



PRIME

PROMOTION AND INCUBATION OF
MARKET-DRIVEN ENTERPRISES

MEGHALAYA ENTREPRENEURSHIP
PROMOTION STRATEGY

2020-2025



PRIME

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MEGHALAYA ENTREPRENEURSHIP PROMOTION STRATEGY 2020-2025

Planning Department
Government of Meghalaya

Introducing Meghalaya

| | |
|--|----------------------------|
| Area | : 22,429 sq. km |
| Popution | : 29,64,007 |
| Capacity | : Shillong |
| Literacy | : 75 percent |
| Forest Cover | : 76 percent |
| Administrative Unit | : 11 Districts (46 Blocks) |
| International Border with Bangladesh: 443kms | |





Shri Conrad Kongkal Sangma

*Hon'ble Chief Minister
Government of Meghalaya*

CHIEF MINISTER'S FOREWORD

In the last 22 months, Government of Meghalaya has been working and focusing on building an ecosystem for social and economic growth in the state. One key challenge that we need to urgently solve for sustained growth to take place is generating meaningful employment of a large number of aspiring youth who are ready to join the workforce in Meghalaya.

In most developed economies and many developing economies such as Bangladesh, Nigeria and Vietnam, MSMEs are the backbone of economic growth and job creation. In India and in Meghalaya, jobs in formal sector and government are not sufficient to employ all our youth who are ready to join the workforce. It is imperative that entrepreneurship and growth of small businesses become a key lever in delivering social and economic growth.

Meghalaya with its natural and organic agriculture-horticulture products, salubrious climate leading to wonderful nature and eco tourism avenues, indigenous handloom and handicrafts, and social capital in the vastly rural lifestyle lends itself naturally to a number of high potential entrepreneurship opportunities.

The development of the Meghalaya Entrepreneurship Promotion Strategy is a big step from our side in developing and promoting entrepreneurship for the citizens of Meghalaya. The intent of the strategy is to guide entrepreneurship development in Meghalaya and provide significant direction in building a strong entrepreneurship-focused program called Promotion and Incubation of Market-driven Enterprises (PRIME) program that can cater to all segments of entrepreneurs namely startup entrepreneurs, nano entrepreneurs and livelihood entrepreneurs.

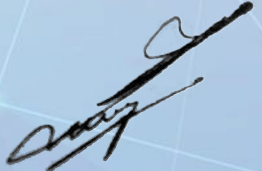
The strategy also recognises the importance of easily available credit, relevant technology, skilling and mentoring support, and access to high leverage markets in supporting growth of entrepreneurship. With a special focus on access to finance and markets, it lays down the approach to provide robust financing opportunities to entrepreneurs as well as the approach to provide support in value chain development across sectors as well as forge meaningful partnerships respectively.

Ultimately, one cannot walk into the future without a full understanding of the past. In this regard, the strategy of the state government is to build on the existing infrastructure and programs as well as bring in a new focused approach to set up PRIME HUBs in each block in Meghalaya which will become the go-to centres for end to end support to entrepreneurs.

I am very confident that our strategy will find resonance and support from the citizens of Meghalaya. To support the strategy's implementation we will follow a collaborative approach between the state government and its different departments along with private sector organizations.

I am proud to present the first Meghalaya Entrepreneurship Promotion Strategy. It is a vital step in developing entrepreneurship and will drive continued excellence and growth over the coming years in Meghalaya.

Shillong
21st January, 2020



(Conrad Kongkal Sangma)

ACKNOWLEDGEMENT

We are grateful to the Chief Minister of Meghalaya, Shri Conrad Kongkal Sangma, for his faith and belief in the team of the Planning department, the Meghalaya Basin Development Authority (MBDA) and the Meghalaya Institute of Entrepreneurship (MIE) and tasking us with developing this strategy. We also thank him for providing the overall direction and guidance in designing this ambitious program.

We are also grateful to the past leadership of the Planning department of Meghalaya whose vision, works and contributions have given us the direction to think of entrepreneurship development at this scale in the state. We thank the various state government departments, for-profit and non-profit organizations in Meghalaya, in North-East India and from across India that have each played a crucial role in providing strategic inputs through their present and past projects. We are particularly grateful to multilateral institutions like the International Fund for Agricultural Development (IFAD), World Bank (WB) and the Asian Development Bank (ADB), as learnings from projects funded by them have been critical in furthering our understanding of entrepreneurship promotion.

Special thanks go to Mr. Ashok Madhukar, who did a detailed study on the past Entrepreneurship promotion efforts of the State and provided critical inputs on the way forward. Equally important were the inputs and support from the Global Alliance for Mass Entrepreneurship (GAME), specifically, Priyadeep Sinha, Director (task forces) who helped with writing some of the sections of this document. Thanks are also due to the local team- Sampath Kumar, IAS, Commissioner and Secretary to the Government of Meghalaya, Shantanu Sharma, IAS, Executive Director, MBDA, Wankit Kuper Swer, Officer on Special Duty, MBDA Augustus Suting, Officer on Special Duty, MBDA, Jun Momin, Consultant, Enterprise Development, Baphin Sohliya, Director MIE, Barnari Mawlong, Director MIE, Shweta Raj Kanwar, Assistant Manager, MBDA, Malcolm Lyndem, Programme Associate, MBDA and Nawaz Yasin Islam, Executive Associate.

With engaged citizens, a committed government, dedicated team and laser sharp focus of the Meghalaya Entrepreneurship Promotion Strategy, we strongly believe that in the next five years the State will be one of the leaders in entrepreneurship and entrepreneurial mindsets.

Dr. Vijay Kumar Damera
Commissioner and Secretary to the Government of Meghalaya
Departments of Planning, Finance, Tourism etc.,

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EXECUTIVE SUMMARY

The role of Micro, Small and Medium Enterprises (MSME) in employment generation, poverty reduction and growth promotion is well established. An immediate challenge for all economics around the world is generating employment for the millions of aspiring youth that are joining the workforce annually.

For India, this number is 12 million. However, the total number employed in public organizations and organized private sector is only about 30 million, meaning that there is no absorptive capacity in the formal sector for the new entrants into the labor force.

Further, 32 percent of the total 234 million non-farm labor force of the country are subsistence-driven entrepreneurs and only 36 percent of the total labor force works in firms that hire at least one person, compared to 94 percent in the US and 57 percent in Bangladesh. Finally, only 21 percent of non-farm employees work in MSMEs in India; these numbers are much higher in most developed and developing economies. All this means a much greater thrust on Entrepreneurship should be provided in the Indian context.



80% of Meghalaya's population lives in rural areas and is dependent on agriculture and allied activities for their livelihoods

Meghalaya is a small state in the North Eastern region of India. The State's population is predominantly tribal (85.9 percent as per the 2011 census). The population of the State is 29.7 lakh, about 80 percent of the population lives in rural areas and is dependent on agriculture and allied activities for their livelihoods. The State Government sees promotion of Entrepreneurship and need for private sector led growth as core development strategies. Accordingly, substantial efforts have been made in the last few years towards building an entrepreneurial ecosystem in the State.

Key state initiatives for development of entrepreneurial ecosystem in Meghalaya:

| | |
|---|--|
| Establishing institutions like the Meghalaya Basin Development Authority (MBDA) and the Meghalaya Institute of Entrepreneurship (MIE) as the nodal knowledge and capacity building institutions for enterprise development. | Changing the development narrative from a subsidy-based, government- program driven approach to a credit-linked enterprise approach through advocacy and IEC campaigns. |
| Setting up of Enterprise Facilitation Centers (EFCs) in every block as hubs for providing business development services. | Focusing on bringing about convergent action across development departments so that limited resources could be effectively used to plug critical gaps in the product value chains. |
| Mobilising resources through Externally Aided Projects for Enterprise Promotion. | Incentivizing existing entrepreneurs through awards like CM's Entrepreneur of the Month program. |
| Bringing out the State Startup policy that provides incentives for start-ups and for setting up of business incubators. | Launching an enterprise ideas challenge (CMs E-champions challenge) to select and incubate top entrepreneurship ideas in the State. |

The State Government, based on the learning of all the Entrepreneurship promotion initiatives, now wants to launch a comprehensive program that looks at Enterprise promotion and incubation in a holistic manner. This program is being called the PRIME (Promotion and Incubation of Market-driven Enterprises). The following are the key components of the PRIME program:

- Setting up PRIME HUBS as the anchors for enterprise promotion in all district and block headquarters by upgrading existing Enterprise Facilitation Centers. The PRIME HUBS will be centers for Innovation, Knowledge sharing, Incubation and Skill development.
- Selecting top entrepreneurial ideas annually (about 100) and incubating them. These small but highly impactful number of STARTUP ENTERPRISES will be largely innovation based and will be the vanguard of entrepreneurship in the state.
- Incubating 10,000 micro and NANO ENTERPRISES (predominantly imitation-based), in a five year time frame, through providing comprehensive business development, market and technology access and credit linkages at the PRIME HUBS.
- Supporting 50,000 LIVELIHOOD ENTERPRISES, which are predominantly single individual livelihood activities, through the networks of Self Help Groups and Cooperative Societies.
- Creating dedicated funding windows, interest subvention programs and credit enhancement through First Loan Default Guarantee (FLDG) schemes to provide comfort to banks and financial institutions that lend to all the three categories of entrepreneurs.
- Using mindset interventions to ensure greater entrepreneurial success and nurturing entrepreneurial mindsets in schools and colleges.

The Meghalaya Entrepreneurship Promotion Strategy presents the way forward for enterprise development in Meghalaya over the next few years. It is the result of a thorough process of review of existing initiatives and efforts, consultation, research and refinement and also takes into account the changing economic context.

This strategy document should be viewed as a guideline for the entrepreneurship development in Meghalaya, providing direction in building a robust entrepreneurship program that leads to economic growth and prosperity. As such it should encourage all stakeholders in this field to co-operate and deliver complementary support to make our national small-enterprise-support process as rich and tailor-made as is practically possible.

The document is a strategy rather than a policy document or an implementation plan. A policy and plan will follow in due course which will include consultations with different stakeholders and will be a collaborative initiative of different government departments and partner organizations.

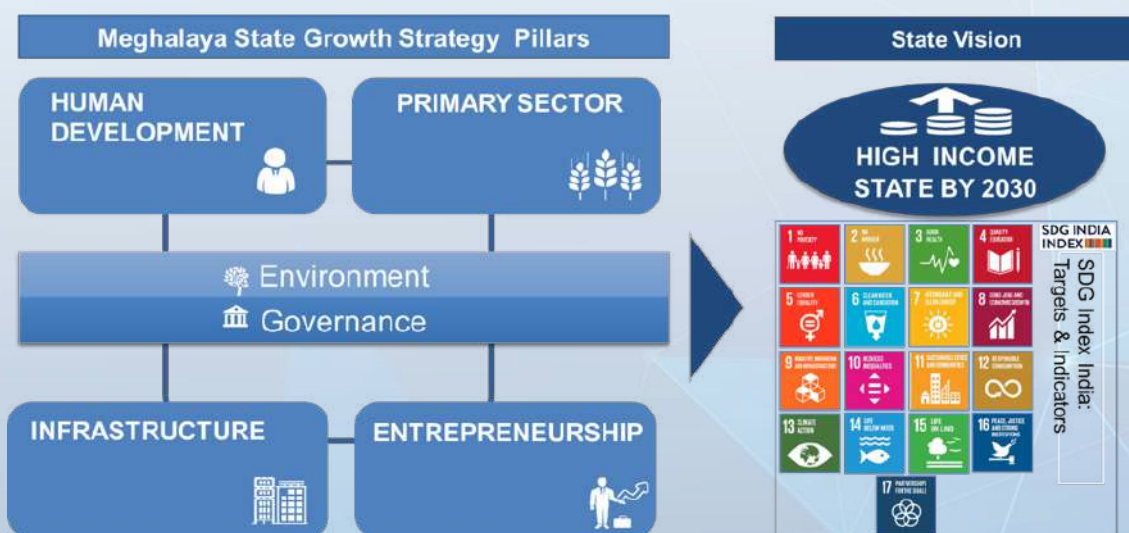
1

INTRODUCTION: MEGHALAYA AND ENTREPRENEURSHIP

- 1.1 Meghalaya is a land of myriad opportunities and challenges. It is a land-locked North Eastern state located between Bangladesh on the South and West and Assam on the North and East. The State's population is predominantly tribal (85.9 percent as per the 2011 census), with the Khasis, Garos and Jaintias being the major tribes, in addition to the plain tribes like the Koch, Rabhas and Bodos. The languages spoken in the state include Khasi, Garo, Pnar, Hindi and English. The Khasi, Garo and Jaintia societies follow a matrilineal system, where the line of descent is from the women. The population of the State is 29.7 lakh. About 80 % of the population lives in rural areas and is dependent on agriculture and allied activities for their livelihoods.
- 1.2 Meghalaya has an average per capita GSDP of INR 81,098 (2017-18 data) against the national average of INR 1,14,958. Only five states- Assam, Bihar, Manipur, Jharkand and Uttar Pradesh- have lower per capita GSDP than Meghalaya. In terms of human development, the State ranked 26th (among 29 Indian States) on Human Development Index (HDI) for the year 2011. It ranked 7th amongst the eight North Eastern States.
- 1.3 The State has many unique strengths and opportunities that have to be leveraged upon to promote sustainable development. A salubrious climate conducive to agri-horticulture sectors and eco-tourism, untapped hydroelectric potential, human resources, forest resources, mineral resources and the social capital in the village communities are some of the key ones. Several high-value agriculture and horticulture crops viz. Strawberry, Ginger, Lakadong turmeric (with high curcumin content), Honey, Black Pepper and various exotic flowers (Anthurium, Carnation, different types of Orchids etc), as also Potato, Jackfruit, Pine Apple and Areca Nut are produced in large quantities. Further, most of State's agriculture and horticulture produce is naturally organic, with farmers using traditional methods of cultivation. The State's literacy rate at 75.5% in 2011 is higher than the national average and the English speaking skills of the population are superior to that of most large Indian States. Further, 76.5 percent of the State's area is under forest cover, which provides global public goods and can be tapped for promoting high value eco-tourism and forestry related livelihoods and enterprises. At the grassroots, there is high levels of social capital and community spirit amongst the rural communities, which can be leveraged for fostering sustainable development.



- 1.4 Over the last few years, the State Government has been making concerted efforts to improve the quality of life of its citizens. In the last 8 years, poverty in the state has declined by 4.3 percentage points. In 2004-05, 16.1 percent of the State's population lived below the poverty line. This figure has declined to 11.9 percent in 2011-12.
- 1.5 Despite the many strengths and opportunities, the State also faces several critical obstacles in its development efforts like inadequate infrastructure, insufficient access to markets and an underdeveloped private sector. For instance, the road density of the State is only 47.8 Km/ 100 sq. km against the national average of 170. Even amongst the NE states, Meghalaya's road density is on the lower side of the spectrum. Several of the challenges faced by the State stem from a severe geographic disadvantage. The State is landlocked, far away from well-developed markets, has hilly terrain with very severe slopes on the Southern side and experiences heavy torrential rainfall.
- 1.6 Given this, the State government is crafting a development strategy that builds on our strengths and takes the challenges head on. The prime focus is to foster human development, by prioritizing education and health sectors, to improve physical, social and digital infrastructure, and to build robust rural livelihoods and enterprises in the agri-horticulture, food-processing and tourism sectors. Below is the pictorial depiction of the growth strategy of the State. The ultimate vision is to transform Meghalaya into a high-income Indian State by 2030



1.7 Entrepreneurship is at the core of the state's development vision. However, entrepreneurship is not a natural choice for the citizens of the State. There are many challenges to enterprise development and promotion in Meghalaya stemming from historical, geographic, economic and cultural reasons. As mentioned earlier, the per capita GDP of the State is lower than the national average and about 80 percent of the population population which lives in rural areas, are engaged in agriculture and allied activities and a significant proportion of them are at a subsistence level of income and livelihoods. Private sector development in the State is at a very nascent stage and Government spending is about 30 percent of GDP compared to the national average of around 13. The geographic remoteness, the absence of a strong private sector (including the banking sector) and the overreliance on government mean that entrepreneurship is not a preferred career choice for many youth.

1.8 However, the demographic profile of Meghalaya, with 37 percent of the population in the age group of 15 - 34 years and the aspirational changes brought about by technology in a deeply connected world, make entrepreneurship an imperative for the State in the 21st century. Local employment opportunities need to be created for the 37 percent of the young population so that they are productively engaged in their communities. On the supply side, opportunities for building enterprises abound in the sectors of agri-horticulture, food processing, tourism, digital industries and new age industries like fashion, food and music.



"37% of the state's population is in the age group of 15-34 years making entrepreneurship an ideal way forward for their productive engagement"

1.9 Given this, the State Government made significant policy and program interventions in the last few years to make entrepreneurship a viable and exciting opportunity. The objective is to build an entrepreneurial ecosystem that encourages and supports innovation, risk-taking and good-old- hardwork.

Key initiatives of the Government to make entrepreneurship a viable and exciting opportunity

- Establishing institutions like the Meghalaya Basin Development Authority (MBDA) and the Meghalaya Institute of Entrepreneurship (MIE) as the nodal knowledge and capacity building institutions for enterprise development.
- Changing the development narrative from a subsidy- based, government-program driven approach to a credit-linked enterprise approach through advocacy and IEC campaigns.
- Setting up of Enterprise Facilitation Centers (EFCs) in every block as hubs for providing business development services (a detailed note on EFCs is at Annexure- 2).
- Focusing on bringing about convergent action across development departments so that limited resources could be effectively used to plug critical gaps in the product value chains.
- Mobilising resources through Externally Aided Projects for Enterprise Promotion (a detailed note on EAPs is given at Annexure 3).
- Incentivizing existing entrepreneurs through awards like CM's Entrepreneur of the Month program.
- Bringing out the State Startup policy that provides incentives for start-ups and for setting up of business incubators.
- Launching an enterprise ideas challenge (CM's E-champions challenge) to select and incubate top entrepreneurship ideas in the State (a detailed note on the Challenge is at Annexure- 5).
- Supporting the implementation of a Proto PRIME Hub (a detailed note on the Proto PRIME Hub is given at Case Study 2)

1.10 Building on the experiences of the past and taking into consideration the current socio-economic realities, the State has now finalized a strong entrepreneurship-focused program called PRIME - Promotion and Incubation of Market-driven Enterprises program. This will be an all-encompassing program aimed at providing targeted support to aspiring entrepreneurs through focussing on the four-pillars of market access, skill development, technology and credit linkages.

2

PRIME - VISION AND MISSION

2.1 VISION:

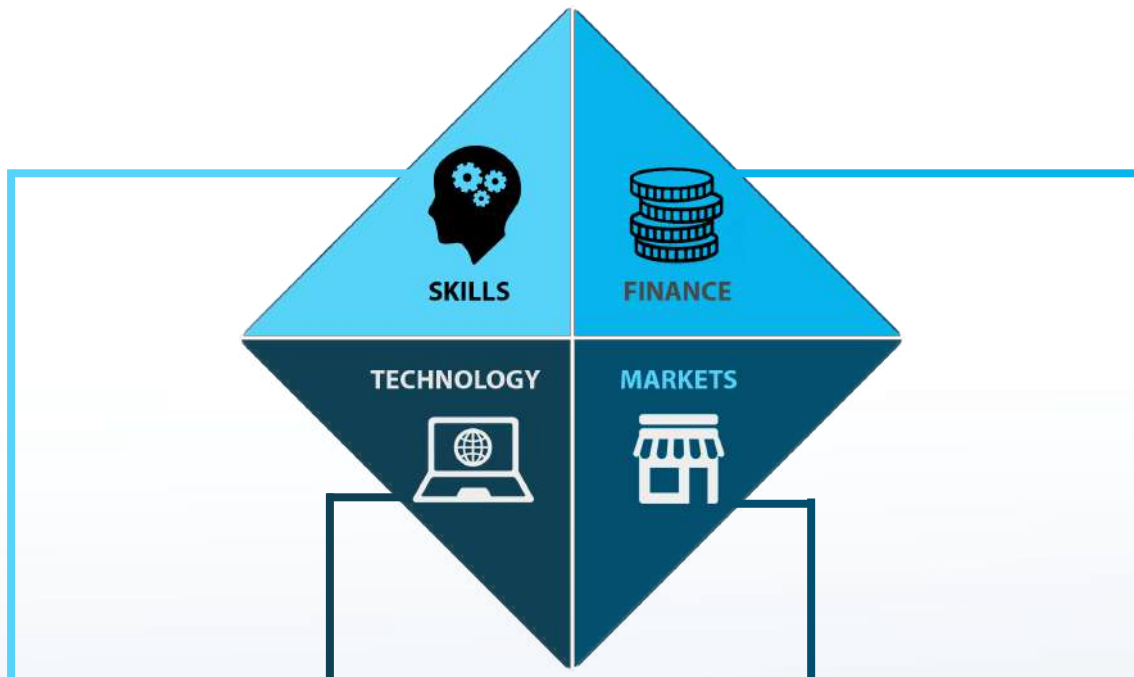
To make entrepreneurship a preferred career choice for the youth of the State through creation of a dynamic and collaborative ecosystem that enables easy availability of credit, relevant technology, skilling and mentoring support and access to high leverage markets.

2.2 MISSION:

To provide systematic and targeted support to aspiring entrepreneurs through a network of PRIME HUBs that will be the one-stop-shop for the different segments of entrepreneurs in the State.

3

PRIME - STRATEGY AND APPROACH



Skill

Skills (including mindsets) cuts across the entire entrepreneurial journey, from aspiring to be an entrepreneur to becoming a nano entrepreneur. The state will work with organizations that have worked on supply-side entrepreneurship development, for entrepreneurial training, mentoring and domain (technical) expertise and showcase and build on their efforts.

Technology

Technology will be a crucial driver for disseminating knowledge, increasing enterprise productivity and operational efficiencies. It will also be a key output in delivering enterprise action agenda (e.g., online peer networks, opportunity maps, etc.)

Markets

For all types of enterprises, both forward and backward linkages, have much to do with geography and sector. Our learnings suggest an over-emphasis on technical and general business development services than sector/geography specific value chain services. Understanding and building a strong demand side network to support entrepreneurs while also building entrepreneur's ability to recognise and serve local demand will be critical.

Credit/ Finance

Timely, low-cost and adequate financing has been a challenge for enterprises that are willing to pay a higher rate of interest. On the supply side, micro-entrepreneurs are believed to be 'hard to reach' and 'risky' to serve. Creating solutions to de-risk, reducing opex of loan servicing and identifying new the approach to access capital will be some of pathways to unlock this breakthrough.



3.1 The four pillars of the PRIME program, the growth quartet

Table: Summary of the current status and challenges in each of these four dimensions of the Growth Quartet.



| Dimension | Status | Challenge |
|-------------------|---|---|
| Markets | Most existing programs are geared towards production and productivity enhancements and lack adequate focus on markets. | Traditional enterprise development models put markets at the end. Market-oriented models place markets at the forefront. |
| Credit | There are a myriad number of credit programs that are meant to provide easy access of credit to the various kinds of entrepreneurs- PMEGP, KCC and MUDRA loans. | The lower penetration of the banking system, the land tenure systems (that make collatezing land difficult) and the generally lower rates of lending make credit access poor. |
| Technology | Technology dissemination is a component of the various government programs | Existing programs for technology dissemination are grossly inadequate |
| Skills | Skill training, both placement related and other-wise, is being provided under different government programs | Skills trainings need to be interconnected with credit and market access. Stand alone skill trainings cannot lead to enterprise building |

3.2 Entrepreneurial success will depend on support being available along all the four dimensions. Currently, each of the four-pillars are being handled to some extent by the existing government programs implemented by the different departments. However, there is a need to synergize the efforts of all existing programs and to ensure that all the four aspects of enterprise building are available in a timely manner to entrepreneurs. For instance, if a person attends a skill development program, but does not have access to credit or knowledge of markets simultaneously, the skill development will not be of much use in building an enterprise. The goal of the PRIME program is to bring together these four components under one roof, through setting up of PRIME HUBs across the State. These PRIME HUBs will be one-stop-shops for providing end-to-end support to entrepreneurs, in collaboration with various departments that are currently providing the various services. The PRIME program will provide systematic, outcome-oriented facilitation along the four dimensions of the growth quartet.

4

SEGMENTATION OF ENTREPRENEURS

4.1 Under the PRIME program, any individual or organization or collective producing goods and services for the market is considered an entrepreneur. Having said that, there is a need to understand the different categories of entrepreneurs and enterprises in the state to truly appreciate their specific requirements and needs to grow and thrive as a business.

4.2 In Meghalaya, there are three broad segmentation of entrepreneurs defined which are Startup Entrepreneurs, Nano Entrepreneurs and Livelihood Entrepreneurs.

Under the PRIME program, any individual or organization or collective producing goods and services for the market is considered an entrepreneur.

Startup Entrepreneurs



Startup entrepreneurs run innovation based enterprises who produce value-added or improvised goods/services and have market coverage beyond their respective districts or even the state. These enterprises typically grow to have more than 20 employees and also include medium, small and micro enterprises as well as technology based startups.

Nano Entrepreneurs



Nano entrepreneurs are those who run regular, non-innovation or imitation based enterprises that uses local resources and opportunity or solves a local problem providing employment for 2 - 20 people.

Livelihood Entrepreneurs



Livelihood entrepreneurs are solo or single entrepreneurs who primarily operate at local levels and where efforts will be made to increase productivity. These entrepreneurs are also feeders to many startup and nano entrepreneurs across sectors such as agriculture, horticulture, sericulture and apiculture among others.

Table: The different categories of entrepreneurs under the program.

| Entrepreneur Type | Definition | Credit Source and level | Examples |
|-------------------------|--|--|---|
| Startup Entrepreneur | <ul style="list-style-type: none"> • Largely innovation based • Area of coverage extends beyond a block or district • Employ or create additional income for more than 20 people | <ul style="list-style-type: none"> • Venture Capital Funds • Angel Investors • Banks • above INR 5,00,000 | <ul style="list-style-type: none"> • Tech startups • Large exporters of agricultural produce |
| Nano Entrepreneur | <ul style="list-style-type: none"> • Largely imitation based • Employ or create additional income for 2-20 people • Local resources for nearby markets • Serve local communities | <ul style="list-style-type: none"> • Banks, based on replicable packages/ franchise models developed under the program • INR 50,000 - 5,00,000 | <ul style="list-style-type: none"> • Aggregators of agriculture produce • Small value addition units • Small tourism resorts, restaurants, travel agents |
| Livelihood entrepreneur | <ul style="list-style-type: none"> • Single entrepreneurs • Focus on productivity increases | <ul style="list-style-type: none"> • Directly from SHGs or Cooperatives • Less than INR 50,000 | <ul style="list-style-type: none"> • Farmers, weavers, livestock rearers |

4.3 The credit requirement and facilitation also vary across different segments. While startup entrepreneurs require growth capital of over INR 5 lakh that will be facilitated through equity capital from venture capitalists and angel investors and credit through banks and schemes such as Prime Minister's Employment Generation Program (PMEGP), nano entrepreneurs require growth and working capital between INR 50 Thousand and 5 lakh that will be facilitated through bank credit by enabling credit enhancement mechanism such as First Loss Default Guarantee which would help reduce risks for banks and enable easier access to credit for entrepreneurs as detailed in subsequent sections.



For livelihood entrepreneurs, credit requirements are usually under INR 50 Thousand and can be easily facilitated at village level through collectives such as Integrated Village Cooperative Scheme (IVCS) and Self Help Groups (SHGs). Through PRIME, additional efforts will be made in collaboration with banks and various anchor partners to provide additional corpus amounts to these collectives, and strengthen financial literacy and training.

5

IDENTIFYING AND SUPPORTING DIFFERENT ENTREPRENEUR SEGMENTS

5.1 Entrepreneurship activities vary extremely between different categories of entrepreneurs. From a solo entrepreneur to a large technology start-up, there are large variations in operations, scale of business, credit requirements, skilling and mentoring support and market linkages needed. It is imperative that a separate identification and support (including incubation) process is followed for each segment of entrepreneurs.

5.2 For selection or identification, in case of startup entrepreneurs, an annual open challenge called CM's E-Champion Challenge will be organized every year where 50 - 100 top startups/ideas will be incubated at the PRIME STARTUP HUBs in Shillong and Tura in collaboration. The first such challenge was held in 2019 in collaboration with IIM Calcutta Knowledge Park (a detailed note on Challenge is at Annexure- 5).

For Nano entrepreneurs, PRIME HUBs in each district and block of the state will have a sectoral focus and support entrepreneurs who are predominantly focused on and working in the identified sectors. This would be done in partnership with the different anchors associated with each PRIME HUB.

In case of Livelihood Entrepreneurs, every farmer/artisan/producer producing additional produce/goods for the market who is within the purview of an existing or upcoming collective (such as SHGs) within a mapped cluster (a detailed note on cluster approach is at Annexure 3) can avail support to grow their livelihood.

5.3 STARTUP ENTREPRENEURS:

Startup Entrepreneurs require high leverage support across various dimensions. Through the PRIME STARTUP HUBs in Shillong and Tura, these entrepreneurs will be provided skilling and mentoring support that will be provided through experts who will bring relevant sector knowledge to accelerate business growth. Mentors who bring in the requisite business and sector knowledge will be invited to work with each startup. Access to finance is a critical lever for growth for startups and facilitating quick requisite equity or credit financing will be an important focus for PRIME. At the PRIME STARTUP HUBs, venture capitalists and angel investors will be empaneled to provide significant opportunities to startups to raise their growth capital. Banks will also be empaneled at these hubs to provide credit to these entrepreneurs for their working capital and growth requirements.

Corporates, technology platforms and demand aggregators who sell across national and international markets will be invited on a regular basis by the state to provide the necessary market linkages to these startup entrepreneurs. The support provided by the PRIME STARTUP HUBs will be holistic and 360 degree in nature to ensure that overall growth opportunities are provided to the startups and leveraging these optimally will ensure startups in Meghalaya are on a high growth path.

Identification and Incubation Processes

An annual open challenge called the CMs E-Champion challenge will be conducted annually to identify 50-100 ideas that will be incubated at the PRIME STARTUP HUBs at Shillong and Tura .

These entrepreneurs will need high level mentoring, connections with VC Funds and Angel Investors and exposure to national and international markets.

The PRIME STARTUP HUBs will be managed in collaboration with IIM Calcutta Knowledge Park as the Knowledge partner.



Meghalaya Startup Policy 2018

Government of Meghalaya has launched the Meghalaya Startup Policy in August 2018 by which the objective of the state is to, “emerge as one of the leading ‘Startup Hubs’ in India by 2023 through strategic partnerships, conducive ecosystem, investment and policy interventions”. The combined efforts of the Startup Policy and Enterprise Development Strategy will ensure that startup entrepreneurs are provided holistic support from the state to launch and grow their enterprise.

Some of the key points discussed in the Meghalaya Startup Policy are:

- The state government will develop a startup portal and app which will aggregate all information related to the policy, its benefits and the procedure to avail them
- Approved institutions will be eligible for a one-time grant of 75% of capital cost (cost of building, equipment, connectivity etc.) upto a maximum of INR 5 Cr to set up an incubator
- These approved institutions shall be eligible for a performance capital grant of INR 5 lakh for each successful startup that they incubate for a minimum period of three months
- The approved industry groups/houses shall be eligible for a performance capital grant of INR 5 lakh for each successful start up that they create
- The government would put effort to establish one or more startup/innovation park in the state as a one-stop destination for start ups, either on its own or in partnership with the private sector
- State government proposed to establish an innovation fund to foster research in information & communication technology, energy, tourism etc. in the state institutions
- Startups shall be eligible for reimbursement of lease rental @50% for a period of three years subject to a ceiling of INR 2 lakh per year startup
- Atleast 20% of the procurement by state government departments and PSUs shall be through startups
- Create an enabling environment and ecosystem for atleast 500 startups in the next five years

5.4 NANO ENTREPRENEURS:

While the two PRIME STARTUP HUBs in Shillong and Tura will direct their focus on startup entrepreneurs, the PRIME HUBs that will be setup in each block of the state will direct their attention and support for nano entrepreneurs.

Key enablers here include the Community, Credit and Technology Anchors who will be associated with each PRIME HUB catalysing necessary support for nano entrepreneurs across various dimensions.

| Community Anchor | Credit Anchor | Technology Anchor |
|---|---|---|
| Community Anchors are a key player in the PRIME HUB ecosystem. They are primarily local Non Government / Not for Profit Organizations / Cooperatives / Societies / Charitable Trusts / Village Organisations active in the block/district with grass root level presence and good rapport with the community. Community Anchors will act as a catalyst in the effective implementation and delivery of services in the PRIME HUBs by acting as a bridge between the community, and partnerships and other linkages. | Credit Anchors are essentially financing institutions such as National & Regional Banks, NBFCs, MFIs and Non-profit Financing Agencies. Each PRIME HUB will have a financing institution attached that will operate as the Credit Anchor providing financial intermediation and last mile financial linkages to nano entrepreneurs. The Credit Anchor will work within the purview of the First Loss Default Guarantee (FLDG) credit enhancement mechanism and every financing institution will work with atleast 5 PRIME HUBs based on choice of lending geography and sector. | Products specific institutions having domain expertise in chosen sector/s and having market driven focus and capability to anchor market linkages will be Technology Anchors at PRIME HUBs. Technology Anchors will also design and support with value creation interventions for entrepreneurs in a value chain. Technology Anchors will also bring in-depth expertise of the sector they are working in to help entrepreneurs make better business decisions. |

To operationalize PRIME HUBs in each block, state government aided by partners will take the initiative to study each block and district based on sector amenable to those areas as well as mapping existing and new high potential. The scope of the study will include manufacturing, trading and services sectors that have the highest potential for entrepreneurship to thrive and grow. Being a predominantly agrarian economy, a study will also be undertaken on the possibilities in additional value building/creation within a value chain which will enable more finished products to be sold in markets as well as open up opportunities for new nano entrepreneurs to start their enterprises.

Identification and Incubation Processes

PRIME HUBs will be set up first at the block and progressively at the sub-block levels as per need. Each PRIME HUB will have a sectoral focus and will be geared towards comprehensive value-chain building of that particular sector in identified clusters. A quick sectoral value-chain mapping will be undertaken and individuals and groups (SHGs and Cooperatives) that have the highest potential to develop the value chain will be identified. These individuals will be incubated through providing skill, business planning and credit facilitation.

The HUBs will have the following components:

1. Enterprise Facilitation Center to provide the business know-how and support with making business plans
2. Sectoral incubators that will focus on enterprise building in specific sectors
3. Rural technology park that will have technologies both for demonstration and for actual use in value addition of various locally available raw materials

Each PRIME HUB will have three anchors to provide comprehensive support:

1. A community anchor- a local NGO or some organization that has worked in Entrepreneurship and which has the connect with the community
2. A credit anchor (a bank that has local presence), which will take care of all the lending needs of the entrepreneurs.
3. A technology anchor that will provide the technical know how and market knowledge. These will typically be private market players from the sector.



PRIME HUB

Through their functions, PRIME HUBs will facilitate the following roles:

Enterprise Facilitation Center: To provide the business knowledge and support in business planning and plan creation anchored by the Community Anchor

Sectoral Incubator: To focus on enterprise building in specific sectors that will be anchored by the Technology Anchor

Rural Technology Park: To enable technologies for demonstration and adoption in value addition of various locally available produce as raw materials

In summary, PRIME HUBs will provide a complete ecosystem for nano entrepreneurs to support business growth through skilling, mentoring in business and technical knowledge, credit availability and access to markets.

5.5 LIVELIHOOD ENTREPRENEURS:



Livelihood entrepreneurs are solo or single entrepreneurs who are predominantly selling excess produce to market. These include small farmers, growers, micro service providers and artisans who are part of the mapped sectors. These livelihood entrepreneurs need input and output support to sustain and enable their activities. In this regard, facilitation of credit for them will be enabled by existing Self Help

Groups (SHGs), Integrated Village Cooperative Scheme (IVCS) and other collectives who will in turn receive support from Credit Anchors through PRIME HUBs. The credit requirement of these entrepreneurs are small quantum of less than INR 50 thousand. The livelihood entrepreneurs will get better access to their produce through the startup and nano entrepreneurs for whom this could be providing raw materials.

SHGs, IVCS and other collectives will also be supported to provide livelihood entrepreneurs with skills and capacity building opportunities in areas such as accounting and bookkeeping, productivity, enhanced processes, product aggregation in order to provide them with necessary income uplift.

The tentative targets for the PRIME program over the five year period 2020-25 are at Annexure 1.

Identification and Incubation Processes

These are small farmers, growers, members of village communities who form part of the mapped clusters. These entrepreneurs will need small amounts of credit (less than INR 50,000) and will not have to go to a bank for the same. Credit will be available at the village level through Cooperatives and Self Help groups (collectives).

To facilitate this vision, new collectives will be created in mapped clusters and existing collectives will be strengthened through capacity building especially on financial literacy, book keeping and aggregation of produce.

The building of collectives will be based on the cluster mapping and on the willingness of the community to work with the PRIME HUBs for value chain development.



6

ENABLING ACCESS TO FINANCE

THROUGH CREDIT ENHANCEMENT MECHANISMS

- 6.1 Access to Bank Credit has been a major challenge for micro, nano and solo enterprises as well as new startup enterprises which could be due to multiple reasons including the small ticket size of individual loans, cost of credit delivery, perception of high risk and lack of local knowledge among bankers, among many other reasons. Timely and adequate access to bank credit is a key requirement for enterprises to flourish in the state and Credit Enhancement measures such as First Loss Default Guarantee (FLDG) / handholding of entrepreneurs would enhance the flow of credit to the desired sectors and entrepreneur segments.
- 6.2 By definition, Credit Enhancement refers to a risk-reduction technique that increases the credit profile of a borrower. By providing a Credit Enhancement measure such as FLDG the confidence level of a bankers who lend to such borrowers/sectors is enhanced. FLDG aims to increase lenders' interest in supporting such segments where they can create pilots/ innovate products and develop insights for scaling. A useful use of credit enhancement provides a win-win situation for all the parties involved in the transaction.

Why First Loss Default Guarantee and what are the benefits?

First Loss Default Guarantee (FLDG) cover is a credit enhancement mechanism extended to address the risk perceptions of lenders. FLDG will provide guarantee to bear losses up to a certain specified limit, say for the first 10 to 20 % of loss on the portfolio/loans.

The objective of such guarantee is to enhance the flow of credit to desired sectors/ target groups. Some examples of FLDG are:

1. MFIs providing FLDG to Banks in r/o loans extended by them for on lending to micro finance sector
2. Ministry of Social Justice and empowerment, Government of India had a similar guarantee to cover loans extended by Banks to Scheduled Caste entrepreneurs.

To encourage primary lenders to proactively extend credit to various enterprises in new sectors/ geographies including, new to credit borrowers, in Meghalaya, Government of Meghalaya proposes to extend a credit enhancement in the form of FLDG cover to address the risk perceptions of lenders.

6.3 In Meghalaya, a suitable credit enhancement system will be designed in consultation with participating banks for using FLDG to enhance availability of bank credit to different types of entrepreneurs mentioned above. A corpus of INR 20 Crore to

begin with will be created by the government for extending credit enhancement which may be supplemented/enhanced in the subsequent years based on experience / review. This corpus will be leveraged appropriately to cover and facilitate larger flow of collateral free credit to micro enterprises. While Startup Entrepreneurs (small/micro enterprises) and Nano Entrepreneurs will be financed directly through banks, Livelihood Entrepreneurs will be able to avail credit through IVCS which would be supported by different participating banks.

All participating banks will work with PRIME HUBS in 5 or more blocks as well as support Integrated Village Cooperative Scheme (IVCS) to provide a credit net across the state.

6.4 The credit enhancement is aimed to train, build capacities of local institutions which have outreach this could create credit pilots / models which are scalable and sustainable.

7

ENABLING ACCESS TO MARKETS

THROUGH ROBUST MARKET LINKAGES AND VALUE CHAIN STRENGTHENING

7.1 Access to market is a key dimension and lever to support growth of entrepreneurship. Any program or initiative geared towards entrepreneurship development must include robust market linkages and high leverage value chain development initiatives. Many times, in the past, such programs have had a strong supply-centric approach with the focus on skilling and livelihood generation. While that is a key dimension and lever in the Entrepreneurship Development Strategy, Government of Meghalaya will also take a market-first and market-led approach to entrepreneurship development to provide holistic, 360 degree support to entrepreneurs. Clear market linkages, comprising of one or more organizations that facilitate end to end integration of the entire supply chain, will be enabled in order to support enterprises in realizing their true growth potential. The state government will also dedicate focus and attention to value chain development across sectors bringing a systematic approach to market dynamics and relationship between different actors in the chain with the objective of strengthening the whole market system - producer and buyer organizations, business relationships, financial linkages, supporting functions, rules and regulations, and the business environment - in a way that ensures greater benefits for entrepreneurs. A detailed note on the value chain approach is given at Case Study 3.



7.2 Meghalaya, being a state with rich outward facing opportunities such as organic agriculture, horticulture produce, high quality spices production, handloom, and handicrafts, as well as high leverage inward opportunities such as eco and agro tourism (a detailed note on eco/agro tourism is given at Case Study 4), services sector, etc, is in a strategic place to initiate a strong access to markets approach with PRIME. As part of this, large corporations, demand aggregators, government and non-government procurement agencies will be invited by the state government to initiate partnerships at a strategic level that are conducive to the organization as well as entrepreneurs in the state. These organizations will also be engaged to provide technical knowledge and support infrastructure to enable access to new markets for entrepreneurs in Meghalaya. Technology Anchors who are essentially market-side organizations with necessary technical knowledge about the relevant sector will be associated with each PRIME HUB providing entrepreneurs with the necessary know-how to make business and product decisions that are market-driven.

BUILDING ENTREPRENEURIAL ASPIRATIONS AMONG YOUTH

- **Enable Students to be Future-ready:** Our education systems were designed 150 years ago. The world has changed drastically and the rate of change is only accelerating. Hence, education needs to enable students to “learn to learn”, build confidence, communicate, solve problems, make decisions, create new things, adapt, succeed and achieve their potential to be entrepreneurial.
- **Economic and Demographic Situation - Demographic Dividend:** With 17.9 lakh people under the age of 25 which is 60 percent of the total population, Meghalaya is a young state. Young people are a huge opportunity to create widespread prosperity which is only possible if they achieve their potential and drive economic growth. For this potential to be unlocked, there is a need for the youth to be independent and entrepreneurial. We also need a good percentage of them to be entrepreneurs, who create good quality jobs for many others.
- **School to Work:** The National Curriculum Framework 2005 stresses that education must develop in students the ability to work and participate in economic processes and hence education should be connected to the world of work. Experiential learning, and learning by doing in the real world are essential for holistic development of the student and build entrepreneurial capabilities in them

22

9

PARTNERSHIPS

The government understands that the operationalization of this entrepreneurship promotion strategy will require a multi-sectoral and multi-disciplinary effort. While the Planning department is the nodal department for overseeing its implementation, the support of various wings of the government will be crucial to its success.

The key departments, amongst others, that are envisaged to play key roles include -

1. Industries Department (Enterprise support)
2. Labour Department (Skill development)
3. Finance Department (Financial inclusion)
4. Community and Rural development Department (Community institution building)
5. Agriculture Department (Market linkage)

Other departments and agencies are also expected to be involved at various capacities as the programme is implemented.

In addition to government departments and institutions, the support of private players, profit and non profit organizations at the national and international level, will also be essential in bringing needed expertise, strengthening the extent of implementation and in bridging gaps to realise the larger goal of the strategy. Key partners include -

1. IIM Calcutta that provide their expertise in the planning and implementation of the Chief Minister's E-Champion Challenge 2019.
2. Global Alliance for Mass Entrepreneurship which has been instrumental in bringing the PRIME Hub model into reality.
3. Bakdil, Nongstoin Social Services and Seven Sister Development Assistance NGOs that are a crucial element of the PRIME Hub machinery and functioning.

The government also expects to get financial and non-financial support from international agencies working in this domain, such as the International Fund for Agricultural Development (IFAD), World Bank, Asian Development Bank (ADB), Japanese International Cooperation Agency (JICA) and others.

IVCS- VILLAGE COOPERATIVE SOCIETIES FOR CREDIT AND MARKETING



Meghalaya's rural population is largely unconnected to formal banking network and about 75% of the population currently without any bank account or access to banks. This means that a significant population of the state is deprived of access to financial services which are essential for enterprise promotion and overall economic development. The Integrated Village Cooperative Societies (IVCS) were created to help overcome the challenges of poor financial inclusion and access to financial services in rural Meghalaya.

These cooperative societies have been conceptualised using lessons from past attempts while also looking at successful models in other parts of the country. The IVCS are designed to be able to legally carry out financial activities and provide thrift, credit and other financial services to the people. Further, they also provide a range of other non-financial services based on local demands and needs. IVCS are entirely local institutions that are managed and operated by the community.

The IVCS operates on a membership subscription basis and requires as few as 15 members to start. New members can join by purchasing shares of the IVCS as part of the subscription. The price of each share is decided by the Cooperative Society. There is no ceiling to the number of members that it can have. However, given the type and scale of activities, a membership of 300 or higher is typically required. As is with other cooperative societies, these IVCS are managed by a Managing Committee comprising male and female elected members of the cooperative. Each IVCS is strategically located within a cluster of villages to ensure maximum access to as many people and villages as possible.

Services Offered

The primary role of the IVCS is to provide thrift, credit and other financial services to its members. However, as stated earlier IVCS can also provide other local services including selling inputs and other essential requirements that have been sourced from outside the village; aggregation of crops/products of members with a view to market the same advantageously for improved price realisation; act as service provider or medium for channelizing government schemes and services, providing facilities for storage; acting as a service provider for different entities that would like to reach the village households through the medium of the IVCS for variety of objectives such as marketing of products as well as functioning as a service agency of financial and non-financial bodies;

Mawlong Nongtluh IVCS



The Mawlong Nongtluh IVCS is one of the progressive IVCS that was registered in October 2017. It caters to MawlongNongtluh village and neighbouring villages serving a total of 182 households. The cooperative society has a high enrolment rate with a total membership count of 409 members of which 53.30% are women.

Date of registration: 21st of October, 2017

Share price: Rs. 500 per share (At least 1 share required for membership)

Total members:409

Total share capital:2,04,500

Annual turnover:13,000 as of June 2019

Activities of the IVCS

Credit

The society's primary activity is thrift and credit. Thanks to its high membership, the society has been able to mobilize a share capital of approximately INR 2 lakhs. Another INR 2.5 lakhs amount was received from the government through the Meghalaya Livelihoods and Access to Market Project (M-LAMP). Using this capital, the society has disbursed loans totaling approximately INR 4 lakhs to 84 members with an average loan size of approximately INR 5,000. Additionally, members who received loans from the society were able to access higher loans from formal banks.

Savings

In terms of savings, a total of 97 accounts have been opened with the society and the total savings stands at INR 10 lakhs.

Highlight of performance

Thrift

Total Savings accounts: 97

Total amount saved: INR 10,71,305

Credit

No. of loans disburse:84

Total amount disbursed: INR 4,05,500

Loan size: between INR 2000 to INR 15000



Business and Marketing

A notable highlight of this society is the approach it has adopted for business development, leveraging on key demands in the local market for creating profitable business opportunities to sustain the society. For example, through surveys the IVCS has been able to identify that cement is in high demand locally, but that it is only available from neighbouring markets at high prices. Today, the IVCS sources cement in bulk directly from Nongpoh market (25 km away) to reduce cost, and supplies it locally at much lower prices than from the neighbouring markets. A retail shop has also been opened by the IVCS to sell the cement.

Another key business activity of the IVCS is the aggregation and marketing of local pineapples and black pepper. Member farmers contribute land, planting material and labour and through the IVCS, engage in finding high value markets for marketing. This is one of the key revenue generation activities for the society and its members. To strengthen this activity, the society recently started a pineapple and black pepper nursery with a small investment of INR 30,000. This is expected to lower the cost of inputs which would help enhance profit for the IVCS and its members.

PROTO PRIME HUB, BAKDIL

South West Garo Hills is rich in natural resources and has an abundance of cash crop that is accessible to most farmers, but their full potential for economic development is yet to be realised. Sensing the opportunity, the government in collaboration with Bakdil NGO supported the establishment of what would be one of the first Proto(type) PRIME Hubs that would introduce local farmers to organised entrepreneurship facilitation for economic enhancement.

About 95% of the farmers in South West Garo Hills grow arecanut either in large or small scale. This presents a tremendous opportunity for innovative value addition such as the manufacturing of bio-degradable arecanut leaf plates, which also bodes well with the state's vision for sustainable development. Another area of opportunity in this domain is paper recycling. These were the two activities initially taken up under the Proto PRIME Hub.



“About 95% of the farmers in West Garo Hills grow arecanut either in large or small scale. This presents a huge opportunity for value addition.”

Operationalizing the Proto PRIME Hub






The Proto PRIME Hub was conceptualised jointly by the district administration and Bakdil NGO and is setup as a micro manufacturing hub with an investment of INR 20 lakhs made by MBDA through its viability gap funding programme. The unit comprises an RCC building and machineries and is currently fully operational. Besides manufacturing and recycling, the unit is also equipped for cross sector training and marketing of products.

The Hub is currently operated by the BakdilMikasal Farmers' Producer Organization, a registered society supported by Bakdil NGO, comprising 260 members from 34 villages. The organization has also been facilitated through the Enterprise Facilitation Centre (EFC) at Zikzak where it was supported with online marketing and connected to various departments and institutions for support. Production started from October 2018.

For day-to-day operations of the unit, 6 people have been employed both from amongst the members of the organization as well as from outside.

Performance

| | | |
|---|--|---|
| <p>Arecanut Leaf plate manufacturing</p> | <ul style="list-style-type: none"> • Raw material is procured at INR 0.5 • Finished product is sold between INR 2 and INR 8 depending on the size • Products are branded as MikasalFPO • Supplier of arecanut leaf plates to polling stations and personnel during the General Election to the 17th Lok Sabha, 2019 |  |
| <p>Paper recycling</p> | <ul style="list-style-type: none"> • Recently started the paper recycling unit • Employees collect used papers, old newspapers, carton boxes, old text books and old exercise books from households, education institutions, govt. offices and shops • Recycles them into paper files, envelopes, paper bags and packaging & gift packs • Currently giving them away as gifts as production is still small • Sales planned in the near future |  |
| <p>Training</p> | <ul style="list-style-type: none"> • The hub has been able to provide training on a number of areas which so far covers – Leadership development, gender, administration, book keeping and various livelihood and enterprise activities across farm (Vegetable cultivation, vermin composting, piggery, poultry, dairy, mango and litchi farming) and non-farm (detergent manufacturing, arecanut plate making, paper recycling, turmeric processing and cashew nut roasting) sectors. • 10 mobilization programmes organized • 48 training programmes organized including a 3 month skill development training programme • Members from 150 SHGs as well as more than 500 individuals provided with training in various enterprise and livelihood sectors • On average, 50% of trainees from the various training programmes and batches have moved on to apply the new skills and knowledge gained into their own enterprises |  |

PROMOTION OF FARMER'S PRODUCE THROUGH A VALUE CHAIN EFFORT– THE GINGER STORY



Presently farmers are playing a passive role in the value chain and are dictated in their actions by traders and other intermediaries. Value chain development efforts aim at making the present community production system an active player by positioning farmers within the market system in the process of addressing markets related needs to their advantage.

Of the many agricultural activities to be pursued, one that assumes importance is the development of ginger sub-sectors in the state. As this sub-sector has the characteristics that place it well (naturally endowed land and prevalent micro-climate in the state) and form a substantial share of the state's agriculture economy wherein most households are involved in its cultivation. Ginger in particular is considered by farmers as their "ATM", a ready source of money which is many a time left growing in the field and harvested only in times of need.

The need for value chain planning and execution stems from developing a deeper understanding of the market and related requirements, and of the role of players involved in the product's handling process, as it moves along the supply-chain. Once an understanding has been developed, efforts can be directed at addressing areas that can be influenced to optimize costs associated with every activity to make the product more competitive from a market standpoint. This approach encourages producers to look at market expectations and work backwards to conform to such requirements, thus bringing synchronization to the efforts planned. This is achieved through a series of Multi Stakeholders Platforms (MSPs) at state, district, block, cluster and village level to identify gaps and interventions for the value chain.

Challenges

In attempting to develop the ginger value chain, a number of challenges have risen which need to be addressed systematically and holistically. Some of the key issues include:

1. Non availability of quality planting materials and other inputs
2. Lack of awareness on options and linkages to markets.
3. Lack of awareness on scientific practices; low usage of organic and bio inputs that could earn farmers a premium; No local production of organic fertilizers.
4. Access to financial support and credit is weak; Small farmers are unable to procure quality seeds and inputs impacting the quality of produce and ability to sell profitably.
5. Storage, transportation, marketing and processing infrastructure is grossly inadequate.
6. Small land holdings prevent the commercialization of crops; farmers need to grow multiple crops to meet their requirements.
7. The Jhum (shifting cultivation) system being practiced in the state is impacting soil fertility.
8. The land tenure system prevailing in the state prevents farmers from making any significant investment for farm improvement and adequate management practices that could offer long term benefits.

Way forward

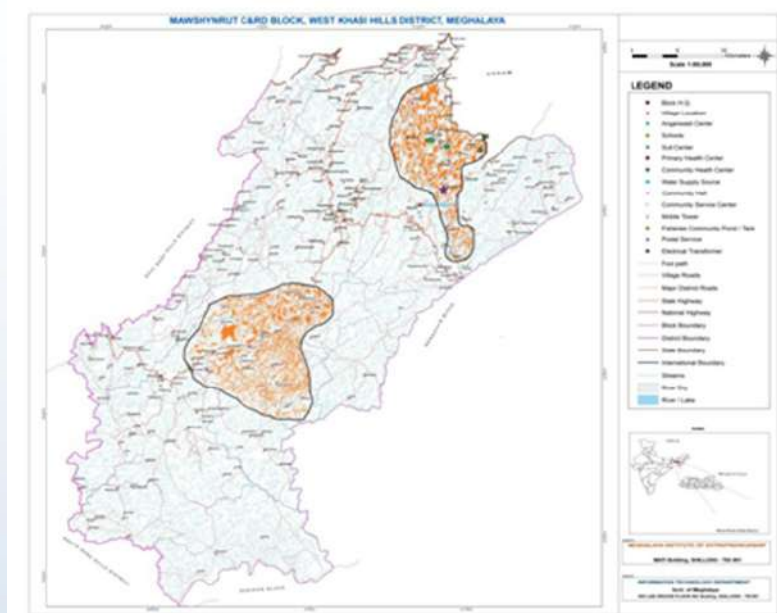
The off season production cycle could be a key unique selling point (USP) that could fetch high returns for farmers. In terms of investments, institutional buyers will be more open if a secure chain of custody is developed for Organic produce. Besides this, collective organization in terms of production and marketing could change economies at the input and market end. There is an existing market for retail spices in the North East region and this can be tapped by pursuing organized efforts that meet the needs of quality as per demand.

In terms of production, there is ample scope to improve the ability of land and farmers to pursue improved inter-cropping and use improved varieties to yield higher returns to farmers. Further, improved storage facilities could free the fields from occupying, un-harvested ginger for other crops that can yield returns.

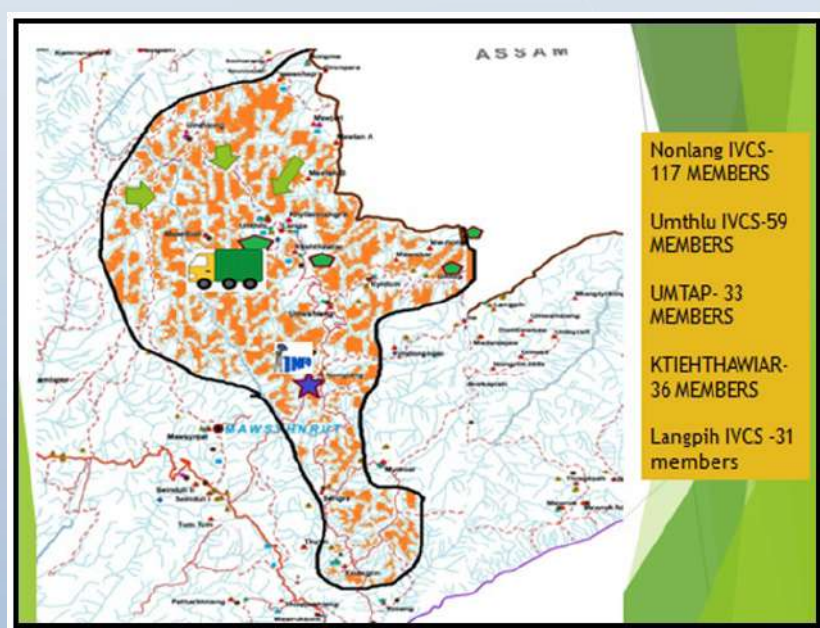
Under the Meghalaya Livelihood and Access to Markets Project (Megha-LAMP), a survey of ginger production was conducted in 60 villages. The results revealed that about 19,80,300 kgs of ginger was produced from 1,819 acres belonging to 3,258 households. Sowing is generally done during March and April. Harvesting of mother Rhizome is generally carried out between July to September. December to February is considered to be the main harvesting month. Other key insights obtained are highlighted below:

| AVERAGE MARKET PRICE VARIANCE 2015-2019 | | | | | |
|---|------------------|---------------|---------------|---------------|---------------|
| YEAR | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 | 2019-2020 |
| LOWEST PRICE (Rs/Kg) | 800 per Mon/40kg | 1200 Mon/40kg | 1200 Mon/40kg | 3000 Mon/40kg | 3000 Mon/40kg |
| MAXIMUM PRICE (Rs/Kg) | 1500 Mon/40kg | 1500 Mon/40kg | 1500 Mon/40kg | 4000 Mon/40kg | 5000 Mon/40kg |

Map showing ginger clusters in Mawshynrut C&RD Block, West Khasi Hills, Meghalaya



Clustering Map for Ginger Value Chain



THE INDIGENOUS AGRO TOURISM COOPERATIVE SOCIETY



The Indigenous Agro Tourism Cooperative Society (IATCS) was formed in 2013 in Kongthong, a village 56 kilometers from Shillong that is best known as the 'Whistling' or 'Singing' village. Led by Rothel Khongsit along with a handful of youths, the society works to promote agro-tourism as a means of livelihood, and to put their village on the tourism map of the state. The society is one of a number of tourism societies that are gaining popularity in the state thanks to the increasing tourist footfall over the last decade and a high potential tourism sector that is still in its nascent stages. This spurt in numbers has created employment opportunities for many people, particularly the youth of the state right from basic livelihood for sustenance to lucrative business opportunities. IATCS too has been able to provide employment for 15 youth who were otherwise school or college dropouts, with agriculture as their only alternative for earning a living.

Personalised experience as a service

The society adopted best practices from popular trends in agro-tourism and offers personalised experiences for tourists, with the 'whistling village' being the central and unique theme of the experience. Visitors get to immerse in the local culture, the way of life of the people, the scenic natural surroundings and the unique whistling practices seen only in this part of the country.



Every person in Kongthong has a tune as a name, composed by their mother. The Indigenous Agro Tourism Cooperative Society uses this as the unique selling point to attract tourists from various parts of the country and abroad to the village.



Visitors to Kongthong are offered the following experiences:

1. A unique cultural traditions of each person having a tune as a name
2. Accommodation in traditional bamboo huts
3. Trekking through scenic terrain
4. Visit to a living root bridge & surrounding waterfalls
5. Camping experience
6. Local delicacies
7. Immersion in the village life

Revenue sources

The key source of income is the accommodation. The society charges INR 2,000 per night for the cottages, Rs 500 for tents and INR 200-250 for lunch/ dinner.

The income earned is divided into two parts, one part is used for paying the group and the employees while the other is kept in the society's fund to be used for maintenance and future expansion. Currently, the society is working on expanding the number of accommodation.

Operations

The society has divided itself into 5 smaller working groups. Tasks are assigned to each group on a rotation basis and the groups are paid on a daily basis. This ensures that all members get equal opportunity to earn.

Notable achievements

With a share capital from the Department of Cooperative Society, the society was able to build the 'Kongthong Traveller's Nest' cottages. These cottages are made using bamboo as traditional huts for accommodations.

Secondly, to remove language barriers and help tourists truly enjoy the immersion, several youths were sent for English language training and hospitality training to the capital city of Shillong.

The society also helps arrange for demonstrations of the unique tunes given to community members. Local produce such as seasonal fruits, wild peppers, broomsticks and honey that have been properly packed are made available for visitors.

Today, the Cooperative Society has 40 members and employs 3 full time employees to manage routine work such as housekeeping, gardening and plumbing.

1917 ITEAMS



In recent years, Meghalaya's economy has seen a gradual growth in the industrial and services sectors, and its consequent contribution to the GSDP (Gross State Domestic Product). Meanwhile, the share of the agricultural and allied sectors in the GSDP has decreased drastically from around 40% in the early 80's to 15-19% currently. However, the agricultural sector still remains a significant source of employment for the state as more than two-thirds of the population is dependent on it for their livelihood.

Some of the major causes for such sectoral changes as part of the state economy can be attributed to the fragmentation of the agricultural land holdings, the greater numbers of small and marginal farmers, the resulting prevalence of tenant farming practices, and weak post-harvest management. The farmers are also beset by structural hurdles such as dominance of middle-men, trader cartelization, irregular power supply, lack of assured irrigation and access to finance. Perhaps the most challenging hurdle faced by the farmers across the state includes the absence of organized evacuation logistics, limited or no access to remunerative and sustainable markets and the absence of transparent processes and platforms that facilitate healthy buyer seller interaction and activities.

To address these challenges and empower the farmers of the state, the government of Meghalaya launched an innovative helpline, 1917, which is accessible from all telecom service provider networks of the state and from certain telecom circles outside the state. This number is based on the Integrated Technology Enabled Agri Management System, also referred to as 1917-iTEAMS. The goal of the initiative is to provide a platform for the farmers and related stakeholders in the state agricultural sector to network and connect with each other, and establish direct lines of communication with markets across the globe. The most important aspect of this initiative is the ability of farmers to directly access relevant and reliable information and markets, without the influence of middlemen and unreasonable traders.

1917iTEAMS enables the farmers to call the toll free 1917 number with queries related to Agriculture, Horticulture, Fisheries, Animal Husbandry, Apiculture and Sericulture. There are two Agri Response Centres (ARCs) linked to the 1917 number to respond to these queries, as well as provide farmers information related to disease management in crops, health management in livestock and even departmental schemes and training.

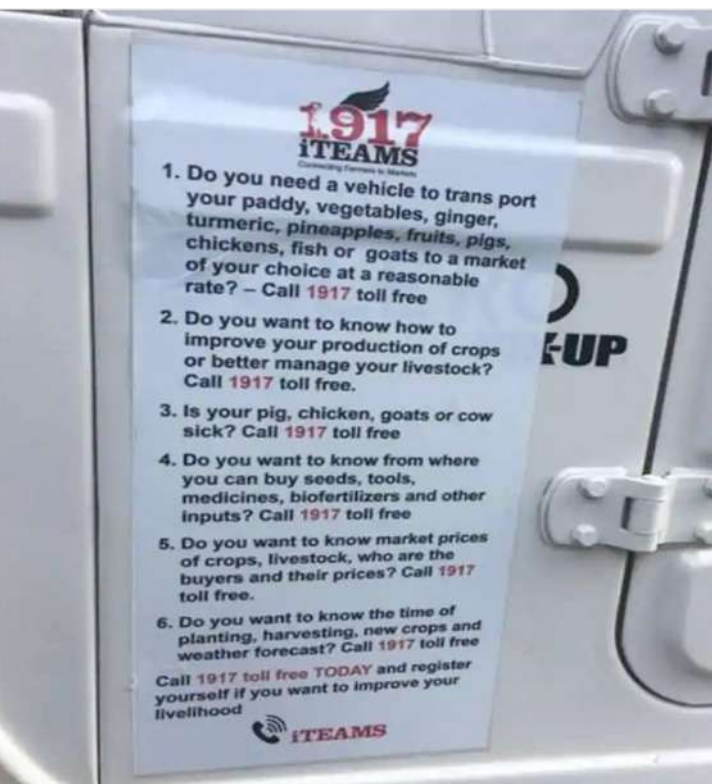
1. Logistics Solutions. The service enables farmers and their buyers to discuss evacuation and transportation logistics and determine viable solutions to transport goods to farms or markets. This process is also strengthened by a network of Agri-Response Vehicles (ARVs), that are entrepreneur owned pickup trucks that offer a high competitive freight rate (INR 0.02 per kg/ km).
2. Market Connect. Finally, the major benefit of 1917iTEAMS is the provision of information on potential markets, buyers and sellers and enlightening farmers and buyers of the different selling / buying options available to them. It is important to note that 1917iTEAMS connects the registered farmers with commodities to sell to the registered buyers looking to buy the same commodities but does not participate in any buying / selling negotiations.



Process

The 1917iTEAMS enables farmers and citizens to dial a single toll free number connected to a centralized call, dispatch and facilitation centre called the Agri Response Centre (ARC). The ARC operates on a cloud based technology platform which collates 1) advisory, market, evacuation and logistics demand of farmers, FPOs, SHGs, Cooperatives etc on the supply side, and 2) the requirement for agri produce / products from buyers on the demand side.

The ARC has a content dissemination section that processes this data and sends out important information through text based SMS, voice calls, and through mobile apps, thereby enabling both buyers and sellers to make informed marketing choices. This include information related to crop, weather, animal health, input dealers, market information, buyer demand, produce availability, plant protection and expert advisories.



The other component of 1917iTEAMS is the evacuation and logistics service which consists of dedicated, entrepreneur owned, Agri Response Vehicles (ARVs) across the state. These vehicles are backed by a GPS enabled fleet management and tracking system, which will move out, under the direction and tracking of the ARC, to lift farmer's produce from aggregation sites and transport the produce directly to the farmers' choice of markets.

iTEAMS is a cloud based platform that provides advisory services and ensures a level playing field where buyers and sellers are made aware of each other's needs and prices, and decide on whom they want to shake hands with. Once the deal is done the farmer / buyer places the call to the ARC on the toll free number for lifting and transportation of the produce by the ARVs to destinations of their choice.

Success Factors

- Personalized 'Agro Advisory' based on 'Farm and Farmer Profile' in the local dialect through the IVRS, SMS and the mobile app
- Booking of Agri Response Vehicle (ARV) on Toll Free and through the mobile app
- Market accessibility through the ARVs
- Sell / buy request on Toll Free number and on the mobile app
- Price transparency and information on IVR, SMS and mobile app
- Best fit product market scenario
- 'Live Interaction' with Scientists and Level 2 experts through the IVR
- Facility to 'Refer Critical Problems' to relevant 'Crop Specialist' available virtually
- 'Round the Clock Query Registration Facility' through IVRS & Smart Phones
- 'Anywhere Anytime Access' to Past Advisories
- Facility to 'Push Emergency Message' to Farmers based on Location and Crops
- 'Network Independent' – Accessible from All Networks
- Farmers using text messages as a reference and validating transactions
- Timely information related to production, protection, post-harvest and weather
- Voice messages to aid farmers with less literacy skills
- Weather forecasts and awareness to help in planning agricultural work
- Short films via social media on agriculture related information
- Increased awareness about the use of ICTs in agriculture

KEY TARGETS (2020-2025)

| Year | PRIME HUBS* | Startup** Entrepreneurs | Nano*** Entrepreneurs | Livelihood**** Entrepreneurs |
|--------------|-------------|----------------------------|--------------------------|---------------------------------|
| 2020-21 | 10 | 50 | 1000 | 2000 |
| 2021-22 | 10 | 50 | 1500 | 5000 |
| 2022-23 | 10 | 50 | 1500 | 5000 |
| 2023-24 | 10 | 50 | 1500 | 5000 |
| 2024-25 | 10 | 50 | 1500 | 5000 |
| TOTAL | 50 | 250 | 7000 | 22000 |

*50 Prime Hubs to be established at District Headquarters and Blocks over a period of 5 years 10 to be established each year.

**100 Startup Entrepreneurs to be supported each year under the programme and at least 50% expected to succeed.

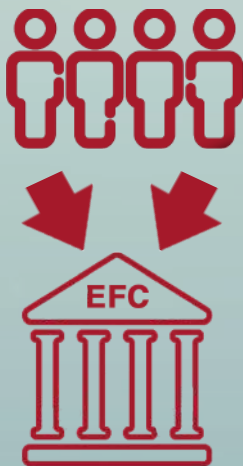
***In the first year, 100 Nano Entrepreneurs to be supported at each Prime Hub. From the second year onwards, each new PRIME Hub will support 100 nano entrepreneurs and each PRIME Hub established the previous year will support 50 new nano entrepreneurs while continuing support to its previous batch of nano entrepreneurs.

****1 to 2 members from each of the 17,000+ SHGs in the state to be supported under the PRIME Hubs over a period of 5 years.

ENTERPRISE FACILITATION CENTRES



The Enterprise Facilitation Centres (EFCs) under the Meghalaya Basin Development Authority (MBDA) were established with the aim of providing a platform for existing and potential entrepreneurs to get access to the necessary support systems and business development services for starting an enterprise or for scaling up existing ones. The hope is that a new generation of people will emerge from across the state that will look to create jobs rather than look for jobs.



The EFC is a unique effort to create a single point of contact for enterprising citizens of the community to meet their needs of information, selection of opportunities, technology and finance. Additionally, the EFCs work to spread awareness and understanding of entrepreneurship in the rural areas while looking to create social acceptance of entrepreneurs.

WHY EFC?

Enterprise Promotion is a core initiative of MBDA where farmers and growers are encouraged to take up all economic activities in an enterprise mode – being market oriented and able to do a rudimentary cost benefit analysis. Looking at economic activities as enterprises is a significant shift, keeping in mind the theme that tribal economies are non-monetized

and have been functioning at the subsistence level for hundreds of years. Bringing about this shift involves making changes beginning with working on attitudes, building capacities to understand markets and pushing up the products to higher levels in the value chain.

APPROACH

To achieve enterprise led growth under the MBDA, entrepreneurs are being developed at different levels of the Enterprise Pyramid where they can be connected to each other. The Government is invested in creating eco systems rather than delivering services which can be more efficiently delivered by private local entrepreneurs. The government is facilitating all this by providing the framework for entrepreneurs to operate, by linking entrepreneurs with banks, through providing margin money/venture capital, and through capacity and skill development support to entrepreneurs at all levels.

- ✓ **Capacity Building**
- ✓ **Market Oriented**
- ✓ **Increase In Product Value**

IMPACTS

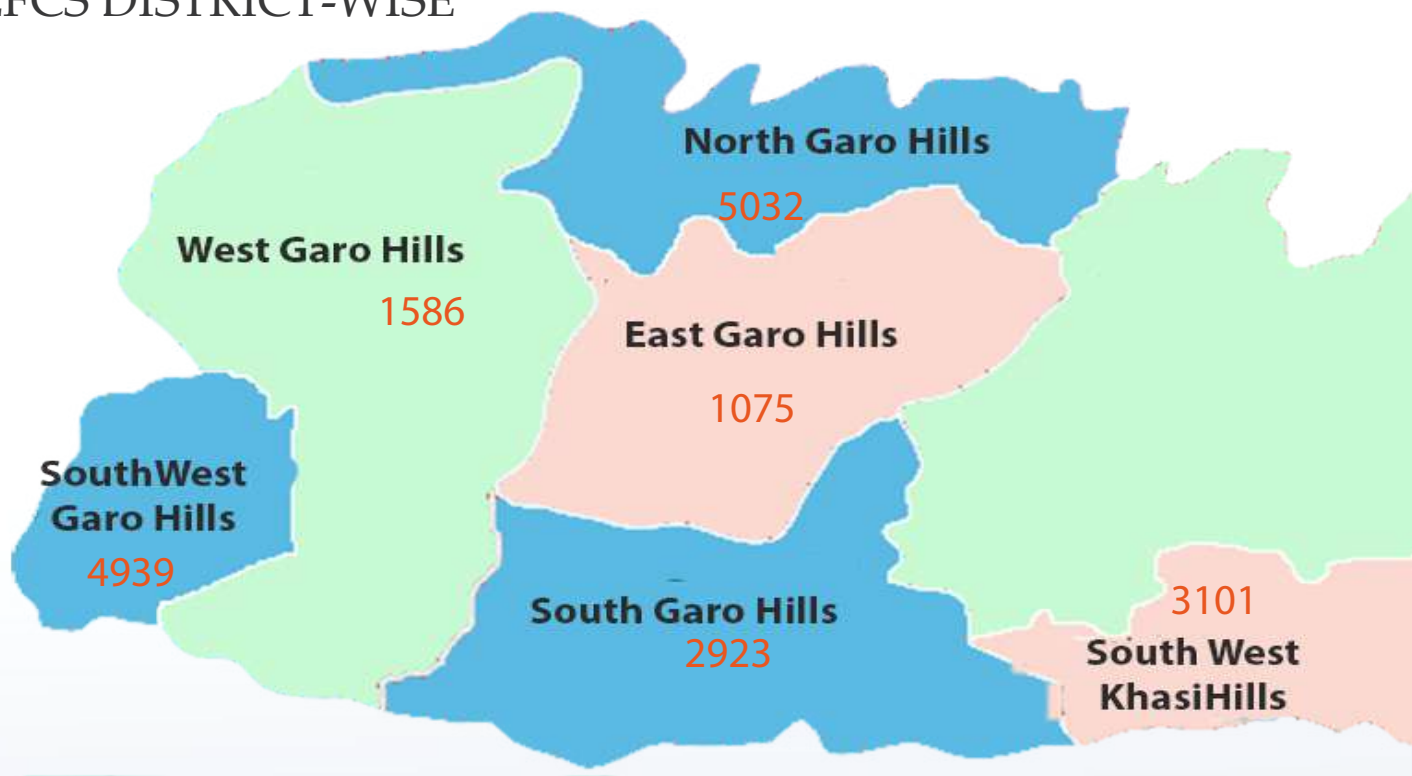
Attitudinal shift toward entrepreneurship:
From dole and subsidy dependence to self reliance through profitable activities and own livelihoods.

Greater access and efficiency for all stakeholders:
EFC as a single window for accessing all necessary services and support systems available in the development space.

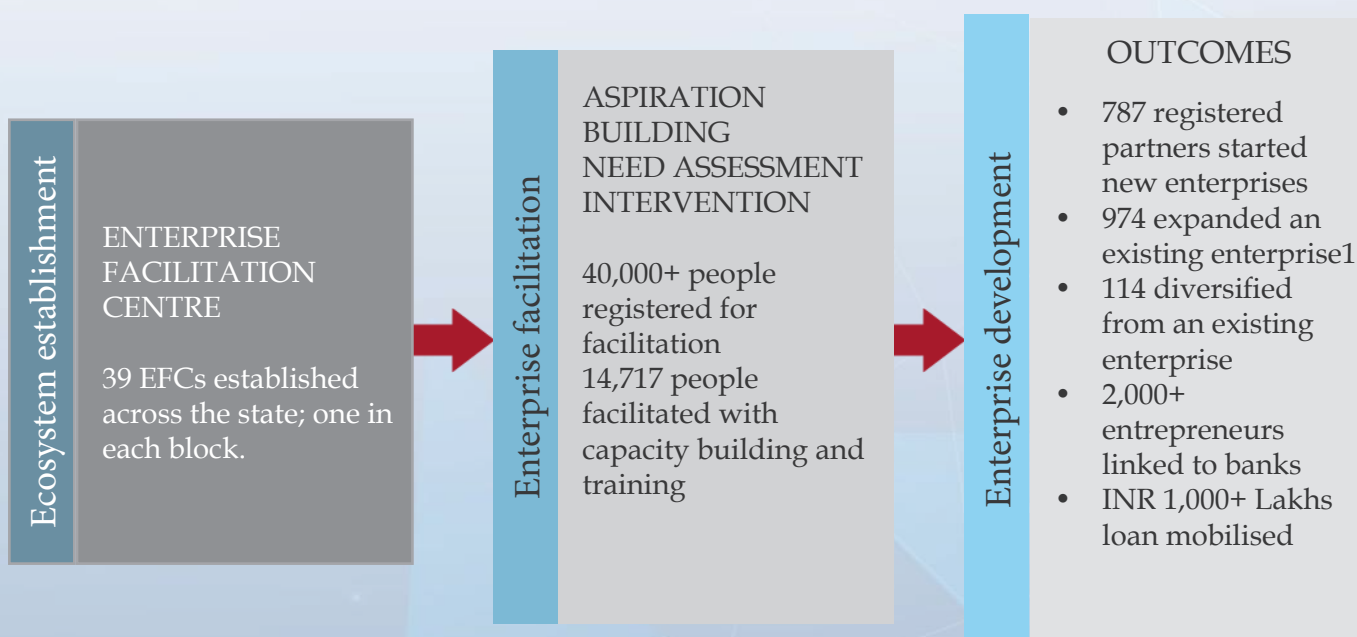
SERVICES AT AN EFC

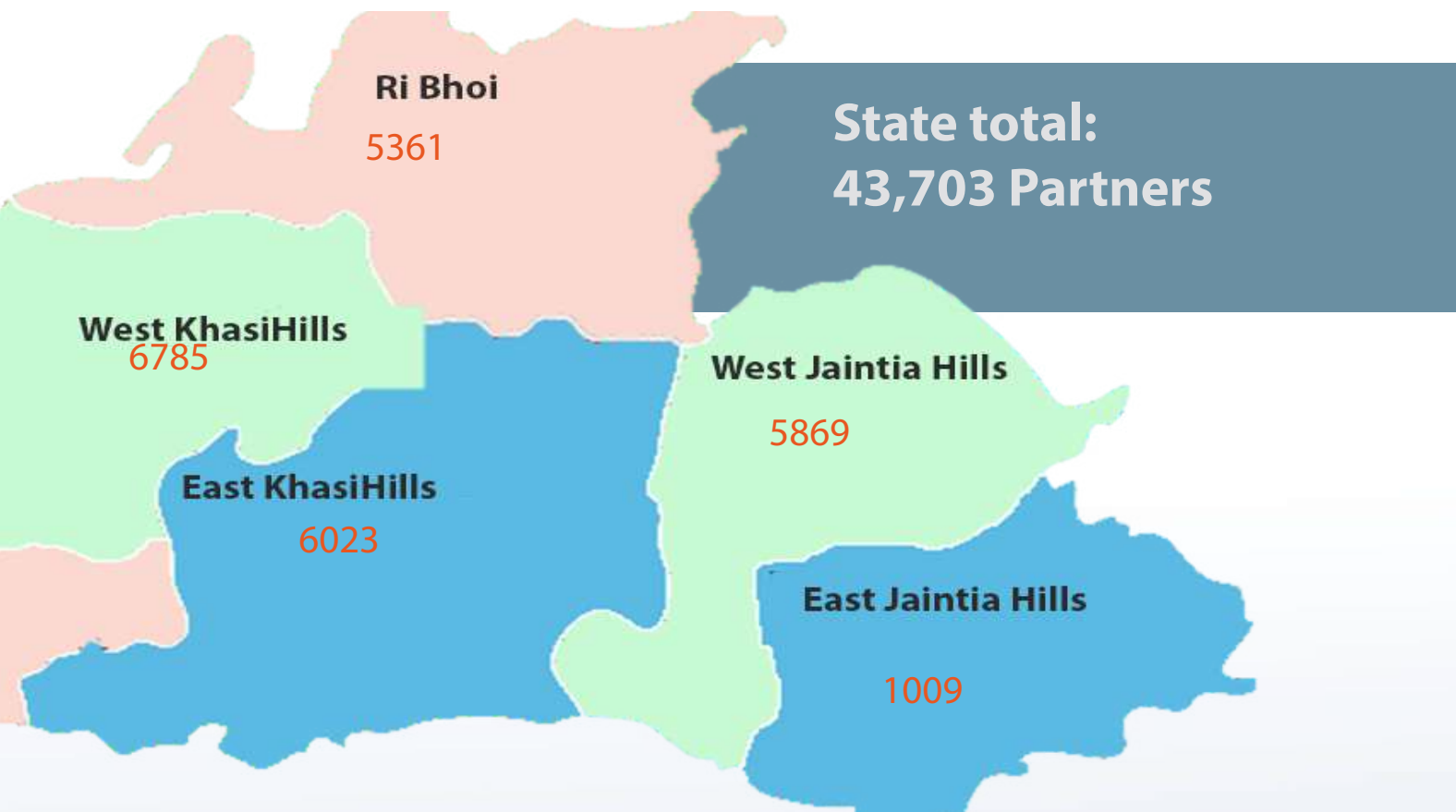
| BUILDING ASPIRATIONS | IDENTIFICATION | INTERVENTION |
|---|---|--|
| <ul style="list-style-type: none"> Sharing Success stories and Providing Information Screening informational films and distribution of IEC material Building Relationships | <ul style="list-style-type: none"> Need Assessment Interaction at EFC Assessing Entrepreneurship | <ul style="list-style-type: none"> Business Plan Development Bank Linkage Margin Money Equity Capacity Building Collectivization for Forward and Backward Linkage |
|  |  |  |

NUMBER OF PARTNERS REGISTERED AT VARIOUS EFCS DISTRICT-WISE

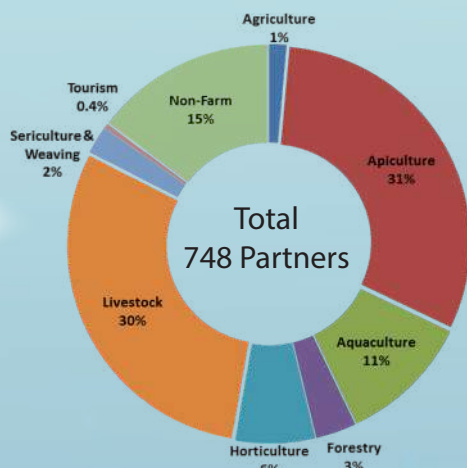


KEY PERFORMANCE INDICATORS

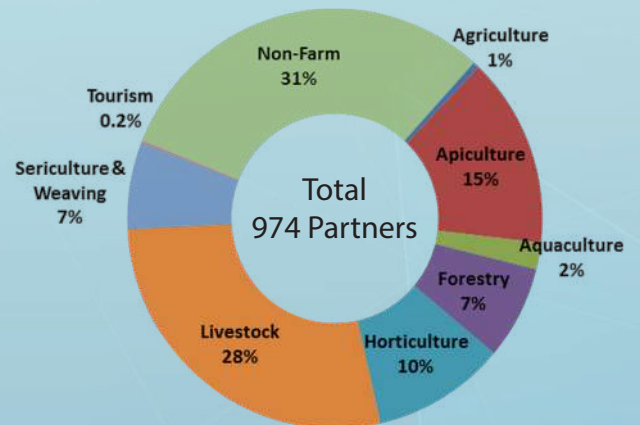




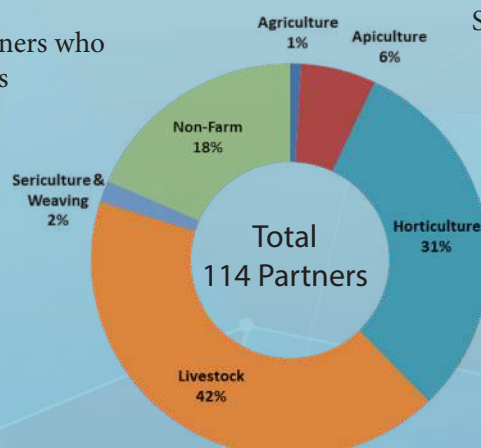
SECTOR-WISE DISTRIBUTION OF ENTERPRISE DEVELOPMENT



Sectorwise distribution of partners who started new enterprises



Sectorwise distribution of partners who expanded existing enterprises



Sectorwise distribution of partners who diversified from an existing enterprise

SUMMARY OF ENTERPRISE DEVELOPMENT AND RURAL FINANCE ACTIVITIES UNDER MEGHA-LAMP

The Meghalaya Livelihood and Access to Market Project (Megha-LAMP) is an externally aided project funded by the International Fund for Agricultural Development (IFAD) that aims to double the incomes of families and improve the quality of life in rural Meghalaya by creating and improving on activities that are based on the local produce of rural areas, and then developing markets for these produce so that opportunities for sustainable livelihoods can be created. The project's primary focus is on supporting clusters for the development of specific products in markets within and outside of the state, along with supportive investment in natural resource management, rural finance, and market access infrastructure.

The project covers 1,350 villages spread across 18 blocks in all districts of the state.

KEY COMPONENTS OF M-LAMP

| Inclusive Supply Chain and Enterprise Development | Rural Finance | Integrated Natural Resource Management |
|--|--|---|
| This component focuses on brokering, facilitation and capacity building to facilitate inclusive growth of commodity supply chains covering crops and livestock products, and enterprises by individuals serving local markets. | This component will strengthen access to finance through the establishment of 300 IVCS across the state and through facilitation of credit access for farmers. | The project aims to empower all 1,350 with skills and knowledge for sustainable natural resource management planning and implementation of plans to enhance productivity and reduce drudgery. |

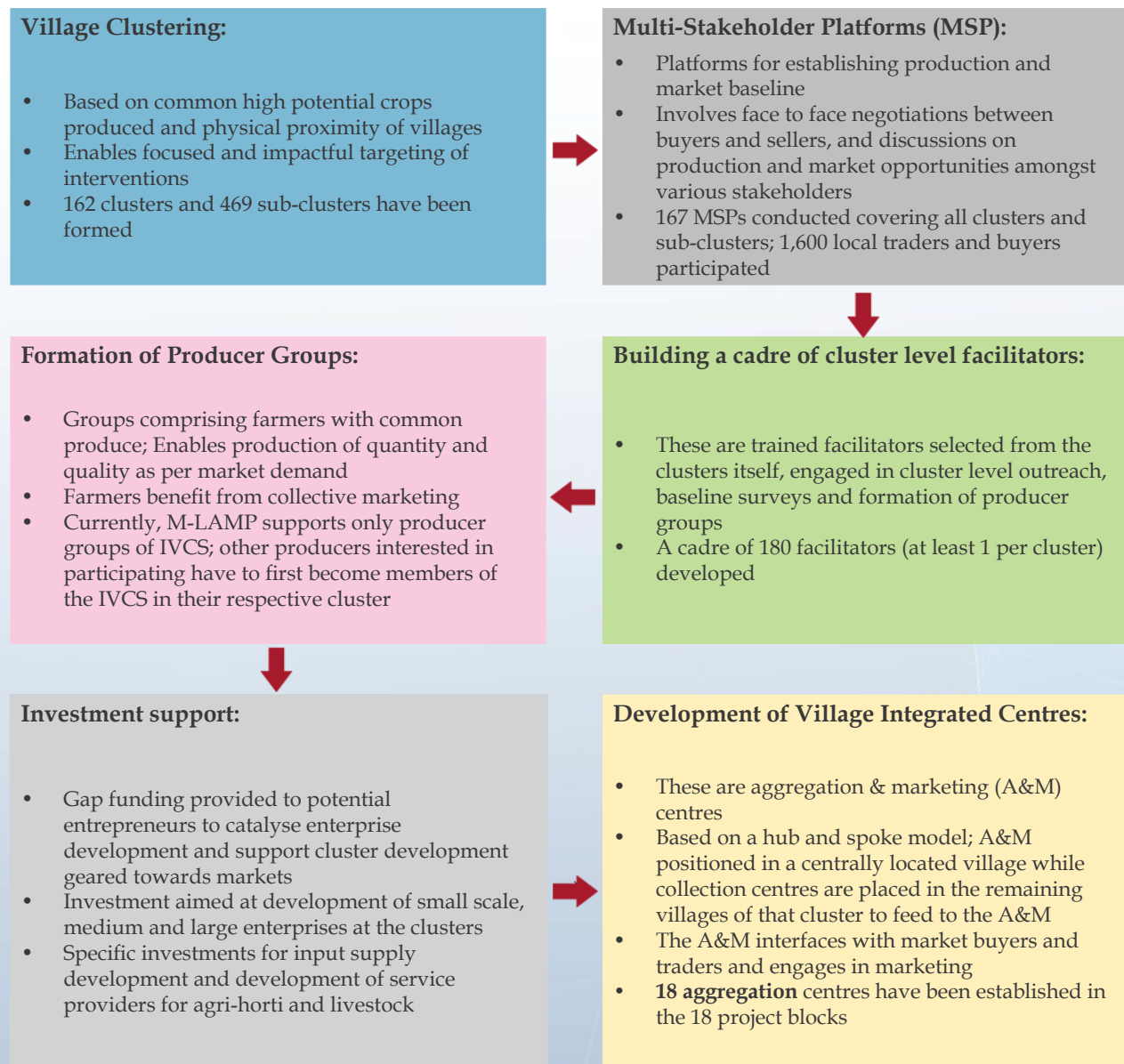
While the project is broad in terms of sectoral coverage, its supply chain development, enterprise development, and rural finance components are key contributors to enterprise development in the state.

Supply Chain Development & Enterprise Development Component

The broad objective of this component is to create enterprises for producers including smallholders, through the development of competitive and inclusive agricultural and non-agricultural clusters that are part of supply chains serving wider markets, which are often outside the local area.

To achieve this, a holistic supply chain development approach has been taken involving the organization of producers, capacity development, production cluster development, investment support and market linkage. A summary of the approach is given below.

Supply Chain and Enterprise Development model under M-LAMP



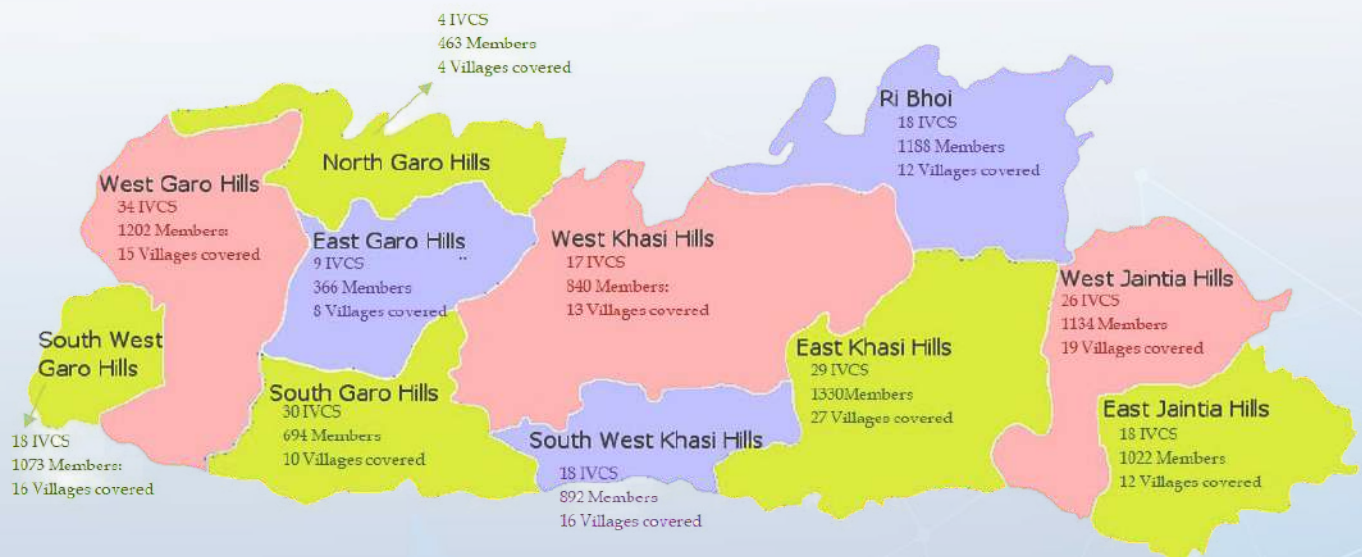
Rural Finance

The broad objective of this component is to enhance access to finance particularly in rural areas of the state through the creation of specialized community managed cooperative societies called Integrated Village Cooperative Societies (IVCS) designed to provide basic financial services and access to credit for rural entrepreneurs.

Under M-LAMP, 300 such IVCS are currently being created, each catering to a village or a cluster of villages. The government is further planning to replicate these to ensure all villages in the state are covered.

In addition to this, the component also supports with financial literacy development and facilitates credit linkage for the IVCS and its members.

An overview of the current status is given below.



Summary of Operations for the IVCS

| District | Total Amount of Share Capital Subscribed (Amt in Rs) | No of A/c opened | Amt. of Savings (Amt in Rs) | No of Loans A/c | Amt. of Loan Disbursed (Amt in Rs) |
|------------------------|--|------------------|-----------------------------|-----------------|------------------------------------|
| East Jaintia Hills | 507,300 | 366 | 474,020 | 7 | 329,000 |
| West Jaintia Hills | 627,300 | 469 | 326,100 | 7 | 155,000 |
| East Khasi Hills | 523,900 | 416 | 1,985,069 | 36 | 400,000 |
| Ri Bhoi | 467,600 | 427 | 1,454,050 | 93 | 502,500 |
| West Khasi Hills | 585,500 | 304 | 948,076 | 15 | 152,600 |
| South West Khasi Hills | 634,000 | 201 | 253,840 | 8 | 311,000 |
| North Garo Hills | 235,400 | 325 | 155,300 | 34 | 82,800 |
| East Garo Hills | 188,500 | 149 | 144,850 | 4 | 54,000 |
| West Garo Hills | 426,100 | 752 | 782,427 | 121 | 565,000 |
| South West Garo Hills | 441,800 | 423 | 347,556 | 43 | 183,700 |
| South Garo Hills | 176,350 | 257 | 372,440 | 42 | 224,000 |
| Total | 4,813,750 | 4089 | 7,243,728 | 410 | 2,959,600 |

SHGS IN MEGHALAYA



The SHG movement is an evolving system and an ongoing process for a host of activities in the country. It is a voluntary association of people formed to attain collective goals, both social and economic. It is usually a small, economically homogeneous and affinity group of rural poor voluntarily formed to save and mutually agree to contribute to a common fund to be lent to its members as per groups' decisions.

In Meghalaya, the SHGs movement began in 1988 through initiatives of NGOs and since then has grown steadily with the intervention of the government through programmes of SGSY, IWEP, IWDP, IFAD, NABARD-SHG linkage Technology Mission on Horticulture and more recently the DAY-NRLM. There are presently more than 17,000 SHGs in the state all of which are linked directly to various programmes of the government and projects run by NGOs. Today, SHGs along with cooperatives are the key movers for micro enterprises development in the state.

Deendayal Antyodaya Yojana - National Rural Livelihoods Mission (DAY-NRLM)

In Meghalaya, the NRLM was rolled out in November 2014, with the Meghalaya State Rural Livelihoods Society (MSRLS), a registered society under the Society Act, 1983, promoted by Government of Meghalaya under the Community and Rural Development Department, as the nodal agency for implementation.



The MSRLS works towards “Redressing poverty in the rural areas by identifying the poor and vulnerable, empowering them and providing them livelihoods opportunity”.

The objective of MSRLS:

- Facilitate and empower active and affinity based groups of the rural poor.
- Enhance their capability, understanding and provide opportunities for the rural poor, to work for their development.
- Strengthen the institutions of the Poor (SHGs, VO, CLFs, etc.) to become a responsive, inclusive, accountable, social and sustainable body; representing and assisting the poor.
- Facilitate and open new avenues for taking up various livelihood activities.

The NRLM programme was initially rolled out in 4 Blocks across 3 Districts only under the Resource Block Strategy. Today however, MSRLS operates in all 11 Districts and 44 Blocks as on January, 2020 with the remaining 2 Blocks expected to be covered by March, 2020. As of date, 16,654 SHGs and 855 village organizations have been formed.

Besides building social capital through mobilisation of the rural community into SHGs and other forms of Community Base Organisations, MSRLS facilitates universal access to affordable cost-effective reliable financial services by the poor. These include financial literacy, opening of saving bank accounts, credit, insurance, remittance, pension and counselling on financial services. The core of the MSRLS financial inclusion and investment strategy is “making the poor the preferred clients of the banking system and mobilizing bank credit”.

- 3,507 Villages entered the NRLM programme
- 16,654 Self Help Groups formed
- 855 Village Organizations formed

As on January 2020

Besides building social capital through mobilisation of the rural community into SHGs and other forms of Community Base Organisations, MSRLS facilitates universal access to affordable cost-effective reliable financial services by the poor. These include financial literacy, opening of saving bank accounts, credit, insurance, remittance, pension and counselling on financial services. The core of the MSRLS financial inclusion and investment strategy is “making the poor the preferred clients of the banking system and mobilizing bank credit”.

Inclusive growth, financial inclusion and promotion of livelihood activities

In line with the national goal of ensuring inclusive growth, financial inclusion and promotion of livelihood activities, various initiatives have been taken under the mission to take financial inclusion to the last mile and promote first generation entrepreneurs.

The society implemented financial literacy programmes targeted at rural women to overcome the challenges of low awareness and loss due to poor financial management. Using a cadre of trained master trainers, MSRLS has been able to train 9,400 SHGs under Financial Literacy and enrol SHG members in various Social Security Schemes; 5,447 under PMJJBY, 6,387 under PMSBY and facilitated in getting 39,974 enrolled under MHIS.

MSRLS has also place a person known as a “Bank Sakhi” at the bank, specifically trained to provide SHGs with support pertaining to bank account opening and credit linkage, and to also facilitate loan recovery from the SHGs by the banks. 122 Bank Sakhi have been trained and 61 Bank Sakhi have been deployed and positioned in the Bank Branch.

In terms of livelihood promotion, MSRLS is promoting first generation entrepreneurs through SHG members by providing training, exposure visit and capital support. Additionally, MSRLS also facilitates access to credit from the formal Banking System to enable entrepreneurs to upscale their activities to Nano or Micro Enterprise level. In the last three years, 3,000 SHGs got access to credit from Banks for an amount of Rs 21 cores.

Lastly, to connect SHGs and entrepreneurs to markets, MSRLS has created several platforms including the State Level SARAS Fair, facilitation of participation at inter-state level fairs/exhibition/Melas and support for FSSAI Registration, Aadhaar registration, pan card application and enrollment in GEM

The SHG model enables ordinary women in the rural areas to take the first step to becoming entrepreneurs and uplift their livelihood. MSRLS through to NRLM Program intends to mobilize more women into the SHGs fold, with an aim to reach out to 4 lakhs Household and help create at least 50,000 first generation entrepreneurs by the end of March 2021.

CHIEF MINISTER'S E-CHAMPION CHALLENGE, 2019



The Chief Minister's E-Champion Challenge was launched on August 14th 2019 in Meghalaya with an aim to select and incubate the Top 100 entrepreneurship ideas annually. The objective was to create employment opportunities locally, particularly for the youth in the age group of 15-34 years which accounts for about as 37 percent or 29.7 lakh of the entire population of the state. In this regard, entrepreneurship has been considered as a viable option to channel their skills in a productive manner.

This programme is being implemented by the Meghalaya Institute of Entrepreneurship (MIE) in association with Meghalaya Basin Development Authority (MBDA) and the Indian Institute of Management- Calcutta Innovation Park (IIMCIP).

More than 700 youth across the state participated in the challenge . Out of this, 339 applicants completed the registration process by submitting their innovative ideas for analysis. These applications went through a rigorous process of evaluation spanning over three weeks after which Meghalaya's Top100 entrepreneurship ideas were identified. The assessment process was carried out by resource persons from IIM-CIP who are the knowledge partners for the said programme. The experts from IIM-CIP included C.D. Mitra (Advisor/Mentor), Suman Mukhopadhyay (Advisor/Mentor, Director of Banglanatak dot com & IIM CIP), Vikram Duggal (Mentor/Investor, IIM CIP), Srikanth Prabhu (Investor, Social Alpha), Arijit Bhattacharyya (Mentor/Advisor, Technologist, Speaker, Angel Investor), Hari Balasubramaniam (Founder & CEO, VIRTUALINFOCOM), Kaustav Majumdar (Mentor, IIMCIP, Data Scientist), Atreyee B. Thekedath (Director, Web.com (India) Pvt. Ltd), Devasis Gupta (Mentor, IIM CIP), Rama Kannan (Investor, Beyond Capital Fund), Ribhu Ranjan Baruah (Northeast Venture Fund), Pankaj Periwal (Financial Advisor, V. Singhi and Associates), Debapratim Das (Consultant / Mentor, IIM CIP), Pranjal Konwar (COO , IIMCIP), Namami Ghosh (IIM CIP)



The jury members from Meghalaya comprised of Abutt Muksor (Chief Manager, ICICI Bank), Osmand E. J. Nongbri (Managing Director, MCAB), Dasumarlin Majaw (Proprietor, Smoky Falls Tribe Coffee), Elizabeth Marbaniang (Proprietor, Boutique Jongphi), John Marbaniang (Proprietor, Sherawn Tea), Mark Laitphlang Stone (Founder, Avenues), Cynthia B. Sangma (Joint Director, Weaving & Handloom), Mary Fatima Tariang (Proprietor, Hotel Poinisuk), Twinkle R. Marak (Assistant Director, MATI) and Gopal Purkayastha (Branch Head and Assistant VP, HDFC).



The selection of Top 100 E-Champions necessitated the need to train the entrepreneurs in order for them to be able to present their workable ideas before experts. For this, a bootcamp and pitching session was held at Pastoral Centre in Shillong, East Khasi Hills on November 16th and 18th, 2019 respectively. For the first time in the state, the top 100 contestants from all walks of life became part of a one-to-one mentoring programme by the experts of IIM-CIP who prepared them for a pitching session to enable them to present their innovative ideas before investors. The pitching

session then set the precedent for Meghalaya's Top 50 entrepreneurship ideas who then came together at MBOSE office in Tura, West Garo Hillson December 7th, 2019 for a 2nd round of pitching to secure a place among the top 25 enterprising ideas.

Within a span of 4 months, the top 25 entrepreneurship ideas were identified and the top 100 start-up ideas now stand ready for incubation support at the PRIME STARTUP HUBS.

REWARDS AND BENEFITS FOR TOP 100 ENTREPRENEURS

| Incentives | Financial assistance | Incubation support for one year at PRIME START UP HUB (Shillong/Tura) |
|------------------------------|----------------------|--|
| Top 25 Entrepreneurs | INR 1 lakh | <ul style="list-style-type: none"> • Certificate of Recognition from the Government of Meghalaya and IIM Calcutta innovation Park (IIMCIP) • Government support schemes • Physical incubation program: Training, focused mentorship, market access, access to credit and funding opportunities • Free of Cost space in PRIME START UP HUB, Grant/Soft Loan, pilot opportunities, business facilitation • Four quarterly boot camps and virtual mentoring sessions |
| Top 50 Entrepreneurs | INR 50,000 | <ul style="list-style-type: none"> • Certificate of Recognition from the Government of Meghalaya and IIM Calcutta innovation Park (IIMCIP) • Government support schemes • Physical incubation program: Training, focused mentorship, market access, access to credit and funding opportunities • Free of Cost space in PRIME START UP HUB, Grant/Soft Loan, pilot opportunities, business facilitation • Four quarterly boot camps and virtual mentoring sessions |
| Top 100 Entrepreneurs | - | <ul style="list-style-type: none"> • Certificate of Recognition from the Government of Meghalaya and IIM Calcutta innovation Park (IIMCIP) • Virtual mentoring and boot camp sessions |



Meghalaya on the Move
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Meghalaya re·mikkangengaha