Project in partnership with Asian Development Bank (ADB).
- Meghalaya Livelihoods & Access to Markets Project (Megha-LAMP) in partnership with the International Fund for Agricultural Development (IFAD).
- Financial literacy programme.
- Institutional development: Integrated Village Cooperative Societies.



# HIGHLIGHT OF KEY INITIATIVES

## Market Services

- Spices Park.
- Studies for integrated value chain development
- Training and capacity building of entrepreneurs aimed at integrated value chain development.
- Market access initiatives under Meghalaya Livelihoods & Access to Markets Project (Megha-LAMP).





# HIGHLIGHT OF KEY INITIATIVES

## Governance

- Establishment of Meghalaya Institute of Governance.
- Training and capacity building of Traditional Authorities and community leaders and groups.
- Social Impact Assessments unit established in the Meghalaya Institute of Governance.
- Multi stakeholders working groups have been formed on environmental governance.
- Leadership Development Initiative supported by World Bank.



# HIGHLIGHT OF KEY INITIATIVES

## Convergence

- Integrated Village Development Plans.
- Institutional Development to facilitate convergence at policy, programme planning and implementation levels.
- Promotion of Public Private Partnerships.
- Social and Livelihood Infrastructure in Convergence with Mahatma Gandhi National Rural Employment Guarantee Scheme.
- Different Livelihood Missions in convergence with concerned Development Departments.







HIGHLIGHT OF A FEW

SUCCESS STORIES

# STEVENSON SHADAP

**Occupation:** Bee Keeping

Stevenson started beekeeping as a passion, but soon realised the huge economic potential of this activity if taken up seriously as a primary livelihood which could support him and his family. He registered himself in the Umsning EFC and soon received training in beekeeping at RRTC, Umran. After training, Stevenson expanded his business using the scientific knowledge he had gained from the training. Today he earns between Rs. 1,00,000 to 2,00,000 annually by selling honey at the Nongpoh and Shillong markets. Mr. Stevenson states that the demand for high quality honey in the local areas is so large that he alone is not able to supply.

Through beekeeping, Mr. Stevenson is able to provide a better life for his family. This year, he plans to increase his production by adding 10 or 20 more bee boxes.





# JESINTA LYNNGDOH

**Occupation:** Pig Breeder

Abject poverty forced Jesinta to leave school at an early age so she could help her parents cultivate ginger to support her five younger siblings. To support her own limited needs, she also reared one pig. However, just as things were beginning to look bright for her family, miscreants burnt their ginger seeds just before sowing, destroying the family's source of income. Jessinta did not give. She continued to look for opportunities. Then a thought dawned on her - "If just this one pig could support me well for so many years, why not rear more pigs to support my family?". Looking back, she realizes that this decision changed her life. Through the support of the Veterinary Dept. and IBDLP, Jesinta has not only become successful as a pig breeder, but has also become a master trainer in the piggery sector, working closely with government programmes to train other aspiring entrepreneurs.



# SPINGWELL MARSHRA

**Occupation:** Strawberry Cultivator

7 years ago, Springwell was poor villager, depending on the sale of charcoal for a living. One day, while watching TV, he saw a documentary on strawberries and was inspired to start growing some of his own. So he called the number that was provided and soon the seeds arrived. He then approached the Horticulture Department for support and soon after, commenced plantation. He cultivated 6 varieties of strawberries including - North East, California, Sweet Charlie, Equator, US Festival and Rani Pune. He sold them at the rate of Rs. 50/kg, Rs. 260-300/kg depending on the varieties in the market. On Feb 2015, Springwell was chosen as a master trainer for an IBDLP organized training on strawberries. Today, his strawberries have become renowned across the state, being used at major festivals and occasions. Springwell supplies saplings to other local farmers at the Rs 2/sapling so they too can start this enterprise.





# MLANSING AND RNGUP NONGRUM

**Occupation:** Bee Keeping

Mlansing and Rngup are siblings from Khatarshnong. Their main occupation is agricultural farming. Around 1975-76 the brothers started beekeeping as a hobby which doubles as a useful additional source of income, providing extended earnings to their farming business. However, the brothers soon realised that this activity could offer more than the small income they were making out of it. Wanting to understand more about beekeeping, they registered themselves at an EFC.

Soon they were to RRTC Umran for training in beekeeping, conducted by the Meghalaya Institute of Entrepreneurship (MIE). Soon after training, the brother started applying this new knowledge including division of bee hives and multiplication of bee boxes. Today, the brothers produce 150-200 kilograms of honey, twice a year and are able to earn Rs. 250 per kilogram.





## BINDASS SYIEM

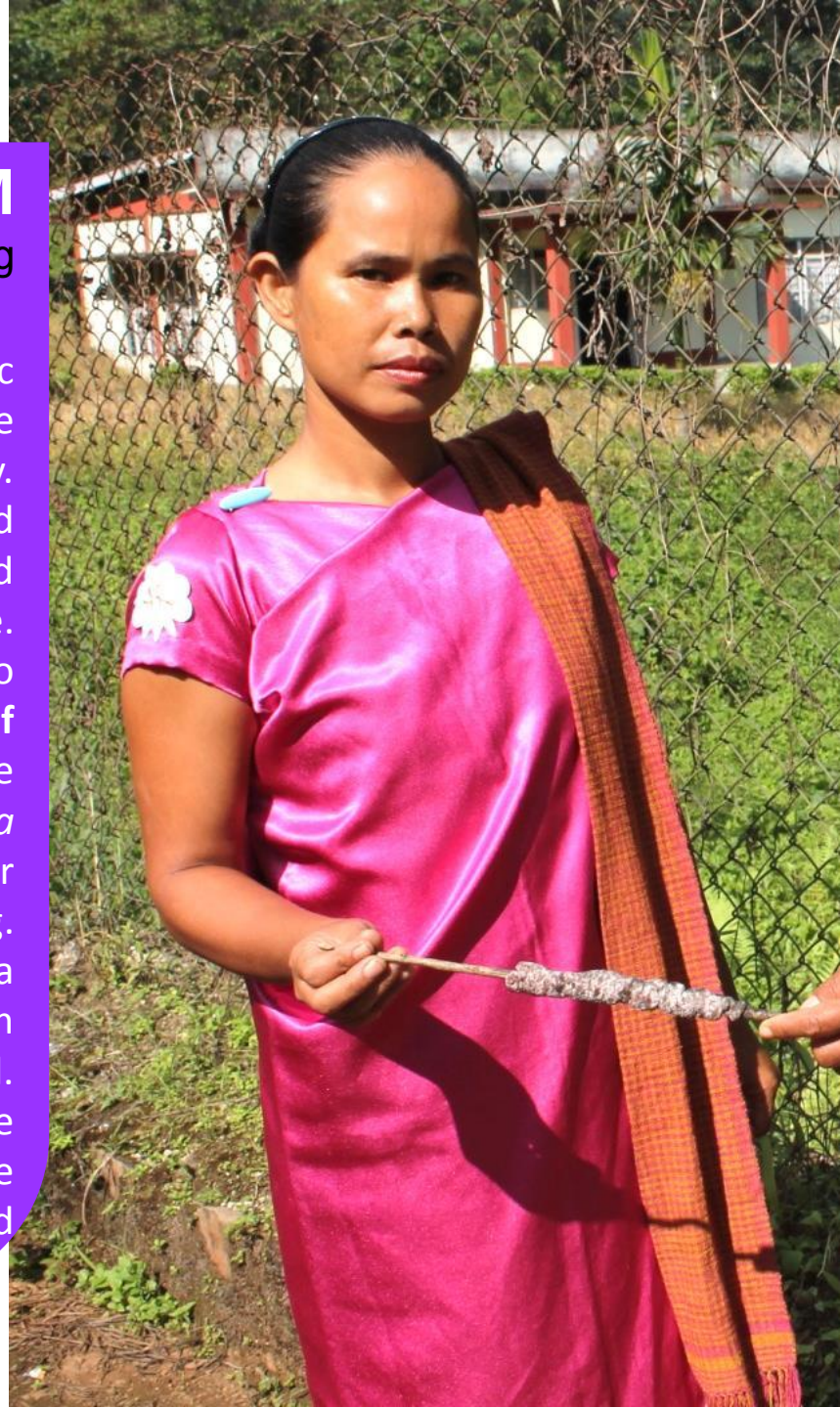
**Occupation:** Weaving and dyeing

Bindass has been rearing lac insects for producing lac dye for a many years. However, low production made it difficult for her to make ends meet in a large family.

That was when she heard of the newly started Enterprise Facilitation Centres (EFC) under IBDLP and decided to register herself at one.

Shortly after her registration, she was sent to Bangalore for training on **Post Cocoon Technology of Muga and Eri Silk**. Soon after the training, she applied for a loan of Rs 50,000 to start *Laha* cultivation in her own homestead garden. With her husband's help, she also started weaving and dyeing.

Today, she produces 30 to 40 kg of *Laha* annually, substantially increasing her income. With this money she is able to send her children to school. Further, along with other weavers in her village, she has also started a Coop Society which aims to create better livelihoods for community members and themselves.





# JUBORLANG IAWPHNIAW

**Occupation:** Multi-sector Entrepreneur

Juborlang is a resident of Ngunraw Village, South West Khasi Hills District. He is engaged in agriculture and horticulture, growing Broom Grass, Beetle Vine, Orange, Areca nut, and others. Juborlang was ambitious and wanted to help his fellow villagers. He dreamt about starting a service to help trade product from his village to other villages. In 2014, after registering at an EFC, he was sent to the Entrepreneurship Development Institute (EDI), Gujarat for exposure and training on entrepreneurship. He was also trained on book keeping. Upon returning, he undertook a market survey to understand demand and supply of cement. He then approach Star cement and was able to tie up with them for supplying cement to Ngunraw and nearby villages. Today, his business has flourished and his income has increased significantly. Further, following on his dreams, he has started small scale trading of products from his village to other villages to support his fellow villagers.



# TENGSRANG G. MOMIN

**Occupation:** Artisan

Tengsrang of Naweram A'sim is an artisan from Rongara Block, South Garo Hills. Since 2006, he has been producing various bamboo products such as key chains, traditional tree houses, ships inside bottles and Nokpante (Traditional house for Garo Youths) amongst other thing.

However, all his products were only sold locally. When he approached the EFC for support, the EFC realised the potential of his handicraft and immediately linked him to key markets across Garo Hills. Since then, his key chains have become highly sorted after, especially in weddings across the Garo Hills where they are used as returned gifts. Today, Tengsrang also makes other high demand bamboo products that were introduced to him by IBDLP. Current, his products are available not only in the Meghalaya but also outside the Northeast.





# NONGLWAI ORCHID CONSERVATION SOCIETY

On 5th June, 2015, the occasion of World Environment Day, 'Nonglwai Orchid Conservation Society' was conferred with a prestigious state award for their tremendous environmental services through the conservation of indigenous orchids..

Charles used to sell indigenous wild orchid as an additional source or income. However, as their availability in the wild declined, he decided to grow and preserve these indigenous orchids in his own garden. Along with a few friends, he started the Nonglwai Orchid Conservation Society. As demand increased, the members approached the BDU at West Khasi Hills for assistance in capacity enhancement. Soon after registration, they were provided with training on pest management and in-situ cultivation. The BDU also facilitated an exposure visit for society members to the National Research Centre for Orchids in Sikkim. There they received





# SIMSANG BRIDGE

## Convergence for the greater good

The Simsang Bridge is a good example of convergence of schemes and funds to achieve a common goal. The Community living across the River

Simsang on the outskirts of the main town approximately makes up 1/3 of the total population of Williamnagar. Almost 90% of the natural resources used by the village are located across the river. Lack

of a proper bridge not only makes access to the resources difficult but also access to markets was a constant challenge. Under MGNREGS, a bridge was planned but there was a gap in the funds available to make this happen. Through the funds of IBDLP and the contributions of the local people, this gap was plugged and the bridge was finally realized.

Now, 5 villages have become connected to markets and now have access to products and services outside the village which would have otherwise been difficult to access.





# Viability Gap Funding





Villagers & Students being transported in an overloaded traditional boat called “Ring” to the other side of the river Simsang.







There are about 40 villages across River. More than 2000 HH. That makes 1/3<sup>rd</sup> of Samanda Block Population.



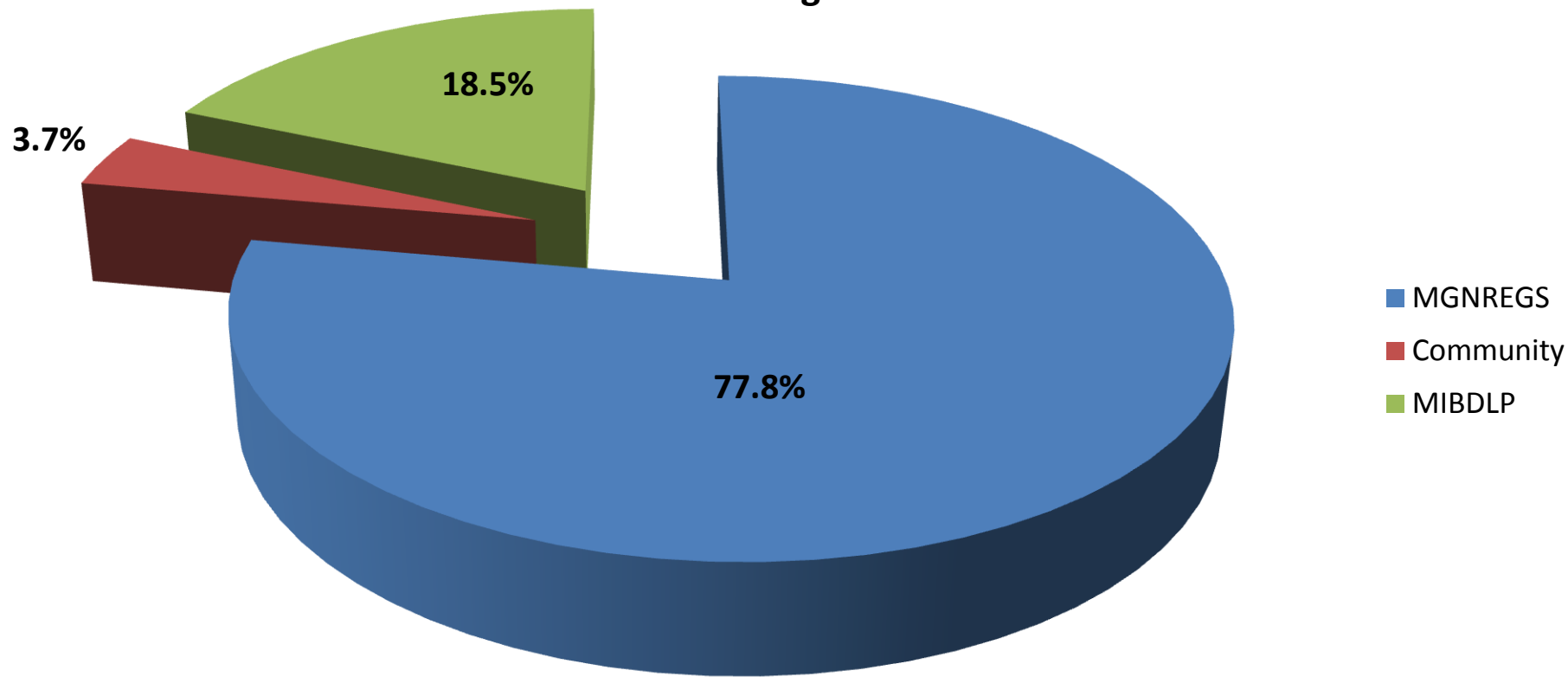




# Suspension Foot Bridge over Simsang River

S.No.	Contributor Details	Amount (Rs.)	(%)
1	MGNREGS	81,80,533.00	77.8%
2	Community Contribution	3,92,500.00	3.7%
3	MIBDLP (proposed)	19,42,967.00	18.5%
Total		1,05,16,000.00	100%

Convergence Chart







## Suspension Footbridge over Simsang River at Kusimkolgre, Williamnagar



This is one of the biggest projects in India under MGNREGS. In terms of length of the bridge, it is the longest suspension bridge in Meghalaya. Also it is first of its kind in India under MGNREGS.

# Black Topping of Rural Roads Scheme (BTRRS)





# External Aided Projects (EAPs) under IBDLP



- ✓ Human Capital Development



- ✓ Meghalaya Livelihoods and Access to Markets Programme (Megha-LAMP)



- ✓ Community-Led Ecosystem Management Project (CLEMP) in partnership with the World Bank
- ✓ Financial Literacy Awareness



- ✓ Multipurpose Reservoir project

# RECOGNITIONS

## SKOCH AWARD

On September 2015, IBDLP was awarded both the **SKOCH award** as well as the **SKOCH Order of Merit** for qualifying as India's best in **Smart Governance** in 2015, at the 41<sup>st</sup> SKOCH Summit on Transformative Government.

## UNDP RECOGNITION

IBDLP was featured as a good practice in the **Good Practices Resource Book 2015** published by UNDP.

## LOK SABHA

On 4<sup>th</sup> December 2015, the Minister of State for Finance, **Shri. Jayant Sinha**, mentioned the EFC model of service delivery under IBDLP as an example of state initiative for making available information and support on various Government Schemes at one place.

## FORBES INDIA

On 28 August, 2012, Forbes Magazine published an article on MBDA, highlighting the participatory and enterprise approach as one of the commendable innovations in state-wide development





Empowered lives.  
Resilient nations.



## Social Sector Service Delivery

# Good Practices Resource Book

2015

## 2.10 Integrated Basin Development and Livelihood Promotion Programme: Fostering a spirit of entrepreneurship in Meghalaya

*The Integrated Basin Development and Livelihood Promotion Programme (IBDLP), a flagship programme, was launched by the Government of Meghalaya in 2012. It aims to develop sustainable and inclusive entrepreneurship through an extensive system of training and capacity building, credit linkage and supply chain development. The programme has brought about significant process re-engineering, facilitating convergent action and holistic development through inclusive growth, livelihood promotion and environmental conservation. An Enterprise Facilitation Centre located at the block level functions as a single window for partners to receive all services, saving them from running pillar to post, thereby increasing efficiency in stakeholder matchmaking. Departments also stand to benefit as the Centre filters non-serious applicants.*

### Rationale

Meghalaya is rich in important minerals such as coal, limestone, clay and sillimanite.<sup>1</sup> It also has a large forest cover, rich biodiversity and numerous water bodies. However, despite such natural abundance, almost half the population of the state lives below poverty line (BPL).<sup>2</sup> The paradoxical existence of such high poverty amidst plenty led the Meghalaya government to rethink its development strategy, which had so far focussed on enactment of welfare schemes to provide various goods and services free of cost to target beneficiaries.

The effectiveness and reach of this approach was questionable, as the schemes were prone to errors in inclusion and exclusion of beneficiaries and were plagued by standard service delivery issues like corruption and inefficiency. Also, this approach made beneficiaries become dependent on government aid and lose their own initiative to develop livelihoods. The State government, therefore, felt it imperative to develop a new approach.

The decision to move to an entrepreneurial model of growth and development was taken at the highest levels of the State government. It was believed that transforming beneficiaries into entrepreneurs (undertaking production for the market) would help them generate their own livelihood and obviate the need for constant government aid and schemes. Over time, this approach came to be known as the partnership model of development. Significantly, the term 'beneficiary', with its intonations

of hierarchy, passivity and dependence, was replaced by 'partnership', a model of equality between the state and the citizen. Central to this new approach were the two underlying concepts of sustainability and inclusion, aimed at protecting the region's fragile ecosystem and ensuring the development of the marginalised sections of the population.

In line with the new approach, it was decided that each family would be provided at least three livelihoods so as to reduce the risks to family incomes. Recognising that the culture of entrepreneurship cannot flourish without an enabling environment, the Government of Meghalaya launched the IBDLP in April 2012 to re-engineer governmental systems and processes to ensure an integrated approach to entrepreneur-led development.

### Objectives

IBDLP's primary objective is to ensure 11% growth during 2012-2017 through an inclusive and sustainable entrepreneur-led model implemented in convergence mode. The programme also seeks to promote knowledge-centric development through capacity building, particularly in natural resource management and entrepreneurship. It seeks to promote the creation of the required physical infrastructure in a convergent and participatory manner and set up efficient, adaptive and responsive governance systems for facilitating the process.

<sup>1</sup> Planning Department, Government of Meghalaya, 'Development and Management of Natural Resources', [http://megplanning.gov.in/MSDR/natural\\_resources.pdf](http://megplanning.gov.in/MSDR/natural_resources.pdf)

<sup>2</sup> Meghalaya State Planning Board, 2009



**THANK YOU**