

# Entrepreneurial Business Planning

## Training of Facilitators

12th - 16th April 2016



**Report on**  
**Training of Facilitators (ToF) on**  
**Entrepreneurial Business Planning**  
**for MBDA Officials**  
**12th - 16th April 2016**



**Submitted to**



**Meghalaya Basin  
Development Authority  
(MBDA)**

**Submitted by**



**Institute of Livelihood  
Research and Training**

**Institute of Livelihood  
Research and Training  
(IRLT)**

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## Background

In order to achieve overall targets of holistic development and in line with the perspective of promoting inclusive growth with a focus on poverty alleviation, employment generation and livelihood promotion, the Government of Meghalaya (GoM) has launched a State flagship Programme titled “Integrated Basin Development & Livelihood Promotion Programme (IBDLP)”. The IBDLP is designed around four pillars - Knowledge Management, Natural Resource Management, Entrepreneurship Development and Good Governance and will be implemented in a Mission mode.

The Meghalaya Basin Development Authority (MBDA) is headed by the Chief Secretary, GoM and is responsible for the strategy and steering the overall implementation of programmes.

Meghalaya Institute of Entrepreneurship (MIE): Under IBDLP, the MIE has been set up to facilitate rapid economic transformation by imparting entrepreneurship education and promoting micro and small enterprises involving the youth, women and other critical target groups in the State.

ILRT is an academic institution promoted by Basix Social Enterprise Group (SEG). Its mandate is to build up a ‘Scientific Knowledge Base’ on livelihoods and disseminate the same to livelihood practitioners for enhancing their understanding and implementation capabilities, who in turn will promote large number of livelihoods.

ILRT is contributing towards enterprise promotion in Meghalaya by supporting GoM in their IBDLP Project through capacity building of the ERPs. ILRT has designed this program titled “Training of Facilitators in Entrepreneurial Business Planning” for building capacities of ERPs identified by MIE from the 39 blocks in Meghalaya. In addition to these, MIE / MBDA management staff such as District Project Managers, Managers and Senior Managers also participated in this programme. ILRT will offer three more batches of this programme, with 25 participants in each batch at select locations in Meghalaya.

## Description of the Training of Facilitators (ToF)

### Broad Objective

The broad objective of the ToF was to:-

- Build capacities of Entrepreneurship Resource Persons (ERPs) and officials from MBDA/MIE and equip them with knowledge required to facilitate entrepreneurs across the State.

### The specific objectives were to

- appreciate the know-how related to enterprise promotion and entrepreneurship including choices to be made;
- understand the strengths and weaknesses of an entrepreneur vis-à-vis their enterprises; and
- develop a thorough understanding on preparing business plans for any given enterprise.

### Facilitators

The training was facilitated by Dr. S S Tabrez Nasar, Vice Dean, ILRT Hyderabad who was also their lead resource person. In addition, Ms. Wanda Lamare and Ms. Mayanka Singh Nongpiur along with Mr. Ananda Barua played key roles in facilitating the programme. As external resource persons, the program benefited from the presence of Mr. Jun Momin, OSD, (EFC and Livelihood Promotion)

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MBDA/MBMA and Ms. Shruti Pradhan, OSD, Finance. The plenary members present during the presentation of the business plans on the last day were Mr. B.K Sohliya, OSD,MIE; Ms. Shruti Pradhan, OSD, Finance, Ms. Sobhi Mohanty, OSD, Knowledge Management, Mr. Jun Momin, OSD, (EFC and Livelihood Promotion) MBDA/MBMA, and Mr. Dipak Singha Roy, Senior Manager, Meghalaya Rural Bank.

## Participants

The participants included staff from the Meghalaya Institute of Entrepreneurship (MIE) and Meghalaya Basin Development Authority (MBDA) such as District Project Managers, Managers and Senior Managers also participated in this programme. For the first batch, 23 participants were offered the training. Three more trainings with approximately 25 in each batch will be offered in Meghalaya. Please see Annexure II for the list of participants.

## Approach and Methodology of the ToF

To ensure better participation, a set of different methodologies were used during the training programs. There were six sessions each day which were approximately 60 minutes in duration. The sessions consisted of (a) content presentation and discussions which were 20 minutes in duration; (b) presentation and discussion of case studies which were 20 minutes and (c) an exercise related to the session which was 20 minutes.

The module was designed in such a way that it involves the Cognitive (conceptual and therefore the presentations); Affective (emotional and therefore the case studies); and Conative (action and therefore the exercises) aspects of human emotions and therefore much more effective as opposed to usual training methodologies.

On three of the five days, the last session was a 'Talk by an entrepreneur'. In this session, a successful entrepreneur, who is at par with the 'partners' in question, was invited (e.g.: an entrepreneur who is successfully managing poultry, piggery or a kirana store). These entrepreneurs were able to present their 'case' verbally (with aid of picture on a power point) presented their journey of success.

## The Process

The 5-day Training of Facilitators (ToF) on Entrepreneurial Business Planning began on the 12th of April and concluded on the 16th April 2016.

**Day 1**

**Session 1: Introduction and Expectations**

by Dr. SS Tabrez Nasar

The training commenced with a welcome note from Tabrez and an introduction of all the participants. The programme schedule and expectations of the training were levelled off. Tabrez further explained the format and structure of the training and emphasised on the importance of asking questions. The facilitator further explained how team work is crucial for a successful training and made the room do an exercise where total the number of years of experience of the entire room was calculated, which amounted to 81 years. This exercise therefore highlighted that it is crucial for each of the participants to put their best foot forward. Ms. Wanda Lamare, Assistant Manager, ILRT Shillong then provided an introduction to the learning tools of the programme and emphasised on the importance of filling them out at the end of each day.

**Session 2: Self-Employment, Micro-franchisee and Entrepreneurship**

by Dr. SS Tabrez Nasar

The learning objective of the session was to understand and define the terms Self-employment, Micro-franchise and Entrepreneurship. The facilitator then provided a brief definition of self-employment, micro-franchisee and entrepreneurship and provided examples of micro-franchisees as well as asked the participants to explain their understanding of the term "entrepreneurship." The session ended with an exercise called Assess Yourself which helps the participant understand whether he or she has the capability to start his or her own business.

**Session 3: Who can become an Entrepreneur? What do they need to learn?**

By Dr. SS Tabrez Nasar

The third session of the module encompasses who can become an entrepreneur. The session began with a word game with the aim of identifying the important traits an entrepreneur should have to be successful and it was narrowed down that "Attitude" is the most important trait an entrepreneur should have. The participants then took part in a group exercise where they had to identify an entrepreneur they know and provide details of his entrepreneurial traits. The learning from this exercise is that it is not necessary for an entrepreneur to have all traits and that the traits can be developed over time.



## Day 1

### Session 4: Business Opportunities Everywhere- what do I choose?

By Dr. SS Tabrez Nasar &  
Ms. Mayanka Singh Nongpiur

The objective of the session was for the participants to appreciate the many sources and methods of generating business ideas and choose a favourable and viable business opportunity. The session discussed the different sources of business opportunities and how to choose a viable business. The facilitator highlighted that the most common source of a business idea is by looking at the need of the community. The participants were also asked to provide examples of how external bodies such as the government and the labour market can impact the environment. The participants then took part in an exercise where they had to come up with a business idea and assess it.

### Session 5: How to assess my own capabilities and limitations? What business should I choose?

by Dr. SS Tabrez Nasar

The objective of this session is for the participants to assess their limitations and strengths and identify suitable business opportunities for themselves. The session began with a presentation on understanding themselves and their entrepreneurial abilities as well as the importance of assessing oneself. The facilitator also highlighted the importance of choosing a business that's within ones capacity.

### Session 6: Talk by an entrepreneur: Mr. Shashi Gurung, Bee Box Manufacturer

The aim of this session is for the participants to hear the real life story of Mr. Shashi Gurung, a bee box manufacturer, and gain insights from his journey as an entrepreneur. Mr. Gurung began the session with an introduction of how he established his business and mentioned that he began making bee boxes after his father passed away. He provided details on how the business expanded and explained the different types of bee boxes that are produced in Meghalaya. The session concluded with a Q&A between the participants and Mr. Gurung, where they asked questions about the marketing of his business, whether he has any plans for expansion, as well as new business ideas.

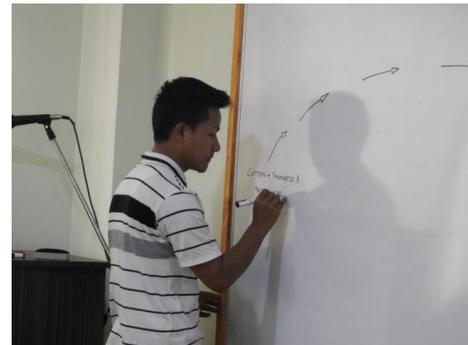


**Day 2**

**Recap of the previous day**

The session began with a recap of the previous day's learnings and it was presented by one of the participants. Their learnings and highlights of the previous day are listed below:

- Importance of having the quality "attitude" in running a business
- Determination
- Interaction with the bee box maker was the best learning of the day
- Importance of diversification of a business
- Defining entrepreneurship
- Business opportunities
- Learnt that one can start a business resulting from a hobby
- Importance of being a self-starter
- A successful enterprise is one that is need based
- External influence on an environment
- Business opportunities
- An entrepreneur has the capability to generate employment for others
- The importance of choosing a business that is within one's capacity
- To fulfil a visible need by converting it into a big opportunity
- What it takes to become an entrepreneur.



**Session 7: What is Production- inputs, processing, output (product/service)**

By Dr. SS Tabrez Nasar &

The objective of this session is for the participants to understand the different phases of the production process. The session began with the facilitator asking the participants to provide their understanding of the word production. The consensus was that production is a process of making items. The phases of production were then discussed and the facilitator explained the three phases of production i.e. input, processing and output. The participants then took part in an exercise where they tried to understand and map out the production process of jeans.

**Session 8: Record Keeping and Accounting**

By Mr. Jun Momin

The objective of this session is for the participants to be able to define, list and prepare business records for a given organisation. The facilitator began the discussion by explaining the meanings of the terms Records, Accounts and Book keeping. After the presentation, the participants were asked to form a group, choose a business activity and provide the records needed to run that business activity. The groups were then asked to present their findings to all the participants.



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## Day 2

### Session 9: Variable and Fixed Costs; Contribution Analysis and Breakeven

By Dr. SS Tabrez Nasar

The objective of this session is for the participants to be able to describe the concepts of cost, costing and apply various methods of costing a product. The session began with a generic explanation of what costing is and why it is useful. The facilitator then explained the different parts of cost such as direct material costs, direct labour costs, direct expenses and overheads. A simple example on how to calculate profit was explained and the participants were asked to calculate profit percentage in terms of cost price and selling price.

### Session 10: Pricing for profitability

by Dr. SS Tabrez Nasar

As a part of their homework, the participants were asked to read the material for this session. The objective of this session is for the participants to learn various pricing techniques for their products and services to make their business profitable.



### Session 11: Talk by an entrepreneur, Mr. Bansan Kupar Lyngdoh

For this session, a hotel management graduate Mr. Bansan Lyngdoh was invited to the programme to speak about his business. Mr. Lyngdoh started working in hospitality after gaining years of experience outside his state. He returned to Sohra and started up a cafe called La Kupar and in 2015, he established La Kupar Inn, a guest house. He then expanded his services by providing trekking and cycling services in the area.

The session was followed by Q&A with the participants where the asked questions around his marketing strategies and the resources required for setting up his business.



**Day 3**

**Session 12: Entrepreneurial Orientation Inventory**

By Ms. Wanda Lamare

The aim of this session is for the participants to be able to appreciate the need of understanding the entrepreneurial orientation of individuals and get versed with the entrepreneurial orientation inventory tool. The participants spent most of the session getting oriented with the tool.

**Session 13 and 14: Financing and Enterprise**

By Mr. Jun Momin

The **two sessions** were facilitated by Mr. Jun Momin where he explained about the concepts of balance sheet, depreciation creditors, debtors, liabilities and reserves.

An exercise was then given to the participants where they had to translate their understanding of the above terms into their own languages i.e. Khasi and Garo. The exercise is important because the participants deal with Khasi and Garo speakers over the course of their work therefore it is important that they provide a clear definition of these terms to the partners. The translations are listed below:

**Khasi Translation:**

1. Balance Sheet: Ka dei ka kot kaba batai naei ka wan ka pisa bad haei la pyndonkam ia ka, ha ka kam/seng jong ki.
2. Debtors: Ki briew ba shim shah/ shim ram na ka kam jong phi.
3. Creditors: Ki nongairam ha ka ban seng ia ka kam jong phi (bad ki ba phi hap siew biang ia ki)
4. Liabilities: Ka tyllong na ka ba ka pisa ka wan ban pyndonkam ha ka kam ba trei.
5. Reserves: Ka bynta jong ka jingiohnong kaba lah buh sharud ban pyndonkam hadien pat.
6. Depreciation: Ka jing hiar dor jong ka mar, ka mata katba dang iaid ka por.

**Garo Translation:**

1. Balance Sheet: Nangni bading chewalani koros aro mansoani apsan gadango ongama ongja uko niani (Hisab rakkiani).
2. Debtors: Tangka rasogipa.
3. Creditors: Tangka srona on'gipa.
4. Liabilities: Bading chewalanio angna tangka/dakchakani banoni reba'a ba mana ba mangen.
5. Depreciation: Bostu ba gam ni gamchatani o tangonani.
6. Reserves: Bading chewalanio manrikgipa lap.

The facilitator then continued to explain the various elements of a balance sheet and further clarified the meaning and difference between assets and liabilities, as well as the components that come under the two terms.



## Day 3

### Session 15: How to raise start-up funds – friends, family and angels!

By Dr. SS Tabrez Nasar

The objective of this session is for the participants to be able to recognise the various sources of funds for their start-up business, as well as how to raise them. The session began with a description on the various sources of raising funds such as friends, family and angels. In order for the participants to better understand how funds can be raised, they took part in a mock exercise where four groups were formed. There was a group of entrepreneurs, investors, friends and family. The session on how to raise debt for working capital for additional fixed assets, was also combined in this session.



### Session 17: Talk by an entrepreneur Mr. Sailenstar Ranee

The entrepreneur selected for this session was Mr. Sailenstar Ranee, who runs a noodle making factory in Ri-Bhoi, Meghalaya. Mr. Ranee began his presentation by explaining the difficulties he initially faced while setting up his noodle factory especially with regards to financing it. He has now become one of the major suppliers in Ri-Bhoi district and numerous restaurants, fast food corners and hotels have started ordering his noodles. The session was then opened for Q & A where the participants asked Mr. Ranee questions about the market, trainings, his breakeven point and how he dealt with failure.



**Day 4**

**Session 18: Business Opportunity Feasibility Analysis?**

By Dr. SS Tabrez Nasar

The objective of this session is for the participants to understand the concept of environmental scanning and describe the concept of feasibility study. The facilitator then provided an explanation of how to identify new business opportunities, the SWOT analysis and value chain analysis.

**Session 19: Developing a Business Plan**

By Ms. Shruti Pradhan

The objective of this session is for the participants to work with real life entrepreneurs and develop a full business plan so as to understand the nuances in question.

The facilitator further stressed that it is important to develop a business plan which would facilitate the partners in the field and especially one that can convince the financial institution to support it.

Furthermore, the facilitator also mentioned that the business plan should be prepared from the point of view of an entrepreneur so that the entrepreneur can understand the requirements since he or she is the one running the business.

**Session 20: Making my Business Plan**

Ms. Shruti Pradhan & Dr. SS Tabrez Nasar

The objective of this session is for the participants to document the business plan for a selected start-up enterprise. The previous session provided the participants with knowledge on how to make a business plan. During this session, the participants were divided into four groups and each group was assigned an entrepreneur. The participants then sat with the entrepreneur and tried to understand the entrepreneur's background, his or her enterprise, and the entrepreneur's hopes for the expansion of his or her business. The groups were divided into four groups and the four entrepreneurs were involved in the following activities:

- Ms. Alma Mulat: Smoked-fish
- Mr. Sanki Shylla: Bee-keeping
- Mr. Artis Lyngdoh: Backyard Poultry
- Ms. Phulda Majaw: Piggery



## Day 5

### Session 21: Presenting business plans by FOUR groups

Each group presented a business plan before a panel of officials. The panel members were Mr. B.K Sohliya, OSD, MIE; Ms. Shruti Pradhan, OSD, Finance; Ms. Sobhi Mohanty, OSD, Knowledge Management; Mr. Jun Momin, OSD, (EFC and Livelihood Promotion) MBDA/MBMA, and Mr. Dipak Singha Roy, Senior Manager, Meghalaya Rural Bank. The participants began the presentation with an introduction of the entrepreneur they were assigned, described his or her business, and then explained the business plan they had prepared for them in a systematic manner. After the presentation of each business plan, the plenary then got a chance to ask questions about the plan and provided feedback on how it can be improved. The presence of real entrepreneurs was a crucial aspect of making the business plan as it enabled the participants to take a very realistic approach. The group which won the best business plan was the group working on Smoked Fish, the Apiculture group came in second place, the Piggery Unit came in third place and the Poultry group came in fourth place.

### Session 22: Closure of EDP- Consolidation of Learnings

By Dr. SS Tabrez Nasar

The last session of the programme was reserved for the consolidation of learnings. The training was a general success because around 86% of the participants found that the learning activities were helpful in formulating the business plan, especially to those who have very little knowledge of accounts and finance related work. Furthermore, the remaining 14% of the participants found the business planning to be very helpful.

#### Learnings: A thorough evaluation of the training revealed the following:

- Since many of the participants work in the field and directly with the partners, they found the business planning to be very useful because it is crucial in helping the partners promote and expand their enterprise, as well as help potential partners become entrepreneurs.
- The participants also appreciated the format for forming the business plan where they were divided into groups. Forming a group allowed them to share the knowledge with one another and enabled them to form a good business plan.
- The participants also found the session on record-keeping and accounting to be very useful because since many of them work directly with the partners, they will be able to transfer the knowledge on how to maintain such records.
- The participants also found the self-evaluation tool as an effective way of understanding one's capabilities, both strengths and weaknesses.
- The participants really enjoyed the interactive sessions *Talk by an entrepreneur*, as they were able to hear from the entrepreneurs about their motivation for setting up their business, the challenges faced. The session also helped the participants understand the traits of the entrepreneurs and the factors that make up a successful business.
- Some of the participants however felt that the presentations made by the entrepreneurs chosen for the Talk by an Entrepreneur sessions should have been better linked to the topics and content discussed during the day.
- Many of the participants also felt that the time allocated for learning how to make a business plan was too little as they were unable to completely grasp the important aspects of forming a business plan. They suggest that the session could be introduced earlier as doing so would allow them to have a clearer grasp of the important aspects before beginning to form the plan.



Annexure I – Training Schedule

Entrepreneurial Business Planning for ERPs/ Programme Associates/Managers for Personnel of MBDA

Training Schedule for 12th to 16th April 2016

Time	Session Topic	Objective	Methodology	Resource Person
<b>DAY 1</b>				
10.00-11.00	Introduction of the Program; Getting to know the participants and their experience and expectations	Introductory remarks by ILRT and MBDA Officials Introduction of participants and levelling off expectations.		ILRT Team
<b>11.00-11.15</b>	<b>Tea Break</b>			
11.15-12.15	Self-Employment, Micro-franchisee and Entrepreneurship	Understand and define the terms Self-employment, Micro-franchise and Entrepreneurship	Presentation, case and exercise	Tabrez
12.15-1.15	Who can become an Entrepreneur? What do they need to learn?	At the end of this session, trainees will be able to describe, list and explain the relationship between entrepreneurial traits and characteristics	Presentation, case and exercise	Tabrez
<b>1.15-2.00</b>	<b>Lunch</b>			
2.00-3.00	Business opportunities everywhere – what do I choose?	Appreciate the many sources and methods of generating business ideas and choose a favorable and viable business opportunity. They will also understand using the score sheet for business opportunity selection	Presentation, case and exercise	Tabrez/Mayanka
3.00-4.00	How to assess my own capabilities and limitations? What business should I choose to do?	Trainees will be able to assess their limitations and strengths and identify suitable business opportunity for themselves.	Presentation, case and exercise	Tabrez/Wanda
<b>4.00-4.15</b>	<b>Tea Break</b>			
4.15-5.15	Talk by an entrepreneur	At the end of this session, trainees will be able to relate to a real case of an entrepreneur vis-à-vis the sessions discussed on this day.		Tabrez
5.15-5.30	Recap of the day's sessions	To recapitulate the learning		Ananda
<b>DAY 2</b>				
9:30-10.00	Recap of previous day learning	Participants recollect their learning of the previous day		Ananda
10:00-11:00	What is production – inputs, processing, output (product/service)	At the end of this session, trainees will be able to understand different phases of production process.	Presentation, case and exercise	Tabrez
<b>11:00-11:15</b>	<b>Tea Break</b>			
11:15-12:15	Record keeping and Accounting	The participants will be able to define, list and prepare business records for a given organization.	Presentation, case and exercise	Jun/Tabrez
12:15-1:15	Variable and Fixed Costs;	The participants will be able to	Presentation and	Tabrez/Wanda

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Time	Session Topic	Objective	Methodology	Resource Person
	Contribution Analysis and Breakeven;	describe the concepts of cost and costing and apply various methods of costing a product.	exercise	
<b>1:15-2:00</b>	<b>Lunch</b>			
2:00-3:00	Pricing for profitability	At the end of this session participants will learn various pricing techniques for their products and services to make their business profitable.	Presentation, case and exercise	Tabrez
<b>3:00-3:15</b>	<b>Tea Break</b>			
3:15-4:15	Talk by an entrepreneur.	At the end of this session, trainees will be able to relate to a real case of an entrepreneur vis-à-vis the sessions discussed on this day		Wanda
4:15-5:00	Recap of the day's sessions	To recapitulate the learning	Participant	Participant
<b>Day 3</b>				
9:30-10:00	Recap of previous day learning	Participants recollect their learning of the previous day	Consolidation and integration of learning	Participant
10:00-11:00	Entrepreneurial Orientation Inventory	At the end of this session, trainees will be able to appreciate the need of understanding entrepreneurial orientation of individuals and get versed with the entrepreneurial orientation inventory tool.	Exercise	Jun
<b>11:00-11:15</b>	<b>Tea Break</b>			
11:15-12:15	Financing an Enterprise – We need funds for Fixed assets and working capital	Objective: At the end of this session, trainees will be able to appreciate the financing requirement of an enterprise for (a) Fixed assets, and (b) Working Capital	Presentation , case and exercise	Jun
12:15-1:15	Financing an Enterprise – We get funds as Debt (loans), Equity, and grants	At the end of this session, trainees will be able to understand the type financing for an enterprise, i.e. Debt (loan), Equity and Grants.	Presentation	Jun/Wanda
<b>1:15-2:00</b>	<b>Lunch Break</b>			
2:00-3:00	How to raise start-up funds – friends, family and angels!	At the end of this session participants will be able to recognize the various sources of funds for their start-up business, as well as how to raise them	Presentation and exercise	Tabrez
3:00-4:00	How to raise debt for working capital and later for additional fixed assets	Participants will be able to understand the extended funding requirement for working capital and additional fixed assets.	Presentation , case and exercise	Tabrez
<b>4:00-4:15</b>	<b>Tea Break</b>			
4:15-5:15	Talk by an entrepreneur.	Objective: At the end of this session, trainees will be able to relate to a real case of an entrepreneur vis-à-vis the sessions discussed on this day.		Mayanka
5:15-5:30	Recap of the day's sessions	To recapitulate the learning	participant	Participant
<b>Day 4</b>				

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Time	Session Topic	Objective	Methodology	Resource Person
9:30-10:00	Recap of previous day learning	Participants recollect their learning of the previous day	Consolidation and integration of learning	Participant
10:00-11:00	Business opportunity feasibility analysis	Understand the concept of environmental scanning and describe the concept of feasibility study	Presentation and exercise	Tabrez
<b>11:00-11:15</b>	<b>Tea Break</b>			
11:15-12:15	Developing a business plan (group exercise) FULL day.	The objective of this exercise is for the participants to work with real life entrepreneurs and develop a full business plan so as to understand the nuances in question	Presentation and exercise	Shruti
12:15-1:15	Making my Business Plan	By the end of this session participants will be able to document the business plan for a selected startup enterprise		Shruti
<b>1:15-2:00</b>	<b>Lunch</b>			
2:00-5:00	Continue the session of Making my Business Plan.			
5:00-5:30	Recap of the day's sessions	To recapitulate the learning	Participant	Participant
<b>Day 5</b>				
9:30-10:00	Recap of previous day learning	Participants recollect their learning of the previous day	Consolidation and integration of learning	Participant
	Presenting business plans by FOUR groups	(Note: The full BP shall be that of a real entrepreneur and presented to a plenary for constructive criticism)		Facilitators Tabrez/Jun/Shruti/ B.K Sohliya/Sobhi Mohanti/Dipak Singha Roy
	Closure of EDP (what did I learn in the last five days)			ILRT Team

**Annexure II - Participants List**

Entrepreneurial Business Planning (Batch 1 of 4)

Date: 12th to 16th April 2016

Venue: Holy Cross, Shillong

S. No	Place	Name	Gender	Designation
1	Jirang EFC	Deivourine Rumnong	Female	Programme Associate
2	Mawkyrwat EFC	Defineties Dkhar	Male	Programme Associate
3	Umsning EFC	Mebari Nongrum	Female	Programme Associate
4	Laskein EFC	Wansah Pyrbot	Female	Programme Associate
5	Mawphlang EFC	Arneth Kharlukhi	Male	Programme Associate
6	Nongstoin EFC	Westerly D. Syiemlieh	Male	Programme Associate
7	Mawsynram EFC	Shaphrang Khonglam	Male	Programme Associate
8	South West Garo Hills, BDU	Rikje Marak	Female	Programme Associate
9	Betasing EFC	Esther ch Marak	Female	Programme Associate
10	Ranikor EFC	Opal Roy Lyngdoh	Male	Programme Associate
11	Khliehriat BDU	Rimeka Malang	Female	Programme Associate
12	BDU- Ri Bhoi	Rodhon Raymond Lyngdoh	Male	Manager (T)
13	BDU- SWKH	Aibansuklang Nongrum	Male	Asst. Manager
14	BDU- Ri Bhoi	Anirban Roy	Male	ADPM
15	BDU- East Khasi Hills	Garnette Merbha Lakiang	Female	DPM
16	BDU- WestJaintia Hills	Ivan Renold Marbaniang	Male	ADPM
17	BDU- West Khasi Hills	Banilin Pathaw	Female	DPM
18	BDU- WKH	Rodonald Majaw	Male	DPM
19	MBDA HO	Mike Donald Khyriem	Male	Programme Associate
20	MBDA HO	Racheal A. Dkhar	Female	Programme Associate
21	MIE	Bravantyo Marak,	Male	Programme Associate
22	MIE	Liza Kharpomtiah	Female	Programme Associate
23	MIG	Biloris Malngiang	Female	Intern