

CHAPTER III

INTEGRATED BASIN DEVELOPMENT AND LIVELIHOODS PROGRAMME (IBDLP) - A STATUS NOTE

3.1. The launch of the Integrated Basin Development and Livelihoods Programme (IBDLP) in April 2012 as the flagship programme co-terminus with the State's 12th Plan was an ambitious endeavor at improving quality of life of the people of Meghalaya. IBDLP was founded on aspiration and on hope – of a poverty free Meghalaya where citizens have secure livelihoods that are in harmony with nature.

Aim, Objectives and Strategies

3.2. The Program **aims** to put Meghalaya on a higher growth trajectory during this plan period and improve the quality of life and well being of all its citizens. The objectives of IBDLP are:

- i. To reach out to every willing citizen of the state and support him/ her in improving his incomes through 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 Sector.
- ii. To engage with traditional institutions and village communities and formulate all ground level development interventions based on Comprehensive Natural Resource Management and Climate Change Adaptation Strategies.
- iii. 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.
- iv. 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.

3.3. The **core strategies** adopted to achieve the objectives are:

- i. Working with producers & growers of the state by engaging with them 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 citizens through setting up of Enterprise Facilitation Centers (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, improving access to 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/ agencies possessing experience and expertise in the various components of the program 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 program implementation team of IBDLP.
- ix. Strengthening the role of Deputy Commissioners in delivery of development to ensure integrated and convergent action.

Progress in implementation in the First Year

3.4. The focus of the first year was on reaching out to citizens, conducting need assessments, building capacity of Government departments to deliver and internalize new ways of working, creating new institutional framework to support the departments and building partnerships at all levels – national and international organizations of excellence, financial institutions, civil society, traditional institutions

and most importantly, the citizens. The building blocks for effective delivery of the programme were put in place during the last few months.

3.5. Alongside, there was significant progress in some components of the programme – implementation of the Meghalaya State Aquaculture Mission, operationalization of some Enterprise Facilitation Centres (EFCs) with the remaining on the anvil, strengthening of institutions like the Meghalaya Institute of Entrepreneurship (MIE) and Meghalaya Institute of Governance (MIG), launching of the Women’s Economic Empowerment through Financial Inclusion Programme, mobilization of human and material resources, conduct of detailed studies on market access, value chains and access to finance.

Enterprise Promotion/ Facilitation

3.6. The process of promoting/ facilitating enterprises is based on a multi-pronged approach. This encompasses the following:

- i. Sixteen Enterprise Facilitation Centers (EFCs) are functional in different districts for partners. About 10,000 citizens visited these centers. The process at the EFC is designed to identify the six key services/ interventions in which the partner seeks support of the government. After consultation with the Enterprise Resource Persons (ERPs) who are manning the EFCs, it was decided to shorten the process of service identification and a new system that enables the ERP to identify the services during the second visit of the partner to the centre has been put in place.
- ii. The Meghalaya Entrepreneur Portal, which will be the technology and MIS platform for capturing and managing the entire data relating to Entrepreneurs of the state is developed and will be finalized by the end of June.
- iii. An SMS module which enables real time transfer of partner information to the central server and keeps the partner informed/ connected to the ERP has been developed and is being used at the EFCs.
- iv. The ERPs have done the need assessment/ intervention identification exercise for about 2500 partners. The data has been sorted out block wise, sector wise at the MBDA and a schedule for a Dialogue with partners in different districts has been rolled out.
- v. The Dialogue with Partners Program has been launched from April. This involves teams comprising of one officer from the MBDA/ MRDS, one

officer from the line department and one intern visiting the EFC/ villages and interacting with groups of 50 partners with similar needs. The training module and the sectoral content for many sectors has already been developed by the content development teams at MBDA. At the end of the dialogue, the senior level team will finalize the partners for different interventions- bank linkage, training, marketing support and other production related support in consultation with the line departments.

- vi. At the end of the dialogue, partners will be grouped into four broad categories on the basis of the interventions needed as follows and will be linked to the delivery agency:

Sl. No.	Intervention needed	Delivery Agency/ Mechanism
i.	Investments in enterprises	FBA who will connect them with banks; margin money to be provided by BDU
ii.	Capacity Building	BDU to organize training and capacity building. List of empanelled training agencies for training in different sectors being finalized.
iii.	Production related- inputs, area expansion, disease management	Line departments and partner agencies
iv.	Market Access	Line departments and partner agencies- Strategy to be finalized after the completion of first round of Dialogue

- vii. The first round of the Dialogue with partners is being conducted by senior officers of MBDA to get across the right message to people and also to gather ground level feed back to further refine our interventions. As we move along, the ERP/ FBA will be empowered to conduct the dialogue along with nodal line department officers.
- viii. Thirty Field Business Advisors (FBAs) are being trained in partnership with banks to equip them with the knowledge, attitudes and skills required to be able effectively bridge the gap between entrepreneurs and banks and to be able to prepare business plans for entrepreneurs in accordance with the prevailing bank norms. The FBAs have been chosen from amongst the interns depending on their preference and their capacity (as perceived by MBDA) to deliver results. The FBAs have been placed at different EFCs.

- ix. Detailed discussions have been held with SBI and Meghalaya Co-operative Apex Bank (MCAB) on the commitment to provide loans to the entrepreneurs short-listed through the EFC process. The banks have given their commitment considering that the government under the Program has put in place a system for identification and for facilitation of entrepreneurs in the state. Banks insist on some mandatory individual contribution against each project and suggested that it would be ideal for the government/ MBDA also to contribute a certain percentage of the project cost as margin money/ equity. The details of a Margin Money/ Equity contribution scheme for enterprises are currently under finalization by MBDA.
- x. The plan is to complete the Dialogue with partners by May and connect the partners needing financial intermediation with the FBA who would visit the partners in their villages, make business plans and submit them to the banks. The first loan applications would be submitted to the bank by mid June and the first loans would be sanctioned by mid July after which enterprises would be set up with EFC providing hand holding support.
- xi. The line departments and MRDS have been requested to ask their beneficiaries/ entrepreneurs who need investments for businesses also to participate in the Dialogue with partners to ensure that individuals mobilized by all agencies become part of the EFC process and are provided services under the program.

Enterprise Facilitation through Sectoral / Thematic Cluster Development:

3.7. The second approach to Enterprise Facilitation is through the development of Sectoral/ Thematic Clusters. This is being done through the participation of partner agencies with the required expertise at building clusters and linkages- both forward and backward. Partner agencies have been shortlisted for different sectors and action plans on cluster development are currently being finalized.

- Agriculture Finance Corporation (AFC) is the strategic partner for building of Apiculture Clusters. Two teams of honey producers have been taken for training on scientific bee keeping to Bangalore. These farmers will be the nodes for each Apiculture cluster and they are being given a second round of training on various aspects of apiculture and cluster development at RRTC, Umran. The business model and the financing model for at least 500 farmers

(@25 farmers per cluster) has since been finalized. The BDU's will subsequently take over the development of clusters.

- It is estimated that in the next six months, 1500 farmers will be carrying out scientific apiculture through 60 clusters spread across the state. Estimating that each farmer to have 10 hives and each hive to produce five kilograms of honey by the end of the year, production of 75 MT of Honey is anticipated within this year itself. AFC's role includes plans for marketing, organic certification and other forward linkages over the next few months simultaneously in coordination with MBDA/ MIE.
- SFAC along with their partners are working with MBDA on value chain development of Ginger, Turmeric and Silk Products. They have already completed their scoping study across the state and will be submitting their final cluster development proposal for 6 clusters of approximately 1000 farmers each covering these sectors for the districts of West Garo Hills/ South West Garo Hills (Silk, Ginger), Ri Bhoi (Ginger, Silk) and Jaintia Hills (Turmeric).

3.8. After approval of strategy, plan and budget by MBDA the teams will report to the respective Deputy Commissioners for finalization of cluster specific action plans. ATI will tie up the marketing, organic certification and other forward linkages over the next few months simultaneously in coordination with MBDA/ MIE/ BDU's.

- Bharat Agro Industries Foundation (BAIF) is the partner agency for cluster development of Livestock. The BIAF team will be deployed in right earnest from early May for finalization of clusters and will then report to Deputy Commissioners.
- Other partner agencies for cluster development are being finalized and will report to the BDU over the next few months.

State Aquaculture Mission

3.9. The Meghalaya State Aquaculture Mission (MSAM) was launched in March 2012. The objectives of the MSAM are:

- Development of existing water bodies and creation of additional water area for large scale fish production, including reclamation/rehabilitation of marshy and swampy lands

- Conservation of native, endangered and traditional species of Meghalaya and developing breeding farms of commercially potential species on a large scale
- Creation of mass awareness, capacity building, exposure training and skill development of all the stakeholders and technical support for long term sustainability of fishery sector
- Capturing emerging opportunities in the fisheries sector

3.10. Given its wide canvas, the Aquaculture Mission is divided into six Mini Missions for better focus and ease of implementation. The following Programs/ activities were taken up under the different Mini Missions over the last one-year:

Mini Mission I: Area and Productivity Expansion

- 38,000 potential fish farmers have registered for assistance under the programme. Process of Feasibility assessment of all applications is underway
- 6518 individual fishponds are being assisted covering a water area 651.80 Hectares

Mini Mission II: Critical Infrastructure Development

- Seventeen project proposals for setting up of fish seed hatcheries in the private sector by Progressive Fish Farmers, NGOs, Fishery Cooperative Societies and Entrepreneurs, have been approved. Ten of the projects have already been assisted.
- Process initiated for establishment of twenty Fabricated Reinforced Plastic (FRP) hatcheries in Private Sector.

Mini Mission III: Establishing sanctuaries for conserving indigenous and endemic species

- Advertisement inviting NGOs, Communities, Self-Help- Groups, Civil Society Organizations, Fish farmers Organizations etc., to partner with the Department of Fisheries in the establishment of Fish Sanctuaries in the potential areas/ part of the rivers/ streams etc., has been floated and twenty sanctuaries are proposed to be assisted in the year

Mini Mission IV: Capacity Building and Human Resource Development

- Four Departmental Officers have been sent to Kerala and one Officer to Hyderabad to study the “Fish Feed Mills” established in the Private Sector in these states

- Seven Departmental Officers have been deputed for a study tour to Kolkata to study the “Scampi Culture” with the intention of replicating the same in the State
- Ten Departmental Officers have been sent for short-term training at IIM, Bangalore and Sixteen Programme Managers have been given a short-term trainings on Network and Web Application for Management of RD Programmes, Orientation to Fisheries and Project Management
- 394 Potential Fish Farmers from across the have been trained at NIRD, Guwahati on “Capacity building of Rural Functionaries and Progressive Fish Farmers for Development of Pisciculture in Meghalaya”
- Ten Entrepreneurs selected for Fish Seed Hatcheries have been sent for training on the operation of Hatcheries, Breeding technique of IMCs at Regional Research Centre, Kalyani, Nadia, West Bengal
- Two Training Halls at Nongstoin and Williamnagar are being constructed

Mini Mission V: Mass Media Campaign, Documentation and Outreach

- Five workshops and seminars to discuss various issues concerning the Fisheries development in the State with the experts have been held
- Mass Mobilization Campaigns to publicize the objectives, goals of the MSAM were held at Ampati, Selsella, Mawphlang, Umsning, Tura and Shillong and awareness programmes have been held at Williamnagar, Nongstoin and Jowai.

Mini Mission VI: Emerging opportunities in the Fisheries Sector

- Through the Mission, investments were made to develop Ja-Ud Community Pond in East Khasi Hills into an Aqua Parks/Aqua Tourism destination. Gap funding for the project is being provided by BDU, East Khasi Hills

Tourism Mission

3.11. Its salubrious climate, cascading waterfalls and unique culture and peoples bring out Meghalaya’s great tourism potential. Tourism has been identified as one of the primary growth drivers and a key focus area under the programme. The Tourism Mission aims at projecting Meghalaya, as the most preferred Tourist Destination within the Country and abroad. The mission document has been finalised after consultations with the various stakeholders.

3.12. The major activities initiated under the Mission are:

➤ *Training, capacity building and skill development*

3.13. Tourism sector has the greatest potential for employment generation provided the right skill building is done. Human resource development under the mission is focusing both on skill building for new jobs and capacity building of the different players currently in the sector. The training partners for the department under the mission are IL&FS Education, IHM & FCI, Avenues, ETPL (India) etc. Trainings have been conducted in the areas of grooming and building of life skills in hospitality and service, front office work including communication skills, house keeping, outdoor and adventure activities and skill development of masons. About 200 youths have been trained in these skills over the last few months and another 1000 are expected to be trained by the end of the financial year.

➤ *Infrastructure Creation*

3.14. Inadequate facilities for stay and accommodation are impeding the growth of the sector and a scheme for addressing the problem has been designed under the programme. Homestays and resorts are proposed to be constructed and operated in an entrepreneurial mode under the new “**Meghalaya Tourism Development and Investment Promotion Scheme 2012**” which provides assistance to entrepreneurs for creation of Homestays and Resorts to the tune of 30% of project cost of Rs 16.00 Lakhs and Rs 100.00 Lakhs respectively.

3.15. The mission will also focus on brand building and convergence with other departments. Ghasura park was constructed in South West Garo Hills in convergence with Horticulture department and similar projects are being proposed in several places in convergence with fisheries, cooperation, soil and water conservation departments.

Market Access

3.16. An extensive study of the Weekly Markets of Meghalaya has been done by IDFC Foundation. The preliminary report was presented to the MBDA team and is now being finalized by IDFC. Interventions for improvement of infrastructure at Markets is being planned to be undertaken in a systematic manner. Proposals for Infrastructure up gradation of Garobadha (SWG) and Smit (EKH) markets have already been proposed under the NLCPR. This market information will be integrated into the Meghalaya Entrepreneur Portal.

Financial Inclusion- Margin Money/ Equity Support and Integrated Village Cooperatives (IVCs):

3.17. Under the IBDLP, margin money support is proposed to be provided to Entrepreneurs. Modalities are being worked out for providing the margin money as a back end subsidy to the banks for all the projects that are funded by the banks. A variable percentage (dependent on sectors) margin money scheme is proposed to be introduced which will be implemented by the Basin Development Units.

3.18. There is also one stream of thought that the financial support to be provided by the Government should be in the form of equity repayable by the entrepreneurs free of interest after the repayment of the loan. This thought/ idea is being examined.

3.19. Integrated Village Cooperatives (IVCs) which will be similar to Self Help Groups with membership from the entire village functioning under the cooperative framework are proposed to be set up in 500 villages in the year 2013-14 with the twin objectives of providing credit for entrepreneurial/ production related needs of the farmers at their door steps and to act as a guarantor against willful default of loans being provided to the entrepreneurs under IBDP. A lump sum corpus of Rs.50,000- Rs.1,00,000 is proposed to be provided as initial seed capital for each IVC. The management expenses of the IVC will be borne out of the interest generated by rotating this fund. The IVCs will be designed to leverage on the social capital in the village communities and will engage in village level financial intermediation. The guidelines and the detailed modalities for setting up IVCs are being worked out and will be finalised by the end of June.

Natural Resource Management (NRM) and Integrated Village Plans

3.20. Under the Climate Change Adaptation Program, 64 villages (in West Khasi Hills and Five Garo Hills Districts) have been identified for taking up comprehensive NRM and Climate Change interventions. The template for the development of Integrated Village Development Plans (IVDP) has been fine tuned and finalized by MRDS team. BDUs will now be required to develop IVDP in the 64 villages after which the action plans will be implemented. Another 36 villages are being identified in the other 5 districts for initiating the IVDP exercise.

3.21. The Shillong NBRI Centre is set up in collaboration with National Botanical Research institute (NBRI), Lucknow. The institute has started trials on aromatic plants and bio- inoculants, which after a few months of successful field-testing will be passed on to the farmers.

3.22. GIS mapping of villages from comprehensive NRM point of view has been started. WEBCON has put a GIS team, which has completed the work on building knowledge layers for one village. The project will now be scaled up. The GIS lab of the IT department is being strengthened to provide all support for execution of the project.

Governance and engagement with traditional institutions:

3.23. The Governance agenda of engagement with traditional institutions as one of the key components was on the back burner due to elections in the state. A strategy for systematic engagement with all traditional institutions and the potential areas for intervention is now being worked out by the Meghalaya Institute of Governance (MIG).

Institutional Framework

3.24. The Meghalaya Basin Development Authority (MBDA) is a society and is functioning from its office at Shillong and is the nodal agency for coordinating and taking forward the different interventions under the IBDLP.

3.25. The Meghalaya Basin Management Agency (MBMA) is a section 25 company registered under the Companies Act and will be the nodal agency for channelizing all investments under the program. The MBMA will be made operational from April 2013.

3.26. The Meghalaya Institute of Entrepreneurship (MIE) and the Meghalaya Institute of Governance (MIG) are the nodal knowledge institutions to drive Entrepreneurship and Governance. The MIE and MIG are functioning from MATI campus, Shillong.

3.27. Meghalaya Infrastructure Development Finance Company (MIDFC) is a company created to provide capacity building, financing and other services required for infrastructure creation in the state. The company will be operationalized this year.

Partner Agencies and their Roles

3.28. IDFC Foundation is the strategic partner for all components of the program. It is focusing on Resource Mobilization for different Missions, taking forward Rural Energy projects and supporting MBDA in capacity building.

3.29. SFAC is the primarily the procurement agency for a number of agencies/ organizations with the expertise and experience in value chain development and other related areas. The following agencies are working with MBDA under the aegis of SFAC:

- Appropriate Technology India (ATI) Limited is working on value chain development of Spices, Silk and Oranges.
- Arete Consultants Limited is working on development of MBDA website, Meghalaya Entrepreneur Development Portal.
- The Livelihood School (TLS) will start work from May and will be providing comprehensive support to EFCs.
- Mutual PR (MPR) is working on the publications of MBDA and is working toward development of a development communication road map.
- Access Livelihood consultants will be starting work from May and will be working on creation of thematic Farmers Producer Organizations.

3.30. WEBCON is providing PMU support to MIE for Enterprise Management and Knowledge Management and is also developing the GIS based village maps while AFC is working on developing the honey value chain. BAIF and NABCONS have started work from April and will be working on the Livestock and water sectors respectively. NISG will be starting work soon on development of process maps for service delivery in the IBDLP.

Role of Deputy Commissioners (DCs) and Basin Development Units (BDUs)

3.31. The BDU under the leadership of Deputy Commissioner is envisaged as the prime mover of most of the interventions under the program. As the design/broad execution strategy of more and more interventions is finalized at the head quarters, the action will shift to the BDU, which will execute the different components/ interventions through the line departments and the partner agencies of MBDA.

3.32. This involves the following:

- i. Strengthening the BDU for effective discharge of their roles of overall coordination with multiple agencies, data management and coordination with EFCs and management of accounts and administration
- ii. Selected officers from the different departments block wise for part time deputation and continuing the interface with partners. These officers lead the different clusters/ interventions and are the nodal officers for their respective sector in each district.
- iii. At least one Mobile Multi facility Centers (MMFC) needs to be made operational in each districts.

- iv. Compiling a list of traditional knowledge practices, successful entrepreneurs, innovative models of community governance and NRM for documentation by the MBDA media team. This list will be compiled in consultation with line departments, MRDS and other NGOs in the district.
- v. Shortlisting agencies (SHGs, Cooperatives, NGOs)/ individuals within the district where partners could be sent for training and exposure visits sectorally.
- vi. Making a shelf/ library of projects for investments under gap funding. The projects should be taken up in convergence with at least two other line departments with gap funding under IBDLP.
- vii. Taking forward the thematic clusters in accordance with the strategic plans being developed for each sector.