

# **SKILLS DEVELOPMENT: AN APPRAISAL OF MEGHALAYA**

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## P R E F A C E

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The developmental portfolios have been adopting variable measures and instructional development through knowledge imparting - as to the character of appropriateness of achieving specific forms of targeted growth or transformations. It is rather difficult to understand the total quantum of up-scaled measures needed to lift a system in specific facets and what extent the learning implications are able to provision purposeful growth dimensions through these instructional systems? Do they ensure responsibility and competency as to the end-to-end training enable to improve system tools, facilities, perceivable contributors, challenges and the most vital of all the decision making effects? The social systems are prompted to grow in the dimension of preference but the realistic conditions of lack of absorbing capacities are due to lack of stimulating and effective environment. Meghalaya is thoroughly represented as a closed society prefers least interactivities with external systems encourage a condition of prescribed isolation over its own situations. The much understandable reasons being its valued resource base representing as its sole sustenance status yet in macro approaches the secluded behavior could not justify the singular reasons of being separated from the main land. Barring its selective focal groups with ethnic talents including power/positional back up large communities form the territorial cum people masses have been cornered as dependent beings. The native multi-governance/leadership with diversified objectives enabling its people groups to be ethnically restrained ignoring the vitalities of accessible extension growth systems viz., production, operational, marketing or super leadership or its other valued lifestyle (or life-enriching) factors of modernities which are the root causes of the neo-developments provisioning new occupational platforms.

At a proximate angle the native network and community systems are versatile in environmental understanding, the feasible sustenance links adopting customary rigidities need operational (situational) facilities. The impact of developmental deviations at the leadership levels needed integrated administrative understanding of synergistic growth applicable in different contexts and forms. The concept of "opponent as an opportunity" - need to be initiated to overcome the conventional views of promoting development in isolation. The knowledge systems need to lay the channels of perfection enable the skills development to introduce the concept of planned and targeted development.

Currently the missionary efforts at institutional levels with shallow percolations are attending to-the-point development. They have least impact due to the disproportionate internal vs. external responsibility sharing of skills promotion through objective-centric means. It addresses the initiations on the criteria of self-capacity allowances rather than the need-based targeted/context-based dimensions. Each of the institutional efforts are operational through sub-systems

which are magnified clusters of ethnic character deemed to function on the criteria of instructions create an “event”. Clubbing the events with self-capacities and (ethnic) value-based identities the developmental approaches have been thoroughly diluted in their execution forms. The “dependent” sub-systems of vertical order are been assigned with the tasks of development. They have a dual behavior of being dependent at higher levels (in the capacity of sub-ordination to core institutions) and are independent to adopt the mission tasks need to take local/prototyped decisions. The crucial task of value comparatives and accommodating new value systems in lieu of prevailing systems is the most vulnerable domain influenced by innumerable complexities. Several NGOs and private/ contractual efforts get deviated from core objectives at this level of execution.

The research study concentrated on the ever changing environmental contributions positioning the pertained skill portfolios, its structural framework in different districts by focusing on impact combinations as the basic platform of skill –usage systems. A low vs. high impact in localized terms at large still emphasize matriliney, clan promotion, ethnicity and culture etc., but are distanced with technology, e-governance, intensive growth or value-flexibilities, adaptive employability and choice towards aggressive employment generation measures etc . The evaluation of product class forms and skill valuation revealed high stake in product systems. “Meeting the needs through Products” perception at large deciding on their production capacities, pace at which extractive products are drawn from nature, investment capacities and the hard/soft choices of responding to the combination of inputs on affordable basis.

The study over the criteria of operational peripheries and performances reflected the built-in competences insisting on operational knowledge systems, operational intelligence and development through cost effective measures to enable system stabilities and growth differential. The institutional observances over implicit and explicit skill references analyzed the Institutional Knowledge Initiations and Supportive Systems in their formal/informal structures are widely diversified in character seemed to perceive the equitable “system” needs as homogeneous. Integrated system contributions in Meghalaya reflecting revitalizing observances of macro-social appropriations in skill promotions need to negotiate through multiple formats of (vertical/horizontal) developmental order.

The journeys are tedious and some areas where the hilly tracks, paths, non-motatable lanes, lesser developed areas have been intrigued leading to the ethno-skill-practicing domains. Barring few - in several places we received good treatment with kindness and courtesy. The interpreters have done their best effort despite multiple constraints and the ethnic segmental involvement was much felt in few areas which the historical traces of non-conversion, tribal dominances, areas which are beyond the trace of modernity’s. A complete cut-off from the rest of the world, the lack of understanding surfaced the attribute of closed system was much left in the central areas where the natives are least mobile and not keen in exposure. The

skill based work concept what we find in other parts of the country is different and these filled with ethnic differences are much loaded and burdened with community based impositions and self-constraints raised out of ignorance, lack of knowledge and understanding.

The in-depth indulgence also revealed its positive/negative dimensions as natives are been positioned as potentially rich with vast resource possessions, big business magnets, large resource-proprietors competent to take powerful decisions as mega-agriculturalists, farm-owners and also political/militant leaders and powerful linkages, family members of influential/focal groups, members of developmental NGOs and even as micro-participants but are still incomparable as the ethnic domain in its stances demanding applied skills understanding which is totally unique and distinct. These are networked on the criteria of distinctive emotions, values and difference of opinions towards the ethnicity and perseverance's of ethnic culture. The isolation, seclusion and fear of new environmental challenges seem to be a vibrant force which has been subservient within the ethnic framework and need to be skilled to enable them prepared to lead work-predominant commitments aiming progressive environments.

#### **Methodology and Limitations of the Research Study**

Keeping in view the coverage of districts, the parameters were drawn to adopt empirical patterns suitable for the conduction of the research study. The data prescriptions include the tools, design, sample size and methodology. Questionnaires were chosen as primary tools to be supported by interview, judgment and observation methods to gain information from respondents. In this reference the usage of questionnaires was as follows: Questionnaire –I to gain personalized general information of the respondents to be followed by questionnaire-II on the General Understanding of the Skills based on views and opinions positioning the skill dependences. The questionnaires - III, IV and V comprises an in-depth understanding of multiple stances which exhibit the skill supplementation, nurturing skills and skill based decision consequences. The layout & character and skill evaluation and progression perseveres the application, approaches and contribution in questionnaires VI & VII. An interrelated multi--phase approach is adopted to combine the questionnaires VIII, IX and X concentrating on the Traditional Democracy and Integrated Interventions, Skill Performance Indicators and Skill Sustainabilities to provision a purposeful outcome. Efforts were done to evaluate the perceptual understanding of the respondents inclusive of the effective skill utilities, the transitional trends adopted at various levels and felt need in its positive and negative forms. The impact of change revealed the dimensions of change and dilution of traditional forms and practices enabled the questionnaires to appraise the **perceptions**, **transitional** trends and considerations of **change**. The domain is being clustered by means of groups which further perk into an in-depth understanding of the issues. The concept in its subsequent phase i.e., dimension perceived the impact of **vulnerabilities**, **performances** and **sustainabilities** with consequential effects in all the districts.

The total universe comprises 7 districts i.e, East Khasi, West Khasi, Jaintia, Ri Bhoi, West Garo, East Garo and South Garo. All districts are covered and the respondent data is collected from three blocks each from East Khasi, West Khasi, Jaintia, West and East Garo hills and two blocks each from Ri Bhoi and South Garo Hills. A basic sample of 1510 respondents covering both urban and rural were taken into concern besides different forms of data are collected from Financial, Educational, Research, Developmental and Promotional Institutions including NGOs. Be it markets, borders, farms, mining areas, forests, interior rural areas to industrial estates etc., were chosen keeping in view the objective of the study. The purposive sampling techniques comprised clustered statements and multi-purpose response options in the pattern of self-reporting using Likert's 5 Point-scaling techniques. Interpreters' training was a repetitive affair and there was a common complaint about the length of the questionnaire.

The data representations are sub-clustered and provisioned on the basis of respondents' expressions. The data representations were also made by using the judgment and observation methods, informal interviews, situational information and analysis, the data was presented by using psychographic expressions of skills context applicable to all districts. The data was analyzed by means of statistical tools and keeping in view the vastness of information it was felt feasible to provide it in the form of percentages. Inferences from data were sought by using statistical techniques viz., tests of significance (t-test) and tests of homogeneity ( $\chi^2$ -test). The scaling techniques are used ranging from totally agree to totally disagree with due weightages for each of such conditions. However, it was found that the option -5 of any other and no opinion were used as most convenient alternatives while attempting the questionnaires without suitable justifications and this witnessed a massive 40-60% response rate. The typical ethnic rigidity of strong disagreement was another tool put to use without mentioning much of their discontent as it also provided as an easy form of expression resorted by majority of respondents. The judgment and observation methods to some extent overcame this deficiency and remained informally supportive along with elaborate personal narratives, complaints, aspirations relevant and irrelevant which became a part of the data collection. For majority of the respondents the entire exercise is a first of its kind and did not really respond as they were too new to the context, reluctant to reveal, shy away from parting information, asking return questions and passing off etc., were found. The ground preparations needed were elaborate and vast majority indeed tried to respond but the replies were too brief, different and out of context. The interviews were held at farm, in the shop, while travel as a group and at times

by means of interactivities with the help of gram sevaks, local traders (natives and non-natives), head men, shop-keepers etc., along with and in addition of interpreters formally helping the research work. It was found that they preferred to reply as a part of group, felt-need for support and it need to be agreeable that there is marked difference when they replied as individual or as a part of group.

The limitations of the study are the rigidities expressed by means of scaling techniques and questionnaire methods adopted were felt to be limiting factors restricting the dimension/s of the research study but the same enable as a facility to the investigator to draw parameters of coverage to be done as per the information detail. The questions regarding to the ownership, consideration agreed upon the contractual agreements, the activities engaged in earning quick money sources, risk or threat faced, involvement in multiple activities and concerned detail etc., posed too personnel and displayed personalized and contextual bias in their reactions. The domain chosen was too vast which can be angled from too many dimensions. The current study narrowfied its jurisdiction to the vital aspects of the environmental factors, knowledge and communication, products, operational factors, role-significance of markets and institutional contribution etc., in their consumption and commercial methods applicable in the context of familial, socio-cultural and ethnic reasons as well as the respondents' persona. The context adopted was more shallow rather than in-depth as it posed the character of multi-perceivables touching too many dimensions of vulnerabilities, transitions, impending change, sustainability etc., ignored the other economic, social involvement, family disturbances, degree of exposure, peer group influence, knowledge, education which have their very own relevant or irrelevant influences over their past, present and future behavior and anticipations. The study touched relevant dimensions out of the total focus and outcome consequences of the sources. Neither the ethnic skills nor its prescriptions can be used as comparatives with the skill-based forms set-up elsewhere and the patterns adopted as the living styles, approaches and behavior in Meghalaya are totally different and the pattern/s naturally adopted a prototypical means and vitalities referred to new definition/s of understanding.

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Place: Shillong

Y. Satya

Principal Investigator



## A B B R E V I A T I O N S

ASHA	Association for Social and Health Advancement
BDO	Block Development Officer
BRGF	Backward Region Grant Fund
C&RD	Community & Rural Development
DFID	Department for International Development
DoNER	Department of Development of North Eastern Region
GOI	Government of India
ICT	Information communication Technology
IFAD	International fund for Agricultural Development
IIE	Indian Institute of Entrepreneurship
IIM	Indian Institute of Management
ITI	Industrial Training Institutes
IWMP	Integrated Watershed Management Program
KVIC-KVIB	Khadi and village Industries commission/Board
LIFCOM	Livelihood Improvement Finance Company of Meghalaya
MATI	Meghalaya Administrative Training Institute
MRDS	Meghalaya Rural Development Society
MSME	Micro, Small and Medium Enterprise-Developmental Organization
NEDFI	North Eastern Development Finance Corporation Limited
NEITA	North East Information Technology Association
NER	North Eastern Region
NGO	Non government Organization
NIRD- NERC	National Institute of Rural Development with its North Eastern Regional Centre
NORAD	Norwegian Agency for International Development
NREGS	National Rural Employment Guarantee Scheme
NRHM	National Rural Health Mission
NRY	Nehru Rozgar Yojana
NSAP	National Social Assistance Program
NSIC	National Small Industries Corporation Limited
PMGSY	Pradhan Mantri Gram Sadhak Yojana
RVTI	Regional vocational Training Institute for Women, Tura.
SBI	State Bank of India
SGSY	Swarna Jayanti Gram Swarozgar Yojana
SIRD	State Institute of Rural Development
SJSRY	Swarna Jayanti Shahari Rojgar Yojana
STEP-UP	Skill Training for Employment Promotion amongst Urban Poor
TSC	Total Sanitation Program
PMIUPEP	Prime Minister's Integrated Urban Poverty Eradication Program
PPP	Private Public Partnership
UBSP	Urban Basic Services of the Poor
UCDN	Urban community Development Network
USEP	Urban self employment Program
UWEP	Urban Wage Employment Program

UWSP	Urban women Self-help Program
VTP	Vocational Training Providers
YES	Youth Employability Skill

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## 1.0 SKILLS DEVELOPMENT AND PROGRESSIONS IN MEGHALAYA

The modernized skill development concepts are successfully offering comprehensive and adaptive definition to all those efforts competent to draw integrations between the socio-cultural, ethnical, economic and environmental considerations based on objective-based target situations. The skills objective references arise due to stagnant, transitional and transformational conditions aiming oriented growth, completion among heredity and non-heredity contexts self-sustenance or even the change in its implied or explicit forms etc., insist on appropriate skill portfolio systems.

Skills are essential knowledge forums of any economy to determine the capacity terms of employment, occupational options, entrepreneurship, opportunities, training new growth and development parameters at regular intervals. Each effort of skills development enable us to adopt the essential changes needed in economies from time to time, to design the new applications and utilities which design new effective values of social deliveries etc.

The social perceptions evolve different needs for new skills to raise competence and extend fully functional skill architecture to overcome vulnerabilities. The status of skills is dependent on the internally sourcing capacities insist on appropriate skills planning and developmental strategies. The outsourced versions of skills are based to the extent of talent shortages within the region and the skill implications need to define the objectives viz., the social promotions through Information Technology, market-based economies and service-based orientations/outlook.

The preambles (P) of National Skills Development Corporation with reference to skills perseveres on:

Skills and knowledge are driving forces of economic development and economies where skills can adjust effectively to the challenges and opportunities of work (P1). The target group for skills development comprises labor force including those entering into labor market (12.8 million annually) and comprise both organized and unorganized sector (P2). The advantage of “Demographic dividend” through skill development provides an opportunity to achieve inclusion and productivity (P3); Skills to ensure a decent work especially in unorganized sector and awareness (P4). The skill developmental strategies should avoid piecemeal approach and need to be linked to economic, employment and social development arenas (P5) and skills as a matter of priority to face challenge of increased capacities of existing systems, adaptation to change specially knowledge economy, creation of effective convergence, capacity building of institutions, quality assurance and increased participation of stakeholders (P6). With a target of high inclusivity, demand –based system planning, balanced status of private and public towards outcomes, coordination and operational strategies promoting innovation, partnerships and co-created solutions.

**The scope and direction** of current research adopt a methodology bearing the above mentioned preambles set in multi dimensional understanding of the skill development comprise:

- Individual , Group or Community Skills in Formal or Informal nature
- Levels of Knowledge (including education) in relation to different orientations and objectives viz., business usage of native resource capacities for situational, territorial or livelihood applications.
- Ethnic/professional Skills in conventional, transitional or transformational priorities
- Resource-dependent, operational, processing, service and internal skill systems (exploring opportunities) overcoming risks, (Skill preferences, priorities, infrastructure and networking).
- Skills for diversified sectoral understanding: cooperative, industry and services
- Skills to change, advocate, adaptive, collaborative, consequence/benefit objective
- Tier in skills application: to administration, education skills—leading to integrations or portfolio skills
- Skills for anticipation of resources, capacities, markets, sustenance and objective – orientations etc.
- Skills for innovation , short and long term, optimum skill accommodations
- Skill planning , strategic application in social, institutional, sustainable. Viz., growth orientated, risk oriented, global or employment oriented , applied skills for specific aims viz., youth, women, etc.

**Meghalaya:** The population of Meghalaya represent 2,964007 (male 1492668 and female 1471339) the decadal growth of 27.95 in 2001-2011 and the population density/sq kms 132, literacy of male 77.17% and female 73.78%. The Government of Meghalaya in its 12<sup>th</sup> Fifth Year Plan (2012-17) aim to concentrate on building human capital, capacity building measures, appropriate usage of natural resources for sustainable livelihood and strengthening of its infrastructure base. It the productivity and employability are prime considerations to attain through education and knowledge of skills the Government of Meghalaya (GOM) is emphasizing on “identifying the vulnerable segments especially landless and capital less to be benefitted through marketing of skills .” in its futuristic planning to initiate “supporting human capital development in Meghalaya” project to boost youth employability by enhancing the quality education and skill programs, to adopt inclusive growth and development by enhancing the skill capacities and livelihood options. It is also emphasizing the need of involving women, educational administrators, traditional leaders, viz., headmen, dorbor shongs and nokmas, student communities, non-government organizations, skill provisions and government officials to design a phase-wise growth framework.

The focus of skills promotion in the State is on “ Targeting secondary and higher secondary schools at every 7-10 kms, training of 15000 untrained primary school teachers and 7000 untrained secondary school teachers, Improvement of school

infrastructure viz., labs, encourage communication and language skills including technical and ICT –based learning through computers, Implementing skills at different levels for gainful employment, the outputs of these efforts are to reinforce improvements in teaching: learning and interactive systems, to increase the responsibility of technical and vocational education and training and to increase awareness and participation, to improve project management and monitoring and evaluation”.

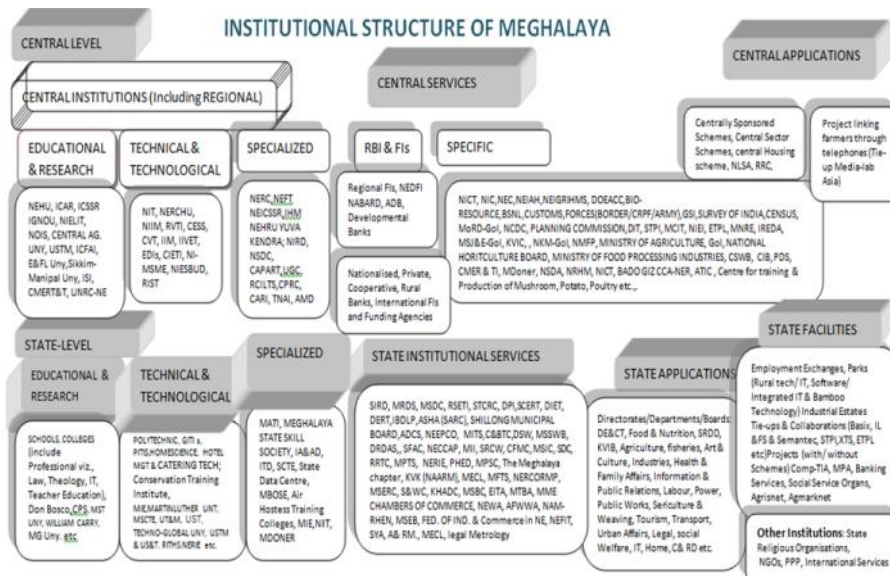
**The constitutional Provisions and Safeguards:** The application of Articles 330 to 342 enabled the natives to actively participate in state civil services, central services and native leadership systems viz., autonomous District councils and prototyped bodies. They still hold very strong in the matters of powers, allocations, property and common assets, land and resource usage systems, inheritance, education, marriage, dispensary, markets, roads and waterways, money lending , business regulations , livestock etc., collection of taxes, financial assistance and to adopt native infrastructural development activities i.e., roads, bridges, food grains and village markets etc.

#### **Change component: Resulting in New Role Functional Definition of State skills Development**

##### **Mission of Meghalaya adopting transitions:**

- Meaningful inter and intra skill linkages and shallow environments to result in contributory (targeted) outcomes towards territorial, resource-based and performance platforms.
- Justifying the significant presence of SSDMs to take over the “Skills Responsibility” in holistic manner applicable in autonomous condition, ease the load of diversified planning and execution by different institutions in at-convenience forms.
- Creating avenues of employment to different segments especially the youth is a continuous affair and need heavy investments. The SSDM is adding strategic dimensions of revenue generation to the State Government as a measure of accountability and target achievement behavior.
- To counsel the Institutional public engaged in Skills Promotion to necessitate an understanding of funds flow (Capital vs. Operational) so as to plan continuity –in-performance and target oriented behavior.
- The knowledge in the context of resource-centric practices, appropriate input management, institutional learning systems, financial linkages and commercialization to raise notions of skill performance.





**Sector –Specific Employment Opportunities in Meghalaya including Information on any skill including information on any Skill Gap Study:** Search for alternatives is due to Limitedness in Scope of Environments yet the limiting factors deemed to be a persisting condition viz., lack of efficient markets, channels and facilities. Localized socio-cultural norms adopt occupational heterogeneity enable self-sufficiency to the “targeted extent”. Sector –specific combination skills integrate the contributions/s from substantial to convenience levels (synchronized inputs vs. synchronized output forums desirable).

- Promotional progressions to adopt market-oriented production and service system. Service oriented value generation systems are prone for internal and external market capacities.
- Composite –market engagements by influential networks leaving large scope for informal asset –ownership portfolios.
- Multi-layered private enterprising wraps and serves at diversified sectors with limited financial percolation and inter-linking participatory systems suggest the arbitrary status of employment.

**State Level : Sources of Financial Assistance Besides Budget:** The state has Centrally sponsored Schemes, Centre Schemes, Additional Central Assistance, Regional Institutions, Apex Financial Institutions, Social and Voluntary Organizations, charities, Grants, Subsidies, Developmental Funds and Borrowed Funds, Religious Funds of Domestic and International forms etc.

**State Enforcements:**

**Directorate/Departments:** Objective Enforcements, Funding, Infrastructural support, Up gradation and Training

**Support Sought from:** Central, Regional, NGOs, Public Private Partnerships, International Religious, Social and Voluntary participation, Inter and Intra Zonal Progressive Trends, Technical and Knowledge Counsel etc.

**Prone Area Growth Efforts in** Protection of Traditional Skills, Application /Facility Skills in Agriculture, Horticulture, Floriculture, Industry, Cooperation, Labor, Credit, Fisheries, Spices, Apiculture,, Sericulture, IT, Health, Education, Sports, Poverty Alleviation and Vulnerability, Capacity Building, Technical and Technology, Governance etc.

**Promotion** of Industrial Estates/ Area, Growth Centre, Technology Export Promotion, Industrial Parks, Pilot Projects, Public Events, Integrated Missions, Collaborations, Encouraging Direct Investments, tie-ups, Establishing New Departments, Introducing New Schemes, Facility Promotions viz., market construction, Infrastructural and service orientations, workshops, exposure Trips at domestic/international level, Revitalization of schemes for Extended Benefit Implications etc.

**Participation** of Women Groups, Communities, Youth Groups, Stake holders, Self-help groups, Micro Finance Groups, Unskilled and Semi-skilled groups, In-service, Entrepreneurs and Skill Oriented segments.

**Relative Measures** are in the form of Partnering, outsourcing, financial/technical, technology, medical, educational, skills, operational, awareness, contractual, reciprocal and supportive etc.

**Aims:** Increased Employment, encourage exports, improved living standards, Improvement in Quality, Performance, Risk reduction, Growth and Development.

**Level of Involvement:** Village (Micro, Functional), Block (Territorial), District (Sectoral), State (Integrated), International (Inter-linking)

**Innovative & Experimental:** Online approaches and Network connectivity's , Information access, New service measures, Institutional PPP to address high-end issues, Reinforcements in Policy Framework and Consortium, Advisory Councils in Highly Effecting Linking Areas/ Services.

**Current Status of Skills Development Mission**

- A highly Empowered Mission with well-defined and diversified progressive formats
- Network of Institutional Service Participation and Support applicable in Multi-scale character from short-term to visionary ends.
- A well-documented futuristic and progressive synthesis, if applied in its rightful context in the manner it is prospected-Meghalaya will be a trend –setter in several spheres.

**The New Role functional definition of State Skills Development Mission of Meghalaya is adopting transitions al Forms** justifying the significant presence of SSDM to take over

the “Skills responsibility “ in holistic manner applicable in autonomous condition and ease the load of diversified planning and execution by different Institutions in at – convenience 33forms. Creating avenues of employment to different segments especially the youth is a continuous affair and the SSDM is adding strategic dimensions of revenue generation to the State Government as a measure of accountability and target oriented behavior. The knowledge in the context of resource centric practices, appropriate input management, institutional learning systems, financial linkages and commercialization to raise notions of skill performance.

**Target Institutional (Tier-I & Tier –II) Skill Developmental Perfections:** Skills are perishable talents in ever changing environments and skill survival forms need to be updated as per target /changing market demands.

- Shedding the weaning Image and Dormant Status of Institutions
- Assessment of Institutional Input packages in Output Benefit terms Viz., Employment, Income, Profits etc.
- Responsibility of Institutional Public will not be relieved with NGO/PPP/Outsourcing modes. In fact outsourced support need to be for the Institutional Capacity Building.
- New Inter-institutional Information Networks to support information gaps to gain access of the Modals adopted outside and within the state.
- Institutions need to reduce (Bureaucratic work styles): to grow (inter-linkages) to improve (current performance/productivities) to initiative (Value generation approaches) and to overcome self-centric focus.

**Sector Specific Employment Opportunities in Meghalaya:** The objectives being sectoral extensions and setting sub-sectoral institutions; Setting sector-based industrial enterprises; Setting sector-based service enterprises; Setting sectoral inter-linkages viz., with NGOs, PPP, Inter and Intra Sectoral, Institutional including Facilities and Utility Links.

- Opportunities arrive when the critically compounded situations are resolved. The current status of sectors is continued due to traditional and familiar concept.
- The context-based/associated constraints enabled the stakeholder to get engaged in “alternative” livelihood measures.
- Possibility of SWOT enables holistic Perception: Opportunities Assessment arise only when the corresponding weakness and threats are tackled.
- Lack of access/minimum access to land: Measures to gain land access is the foremost issue ranging from petty stake holders to entrepreneurs for agriculture/ industry/infrastructure etc.

- Poor supply chain and delivery systems, lack of proper roads, power, communication, language, issues, pressure from local middle men, exorbitant transport costs and pressing need of money resulting in sale of produce at threshold points.
- Local (rural and urban) money lending systems, concept of engaging natives for labor is too expensive. The barter of labor i.e., labor-to-labor sharing (a reciprocal agreement of mutual help) is much in practice i.e., homestead/farms/construction works etc. Hiring of non-local cheap labor (is substantially large) and family/community member's engagement is most common alternatives.

- **On the criteria of value generation:** High value product segments offering high employment viz., Mining, plantations, contracting, archery, retailing etc.

The **Employment trends** involve contracting including labor contracting, using machines, machine maintenance, suppliers, transport vehicles , , hiring open land, sales-depots and maintenance, employing daily wage laborers, professionals viz., administrators, managers, accountants, electricians, tool suppliers, POS including project –bound supplies, time bound services, outsourcing, seasonal engagements, security , reinvestment are able to offer large scale employment currently etc.

- **Implications in terms of Skills** are high labor cost enabled land owners to shift from agriculture to plantations, costs of sub-contracting, leasing, hiring premises/stalls/counters, deployment of counter salesmen, bookies & informal support staff, from and back office maintenance, territorial rights and multiple engagements etc.

- **Skill Gaps:** A wholly a private affair, concept of informality rules the roost and engage people for employment as per need than continuous but justify highly remuneration with nominal risks and entertain high speculative /short term earnings to stake holders.

- **Social consequences:** High standards of living, inflated markets, costly services and amenities, large linking chains , resource ownership separated from benefit ownership, large scale engagement, sport and entertainment, large money circulation with the outside the state and ensure luring livelihood opportunities wit minimum efforts/s.

- **On the criteria of Private Ownership viz.,** Private market , private Tourist spots, private forests, private transport and private Hiring Services

- **Role –vitalities of traditional Institutions viz.,** the Traditional Authorities viz., Kings, Myntis, Headmen, Communities, Autonomous District Councils or Outsourcing Public represent Status of Authority “which needed to be redefined” the asset ownership portfolio is offering large scale employment in Operational / financial / transaction –bound networks, market entry and participation charges, delivery services, weights and measures, packing etc. In short the presence of well-knit informal markets call for Restructuring is need of concern.

- **Skills:** A spectrum for skill representations available which ensure multi-market engagements, private terms and conditions based on the demand, cornering, lobbying and presence of vertical and horizontal hierarchies. Market monopoly by non-marketers need to be tackled.
- **Skill Gaps:** The absence of alternatives resorted private enterprising skills to serve in multiple forms viz. lack of sufficient government staff, lack of financial percolations and lack of governance at operational/functional and administrative levels. An interlinking multi-level participatory governing system is desirable.

**Sectoral Prospects on the Participatory Criteria of NGO and PPP style:** Barring few large majority of NGOs are concentrating on Local Knowledge Utilities (Tailoring , carpentry, electrician, teacher training , beautician etc., and local linkage) and OPP on hi-profile institutional targets i.e., IT, Technical , institutional Partnerships, constructions., energy, infrastructure, water management et.

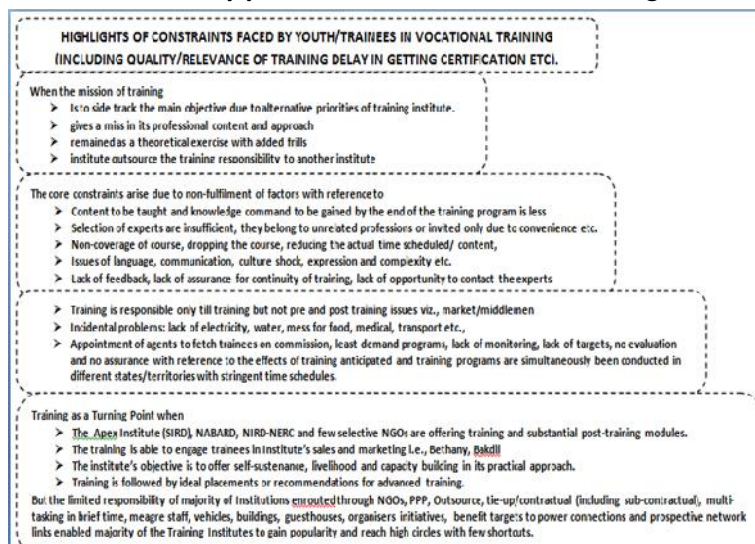
- **On the criteria of Building capacities** viz., NGOs have wide range of backgrounds, viz., Missionary to Voluntary forms the NGOs at large are concentrating on imparting skills on criteria of limited parameters set by Sponsoring Institutions but the PPP enable to overcome system shortfalls and hold on liberty to resolve the State issues.
- **Employment Trends:** Capacity building, overcoming vulnerabilities is also understood as engaging in building /premises/immovable assets construction works. Etc., bank linkages for self-employment etc., for NGOs but PPP is basically for Placement Services outside the state and few are engaged in interior regions for maintenance and promoting facility services.
- **Skill gaps :** the low imparting knowledge systems/s through training only providing limited relief to the trainees as the realistic conditions and constraints remained intact. The need of training is only imparting skill but the relevancy –to-use, commercialization and risks in implementing it in different situations will be challenging task to be tackled by trainees themselves.
- **The social consequences:** The anticipated developmental changes are complimentary and the training effort can glorify only on the availability of positive environment, appropriate tools and infrastructural support. The trainees face constraints if the social framework stands rigid in progressive approach for e.g., the continuing power cuts are harsh realities resulting in problems relating to water, ATM usage, using computers or meeting officials etc.
- **Integrated Urban Employment Services: Pure Services:** Job woks of different government departments (other wised outsourced), web-site management and networking of different government departments, territorial/area facility services, territorial/area security services, territorial market facility services, area parking services, territorial road maintenance services, government vehicle (maintenance) services, government Building Maintenance Services, Time Management Services, Roads and Till Gates Maintenance Services, Local TV Programs and Channel Services,

Service Trainee (Converting ,manual work into computerized works) programming, networking in offices and departmental data centers.

- **Integrated urban Employment Services:** Village Radio Programs and Maintenance, ATM Security Services/Risk Management Services, Village Electrification Maintenance Services, Skill Vigilance Services, Village Sufficiency/Efficiency services, Establishing Self employment youth groups, village Health Services (Service tie-ups with ASHA) , traditional Food chains, Evening Schools (tutorials and coaching), open air theaters and information centers, village opera houses, territorial road and drainage maintenance, entrepreneurial services viz., home garden tools, domestic /international broking services at border markets, common to urban and rural : all central state online and off-line scheme maintenance to be assigned to youth network services, youth service federation for enforcement of skills in rural departments , boards, blocks, circles and villages.

**In short, the skills desirable are managerial communication, leveraging business partnerships, tapping collaborative skills, financial and job analysis, prediction and risk analysis, business creation skills, service and facility combinations.** The skill gap refers to need situational leadership, multi-directional communication, tactical business continuity skills, need multiple skill management in the areas of business size analysis and multi-tasking, need end-to-end business involvement promote innumerable incidental services.

#### Constraints faced by youth trainees in vocational training:



#### Status of advocacy/Awareness Generation as well as Performance of Schemes of the Central and State Governments:

- Meghalaya Annual Plan of Rs. 3939 Cr for 2012-13 rose by 5% i.e., Rs. 4141Cr. in 2013-14 underline the fact of “getting better at absorbing funds and implementing

projects and programs". The state expenditure has gone up 2.5 times is a positive gesture. Economic slow down has no impact on State. But the revenues of the country had fallen and indicate the control on expenditure (seriously challenged the resource forecasts) of the State Government.

- Additional Central Resources of Rs. 229 Cr did not materialize and AIBP releases were limited. SOR (State Own Resources) fell and tax revenues were less. Net result of BCR was less ARM unmet, projects delays including Externally Aided Projects under ADB assisted NESRIP and ADB Supporting Human Capital Development Project were deferred.

Central Projects (i) 4 lane NH (ii)40, 44 and State Plan projects of upgrading Umiam HEP, State Highways and Major District Roads and projects near Bangladesh border and IBDLP project perspectives are highlights.

**Highlights:** With reference to the skills development in the state did not remain as a mere sector but adopted the charismatic role of transformational skills application in several possible spheres. The radical changes are evident in planning systems focusing on creating right perspective of reinforcements. The approach of water tight compartment is replaced by integrations and meaningful linkages.

**New functional initiatives and visible change in the total arena of skill projections:**

The institutional public is identified with new zeal and enthusiasm by overcoming the typical stereotyped work styles. Change in priorities, self-analysis and a new understanding towards the concerned responsibilities & growth targets are evidenced. The skill comparatives in input measures, connectivity's, public linkages and output orientations are drawing new generic constructs. Yet, it is evident that

- ❑ The **objective based variations are prominent**. The vertical chain of Institutional sequences displayed an overload in planning and decision-making rather than execution
- ❑ The State Skills Development Authority needs autonomous status to **integrate the overall skill efforts** undertaken at each point of (i) transaction, (ii) assignment, (iii) delegation and (iv) undertaking.
- ❑ **Engagement of Native Leadership** in Skill Reforms is a Prima facie condition. Procurement of natural & human resource base effects are mobilized at ease i.e., "only" to the extent of their involvement, influence and orientation.

- ❑ Coordinating the finances, planning, communication, sequential assignments etc., are controllable but **accountability is uncontrollable** - needs self-direction at each formal situation.
- ❑ Be it the insider-out effect or the outsider-in i.e. the native stake holders or the PPP need to work in hassle free environment competent to boost the morale of skill promoters and practitioners.
- ❑ **Agriculture, Horticulture & Floriculture:** Aims: Enhanced production with quality, focus on proper land use, water and plant health.
- ❑ Identified Irrigation potential is s. 2.18 lakh hectares but target fixed for 2013-14 is 5,940 hectares. Special emphasis laid on integrated water resource management, basin development, awareness and capacity building, Participatory Irrigation (registered 163 Water Users' Associations) and restoration of degraded land in Sorha Plateau (Cherrapunjee) comprise 45 villages.
- ❑ 142 new vegetable clusters, 140 Farmer Interest Group, 2 Farmer Producer Organizations and Urban conglomerates covering 1750 farmers, Organic Certification to turmeric, banana, orange and vegetables is in offing.

PET (Poly Ethylene Terephthalate for fruit preservation Centre, an Orchid Valley in ZikZak in Garo Hills to produce Dendrobium Species of Orchids and a Mission for Integrated Development of Horticulture are in progress using Good Agriculture Practices (GAP).

- ❑ **Forest Environment:** Community and privately owned forests managed by owners are pursued to adopt modern scientific methods, protection of wildlife & bio-diversity, afforestation along with aided regeneration schemes, forest based resource development programs 15 forest development agencies and 285 Joint Forest Management Committees to raise plantations over 3930 hectares under Central Scheme of National Afforestation Program.
- ❑ **State Aqua-culture Mission** aiming at livelihood, upgrading and modernizing fish seed farms, hatcheries, Fiber Reinforced Portable Hatcheries in private sector to increase fish seed production. A Departmental Training Centre, Meghalaya State Fisheries Research and Training Institute was set at Mawpun , Ribhoi.
- ❑ **Building Aqua Infrastructure:** 13 additional water areas of 952 hectares covering 9520 partners, private hatcheries are under consideration. 20 entrepreneurs to establish eco-hatcheries, 14 entrepreneurs for FRP hatcheries, 3 fish feed mills (under private sector), 54 fish sanctuaries (in each districts) and identified river sanctuaries meant to protect local species.



Besides these 320 farmers are trained and 1200 more are trained at NIRD, Gauhati. The State level Aqua Fests were held in Shillong and Tura and Aqua parks to promote aqua tourism in selective districts are under progress.

- ❑ **Electricity & Related Infrastructure:** 600 Mega Watts (MWs), in demand and 310 MWs is state capacity where another 210MWs of power is State's entitlement under Central share. CPSUs, Joint venture/PPP are in offer. NEEPCO MOU for 85MW Hydel project, 500MW thermal project, New Umtru Hydro Electric Project 40MW & Ganol HEP are in offer.
- ❑ The State Government making efforts to draw additional power from Northeastern Grid Survey & Investigation enabled 280MW Kynshi Hydro Project and 90MW Mawphu Project are under way. Transmission lines 400/200 and 400KV D/C are to complete. Agia-Nangalbibra Transmission line, Mawphlang Station up-gradation, Rongkhon to Ampati for transmission lines (SPA Funding) are in progress. Single circuit lines other transmission line with 132 KV and 9 towns are identified for R-APDRP with 33.97 Cr. approved for all the projects. Rajiv Gandhi Grameen Vidyutikaran Yojana in all districts .441.99 Cr. aims at 100% electrification of 5424 villages and 84% are connected. The Rural Energy Mission focused on solar energy, biomass, biogas and micro-hydel projects under 500 bio gas plants and 50 kilo watt biomass gasification.
- ❑ 106 villages will be given SPV Home lighting systems and off grid solar plants and solar thermal water heating systems ranging from 100 lit. per day to 2000 IPD are proposed for installation. 240 mw Thermal Power Project in Garo Hills is promoted under PPP mode. LED Solar Lanterns are distributed to students under Mission Green.
- ❑ **Water Targets:** Steps to augment water, adopting Nirmal Bharat Abhiyan, to offer portable water to Schools & Anganwadis. Sustainability of water supply schemes for safe drinking under convergence, initiatives with government agencies, forest & environment, soil & water conservation for departments/communities and stakeholders' participation. Involvement & protection of critical catchments, creating small water bodies along with river basins to improve the hydrology of rivers & to recharge ground water.
- ❑ Meghalaya Water Mission under IBDLP promoting IWRM, initiating Water Act, promoting Institutional Reforms through Meghalaya Water Resources Development Agency MeWDA, a multi-sectoral autonomous institution to signify all water sectors, district water resource councils, water user associations at every water related project. Mapping of water resources and application of quality, quantity, Knowledge management, capacity building in irrigation infrastructure under AIBP and new

scheme of Jalkunds to cater for area needs. (out of 9326 habitations 4326 are partially covered. Multi-purpose reservoirs, (eco-tourism, fisheries, micro hydel, irrigation, drinking water supply), water quality management, participatory water resource management.

- ❑ **Management of Livestock:** High productivity & health care targets of livestock and poultry are planned by establishing 18 new Veterinary Dispensaries, modern Abattoirs in 8 districts, 3 rural slaughter houses, 1 poly clinic with assistance from NABARD under RIDF.
- ❑ Bio-security prompted 2 separate Livestock Demonstration Farms, Artificial Insemination Production Unit for pigs, revival of Chilling Centre, In-service Training to staff and awareness programs to stakeholders.
- ❑ The Dairy Cooperative Societies and Livestock Mission under IBLDP is focusing on innovative technologies.
- ❑ **Administering Sericulture:** Seed farms collaborations with Central Silk Board for upgrading the quality seed cocoons, modern rearing houses, encouragement of traditional spinning methods, promoting multi-end reeling machines, skill up gradation, subsidized improved looms, organize promotion events & market avenues
- ❑ **Participatory Systems in Medicinal Plantations:** National Medicinal Plants Board has given Rs. 306.60 Lakhs to implement the National Mission Scheme on Medicinal Plants. Active participation by AYUSH Resource Centre for North East with the State is in progress.
- ❑ **Mining:** Coal and Limestone production is 34.48 lakh metric tons and 34.03 lakh metric tons with revenue of .313.17 Cr. Awareness programs to regulate unwarranted systems leading to pollution with relevant control measures is under priority.
- ❑ **State Parks:** Export Promotion Industrial Park, Scheme Area, (Byrinihat –Khanapara), Umiam Industrial Area, e-Marketing, Growth Centre (Mendipathar), 4 Aqua Parks in different districts, Food Park under Marketing Cell (MIDC as Nodal Agency), IInd Phase extension of Software Technology Park (Lumjingshai) soon to complete and ICT park under consideration.

#### **Service-Based Indicators:**

- ❑ **Banking & Financial Inclusion:** The bank branches (305 nos.) presented low CD ratio. Financial Inclusion Plan, electronic mode of payment system for both Government payments and Government Receipts is been introduced.

- ❑ Electronic Benefit Transfer (EBT) for routing government payments to beneficiaries under MGNREGS using bio-metric smart cards and this facility is proposed to extend to other schemes. Women Economic Empowerment through financial inclusion program was a success.
- ❑ **Capacity & Skill Development:** The ADB Funding ( Rs.100 Cr. Loan) is meant for quality education, skill development and vocational training.
- ❑ Under Services setting Hospitals and Medical Colleges with the support of World Bank Group, KPC Group under PPP.
- ❑ The GVK EMRI, a free emergency management services not-for-profit under PPP, IDFC Foundation (not-for-profit) under IBDA for sustainable water storage; for infrastructure viz., telecom, roads, ropeways, renewable energy generating units, and IT infrastructure to support market access. A range of activities for community include horticulture, aquaculture and sericulture are proposed to raise entrepreneurship culture. The multi-level IT Education and Housing are under consideration.
- ❑ **Commerce:** 534 micro & SE investment of Rs3.66 Cr & financial assistance of Rs3.91 Cr. Under medium and large scale sector 34 units are provided financial assistance to the tune of Rs 0.69 Cr. A comprehensive Meghalaya Industrial Investment Promotion Policy (MIIPP) was announced to aim border/export trade, ASIDE Scheme for infrastructure development of EPIP, Export Integrated Craft Complex, Border Roads, Bridges & Drinking Water Schemes at land Customs stations etc. progressed.
- ❑ Incentives to 629 Micro and Small Enterprise Units with a financial assistance of 350.00 lakhs, generating employment potential of 2616. Under PMEGP Program 159 units were setup & created employment for 728 people, Youth were sponsored to NIFT, Kolkata, North Eastern Industrial and Technical Consultancy, Gauhati in collaboration with GCELT for special training in tanning works, 480 in herbal cosmetics, 443 under Master Craftsmen Scheme and others under National Mission over food processing, entrepreneurial workshops are being conducted. Apiculture will be on top priority in 2014-15.
- ❑ **Education:** Diploma training to “untrained teachers” is continuing in elementary education. A batch of 800 will be sent. Distance Learning Training with National Institute of Open Schooling scheduled for 30 months is on progress. Ministry of HED sanctioned 4 ITI s at Block Level and a B Ed College in Jowai. A Meghalaya Technical University in TURA and an Engineering College in Jaintia Hills will soon be set.
- ❑ **Tourism Promotion:** Capacity building, infrastructure development, media coverage, transport, hotels, training courses in hospitality services, training under un-skill

development programs for youth, collaborations with Institute of Hotel Management, Food Craft Institute, Tura, Shillong Polytechnic, Professional Institutes & Tour guides and Aqua Tourism are few measures to promote State Tourism efforts. A Meghalaya Tourism and Investment Scheme 2012 was launched for entrepreneurs in setting up home stays and resorts.

- ❑ Employment generation through Rural Tourism, Home Stays and Resorts under Meghalaya Tourism Development and Investment Promotion Schemes, private participation in tourism business, hospitality trades i.e., food and beverage service, housekeeping, front office management in which 1865 youth are being trained in various hospitality trades.

**The Integrated Basin Development Authority enabled the Level of Ideologies to Prevail but also shared the Level of Understanding, Work Conditions, Quantum of Necessary Authority to Perform Tasks.**

- ❑ **Meghalaya Small Farmers Agri –Business consortium** is administered by Department of Agriculture and Cooperation under the Ministry of Agriculture, GoI is the Nodal department administered the Technology Mission.
- ❑ Mini-missions - I (research), II - (Production and Productivity Improvement viz., technology mission on horticulture scheme by GOI with various assistance to farmers) III - (Post-harvest management and marketing) and IV - Processing are coordinated by Ministry of Food Processing Industries. MIBDLP allocated Rs .1100 Cr to Aqua culture Mission, Apiculture and Horticulture, to tie-up traditional community skills with Government Schemes.
- ❑ The International Transit Point was set up in Dalu, Tura. A new entrepreneur Intervention Scheme is in offing. Basix, a livelihood promotion institute introduced Common Service Centers, undertaking CSC Project in the State.
- The supportive services are yet to set up, operate and manage 225 CSCs including the existing 39 CICs under National E-governance Plan. Collaboration with IT Department enabled an opportunity of Micro finance with in CSC scheme through PPPP (Public Private People Partnership) and (under Digital Literacy Scheme Basic IT Programs in rural areas, eDistrict Project, Project on Cloud Enablement of State Data Centre are under progress. Under Students Digital Learning Aid scheme mobile tablets were given.

**New Direction of Inter-Institutional communication: it refers to new Improved Issue–centric rather than self-centric understanding is observed at Institutional Layering, introduction of Skills Development in the State is offering a holistic dynamism. It seemed to have a prerogative impact over all “passive” institutional**

moves exploring resourceful sources –right tie-ups and knowledge insights and the Concept of Mutualities (coordinated behavior of Institutions) seemed to initiate positive reactions to look into Common Issues - yet the practical part of execution demand a context of Wait and Watch

#### **Skill Promotion in Meghalaya:**

- ❑ Establishing new ITI s & modifying the existing with substantial support from DGE&T under Ministry of Labor in the areas of infrastructure, initiating new courses i.e., front Desk Mgt, CRM, Hospitality, Aviation, International BPO, Call Center, tussle Crafting, Data Entry, Beauty & Health care besides the long term (NCVT) and short term (CSTRI) courses.
- ❑ Schemes Sponsored by Ministry of Statistics & Program Implementation, GOI with Annual Allocation of .2 Crore per MP Constituency, Central Funds: RGGVY for village and rural household electrification ( 816cr) etc., are on process. Central Schemes help training in Infrastructure of existing and new Entrepreneurship Development Institutions, Common Wealth Fund for Technical Cooperation, UNESCO, UNDP, Ford Foundation, USAID, SFURTI etc.,
- ❑ Central Schemes used for Rural development (RD) are SGSY, IAY, MGNREG, National Social Assistance Program and Central Sector Schemes like Backward Regions Grant Fund continue viz., State Rural employment Society coordinate with MGNREGS manage the cash flow issues in wages. State Rural Infrastructure. Development Initiative (SRIDI) and State Urban Infrastructure Development Initiative (SUIDI) for creating infrastructure in state assigned to Blocks and community participants. The PMGSY Program of Ministry of RD, Gol completed 184 habitations with 553.80 kms. Under Non-lapsable Central Pool of Resources, a total 29 ongoing projects being funded by the Ministry of Development of NER (DONER) 6 got completed and 11 await completion. Insurance scheme for commercial drivers, Integrated Check Gates, Helipad & Railway line are on progress. Setting 6 new seed testing lab (NEC funding), Citrus scion bank for quality seedlings, planting materials, sales outlets & employment in farm based enterprises are on.

#### **Skill Development through Regional Involvement**

- ❑ Rs. 210Cr. Sanctioned for Schemes and Programs Northeastern Regional Institute of Science and Technology. with NEC assistance viz., bridges, power projects and sports, MOU with NEEPCO for Hydel and Thermal Projects, transmission lines, single/double circuits & implementing R-APDRP Scheme with Rs. .33.97 Cr.
- ❑ A Regional Centre for Training and Production of Mushroom in NER sponsored by NEC at Upper Shillong, facility focus is on quality spawn, training, sterilized compost

& marketing. Improving existing Seed Testing Labs, Shillong and setting new seed testing labs under NEC funding helps in proper land use, water management and plant health measures. Soil & water conservation projects under NABARD Loan are under execution in 2318 hectares. 84 no. of participatory water shed projects under Integrated water shed management program (IWMP) in an area of 2700 hectares will check soil erosion & surface runoff.

- ❑ 42 new projects have been taken up under Accelerated Irrigation Benefit (AIBP), 2013-14 to irrigate a total area of 6535 hectares. IMAcs engaged by an UN Agency to provide technical, financial and human resource support RMNCH+A on health and social indicators. North East Regional Institute of Education(NCERT), Shillong Unit is to cater the educational needs of NE States. Ministry of Development of North Eastern Region execute responsibility for planning, execution and monitoring development of schemes and projects.

### **International Tie-ups**

- ❑ **With Slovakia:** Chief Minister's visit to promote cooperation and projects in water management, agriculture, skills upgradation and enhancement of employment generation in allied industries, horticulture, forestry and apiculture.
- ❑ **With Philippines:** Tie-up with International Rice Research Institute (IRRI), Philippines for improving rice productivity and up-scaling the income of rice farmers.
- ❑ **With Belgium:** For Shale Gas Development the State government is keen to tie-up with private companies exploring the possibility of Innovative Practices in bamboo production with Belgium.
- ❑ **Hannover, Germany** to develop a broad plan for partnership and structural model for institutional development as an off shoot with exchange of knowledge of technologies, capacity building of officers from the Department of Agriculture, Sponsoring students from Meghalaya to take up Graduation and Post Graduation and establishing modern horticultural research facilities.

**State Revenue Sources:** The basic fund raisers are Taxation , Excise, Transport, Mining & Geology, Forest, Inspector General of Registration, Tax and Non-tax: Anticipated Revenue of Rs Rs..1187.61 Cr.

- ❑ Department of Mining and Geology sponsoring students for higher studies in Earth Science, Meghalaya State Youth Policy, 2012 to connect youth on three Es- Empowerment, Employment and Engagement .
- ❑ **State Labor:** 4 major schemes Crafts training schemes viz., Apprenticeship Training Scheme, Skill Development Initiative Scheme and Short Term Job Oriented Course. The target is to skill 56856 persons during 12th 5 year plan period. 4401 are skilled in

12-13 and 8800 will be covered in current year. Up gradation and strengthening of all 10 governments IIT s is taken up under different Centrally Sponsored Schemes. 3 new trades in each of the 4 ITI s under ESDI Scheme will be started from August 2014. Skill fests in Tura, Shillong and Jowai were organized to generate awareness and job oriented skill development is in process.

- ❑ **State Sports:** Sports and Youth Affairs to groom under 17 state football team won prestigious Subroto Mukherjee Football Tournament 2013 & sports infrastructure, Artificial Football Turf at Mawkyrwat, Jowai, Ampati and Mawlai is under consideration. Wansuk Myrthong for her success in scaling the Mount Everest. Career Counseling and Guidance Schemes were introduced to improve the performance in civil service examinations and recruitment in government and non-government sectors
- ❑ **State Art and Culture** conservation, research promotion, development and augmentation of art forms, requisite infrastructure, encourage cultural activities through voluntary organizations, provide research and literary and enrich collections of museums.
- ❑ International Centre for Performance Arts and Culture as State of the Art Facility , Amphitheatres in Shillong, Jowai, Tura Centers for Indigenous Culture, Institute of Music and Fine Arts, District Arts and Culture Societies for Creating Platforms to these Schemes relating to Intensive Art and Cultural Development Program. Besides these Development of Traditional Folk Music, Production of Folk literature Literary Award and Living Heritage Scheme. Indian Panorama Film Festival launched to promote State as film shooting destination and also in progress to promote local talent.

#### **Performance of Employment Exchanges:**

- ❑ **Background:** The Directorate of Employment & Craftsmen Training is the Apex Body for 10 District Employment Exchanges, 11 Employment Information and Assistance Bureau at Block level and 5 Sub Divisional Employment Exchanges in Nongpoh, Mairang, Bhagmara, Ampati and Khlieriat. Employment Market Information Cell in William Nagar, Strengthening of Employment Exchange in Shillong, Vocational Guidance Unit in William Nagar and Tura, Coaching Cum Guidance Centre for SC/ST at Shillong and one at Tura which came in to existence in 2013. Efforts persist to Strengthen the of Headquarter Establishment, Resource & Manpower Cell and Vocational Training Wing in Directorate.

### **Functioning of Employment Exchanges**

- ❑ The Directorate offering two types of services: (a) imparting skills development/up gradation (covering all sectors of Economy) and Registration and Employment guidance to Job seekers. A Skillfest was organized both in Shillong and Tura in February, Out of 1,95,000 nos. employment target of Meghalaya the Labor Department aims 56856 nos. It selects 10,000 unemployed youth for placement assured training programs. Registration is being done in both off-line and on-line forms. On-line “dectmeg.nic.in” is a recent change. Off-line is considered a necessity as on-line is offering temporary registration only. The scanned educational and other certificates needed physical verification for final registration is a manual work.
- ❑ The total number registered is marginally above 30,000. NIC, Pune and NIC, Shillong collectively made an effort to bring in the on-line System in the State. The NIC, Shillong is still continuing its support to make the on-line system available in its functional form for public. Entering the previous registrations (about 12000 nos.) is a data entry work for which the Directorate is in a process to appoint “new but temporary staff”.

### **Infrastructure and Services**

- ❑ The Directorate of Employment, Shillong got its new building and the Employment Exchange of East Khasi hills (in Shillong) will soon be shifting into the same building. The Tura and William Nagar have buildings of their own and at Nongstoin, the building is under construction. Others are on hired buildings have plots but no buildings yet.
- ❑ The Shillong has Career cum Guidance Cell caring the needs of “entire State” till last year and in 2013 another Centre was opened in Tura. The Cell offering 4 coaching programs (per annum) for Graduates (for SSC) in General Awareness, General Intelligence, Mathematics and Aptitude, for 10+2 and under Metric.
- ❑ The first ever orientation program for two days was given on 28<sup>th</sup> & 29<sup>th</sup> April, 2014 by a Kolkata Institute to train and ensure placement in Hotel Management. A batch of 24 students is selected and they need to be sent to Kolkata for a 4 month training followed by placement.
- ❑ The Trainees expenditure is borne by State (under Central Funds) to avail free lodging, boarding and the training period. Besides this a supportive funding for one year is also given after placement.
- ❑ The Coaching services are offered 4 times per annum for those who are interested in appearing the State Competitive Exams viz., MPSC, SSC etc.



**Observations:**

- ❑ The students' reluctance to attend coaching programs is high despite financial assistance @ Rs. 50 per day when the attendance is not less than 75% of the 20-25 days training programs. The dropout rate is also too high. The instructors were paid 150 per hour and now it has been raised to Rs. 300. Each instructor is given 2 hrs class so that they get a decent 600/- per class. The instructors are subject experts but not professionals who are engaged to give coaching to make aspirants sit for Competitive Exams. Absence of aggressive publicity measures and motivational media making the total exercise as least contributing.

**Administrative Gaps:**

The Senior and subordinate staff at the District Exchanges are assigned with the duties of

- ❑ (a) Accepting the Applications (different forms based on qualifications), verify and Registration (till date manual applications are being received).
- ❑ (b) Undertake Awareness Programs at school level for class 9 & 10 students. The frequency of such programs is less. There is no separate fund allocated for conducting such Career Awareness Programs as the officers have to bear the expenses personally. The exchange staff are not provided with any gadgets desirable viz., LCD/Overhead projectors, video/audio material etc., force the staff to take pure oral awareness lectures. Majority of the schools are not equipped with any such gadgets. It is often the "Instructions" which come from Directorate with reference to seeking data of the suitable candidates for some opted vacancies. The District Officials are not given any information nor participate in any matter of vital importance.
- ❑ A quarterly frugal payment meant for telephone, electrical and new paper is released by Directorate to Exchanges. Alternative arrangement for Power cuts is inexistent. The District officials have no external contacts viz., NGOs, PPPs or even training institutions nor information channels and all matters are solely under the centralized authority of Directorate. Large chunk of East Khasi Hills District is urbanized as compared to other districts and has prospective educational access. The student number and quality is higher and have ample employment prospects.
- ❑ The District Employment Exchanges remains in gross isolation as to the happenings in the area of Employment even of the District. A proper authority distribution system seemed to be a necessity to channelize the functional participation. It is totally a non-feasible condition as a given "Labor" character is magnified in to "Multi-dimensional Professional Status".
- ❑ The on-line services, information dissemination, contracts and agreements do not permit subordinate departmental growth. All communication is the prerogative of

Directorate for all 11 (Eleven) Districts. But the system could yield its minimum outcome and need substantial image and functional makeover leading to communication with external sources, information and operational networking to execute its employment creation plans and inter-relationships with other parallel institutions.

- **Defaults:** The Directorate of Employment and its forum is One of the Several Employment Platforms in the State. The information of vacancy is informed to the employment exchange and is also advertised in news paper or other means. The candidate may apply directly to avoid all hassles as majority of the vacancies are casual, contractual, jobs with consolidated payments, part-time jobs and private in nature. The information of filling up of post is not informed to the Exchanges.
- A more interesting context is the candidates who are placed in private jobs continue their name in the Exchange. That displays the private job-holders' names in anticipation of their resignation in future and come back for a new job. There is nothing like re-registration after one year or two years and the live register is not sure as to how many candidates are actually employed and the possibility of their coming/not coming back.
- An Open System of Employment News is prevailing and adopting at-convenience forms. Be it Institutions, banks or business concerns the on-line access is able to boost mass communication of employment in the State.
- The training and placement systems are also adopting diversified channels in adopting procedures leading to corner the utility of Directorate. The condition raise a questionable status as the Directorate can neither be an Information Dissemination Centre nor Competent to maintain Effective Placement Capacities.
- Absence of Public Linking and Communication Systems has been sidetracking the Directorate from its effective functioning. It remains as mere spectator of the most happening contexts of Employment Advancements initiated by Institutional Occupational Advocations as means-ends approaches

**Broadening the Scope of Employment Exchanges:**

- ❑ The Ministry of Human Resource Development, Govt has launched a Trainee Teacher Scheme. This is to appoint Trainee Teachers on contractual basis at NIT, Meghalaya .

The advertisement appears in [www.indgovtjobs.in](http://www.indgovtjobs.in) ; Similarly the Meghalaya Rural Bank Recruitment invite Online Application from IBPS CWE RRBs for its 8 posts. Meghalaya Police Recruitment declared 1334 posts appear in [www.aptitudeany.com,the](http://www.aptitudeany.com,the) freejobalert.com etc. ICAR Jobs in Meghalaya appear in [jobsfeed.in](http://jobsfeed.in) reveal the alternative growth of information access forms in the State.

- ❑ The Directorate need to reinforce innovative definitions suitable to current day context, shedding its outdated outlook and functional approaches, initiate a

paradigm shift in the Technical Education and Employment exchange facilities need both micro and macro ideologies which create links within the State and the State with Outside World. It holds an embedded responsibility of Building the Image of the State with an efficient system of Employment Management along with Employment Information Management.

### **ROLE AND PROBLEMS IN IMPARTING SKILLS NON GOVERNMENT ORGANISATIONS (NGOs) PRIVATE VOCATIONAL TRAINING PROVIDERS STATUS OF FUNCTIONING OF ITIS**

- NGOs at large are engaged in social utility services and formed into a Significant Institutional Force. Besides voluntary, religious and growth orientations the NGOs are undoubtedly “prominent forces” in both horizontal/vertical hierarchy of Government Machinery in the State.
- Engaged in almost every segment the NGO networking is elaborate, extensive and adopted the inside-outs of developmental tempo of Meghalaya. The personalized capacities of NGOs wrap around the welfare activities, morality, rehabilitation, religious supremacy, humanistic approaches and are directed to adopt all means of bringing the social segments to the path of righteousness. The edge of capacity training has its parameters conditioned by the NGO objectives and capacity range. Only selected few NGOs have all means to offer a professional training.

#### **NGO Categories:**

- ❑ NGOs forming a part of National or International Organizations and potentially resource-based viz., land, building, external fund support have formatted positive image. NGOs which are engaged with heavy initial funding but are able to generate funds through facilities/services or market activities are the next best performing organizations.
- ❑ NGOs which have hospital, educational, religious –based involvement with a chain of service institutions networked throughout the State are able to display perfection in activities. NGOs which have multiple activities, short-term courses with practicing ground (own or hired) and have been innovative in practices with successful tie-ups with Banks, Cooperatives, Government Departments, Local Organizations etc. adopted multi-dimensional service forms.
- ❑ NGOs which are supported by power factors and linkages, speculative income sources and adopt service-mongering for futuristic benefit targets. NGOs which are area specialists and have facilities to care for selective trades and training programs with self –owned or hired infrastructure etc

**Categories and Involvement Variations:** The **Scematic effects** with reference to (a) **Central /Centrally Sponsored** supporting youth, training for self-employment, internal training with anywhere placement, external training with placement assurance etc., and training under SGSY/NRLM etc. (ii) **State Schemes:** Micro Enterprise Development Programs, micro credit assistance with training, Vegetable, Floriculture/Horticulture, vermi compost etc., aiming in skills training involving NGOs to develop micro enterprises etc. (iii) **Tied-up with Government Schemes** viz., and Training programs: Nirmal Bharat/Rural Sanitation Program, Rural Drinking Water etc., are associated with training programs along with distribution of material (including construction material).

- **NGOs as training partners** in which the State Schemes, MLA Schemes, Schemes of Autonomous District Councils, Banks etc., enable to support the Skills development viz., promoting Micro Finance Initiatives, Leadership Training, Capacity Building etc.
- **Partnerships in NGO Service forms:** Central Funding with State Involvement and NGO Participation i.e., aided by Central Social Welfare Board, New Delhi, the WISE and RAWA under Meghalaya State Social Welfare Board initiated Agarbatti Stick training and production with stake holders from 10 villages. This will soon be followed by Weaving, Bee keeping and Sericulture.
- **Integrated Roles of NGOs:** IFAD group (agency of UN project) implemented through MRDS, NERCOMP; IFAD, DoNER and NEC partnership, IFAD and Community Partnership with Different Directorates for Community Resource Development, Livelihood Projects enabled native NGOs to facilitate Training Programs.

**Categories and Involvement Variations: The SHGs into NGOs** viz., The Lumparing Thrift and Credit Society taken up by RRTC offered training programs in the areas of Mushrooms, Bee keeping, Agriculture, Livestock and Organic Agriculture etc., was a SHG undertaking NGO activities.

- ❑ **Innovative Trends supported by Local NGO Impulse:** i.e., the Development Commissioner (Handicrafts) , Ministry of Textiles, Gol, initiated an idea of CFCs to collaborate artisans and offer exposure & training to new technologies and designs by using local materials.
- ❑ **NGOs Identified by NABARD/ State Cooperative Apex Bank/ SBI and other FIs:** viz., Bethany Society, Bakdil, Bosco Reach Out, NEICORD, WISE, and NERDWM (all equipped with land & buildings) except FMA-OUC and KJP Development Wing (only building) with expertise in SHG, Agri-extension, Livelihood, Disaster Relief, Social Issues, Women's' rights and Social Work etc. NGOs are experts in offering training for handholding, guidance and counseling, social and economic interventions, awareness, shelter, childcare, upliftment of rural women, technology transfer etc.

- ❑ **Exclusive Schemes:** for women assistance in Non-farm Development (ARWIND) to be partnered with KVIC/KVIB, Cooperatives etc.
- ❑ **NGOs Assistance for Market Promotion** of Non-farm Products under MAHIMA.
- ❑ **Skill Development Upgradation Initiatives:** for livelihood opportunities and training skills for income generation by NGOs.
- ❑ **Central Scheme to set up Rural Warehousing:** NGOs partnering with Directorate of marketing to offer training to farmers, growers. self-help groups, Farmer Cooperatives/farmer clubs etc
- ❑ **CISS for Commercial Production Unit** of Organic Inputs, Centrally sponsored Scheme for Salvaging involving NGOs to offer training on fallen animals.
- ❑ Central Schemes for Pig Development, IDSSR to encourage training through NGOs for Commercial Rearing of sheep/goat, diary, poultry farming activities etc.
- ❑ **Schematic Involvement:** Separate Schemes for Development /Strengthening of Agricultural Marketing Infrastructure, Grading and Standardization involving NGOs to promote market infrastructure to increase facilities in markets and tie-ups for community or individual stake holders.
- ❑ **Mega NGOs** viz., RRTC the premiere NGO is engaged in Common Facility Centers (CFCs) to offer collaborative artisan training programs.
- ❑ They are providing training skills to youth & farmers in the areas of farming, land management, horticulture, organic agriculture, spices cultivation, floriculture, nursery keeping, compost production, poultry, pig rearing and alternative sources of energy.
- ❑ Engaged in Agricultural Extension Programs in which 3 projects were implemented viz., National Agricultural Innovation project in South Garo Hills, Diversion based Irrigation Project and Sustainable Farming Practices through Organic Agriculture, SJATC collaborates on government/semi-government/non-government organizations such as Department of Science and Technology, NABARD, KVIC Shillong, Indian Council of Agricultural Research NEH Region, Umiam, SBI Shillong, Don Bosco Tech, New Delhi etc.
- ❑ Besides these it could promote 26 farmer clubs, 3 cooperative societies and 75 Village Veterinary Assistants to rural areas who are providing services to the villages and thousands of entrepreneurs successfully set up their businesses.
- ❑ NGOs present a highly competitive arena and keen in getting involved with Schematic or Institutional funding. For large majority the service attitude is limited to the extent of Service Demands made by Sponsoring Agencies.
- ❑ Barring few majority of the NGOs are engaged in the skills locally familiar with or without marginal improvements. The trainees are keen in getting certificates of the courses rather than skills which help trainees to get loans or placements.

- ❑ The training is often limited to single day in majority of cases and occasionally for two/three days. The core learning period is frugal after cutting the frills. Single trade training is the practice rather than clubbing multiple professions viz., piggery, poultry, duckary and goatary under “rearing” skills.
- ❑ The market linking approaches, sourcing finance and information, risk and uncertainties are hardly discussed. Post –training consultancy is not entertained in majority of the cases.
- ❑ The trade related information is theoretical. Exposure trips, tie up with relevant department viz., inviting experts, awareness of the related schemes, distribution of material or advanced training or follow up etc., do not form the part of training. There is no feed back nor backward communication entertained from trainees in majority of the training sessions.
- ❑ The acute issues of NGOs are understaffing, underpayment to staff, ever-continuing financial crunch, wholesome dependency on Sponsors’ funds, much of the time is engaged with getting new assignments and new sponsors.
- ❑ Large number of NGOs are more for welfare programs of awareness, orientations, educating, counseling, coordinating, campaigning, discussion of problems and challenges etc.
- ❑ The service criteria concentrate on viz., offering space, supervision and provisioning amenities viz., food, water, transport but the core skills remain secondary. The counselors or instructors or professionals are “hired” at convenience “to meet the purpose”. Most of the Hired Instructors are neither practitioners nor Professionals and the number of instructors deployed remain insufficient
- ❑ Hiring of trainees through paid agents has also become common practice and there are no checks on this system. In short, it is rather difficult with the micro feedback effects to estimate the impact on “large picture” as to what direction the skills are positioned, the utility of such innumerable micro exercises entertained in wholesale manner.
- ❑ In terms of time, effort, involvement, money, and contribution the advance planning is limited to implementing schemes, involvement of people but the most important is to what extent the success ratio is?

Specification of target success, post-training monitoring and supervising, a continuous linkage at least for a period of one/two year/s . The rigorous and constant counseling need to continue till the trainees adopt the practice of self-standing. This is the responsibility of the Sponsor-Initiator despite involving NGOs.

### **Objective Orientation and Implications of Private Institutions:**

- ❑ The objective being win-win, the **private institutions** are able to do justice in terms of Course Selection based on market needs. Be it Media, IT or Fashion the range is wholly professional and location advantage with supportive publicity & networking offering effective/commercial base.
- ❑ Engaged in Catering the Institutional Public - the private institutions have different experiments in their curriculum viz., visiting faculty, usage of interactive gadgets, open knowledge advocations along with the communication, adaptation and language tools (unfortunately there is no institute like NERC, NIRD, Guwahati in Meghalaya).
- ❑ Competent Placement Staff offering Ensured Placement Services, Inter-institutional and international tie-ups, Professional Internship, Project Works enabling the justification of being professional serve.
- ❑ Despite the small size majority of the institutions are engaged in training, accepting contractual assignments, undertaking technical service partnering, Government Assignments and putting 10 to 12 hrs work periods.

### **Constraints:**

- ❑ Preference towards Urban Area with limited branches spread in tier II to tier –V cities. Lack of supportives viz., electricity, proper roads, distances & markets etc., diminish the service enthusiasm. Majority of the professional institutions are being engaged in Multi-tasking to enable “overall business continuity”.
- ❑ Lack of mobility, lack of demand due to lack of awareness, lack of local placements, lack of local applications and applicable situations and limited markets with low saturations etc., are the issues refraining any initiatives in developmental dimension.

For majority of private institutions the local constraints are lack of learner continuity, irregular attendance, lack of interest in practical assignments, poor trainer and trainee relationships, unenthusiastic environment, outdated equipment, under staffing, frequently changing faculty, lack of amenities, and highly competitive environment resulting in the small institutes to wither and perish. The government schemes, projects, grants etc., are the biggest consolation but there is enough competition in this channel

**New Implied Status of ITI's :** Improvement in the areas of creating infrastructure ; Promoting additional staff and additional Courses ; Tie-up with PPP ; Trying to introduce Professionalism ; Entertaining private institutions which can offer both training and placement assurances ; Improvement in student supportive programs ; Conducting Orientations ; Awareness programs etc.

- ❑ The “Wholly Centralized Authority Systems” resulting in under performance of subordinate institutions in vertical hierarchy. Lack of cordial superior vs. subordinate relationships, meager funding allocations to subordinate institutions, lack of decentralized decision making, no subordinate participation in any programs related to institutional functional or operational or managerial forms, lack of means to run self-financing courses/programs, lack of subordinate interaction with any other educational/technical/ training institutions and lack of information as to the work channel systems are not harboring cordial environment to expect any concrete outcome.
- ❑ The technical institutions are the whole some territories run by Directorates. There is no provision of morning courses, evening courses (short or long term) for all interested aspirants, the labs, machinery and equipment are the exclusive property put to limited use.
- ❑ The self –raising of funds enable the institutes to support their ever flexible operational costs viz., maintenance, facilities to trainees, informal utilities of the departments. The private counseling, remedial coaching, add-on programs, vocational training etc., can be run by some enthusiastic faculty or outsourcing.
- ❑ No tie-ups, no collaborations at institute (especially ITI s) level, no external lectures, no guest or visiting faculty, and it is in short, Subordinate Institutions (District-level) are functioning in closed environment with a single but multi-purpose outlet i.e., Directorate.

**Questions to Raise? The Initiatives: A Mark of Difference between Professional and Welfare Categories**

- ❑ Need of Professional Institutions for promotion of Professional skills: Promotion of business orientations which at least partially believe that “Money is the Religion”.
- ❑ The welfare activities, disabilities, religious involvements etc., do not stand as criteria in Professional Studies. It is mere skills development, facilities for skill promotion and the knowledge of coping up with different situations of business or service business.
- ❑ NGOs or Private Institutions strongly supporting welfare /religious activities cannot justify Professional Skills. The ritualistic skill developmental efforts does not arrive “materialistic” purposes.

**Time-bound Visible Development need to be accounted as an** overall skill mapping is an instant necessity keeping in view the resources, manpower involvement, financial allowances, capacity estimation of NGOs/Training Institutions, and unifying all funding sources for the purpose oriented and meaningful “Knowledge Dissemination Systems” aiming Self-standing of Trainees.



### **Questions to Raise The Initiatives:**

#### **A Mark of Difference between Professional and Welfare categories: Appropriate Skill Administration need Result-oriented Skill Planning and Execution Modals.**

- Discourage Diversified Institutional Involvement leading to diversified decision making. Random linkages and contingent skills imparting systems display zero-planning with resource wastage.
- Suitable Skills and allocation needed for territorial and individual/community skill development need to be under the Jurisdiction of Skill Development Authority.
- The research oriented skill base line should be drawn about the need of the skills desirable, skills tied with placement, skills for employment generation, skills executed with due tie-ups viz., banks, grants & subsidies, post-training monitoring and follow up etc., are vital concepts.
- Skill Information Systems viz., awareness programs and information dissemination need to be replaced by Mass Communication Systems.**

### **Sponsoring Institutions' Responsibility Is Not Delegated**

Be it a Bank or a Government Department the responsibility is not delegated. Sponsors' representation/participation in the programs is a must which ensure monitoring the knowledge imparting/training sessions. An appropriate skill decision needs partnership for e.g., NABARD + State Skills Development Mission + NGOs to format the category and scope of skills to be offered. The relevant questions being

- What skill imparting hierarchy is most desirable to a specific context?
- Why tie ups/tools and skill imparting approaches are relevant?
- What facilities are desirable for professional competence?
- What the training packages need to have?
- How the skills imparted are put to market practice and to what extent the application skills could produce results.

**Skill Selection based on Market Selection:** It is pertinent that the Skills Identification should not be on the criteria of NGO infrastructure or Private Institutional involvement in other Scheme-based Programs viz., training assignments based on the Physical Infrastructure of the Institute viz., land and building. It should not be on the convenience of training institutes/ trainees but on the criteria of **Market Demand** and Scope of Skill Continuity in the Markets **need appropriate "Grading" of the Training Institutions i.e., Private or NGO.** Based on the Grade the assignment tasks are to be allocated. The NGOs may work in partnership with Technical Institutions viz., ITI s or Identified Private Institutions. Tie-ups between Private Institutions and ITI s for Integrated Courses, Training Programs and Placement Services etc.

**A Portfolio of Market-Oriented /Placement Assured Training Programs can be offered at Creating a hassle free Business Environment lab zones in the Period of Training: flexible timings/intervals and combinations.**

- ❑ Provision of Digital Libraries, solar/wind linking energy or micro energy systems for regular electricity and water supply enable trainees to concentrate on training.
- ❑ Each given case i.e., “trainee” need to be followed from end-to-end which includes NGO support to make trainees successful till they cross the gestation/break even periods.
- ❑ The trainees need 24x7 counsel viz. business advisory counseling for skill practice and continuing for their businesses/services established.

As a measure of initiating change the Skill Development Authority needs to hold responsibility of discarding the redundant skills and introduce new skills package systems. The skill formats change, skill imparting systems change, market oriented skill approaches change based on the change of market ideologies and innovations. Multi-utility skill tool-kit enable wider orientations be it within the State or Outside the choice remain open to the Stakeholders.

## 2.0 MACRO PERSPECTIVES AND SKILLS BASE: A SITUATIONAL SKETCH

A pervasive skills environmental context defines the character of skill-statuses applicable in diversified forms. The ethno-professional circumstances are totally native and prototyped situations groomed the complexities of limiting factors. The ethnic structures are influenced by the source efficiencies, familiarities, localized knowledge systems primarily adopting trial and error forms. Majority of these are in realities diagnosing the complex situations demand comprehensive skills - create a need of understanding the reference of skills perspectives. The context enabling the angle of applicability's, the understanding of social situations over the criteria of identifying the vitality of variables influencing the social potentialities & considerations, situational processes, environmental activism or the adaptation of wholesome perspective of social constructs in skill terms. Skills are therefore to be understood as those measurable tools to introduce, to regulate and to modify the desirable reinforcements expected from different social contexts.

### ➤ Characterization of Environmental Merits and Skill Systems:

Physical Possessions and Access: The Generic Inputs of Skill-Sustenance's: The self-sustenance in practical situations wrap the 6<sup>th</sup> Schedule of "offer assets" the exclusive native access benefit of the immovable assets i.e., the land. The spectrum of skills heavily dependent on land usage formats, functional capacities and the internal perspectives towards understanding the land as a heterogeneous supportive system. This enabled the land to be positioned as paramount importance among all ethnic groups. The variations in the topography crease land based norms include land + rather than land itself. The land as perceived by natives as an investment, an opportunity, a living system and it define the position/power and sustenance. The land + suggest the forests, sand, mountains, granite, coal, limestone be it combination incentive the + (plus factor) remain as the most powerful determinant as an input of both direct and indirect effects:

- (i) The ethno-social imbalances in economic/non-economic terms, the product, production, operational effectiveness is more or less determined either by (a) real or leased; (b) hired or rental; (c) heredity or community; (d) by marriage creating short-term or long term impact.
- (ii) Each tribal as per the availability of land is been duly allocated with the land access on the criteria - locally enforced as the tradition-bound practices based on the "participant capacities" to use it. This enabled a context-based judgment implied by the local leadership which makes such allocation of assets. In majority of the cases it is a prerogative offered with the several

conditions and the allocations are revoked on the event of violation of conditions. For instance, the land allocated to a given beneficiary cannot lease or sub-lease it at-convenience and his or his family's physical presence enable the family members to be tied up to the asset. The mobility of the family remains in question. In skill reference the professional criteria, flexibility in capacities, preference for education or work, emphasis on agriculture, business and service oriented skills, modified facility options etc., are dependent on "possession and most important - the access" of the land asset along with utilities based on skill-application capacities.

- (iii) The indirect effects of such allocations are connected to the territorial merits viz., urban/rural land, land adjacent to national highways, land with mineral resources, as ponds, as parks, as tourist spaces, as caves, as community forests/assets with forests, water bodies, market areas, the land belongs to people viz., individual, clan/community or native leaders etc., ensure the shared means-ends approaches.

The growing ethnic population is changing the geo-demographic structures enabling the natives to perceive the land along with its tangible/intangible effects as most valuable especially in terms of prompting the skill targeting effects. The deviated skill-references also witness the formation of self-styled informal groups, constraints due to custom based rigidities, activities by vested interest groups and highly submissive multi-layered governance etc. Each of the concepts has their dimension of objectives, compositions and comprehensive agenda of (i) Involvement; (ii) dominance (iii) decision making; (iv) manipulation; (v) creating situations with macro effects/ constraints or diversities at large are represented as typical ethnic forms.

- ✓ The internal ethnic (tribal) turbulences are not a culture nor are the reflections of ethnicity. An overgrown system of tribals now realizes the need of transformations in their mega systems with several sub-systems. Currently the encouragement is more towards fragmentations than integrations.
- ✓ Each supportive situation set to develop and grow into multi-conceptual tribal improvement systems at large adopt "chosen concepts" viz., ethnic, religion, social, micro, women or youth as a channel rather than adopt a competent professional approach by ignoring the frills of the system.
- ✓ The "assets" are environmentally supported vary from place to place and each location gains a package of opportunities viz., implicit or explicit physiological availabilities of low-lying or higher range hills or mountains, valleys or landscapes, plains or plateaus the differences in assets define the variation in asset-based opportunities which form the genesis of "self sustenance".

**Heterogeneous Skill-supportive Dimensions:** The dominant resource-base is viewed as a means of potential investment, a code of initiatives to work, a source of empowerment and as a possibility. The issue resolutions in their considerations enable to adopt a functional and operational framework insist on

- Suitable concepts of resource based self-sufficiencies
- local initiatives merged with eco-system integrations
- well-prescribed ethnic strategies dealt with geared certainties
- coping a reciprocal ethno-resource advocations
- Culture-defined connectivity's manipulating eco-benefits etc.

to be perceived on the criteria of

- (i) Topographical Diversities (land use patterns to serve as ethno-utilities and administration).
- (ii) Assorted skill view representations (design diversities of extractive, agri-services, value-based production systems, pure or transitional ethno – representations in usage forms etc).
- (iii) Combinations leading to Situational Accommodations (water preservation, soil protection systems, and asset allocations as individual, community, village forms or concentric authority of Syiem/Chief etc.)
- (iv) Associated Opportunities (Sacred forests, heritage sites, implied sanctity for exclusive use of wild flora/diverse gene forms).
- (v) Traditional Systems and Status of Access: The most vital determinant of total random nature the “land based status approvals” of each individual or family. The clan and community define the parameters of each system or sub-system set by norms of leadership, participation and family/clan representations etc. Besides these the usage patterns, information and communication, decision-making, affordability and situational grants define the “possession and prescriptive systems” till date interfere the regulatory, supervisory and promotional situations.

**Status of Local Knowledge and Leadership Skills:** The traditional perspectives at large are the most valued dimensions “as developmental determinants”. One need to remember that the leadership patterns have emerged from the system rationalities. The leadership criteria is the most important which the natives are subjected to value for. The outlook of what is leadership? Who can be the leader? What local prerogatives enable an ethnic member to be characterized as leader? The leadership channels defined by civic society for leader or vice versa authorized to design the socio-cultural attributes or accepted modes of lifestyles or even **made-to-accept** attributes deemed to be the sort of approaches adopted with due “system looseness”.

Does a closed society with fears of intrusion, pampered isolation, cultural/sub-cultural fragmentations is made to think the direction of development? To what extent the ethnic leadership is able to withstand its leadership on the criteria of ethnic values? Do the leaders of ethno-comfort zones (popularizing ethnicity on the grounds of implied character) accept to the vibrant changes at large becoming prominent from different dimensions?

Does the transitional leadership understand the relevance of the deep-rooted traditional leadership formation styles and the hold on the priority-issues in their changing terms? The extensive diversities and associated changes in scenario-effects need more competent leaders who understand the SWOT of prevailing systems and application of leadership styles. In Meghalaya, the leadership spaces are wide-spread i.e., elected, traditional, heredity, developmental, situational, self-styled or target aimed or even opportunistic forms and all are mutually inclusive have overlapping objectives and rigidity in practicing forms. The public witness each aspect as spectators and a feeble voice through media is a recent development. The skill development and business promotion conditions are literally functional as per the planning and execution orientations of honorable leaders and their priorities.

**Ethnic Fabric and Socio-skill Analytics:** The tribal culture has its role vitality wrapped over religion, ethnic norms, belief and experience outlines the symphony of skills. The professional outlook of skill-dependent works or vice versa concept in Meghalaya is constantly influenced by “third parties” emphasizing the direction. It involves with unrelated cultural/religious/ethnic context leading to submerged commercial/developmental/ technological or even innovative spaces have been offered with auxiliary role.

**The Concept of Sufficiency:** The asset (land) allocations under the traditional leadership to support the existence are an acceptable prerogative of tribal segments. Yet there are innumerable practicalities where the land owners partially/wholly decide over the land utility systems. The associated methods, approaches and in addition the procurement of “inputs” needed from native situations. The survival skills, community skills, inter-dependent and interactive skills are the “inborn skills” for large majority of tribal segments. In its positive order it represent values of self-standing but in macro approach it restricts the “growth beyond a limit”. The highly selective concepts enfold the benefit segments are conditional development, differences in gender contributions, ethnic networking, location capacities, outdated authority systems, prospective conditions on depleted situations etc., are few reflective skill-influencing areas.

### Rapidity of Administrative Reforms and Skill-orientations:

- the extremity of situations are visibly the overloaded responsibilities by political leaders, priority development of non-resource private sector and at-convenience forms of regulated market structures. The degrees of developmental barriers at different situations have been the barriers in the path of change.
- The social deviations, informal authoritative systems, monopoly on information and communication, work predominance sans commercial dimension, fitted systems context vs. clan asset utility declarations, ethnic revered domestic utilities/ facilities and anticipations reflecting “dependency” component/s illustrate the multi-shaped skill considerations substantiating “multi-dimensional objective criteria”.

**The Macro-developmental Initiations:** The State Government as a prime initiator of the Growth and Developmental Orientations reason out the need-based situations viz., Myntudu Leshka HE Project, Meghalaya Youth Policy, Solar PV Project, ICR@School Programs, construction Technologies, Convergence and Participatory Development Works, Tourism Policy, SEL (School Education and Literacy) & Integrated Livelihood and Basin Development Programs etc. The State effort in “skills development” has direct participation viz., The Directorate of Employment and Craftsmen Training , Department of Labor and Directorate of Industries, Directorate of Agriculture etc.

**Total Access to Developmental Benefits:** Skill Sensing in Meghalaya adopt a process of gaining information over the intangible quality, force and compulsion generated out of the available situations to present, participate and express the tasks/thoughts in activated forms. At different levels the basic objectives identify the capacity content to adopt variant execution systems in parity with situations.

- Several contexts of work associations insisted on right knowledge and understanding skills appropriate to the relevant contexts. Information is needed to guide decision-making in taking accurate context sequencing.
- The targeted situations dependent on social context are facing limited growth due to information deprivation. The skill –driven systems are insisting on enforcing different learning coordination in the usage of resources, capabilities are implicit /explicit interpretations at different levels in different sectors.
- The current skill-spread of usage-context i.e., skills using different situations like national highways, transit routes, exclusive business behavior, market forms and reinforcement measures in major and minor open skill constructs etc., have been the new explorations in the panorama of opportunity search. Yet the context based uncertainties need to be dealt with viz., blockade, bunds and extortion.

➤The policy framework of regulatory and developmental forms need to concentrate end-to-end situational control should include the holistic skill environment, network factors, execution loopholes etc., classify the skill- details on the criteria of (a) internal influence and internal participation; (b) internal situations influenced by external participation; (c ) influences due to dependency conditions, (d) extensions based on related/unrelated situations and (e) created situations thoroughly supported with targeted developmental effects viz., export promotion of floriculture-products, regulating channel routers of strawberry trading, alignment of promotion routing of handicrafts to distant markets and sponsoring the music concerts etc.

**Composition of Skills Arena:** A highly fragmented and diversified compositions among different tribal segments witness the inter and intra variations have their impact on “lack of work-oriented objective criteria” to bring in unification. Besides these the new social contexts recently floating in Meghalaya are

#### 1.5.1 Domestic vs. External Dependences: New Skill Situations:

1.5.1.1 Large scale home coming of natives: After considerable education and work experience large majority of natives are reluctant to work outside the home state..

**Massive shift of rural people to urban and Capital City, Shillong:** Mass scale mobility in search of work, education and livelihood needs have been the cause-form of migration and ever growing urban demands in areas of pure and operational services like casual labor and ancillary services etc.

**Demographic conveniences and relocations:** Real estate Investments, education, health based settlements, maintenance of dualistic identities (dual establishments in rural and urban), practicing regular employment and business venture combinations (stable vs. unstable situations), reference to work as daily laborers and community settlements encouraging new found options.

**Wide spread trading links and supply chain networks** from Nepal –Siliguri, Myanmar to Manipur, Assam exports to Bangladesh via Shillong etc., given rise to large transit market situations created a boost to market understanding and participation in several areas and positional involvement.

**Health based mobility** between rural to urban and inter-district facility gaps are filled up by setting Primary Medical Centers, Asha units and promoting Health Insurance etc. are given due prominence.



The Capital has large volume of “Institutional Public” comprising Central, State, Forces, religious, business/social service /facilitators representing institutions involved in functional dimensions and point of reference of services.

**Concentrated Availabilities:** The Capital City Shillong due to its historical popularity is reputed for several reasons. It is considered as a single ideal source with extensive potentialities to accommodate diversified needs viz., higher education, health, tourism, transit-markets, investment and business portfolio dealings and also offer choice of employment in distant places viz., Delhi, Bangalore, Chennai or even Kolkata etc., due to its ideal communication and information services.

**Assumed Incapacities due to Brand Loss:** Image-building preferences play significant in survival status. The systems considered useless are not offered for option viz., the NEIGRIMS, Shillong is attended by young professionals enabled private hospitals viz., Bethany, Shillong, AIIMS, Delhi etc. The concept of service-branding is still at its infancy and service-representations, associations and combinations etc., cannot create any impact when the variations are due to clans/communities, religious and cultural adaptations, economic status, external linkages etc.

**The Improved conditions dominate singular contexts rather than “system stagnancy”:** Directorates of Horticulture, Floriculture, Aqua mission or Integrated Basin Development etc., are new systems involving vertical/horizontal hierarchies are clear about aiming “perceptual changes” in ethnic societies. Yet the objective - centricism of isolated means in their most adoptive and narrow forms highlight the attributes to limited-utilities or try to adhere the enforcements as suitable rather than appropriate target standards.

**International Investments:** The developmental, religious or purpose –specific global investments are assorted choices form a common feature in Meghalaya. The Shillong, Jirang, Tura, Nongstoin and Shella etc., are few destinations intend a spectrum of educational, religious or specific life style adaptations are cause forms created several skill promotion measures. The operations attend to the needs of specific public in specified manner and involve the native and non-native groups to work for their mission fulfillments.

**Innovation to-lead the skills in Meghalaya** is formatted on the decisive factor/s of creative, lifestyle, ethnic or commercial are the efforts capable of combining the “fragmented public”. Creating new trends based on new-found needs/ preferences are introducing new adaptations always have been more

appealing in bringing prospective skills and potential businesses in urban/ rural areas viz., franchising, second markets in vehicle tyres, cloths, furniture, real estate etc.

**Hijacked Situations due to the Closed Social Set-up:** Referred as Seller's Paradise the Shillong and other urban areas (including few peri urban areas) the market context is looked upon with due sympathies. The exorbitant prices and meager choice to customers are not the issues which conveniently support the painstaking efforts of business participants. Price was never a major concern to large majority of the natives and the business transactions often does not entertain customer orientation, choice in product/market dominance, using least-risk performances etc.

**Insufficiencies creating Dependency Networks:** Several clusters viz., armed forces and security represent themselves as prospective consuming platforms the purpose-based interactions are multiple and create opportunities to several skill-based activities. The situation creates multiple desirability's towards direct/ outsourced works i.e., ineffective civil hospital has given way to several private clinics, ineffective teaching system given way to tuitions and major gaps in drinking water supply prompted several private facilitators to get engaged in supply-systems.

**Neglect builds several job opportunities.** The tourism, hospital, technical education, religious services in Meghalaya has least effective planning and execution systems. Yet each of these systems has given rise to innumerable tailor-made service orientations adopting at-convenience measures.

**Gaining benefits with added Sacrifice:** The rejection of given situations enabled to create new prospective contexts. The benefit comparisons in the framework associated to presence or absence enabled large number of sick personnel prefer Christian Medical college (CMC) Vellore for treatment, shopping in Guwahati, Assam rather than local markets, technical and computer training from Bangalore or Kolkata, beautician courses from Delhi and Bombay and trading in fashion goods imported from Bangkok and Thailand pass through Manipur and enter their way to Shillong and other urban areas are few highlights stress on market conditions with extended opportunities.

**Product-serve-facility variations** causing segment-preferences and segment-benefit feasibilities addressing the socio-cultural and ethnic needs/ preferences. The market-categories are flooded with exclusive skill services and tangible product offering facilities/utilities are made available at random and at a cost.

**Inter-dependent and Conflicting Situations:** The presence of multiple systems permit to boost a narrow but assured skill market condition. The market clauses are observed to reach the saturated levels at reasonably low levels. The system conflict arises not due to product perfections/imperfections but the pre-product/post product conditions as Meghalaya offers. Most of these are skewed towards a producer's market rather than a consumer market i.e., the merit lies in B2C but definitely not in B2B.

**To conclude,** the System (un) certainties in Meghalaya create equal need for survival skills in different situations (i) competent to enable the things done, (ii) make substantial efforts through collaborations in short and long run, (iii) influence external forces to deal with internal situations and (iv) outsource local help to prompt the work-based performances. The objective achievement is not a straight deal in majority of situations in Meghalaya and need deviated approach to get along with situations. A skill based philosophy is highly adaptive to cope up with situations insist on the presence of skill sensing to be applicable in its highly selective form and use a skill tools kit not only meant for usage-layout labeling pay-as-per-the-need but also to generate the need which advocate generous usage.

### 3.0 STRUCTURAL FRAMEWORK OF SKILLS: AN IMPACT – MIX

**Introduction:** Meghalaya, in its holistic approach adopts most permissive planning situations with localized reactions and equally permissive execution systems. The fragmented operational and administrative positioning enables to display ethnic value reflections rather than strong target-oriented dimensional approaches and structural developments. The perceivable understanding is far distanced with the state of affairs of persistent growth due to internal and external factors but maintain a dependency relation rather than parity of influence with external growth conditions.

The development of constructive outlook towards evaluating the environmental systems, the people-to-people relationships and the intended commitment is towards striving performances in producible approaches. These have been targeting the out-competing market systems, the product-line-ups, related or unrelated industry promotion, establishing a competitive edge defines the ethnicity-locked applications. Keeping aside the Concept of Self-sustenance there are insignificant concepts of business continuity, on-demand servicing, value-added focus, elements of contribution to the growth of Meghalaya was under consideration by its people or by its governance. The dimensional variations enable the growth component adopting in selective schematic and directed versions still need to be applicable in all feasible systems. The pervasive planning is prominently visible from different directions prompt trial and error adaptation is basically an experimental rather than foolproof planning efforts.

**The Geo-demographical Variations:** The geo-demographic trends further get strengthened due to raising urban impact, rural differentiations, mobility's, trade effects and exports, pace of production systems etc., considered as vital. These trends have their identities on the changing abilities in customary practices, maintenance of rituals and strong beliefs over the rigidities forming a new code of tribal living styles. The developmental issues adopting a "status" on the ground of criteria have considerations over the "tools of society rather than concrete concepts of growth". The traditional hierarchy, community property, accommodation of identified strategic moves, implied economic statuses (through custom-made means), work (asset-oriented) based norms etc., are shifting issues often spoke off. The typical value structures adopting inclusive growth (within the physiological set up) of tools proximately related at their primitive forms viz., agriculture with live stock, limited production with limited means, network market systems to facilitate exchange needs etc. The overall view of the state reflects an array of value approaches emphasized in continuity of growth. But apart from the "system of ethnic descriptions" the ethnic segments do not get associated with issues of deeper understanding viz., the technology base, trade and liquidity, intensive growth concepts due to structural changes of advanced applications etc. The system is least prepared too in this

dimension as it still grope with the most primitive set of ethnic norms and settlement, upkeep of exhaustible resources for self-sustenance, value system in its dualities accept/reject “system-inter-dependences” on the point of advantage. The ethnic rigidities, preferable trends of chosen approaches and value systems are similar in the entire Meghalaya barring the natural resource access and its determined value forms enabled the people to adopt captured trends of emerging choices. The anticipated resource supportive measures tend to be dependent on much shaky grounds unless the layered skill-applications are duly valued in appropriate time and position.

#### District wise Comparatives of Skill Orientations:

**East Khasi Hills:** The trends are people prone, the systems are prescribed on the criteria of on-going familiarities and developmental essentialities yet, need to be stabilized through experience. The prominent character determinants being

- ✚ The impact of multi-tier knowledge systems has their contributions over urban vs. rural employable compositions and service supplementations/ approaches with equated capacity systems.
- ✚ The primitive inter-sectoral dependences and trend formulations enabled to define a “base-line development” of comparative approaches. They hold command in services viz., government contracting, export services, education, financial institutions, health and retail sector etc.
- ✚ Tier-II growth orientations are predominantly professional viz., Archery, domestic ethnic fast food chains (eateries), outsourced tourism, hotels and restaurants, a hub of private institutions of high service opportunities still offer a limited market due to its land-locked structure with few outlets approaching inter-state routing channels.

**The Prone areas of skills:** The Concept of Potentialities await best background reasons and maneuvers the accommodated changes in (a) extractive industry (coal, limestone, quarrying, lumbering), production (vegetables, citrus fruits, spices, plantation products and agri-business forms). The services wrapping the ethnic lifestyles viz., entertainment (archery, jackpot, bull fight, fishing competition), contract (with all five categories of contractors ranging from A to E), services (transport, local music albums, newspapers, ethnic food etc) are few sought-after skills with return fetching options.

#### Modal:3.1 East Khasi Hills District and Portfolio of Skills

Skills Positioning	System-based Radical Changes	Likelihood of Influential Means
<ul style="list-style-type: none"> <li>• Opportunistic situations</li> <li>• Revenue Generating Priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Input variations</li> <li>• Appropriateness in character</li> </ul>	<ul style="list-style-type: none"> <li>• Localized Context of support system</li> <li>• External Value of the product</li> </ul>

**The Skills Gaps:** The most prominent being language barriers, business selectivity's with extensions, target –oriented growth, family- business perceptions & functioning, flexibility in business operations and multi-business priorities, implied high value for self-effort. The shop man ship is the frequent character visible but missing market tempo enables them to restrict their operations to limited circles. The business hindrances arise due to the dire need of open-sourcing, integrated new submission, in-house channel efficiencies, lacunae in familiarities and knowledge systems, command over competition-approaches. The risk models overcoming fear of loss in business transaction and wind up the business with (without) a short notice are equally common.

**West Khasi Hills:** The district is popular for its coal mining, informal business clusters networked and operating in and around the district and its borders (with Ri Bhoi), inter - state borders (with Assam) and international borders (with Bangladesh) in lumber, quarrying of construction material and trading in forest, agricultural and allied products etc.

- The district due to its self-prescriptive developmental activities is narrowly focused over the most generic needs desirable in basic domains viz., agriculture, water systems, transport, storage, finance and skilled labor etc. The native initiatives display low induced progressive efforts and the clan/community systems believe in local participation-in-totality. Absence of external initiations, intended socio-developmental phenomena resulting in scalable growth based on native talent-pool, low-absorbing business models, operational leadership coordinating relative approaches of familiarity with trailing positions leading to slow pace of growth. The NGOs adopting skill-developmental efforts by offering technical education, financial assistance for qualified stakeholders, holding trade fairs, awareness programs, infrastructure for cost-effective and innovative models which can utilize the proto-typed knowledge systems.
- The community systems at large are dynamic and are taking initiatives towards preservation of environment, developing the tourism and its variants viz., adventure tourism, religious tourism etc. Efforts are being made to commercialize the natural tourist spots. The district is equally popular for its domestic entrepreneurship, inherited talents in the areas of herbal medicine, organic farming, horticulture, animal husbandry and trading in minor forest products etc. Currently the private transport, real estate, retailing, channel and distribution services, entertainment and native fast food etc., are the fast upcoming fields. The district still need ideal market layering, promotion of industries, value-added services and dire need of skilled labor in multiple areas including production and services etc.

- A full-fledged developmental plan aiming its potentialities in the areas best suitable to nurture and promote skills for livelihood need a strategic understanding of “treating opponent as an opportunity” and an ideal master training in multi-services marketing enable to offer a manifold-solution to the balanced growth and development.

### Modal:3.2 West Khasi Hills District and Selectivity Systems of Skills

Dependency Character	Objective Framework	Generic Approaches of Skill Dimension
<ul style="list-style-type: none"> <li>• Core Value of Product</li> <li>• Emphasis on Access</li> </ul>	<ul style="list-style-type: none"> <li>• Self-sustenance</li> <li>• More produce more profit</li> </ul>	<ul style="list-style-type: none"> <li>• At-convenience methods/practices</li> <li>• Ability through production capacity</li> </ul>

**The Skills Gaps :** The issues of land (possession of premises), people (labor/skilled labor scarcity), costs (transport, insurance, agency services, security risks etc), absence of potential local markets force a survival and amenity-based search for distant markets. This enable limited choice to the natives in learning and application skills and to produce in smaller lots. The relevant and dependent on agency services negotiate over assured volume send the produce to distant markets for good price and activity places prone for business are inadequate. Large number of natives work as laborers in coal fields as the mining in district is dominant by natives and also from neighboring districts viz., Jaintias, Khasis from East reveal proven versatilities in organized and competent dealings.

- ❖ Coal, the single largest industry is competent to offer lucrative returns to different people engaged in the trade ranging from petty tools supply to mega contracting. The season-based and professional insecurities are also common. The access to natural resources remain as a partial criteria demand additional inputs in the form of finance, availability of skilled labor, technology and markets etc. The alternative agricultural and auxiliary engagements offer lucrative support for livelihood.
- ❖ The sizeable number of single women, unskilled youth labor force, meager ownership of community assets, traditional leadership and distanced performances insist on the need of change, targeted extension in progressive direction and timely support towards assessable outcomes. The ethnic food / fast food stalls, tea stalls, wide choice of commercial vehicles, automobile service units and several odd jobs directly or indirectly dependent on services and sub-services etc., are few upcoming areas. There is a lot scope for idealized planning which can convert the place into a prospective area.

**Jaintia Hills District:** The entire district witness a major segment of natural resource extraction i.e., purely on unscientific private mining business has its impact on the society's overall inflationary and prospective condition. At the cost of social imbalances, endless traffic jams, excessive pollution, threatened agricultural and aqua life - the new forces by vested interest groups playing dominant in defining and redesigning the new economic status and observance. The tracks of insecurities in social and family values and stabilities, neo-money oriented living relations, high inflationary trends and unethical activities etc., are creating chaotic social structures.

- ❖ The mining practices put the rest of the public systems to a halt generating immense side effects over water crisis, mobility due to education, health, investments enabled to secure a comfortable life. At social level the Jaintia is suffering with dejection and await for regulatory enforcements to create equitable development.
- ❖ Instant attention is desirable in several issues haunting its society i.e., natural resource allocation norms, social and developmental infrastructural conditions, randomized developmental activities and explicit sub-reservations neglecting the spirit of enterprise and endurance. The Jaintias are noted for their entrepreneurship, shrewdness in investment orientations, crafting of strategic planning and execution systems. At the same time priority towards least risk, selective inter-connectivity's, monotony in decision-making, adaptation of familiar and stereo-typed business/industrial priorities create a homogeneous life style approaches. Several MLAs are also autonomous district council members are heavily criticized of issuing NOCs for the further coal exports and mining activities despite grieved socio-environmental conditions. The district is in need of core areas of concentration in physical and social infrastructure along with new framework of modalities establishing prospective linkages and connectivity's.

**Modal:3.3. Jaintia Hills District and Resource Driven Skill Applications**

Formation /Confinement of Skill Value Systems	Undefined Skill Magnitudes	Variability in Skill Dependences
<ul style="list-style-type: none"> <li>• Size of Business and Trade supplements</li> <li>• Market growth determinants</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental Impact</li> <li>• Personalized capacity Scale Management</li> </ul>	<ul style="list-style-type: none"> <li>• Based on Built-in approaches</li> <li>• Hold over the Yield</li> </ul>

**The Skills Gaps:** Multiple skill services are desirable viz., hiring diversified managerial positions, work-force through contracts, hiring systems of mining equipment, exorbitant costs of services criterion of depots, security, coal separators and agencies, etc. Majority of the minors gain relief from payment of compensations (by employing unskilled laborers) due to accident or death is also waived under contracting services reveal the shift of responsibilities.



- The preference towards investments are mostly in real estate rather than production or processing systems viz., construction of multi-storey buildings, shopping complexes, hotels and restaurants etc., for hire are the typical forms.
- The inflationary trends arose to exorbitant heights due to the coal trade and rest of the social and business segments are bearing the brunt. The alternative domain of entrepreneurship remains frugal and shares the value systems addressing monopolized concepts. A social definiteness offers each supportive system in well estimated terms of work - valued and compensated as per participant affordability's rather than the realistic approaches.
- Measuring services with money back up has lost its sympathies in terms of concrete developmental activities. The general standard of living is hampered and role dominance of single industry is influencing the other important sectors of agriculture, industry (barring few cement industries), highly competitive services and wholly worn out physical infrastructure revealed the bad shape of neglected state-of-affairs. The transport vehicles, mining equipment and open electrical connections reveal no shortage of electricity for mining activities. In short, a business dependency structure of vertical order has spread the entire district and awaits a total reinforcement by means of regulations with strict execution and rehabilitation measures.

**Ri Bhoi District:** The district is known for its best locational benefits due to the national highways connecting two states i.e., urban areas viz., Shillong and Guwahati. The national highway is ranked with potentialities as it passes through the wide spread private quarrying, lumbering, hill slope agriculture, horticulture and currently to commercial plantations etc. The area can be a popular tourist spot due to the natural lakes and landscapes. A combination of both urban and rural - the district is innovative of being strategic in transitional and transformational approaches viz., large-scale (commercial) fishing competition, strawberry cultivation, handloom and handicrafts, spices, modified plantation crops viz., tea, rubber etc. The national highways witness heaviest traffic i.e., 60,000 trucks per day enable to utilize the markets and numerous business points. The water shortage and hilly area cultivation enabled the natives to adopt for dry crops viz., broom and bamboo. The areas are popular for its horticultural activities and citronella, the aromatic grass and thatch grass all low lying areas. The institutional public has been supporting the district in different forms yet the self-activated forces are rampant. The area is prone for its activist clusters regularly provoke insecurities. Lack of transparency and distanced from positive growth the socio-economic environment of the district need instant measures of balancing through regulatory enforcements. The national

highways initiated are currently under progression is one of the most desirable facelift effort.

**The Business Character:** Least competent local markets cannot absorb the native produce and rely on long-distance channels with urban markets as transit points i.e., Shillong. The costs of transport, market entry fees (due to private markets), produce weighing fees, usage of go-down fees and acknowledging the market agency approaches (service-monopolies) are few constraints have cornered the market-decision analytics. The manipulative market practices viz., faulty weightages, wastage, linked costs over packaged material, sampling, verification/certification, price manipulations, direct vs. sub-agency supplies, mode of transport, scheduling and forward demands etc., create risk-variations in transaction management and deliveries. 10%-20% wastage, spot/forward payment, perishability, new/established, market-to-market variations are few unnoticed factors influence the transactions.

#### Modal:3.4 Ri Bhoi District and Intensity of Skill Systems

External Environmental Imperfections	Social Cost Variations	Private and Societal Costs
<ul style="list-style-type: none"> <li>• Unfulfilled Objective Criteria</li> <li>• Less Benefits with high Efforts</li> </ul>	<ul style="list-style-type: none"> <li>• Seasonal Impact</li> <li>• Phased out facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment on Personal terms</li> <li>• Leasing the assets for a lump sum</li> </ul>

**The Skills Gaps:** The Ribhoi district has its locational merits which are partially utilized. The dominance of traditional governance, the religion-based developmental activities, lack of basic amenities viz., roads, water, educational institutions and proper market conditions the area is dominated by informal leadership activities. The transport is costly, the hilly terrain with least water supporting systems and the typical self-sustenance is the motivating force enabled the producers to opt for dry crops viz., broom, ginger, bamboo etc., or the high value plantations enable to justify the presence of value options.

**West Garo Hills District:** The West Garo hills district is fairly developed due to its urban presence and the District HQ Tura, but in reality the place witness to be a per-urban. Few educational/technical Institutions viz., Don Bosco, NEHU, RVTI, Poly technique, Home Science etc., are offering professional services. Barring few the quality of education at large can be judged as non-professional. Almost all affordable families send their wards to Shillong or other places for education.

Keeping in view the native availabilities the input access and management systems can be drafted as informal skills reign supreme over formal skill-learning mechanisms. The practical complexities arise due to scanty availabilities of the most basic amenities viz., electricity, water, transport, medical facilities etc.. The system

raise a platform of under-privileged and means of orientation i.e., self-sustenance is prominently visible. The influence of powerful presence of neighboring state is witnessed in the day-to-day transactions, seasonal dependences, inter-connected orientations and crisscrossed ac-cultural dominances with clubbed objective vs. directive centrism.

**Skill Gaps:** The environmental conditions prominently accommodate and encourage the seasonal agricultural and allied activities and high-scaled commercial plantations potentially maintain uniformity in producible systems. Yet, the absence of basic desirability's viz., acute water shortage, skilled-labor shortage, lack of infrastructural facilities create an environment of constraints i.e., costly and irregular transport, meager employment opportunities and lack of prospective inter-connectivity's result in self-centric formats. The aggressive social divisions of native and non-native viz., rabhas, karbis, nepalies, assamese etc., create highly competitive systems in services viz., transport, retailing, education and outsourced business activities etc. The land is the basic source of survival for large majority of the natives and agri-dominant system imbibe the land as a core measure of sustenance. The absence of alternative livelihood measures, promotional environment which can support the context of skill –creation/nurture, preference towards alternative means of skill-dependences still remain in question viz., bakery units (electricity), clay brick-making units (water), fish ponds (water), contracts of making bamboo bridges (purely temporary and fragile), plying of autos by self-help groups (acute competition) etc., need redesigning strategies.

The environmental opportunities have become limited where the petty industrial zones deploy cheap labor (often from Assam), the local alternatives (nepalies and biharies) due to the cost vs. work options. The alternative easy money earning sources by raising insecurities, blockades and coercive means are regular features. There is a need of establishing large scale industries with due security systems and to offer demand-based skills desirable for domestic and export needs.

Modal: 3.5 West Garo Hills & Skill tie-ups in Formal Systems

Conflict over Skill Standards	Institutional Interventions	Formal Value Determinants
<ul style="list-style-type: none"> <li>• Deviated Skills of Deviated Systems</li> <li>• Exploitative social standards</li> </ul>	<ul style="list-style-type: none"> <li>• Objective driven involvement</li> <li>• Selective development</li> </ul>	<ul style="list-style-type: none"> <li>• Based on Scope of Growth</li> <li>• Identification of Needs and preferences</li> </ul>

**East Garo Hills District:** The East Garo Hills at large is influenced in ac-cultural forms especially due to imbibed neighboring influences in different walks of life i.e., the bamboo usage in construction, household utilities, farming, fencing, water drawing systems and musical instruments both for domestic and commercial usage etc., is similar. Each context witness the extent of proximity the natives maintain

with environment. The land by custom belongs to Nokma (the King/Chief of Specific Area) and large majority of people work in Nokma lands. For village land Nokma is the custodian/guardian yet in practical form the Nokma hold absolute authority and does not consult the people (partners) for any decision making. Similarly the sharing of the benefits over land is not transparent. The people (stakeholders) remain as silent partners and are ignorant about the operational and functional strategies unilaterally decided by Nokma or alternative leaders/owners and the allocation of benefits over the deals arrived.

Modal: 3.6 East Garo Hills & Popularity of Internal vs. External Conditions

Leveraged Benefit Situations	Motivating Skill Environment	Value Chain Usage Systems
<ul style="list-style-type: none"> <li>• Material Resource vs. Human Resource involvement</li> <li>• Capacity to create value of Resource</li> </ul>	<ul style="list-style-type: none"> <li>• Relative treatment of skills</li> <li>• Multi-skill application</li> </ul>	<ul style="list-style-type: none"> <li>• Ideal product-service combinations</li> <li>• Functional and operational regulations</li> </ul>

**Skill Gaps:** The Skills Gaps occurred due to extremely meager sustainable opportunities for large majority of people and the focal group (cream group) is extremely prosperous witness high social imbalances. The overall context display absolute anarchy due to absence of competent leadership and the community concept. The work-place reference display maintaining independent identity and personalized networking as strong points where the religion and benefit sharing form the priority towards quality addition. The situational gaps are more prominent in off-seasonal context, forced mobility in search of livelihood, maintaining extremely large households, engaging in multiple yet petty yielding works etc., where each context demands a wholesome reshuffling of situational supportive systems.

**South Garo Hills District:** The distinguished engagements in coal (partially granite), and retail export business culture is prominent and the ac-cultural concepts (imported cultures) seem to have filled the air of business, investment, religion dominant networks. The actual domain of export trade is controlled by “settled Bangladeshis” regulating the depots; monopolizing the trade transactions are kept totally outside the preview of natives. Innumerable trade based constraints viz., lean payments, lobbying, speculation and lack of transparency are common characters. The district is also dependent on export trade of several materials extracted, homegrown and permitted transit goods (inflows vs. outflows) enable to create mass employment engaged by several villagers. However, the context of skills need concentrated efforts to cope-up with multi-skilling environment. The language, communication, understanding of business and strategic tempo (of self or opponents), bargain and currency management, time utilities and scheduling, engaging the labor force and channel maintenance, short/long-term investment/s

and most important of all is the market understanding to assess and monitor the execution of skills as per suitability etc., are most desirable.

### Modal: 3.7 South Garo Hills District & Skill Enforcement Mechanisms

Skill Capacity Directions	Applied Skill Context	Usage Systems & Contribution
<ul style="list-style-type: none"> <li>• Stereotyping in activities</li> <li>• Rigidity in Operational Application</li> </ul>	<ul style="list-style-type: none"> <li>• Definiteness in terms and conditions</li> <li>• Targeted benefits among vulnerabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Channel efficiency rather than producer efficiency</li> <li>• Multiple contributions &amp; multiple benefits</li> </ul>

**The Skill Gaps:** The trade transactions need the language skills, interactive skills, decision making skills, domain knowledge and information skills, strategic/tactical skills, need of informal skills to promote formal situations etc. The absence of such conditions needs to pay the penalty of losing benefits in transactions. Agriculture has a part time status and high value plantations are a preferable alternative, yet the recurring benefit is not always comparable due to the objective variation in production systems.

**District-wise Analysis:** The prominent and supporting “skill-concepts” enabled both weak and strong territorial base to support the skills. Skills being an abstract asset the skills adaptations and consequent trends developing in the society are hypothetically marked. A criterion of social scaling is adopted to gain information from respondents (Annexure-V) presented in the Outcome Observant: Serve and Sub-serve Criteria of skills in its Phase-I Skill-based Decision Consequence: Individual, Phase II: Skill-based Decision Consequence: Clan level, Phase III: Skill-based Decision Consequence : Societal Level enable to review the decision framework in association to skills in different forms.

Modal: 3.8 Individual, Clan/Community and Societal Criteria

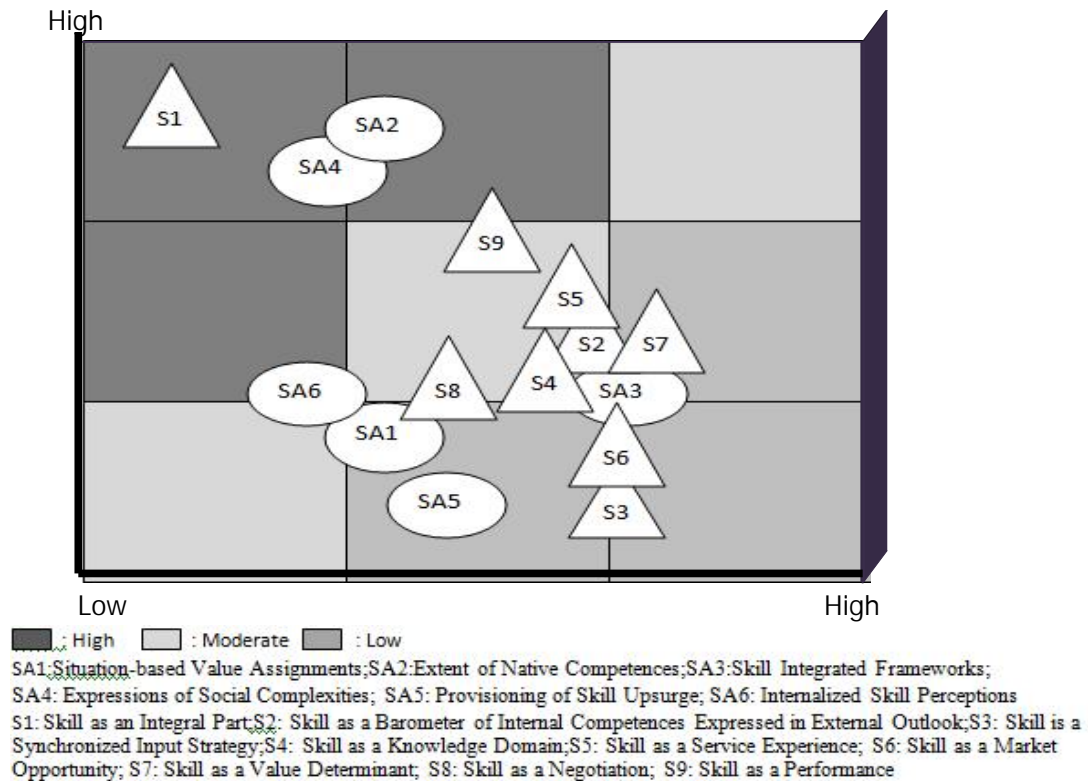
Rural → Urban ↓	Individual Level (Rural)	Individual Level (Urban)	Clan Level (Rural)	Clan Level (Urban)	Society (Rural)	Society (Urban)
CS-1		WK (65%)	RH (50%) WG (58%)	RH (63%) WK (68%) SG (72%)		EK(25%) RH(45%)
CS-2	RH (44%)	EG (34%)		JH (70%) RH (71%) WG (65%) EG (68%)	JH(100%) WG(75%) EG(100%)	SG(61%)
CS-3	EK(69%) JH(24%)	WG (37%)			WK(100%) JH (100%)	WG(38%) EG(63%) SG(61%)
CS-4	WG (35%) EG (32%)		EK (40%) JH (43%) EG (75%) WK (47%) SG (72%)		RH (70%)	JH (40%)
CS-5		EK (34%) WK (41%) RH (33%) SG (31%)			EK(93%) SG(91%)	WK (49%)
CS-6	SG (39%)	JH (38%)			WK(100%) JH(100%)	

CS: Status is defined at (i) Individual; (ii) at Clan/Community; and (iii) Societal levels ; EK: East Khasi , WK:West Khasi, JH:Jaintia Hills, RH: Ribhoi.; WG: West Garo; EG: East Garo:SG: South Garo Dts. ; % :Represent High Involvement.

The representations revealed a highly diversified perceptions (i) at rural-to-rural, (ii) urban-to-urban and (ii) rural to urban levels. The table is representing only high (ignoring the moderate and low) can be seen of having low involvement in several “considered to be high areas”. The priority area difference and participation of individuals or society stand independent.

## The Composition of Skills and Comparatives:

Modal: 3.9 Skill Adequacies (SA) Vs. Skill Characterization (S)



A social spread however, is visible in the internal preferences is prominently different at individual and cluster levels. Urban preferences are secluded than rural. The overall trend needs attention on the neglected areas of least preference. The Model 3.9 represents the assigned perceptions in high, moderate and low positioning zones reveal the status of adequacy and character.

To conclude, the district wise analysis evaluate the need of skills over:

- ❖ The much neglected infrastructural vulnerabilities leading to System Deficiencies is at large applicable to all districts.
- ❖ The concept of self-sustainability as auxiliary status proved beneficial but as concept of core-competence has been hampering growth orientations due to self-prescribed limits.
- ❖ System fragmentations, closed-system effects and emphasis on the non-productive criteria i.e., ethno-cultural and social forms have its overall impact on producible systems.
- ❖ External support systems need to develop an applied skills context help creating a prioritized impact of skill efforts and execution of skills.
- ❖ Unified skill planning to design multiple socio-economic considerations of ethnic inclinations to create a strategic skills base of multi-target orientation/s.

#### 4.0 PRODUCT-CLASS FORMS AND SKILL VALUATION

**Introduction:** The Product analysis assigned as a combination of approaches to express the producible capacities of ethnic segments i.e., input-command, knowledge systems and applications or the access to the producible systems of least intervention viz., possession of natural resources and claiming the benefit of values in marketable terms. The representation of term “product” therefore defines the input - product with instant marketable appeal at business-to-customer (B2C) level or to involve in extensions permitting it appropriate to business to business (B2B). This has the basic purpose of creating the extent of producible capacities “with ease-in-sufficiency’s in constrained social limits” result in varied interactivities/involvement. The combinations of environmental components are identified as appropriate reflection over the objective-base which forms as an appropriate social need. The products on the criteria of facility, co-ordination, opportunity, involvement and orientation suggest different viewpoints. Each product in its sales definition offer a reference to the marketer i.e., Meghalaya represent a producer’s market and the Concept of Shop-keeping in an inbuilt representation enable to highlight its Products

- for Self consumption (Direct or Converted forms)
- for Domestic Sale ( Proximate or Distant sale)
- for Export (Inter-State or International)

Represent Products from					
➤ Extraction	➤ Production	➤ Processed	➤ Services	➤ Facilities	➤ Outsource

The product-based negotiations over the attributes, seasonality, channel strengths and competent business negotiations define

Model - 3.1: Product-based Reflexes

	Product Phenomena	Criteria of Selection
Product/	➤ Value Specifications	➤ Monitored by Package of Contracts
	➤ Supply chain/Delivery systems	➤ Internal vs. External Competition
Service	➤ Linkage Capacities	➤ Channel Information Services
	➤ Leveraged Business Conditions	➤ Criteria based Balances/ Imbalances
Considerations	➤ Alternative Market Appraisal	➤ Range of Diversities

Meghalaya in its primary condition emphasize “self-sustenance” merged with commercial concept. The integrated producers’ markets supply the products for reselling and for end-user markets. Based on the product-options (domestic vs. export preference), competitive intelligence favoring the pricing systems. This also



include the potential demands of investments in communications, facilities, marketing factors and participants' negotiable capacities etc., are some of the dominant cause forms defining the structural changes of product markets.

The typical environment highlights the product-based businesses support on fetching good value, quality variations, low vs. high cost, ease in business approaches, shelf-life, profit-yielding capacities, organic, usage of complex skills, channel conveniences and associated market risks etc. The objective of sustenance (sticky rice, maize, tree tomato), extensive channels with credibility (coal, granite, limestone, river sand, rock sand, animal hides, lumber), processed forms (pre-cooked cereals (thorumbai), traditional medicine, cut-tobacco, livestock products, handicrafts) and operational utilities (meat processing, silk garments, dhara (local garment accessories), ornaments, carved domestic utility items) are few predominant trade criteria.

The service support orientations to broadcast/promote, network shows, sports, domestic tourism, music and fashion shows, vernacular movies, newspaper define products at domestic markets, at competitive markets or global markets. These enable to define **product options** of direct purchase/ modified purchase or enter in to contracts (for assured sale, lump sum advance payments, cryptic negotiations on parallel business favors – in same or different businesses).

**Product Analytics:** A perception of production capacities insist on the concept of “meeting the livelihood needs through products”. The code of product character is the combination of exclusive environment, investment capacity and the hard or soft choices of responding to the combination of inputs on affordable basis. The low-cost merits, cost-driven systems in operations, applications and deliveries, feature-dominance and wider options, serving the exclusive needs highlight niche approach. Besides these the domestic markets are currently aiming over

- product value systems creating livelihood and sustenance
- Products to strengthen internal capacities and overcome the external competition
- Product process creating native employment and value addition
- Product promotion involving utility-partnerships and collaborations
- Product vs. territorial and seasonal dominance (leading to product brand and monopoly)
- Product to explore market opportunities (in diversified markets) and ensuring business prospects
- Product capacity to respond to changing markets and end-user preferences etc., enabling to create relevant and proactive product portfolios.

The petty professionalism developed on the criteria of the labor-portfolios accommodated over the realistic decisions enable to reflect the livelihood outcomes on account of “benefits arrived through products”. The value determinants vary on the basis of channel participants but the rigidity in adaptation of stereo-typing methods is able to accommodate flexibilities in market command.

Product series can be elaborated as a producible outcome. It can be understood as evoked opportunity of livelihood, a realistic linkage of functional operation, a tool to influence a capacity system, a witness towards creating a refined market relation, a process to settle the means-ends determinants etc.

Products represent a Producer’s Market: In Meghalaya, the producer’s self-capacities are the “core determining factors” decided on the basis of self initiatives, and native opportunities. These get engaged in the product (production) systems well within the knowledge conditions i.e., imbibed or endorsed and conditioned by access opportunities.

Criteria of Involvement in low margin vs. high margin description: Ranging from appropriate to extreme value analysis each chosen product is represented by a sponsored situation viz., the headman, money lender, agency services, government or facilitating services create/s an allowance of “transaction-orientation” to large majority of products. The margins are as low as 2% (edible items), 60% (informal product versions) and 100% in speculative products (gambling).

Combination of Adaptive Conditions: Preparedness to offer a market worthy products create a product discipline which explains the Target Channel Preferences. An interim market effect can be felt in the B2B categories of diversified market systems (DMS) based in product-inflow, out-flow or transit forms.

Product compensation variations on the basis of system permissions: Loosing markets is a rare phenomenon in Meghalaya as each product claim priority based on market systems. The inter/intra urban or rural product systems have independent producible approaches, adopt diversified conditions with due forms of accommodations viz., work preferences, vulnerabilities and sequences in the work-based motivators.

One can understand that

- ✓ Each product concept involve with multiple decisions as each production function representing a bunch of self-capacities be it finance, labor, use or sale, benefit access etc.

- ✓ Product situations “view” the producible conditions on the criteria of capacity systems of performance function i.e., influenced by large families, church, emergencies, prevailing value and preparations for future investments etc.
- ✓ Opportunity Assessment of input combinations, internal vs. external facility participation, volume and value character of product/s and suitability.
- ✓ Dilution of right concepts due to situational compulsions defining the likelihood status of product/s as perceived by product–promoters.

Rural Vs. Urban Product –base:

District: East Khasi Hills: Urban & Rural: Products inclusive of Services

Code	P1	P2	P3	P4	P5
EKP1(Urban)	Commercial Complexes	Tourism	Education (Private)	Construction Material	Contract forms
EKP2(Rural)	Coal	Livestock	Beetle nut	Charcoal	Granite

○ EKP: East Khasi Product Line; P: Product Category

- Each Product is channeled by facility-groups and the situation-to-situation differences are too wide i.e., product priority, local vulnerabilities, facilities in production, parity in decision, environmental conditions etc. Each of the decision-factors are influenced by the quantum and price, labor and distance, availability of alternatives etc. The factors are also associated to facilities, decision making and involvement are too situational and majority is “anticipated contexts”.
- There are no rural and urban differences in the attributes of the products except the value based differences. Several tradesmen have both rural and urban identities competent to channel products in diversified markets. Interestingly the purchasing capacity of rural clients is at par with urban clients i.e., ornamental fish, coral ornaments, Sunday dressing for Church, medical expenses etc.
- Agency services play dominant in several trades simultaneously and the urban prefer least risk trades than the rural. The international broking remain unchanged with the source of product and the market sensing remain complex with wide variety of risks i.e., promptness in payment, procurement of agreed quantum, quality assurances etc.

District: West Khasi Hills: Urban & Rural: Products inclusive of Services

Code	P1	P2	P3	P4	P5
WKP1(Urban)	Coal	Transport	Border Trade	Lumbering	Quarrying
WKP2(Rural)	Agri-business	Transport	Ethnic food	Charcoal	Casual Laborers

○ WKP: West Khasi Product Line; P: Product Category

- Coal need to be acknowledged as the single dominant product allures large numbers to be engaged as whole or part time or as outsiders to the trade. The powerful presence of coal-benefits has its impact on rest of the markets.
- Resources vs. livelihood combinations are displaying high resource exhaust for high living standards.
- Involvement of Participant Groups and the corresponding length of facilitators do not contribute to the end-value of product.

District: Jaintia Hills: Urban & Rural: Products inclusive of Services

Code	P1	P2	P3	P4	P5
JHP1(Urban)	Coal Trading	Trading Mining Machinery	Border Trade	Business Services	Quarrying
JHP2(Rural)	Coal Mining	Commercial Transport	Domestic Trading	Jewelry & precious stones	Bull fight

○ JH: Jaintia Hills District Product Line; P: Product Category

- The districts' striking feature is mineral trade dominance has its highly extensive impact on several phases of socio-economic systems at large in the entire Meghalaya. In fact, the hyper activity has made negative contribution over the visible growth of the place.
- Profit margins of utility services are inevitable and exorbitant. These get reflected in parallel sectors turning into non-contributing or discontinued forms i.e., the broom to replace sweet potato, rubber to pine, tea to horticulture, tobacco to vegetables etc. Thanks to the Look east Policy which contributed its share of opening new path of developmental extensions viz., infrastructure. In short, large dependent societies arrived from petty to complacent livelihood due to the replacement measures.

District: Ri Bhoi: Urban & Rural: Products inclusive of Services

Code	P1	P2	P3	P4	P5
RHP1(Urban)	Plantations	Fruits	Retail Trade	Transport	Quarrying
RHKP2(Rural)	Quarrying	Broom	Fishing Competition	Archery	Lumbering

○ JH: Jaintia Hills District Product Line; P: Product Category

- Product based transitional trends are basically targeting the affluent groups leaving the mass much behind the fast track success. The gaps aroused due to social imbalances are filled in by "motivated institutional efforts" of Indian and Foreign religious and service order.

- Uncontrollable illegal activities associated to products and product based services have generated potential channel systems (livelihood) adopting a deviated growth from formal systems.
- The focal group dominance through political influences has deprived the access of assets by larger ethnic groups. They are forced to opt for alternatives to appraise the dependent system/s.

District: West Garo Hills: Urban & Rural: Products inclusive of Services

Code	P1	P2	P3	P4	P5
EKP1(Urban)	Coal	Transport	Border Trade	Lumbering	Quarrying
EKP2(Rural)	Beetle nut	Rubber	Bamboo	Tobacco	Cashew nut

o WG: West Garo Hills District Product Line; P: Product Category

- The inter-state export market is the most predominant livelihood measure initiated by the external support systems rather than internal initiatives of the state. The weak bargain in transactions is most common due to the fact of large scale native deficiencies.
- Domestic market consumption is reasonably large in this district which is able to create a strong domestic market and also facilitate export market with reasonable command. Outsourcing is the vital tool to overcome large measures of deficiencies in the system with due insecurities.

District: East Garo Hills: Urban & Rural: Products inclusive of Services

Code	P1	P2	P3	P4	P5
Traditional	Beetle nut	Coal	Lumbering	Transport	Automobile Servicing
Transitional	Meat Products	Freshwater Fish	Fruits	Weaving	Dairy Farm

o East Garo Hills District Product Line; P: Product Category

- The rural and urban differences are negligible and the product systems are from high value plantations rather than low value agri-products.
- Insignificant product support systems given rise to the price hike in product mobility resulted in higher input cost/s for access/processing.
- Product range transacted is mostly of consumption nature rather than capital nature.

It is also observed that the product based market tie-ups i.e., the pre-production agreements which ensure the sale by means of “personalized reciprocities”. The NGO efforts to create new market-oriented support could not become successful due to the strong presence of “highly established non-market links”.

District: South Garo: Urban & Rural: Products inclusive of Services

Code	P1	P2	P3	P4	P5
EKP1(Urban)	Plantations	Export Trade	Hotels & Restaurants	Organizing Events	Transport
EKP2(Rural)	Fruits	Beetle nut	Fresh water Fish	Minor Forest Products	Domestic Tourism

o SG: South GaroHills District Product Line; P: Product Category

- The service approaches in the state have an independent identity with /without being associated to product range. The product categories are offered with a range of services (by external sources) which in turn determine the channels of product movement, decision making associated to price, location and volume advantage etc.
- The facilitators play dominant in the channel command leaving marginal benefits to producers. The environmental potentialities in production systems especially plantations offer high volumes of seasonal returns is the basic consolation for large number of producer groups. The contributions of plantations are cash cows with minimum or no investment.

An overall representation of product trends is reflected in partial terms as per the responses of participant groups. Each of the participant groups have minimum stake in the end-to-end product forms and the involvement of participant groups is pretty large.

Modal-4.2: Product vs. Service Trends in Meghalaya

Products from	ISI	IS2	ID1	ID2	IE1	IE2
Extractive Activity			RH		SG	
Production Activity	WK		WK	JH		
Processing Activity			EG			EK
Services Activity	EK	WG		WG		
Facilities Activity	JH	RH				
Outsource Activity	SG		SG	RH		

■ : Low; ■ : High ISI: Self-consumption (Direct); IS2: Self-Consumption (Converted); ID1: Domestic Sale (Proximate); ID2: Domestic Sale (Distant Sale); IE1: Export (Inter-State); IE2: Export (International) Respondent score represent from 1 – 5 where 1 for Total Disagreement and 5 for Total Agreement

Meghalaya in its **traditional** potentialities have perfected in the product discipline with due familiarities in shaping the business theme over product experience.

- Each of the businesses has created their location-based Brand value. None of the Meghalaya markets are competent to attract the mega market status despite huge quantities are transacted both at inter-state and international front.
- Few traditional businesses are supported by “processing” forms with semi-finished versions offering marginal benefits in domestic markets. The service supportives however have been hovering viz., archery, arrack making, wood carving especially the cigar holders, knives and agricultural tools etc.
- The producer systems demand neither not-so-significant investment nor expenditure as the operational processes are simple with inputs available in domestic markets.

The **transitional** efforts are the socio-economic changes

- Majority of the transitions have their generic sources in institutional stimulations. The engagement into the product processes report the disproportionate forms of asset base, financial, informational, marketing and human resource support.
- They are basically the extended versions of the familiar business forms with due understanding about the needs, demands and market tempo in terms of co-ordinations, environment and the consuming public.

The marked differences in new product attempts have been adopted with simpler systems entering into business area in their end-to-end forms aiming domestic markets.

**Service Analytics:**

➤ Traditional	➤ Entertainment	➤ Fruit-processing	➤ Ethnic Catering	➤ Residential Hostels	➤ Money lending
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The private considerations in Meghalaya adopted short-term view of developing the insights of internal service innovations and rank commercial success.

- The market maturity in the components prefer to use the acceptable indigenous styles of service–serve, adaptability with customized business analysis, easy to develop or drop and offer purpose-based responsibility with easy delegation.
- Service offer is being represented with service integrations portray appeal and ambiance as core products. The limited growth combined with service maturities ensures reasonable stability within the available context. The sales and profits are arbitrary and categories neither grow nor decline spontaneously but need a deliberate decision.

Transitional	Parking Zones	Real Estate	Outsourced Serving systems	Domestic Tourism	Construction Works
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The transitional approach has introduced an intermediate channel between mega and micro service segments. The social demands and market comparatives, exposure and information access enabled franchising, partnering, and family-based group dynamics initiated the modified service range.

- o the dominant youth participation, felt-need to attend the commercial service spectrum adoptable in other areas (government promotion, facility-on-demand and aggressive demand on urban growing needs etc.
- o The allocations are amicable with service attentions staging distinctive services for new social norms which distinguish from traditional systems of frugality in services.

Modern	Fast food Restaurants	Fashion Boutiques	Event Management	ICT Applications	Retailing
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The effort to capture markets through service leadership has been shaping since there is ample scope in new market demands and the potentialities are too promising.

- o The rapidity in service acceptance of the modified versions of ethnic character the “new invasions in market servicing” is price sensitive and building premium offers.
- o Accepted as premium service versions a new positioning heights are being experienced with an air of hyped market driven reinforcements in style.
- o The service specialists enable to pursue customized orientations and niche serve is indeed both high growth and high profit game.

#### Layout and Character of Skills

- o The classified product categories have been assigned on varied character criteria are observed on agreed or disagreed skill reflections. The respondents have expressed their limited knowledge to the extent of status of skills on product groups with a decision framework in association to skills in different forms.

Modal-4.3: Product Layout and Character

Category/ Character	Traditional	Ethnic	Dependent	Transitional	Innovative
Extended versions	Archery	Livestock	Channel services	Ethno-medicine	Floriculture
Level of Influence & Involvement	Hunting	Smoked products	Fashion	Interior décor	Export Trade
Familiarity	Jhumming	Handicrafts	Processing skills	Dress Code	Tourism
Commitment	Musical Instruments	Micro-business	Mining practices	Liquor making	Commercial vehicles

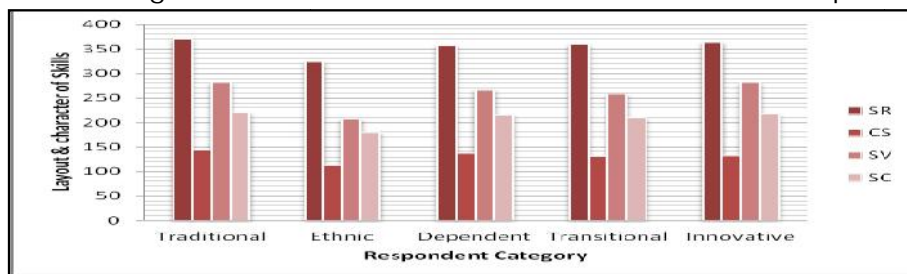


Knowledge	Backyard Farming	Utility ware	Forest Resources	Construction	Media Technologies
Adequacy	Architecture & Construction	Communication skills	Ethnic Leadership	Spices	Music Albums

Table - 4.1: Skills Vs. Products

S.No.	Particulars	Response
Code	Status of Skills on Product Lines	Agree
SR1.	Skill-based Reflections:	
1.1.	Focal Point: Leveraging the Skills (skills-to-skills linkages)	50.7%
1.2.	Direction of skills: towards modernization (using latest techniques)	57.3%
1.3.	Intensive support: differentiated experiences (differences in use)	49.3%
1.4.	Promotional: Multi-option Utilities (skill as a tool for many works)	53.3%
1.5.	High level: Priority ranking (to start work due to skill knowledge)	54.0%
1.6.	Skill Significance: Diversified (applying skills due to its importance)	44.0%
1.7.	Relevancy: Channel services (skills knowledge through people)	53.3%
1.8.	Radius: Multi-option (different ways to use the skills)	55.3%
CS1	Composition of Skills:	
1.1.	Individual Vs Community Skills	50.7%
1.2.	Integrated Vs. Imbalanced skills	57.3%
1.3.	Applied vs. Stand Along	54.0%
SV1.	Skill Variation: (Locational Immobility's)	
1.1.	Alignment (Capacity to link skills for maximum benefit)	60.0%
1.2.	Reflection (Level of skill usage systems)	55.3%
1.3.	Service Layering (Skill Sharing among people working together)	62.0%
1.4.	Skills Sustenance (Core skills which are a must to do a job)	48.7%
1.5.	Contribution (benefits by using the skills)	56.0%
1.6.	Innovation (New skills) (adopting new methods as per situation)	56.7%
SC1.	Skill-based Challenges: (Ethnic Rigidities)	
1.1.	New skill framework (need new skills)	53.3%
1.2.	Transitional Skills (need to modify/alter)	64.0%
1.3.	Limited Use Skills (occasional use_)	66.0%
1.4.	Weaning Skills (loosing value)	59.3%
1.5.	Outdated Skills (useless to use any more)	62.7%

Figure-4.1: Overall Status of Skills on Product Groups



o SR: Skill-based Reflections; CS: Composition of Skills; SV: Skill Variation; SC: Skill-based Challenges.

The chart reflects lack of knowledge over product / product group variations. This is due to fact that the product context has “least interactive and least capacity contributions”. The ready-to-sale product has limited channels where the society at large has very limited perception. High fragmentation with rigid channel systems has cryptic and minimum product movement and diversification in “producible segments”. In short, the stereo-typing is the prominent character visible be it the composition, challenges or even the reflections themselves.

**Decision Analysis of Export Product Movement:** The “valued exports” with high value-added effects (people concept of exports measuring a mere two products earning 861.14 Crores (in 2010-11). In addition, the state channeling several products viz., waste of wool, cotton and synthetic fabric, furniture), export of domestic utility products (boulders, furniture and construction material), export by means of deviation creating local inflationary trends, export value pampering highly informal activities and product-centric informal clusters (causing insecurity and social imbalances), incapacity to put the raw material to productive use creating large scale unemployment (exporting value part otherwise would have been the source of domestic consumption). The domestic incapacitated systems (at large with negligible production and substantial consumption) where petty segments backed with privileges. The potential decision makers of the most non-utilization forms are leading to high exports (in fact high depletions causing serious threats viz., earthquakes, landslides, water exhaust, soil erosion and creating vast gaps. Majority of these are detrimental to the ongoing systems viz., agriculture, horticulture and at large to forests and forest life deciding the (ill) fate of large domestic social systems is a biggest (environmental) loss.

To conclude, the products are the current and future decision makers of Meghalaya due to their “created product dependency” for self-sustenance (meeting an objective-divergent benefit range). Currently the extended growth is resulting in more product exhaust but the impending new product policies of appropriateness and strategic nature need to introduce competent and up-scaled capacities for planned progress in product utility systems.

## 5.0 OPERATIONAL PERIPHERIES: CRITERIA AND PERFORMANCES

**Introduction:** The operational norms in Meghalaya offer a comprehensive involvement of shallow, in-depth, logical and informal alignments in the ethnic-bound integrated resource usage systems. The prototyped organizational systems wrap up the core as well as its extension (independent and dependent) vitalities, potentialities on the capacity systems (familiar and unfamiliar), ethnic essentialities (means-ends), the eco-factor dependences due to enforcement systems (custom-based laws) and operational sustenance (productive and unproductive) etc. The rationale of domestic systems appeal to the traditional, institutional and service forms display generic, reconciled, resource-base, transit forms etc., be it wholly / partially agro or non-agro dominant viz., extractive, production, business, service supportives attending the domestic and extended trade systems. These “facilitators” in their transit forms based on system-variability’s adopting radius effects inclined to localized or network based services.

- The operational familiarities demonstrate the local-dependence systems and have both market and non-market value considerations.
- Traditional production and processing forms still hold good and mark the customary usage practices favoring traditional implements, systems convenience with operational sub-divisions while making the process-decision.
- The operational context explore opportunities under motivated change initiations (deliberate), to create access of built-in competencies opted locally and to give closer look at growth orientations and opportunities in change driven social initiations.

A closer look at operations made it possible to establish (i) **multi-scale endeavors breaking conventional linearity** influenced by (a) external effects on domestic operational knowledge systems; (b) operational development through cost effective measures, (c) system stabilities and (d) low absolute spending and growth differentials etc.

(ii) **Operations creating new utilities in existing systems:** Meghalaya offer a broad based multi front service provisioning with “local solutions” for domestic needs. Adaptation of front line approaches (by institutional public) viz., key investments in geographic base, induction of local talent and reinforcing the value network services to boost operations with basic contributions. But the context proved wrong in high-value produced systems.

**Operations as an appropriate linkage of livelihood systems:** The multi-context measures of benefit arrival practicing value equations and decision moves adopting strategic operational solutions viz., outsourcing, partnering,

disproportionate cash management, credit accommodations, labor contracting and access suitability of transitional techniques to conventional systems etc.

**Optimizing ethnic-efficiencies in terms of resource based assessments** (administer) with value added approaches, process efficiencies, localized revenue generation models and productivity systems using early merit, analytics, visualization, complex point solutions etc., emphasizing bottom-line centricism of the inverted pyramid of operational scene.

**The Ethnic Orientations and Operational Peripheries:** The ethnic systems posit a foolproof approach in terms of familiarizations in its operational adaptations. Each of the functional involvement face both general and exclusive vulnerabilities. Promoting the micro entrepreneurship, collective merits of integrated forces through community involvement and temporary accommodations on due considerations are dependent on the reciprocal conditions viz., bakery, liquor processing, retailing etc.

**Operational Effectiveness and Self-sustenance:** The tier-II layers combine supervisory and operational adaptations of strategic conditions are yet to explore localized skills in commercially viable terms. The transformations of informal skills, stability & reliable market linkages, niches and new operational framework insisting on economic facilities, channelization or intermediaries and the efforts are restricted to selective spheres of work areas.

**Institutional Public and Operational Initiatives:** The promotional measures at individual/cluster forms are identified as contributory homogeneous work styles provisioning micro technical /technological, resource management efforts and offering multiple range of operational forms through capacity building mechanisms.

Most of the pragmatic situations require provisioning of initiatives with ideal participation, risk/credit management, market understanding and also to regulate operational deficiencies. Each context need appropriate service supportive measures like information, communication and infrastructure etc., in the areas of financial, non-financial, institutional, situational and participatory nature etc., need to be improved to meet targeted performance. The current situations demand appropriate planning systems in business/services with organized/formal patterns, cost verifications, maintenance and to apply cost-effective operational expenditure viz., the channel group expenditure, assessment and supervision, training, arranging tour and travel for promotion and search of potential markets etc.

The apparent complexities are (i) defining operational parameters (marking the allocations at individual and group levels) network linkages with substantiations taking into concern the individualistic views and approaches i.e., personal, family, community and regional conditions into which the participants interact. (ii) a

synchronized responsive behavior due to self-awareness and information sources or external motivators, support of financial institutions and banks, NGOs, government and local bodies, the multi-serve options available at institutional level/s. Most of these trends are random with conditional, multiple, participatory, regulatory and promotional advances available at-convenience to cater the needed services. Most of these are undertaken by means of associative and channel responsibilities, constant supervision and monitoring. The operational framework most suitable and desirable to meet the prototyped needs in terms of

- ✓ initiating the new business – self-standing
- ✓ arriving perfection - in the profession/service-in-hand
- ✓ for perfect market preparation – to gain market knowledge
- ✓ re-build to be a potential channel member – part/full contributor
- ✓ acquisition of skills – worthy to make a living and
- ✓ Skills for extension/alternative growth – aiming to claim scale economies.

The triggered new nodes of focus on new domains of social investment, micro conceptual developments, synchronized environment and access facility on the criteria of mobility, contribution, performance and productive applicabilities and micro intrapreneurship etc., are the prominent transformations targeted in recent periods. Represented by magnitudes and dimension in product character, process feasibilities, contractual accommodations where the new services need new dimensions specifically the multi-adaptation systems currently in use-along with the so-called possibilities to use new systems.

Modal: 5.1 Character Orientation: Skills and Situations	
➤ Seasonality of the business forms	➤ Regularity of business forms
➤ Resource based view	➤ Value based utility systems
➤ Business based on self -capacities	➤ State-of art forms initiated by Institutions
➤ Fragmented conveniences & reconciliations	➤ Perspective merits and Intended directions

All systems are merited from producer/owner, context-leader and often a “native” view point.

- To what extent the facilities support purchase, production and market systems?
- What situations define the range of operational performances?
- Which context ultimately makes the facility as a drag or as an opted choice?
- Will the facility remain modern when the market remains traditional?
- What changes replace the old market character and its impact on the slow and permit fast growth of market mechanisms?
- What skill category draws proximity to the prevailing and futuristic situations?

The operational criteria and assessments are based on application skills of individuals/communities in association to resources, services, utilities in selective or combination forms etc.

Reference of business operations (B2B and B2B2C) are on self – prescriptive forms (at domestic and extended versions). The decision capacity and decision-content of operational-objective is primarily the self-sustenance decides over the choice, size and scale, involvement etc. The operational reconciliations both at means-ends as well as cause and effect consequences. But, the potentialities could not successfully utilize the domain of “operational decision” in short term capacities advocated by optimized usage of operational resources both to leverage self-sustenance and commercial requirements.

Trade-offs between Social Analytics and Skill-based Market Analytics (dependent on socio-cultural, religious, local capacities, opportunities and defaults): The Operational Deliveries involved with horizontal/vertical partnering of functional performances to be valued in terms of “societal –worthiness”. Input management is Purpose–specific with Whole-some Operational flexibility meant to consider the state’s (a) in-built systems; (b) impact of external involvement in the native systems; (c) operational differences between input mechanisms; (d) operational role in capital-mix forms.

The highlighted features of the Operational Capacities are

**Stability in Business Capacities:** Based on prominent, seasonal and short-period work packages, intangible capital as networks, operational benefits on capacity scaling, business platforms are operational. These are on the criteria of new businesses, shift from current businesses, business negotiations with potential facility vs. value benefits; intangible capacities have been anticipating the “partial/total management” of operations.

**Operational Priority Systems (OPS)** setting a code of local capacities with locally valued priorities, growth and situational conflicts determining the input involvement, operational considerations in procurement, capacity change systems, market dynamism etc., to define the capacity-capital levels.

**Situational Effects:** The capacity systems in majority of the cases are influenced by the native constraints, enforcements and offer situations of capacity change, deviated utilizations based on the composite character of size, nature and volume of operations of selective businesses.

**Lacunae in Capacity Systems:** Each of the capacity expressions are found to be using prototyped tools, context, involvement and the efforts help defining the

- Form of capacity domain/s and corresponding value system/s with end to end “native” involvement.
- Lack of practical utility of capacities to demand the change in operational framework and the practical difficulties in the application of “customized knowledgeable capacities”.
- The learning systems are partially tapping are able to gain the outsourced capacities by sharing the benefit of operations.
- The volume to the extent to which the inefficient operations are undertaken in the whole lot of operational frame.
- Lack of environmental support which match the native capacities creating a new transitional condition of associating “the capacities to the new context”.

**Arena of Facilitating Systems:** Facilitators include service combinations, utility-providers, tangible / intangible infrastructural supportives, merging environmental perspectives, observation with pure service patterns and their contributions to the operating forms. How do the operational criteria reflect channel contribution to sectoral concentration of production systems? What are the feasible reflections of internal and external participation of facility-serve? To what extent the traditional processes justify their sustenance in modernities? What is the character of channel contribution as a competent measure to initiate the changes in operating systems?

Table- 5.1. : Understanding the Decision Variation as an Input

Code	Operational Function	High Moderate Low		
		High	Moderate	Low
I.	Preference to maintain business stake in limited circles			
	▪ Combining the resource base	18%	23%	47%
	▪ Imbalances in the investment preferences	42%	18%	23%
II.	Self-centric business decisions			
	▪ Personalized risk bearing capacities	13%	17%	57%
	▪ Benefits within the anticipated time-frames	46%	14%	11%
III.	Familial Vs. Clan Dependences			
	Sharing of responsibilities	23%	58%	15%
	Priority in the dependency levels	42%	19%	24%
IV.	Self-prescribed limits			
	▪ Reluctance in the business spread and operational spread	29%	25%	37%
	▪ Involvement and stake in the business	32%	27%	16%
V.	Objective –criteria of Mutualities			
	▪ Non-business support systems and networking play important	44%	22%	27%
	▪ Preference for businesses to flourish with minimum interactions.	32%	30%	19%
VI.	At-convenience operational autonomy			
	▪ Businesses not to encourage regularity in	39%	28%	17%

	dealings			
	▪ Businesses character with stipulated norms of size, scope of expansion, no-default and no external involvement	42%	33%	16%
VII.	Business not meant for survival			
	▪ Independent business vs. livelihood concepts enable lack of stake in business	39%	24%	21%
	▪ Do not accept the meek role of channel member and get influenced by other participants	41%	27%	9%
VIII.	Rigidity in Reinstatement			
	▪ Reinvestments in the businesses are not encouraged	43%	11%	27%
	▪ Non-personal businesses transactions are given utmost importance.	40%	23%	31%
IX.	Business choice options			
	▪ The volume of export orientation is based on the supply-chain systems adopted on previous decisions.	38%	28%	25%
	▪ Large majority of native businesses are exclusively dependent on local raw materials which form the starting point	56%	32%	24%
X.	Survival and growth of businesses			
	▪ The time spans of given businesses ranging on seasonal criteria/channel criteria/agency criteria etc.	40%	11%	37%
	▪ Profits earned on a given business is often used to initiate another business rather than ploughing back	42%	33%	21%
XI	Ease in entry and ease in exit			
	▪ Business shift is the most common condition based on suitability, competition and negotiation which is shared among multiple partners.	15%	27%	26%
	▪ Businesses prone for competition are discontinued rather than retaliation.	31%	13%	30%
XII.	Business shape-up is an internal arrangement			
	▪ Place monopoly preference to accommodate the entire range.	39%	19%	17%
	▪ End-to-end business ignores the client position but transaction benefit is gained and business merit internal exploitation.	25%	43%	20%

- The balance represents “no opinion”.

**Role-Vitalities of Traditional Institutions:** The traditional institutions play dominant in majority of formal authority grant and also possess equal right on the



behavior and decision making of the people. The developmental efforts would prove better if the following reasons are taken due care:

Absence of appropriate domain which is competent to absorb the skill range in its present and futuristic forms (least local skill absorbing capacities)

The objective of self-sustenance is too difficult to predict in terms of food or consumption needs as each concept of sustenance is exchanged on the criteria of meeting the needs of family emergencies (Approach of Sustenance/s-in-limited direction)

The "Domain" is the base comprising inputs which are resources enable to yield different situations. The objective range insists on the domain character and the competency of the domain is dependent on its variable but permissive character to accommodate different skills. (Meager non-domain opportunities)

The caliber of the domain enable to help planning/ developmental designing in its most flexible forms based on the objective in short or long term or strategic forms (Presence of Skills to promote Skills)

The conceptual alignment in operational systems suggest the involvement of multiple operations and their corresponding systems competent to modify, nurture and alter etc. (product not as a value by itself but as a value building means)

The domestic leadership with its native knowledge still needs context-based supervision. The internal tribal turbulences need to be instantly attended as the large system as being astute, withered and adopting un-ethical forms. (Syiem of Hima Myllem the most prominent King is alleged of misappropriating funds in Crores -Shillong Times, March 21, 2012).

The concepts which could not justify have not given potential benefits in appropriate manner.

The primitive measures are backed by system loopholes. The lopsided development does not insist on unity but resulting in fragmentation and exploitation of systems and sub-systems.(presence of multi-culture leading to major social transformations)

**Associated processes at production level:** The context in the urban present a comparatively high-scaled contribution in the product/service consumption processes. The agri-business processes, live stock, beetle nut, fruit processing sericulture, cane & bamboo articles, smoked and dried fish/meat, ethnic food preparations, organic etc., furniture and saw mills, herbal medicine, shoe-making, catering, archery and hotel/hospitality, air ticket booking, shopping complexes etc.

formed into traditional i.e., tier –I. The transitional systems represent tier-II forms viz., hospitals, clinics, diagnostic centers, ICT/DTP, construction, film-making, music and orchestra, organizing food fest, flower shows, rock music shows. The tier-III comprises cement factories, flour mills, coal extracting companies, infrastructure etc.

**Operational perceptions and Facility Processes:** The trade-off in the assignment areas of operational involvement – the facilities are highly correlated with the selection of the skills and entering into native business forms.

**Small scale technology used for domestic system:** The value added approaches are purely random and are situational. The production capacities are petty and do not aim towards market needs viz., water drawing systems, poultry and piggery practices, seed procuring and food preservation etc.

**Scalable operational levels:** Majority of the products are able to create external demand due to the value-drain policies and practices but mainstream of processed and ready to market products find it difficult to stand for competition. Few ambitious entrepreneurs are able to derive the needed support in selective areas of floriculture, horticulture or even mushrooms, organizing sports events, construction of bridges or making modern agriculture and business tools etc.

**Traditional product-process connectivity's:** The component of change is still in slow process and is able to adopt selective approach. The system combinations are rigid and introduction of new concepts over the prevailing frame is still not able to yield targeted results. The native demand for processed items is high but there are few attempts to satisfy the growing demand.

**Character of resource and usage forms:** The product usage forms in the state do not demand complex processes and there is competition over the resource base from external sources at par with internal sources. The relative benefits disclose that the external value trends are fetching more than the internal systems which enabled them to decide on exports.

**Native support and initiation:** The exchange, purchase or sale of the valuable raw material within the state is still lagging and the internal systems require competence to absorb and afford such transformations. The most sought activities of initiation are of high value materials for construction, real estate and investments on immovable properties. But majority of these investments are drawn from long channels viz., external forms like central funds, state government, job markets, etc., enable to create become part of local skill-developmental efforts.

**Form of skill Promotion:** The facility based operational promotion if concentrates only on the human skills the level of the skill frame remain at “extremely low radius”. The parity of the human skill in a vibrant environment restricts the contribution due to the (i) environmental hindrances; (ii) constraints in the system deficiencies; (iii)

deprived opportunities due to the ineffective policy frame work etc. The initiations at individual level can perform to the extent of self-limits. The access tools at large are applied at higher level need adaptation styles can be combined to fetch major results. Such opportunities are few in Meghalaya but there are immense possibilities at inter-state levels.

**Investment categories consume finances but not time and effort:** The major investment systems in the state do not demand the returns in short periods. The most common criteria of judging investors' capacity is on money investment criteria only but not technology, business acumen or handling risks. The current investments especially urban are turning competitive viz., the construction of shopping complexes, multi-storey buildings, which fetch the benefits for long time. Business investments initiated over the "outsourced skills" are hot favorites.

**The combination of resources in to a processing system** need skilled laborer willing to work for a wage. Believe in "tangible capacities" the tribal segments insist on the investments in buildings, land forests, plantations etc., but not on industry. The dealings in business are multiple and the tribal arguments are simplistic and direct. The highly manipulative and strategic trends are not often encouraged. The value considerations and operational variability's:

**Businesses managed by importing technology:** Retailing, wholesaling, franchising, martial arts, private music albums, Chinese food, rice cakes, homemade butter, quacks medicine, bridal dress-making etc., are able to create limited markets. There is immense scope in the areas of emu-rearing, HYV usage systems, developing bio-resource systems and small industry segment can be promoted in dyes and colors, preservation systems, lime processing etc., pose immense scope.

**Available resources as inputs internally and externally:** Products in their primary stages offer values based on the application and usage skill combinations. But the environmental conditions based on grasp of the domain, functional merits, preference to choose businesses with and without competition or range with different margins.

**Raw materials possessing single life cycle in single situation:** The phase-extensions give details of the benefit-extensions and materials adopting single life cycle phase anticipate selling to right people, right time and right channels. The reference of right suggests most convenience and most familiar perspective.

**Neglected Priorities:** The decision making criteria hold manifold dimensions in terms of quality (partially neglected) time-bound (seasonal and limited), volume (based on capacities) enable the access-capacities and the background remain petty to bargain for scale advantages. Each of the work contexts is partial as the involvement in portfolio is a common feature in large majority of families.

The “process form enhancements” enable to suggest the sacrifice in the form of lump sum meant as a consideration to outsourced (the third party techniques are been put to use) conveniences i.e., the labor contracts ranging from automobile repair and maintenance, construction, infrastructure development, transport, medical and educational services etc. It is the most expensive forms of sharing responsibility towards performing tasks, acknowledging the conditional development by enabling a fulfillment through part understanding and contribution.

#### Consideration Analytics: Representing

- (i) Absence of regular labor markets is one of the most contributing factor insist on being self-dependent. The vital business operations are mostly undertaken by family/clan members leaving the least important works to daily labour. Lack of uncertainty and continuity of labour reduce the expansion scope of operational performance.
- (ii) Variation in dependences due to commercial involvement viz., the production of vegetables in the traditional form display the usage of traditional systems. The transport, market charges, agency service charges, involvement of facilitators etc., are few which determine the capacity of production systems.
- (iii) The operational systems at pre-production are traditionally guarded but the post –production are expected to be institutionally guarded. The flexibility is in questionable status where the environmental contributions are negligible and form the bases for execution of operational ideas. Each innovation need to be channeled through the environmental system has to run through incapacities.
- (iv) Both custome-based knowledge and experience remain complementary and the absolute knowledge is sidelined due to the new spectrum of application situations”.

The cause forms reveal absence of “commercial goal orientations in their totality” and the lack of understanding of alternative operational capacities, absence of information which help analysing comparatives, lack of situational/operational control nor involvement through complete knowledge systems explain the frugal means-ends approaches. The regulatory forms of leadership level in its control approaches (individual), diversified (clan application), environmental (seasonalities), facility (investment systems), capacity (magnitude of primitive dependences), knowledge (channel owership) and strategic (enforcements and liberties) suggest the capabiity of the operational simulations and corresponding objective framework.

To conclude, the operational applications are identified on the criteria of core/non-core functional forms have differentiated aspirations in operational execution. Yet, the pro-active functional performances need skill supportives at each level of operational enforcements. The systems have been stagnant and the on-going performance variations are an inevitable conditon to map the content and create an embedded environement of direction, growth and assignment linked systems.

## 6.0 MARKET TEMPERAMENT IN MEGHALAYA

**Introduction:** Markets in Meghalaya present multi-dimensional, multi-ethnic and multi-channel variability's claim a range of opportunities to Market Participant Groups (MPGs) facilitating the prototyped concepts in lenient-to-stringent forms. The phenomena based on its ethnicity with location merits, its historical factors merged with potential resource base. This enabled significant market dependences, minor processing & production units, transit & regular trade, services & utilities describe an array of market approaches at ease.

**Criteria of Value Decisions:** Despite acute social imbalances due to extremely imperfect resource access and allocations made under traditional norms, the large social reflections gain the merits of resource presence in terms of participation, the operational systems in their engagements and channel systems in their brevity gaining their status. The resource-dominant society appear to make its each single decision, outlook and behavior is flaunted by vast resource back up. The "need-based society " thoroughly ignores any developmental character as each "effort-to-effort" comparison is made in value terms (high vs. low), effort (singularly with/without investments), ownership (without competition) and marketability (undisputed /assured demand) provision the **State as a Producers' Market**.

The resource dependency exactly suits to the ethnic temperament of natives with due assurances, slow processing, high value associated and least effort are few characters of the situation. The developmental efforts on the other hand offers robust and effort-building constructs possess "alternative-options" provisioning a substituted status. These are further supported by limited literacy, exposure and the self- imposed prescriptions reason out the ethnic norms added especially in their linguistic, religious and clan/community –based impositions. The recent transformations enabled them to dilute the rigidities could not provide larger benefits as the societal comfort zones still carry weightage.

Modal: 6.1: Market Representations			
	Unique Influences		Consequences
• Market dominance	➤ Women hold resource ownership as well as operational ownership	➤	Attention towards micro growth concepts
• Market character	➤ Markets are private properties	➤	Prone reason for outsourced systems and lack of control & market understanding
• Return on Investments	➤ Partial involvement leading to absence of end-to-end transaction effect	➤	Multi-tasking with disproportionate revenue – generating systems
• Market	➤ Boost pre-market	➤	Leading to promotion-

Support Systems	conditions rather than in-market and post market systems	failure due to total dependency on the supportive systems.
• Internal Change	➤ Area of Services & service extensions through Institutional means	➤ Active participation in controllable front rather than uncontrollable

**Direction of Market Initiatives:** The Concept of Matriliney enable its women force take active participation in trading rather than production or even services but the contribution to a large extent remained as merely scraping the market benefit. Lack of knowledge, adaptability and understanding of market tactics force them to restrict the market activities within the “Radius of Convenience (ROC)” leading to the extreme form of business partnering on the front of mutualities.

The **Category of Markets** based on the traditional systems

**Traditional Market Systems: Weekly and Rotational Markets** held on every 4<sup>th</sup> and 8<sup>th</sup> days attain the privilege due to their imbibed sanctity under tradition. Customary Markets with periodic schedules engage the market spaces allocated viz., residential/convenience areas. These are duly monitored and regulated with shared responsibilities of Clans, Headmen and Syiem (King) etc. **Seasonal Markets** mostly contractual and mutually dependent are adopting integrated approaches of self-sustenance and partially for commercial/exchange services. The **Private** markets are Clan-dominant run market-administration on outsourced forms with due considerations (as per negotiations).

**Value-based Market Systems:** Orientations towards market utilities have created purpose-based market systems viz., exchange markets, target-group markets and informal markets. Micro/cluster/convenient and make-shift markets have their network as dependent market systems. The transaction based markets, regulated markets and markets for exclusive needs etc., became prominent as the social fragmentations became important.

**Conceptual Markets:** The locality markets & lifestyle versions are transforming the conventional market reinforcements into utility forms, service markets, industry-supportive markets etc. Besides these the regional reseller/large retail/wholesale/chain forms/departmental and foreign markets have been attending new market niche with exclusive market forms offering wide market choices.

**Institutional Markets** especially undertaking market promotion for poor and needy, markets for livelihood, skill-prominent markets, showrooms & emporiums, border haats etc., are receiving due attention and support as a measure of developmental trends. The foreign markets are thoroughly intervened especially in

the value and volumes of business transactions are regulated, promoted and supervised in suitable forms.

**Market parameters** towards production/processing systems, credit markets, transit markets, exchange (barter) markets, itinerary markets, second-hand goods markets, convenience and entertainment markets are initiating and supporting large scale employability systems in product vs. service categories.

Besides these the traditional governance and influences, individual/community ownership of natural (product) resources, deemed status of functional and applied leadership channels, market initiatives by vested interest groups and private participants etc., are few vital activities became a part of market structuring and its context.

The other criteria being

**Informal Market Capacity Systems:** The state has been wrapped with (i) embedded resource realization capacities; (ii) integrated production-portfolio capacities; (iii) exploring the possibilities of marketable production growth (in different market situations); (iv) adaptation of marketable capacities in the differentiated market forms; and (v) distinctive variation in Marketable Operational Performances (MOPs) under “optional” environmental situations.

**Market Alignment:** The market concept acts as an “independent” rather than being a system supportive. Sharing the pre-market responsibilities was noticed of having least impact on the market condition but rather it was found that backward integration towards pre-market conditions have created negative market opportunities.

**Market-to-market Dependencies: Participant vs. Market Expectation:** A multiple market dependency radius extended in market participant growth - depending on the market character. The offshoot claims from markets and impending gaps due to system-incapacities resulting in non-participation.

**Market Compromise:** The market vitalities are understood by the potential participants rather than those who aspire mere gainful consequences. The created market conditions are largely supported by the institutional finances. The pre-market burden of expenditure is borne to the large extent by institutions, assessment-oriented participation by intermediaries/facilitators, service support over market-to-market territorial forms, channel extensions and transit forms enabled to create market interiors with source credibility's. The market opinion variations as perceived by individuals and institutions are as follows:

Propagated Input Skills (General)	Participant Response		Response Outcome	
Felt need for market spread	Individual	Institutional	Consent	Conflict
• Extent of commercial services	Low	High		/
• Flexibility in Middle men Services	Low	Low	/	
• Extent of Dependency on Market facilities	Moderate	High		/
• Severity of market relation	High	Low		/
• Portfolio effect of multi-marketing	High	Low		/
• Level of satisfaction in market Participation	Low	Moderate		/
• Market responses				
• Parity of business objectives with market objectives	Low	Moderate		/
• Need selective market activities	Low	Low	/	
• Priority of innovative practices	Low	Low	/	
• Level of market challenges	High	Low		/
• Market Reaction				
• Search for alternative market sources	High	Low		/
• Scope for improvement in current market conditions	High	Moderate		/
• Satisfaction towards prevailing communication services	Low	Low	/	
• Dependency on intermediaries	Moderate	Moderate	/	
• Lack of business growth due to market deficiencies	Low	Moderate		/



Propagated (Specific)	Input	Skills	Participant Response	Response Outcome	
• Market facility as High Priority			Moderate	High	/
• Need of Selective Markets			Low	Moderate	/
• Local Markets most preferable			Low	High	/
• Price is a Private Decision			Low	High	/
• Manipulations dominant on markets			High	Low	/
• Market growth witnessed			Low	High	/
• Need of on-line markets approaches			Low	High	/
• Status of market participation					
• Market as means of Livelihood			Low	High	/
• Occupational engagement			Moderate	Moderate	/
• Schematic benefits sought			Low	High	/
• Membership in voluntary organizations			Low	Low	/
• Assessment of Social Systems					
• Status of market potentiality			Low	Moderate	/
• Market Connectivities			Low	Moderate	/
• Market Change			Low	Low	/
• Market Detail					
• Dependent market for marketable surplus			High	High	/
• Market selectivity on the criteria of survival need			High	Moderate	/
• Multi-market dependency			Low	Low	/
• Market Intermediaries					
• Dealer network			High	Moderate	/
• Market contribution by dealers			High	Low	/

**Market Dispositions:** Each of the market conditions are drawing several opportunistic and risky conditions based on the “influence and involvement” from participants. The distances, market size and capacities, value and volume of product range, services etc., are based on seasonal, location and functional contributions etc.

**The Institutional efforts** have objective frame in functional terms and encourage the activities in specified forms. The range of specialized functions adhere the character, evaluation and control of specific forms have their reflections on selective markets i.e., Urlong tea, Nongstoin Honey and Lakadong Turmeric etc.

**Choice of Ethnic Systems:** The marketing activity need to boost the tribal efforts in their very own methods have a range of specificities i.e., ethnic representations, modification in cultural tone, primitive system promotion i.e., initiation of businesses, nurturing i.e., livestock rearing techniques with reference to the animal food, hygiene, vaccination etc.

**Absoluteness in Professional Approach:** Be it the long distance transport, outsource agreements in coal mining and limestone mining, the local taxi services etc., these short and long distance travel facilities are available from Guwahati (Assam) and from Shillong (Meghalaya). In order to avoid conflicts the agreement (for market assurance) between taxi owners was that both Meghalaya and Assam taxis ply between Guwahati and Shillong on the criteria of time schedules, trips, fair and luggage load etc.

**Strategic Inputs:** Promotion of fish ponds for livelihood ultimately resulted in innovation. As a part of entertainment the fishing competition is the fishing game promoted as more a lucrative profession. Call it gambling skills used in entertainment needs a pond with few stalls and few fish. The participant entry fee per day is enabling to earn a Maruti car or One Lakh rupees if the participant is lucky to catch the biggest fish. The idea was an instant hit.

**Coordination of Businesses:** If live stock business need to be promoted the bull fight is both a traditional and modern form of entertainment in several parts of Meghalaya. The hiring charges of the ground, the transport costs of participants (bulls), bookies (speculators), owners and audience, eateries and other accessories, helpers and organizers' investments are few inputs. In a brief period the deserted ground comes wholly to life and continues for about an hour or two before it ends up as quickly as it was initiated.

**The Pseudo Traditional Skills: Quacks in Meghalaya:** Be it black magic or jaundice the quacks have an admirable therapy of convincing the people to perform a part time engagement which fetches a good ransom. Meghalaya entertain good number of them with equal generosity without making any formal enquiries about the spiritual powers genuinely possessed by them.

**New Entrepreneurial Ventures:** The Mushrooms are considered as most ideal business - keeping in view the climatic condition in East Khasi and Jaintia Hills Districts. Only two categories of mushrooms i.e., button mushroom and oyster mushrooms are grown. The production systems were prompted after due training but the non-availability of seed in desirable quantum and quality - as it need to be purchased each time. Being highly perishable there is a need for instant demand from the market as the life of the mushroom is only 2 to 3 days after plucking. The provision of cold storage is insignificant and the market information is often not

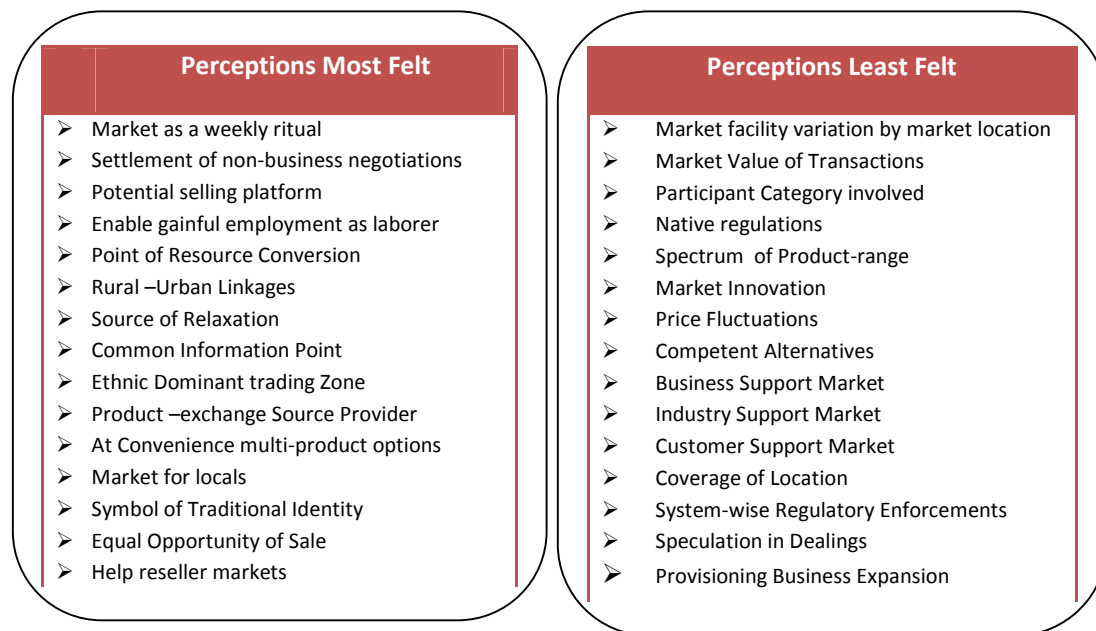
available in proper time reduced the scope of this entrepreneurial attempt significantly.

The **Market Context** and its comprehensive reflections can be understood as follows:

**Capacity Estimations of Markets:** The typical market behavior poses too shrewd as each of the agro-producers are potentially competent to reveal which market is suitable to what product/s. The details of seasonal effects, retention of produce, the facilitators and manipulations, the market charges and transport costs etc., are compared in the score card of preference and experience.

**Extent of Dependency on market facilities:** The facilitators are specialized in the facility management ranging from assurance of marketing the produce to the negotiable price include the totality of costs involved. Speaking in the vernacular language the facilitator is a Bangladeshi, Assameese, or native tribal or a Bihari. The versatility of the **language skill** enables them to regulate and channel the total produce to targeted modes.

Modal- 6.2: Market Outlook



**Severity of market relations:** One of the popular NGOs experimented to break the traditional relations between the agency services and producer groups to enable them get fair means in negotiations. Yet the native producer groups did not budge to leave the business bond due to the fact of “deal-loyalties”. These fetch them with concealed benefits viz., advance/emergency money, market assurance despite quality compromise and several fringe benefits.

**Portfolio-effect of multi-marketing:** The social systems are traditionally bent to adopt the weekly markets (twice a week), understand the concepts of border market, inter-state and urban markets etc. The commanding private channels force market trends and thereby creating global market skills. The product-dominant market skills are replacing traditional markets with performance-bound markets, partnering agreements and target-benefit continuity systems etc., are the new promising trends. The producers' value estimations, the ethnic networks, performance risks, conditional locations and length of routers or channels etc., are creating composite impact on market tempo.

**Market Participation and Interactivities:** In tribal cult the market is much more than mere location. It is a place for information exchange, platform for extended family relationships, facility-point to meet relevant officials (who are often present only on weekly market days), permit mobility of floating public due to availability of vehicular traffic (other days it is randomly spread), availing multi-purpose benefits viz., meeting doctors, important tradesmen/clients/suppliers/financiers/politicians etc., enable to create the utility-based activity in its entirety to be addressed as lucrative "Point of Interaction".

#### Modal - 6.3: Market Value Considerations

Skill Driven Systems	Skill Dimensions	Adequacy in Skills	Capabilities & Accommodations
<ul style="list-style-type: none"> <li>▪ Familiarity in knowledge</li> <li>▪ Depth of Opportunity</li> <li>▪ Interpreted conveniences</li> <li>▪ Community risk</li> <li>▪ Perceived benefit locally</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implicit Decision-making</li> <li>▪ Resource-based assessments</li> <li>▪ Pace of channel movements</li> </ul>	<ul style="list-style-type: none"> <li>▪ Capacity –to-realize</li> <li>▪ Trend complexities &amp;</li> <li>▪ Influencing systems</li> </ul>	<ul style="list-style-type: none"> <li>▪ Production forms</li> <li>▪ Linkages in systems</li> </ul>

The **market sensing** of Meghalaya integrate several marketing processes with wide objective variations pursue the

- Incidence of Informal private market systems: The criteria of self-sustenance with situational market practices and at-convenience production and processing forms have least business perceptive despite adopting commercial methods.
- Outsourcing on activity to activity criteria: Each of the systems - be it products or services are adopted to fill the market reflecting system gaps. The traditional adaptations are holding strong despite random transitional effects which are frequently observed in the urban segments. Outsourcing is the wrapped concept to get engaged to assured market conditions with a perspective of partnering with micro win-win situations leading to macro losses.

Marketing is not a goal oriented direction.

It remained as mere channel of preparedness to earn a livelihood motivate participants to earn through products (extracted/ produced/ processed) - to bargain and get engaged in basic inducements of employability. The domain reference include the strategic tools being large households, cultural insist (making a house, farm, livelihood, usage systems of available (permissible) resources, skills needed to pay penalties, fulfill ambitions, maintain standard of living, skills to avoid conflicts, market submissions to native socio-cultural norms, skills wrapped around the total, partial, situational and capacity limits in-hand, borrowed or contributed skills permit an impact on ethnic living systems.

**New Market Place Denominations: Input Competences:** The previous image of being a core agro-dependent status is shedding towards more resource-dependent systems. Besides these the participatory & supportive agro-business systems, the service dualities of pure & supportive types with marginal involvement of information and communication systems became equally popular. The new identities of perceived work-place, new value systems by a range of institutional initiations and involvement are yet to clarify their positions due to impending changes especially in urban, peri-urban and cross-border areas i.e., inter-state and inter-national.

**Growth in the Extractive Systems:** Enabled to depict the increased participation by means of investments (land and allied assets), participation of labor (with skill capacities) and the increase in facilities insisting value-added approaches more in formal and recognized means of skill-dependent employment.

**Contribution of Infrastructural Changes:** The infrastructural changes have influenced the geo-demographics which seemed to involve in future changes in service mode viz., the spaces to facilitate mobility, access to information, (offer new contributions through market place expansions), urban involvement towards more educational activities.

**Identification of Innovative Areas:** The new market scope erupt due to the recent announcements of transport and logistics, announcement of warehouses, aggressive entrepreneurial skill promotion, expansions in banking, cooperative systems, new service specializations in the areas of tourism, hospitality, aviation, sports, skill development, health, transport education and entertainment etc., have excellent scope on new market front.

**Feasible Areas:** The core areas being the

- **Category –I :** Most potential export category markets anticipated to display the hike in extractive, in-put based production/processing systems, and services.

- **Category-II:** Institutional services, linkages and networking systems, agro-allied production units and transit markets (regional, national and international forms)
- **Category-III:** Infrastructure promotion, outsourced systems, collaborations at domestic production wholly or partially with external support systems for technology, commercial, employability generation and knowledge imparting forms.
- **Category-IV:** Up-scaling of micro businesses as multi-scaling and collaborated producible systems to meet “expanded market versions” and creation of competitive environment in service industry.
- **Category-V:** Market-oriented micro-networking laid the tier-II or tier –III production & services in vertical market approaches. The skill-based involvement need situational constructs which define the market pick-up approaches leading the market spread in to diversified dimensions.

#### Extended Areas:

- **Area-I:** Applications in quality, time-bound serviceability, regularity in outsourced systems are insisted. The convergence of formal vs. informal system transactions is influencing the multi-objective range of specialized services.
- **Area-II:** The objective orientations reflecting on the market-sourced internal accommodations, value –added decision approaches in processing/service systems and integrated functional level service participations.
- **Area-III:** The transformations in business/service leadership patterns, production and services on demand, the expanded retail and customization are presenting temporal sustainment strategies.
- **Area-IV:** The new interactive information and supply specializations with facility management enabled to urban domain-connectivity's with ruralities. The spectrum of rural-urban progressions remained variant yet the coordinated trend of shared values need due encouragement.
- **Area-V:** The direction of new market-performances will create reinforcements in individual/institutional service participations made it possible to create new social balances through merging the benefit-market situations.

#### Skill Orientation Efforts:

Skill enabled social changes to aim market dependences: Market status remain (i) **independent** promoting resource oriented growth with least skills involvement. The status of market as (ii) **partially effective** due to the growth in non-resource public and skills competent to create a supportive developmental condition and the market status as a (iii) **dependent** condition over the presence of skills as a dominant character. The combinations of changing a social status from “resource dependency-to-skills dependency” need to bring initiatives in the components of

dependent condition and usage of skills to bring change in the system of social compositions.

#### Market as an Independent Function:

- The resources previously were regulated under traditional norms need to be deregulated with new policy framework (keeping in view the growing social imbalances and growth of unwarranted forces as a consequence due to loss of benefits).
- Market –oriented developmental efforts in core areas with new modernized systems at operational, application, leadership levels (ICT approaches, e-governance and smart governance to restructure the domain-appropriate dimensions)
- Input management with market promotion objectives: A combination of issues to reinforce the input possessions with inter and intra-situational planning. The innovative scientific applications viz., water shed programs, institutional convergence approaches heighten the new market places.

Group-based work initiatives: The extended family-clan-community-religion and social references proved to be one of the most contributing effects towards shared responsibilities. The self-help groups, trained groups, women engaged in livelihood activities viz., all poly house owners, weavers association, straw-berry growers association, floriculturists are adopting the formal work-based groups securing better bargain.

- The consumption systems remain as dominant opportunity but the large number of micro participants with partly-sustainable and partly-commercial role-participations could achieve partial success. The native rigidities from different sources have dominant presence with deviated objectives have minimal people concern measures. Lack of appropriate understanding and acute shortage of most needed developmental infrastructure leading to the least-growth conditions.
- The paucity in its adaptive status lack of proper understanding and native sustenance-gaps predict long term detrimental effects. Meghalaya's current economy is on its consumption drive of its resource capital. There exists a need to understand its competent yet dependent market economy to be analyzed on the criterion of need-based consumption patterns.

To conclude, the limited knowledge, skills and understanding towards resource utilities and value-measured production patterns resulting in both resource and value drain of the commercially worthy regional resources. This situation is further flared up by the negligible contribution of its industrial activities including

services. In short, the state is endowed with potential resource base and its markets yet present stunted growth due to several gaps. The contribution of prospective resource base markets is negligible at socio-developmental levels. These prototyped yet distant market attributes need to encourage healthy competition (to reduce the prevailing supremacy of market behavior) introduce short and long-run strategies (to boost market vs. participant effective approaches). The market-decision sequences are a matter of concern where the worthy region is experiencing a grinding halt in terms of extended off-market benefits as to the further processing or value-creation is concerned.



## 7.0 INSTITUTIONAL OBSERVENCE: IMPLICIT & EXPLICIT SKILL REFERENCES

**Introduction:** The aspirations of Institutional public are bent on adopting different developmental enforcements disclose that the State Government is aggressively into adaptations provisioning skill endorsements and promotions of varied nature. Introducing standardized growth through instructional means i.e., skills is currently a matter of major concern targeting high performance criteria at diversified levels. An action-oriented phenomena rather than being a mere concept to bring radical changes and progression is being sought in majority of the currently overlooked and prospective areas.

**Service Variations due to Capacity Variations:** The training programs are offered by different institutions with varied backgrounds in their objective criteria, the competences with due flexibilities to redesign the training objectives as per proto-typed situations, the budgetary considerations, the timing and sequence of programs etc., matter much. The research analysis combines the training modes adopted by different institutions with “diversified objectives”:

- Institutions offering Placement Linked Skill Development Programs with PPP adaptations (CESS with Infrastructure Leasing and Financial Services Ltd)
- Institutions with collaborations aiming selective target groups (Nehru Yuva Kendra Sanghatan with collaboration along National Skill Development Corporation and adopting PPP with Basix).
- Institutions aiming to train institutions/ individuals (two tier focus by Siloam of St. Anthony's College)
- State level Institutions aiming multi-dimensional growth using technology tools (SIRD, Integrated Basin Development Livelihood Program, Meghalaya Institute of Entrepreneurship Initiatives, etc, Meghalaya)
- Institutions aiming developmental activities (Urban Poverty Alleviation Cell under NRY adopting UBSP, PMIUPEP and SJSRY to alleviate urban poverty).
- Institutions offering short term technical counseling and advise (Telecom, Shillong is running Summer Workshops and Internship Programs)
- Institutions equipped with competent labs offering diversified programs for diversified groups (Bio-Resource Centre, Shillong) etc.
- Institutions offering Special Services (Maternal Health (schematic and non-scheme forms) offer State Health Services, State Family Welfare Department etc., Family Planning programs by NRHM, Welfare Department, Meghalaya)
- Institutional serve through collaborations: NIRD-NERC, KVIC/KVIB, NIRD, LIFCOM, MRDS & NSIC, DoNER, IFAD, Ministry of Women and Child Development, Meghalaya Handloom and Weaver Handicraft Cooperation Federation etc.).

Besides these the educational (regular/distance mode), research, banking, Apex, religious, voluntary/charitable, international, developmental, promotional institutions and NGOs etc., are engaged in different capacity constructs in diversified forms.

**Objective Range and Participation Limits:** The long/short term, limited/wider radius, general/ specific in the most or least involved with total or partial coverage the Institutions with their expert staff and dedication are engaged in the orientations to

- Undertake individual/institutional and location-based (regional) progressive developmental efforts directly or through collaborative/outsourced forms.
- Concentrating over the most basic to advanced need priorities of different groups.
- Area-wise, sector-wise and issue-wise approach through planning, nurture and execution systems.
- Input management and addressing issues, structuring and restructuring, evaluation and reinforcements in applicable and futuristic developmental forms.

**Dimension of Training programs:**

**Category-I: Inclusive Orientations:** Both rural and urban environments are perceived in terms of the prevailing Central Skill-Developmental Plans viz., for self-employment, rural credit promotion, placement-assured training, offering general and exclusive occupational situations and assistance through SGSY, IWMP, NREGS, BRGF, PMGSY, TSC, NSAP and Accelerated Rural Water Supply Programs etc.

**Category-II: Objective Vs. Capacity-based Service Stretch:** The Planning & Execution of Institutional Environment Developmental Programs viz., Reach of Advanced Technology systems to Agro and allied sectors, rural clusters, agri-business promotion, promoting ICT for rural development, Infrastructure for Empowerment of Weaker Gender and Vulnerable Groups, Rural Enterprise Development Programs etc.

**Category -III: Optional Gap-fill ups in lieu of wholesome coverage:** Service-orientation approaches in participatory forms are identifying the susceptible areas and imparting suitable training using appropriate methods suitable for institutional public and clusters/communities etc.

**Operational Approaches:** Majority of the Institutions are engaged both at individual and partnered efforts to frame the programs. The social mobilization, training programs adopting event management patterns, integrated/ converged

addressing of issues, supportive infrastructural promotion, identifying appropriate tools of knowledge systems etc., need to be addressed.

#### Modal : Applied Operational Designs

Skill Predominant Areas	Modifying and familiarizing right approaches and create access of advanced technologies.
Location and Venue Selection	Imparting skills base in most convenient and approachable forms
Persistent Skill Access	establishing institutional facilities with percolated support of facility and infrastructure sources
Diversified Growth orientation	Preferential approaches for selective groups
Multi-initiatives aiming Variable Purposes	offering a skill tool kit with a holistic approach

#### Modifications in Approaches:

The new skill development approaches are different from the traditional forms in their practicalities and maintaining uniformity due to their All India network base through their PPP modes.

- Skills-in-coordination with the prevailing developmental approaches
- Skill development linkages crossing the limits of territorial systems into new service horizon of exposure and opportunity.
- Well planned and synchronized efforts are initiated with package deals of training services.
- Employability orientations enable matching of industry requirements with the native talents by overcoming communication gaps.

**Skill Adaptations and Enforcements:** The institutional efforts with due networkings are participating in widely diversified application forms:

**The program based Developmental Efforts:** The SJSRY of Meghalaya adopting integrated planning and community facility through its USEP, UWSP, STEP-UP, UWEP and UCDN programs.

**Skill Promotion through Projects:** The Government of India and DFID Projects, IFAD Projects, Projects under MATI and Entrepreneurship for selective development with pre-designed and selective modules.

**Technical/Non Technical Training:** Meghalaya Resource and Employment Generation Council in its skill efforts promoting a spectrum of activities along with bank credit and service support.

**Skills Promotion through Prototyped Sectoral Progress:** The State Government initiations through its Industrial Policy modifications to boost professional skills for educated/ unemployed youth in selective sectors viz., Tourism, Dairy Farming, marketing of minor forest products etc.

**Skills aiming Gender based emphasis:** NEDFI in its efforts offered scope in the areas of women employment generation with a Project Assistance to set up SSIs. SBI's All Women Bank and RVTI for Women offering several utility-oriented short/medium term programs.

**Reconsiderations in Skill Support Measures:** Developmental efforts adopted by NEC in Selective Area Emphasis are highlighting multi-source progressive efforts.

**Innovative Differentiated Skill Approaches:** The Meghalaya State Co-operative Apex Bank initiated variable term financing along with non-financial assistance proposing skill promotion by constructing marketing/shopping complexes etc.

**Institutional Service-orientation through Created Services:** Mega institutions needed ample services i.e., transport, stationary use contracting are a source of employment generation. The Department of Tourism in its creative employment approaches coming forward with tourist cabs, bank-linked paryatan and outsourced private tourist spots.

**Time-bound skills as avenue for employment:** The State government is emphasizing on rural-urban inter-linkages and urban support for rural efforts. Enabling cash crops like turmeric, broom etc., need marketing services and large scale produce need urban facilities enable production vs. service inter-connectivities.

**Skills Training through State Sponsorships:** The Higher & Technical Education enabled to encourage the state youth to be deputed to different institutions in the country. The Institute of Tourism and Future Management Trends, Chandigarh, Oberoi Grand at Kolkata etc., have been offering advanced programs in Housekeeping, Operation Training in food items etc., was sponsored by NEC.

**Skills for not Employment but for Employability:** Lack of skills as ascribed by K N Kumar, Commissioner and Secretary, C & RD, insist on skill provisioning to obtain career choice of self-preference. The youth were clueless and lack aspirations as to their job preference need exposure to decide on identification of suitable opportunities.

**Palate of Skills on the Selective Criteria:** The certificate courses, absorption courses, technical training, in-service training, area specific training, awareness programs, training for self-employment and for unemployed youth. The exclusive jobs demand relevant training especially offering context-based capacities on-

demand - in a more systematic way are adopting standardized work style and idealized orientations.

A new series of training programs with diversified objectives viz., location specific training, scheme specific, institute specific, sector specific and more advanced budget, time, audience, convenience, on-demand and at convenience are being most sought. The training programs are flexible in each character and offer both "on-line and off-line" flexi-training programs in near future is the trend evidenced. The state government initiations towards Art & Culture, Sports, Archery, Handicrafts and Hand looms, Horticulture, Floriculture training programs targeting employment linkages, capacity building efforts. These are through zonal, gender, segment, situational vulnerabilities & efficiency improvements as priorities. Yet, setting the priority and the extent of priority remain vital. Yet the "traditional skills" are most sought for large majority of those institutions/organizations offering training programs in tailoring, weaving, piggery, poultry, artisan etc.

- It is important to understand the sequence of issues viz., capacity levels of the training institutions, the experts and the field of expertise, the course content, duration of the counseling/teaching-learning, responsibility towards imparting of skills and feed back to suggest the extent of objective achievement.

#### Determining the Capacities of Institutions:

- Large number of institutions willing-to-serve fit in "service business" and are positioned to command the functional and operational areas in their product related or pure service forms. Large majority are ambitious to enter into the offer of benefit services still need to be equipped with staff, amenities, networking and professional attitude etc.
- Delays in budget allocations and disbursements are detrimental to the money grieved service institutions. Few institutions however, are competent to raise the needed funds from different sources i.e., local, regional, national and international.
- Institutions need to maintain a portfolio of service funds for continuous functioning often face finance crunch due to absence of alternative fund generating capacities.
- Majority of the training institutes set aside the issues of fund raising and expenditure but do not get engaged as "decision makers" in fund related issues and are mere operational helpers for the sum offered by institutions.
- The objectives of basic institutions remain independent to the training (outsourced) institute which possesses a dependent character. The minute

details of stationary, refreshments, file cover, pen, paper etc., are also some of the issues to be satisfied prior conducting the program.

- Large majority of basic training institutions have no grasp of the context nor the purpose for which training need to be offered. Often training programs are just monotonous exercises, a chance of random collection of sequences and tools with least specific goals. In a claimed training program it is observed that experts giving lectures on Indian Constitution with Sections quoted to the teenage boys with no knowledge of English.
- The technical institutions in the state have been imparting with electrical courses never touched a piece of electric wire in the entire program or a week long internet training without the knowledge of opening an email.
- The skill development programs (sponsored by State government) on tailoring insist on the trainees to bear the total input costs or a high reputed Central Institute offering Technical Training Program of 1<sup>1</sup>/<sub>2</sub> months actually had only 5-6 days interaction classes.

**Criticalities due to lack of Situational Approvals:** The persistent functional ingenuousness in new applied contexts resulting in unduly delayed or deviation of funds. Highly irregular payment of remuneration to teachers and training experts, absence of formal training for majority of the trainers, petty wages with elongated working hours of two shifts per day and part-time staff rather than appointing full-time staff. In few cases the in-charge for the programs are temporarily appointed, appointment of retired personnel, part-time/multiple in-charge ships, have their impact on the continuity, regularity and stability of training programs.

- The State Level Institutes (vocational) where the heads of the institutions are adopting casual attitude towards the administrative responsibilities viz., continuous absence, variations in the courses offered and contents on paper and in reality, under qualified staff, lack of work supervision, work execution and assignment on consolidated petty amounts etc. Besides the acute dearth of tools, equipment, stationary viz., cartridges (printers), ribbons (manual type writers), fuel in machines and lack of general maintenance display thoroughly neglected status. Sponsored by World Bank the ITI, Garo Hills is recently accepted by State Government to provide a formal status. The Private Universities with due permissions from State Governments have objective –centric approach and still needed more penetrating strategies.

**Least Absorbing Capacity of Institutional Efforts:**

- ✓ The Institute of Hotel Management and Applied Nutrition, GOI, Ministry of Tourism focused on hotel operational skills management, practices of tourism and hospitality industry demand an ever changing need of application skills.

- ✓ Vendrame Institute of Rural Training and Animation: Institute, a Don Bosco Institute aiming job oriented skills to the youth, the agro-training for farmers and education to school drop outs and provide awareness on social issues etc., need a chain application.
- ✓ ASHA training by North Eastern Police Academy in Ri-Bhoi District to offer recruitment based and in-service training & also for Revenue, Judiciary, Magistracy and Customs Departments etc., IGNOU, Ramakrishna Mission etc., needed more domestic networking for their wide spread missions in the field of technical education.

#### Regional/Zonal Institutions in North East:

(a) The Ministry promoted MSMEs at different parts of north east with a functional approach through its self schemes and programs, in collaborated forms with public sector enterprises, Autonomous and Statutory bodies i.e., KVIC, IIE, NSIC, MSME-DO etc.

(b) DIET offers conventional and modern knowledge over education with practical approach viz., in-service, field interaction, innovation & coordination, curriculum material development and evaluation, education technology branching etc. Similarly the up scaled trend of participatory categories viz., training to school teachers, group training for specific programs, educational assessment, conduction of surveys etc., are few more advanced versions of skill development recently are becoming popular.

**Infrastructural Support Systems and Skill Claims:** The service range aims on service assurances (package) by NGOs and religious, financial and voluntary institutions. The location, premises, type of building structure and provisioning facilities (of work environment) in more centralized & diversified areas with stake holders participation. The expertise in administration and support staff, labs, library and other service supportive and accommodation to staff are dependent on conveniences are wholly optional.

**Constraints in Practicing forms:** Be it NGOs or private institutions (contractual) the primary concern being the irregularities in compensation systems, lack of delegation in decision making, odd time work demands, lack of security, lack of petty benefits like transport or accommodation etc. The physical growth (infrastructural) is visible in the form of construction of rest houses (available on rent), least-productive construction, limited area allocations for expansion etc. The service institutions display impressive growth but as outsourced agencies are not able to offer needed justice in the dimension of utilizing "in-house" talents. Imparting training at large (barring the most genuine organizations) is based on the functional adaptations:

**Critical Factor-I:** The learning systems are rigid enough to introduce terms on the training institutions. The concept of “they need to teach” is more prominent rather than “we need to learn”. Selecting work spot, identifying participants, advance planning and program estimation, costs of holding training program, etc., the service offer is strictly for “members” enable non-member participation is discouraged.

**Critical Factor-II:** The FIs/NGOs are outsourced to provide a part program (a demo along with awareness) is the limited bargain by the training institute. The responsibility of NGOs integrate the initiations and motivating the people, understanding the grass-route issues along with socio-cultural and financial effects, familial and personalized understanding etc., is entirely dependent on the wisdom and response of the stakeholders.

**Critical Factor-III:** In a case of piggery training reveal limited information support the training program. The practical business views of how to select the piglet, what age is appropriate/ what are the typical health issues raised for piglet, what hygiene need to be maintained, what should be the food, medicine or crossing, low cost alternatives, the commercial production, market etc., do not form a part of training menu.

**Critical Factor-IV:** None of the training programs are supported by any framework of norms, sequences, alternative adaptations, risks; risk-based solutions hold the stake of participants. The interactive sessions are too brief to discuss all related issues and the sustainable or commercial training i.e., black smithy or carpentry, does not include revisit assurance, counsel on purchase/nurture or market information by NGO are wholly ignored.

**Critical Factor-V:** The feasibility of the services question the selection of participant groups, participant choice, practical utility and level of program etc. A combination of programs for all nearby villages can be covered in a compact trip followed by a series of trainings associated.

**System Priorities: Who’s Responsibility?** Yet who influence what level of skill-decisions? The areas of impact of the decision and details of benefits/losses of the situation remain under question. It is observed in a series of training programs by different institutions having approach defaults in conduction the training:

- ✓ There is no formal planning, sequence and execution styles maintained as each single program involve participants with different backgrounds and equally different approaches and ambitions.
- ✓ The participant groups are selected by government departments/ divisions and recent trend of agents who facilitate bringing participants on payment which help meeting the targets. (a commercial service of participant supply on payment).



- ✓ The participants' age, gender, formal education, willingness, work options, need of training etc., are not considered as criteria. The money-supported benefit channels entertain the participants as "tools of criteria fulfillment" with a basic, secondary or core objective of conduction of training.
- ✓ The language, content, instruments used, command on the steps of training, access of information, repeat procedure, practical utility, involvement and realistic gains etc., are issues of no concern.
- ✓ Majority of the training programs have varied objectives and the expert staff invited (as per the access, willingness, affordability, linkages and mutualities etc) matter and the time in the programs is done with frills. Most of the interactive sessions are theoretical (relevant/irrelevant) and the participants have different motive to attend the programs rather than the need of training.
- ✓ In most of the cases the training is mandatory to get a loan and members with money need to attend the training in an anticipation of availing a loan or subsidy or grant. Members seem to end up in the activities of self-priority rather than take the purpose of training (for entrepreneurial promotion) is side lined or given secondary status.
- ✓ No feedback ever taken in the training and the participants are requested to talk on open forums of "publicity" to give their opinion about the training undergone are rather spoon fed before the program.
- ✓ The continuity of programs or maintaining connectivity's between training programs i.e., Phase-I, II and III does not arise as there will be a single training program remain as a single experience.

**Trial and Error in Developmental Realities:** Exclusive participant groups are maintained by state government officials (with or without NGOs) who need participants on regular basis. The Concept of Professional Training Participant (a new service) is in offer to meet the "formatted" needs.

The bank loans are assured with a bargain of sharing the loan money by the BDOs/Headman or the self-styled agents from the same village. The participants are sent to more than one training program who are getting engaged in different training experiences with no bank loan guarantee.

Trainings with practical assurance s for "fitted training group/s" offering "package of benefit-declarations". Imparting knowledge seemed to be too expensive and involve good lot of effort is nothing less than an animated version. The post –training effects are nil and participants are fit to attend for subsequent programs. The accumulated certificates, lack of concurrent work environment, non-availability of tools & raw materials and especially lack of assured markets make the trainings as empty rituals. The trainees for any "personal/non-personal reasons" change the decision makes the training a futile exercise viz., lucrative alternatives, affordability, family support etc., are the unsaid reasons matter more than the training-based employment support.

**Training meant Package of Events:** The Financial Institutions or NGOs in their service (commercial) orientation demand a packaged bargain about the service–intotality rather than a piece meal effort. The entire training episodes in large majority of situations are just “as ritual as they can be” leaving limited time to actual training period. The time-bound rather than purpose bound training ends up with ceremonial gestures in the evening and the participants end up in just – a –delight of every note of the animation ignoring the knowledge or learning part.

#### **Professional Vs. Nonprofessional Variations:**

- Random selection of participants by Rural Youth Development Centers (infrastructural support), identification of potentiality (to be decided by the participant rather than BDO or Head man or Agent), the animators (experts) need to be of different categories offering an extensive perspective training depriving the real needy groups.
- A professional presentation of skills ignore the knowledge disbursement for targeted purposes (business/service/market/finance etc.) rather than holding youth ministry or value education, youth fests etc.
- The ethno-cultural, social values and religion have least effects with the business impact. The imparting of skills needs a “domain-knowledge” to spread the grasp of business spectrum and market dynamics.
- Majority of the training programs need to shape the content needed to the context rather than enforce the institutional objectives and value systems of pre-framed structures, nurture the appropriate dimension as to the skills needed for employability needed a domain of business grasp.

#### **Institutional Skill Support Services:**

(i) The transmission lines, Railways, Air connectivities, Urban Linkages, Telecom services, Intelligence systems offering State of art Communication and computer network with NIC offering “linkages” through channel services on demand, at-option forms promoting skills. (ii) The Social Infrastructure offering hospital services through state government dispensaries, community health centers, primary health centers and sub-centers and private hospitals, diagnostic centers, offer ample scope for diversified skill promotion. (iii) The agri-business over agro-production systems boosted the “agrisnet” i.e., promoting agri-intelligence both at production and commercial forms. (iv) The mineral industry, tourism, IT, arts & culture. sports, security & welfare etc., are the state/central efforts supporting skills and skill prone situations viz., ., soft ware technology Parks with HSDC facilities, NEDFI’s IT enabled Services Call centers, mineral ventures and export promotion industrial parks etc., with supportive infrastructure from different dimensions.

**Skills promotion through Incentives:** The tribal status of Meghalaya enable to claim benefits through capital investment (offer of support capital), interest (relief on

interest payment to bank /FI), local employment (bearing the liability of local /tribal training and wage expenses), project report (costs of writing a report), sales tax exemption (reimbursements over plant & machinery), stamp duty exemption (over the capital investment ) and special Incentives for Export Oriented Units etc.

**Skills associated to the EPIP Facilities :** Utmost priority in Meghalaya need to be over Construction of RCC Building and factory all weather roads, power supply, water, common facilities viz., training centers, conference rooms, post office, banks, health centers, utility stores, administrative offices etc.

**Skills associated with Self-sustenance opportunities** as well to “generate revenue” to the State to gain competitive advantage, promote local interests through strategic alliances with investors, visitors welcome and business climate attract outside investments.

**Skills Development through Developmental Activities:** Domestic tourism associated with employment, sports and adventure, balanced development of backward areas and weaker sections tax revenue. Culture, heritage, public conveniences viz., transportation, incentives to hotels and health resorts, amusement parks, traditional artisans and handicraft sector, local interest investments etc. A **new IT let growth** using IT in almost all sectors viz., agriculture, transport, industry, education and services etc enable to create multiple opportunities.

Yet the operational frame needs to perk into

**At Levels of Governance:**

- (i) Questionable pragmatism at Institutional Decision making processes (including government)
- (ii) Inequitable objective framework and execution modes
- (iii) Lack of transparency and acute uncertainties in assignment and delegation
- (iv) Task based Responsibility: Piece-meal Assignments and Considerations aiming service offers as beneficial opportunities.
- (v) Lack of visionary leadership and holistic approach of “State-level” developmental programs and understanding.
- (vi) Consideration of Outsourcing as an “all situation stand” by with ease in means of responsibility-delegation.

**At Institutional Levels (Educational/Vocational)**

- o Manpower shortage is the most common complaint applicable to faculty and others.
- o The students of technical/vocational education are not sure of any employment nor preferred to initiate self-employment (due to limited/no lab experience).

- No provisions for regular power supply, proper canteen, transport service, proper stationary in office, hardly any /no provision for equipment maintenance and even petty issues are thoroughly neglected.(acute shortage of funds towards operational expenditure)
- The quality of training imparted is in theory be it computers, automobile or electrician courses etc.
- The state run institutions were keen to begin few evening (private) short-term computer programs (useful to the nearby students) but the reluctance from “higher authorities” made them given up the idea.
- Students prefer to go to Bangalore or Chennai for short term job-oriented programs after the technical education. (no supportive facility available locally)
- The local Post graduate diploma or post graduate opportunities are meager as compared to their demand. (the Central University, NEHU, and other private universities have been offering PG programs but the intake is too limited.

#### Skills Development and NGOs: An all Purpose Tool:

- Manpower shortage in NGOs for counsel, administration, assistance or offer of training programs
- Assumed multi-dimensional capacities aiming operational support with least administrative delegation enabled NGOs to work on the whims of fund-provider. Be it horticulture, agriculture, sanitary, health, women and child welfare activities are offered to NGOs for implementations.
- NGOs with due Image-building approaches and connectivities are able to hold the execution responsibilities of Central/State Schemes (from State Government) and developmental activities from FIs and Banks.
- Awareness programs wrap issues-of-practicing conditions aiming sustainability. The awareness, familiarization, one day workshops, preservation and regeneration of natural resources, appropriate inputs and asset maintenance.

The NGOs in Meghalaya have both positive/ negative engagements based on the social and ethnic context, religious context etc. In negative form they initiate & nurture (sponsored/unsponsored) public curfews, bunds, picketing, blockades, arson, issues like district creation and electoral list preparation etc., and in positive phase they are engaged in skills for disabled, for marginal women, un-employed youth, farmers, self-help groups, destitute women etc. The NGOs exclusively initiating the vocational training for women under women welfare scheme of state government (both plan /non-plan categories), programs for children with special needs, awareness programs and de-addiction centers, special schools for disabled , vocational training for disabled persons etc. The prominent NGOs are Bosco Reach

Out (socio-economic developmental services), North East Network, Shillong (Women's Issues), Impulse Network (Child Rights), Lympung Si Seng Kynthai (Women Welfare), Bakdil (Training and Capacity building on Women Empowerment, NEIDAC (Drug Abuse Prevention), May Rice Centre for Special Social Welfare (School for Mentally challenged), Indian Council of child Welfare (child welfare) etc., are few NGOs have been engaged in service activities.

To conclude, the efforts towards the skills promotion have not come to a point of encouragement after much trial and error as majority of the skill commitments are not without their practical risks. Based on the extent of understanding of the utility of training, the learning experience and the benefit arrived need to be a value evidence exercise. The skills in a sense the hard skills needed for employment generation are different from the soft skills i.e., the government in its new skill prone business openings include i.e., border trade, international trade routes, trade policies and look east policy etc., with supportive multi-skilling techniques applicable in different socially feasible dimensions.

## 8.0 INTEGRATED SYSTEM CONTRIBUTIONS: AN ANALYSIS

**Introduction:** The societal changes are an evident condition in typical social frameworks but the tribal state like Meghalaya such change need to be deliberated due to system drag and complexities of closed nature. Be it the simplistic activity change, assigned or enforced change the context in its wholesome approach demands a total system reshuffling, a mega issue in its dimensions alleged or understood in the dimension of skills development –which is the most applicable condition from different angles. To adopt the rigidity of skill application as a learning exercise of few selective groups does not really make a purposeful contribution. The phenomena is much a feasible condition to bring both shallow and in-depth changes which are most desirable when the application of skills in their proportionate forms in relevant dimensions which have reciprocal and integrated relationships. The research study in this reference analyses the skills as resources, processes, capacities most desirable to arrive performances as both slow and fast learning systems.

**Need to revitalize the Strategic Planning and Execution Systems:** The micro and macro environmental capacities adopting a depleting trend. Majority of the developmental initiations have been incomplete, ill-managed and presented a dysfunctional form. Introducing the SWOT at the situational capacities in Meghalaya large majority of its people are deprived of appropriate literacy systems, language command to deal with situations, knowledge due to lack of exposure and incapacities due to lack of appropriate skills applicable in modern context.

The economy at large maintains “loose state of affairs” applicable to several systems due to the native priorities of work for self-sustenance enable the total gamut of work situations irrespective of the reward systems, convenience or even appropriateness prefer to be engaged. Majority of the traditional work forms are still popular due to the absence of vibrant changes and the methods are imbibed in their hereditary forms. The system stereotyping is the order of the day as the natives are been forced to adopt living systems on the criteria of self-prescribed enforcements of self-sustenance “within available means”.

**Inter and Intra System Turbulences:** A contrast to the tribal sanctity the society within the tribal systems it is observed that a large volume of un-pleasantries viz., exploitations, manipulations and corruption have taken their toll and progressiveness is been thoroughly neglected under the common title of ethnicity and ethnic values. There is a dire need to enforce new legal formulations of assignment, access systems, legality in transactions, negotiations and investment portfolio with its incentives and returns are much desirable. The present value of their customary norms, trends and adaptations seemed to be lack of feasibilities due to constant

unrest and internal suppression, deprivation and face constant violence and vertical neglect of large majority of the segments. The situations witnessed are an open hell where the natives are ignorant with reference to facts, to demand the primitive rights of being humane. The tribal internal systems need immediate change so as to enable them to face the new world of progressiveness. The self-sustenance in the primitive systems has successfully managed to provision the environmental framework suitable to keep the producible segments in total isolation.

**Micro Prosperities and Macro Dispossessions:** Offering elementary supportives at random without major (even minor) facilities made them wholly dependent on themselves. A proximate attachment with nature is the basic character of survival and the agency services have built close relationship to maintain linkages especially to create exchange value to their produce. Few systems which are aware of the situations of anarchy are too dumb to raise voice. The input range is self-managed and each producible system reflects the natural conditions of environment, and agro-production systems have channel dominance by sharing the practical pursuits of life situations. The people have appreciable survival capacities in all deprived statuses to get engaged in wholly frugal systems to opt for dry plantations, livelihood on minor forest produce, traditional adaptations of jhumming and clan-based approaches, humble and innocent but highly reactive and full of grasp over the situations. In a specific case the respondent revealed of eating only sweet potatoes for a period of six months. Work, for large majority of Meghalayans is a living mechanism, a style, a trend imbibed ever since they are born but the total work concepts get restricted to the Point of Self-sustenance. The surplus produce is also a form of cushion to meet the contingent situations associated to self.

**Systems Lack Perceiving Capacity of Developmental Dimension:** The social vibrancies have been observed when the social agencies, voluntary groups and developmental activities have been taken up and gain interactive opportunities with the natives. They reveal the realistic condition/s of the unresolved family issues, inter-relationships with local governance, access over common village assets, alternative work preferences enable them to display them as a pulsating group. The new service portfolio defines agro production/service-systems and the range of services within domestic sources could define and dictate the marketable terms. The marketing in closed economy stands different to that of the open economy and the context of Meghalaya complicates the issues with more layered ethnic involvement at external decision-making levels. The meek systems need structural changes with all their ingredients and any amount of stretch from one system to extend into the parallel system face a threat of missing its original character and loose its capacity to produce results (majority of these threat consequences are insider effects). The overlapping capacities need parity between the applicable conditions and the wider gaps

between the systems enable to mitigate the inter differences as the similarities may remain least remunerating. Trends of large religious conversions are observed which reflect the aversion towards current systems.

#### Operational Effectiveness with Overloaded Non-productive Approaches:

The state claims of being an agro-dominant system is the fact of open neglect of any other developmental activities suitable to promote other group mechanisms. The status is not the synonymous condition accepted at large by the people as the micro processing and operational approaches, service combinations and networks also formed equally important. Yet the context did not enable the other systems-growth to a reasonable extent due to the subliminal character of self-sustenance. The basic desirable factors for the survival systems remain absent viz., the absence of roads, high cost transportation, lack of power, meager water conditions; situational insecurities, meager health and educational status make the natives feel uncomfortable to be mobile, to be vocal and reactive. The basic dependency on agro-based systems is basically due to the established nature, familiarity and the natives have developed coping strategies against oddities in the prevailing systems. It did not sound strange when they revealed their reluctance to encourage their children towards agriculture and allied activities.

**Gaps and Implications:** The system insufficiencies are not only prominent at individual, familial, village, block and district levels and each of the systems in their own direction has enabled to manage "multi-system dependences". They also remain as spectators have to bear the brunt and the system exploitation forces intervene and cut off the facilities so as to gain (short) channel benefits. Large majority of these exploiting systems in Meghalaya need a direction of understanding the definition of survival and growth. It is found that the direction needs to be decided on the criteria of its situational merits. The macro decisions of system change are not a miracle but it needs an aggressive effort by venturing on some of its stronger systems. The information & communication, production, product, service and even the market systems claiming informal capacities of contribution and the personalized developmental efforts have become the priority and the struggle is on.

**Tradition-bound petty custom supportives promoting complacencies towards aggressive growth orientations?** The tribal security structures especially under the ruralities ensure that each individual need to be registered under a given value of tangible resource base and the offer benefits are culturally taught will prepare them in the direction of need gratification. The capacity building is a self-taught exercise in the ethnic culture and several skills like all bamboo based construction works, hunting, farming, culinary, swimming, back yard maintenance, animal rearing and shared living along with honoring the community norms in promoting ethno-cultural maintenance and group functioning etc. The individual,



familial and community based living enable each individual to adopt the working approaches in co-ordination with others needs and priorities. It is observed that the family/clan activities including business/trading seemed to more successful rather than being individual effort. In other words a typical concept of community being is more suitable in the work environment despite the quantum of knowledge, understanding and approaches mutually adopted the synergistic effect seemed to be prominent.

**Meghalaya await a paradigm shift to invoke progressive initiations:** An intrinsic understanding reveals the community based networks are contributory but the effect of such system is restricted to the clan or community forms raises a question against least impact on the provoked status of coordinated effect of ethnicity. Be it to undertake agricultural, industrial, trading/business or service activities the environment face acute shortage of labor force and irregular contributions, lack of stability in work approach and multi-work situational management etc., have their reflections on work style. In other words the stereotyped work patterns cannot be accommodated and the natives prefer free will and work-prone liberty which occasionally bangs the anticipated work benefits.

**Direction of Change need to adopt a Mutually Inclusive Condition:** Ignoring the gender differences the business systems are flexible, claim situational benefits and offer easy entry and exit forms. The benefits of single work involvement are rare phenomena as each household is often engaged in multiple works which are mutually managed by all the members of the household. Similarly among clans the members are engaged in multiple works where small groups are formed to manage different works. The promotional packages are open for different work options i.e., agriculture, industry, fisheries, floriculture or even higher education yet the work options are decided on the criteria of market response in the real context. This can be observed over the growing interest in known areas of work rather than works pursued by developmental institutions. But one can opine that the combination of system preference seems to be adopting professional similarities both by government and participant groups.

**Flexibility range insist on new Benefit-Denominations:** The skill promotion over most/least preferred work forms often are a part of work portfolios and production systems permit this flexibility due to the seasonal character of works. The work based exchange is most common feature in group works and this system is found rampant in rural areas but is not uncommon even in Capital viz., the system of proxy, multiple assignment, partial responsibility, stop-gap arrangements and temporary fill up and the most preferred concept of outsourcing of responsible activities etc., are the hard decisions influencing both administrative and operational arena.

**To Synchronize Previous Work vs. Futuristic Work Interpretations:** Understanding the concept of work has few ethno-cultural, religious and familial effects as the personal, clan/community activities go hand in hand with work. A family ritual or a clan gathering is given much a priority to honor the sentiments of clan often foregoing the work demands. The sanctity of the work is not separated from the life systems as it is considered as an event which goes along with life and need to accommodate the real life context but often not vice versa.

**Situational Peripheries and Skills:** The work-based operational capacity building decisions of employability can be one of the several functional strategies direct the approaches can be identified as an administrative facility. Be it planning at management, objective formulations, integrated processes and flexibilities, to enhance potentiality of situations, end-to-end reflections using context, language, attitude and description etc., introduce a professional form of addressing the skills issues.

#### Understanding the skills promotion base

- (a) to understand the lacunae in the prevailing situations;
- (b) to identify needed modifications in prevailing situations;
- (c) to introduce associated growth extensions of the current systems,
- (d) to introduce new concepts as replacement of non-feasible conditions; and
- (e) to boost the new futuristic concepts independent to the prevailing situations..

The job market sensitivities in an agro- production and service dominant forms enable to build skill capacities as a means by keeping markets as an end situation.

The environmental opportunities are offered in the form of natural and human resources with traditional capacities enable to aim their current objectives. The need of objective –shift in to the dimension of ‘**more capacity-more growth**’ in the relevant areas insist on (a) maintaining similar objectives with a change in practicing styles; (b) initiate new objectives with new approaches. The former set believes in short-term effects and the latter insist on the long term changes.

**Skills vs. Resource-base:** The capacity of usage styles- need to be understood on the criteria of (a) exploring domestic markets and (b) identifying the external market sources. On the **criteria of value** the considerations are Resource Allocation, Resource Access, Possession, Leasing Approaches, Temporary access, Hire Rent, Ownership Agreements, etc. All aspects are individually influenced and no

benefit sharing is encouraged by co-villagers, village authorities or even block authorities etc.

**Skills progression by Replacement of individual approaches to Community approaches,** enforcements over additional benefits gained due to ownership on additional resources, multiple regulatory systems to be socially responsible (on the event of natural resources).

**Skills promotion through enforcement systems** by maintaining equality in distribution/ provisioning access of natural resources; new stringent resource-protective and allocation norms, new local authorities vs. traditional authorities authority delegations and responsibilities etc.

**Skills Promotion through a complete market skills opportunity systems** comprising ICT approaches over the inflows/outflows of resources, conditioning the resource demand creation, channel management, quality and quantity assurances, pricing systems, encouraging micro & macro processing and production systems, building new applications based on past experiences.

- offer of information and physical infrastructural facilities
- promoting market based accommodations through institutional means
- Capacity building systems boosting the perceptions, regular counsel and market assurances

**Skills Vs. Capacities:** A paradigm shift from the traditional systems with meager facilities to affordable facilities, benefit system identities, location merits, transitional trends over provisioning the “facilities” identified are mandatory to initiate skills development. Offer skills in the areas popularly adopted viz., seasonal transport, organizing weekly markets, rural –urban interconnectivities, rural production and processing, rural-urban transport facilities, direct market access and government assured capacity building evaluation systems etc.

- Inputs access and mobility at reasonable price
- Reducing environmental threats through strategic means and introducing people participatory systems to integrate capacities.
- Flexibility in timing, financing, training and managerial counsel.

**Skills Vs. Work Processes:** Developing market oriented customer importance the business counsel in the areas prone for material advantage, facilities to support the processes which enable to produce reasonable quantities. The integrated market support, process designs and channel utilities which can retain the opportunistic status of the products. The processes interaction with selective multi-processing labs with competent staff and practicing experiences may formulate the ideas of operational descriptions.

- The practical training of processes enables functional understanding and command of value added approaches.
- Keeping in view the native needs the operational formats pursue appropriate tangible and intangible integrations.
- Understanding business operational sequences gain the knowledge of estimation in terms of “using supportive inputs from local sources”

**Skills Vs. Business Positioning:** Till late the local products are positioned on the criteria of value, agency influence, resale worth and seasonal impact but the “combination of product with Product support systems” to be positioned takes into concern the capacity of employability, transport, facilitators engaged and information services etc.

The native capacities in proportionate terms need to evaluate on the criteria of participation by natives and non-natives, formal and informal status of support systems and the seasonal vs. off-seasonal product status variations etc.

- The command on product-based market mechanisms forms the most vital component.
- Composition of pure and product services and process support styles (traditional or transitional) need to be a part of capacity building.
- The extent to which single product or product-line formulations which defines the work spaces of employment creation can identify “situational description”.

**Skills Vs. Market Dependence and Independence Status:** The stereotyping market phenomena did not attract super-specialization in Channel services or Facilities and the much diversified product range is been stressed to adopt the (i) highly conditional; (ii) cornered; (iii) most exploitative forms. The prevailed randomness encouraged “value adequacy/inadequacy norms” defined the extremely competitive environment not at product level, production /processing level but at the agency service levels.

- to regulate the off-market trading and pre-production contractual agreements with advance money assurances (at about a discounted rate of 30-40%)
- differential contribution in the formal (trained) and informal (untrained) labor services
- Command over the process knowledge management to adopt short cuts taking into the local-network contributions.

**Skills and Service Strategies:** The magnitudes of business considerations need to be coordinated in larger areas with idealized volumes and with service back-up. The training in “business-rotational-services” need to emphasize on the incremental knowledge which explains each situation in integrated forms. The service decisions connecting business performances both in production and product forms need the

capacity change to cope-up with both traditional and new introductory service demands.

- the initiation, nurture, organizational growth and administrative roles all are service-functions prone to handle product and non-product forms.
- Concept capacities emphasizing the market-based service variations need to be identified on differentiated terms while aiming “service sync”.
- Service-routers to be adopting “power networks” of commercial and sustainable nature.(commercial –domestic/commercial –export and sustainable-domestic and sustainable-export)

**Skills and Situational Advantages:** Group or clan combinations are still untapped market opportunity and the stimulated group capacities enable to contribute through group (family/clan member) training systems which ensure situational command and service initiatives to merit the traditional or innovative businesses and accept/cope up risk status of business ventures combining group phenomena as a force to deal with.

- The extended family/community understanding of business measures enable to track system – inputs in the order-of-command or convenience.
- The operational integrations to command different business situations are competent to be local managers due to grasp of “situational familiarities to match with business un-familiarities”.
- The reconciliations between knowledge –variations can best be put to advantage in handling the business - coordination.

**Skill Content vs. Performance Content:** Rationalizing business skills need to indicate the portfolio of diversified functional skill to heighten the product/production systems of market assurances. A performance skill insist on visionary mode map the skill content keeping in view the skill gaps which reflect on the “effectiveness” of performances.

- Performance variations positively are competences in the associated/disassociated directions. The knowledge of multi-skilling enables to display high performance considerations rather than unique skill.
- The changing market and service aspirations of market context may emphasize on quality services, competing services, service governance, service-objective range and coordinated servicing.
- The performance content is an all-inclusive function of coping abilities of opportunities and constraints in different market situations is the fact of being most dynamic in performance – skill.

**Decision-making Skills:** Much of the decision environment in Meghalaya is highly fragmented due to the shorter span command of situations. The micro-businesses, agriculture and allied or processing systems often display stereotyped character. The

agency services based on seasonal variations get engaged in low decision-analytics based on the “group-width vs. activity width”. The consequences of each decision are not associated with risk majority are spot decisions. Each decision situation is dependent on the producer’s eagerness to decide on the pressure of “permissiveness” is not equally the case with the agency-lobbying (at domestic and external levels). In fact the producible situations are benefited on the criteria of created competition in the buyer’s market.

The Decision Analytics make an in-depth “activity-based” accommodate the total set of activities considered relevant to decision-area. The range of services viz., (i) independent /coordinated ; (ii) single / multi-tier agency / supplier / buyer / market services; (iii) stable / competitive / dominant / dependent / exclusive / micro systems.

**Skills Contribution and Perfection** – The “intensity in producible conditions” is a vague term where the applicable skills relate/associate/ reinstate/administer/ outsource/assemble/process or coordinate different situations to lead the status of perfection. Each business element is contributing in its totality and the effectiveness can be estimated to a large extent on the positive/negative market response.

**The Urban Solution:** A polite solution to abandon the rural for educational, occupational, for being engaged in comparatively appropriate reasons like health, work assurance, family decisions of improved life styles. A good number of determined public are on massive move from rural to urban (permanent) and to other states (temporary) to initiative self-works, relieve from agri-drudgery and rejection of system loopholes. Settlers in peri-urban this new entrepreneurial group are versatile in being engaged in all pretty odd services viz., vegetable farms, water supply, butchery, tannery, auto services, transport services etc.

**Dimensions of a Wholesome Regulation of the System:** Each system in its promotives, regulations, supervisory forms and nurturing forms need a complete care to be identified as a system. Be it traditional or transitional the efforts are not to be taken in the criteria of regional or customary or adoptive forms but on the criteria of the output and benefit spread forms. The system commonalities need to be centralized promotional functions but the exclusive functions are redrawn. This command enable to introduce what systems have become redundant , what new enforcements are feasible and who are the authority sharing personnel, and who are interpreting forces with the new guide lines of responsibility and accountability. The administration need to be in a capacity to both nurture and empower to produce the benefits of the system. It remains as a business deal where the input investments of today with appropriate planning need to bear the results. What are the long and short term objectives, how they need to be implemented, what criteria

is of implementation and what measures of modifications and how to accommodate the system adaptations in the current and futuristic view?

The Phase-wise capacity system reactions reveal the homogeneity and heterogeneity in the skills and sub-skill compositions in traditional, transitional and modern forms. The matrix enables to reveal the situational reactions and responses of the natives:

Modal - 8.1: Macro System Accommodations: Series-I

Variables	Phase-I Social System Understanding	Phase-II Approach Variation	Phase-III Radius of Influence	Phase-IV Built-in /Outsourced systems	Phase-V Positive/Negative Consequences
Self-development Agenda of Natives	Self-sustenance	Access Variation	Limited	Transitional	Self-prescriptions
Sustainable Resource Practices Demonstrated	Present Day Consumption	Clustered	Concentric	Most Preferred	Resource Exhaust
Growth opportunities need social capital initiatives	Nominal	Deviated Dimensions	Resource Producible Systems	Collaborations	Selective Growth
Role of local institutions	Cautious	Autonomy	Conditioned	Partial	Flexibility in Operations
Contributing factors yielding maximum benefit	Target work Standardisation	Systematic Approaches Most Suitable	Internal Vs. External	Learning & Execution Systems	Choice at Primitive Levels

**Implications:** Macro Systems insisted on “self-defined developmental definitions” of informal forms provision ethnic prone liberties in living systems. The skill systems are wrapped around the preferred impact and relativities deny any intrusions in to the system/s.

### Modal-8.2: Sustenance-Decision Outcomes: Series-II

	Phase-I	Phase-II	Phase-III	Phase-IV	Phase-V
<b>Variables</b>	<b>Context Reference</b>	<b>Social Conditioning</b>	<b>Value Systems</b>	<b>Usage Dimensions</b>	<b>Input vs. output Variations</b>
Social Impact and knock-on livelihoods	Geo-Demographics	At convenience	Survival	Aspired Benefits	Independent Systems
Self-development Agenda of Natives	Ethnic	Traditional	Random	Need-based	Individual Vs. Group
Sustainable Resource Practices Demonstrated	Highly Selective	Focus group Decision	Capacity based	Situational Stretch	Context Criteria
Growth opportunities need social capital initiatives	Diversified	Stereo-typed	Lack direction	Micro Investments	No risk No benefit
Role of local institutions	Objective centric	Selective	Native	Criteria of Allocation	Created Imbalances
Contributing factors yielding maximum benefit	Natural Environment	Plantations Production	Exchange Benefit	Limited Consumption	Scope of Markets

**Implications:** Be it situational limitation or the deliberate environmental limitation the growth context is not ambitious about developmental growth defined. The internal “system selectivity’s” are least exposed to make a demand and the ethnic leadership still need to perceive the whole some application of structural changes which could be constrained at ease but too difficult to initiate.

### Modal – 8.3: Persisting Conventional Accommodations: Series-III

	Phase-I	Phase-II	Phase-III	Phase-IV	Phase-V
<b>Variables</b>	<b>Traditional Approaches</b>	<b>Governance</b>	<b>Ethnicity</b>	<b>Competency Levels</b>	<b>Time-tested Operational Processes</b>
Social Impact and knock on livelihoods	Clan/ Community	Traditional	Choice	Mutual	Primitive
Self-development Agenda of Natives	Systematic yet Vulnerable	Diversified	At Convenience	Rigid Norms	Trial & Error
Sustainable Resource Practices Demonstrated	Life Styles	Ethnic Leadership	Shared Benefits	Familial	Home Grown Approaches
Growth opportunities need social capital initiatives	<u>Tranforma-tional</u>	Last Bureaucratic Channel	Distanced from <u>Modernities</u>	Need up scaling	Outdated
Role of local institutions	Most Sought	Bureaucratic	Opportunity	Instructional	Local conveniences
Contributing factors yielding maximum benefit	Community Assets	Central Authority	Conservation Of Natural Assets	Sustenance Focus	Multi-tasking

**Implications:** The tradition prone stagnancy is pursued in limited dimensions but the deemed changes in modernity’s needed versatility in not only understanding the



tools and the usage style and utility too. The lacks of competences of ethnic leadership systems to perceive the pace of fast track modes of developmental styles are the root cause of being distanced. The system promoters at large are the system load which forms the chief cause form of stagnated growth.

Modal - 8.4: Transformational Portfolios and Progressions: Series-IV:

Variables	Phase I	Phase II	Phase III	Phase IV	Phase V
<b>Social Impact and knock-on livelihoods</b>	Changing Role	Skills Capacity	Leadership Forms	Portfolio of Skills	Extent of Transitional Trends
	Mobility	High Value	Direction Oriented	Grass root Levels	Slow
<b>Self-development Agenda of Natives</b>	Multiple Works	Homogeneous	Urban Status	Modern Skills	Push Factor
<b>Sustainable Resource Practices Demonstrated</b>	Least Concern	Outdated	Exploitative	Manipulative	Complex
<b>Growth opportunities need social capital initiatives</b>	Knowledge Application	Brief & Direct	Enforcement	Opportunity forms	Infrastructural Constructs
<b>Role of local institutions</b>	Conservative	Selective	Directional	Prototyped	Detached Condition
<b>Contributing factors yielding maximum benefit</b>	Established Issues	Generic	Participative	Benefit Portfolios	Developmental Decisions

**Implications:** Initiating social system transformations need social strategies of targeted direction. Permitting feasible systems to continue and enforcements towards change need the impact strategies in the dimension of system desirabilities. A combination of external intervention offer the needed environment claim “policy modes” with effective execution effects with due people participation.

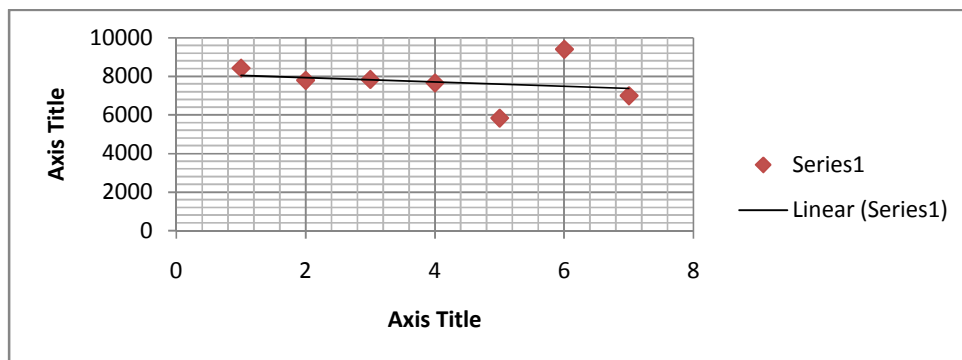
Modal : Consequential Effects and Evaluation: Series-V

Variables	Phase-I	Phase-II	Phase-III	Phase-IV	Phase-V
<b>Social Impact and knock-on livelihoods</b>	Decision Analysis	Composition of skills	Utility status	Conflict	Futuristic view
	Situational Knowledge	Micro multi-skilling	Sustainable	Benefit Partnering	Traditional Trends preferred
<b>Self-development Agenda of Natives</b>	Ease in Sequencing	Clan Approaches	Self- Decisive	Competition in Sustenance	Emphasis on Familiarity
<b>Sustainable Resource Practices Demonstrated</b>	Native Dependences	Content Vs. Benefit	Partially Applicable	Meagre Access Systems	Lack of New System <del>Supportives</del>
<b>Growth opportunities need social capital initiatives</b>	Collective Growth	Leveraging Access Systems	Identified Channel Preferences	Least <del>Contributions</del> due to least outcome	Frugal planning and Execution Methods
<b>Role of local Institutions</b>	Local Issues	Monopoly	Detached	Short sighted views	Stereotyped Approaches
<b>Contributing factors yielding maximum benefit</b>	Emphasis on Non-promotional concepts	Contracting	System permissive-ness	Resource-based Access Systems	Extensions in Familiar Issues

**Implications:** Developing people participation approaches need to be facilitated and the closed ethno-social references have been directed into “instrustructional growth” in wholly stagnant situations rather than promoting situational (st)abilities to cope with impending robust challenges. Partly ignorant, partly unexposed, partly confused and partly undecided the large majority is controllable under stressed situations needed multi-dimensional outcomes of micro channels have been targetted through mirages. The proximate success need a long distanced effort.

The Status of vulnerability is high in all districts including the Capital and the variation in vulnerabilities raise complexities due to elongated neglect:

Figure - 8.1: District –Wise Vulnerability Level of Meghalaya



EKH	WKH	JH	RH	WGH	EGH	SGH
8429	7793	7837	7664	5839	9399	6999

## Modal – 8.6: District Wise Vulnerabilities reflecting Paucity of Skills

Code	District/s	Determinant-1	Determinant-2
<b>EKH</b>	East Khasi Hills	Inadequate Contributions (1254)	Change in Context (1233)
<b>WKH</b>	West Khasi Hills	Limited Opportunities (1161)	Elements of Risk (1137)
<b>JH</b>	Jaintia Hills	Depletion of Skills (1149)	Loss of Commitment (1149)
<b>RH</b>	Ri Bhoi	Inadequate Contributions (1115)	Elements of Risk (1112)
<b>WGH</b>	West Garo Hills	Change in Context (871)	Loss of Commitment (861)
<b>EGH</b>	East Garo Hills	Inadequate Contributions (1392)	Change in Context (1380)
<b>SGH</b>	South Garo Hills	Compelling Situations (1040)	Change in Context (1013)

Figures in parentheses represent the weight age of response.

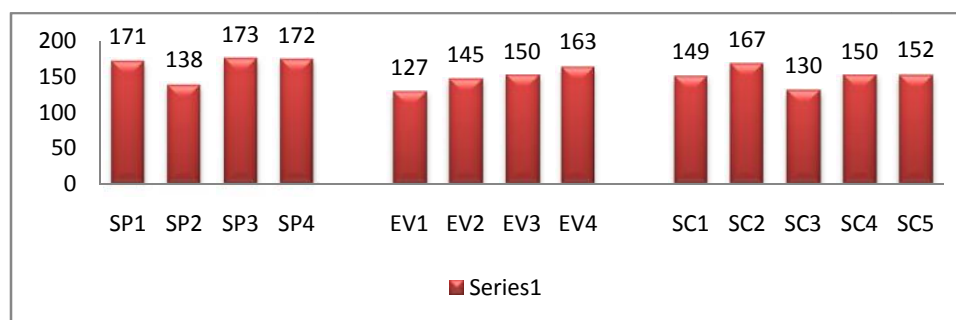
The District-wise perseverance of vulnerabilities indicate the wide internal turbulences of ethnic segments have formed into self-contained systems not due to ethnical or cultural sanctities but do to the system neglect. Relieving from regulatory enforcements enabled the ethnic groups to succumb before each “powerful” system be it internal or external. The system compromise of extreme order is prevalent and fragmented (internalized) pseudo (context-based) authoritative systems of self-styled nature thoroughly ignored any democratic versions of growth. The coercive contexts have a deviated agenda of growth rather than being a part of main land.

### Skill Performance Indicators

#### Objectives, Policy Categories and Indicators

Following are the vulnerability indicators help understanding the category and status of skill-based vulnerability in different contexts.

Figure -8.2: Composition of Skill Sustainabilities



SP1: Sustainability; SP2: Value orientation; SP3: Resource Linkage; SP4: Indigenous Systems; EV1: Infrastructural Effects; EV2: Commercial Incidence; EV3: Community constructs; EV4: Community Empowerment; SC1: Capacity Building; SC2: Literacy Measures; SC3: Interpreting Skill Co-ordination; SC4: Securing Manageria Experience; SC5: Livelihood Status

The Skill Protection (SP) the resource linkage associated to indiscriminate plunder of natural resources and Infrastructural facilities stood highest (172) where as Value Orientation of New Skill Development and Niche were lowest (138). The Eco-Social System Vitalities (EV) Community Empowerment with Accommodating Risk Intensities and Effective Utilities was responded high with 163 where as Infrastructural Effects were lowest. The Skill Criteria Coverage (SC) with local coping capacities and Applied Value Projections were high but Interpreting skill coordination remained low.

Table-8.1: Socio-Economic Enforcements and Spanning skill possibilities

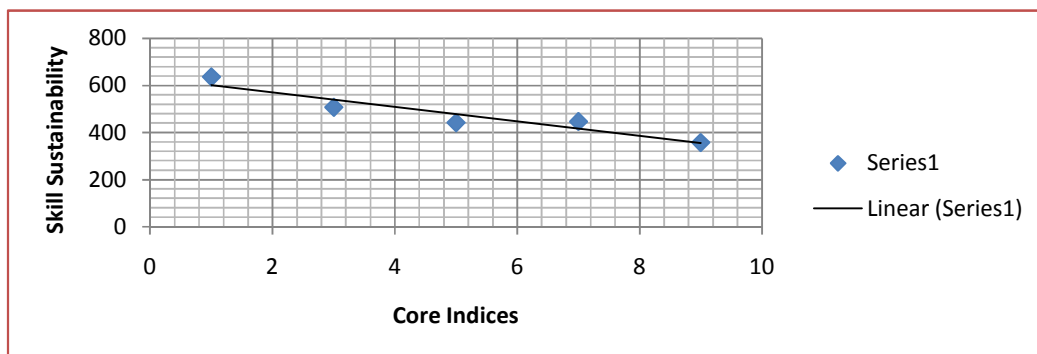
SP	Skills Protection	High	Moderate	Low
Sustainability				
SP1	Input allocation	32%	45%	23%
SP2	Low Cost Modern Technologies	32%	39%	29%
Value Orientation:				
SP3	New Skill Development	27%	46%	27%
SP4	Niche (New Situation)	20%	47%	33%
Resource Linkage				
SP5	Indiscriminate plunder of natural resources	27%	38%	35%
SP6	Infrastructural Facilities	32%	39%	29%
Indigenous Systems				
SP7	Responsive Democratic Institutions	36%	40%	24%
SP8	Overriding Conflict	36%	40%	24%
EV	Eco-social system Vitality			
Infrastructural Effects				
EV1	Network Supporting Local Campaigning	41%	39%	19%
EV2	Optimum Adaptability	35%	41%	24%
Commercial Incidence				
EV3	Informed Decision – making	27%	38%	35%
EV4	Facilitating Growth Potential	21%	53%	26%
Community Constructs				
EV5	Market Focus	19%	46%	35%
EV6	Accessible Legal Services	17%	55%	28%
Community Empowerment				
EV7	Accommodating Risk Intensities	24%	50%	26%
EV8	Effective Utilities	28%	41%	31%
SC	Skill Criteria Coverage			
Capacity Building				
SC1	Native Structure Suitability	36%	40%	24%

SC2	Social Accountability	33%	37%	30%
	Literacy Measures			
SC3	Local Coping Capacities (LCC)	37%	38%	25%
SC4	Applied Value Projections	31%	44%	25%
	Interpreting Skill Coordination			
SC5	Skills Management Practices	31%	41%	28%
SC6	Dimensions of Skill Response	22%	42%	36%
	Securing Managerial Experience			
SC7	Standardized Voluntary Initiatives	33%	43%	24%
SC8	Key Operational Factors	24%	51%	25%
	Livelihood Status			
SC9	Navigating Social Transitions	24%	47%	29%
SC10	Long Term Vision and Future Climate	26%	50%	24%

The modern convergences are at arm's length. Majority of the native adaptations are thoroughly westernized systems and are versatile in micro organizational, group-interactive and administrative mechanisms. The possibilities highlighted needed a "combination growth" dimension aimed by inter and intra institutional interventions to focus on the macro developmental networks with massive micro participations. A highly work –based skill orientations need to accommodate new convergences into most revered ethnic situations need special efforts of synergizing the dualities of independent contexts viz., most primitive to most modern.

Skill Sustainabilities (SS) : The vulnerability indicators help understanding the category and status of skill-based vulnerability in different contexts:

Figure – 8.3: Overall Skill based Sustainabilities



\*  $Y = -30.8X + 632$ ;  $R^2 = 0.8936$

The system transformations however can adopt selective growth orientations but the accommodations of change needed a paradigm shift towards multi- system-capacity building. Be it governance, intra-layered operational performances, the micro progressive connotations need replacement and new integrated institutional vs. people co-ordinations are the outcome-oriented desirabilities.

#### Modal-8.7: Causeforms of Vulnerabilities and Needed Skills

Code	Vulnerability Indicators	Desired Skills
1.	<b>Ethnicity &amp; Perceptions</b>	
	<ul style="list-style-type: none"> <li>➤ Custom rigidities and loopholes</li> <li>➤ System dependences on culture/customs</li> </ul>	Promoting Interactive Cultural Skills
2.	<b>Access Imbalances</b>	
	<ul style="list-style-type: none"> <li>➤ Allocation and Enforcements of Resources</li> <li>➤ Societal indifferences due to created opportunities</li> <li>➤ Display of system ignorance and system loose.</li> <li>➤ Development perceived as Institutional Responsibility</li> </ul>	Revival of Adaptive Access Systems need Aggressive Skills
3.	<b>Highlighted Ethnic Fragmentations</b>	
	<ul style="list-style-type: none"> <li>➤ Inter-district differences</li> <li>➤ Work-base ethnic reflections</li> <li>➤ Meager Language command and tolerance</li> </ul>	Work-dominant Functional Skills
4	<b>Systems of Governance</b>	
	<ul style="list-style-type: none"> <li>➤ Lack of accountability and transparence government</li> <li>➤ Officials with multiple portfolios (Overloaded controlling)</li> <li>➤ Officers on deputation, vacancy non-fill up,</li> <li>➤ Outsourcing-Relieving the responsibility</li> <li>➤ The ineffective government bent on each issue demanded</li> </ul>	Reduce Governance Overload and Deviate Authority Skills (Delegation Skills)
5.	<b>Concept of Self Sustenance</b>	
	<ul style="list-style-type: none"> <li>➤ Concept of self-sustenance</li> <li>➤ Issues of Inter-connectivities and self-prescription</li> </ul>	Extended Self-Sustenance skills to Commercial Sustenance
6.	<b>Matriliny &amp; matriarchy</b>	
	<ul style="list-style-type: none"> <li>➤ Women's domain – need of bold entry</li> <li>➤ Concept of clan promotion</li> <li>➤ Large households' most suitable to traditional agriculture.</li> </ul>	Reinforcement skills to create Brand Image
7.	<b>Developmental/infrastructural parameters</b>	
	<ul style="list-style-type: none"> <li>➤ Uni-dimensional developmental effort</li> </ul>	Professional Skills

	<ul style="list-style-type: none"> <li>➤ Height of Irregularities in developmental activities</li> <li>➤ Developmental assignments and constraints</li> <li>➤ Developmental efforts least professional but religious</li> <li>➤ Spread of Informal systems withhold the develop</li> <li>➤ Developmental facilities/utilities – a gross neglect</li> </ul>	of Developmental Leadership to accommodate multi-market temperaments
8.	Market role and status:	
	<ul style="list-style-type: none"> <li>➤ Preference towards external market supply</li> <li>➤ Alternative high value work options</li> <li>➤ Illegal practices –an easy source of authority</li> </ul>	System-based Value Skills aiming ethical nodes
9.	System spread and Implications	
	<ul style="list-style-type: none"> <li>➤ Alternative high value work options</li> <li>➤ Services and export market supersede production systems</li> <li>➤ External system interference-markets</li> </ul>	Multi-layered Spatial Skills
10	Parallel forces dominating the systems:	
	<ul style="list-style-type: none"> <li>➤ Plantations and illegal plantations</li> <li>➤ Channel beneficiary dominance</li> <li>➤ Input costs too expensive claim raw material export</li> <li>➤ Internal market system restricted to domestic markets urban only</li> </ul>	Strategic Skills for System/s Overlaps
11.	Capacity comparisons	
	<ul style="list-style-type: none"> <li>➤ Micro-multi-skilling aiming self-sustenance</li> <li>➤ Understanding development issues in fragmented forms</li> <li>➤ Lack of understanding of wholesome business concept</li> <li>➤ A magnified primitive approaches have meager concept beyond self</li> <li>➤ Search for cost effective measures leading to loss of mega incomes</li> </ul>	Domain-based Conceptual Skills
12.	Absence of holistic view and mega situational deal due to micro presence	
	<ul style="list-style-type: none"> <li>➤ Commercial dealings not very bothered with tribal</li> <li>➤ No regulatory and monitoring services over the tribal transactions</li> <li>➤ Money value criteria is a tangible benefit of the transaction and extortion is an informal tax</li> <li>➤ System is paying for it as inflationary trends are rampant</li> </ul>	Integrated Business Risk Estimation Skills
13.	Decision Analysis	
	<ul style="list-style-type: none"> <li>➤ Too many parameters for considerations to</li> </ul>	Synchronizing

make decisions	Decision Direction Skills
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Modal-8.8: Modifications in prevailing situations

1	<b>Revitalizing Traditional Norms</b>	
	<ul style="list-style-type: none"> <li>➤ Introducing new changes in traditional governance</li> <li>➤ Changing the norms and objectives of both traditional and formal local bodies</li> <li>➤ Land access rules to be enforced</li> <li>➤ The tribal can understand things which are direct, simple and brief.</li> </ul>	Focus Construct Skills
II	<b>System Proximities and System distances</b>	
	<ul style="list-style-type: none"> <li>➤ Need a holistic system decision to assign a desirable solution</li> <li>➤ To be replaced by maximization of production</li> <li>➤ The concept overload is beyond manageable situation.</li> </ul>	Perspective Skills
III	<b>Dimension of Involvement</b>	
	<ul style="list-style-type: none"> <li>➤ Promoting commonalities and inter-dependences</li> <li>➤ Multi-dimensional efforts</li> <li>➤ Self-sustenance is a cushion which is able to keep the large households survived</li> </ul>	Incremental Growth Skills
IV	<b>Individual Approach to Change</b>	
	<ul style="list-style-type: none"> <li>➤ To improve self-efficiencies and decision-making capacities</li> <li>➤ High time to introduce family awareness programs</li> </ul>	Transformation Skills
V	<b>Approach Variations</b>	
	<ul style="list-style-type: none"> <li>➤ People-participatory system of governance</li> <li>➤ Establishing independent developmental system with a government monitoring system</li> </ul>	Differentiating Skills
VI	<b>External Involvement</b>	
	<ul style="list-style-type: none"> <li>➤ The people are least concerned developmental initiations from different sources</li> <li>➤ Majority of informality appears due to the lack of supportive professionalism</li> </ul>	Business development communication skills
VII	<b>Redefining the Prospective Dimensions</b>	
	<ul style="list-style-type: none"> <li>➤ define the norms of earning from government business services</li> <li>➤ Appropriate system benefits need to be highlighted</li> <li>➤ Deliberate effort to justify need several policies</li> <li>➤ The government is a mere disbursing agent and</li> </ul>	Repositioning Strategies



	need to bend due to the “informality” set at different points.	
VIII	Overcoming market uncertainties	
	<ul style="list-style-type: none"> <li>➤ The internal market cope up has a limited tempo</li> <li>➤ Motivated growth dimension at large cannot bring holistic view</li> </ul>	Estimation Skills
IX	Regulating negative growth forms	
	<ul style="list-style-type: none"> <li>➤ Introducing the barriers on hyper growth systems</li> <li>➤ Culture is an excuse over resistance of change</li> </ul>	Transition Skills
X	Scheduling and System Applications	
	<ul style="list-style-type: none"> <li>➤ To take short and long term measures to regulate the systems</li> <li>➤ Stringent rules and awareness</li> </ul>	Promptness Skills
XI	Execution Measures and Regulations	
	<ul style="list-style-type: none"> <li>➤ Shedding responsibility need to be penalized</li> <li>➤ Focus on formalities through informalities</li> <li>➤ The basic tribal structure is on fragmentation and the gaps have been widened due to the concept of administrative facility</li> </ul>	Output Assurance Skills
XII	Internal equity benefit to permit external systems	
	<ul style="list-style-type: none"> <li>➤ The native inflationary trends are the result of self-decisions</li> <li>➤ Need to develop them into a mega system</li> </ul>	Reflective Situation Skills
XIII	Leveraging Urban-rural work approaches	
	<ul style="list-style-type: none"> <li>➤ Limited *production systems pampering inflation</li> <li>➤ Created differences . rural is independent to urban in several instances .</li> <li>➤ Need a new change with the new systems</li> </ul>	Comparative Skills
XIV	Channel Service Business Promotives	
	<ul style="list-style-type: none"> <li>➤ Ineffective pre-channel and post channel services</li> <li>➤ The transport costs and incidental costs are high which have their impact on the local markets</li> <li>➤ The transport costs and incidental costs are high which have their impact on the local markets</li> </ul>	Uni-dimensional Skills
XV	Operational sustenance to emphasize work functions	
	<ul style="list-style-type: none"> <li>➤ The work functionalities are largely come to a grinding halt once the self purpose is fulfilled</li> <li>➤ Shift of developmental authorities from</li> </ul>	Outcome – Orientation Skills

	government to specialized agency	
XVI	➤ Need of Business Acumen in the Leadership	
	➤ Absence of business acumen feels the expenditure on roads , facility a waste.	Leadership
	➤ Innumerable stabilities	Application Skills

Modal – 8.9: Associative Growth Extensions of Current Systems:  
Performance Provisioning Skills

I.	Short Term (Internal)	Desirable Skills
	<ul style="list-style-type: none"> <li>➤ Enforcements on products &amp; production forms</li> <li>➤ Operational performances</li> <li>➤ Service portfolio development</li> <li>➤ Market extensions</li> </ul>	Performance Variance Skills
II.	Short term (External)	Augmentation Skills
	<ul style="list-style-type: none"> <li>➤ Value and volume based regulations</li> <li>➤ Market Sync through Highly interactive markets</li> <li>➤ Multi-system Governance over activities/practices/transactions/decision approaches/clubbing benefits</li> </ul>	
III.	Long term (Internal)	Clustered Capacity Skills
	<ul style="list-style-type: none"> <li>➤ Internal system built with multi-effective strategic modes</li> <li>➤ Identifying internalized capacities and outsource simultaneous developments as system fill-ups</li> <li>➤ Market based product/production accommodations</li> <li>➤ Flexibility in Capacity-building to accommodate multi-market behavioral patterns</li> <li>➤ Need –based service connectivities as system supporters, system facilitators and conflict neutralizers.</li> </ul>	
IV.	Long-term (External)	Aspirational Skills
	<ul style="list-style-type: none"> <li>➤ Capacity building to be competent to create “brand image” in market systems (national/transnational)</li> <li>➤ Promptness in dealing of domestic and export orientations with accommodative internal capacities</li> </ul>	

Modal - 8.10: New concepts as replacement of Non-feasible conditions

Prevailing Concept	New concept	Desired Skills
➤ Narrowfied selectivity of growth	➤ Open Market Appeal of performance	Market Flow Skills
➤ Working under constrained situations	➤ Working under network marketing with wide linkages, activities and information.	Solution – seeking Skills
➤ Dependability through informal relations	➤ Dependability through transaction transparency and business assurance.	Modified Opportunity Skills
➤ Limited market concept	➤ Client –comparatives and market dimension	Implicit Skills
➤ Markets of Essentialities	➤ Option Standards and Enabled Markets	Utility Description Skills
➤ Relative Priority-Producer's View	➤ Comprehensive Priority - Customized View (Global)	Customer Criteria Skills
➤ Product mobility and valuations	➤ Break-through –co-ordinations and product solutions	Opportunity Stretch Skills
➤ Promoting product vs. Service linkages	➤ Modular Market Range with Relevant Benefits	Market Response Skills
➤ Marketability based on self-sustenance	➤ Business functions aiming matching Market needs with Market demands	Virgin-market Realization Skills
➤ Informal knowledge Capacities	➤ Professional Knowledge processing through expert systems.	Market Rationality Skills
➤ Market-mutualities at a minimum	➤ Projected markets fulfillment measures	Intended Target Reach Skills

Modal – 8.11: New Futuristic Concepts Independent to the Prevailing Situations

<b>1. Leveraging Traditional and Futuristic Market Perceptions</b>	
✓ Provoked Self-Sustenance Concept with Export-orientations	Business/ Market Facility Skills
✓ Dual Tier Market Approaches meet employment generation	
✓ Prominence on Agro-business boost operational abilities	
✓ Situational concept play dominant over Institutional Efforts	
✓ Donor groups adopt convergence systems target Channel Participants	
<b>2. Combination of Developmental Concepts &amp; Commercial Concepts</b>	
✓ Service elements create a sync between rural and urban	Option-Serve Skills
✓ Vertical (B2B) marketing to be identified as High Performance Market.	
✓ Enhanced Service Spectrum attend to Educational /Health needs	
✓ Reputation (image) building enable to build ethnic branding	
✓ Distributors forum enter into Rural Contracting	
✓ Event Sponsorship as a new Taught Culture promote New Products	
<b>3. New Connectivity Systems initiate Group Selectivities</b>	
✓ Market Growth on the criteria of Coordinated Opportunity	Range- effect Skills
✓ High-end product range hit the urban to create new Ethnic Life Styles	
✓ Service –luxury enable more franchising in comparative markets	
✓ Domestic product stereo-typing to offer least choice in local markets	
<b>4. Institutional –Support in the Business Differentiation Systems</b>	
✓ Market Discipline Repositioned towards a practicing version may be opted on the criteria of market entry	Preferred Opportunity Skills
✓ Growing Urban Investments enable Ruralities as Tier-II business hotspots.	
✓ Authority allocation hold non-feasibilities over transitional growth in multiple dimensions.	
✓ Ruralities as new peri-urban segment claim micro-service dominance in business support systems.	
<b>5. Transit Markets offer Illustrated market trends</b>	
✓ New markets of commercial panel open service facilities to transit trends.	Strategic

<ul style="list-style-type: none"> <li>✓ Market layout assign combinations of valued markets to mass markets</li> </ul>	Approach Skills
<ul style="list-style-type: none"> <li>✓ Compounding service replacements enable institutionalization of service remains as a dominant approach.</li> </ul>	

Meghalaya has all potentialities to adopt self-sufficiencies as well as the commercial and developmental concepts in its comprehensive performance systems. The integration of the appropriate involvement of native governance and due modifications in role contributions help introducing reinforcements in its already liberated and vibrant approaches. A new phenomenon of "Institutionalizing-the-skills" not only able to stabilize its current systems, but also help creating a new "integrated" momentum in its much emphasized "independent system growth". Skills for Meghalaya remain as an impetus to uplift its current systems by overcoming defaults and to adopt appropriate methods of pragmatic functional performance to introduce skill-backed employment generation measures help progressive changes in its society.

## 9.0 POLICY FRAMEWORK

Introduction: Meghalaya the tribal State is adept to its traditional phenomena of valued ideologies with reference to permitting the development “which does not go against the welfare” of indigenous people. It’s much focused group efforts by ethnic governance, youth leaders, women’s organizations and service communities define the Concept of Growth and Development in prototyped definitions. The global approaches have made their entry through education, institutional, religious & ac-cultural systems and private markets have de-generated the ethnic sanctity to considerable extent. The dynamic groups within the system neither referred nor reacted over several new/negative social situations influencing the whims of few focal groups. The matriliney, clan promotion, aversion towards interactivities and preferred isolation resulted in self- prescribed positioning in growth effects. The traditional systems of land ownership and its allocation, near assets and access conditions have been bringing major changes viz., mobility from rural to urban, shift from agriculture to high value plantation, multi-tasking in place of limited interests and change in occupational priorities through unethical means etc. Each of the ethno system decisions at day-to-day levels too are influenced by the paucity of system supportives as well as few self-enforcements leading to frugal contributions viz., unproductive time, travel, gaps and interruption due to extensive dependencies etc., have their impact on performance, quality, work pace of productive systems.

The notable points are

1. Despite multiple dependences and interactions the general tempo of natives’ preference for secluded life style to be managed by themselves with no external intervention (aggressively adopted).
2. Role responsibilities with in Social Systems adopt extreme rigidity and any opposition is heavily penalized. The large scale growth in native population does not seem to be fitting in the rigidity of closed system format and each system facing turbulences viz., suppression, deprivation, neglect, exploitation etc., (demand new notations).
3. System Integrity: The combination growth in variable situations is wholly context based decision of highly fragmented systems which are the focal groups (mostly the resource division in the gullible environment). The system penetration is Hercules task due to the intervention of opportunity groups which instantly react and deprive any contact with the cornered groups.
4. Introducing Perfection in the Informal Systems: large majority of the concepts are randomly done with trial and error forms using minimal sequencing. The training is a must concept applicable in all walks of like. An hard-line approach is a must to teach the “work –place ethics” most vital for creating a conscious work environment ruling out all “non-work” influences.

GPP Model (Government –Private participant –People participants Model) is an attempt towards introducing a “controlled but penetrated change of desirable character” in all possible dimensions aiming to contribute in the following form:

The modal keeps in mind the native perceptions and preferences to work, information and communication, location (domain) possibilities, using local power channels and supportive systems for primary objective of imparting skills to create & raise employable benefits.

Who can be the Participants: All willing and self-initiated tribal personnel are eligible for the registration and training. The training need to be annual and each participant should attend a 3 day work shop in the subsequent years. Provision for selection, registration, placement regrets and complaints and improvements or retraining or multiple training etc., need to be duly provisioned.,

Group I: The training process is for a period of 5 days in general for all offers Certificate of Entitlement to work.

Group-II: The training process is for a period of 3 months in specific professions with “A” Category of Work Certificate. The trades engaged are transport, services, facilities etc.

Group-III: the training process is for a period of 6 months in specific professions with “B” Category of Work Certificate with advanced techniques in specific profession.

The Group II & III are Private Entrepreneurs/Managers/Institutions referred as Private are the core animators of the businesses initiated. These may be the outsourced agencies, sponsored groups, NGOs, Private organizations or Trained Groups, Clan Members or local Leadership (Youth leaders), Headmen or Women’s Groups etc. or their members.

Institutional details needed for the Modal:

A State Institute of Professional Skills and Knowledge Management (SIPSKM)

A full-fledged skills development organization to promote the total professional attitude, towards knowledge access with expert staff, visiting faculty from local institutions and invited professionals frequently participating in different programs (online & off line). The initiations can begin with Capital and to be extended to other urban and District as well as Block/Circle Head Quarters. The Institute need to have 4 wings i.e.,

- (a) Educational Wing;
- (ii) Information Wing
- (iii) Training coordination,
- (iv) Data base Applicable Systems

Education Wing: Holds responsibility to prepare the end-to-end programs of what should be the duration, content to be taught and practical training arrangement with area specializations and Personnel: Business Management Systems, Technology, Production and Processing/ Operations, Human Resource Management, Tools and Designs, Market Information and Operational Management, (agriculture and industry), Business services/Facilities, Domestic and Export trade, Publicity and Promotion, Legal environment and Rural and Urban Management Systems etc.

The access of Professional Skills through established and institutional form enable the state technical/educational and skill execution and training systems to be closely monitored, supervised and promoted. Drafting prototyped training programs for youth, women, institutions, clans/communities over different sectors in professional forms are the added responsibilities. It also need to offer regular in service-training to all Government Officials (at different levels on regular basis and also for business/ service professionals with due certification).

The purpose of the educational wing is to introduce the category of training, the content, duration, purpose, participant detail, frequency and subsequent trainings needed etc. It need to elaborate over the relevant, dependent, routing, design, structures and styles be the impetus to be taught in modules with a feedback mechanism. The execution need to be on assignment with due monitoring systems.

Information Wing: To collect the data on villages/blocks/districts-scanning the environment with supportive facilities and to accommodate all needed data to promote skills development. Mapping data about different product/production systems of businesses /services and co-ordinate the total information of the patterns of transactions and trade systems viz., wholesaling, retailing, commercial vehicles, tourist spots, outsourced activities, and in general about the trade supplementary and promotional services in combination with linkages with different developmental schemes and contributions.

Integrated Training Wing: A training coordinator combining the central /state and institutional training efforts with due planning. Each institute need to be allocated with specializations in training areas (unlike now all institutes are competent to accept all forms of training responsibilities). Enforcement and conducting exams with due practical approach need to be introduced for effective system to be followed by Certification with grading. Any number of programs can be attended to improve the grading which is valid to earn a job or initiate a business.

Data Base and Analytics Wing: The NIC is trying hard to put the data needs of the state in order and the Wing enable to help administering the application of data for the skill development with its branches in different districts HQs district level and



block level. Need to maintain data support for all three wings ie., Education, Information and Integrated Training Systems.

II. Government Participation: A coordinated Central and State Institute will be run wholly as autonomous system for its planning, policy making with different project management concepts and applicable systems. The institute needs to be an advisory to the state government as to provisioning the direction and emphasis on skills development and other linked areas/issues.

III People Groups Participation: The participants are individuals, families, clans, community members, sponsored groups, work groups or any criteria as being branded as stake holders. A single registration will enable the participant/s to attend the programs for one full year from any recognized training institute, NGO or private agency. The conduction of the exams will be the responsibility of SIPSKM and to certify the knowledge by means of a formal "certificate with due grading". The future jobs, loans for businesses or work identity will be on the criteria of the certification. Without a certificate the participant is not entitled to initiate any work nor eligible for the job. The group limits are self-set as per the capacities: 5-10-15-20 short term training/ minimum training a must in "opted business" (or business ideas may be given) for training option/s available for any number of times in an year.

IV: Institutional Public: A lot many Institutions are engaged in different developmental programs with due specializations need to be registered with SIPSKM to create a synchronized effect of avoiding overlapping of training programs and also to avoid associated manipulations in the process of conducting training programs.

- To change the knowledge processing from unplanned to planned forms.
- To identify the capacity of participant groups, purpose and utility of the programs initiated
- To follow the norms of the SIPSKM with reference to the guidelines prescribed while giving the training programs.
- To remain accountable and create an environment of transparency in the promotion of knowledge systems.

V: Non Government Organizations: The non-government organizations need to be registered with SIPSKM and need to be a potential tool for implementing the policies and guidelines framed for introducing appropriate training systems. The exercise is to maintain uniformity in training systems given all over the state and the participants can join any program at any institute if it is offered by the Registered Institute/NGO. The NGOs need to get good guidelines as to the work ethics to be taught and the corresponding changes which need to be implemented at regular intervals.

VI: Banks and Financial Institutions: A more flexible approach to coordinate the present system and to introduce the much needed changes in the futuristic systems enable the banks and financial institutions to play a dominate role in funds movement and operational promotion and regulation.

VII: Other Institutional Support: The educational, research instructions, social organizations, religious institutions and private institutional (local/regional) need to collaborate with the SIPSKM in the capacity of partnering institutions. They need to support the SIPSKM developmental measures and help in formulating suitable administrative, managerial, operational policies and practical approach in execution systems etc., of (i) established systems needing supportive measures; (ii) Established systems in need of modified systems and Systems Change, (iii) established systems insisting on introducing new ideologies which bring sweeping benefits and established but non-performing systems need to be discontinued due to the negative effects.

Concept of Model: The purpose and objective being to introduce authentic and appropriate work based efficiencies by imparting the needed knowledge as to what is the work? How to be engaged in work? How to look for opportunities? What caliber is desirable to get engaged in work systems? How to cope up with adaptable and new work systems? What are work supportive and functional application/s? What is self-initiation and self-discipline in work terms? How to position single and multiple works in a sequence? How to bring effectiveness/efficiency in work spaces? In short a Taught Skill to create, nurture and initiate improvised work-based understanding in its totality (of people –involved positions).

The trained groups are currently of two forms Group I (less exposed) and Group II /Group III (more exposed with more work understanding. The group II/III are focal people with administrative and work capacities (referred them as “Private” due to the Dimension of Involvement as entrepreneur /administrator.

**Category-I: Procedure:** Individuals are eligible to undergo as much training and certificates until the content get sinked in. The idea of training can be elaborate to the areas which have scope and can be initiated as knowledge with benefits. This concept is quite vital as several trainings currently offering are not able to justify the end-to-end assurance of counsel and constant monitoring is the basic withdrawal point of natives.

The certificate will enable the participants to form in to “Certified Groups” of work where 2 individuals of Group-II or III category can initiate a “Group formation” with 5-10 members of Group I category. The Certified (trained) group is entitled to initiate any work as per the training for which the government support is offered through a bank. Only certified groups are eligible to initiate the works through

government. In order to create stake a contribution of 70:20:10 (from government, from private administration and people respectively may be encouraged. The capital is flexible and is dependent on level of business size and nature of business. The government at its discretion may offer money or the materials needed as per the case viz., technology, expertise and a seed capital ranging from ₹2,000 to ₹1 lakh based on the business. The amount can be put to use for capital /operational use and to be refunded back within a span of 2 years to the government. Each refund will make the group eligible to take bigger loan of double the amount (of previous loan) for another 2 years. An early repayment is always encouraged to take bigger loans. (as several micro entrepreneurs insisted on petty loans of less than rupees one thousand ( ₹1000) as they cannot handle more money nor their businesses have the capacity to absorb more than that). The renewal system of repeated loans may be encouraged to an amount of ₹5 lakhs and once the business gains stability the help may be discontinued. Modifications can be made as per situations.

The businesses /services opted now are available from certified groups with some command on the area and have stake in the business. The service offer may in turn sell their services to people on a charge or gain employment as per their suitability viz., Book binding, DTP (Desk Top Publishing), On-line booking of Bus/Sumo Tickets, Mobile Repairing etc. The Private Group will be responsible for finances, work allocation, market management and profit generation and also to repay the loan taken from government. The profits generated are shared among the Private Group and Participant Group. Participant groups are mere work groups concentrate on work skills.

Category II: The Government as a Facilitator: In this modal the Government enable to hold the position as an Initiator:

(Land is the most feasible solution for employment as vast number of natives are deprived of gaining land access and are gaining access by paying hire charges. There is gross uncertainty as to the time limit about land usage and the natives are hiring the land even for single crop by paying hire charges to land owner.)

- (i) Government to create provision for Employment by Facilitating Leasing the Land from Different Parties: This help great ideal in implementation of agricultural decisions of improved crop methods and systems, organic systems of farming, facilities etc., enable the farmer laborers to work on government leased lands. The private can supervise the farming activities and the produce benefit can be shared at 1/3<sup>rd</sup> for each partner i.e, government, private and people.
- (ii) Government to establish Industrial Estates/Business Promotion Zones: The private along with people groups enable to occupy the spaces of Industrial Estates where different machinery can be used to put the processing,

production / conversion systems enable value added forms' viz., Agarbatti making, animal feed, herbal medicines, hollow block bricks etc.

(iii) Government Service Sharing Systems: The transport, stationary supply, tourism, dairy development, livestock, hospital services etc., innumerable areas where different works can be entertained by the groups (with due certification) may earn where the government as Investor and regulator, "Private" as promoter and administrator and "People" as work resource who learn as well as earn.

(iv) Similar business/service sharing can be modeled with landlords, Syiems/Nokma (Kings), Mintris (Traditional Ministers), Headmen, affluent land owners to lease their land to gain 1/3<sup>rd</sup> benefit with government inputs (finance, technology, machinery or incentives) with 1/3<sup>rd</sup> benefit to the actual farmers.

Category-III: Changing role of Market Assurances: The domestic market can be regulated by the group phenomena itself but the external market systems need Institutional support. The NGOs can be tied up with "Market Assurance" for all the products which can ensure guaranteed markets. With an ideal warehouse and supply chain systems and calculated cost differentiation models, NGOs can disseminate feed back as to the market tempo and adjust the controllable dependent conditions through market participation.

The State of Meghalaya faces severe crisis in market context where the value added approach is significantly neglected. It is in dire need of learn market information/intelligent services and market sensing which enable to dominate the spaces of revenue generation points. Each market based decision be it weekly, border, domestic, interstate/ border, transit markets, wholesale, imported markets etc., and have their varied objective –centricism. Meghalaya product systems are dependent on extractive and few producible forms make their way to markets. They can accommodate product/production systems but not market systems. The situation is not a business situation neither its markets are real markets. The lack of skills to create anything potentially worthy from the valuable resources reveal a desperate sale or adopting comparatively any easy technique which help each product to contribute towards capacity –raising pose a threat of draining the value added efforts. The sacrifice is the return which is pampering several unwanted elements who made territorial divisions of allocation of benefits with tools of terrorism. In fact it is a single source earning demand least investment but encouraging a channel-load of (multiple) consumers.

The responsibility of external market information need on-line approaches which improves the condition of native market capacities and each of the producible systems are hampered due to lack of market assurance. The artificial scarcity, zonal insecurities, extortion and bunds etc., have their impact on creating high absolute

market systems. SIPSKM can act as a professional facilitator to teach the natives about the market skills and market dominant product and production systems and market mechanisms as a potential tool for employment generation. The progressive measures of Look East Policy are a great opportunity to Meghalaya which is equally enthusiastic about the massive market opportunities. Yet the conditional enforcements enable people to understand the right direction of growth while gaining the merits of the idealistic product and production systems with supportive market coordination.

Category-IV: Development through people –effort: An extendable policy at large to all the districts can aim of

- Introducing uniformity in the training content most feasible, the quantum of information desirable and the aspired change in the context is the responsibility of training programs. In short, it is an integrated effort to bring in worthiness in least worthy situations through training.
- Situational feasibilities are not result oriented when promoted through persuasion or free will but need regular monitoring through enforcements. This insists on the necessity of training for employability through continuous effort.

Development through Formal Educational Institutions: The State Educational/Technical and Technological Institutes need to be monitored by SIPSKM in terms of curriculum, modifications, practicing sessions, operational expertise needed, staff appointment and training, equipment needed and any other relevant issues related to the need fulfillment to be supervised etc., .these supervisions can be assigned to private Institutes/NGOs etc.

Development through Other Institutional and NGO Participation: A co-ordinate effort and trading allocation need to be insisted with end-to-end details keeping view the institutional objectives and limitations and the native need requirements. Independent/collaborative and short/long term, specific and general training programs and also the need –based efforts to be undertaken can be looked into by SIPSKM. Keeping in view the caliber of institutions (ignoring their religious, gender-based services, specific issue priorities, or other alternative objectives)

Category-V: At Micro Level: Recommendations:

The complex ethno-social order needed ethnic view point supportive rather than external outlook to being into the needed changes. This enables to understand the internal ethno-environmental perspectives especially the ethnic rigidities in to concern in bringing needed changes anticipated:

1. Multiple Benefit Systems Accessible to Inverted Pyramids: Large majority of the ethnic public are deprived of information, communication and inter-connectivities due to their language, capacity and distance barriers. Wrapped by ethnic constraints their environments are too limited and comprise working groups sharing their loyalties to vertical hierarchies.

- Vernacular awareness programs and outreach systems are a necessity to being in needed changes in these “Core” Communities (CCs).

2. Modified Ethnic Norms to Traditional Governance: Participatory norms which combine the Core Communities with Traditional Governance Systems (TGS) in short-term successions. The new planning and policy changes in the traditional norms enable to entertain proximate vigilance in the regulatory enforcements over resource allocation, access and utility systems.

- Radical changes recommended in Traditional Governance (TG) by means of Collaborations/Partnering with External Knowledge Supportive Extensions (EKSEs).

3. Need of Hierarchical Planning Links (HPLs): The HPLs serve High-level Administrative Decisions (HADs) needed for Meghalaya, the State as a whole with Subordinated Planning Systems (SPPs) on the criteria-based fragmentations with more execution emphasis with due flexibilities and adaptation-friendly applicable at large at sub-zonal/sub-sub zonal levels.

- Recommend a Systematic Planning and Execution Systems (P&ESs) of hierarchical order for the State as a whole with (sub) layered Sub-Zonal Planning Systems (S-ZPSs).

4. Self-initiatives of Employable Propositions: Keeping in view the Pros and Cons of Ethnic Systems the multi-dimensional developmental approaches have been reasoned out to be least contributing and least significant insist on Institutional Professionalism.

- Ethnic Autonomous Counsels (EACs), the professional bodies responsible to initiate “combination skills” needed both in ethnic and non-ethnic (civic) forms to introduce multi-capacity promotional measures enabling the natives versatile in professional skills.

5. Purpose-based Integrated Institutional Participation: The skill based growth need to emphasize multi-level developments especially from technology, processing and production, nurturing and initiation, modification and implementation, systematization and adaptation etc.

- A well knowledgeable Institutional Sync need to monitor the combination of Institutional Participation and involvement activities which help understanding the strategic intent of resource worthiness and utility consciousness which need substantial generic attempts.

6. Transparency in Institutional, Input and Ethno-social connectivities: The system gaps are wide and the facilitators are gained by “inter-system rigidities”. Lack of flexibility, mutual co-ordination and rationalities resulting in individual system incompetence and remaining deficient in the very objective-fulfillment for which these systems persist.

- Inter-system cohesion need to be encouraged in more efficient forms. Each of the systems are risk-prone and the “developmental operations” are in reality demanding the competences of one given system to be appropriately be put use by other systems.

7. Established Professional Outlook for Sequential Survival and Growth: The ethnic communities are competent to handle the high risk tasks, complicated and complex activities and hold the capacity to undertake laborious and intellectual activities etc. The limitations of the ethnic systems arose due to lack of needed environment, challenging situations and differed living styles reflecting “ethnicism rather than professionalism”.

- In the co-system existence it is found that each of the ethnic skills is being measured in non-ethnic terms enabled them to loosen their validities. A range of “professional functionalities” need to be encouraged to create the needed image-modifications.

8. Common Practice Promotions and Unique Practice Extensions: The ethnic communities have majority of similarities in production, skills, challenges, work culture, outlook and modified reactivities. The major dissimilarities being urbanization, market advantage, climatic and topographical variations, internal ethnic differences and perceptions towards the conservation and consumption of resources.

- Concentric Promotion Plans viz., eco-tourism, mega market facilities (including transit markets), services and skills promotion and to promote homogeneous brand identity.

9. The Ethnic Skill Definition: In terms of practicing skills, evaluation of skills, progressive skill dimensions, natural skills vs. social skill contributory forms etc., enable to create sanctity in its wholesomeness.

- The protection mechanisms which have been already introduced need to be strengthened and the new means need innovative strategies by creating “ethnic-acceptable” and “ethnic –familiar” forms insist on developing “futuristic views”.

Developing a Skill Environmental Modal: A Macro Approach:

1. Integrated Business Skill Networks and Projection Planning

Inferences: Integrated territorial, community and business networking enabling different skill dimensions synchronized under common platforms. The approaches emphasize “Projection Planning” to direct the business environments aiming dominant role-contribution signifying product vs. service sustenance modes to commercial modes.

## 2. Infrastructure Support systems

Inferences: Emphasis on Environmental (including socio-analytical) Infrastructure Support Systems represent Information, Packaging, Branding, Warehousing, Insurance, Transport, Quality, Agency Services, Micro (Inclusive) Banking, Media and Advertisement, Public relation and services (including other Utilities) etc., in combination with offer capacities, regulatory, supervisory, maintenance and access through "Institutional Systems".

## 3. Market Skill Machinery and Operational Balancing

Inferences: The collaborative territorial + market linkages coordinating participatory and promotional forms with end-to-end Products, Services, Facilities. They need to be structured into multi-market machinery aiming manifold "client" needs and negotiations (socio-business terms) with appropriate operative mechanism and tech-based "created environments" with supportive institutional compensations.

## 4. Environmental Reinforcements and Skill Portfolios

Inferences: Each environmental structure signifies points of flexibility need multi-reflective reinforcements (often based on participant capacities). Modifications of targeted channels i.e., contribution, benefit, growth or value appreciation etc., are engagements to aim prototyped developmental direction/s.

5. Progressive Communication Channels: Keeping in view the applied formal and informal (urban/ rural) and tailor-made communication channels to stress the need on usage of different communication systems for domestic and international levels.

6. Superior Value Delivery and Prospecting Inferences: Value is the outcome appropriate "diversified facility positioning" with Impact analysis & value deliveries are significant contributors of prospecting which represent the processes of addressing the Prospects commanding benefit perception, supportive – opportunity systems, Targeted performance systems competent to support multiple transactions.

## 7. Risk Diversity and Environmental Transition Models

Inferences: The State faces territorial, cultural and security risks are prone for depriving conditions. The associated risk reflects the need of environment change /deviation insists on transformational modals to face new situations.

## 8. Green Marketing and Commercialization

Inferences: Keeping in view the environmental issues Green Marketing is an ideal proposition of new commercial avenues.

## 9. e-market Sensing and Social Media

Inferences: The e-market in association to market sensing to shape up the off-line and on-line approaches and thereby creating new combination-trends and occupational sources at large in wider spaces.

## 10. Environmental Discipline, Security and Regulatory Monitors

Inferences: Introducing e-governance as a multi-purpose tool in promoting business vitalities and reducing business conflicts in range of extremities of stagnation and hyper conditions.



#### 11. Collaborative Growth Transactions and Strategic Alliances

Inferences: Combinations of environmental prospecting and integrated character at local/regional/national and international levels need idealized strategies to raise "win-win" situations.

#### 12. Transformational Negotiations, Assessment and Futuristic View

Inferences: A systematic situational planning enables to introduce dimension-oriented change with due assessment systems keeping in view the growth direction. The flexibilities encourage/discourage the pace of participating systems need to be viewed both in current and futuristic terms.

Meghalaya needs appropriate enforcements in its micro /macro levels and absence of effective measures created bizarre conditions of diversified nature. The tool of skills development enable to bring in desirable changes in the state as the channel of skills are the combination points of activities with a direction, a proficiency with responsibility and an initiative with an ambition and effort. Skills Initiations are developmental tools enable to introduce reinforcements in connection with educational and informational (for appropriate knowledge based decision making and comparatives), generation of employment (to perceive opportunistic situations) and channel efficiencies (sequenced multi-tools –of-action) defining the operational capacities and benefit oriented linkages to generate new idealistic situations at individual and institutional levels.

**ANNEXTURE-I:  
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ANNEXTURE-II: Research Areas chosen for Respondents' Data:

District	C.D. Block	Village-I		Village-II	Village-III
E. Khasi Hills	Mawrenkneng	Mynriang		Tynring	Maw u sam
	Mawphlang	Nongrum		Mawkria West	Kreit
	Mawsynram	Lawbah		Mawkhan	Pongkung
W. Khasi Hills	Mawshynrut	Riangba		Umshynrut	Riangdo
	Nongstoin	Nonglwai		Rangblang	Umdolon
	Ranikhor	Borsora		Nongiri	Nonglier
Jaintia Hills	Khliehriat	Jarain		Donaskul	Larseng
	Thadlaskein	Ladmynkseh		Nartiang	Ummolong
	Saipung	Tluh		Saipung	Lakasein
Ri Bhoi	Umsning	Syadrit		Mawhati	Kasaw
	Jirang	Mynnar		Umsohanpanan	Nongsier
W. Garo Hills	Selsella	Chisimokgre		Salkapara	Nengkalpera
	Betasingh	Chiringpara		Balapara	Bainapara
					Garo
	Dalu	Darenggre		Dimagre	Dakilgre
E. Garo Hills	Resubelpara	Getapara		Jetoba	Konapara
	Samanda	Samanda		Dolwari	Bolkinggre
		Megapri			
	Songsok	Bijasik		Sokadam	Bolmoram
S. Garo Hills	Chokpot	Dendamgre		Karkolchigit	Rongmeggre
	Bhagmara	Karukkol		Kakekol	Nengkong
		Konagittam		Adingre	
	Rongara	Agatchikona		Alokpang	Ailatuli

**ANNEXTURE: III(a) : General Information:**

Figure -2.1 : Age Wise Detail of Respondents

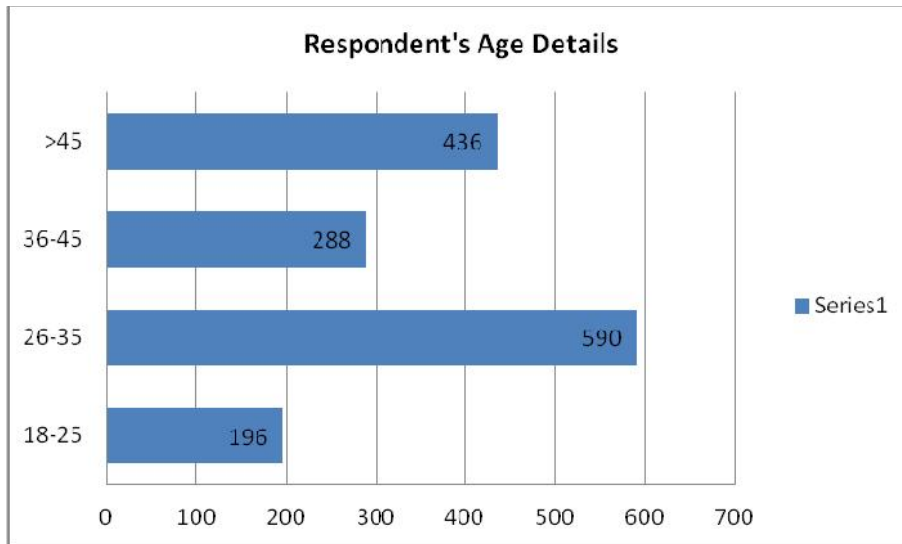
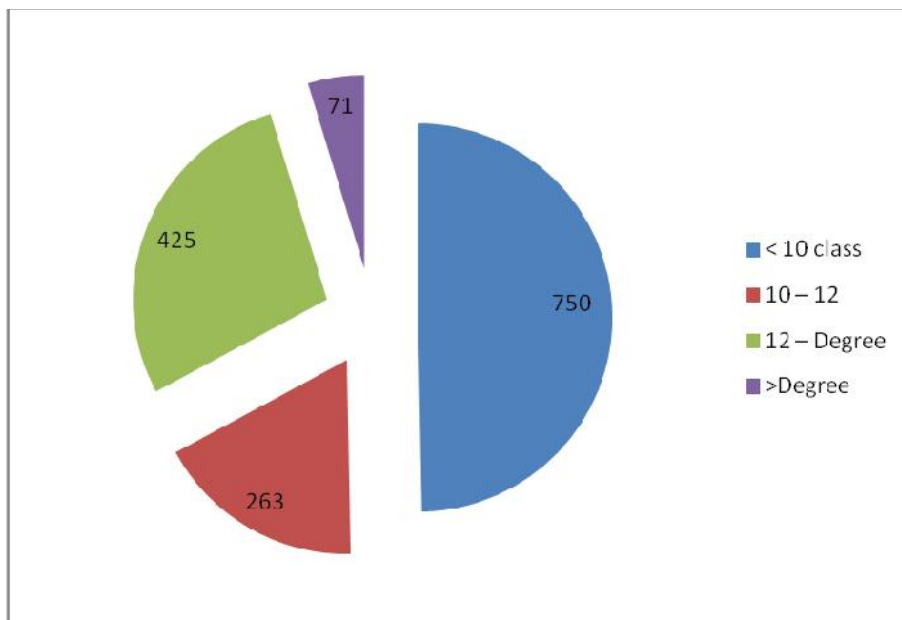
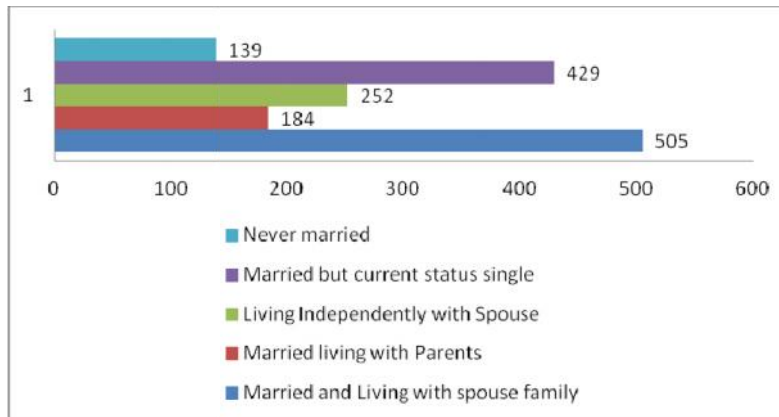


Figure – 2.2: Education-wise details of Respondents

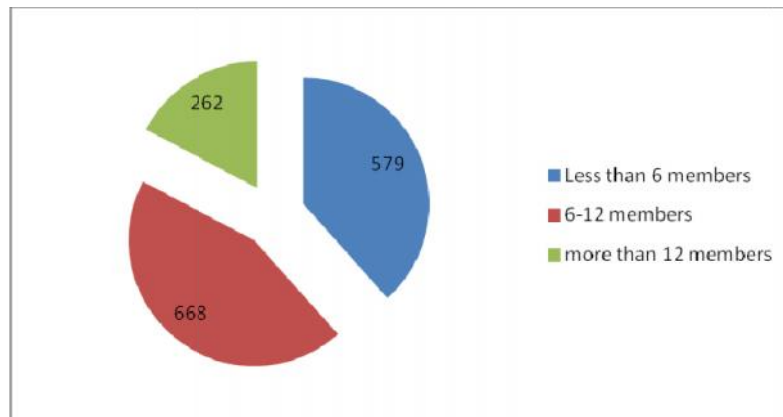




**Figure -2.3 : Detail of Respondents : Marital Status**



**Figure- 2.4: Respondent's Size of the Family**



**Table -2.1 : Detail of Respondents : Primary & Secondary Works Engaged**

Category	Primary Work		Category	Secondary Work		Profitable profession		
	Freq- uency	%		Frequency	%	Particulars	Freq- uency	%
<b>Agriculture and allied</b>	351	23.2	Individual – Independent	158	10.5	Contract	154	10.2
<b>Business</b>	771	51.1	Contractual	200	13.2	Domestic	97	6.4
<b>Services</b>	216	14.3	Family Business	312	20.7	Export	237	15.7
<b>Others</b>	171	11.3	Network Linkages	266	17.6	Services	365	24.2
			Piece-meal	125	8.3	Agri-business	209	13.8
			Random	335	22.2	Retailing	251	16.6
			Need-based	53	3.5	Outsourcing	116	7.7
			Seasonal	43	2.8	Family	80	5.3
			Demand Mobility	17	1.1			
<b>Total</b>	1510	100.	<b>Total</b>	1510	100.	<b>Total</b>	1510	100.

**Table – 2.2: Traditional Reflections (TR) and Context-based Realizations**

Code	Business Tendencies	ES-D	ES-E	PS-D	PS-E	SS-D	SS-E	IS
TR1	Group Participatory Systems	WK (43%)	EK (41%)	EK (40%)	RD (41%)	EK (51%)	EK (48%)	EK (48%)
TR2	Emphasis on Community Activities	EK (48%)	EK (47%)	EH (44%)	JH (44%)	EK (47%)	RD (41%)	RD (42%)
TR3	Mutual reciprocities among rural-urban segments	JH (42%)	JH (40%)	JH (40%)	JH (42%)	JH (45%)	RD (43%)	RD (38%)
TR4	Consideration towards Infrastructural Supportives	JH (40%)	JH (38%)	RD (39%)	W.G (38%)	JH (37%)	W.K (40%)	W.K (37%)
TR5	Traditional Enforcements	RD (45%)	W.G (40%)	RD (42%)	RD (38%)	RD&S.G (40%)	W.K (40%)	W.K (48%)
TR6	Situational Insecurities	W.G (41%)	W.K (45%)	E.K (44%)	W.G (44%)	E.K (42%)	E.K (42%)	E.K (44%)
TR7	Institutional Promotion	RD (36%)	E.K (43%)	E.K (46%)	E.K (35%)	E.K (49%)	E.K (42%)	E.K (43%)
TR8	Arrived satisfaction over Information channels	E.K (46%)	W.G (43%)	E.K (41%)	E.K (45%)	W.G (41%)	W.G (41%)	E.K (41%)
TR9	Integrated System Support	RD (37%)	RD (38%)	RD (37%)	RD (41%)	JH (38%)	JH (40%)	JH (42%)

- ES-D : Extractive Systems (Domestic); ES-E: Extractive Systems (Export) ; PS: Production Systems (Domestic); Production systems (Export); SS: Service Systems(Domestic); SS: Service systems (Export) ; IS: Itinerary Systems
- E.K: East Khasi Hills District; W.K: West Khasi Hills District; JH: Jaintia Hills District; RD: Ri-Bhoi District; W.G:West Garo Hills District; E.G: East Garo Hills district and S.G: South Garo Hills District

**Table – 2.3: Contribution of Business Facility (BF) Systems**

Code	Interactive Business	ES-D	ES-E	PS-D	PS-E	SS-D	SS-E	IS
BF1	Value as a Catalyst in Independent Systems	SG (68%)	RD (63%)	EK (69%)	SG (57%)	WG&S.G (56%)	WK (45%)	SG (56%)
BF2	Extent of Business Participation	JH (69%)	RD (70%)	WK&JH (59%)	WK (60%)	WK (54%)	WG (46%)	EK (45%)
BF3	Dependency Levels in formal support systems	WK (57%)	EK (60%)	WG (53%)	WG (51%)	SG (54%)	WK (51%)	WK (46%)
BF4	Channels of Communication Services	RD (69%)	EK (53%)	EK (47%)	WK (55%)	SG (60%)	EG (55%)	WK&JH (53%)
BF5	Status of Business Promotion Activities	RD (66%)	EG (61%)	JH (41%)	WK (40%)	EK&S.G (62%)	EK (57%)	SG (39%)

**Table – 2.4: Business Considerations (BC) and Channel Options**

Code	Business Interactivities	ES-D	ES-E	PS-D	PS-E	SS-D	SS-E	IS
BC1	Business Channel preferences (individual / institutional)	EK (67%)	EK (65%)	JH (68%)	JH (61%)	JH (64%)	JH (61%)	JH (68%)
BC2	Felt need for appropriate channels	JH (62%)	RD (57%)	RD (59%)	RD (59%)	RD (62%)	RD (59%)	RD (60%)
BC3	Reliability of channels for Business communications	SG (53%)	EK (53%)	EK (63%)	EK (54%)	EK&W K (54%)	JH (61%)	WG&S G (51%)
BC4	Impact of information intensity over Business behaviour	JH (65%)	SG (53%)	WK (59%)	EK&W K (60%)	EK (60%)	EK (57%)	RD&W G (56%)
BC5	Rigidity in adopting communication transformation	RD (62%)	RD (67%)	RD (68%)	RD (62%)	RD (66%)	RD (62%)	EG (62%)
BC6	Gaps between Internal and external Business systems	WG (62%)	RD (63%)	RD (58%)	WG (61%)	RD (60%)	RD&W G (58%)	WK (59%)
BC7	Risk Levels due to absence of communication systems	RD (58%)	RD (62%)	RD (64%)	RD (60%)	RD (62%)	RD (59%)	EG (58%)
BC8	Initiatives towards new business opportunities	EK (64%)	EK (52%)	EK (62%)	EK&RD (55%)	EG (56%)	SG (58%)	SG (65%)

**Annexure: III (b) : Understanding the Skill Supplementation of Skill Category:**

Code	A. Technical & Technological	Mean Value
A1.	The key insight over skills remain prominent over its conceptual demand	2.68
A2.	Each skill enables to value varied communication channels and routes	2.75

Average Mean: 3.00; Value of Chi Square:  $\chi^2$ -116.63

Code	B. Information and Communication	Mean Value
B1.	Skills enabled to create a work prone ethnic environment	3.12
B2.	The outlet systems deemed to have selective outlets	3.39

Average Mean: 3.00; Value of Chi Square:  $\chi^2$ -338.3

Code	C. Knowledge and Service Delivery systems	Mean Value
C1.	The traditional knowledge systems facing practical difficulties of non-acceptance.	3.18
C2.	The core service values are based on the localized contexts.	3.17

Average Mean: 3.00; Value of Chi Square:  $\chi^2$ -27.68

<b>Code</b>	<b>D. Professional/Entrepreneurial Skills</b>	<b>Mean Value</b>
D1.	The conditioned environment does not boost the survival notion of skills	3.02
D2.	The core utility concern of professional skills are their simplicity and ease-in-practice	2.79

Average Mean: 3.00; Value of Chi Square:  $\chi^2$ -368.3

<b>Code</b>	<b>E. Transitional Trends</b>	<b>Mean Value</b>
E1.	Each of the skill-service portfolios has been promoting a distinctive edge	3.05
E2.	The ethnic leadership should focus on increasing foothold outlets of skills	3.76

Average Mean: 3.00; Value of Chi Square:  $\chi^2$ -54.8

<b>Code</b>	<b>F. Developmental Forms</b>	<b>Mean Value</b>
F1.	The sequential service – skill combinations share a contributory experience suitable to the need	3.06
F2.	The percolated skills play crucial rather than modern skills due to user competences	3.52

Average Mean: 3.00; Value of Chi Square:  $\chi^2$ -77.3

<b>Code</b>	<b>G. Category of Skills Option</b>	<b>Mean Value</b>
G1.	The striking skill preference option help identifying both low-end and high-end opportunities.	3.22
G2.	Skill-suitability among user-communities need skill dependency density.	3.30

Average Mean: 3.00; Value of Chi Square:  $\chi^2$ -71.6

<b>Code</b>	<b>H. Literacy in Skills</b>	<b>Mean Value</b>
H1.	The ever changing ethnic values have been redefining the values of skills.	3.06
H2.	Level of usage of skills are rapidly emerging as credible skill - formats	2.87
H3.	Internalized system promotion of skills provokes rigidity in response.	3.06
H4.	Inclusive skills to vulnerable people have lower growth saturation limits.	2.06
H5.	Growth in economy need an array of transitional skills	3.04

Value of Chi Squares: H1-H2:  $\chi^2$ -24.2; H1-H3:  $\chi^2$ -178.4; H1-H4:  $\chi^2$ -26.3; H1-H5:  $\chi^2$ -111.

<b>Code</b>	<b>I. System Limits:</b>	<b>Low</b>	<b>Moderate</b>	<b>Prominent</b>
Ia	Crisis in Economy	52.8%	23.0%	24.2%
Ib	Limited exposure	63.2%	10.9%	25.8%
Ic	Limited information	59.8%	18.2%	22.0%
Id	Shortage of finances	58.3%	16.6%	25.1%
Ie	Low awareness	59.8%	19.5%	20.7%
If	Inadequate access in formal skill training	48.1%	27.9%	24.0%

Code	J. Extent of Skills (In-depth Vs. Shallow)	Response
J1a	The utility of our skills remained within our communities	62.7%
J2	The familiarity of our skills is considered as prerequisite of our ethnic cult	59.8%
J3	Majority of our skills are aligned with our environmental conditions	58.1%
J4	It is consumption need rather than production efficiency dominate the skills	63.2%
J5	The occupation-based skill dependency is in its infancy	64.8%
J6	Despite being rich in skills our society remained least developed	65.5%
J9.	The time-honoured traditional skills still hold strong ground	41.0%
J10.	The other social dimensions have marginal impact on skill performance	23.0%
J12.	Our value systems towards socio-cultural forums have deep influence over our skills-usage-systems	31.0%
J13.	Skills cannot survive for long without skill supplementation	82.0%

Code	Priority of skills aiming different systems					
J7	Production	Market	Consumption	Trading	Export	Commercial
Response	08.0%	12.0%	12.0%	18.0%	32.0%	18.0%

Code	Skills dominance in ..... sector				
J8	Organized	Network	Informal	Micro	Multi-cultural
Response	14.0%	16.0%	48.0%	10.0%	12.0%

Code	Imbalances in skills are due to				
J11	Inexperience	Ever changing context	Irregular competition	Lack of Proper grasp	Other reasons
Response	14.0%	36.0%	12.0%	18.0%	20.0%

J14.	Position the following skills keeping your experience	Low	Moderate	High
	J14.1. Knowledge Skills	24.7%	45.0%	30.3%
	J14.2. Marketing Skills	24.5%	46.1%	29.5%
	J14.3. Finance Skills	43.7%	40.3%	16.0%
	J14.4. Competing Skills	59.7%	03.2%	37.0%
	J14.5. Informal Skills	27.9%	41.3%	30.7%
	J14.6. Interactive Skills	24.9%	04.8%	70.3%

Code	Skill based Crisis			
J15	Prefer to quit	Deviat & Continue	Bear the loss	Adopt new systems
Response	30.1%	22.6%	29.7%	17.7%

Code	Skills are basically for			
J15	reativity	System Sufficiencies	Ethnic Identities	Economic Reasons
Response	27.5%	25.8%	30.5%	16.2%

Code	The imbalances in skills are due to	Response
J17.	Our skills are too primitive and cannot fetch decent living competences	28.8%
J18.	Community skills matter than our individual skill capacities	50.9%
J19.	Internal turbulences are skewed towards consumption systems	25.5%
J20.	Much of the skill market reveals untapped and under-utilized status.	35.4%

#### ANNEXTURE- IV: Initiation and Nurturing of Skills

S.No.	Particulars	Response		
<b>1.</b>	<b>Potentialities of environment and access</b>	Limited	Moderate	Unlimited
(a)	Intensity of preference towards skills option adept to conditional environment	41.4%	24.0%	34.6%
(b)	Proneness towards skills resorted due to lack of supplementaries /alternatives	35.1%	26.3%	38.6%

Value of Chi Square:  $\chi^2$ -2.317.

<b>2.</b>	<b>Objectives and functioning of skills</b>	Primitive	Flexible	Modern
(a)	Contribution to the gratification of needs rather than self-suited enthusiasm	47.4%	34.0%	18.6%
(b)	Skill domain is excessively competitive due to mass preference	50.0%	32.6%	17.4%

Value of Chi Square:  $\chi^2$ -11.07

<b>3.</b>	<b>Outcome of skill-serve</b>	Low	Moderate	High
(a)	Market-based regulatory norms and enforcements	69.7%	26.9%	3.4%
(b)	Excessive competition due to external participant segments	62.6%	34.3%	3.1%

Value of Chi Squares:  $\chi^2$  - 23.36

<b>4.</b>	<b>Factors influencing skills</b>	Controllable	Uncontrollable
(a)	Informality in the production and consumption patterns	62.0%	38.0%
(b)	Disproportionate involvement due to imbalances in contribution.	78.9%	21.1%

Value of Chi Squares:  $\chi^2$  - 1.095

<b>5.</b>	<b>Presence and absence of social indicators</b>	Weak	Moderate	Strong
(a)	Absence of appropriate localized governance with feasible regulatory measures.	44.9%	26.6%	28.6%
(b)	Highly fragmented societal influences enabled micro-system differentiations	43.4%	37.4%	19.1%

Value of Chi Squares:  $\chi^2$  - 4.88

<b>6.</b>	<b>Skill-based application constraints</b>	Low	Moderate	High
(a)	Definiteness in priorities on the selection option of skills.	68.3%	14.0%	17.7%
(b)	Access difficulties due to rigid system (traditional) allocations and connectivities.	41.7%	34.3%	24.0%

Value of Chi Squares:  $\chi^2$  - 2.78

7.	Network and distribution of skills	Systematic	Scattered	Ineffective
(a)	Need of appropriate information and communication persist for ideal exposure	52.6%	32.6%	14.9%
(b)	Stereotyped skill concepts enabled low growth opportunities	64.9%	14.9%	20.3%

Value of Chi Squares:  $\chi^2 - 11.49$

8.	Level of deficiencies in planning skills	Frequent	Occasional	Inexistent
(a)	Individual rather than group approach promoted inconsistencies.	61.7%	2.9%	35.4%
(b)	Lack of futuristic concept among ethnic segments pledge least credit.	31.4%	44.0%	24.6%

Value of Chi Squares:  $\chi^2 - 9.41$

9.	Micro and macro skills	Effective	Ineffective
(a)	Approach variation is minimum over the category of skill-base	49.7%	50.3%
(b)	The concept of ethnicity remains robust influencing the skill performance	64.9%	35.1%

Value of Chi Squares:  $\chi^2 - 7.04$

10.	Alternative/associated extension systems with adequacy norms	Least Contribution	Moderate Contribution	High Contribution
(a)	The system gaps are the consequence due to lack of alignment in extended service forms.	44.0%	43.7%	12.3%
(b)	System extensions deemed to be potential to offer multiple option services.	42.9%	31.4%	25.7%

Value of Chi Squares:  $\chi^2 - 3.148$

11.	Usage competencies of skill practitioners	Formal Vs. Informal Status
(a)	Status: Professionalism	62.0% & 38.0%
(b)	Reflective approach: Self-sufficiency	12.2% & 87.1%
(c)	Effective parameters: Self-promotion	63.4% & 36.6%
(d)	Anticipated context: Competency to cope up	50.0% & 50.0%

12.	Skills vs. social support programs (Ethnic focus of prospects)	Low	Moderate	High
(a)	Culture preference	50.0%	31.4%	18.6
(b)	Religion dominance in life decisions	39.1%	34.0%	26.9
(c)	Matriliney and femininity	45.1%	29.1%	25.7
(d)	External dependency	76.3%	4.3%	19.4

13.	Skills spectrum under organized and unorganized forms	Neglected	Promoted
(a)	Outdated (traditional) skill adaptations lost their practical influence.	77.4%	22.6%
(b)	The time honored skills need to be duly identified and recognized.	53.7%	46.3%

Value of Chi Squares:  $\chi^2 - 2.72$

<b>14.</b>	<b>Positioning skills under impeded growth in priority sectors</b>	Low Valued	Moderate Valued	High Valued
(a)	Skill layering irrespective of its levels aimed at means-ends approaches.	45.4%	34.9%	19.7%
(b)	The paucity of skills is felt especially at leadership approaches.	49.4%	32.0%	18.6%

Value of Chi Squares:  $\chi^2$  - 4.96

<b>15.</b>	<b>Skills role as growth drive</b>	Encouraged
(a)	Much of the skill adaptation remains within at-convenience modes.	46.9%
(b)	Contribution of skills remained meager due to the constrained environments.	64.0%

Value of Chi Squares:  $\chi^2$  - .207

<b>16.</b>	<b>Requisite need of improving the skill status</b>	<b>Low</b>	<b>Moderate</b>	<b>High</b>
(a)	1. Emphasis over the prototyped skills a must.	52.3%	26.3%	21.4%
(b)	2. Skill system extensions are a proven alternative in the treatment of status.	44.3%	34.9%	20.9%

Value of Chi Squares:  $\chi^2$  - 8.77

<b>17.</b>	Skill potentially achieving a (a) radical change, slow transitions and (c) stagnation	<b>Desirable</b>
(a)	Asset-based access variation	51.0%
(b)	Decision flexibility and multi-tasking	58.0%
(c)	Robust but limited view	56.0%
(d)	Self-confidence	79.0%

<b>18.</b>	Reflection of skill preferences in social flexibilities ( include micro perspectives)	Minimum	Moderate	Vital
(a)	Scope of value added opportunities	54.1%	24.5%	21.4%
(b)	Preference for external support	24.5%	41.9%	33.6%
(c)	Dependency towards occupational branding	49.0%	21.7%	29.3%
(d)	Vulnerability	11.4%	65.2%	23.4%

<b>19.</b>	Skills as macro-economic performance indicators (leveraging performance patterns)	Low Contribution	Moderate Contribution	High Contribution
(a)	Compromised view point	42.7%	30.2%	27.1%
(b)	Context-based Accommodation	4.30%	62.1%	33.6%
(c)	Occupational Intent	26.5%	44.7%	28.8%
(d)	Reconciliation	69.8%	6.8%	23.4%
<b>20.</b>	Stereotyped enforcements of skills need to be considered outdated	Response		74.3



ANNEXTURE-V: Outcome Observant: Serve and Sub-serve Criteria of Skills

S.No.	Code	Attributes (High Response in %)
1.	CS.1	Major influencer : Internalities Minor influencers: Social Supportives; Externalities; Mutualities; Isolates ; Informality
2.	CS.2	Major influencer : Socio Supportives Minor influencers: Internalities; Externalities; Mutualities; Isolates ; Informality
3.	CS.3	Major influencer : Externalities Minor influencers: Internalities; Social Supportives; Mutualities; Isolates ; Informality
4.	CS.4	Major influencer : Mutualities Minor influencers: Internalities; Social Supportives; Externalities; Isolates ; Informality
5.	CS.5	Major influencer : Isolates Minor influencers: Internalities; Social Supportives; Externalities; Mutualities; Informality
6.	CS.6	Major influencer : Informality Minor influencers: Internalities; Social Supportives; Externalities; Mutualities; Isolates ;

\* Internalities: Localized Influencing factors; Social Supportives: Traditional cult; Externalities: External influencing conditions; Mutualities: Reciprocal transactions with due negotiations; Isolates: Independent reasons. Informality: Application of Non-formal Approaches (Attributes applicable at Individual, Community and Societal levels)

2.3.1.1 Phase I: Skill-based Decision Consequence: Individual,

The following statements enable to review over the Individual, Clan/Community and Societal decision framework in association to skills in different forms.

: Outcome Observant: Serve and Sub-serve Criteria of Skills

S.No.	Code	Attributes (High Response in %)
<b>Self-direction of Skills (At Individual Level)</b>		
1.	CS.1	<ul style="list-style-type: none"> <li>▪ Context appropriation in segregated skills</li> <li>▪ Intensity of local complexities adopting stereo-typing of skills</li> </ul>
2.	CS.2	<ul style="list-style-type: none"> <li>▪ Usage of local capacity in income diversification</li> <li>▪ Micro participation and skill-based stretch</li> </ul>
3.	CS.3	<ul style="list-style-type: none"> <li>▪ High magnitude of resource dependencies</li> <li>▪ Skill preference discrepancies and counter urbanization</li> </ul>
4.	CS.4	<ul style="list-style-type: none"> <li>▪ Focus over skill radius</li> <li>▪ Drives based on external causes with internal effects</li> </ul>
5.	CS.5	<ul style="list-style-type: none"> <li>▪ Self-centricism and flexibilities in skill options</li> <li>▪ Spectrum of skills anticipating decision consequences</li> </ul>
6.	CS.6	<ul style="list-style-type: none"> <li>▪ Skill sub-serve and inclinations towards allied occupations</li> <li>▪ Life cycle stages and activated skill dynamism</li> </ul>

### 2.3.1.2 Phase II: Skill-based Decision Consequence: Clan level

S.No.	Code	Attributes	(High Response in % )
Coordinated Inclinations of Skills (at Clan level)			
1.	CS.1	<ul style="list-style-type: none"> <li>▪ Skill behavior based on conceptual and objective criteria</li> <li>▪ At convenience socio-cultural norms</li> <li>▪ Compromised inadequacies</li> </ul>	
2.	CS.2	<ul style="list-style-type: none"> <li>▪ Leveraging transformational attributes</li> <li>▪ Composite and comprehensive preferences</li> <li>▪ Adaptabilities and advocations</li> </ul>	
3.	CS.3	<ul style="list-style-type: none"> <li>▪ Extent of Limitedness in decision domain</li> <li>▪ Lifestyle profiles</li> <li>▪ Mobility and migration</li> <li>▪ Allied (non-skill) contributions</li> </ul>	
4.	CS.4	<ul style="list-style-type: none"> <li>▪ Selectivities in Skills</li> <li>▪ Positivities in relation to opportunities and facilities</li> <li>▪ Intrigue into skill compatibilities and preference discrepancies</li> </ul>	
5.	CS.5	<ul style="list-style-type: none"> <li>▪ Situational response: Adequacy in skills</li> <li>▪ Ethnic professionalism</li> <li>▪ Insights and commitment towards skills</li> </ul>	
6.	CS.6	<ul style="list-style-type: none"> <li>▪ Marginal perceptions</li> <li>▪ Access to the dependency-proven condition</li> <li>▪ Impact of socio-cultural reconciliations</li> </ul>	

### 2.3.1.3 Phase III: Skill-based Decision Consequence : Societal

S.No.	Code	Attributes	(High Response in %)
Level of social growth by means of skills (at Societal Level)			
1.	CS.1	<ul style="list-style-type: none"> <li>▪ Level of Interactivities and Connectivities</li> </ul>	
2.	CS.2	<ul style="list-style-type: none"> <li>▪ Level of Permissiveness, Compromises and Cope up</li> </ul>	
3.	CS.3	<ul style="list-style-type: none"> <li>▪ Level of Value Perception Discrimination</li> </ul>	
4.	CS.4	<ul style="list-style-type: none"> <li>▪ Level of Behavioral Rigidities</li> </ul>	
5.	CS.5	<ul style="list-style-type: none"> <li>▪ Level of Opportunities in Familiar and Non-familiar Conditions</li> </ul>	
6.	CS.6	<ul style="list-style-type: none"> <li>▪ Level of Disproportionate Perseverance towards Need-gratification</li> </ul>	

ANNEXTURE-VI: Traditional Democracy and Integrated Multiple Interventions: Vulnerability Index of Skills:

Effects of Vulnerability	Code	Indicators Depicting Skill-based Vulnerability	Consequences
<b>HI: Human Impact</b>	S1.1	Insist on Traditional Practices	<b>WI: Weaning Interest in Skills</b>
	S1.2	Refuge for Terrorism	
	S1.3	Primitive skills viz., Hunting	
	S1.4	Extended Family System	
	S1.5	Rat hole mining	
	S1.6	Wide spread corruption (Channel Systems)	
<b>SP: Skill-based Permissiveness</b>	S2.1	Deforestation	<b>LO: Limited Opportunities</b>
	S2.2	Conservative Tendencies	
	S2.3	Depletion of Skills	
	S2.4	Degradation of skills	
	S2.5	Farming System Approaches	
	S2.6	Intensified Resource Scarcity	
<b>CD: Cultural Dilution</b>	S3.1	Migrations (Inter and Intra Zonal)	<b>IC: Inadequate Contributions</b>
	S3.2	Cultural Erosion	
	S3.3	Loss of Traditional Knowledge	
	S3.4	Indigenous Framework	
	S3.5	Accultural Combinations	
	S3.6	Weak downward Accountability	
<b>VD: Value Determinants</b>	S4.1	Skill Capacity Gaps	<b>CS: Compelling Situations</b>
	S4.2	Imbalances in Skill Dependencies	
	S4.3	Knowledge and Skill variation	
	S4.4	Inadequacy in Skills	
	S4.5	Rigidity in Execution	
	S4.6	Marginalized Skill-practicing Systems	
<b>UC: Usage Competences</b>	S5.1	Displacement of Skills	<b>ER: Elements of Risk</b>
	S5.2	Adopted Skills	
	S5.3	Need-based Skill Variabilities	
	S5.4	Community Skills	
<b>SS: System Stabilities</b>	S6.1	Terrain Constraints	<b>LC: Loss of Commitment</b>
	S6.2	Environment Wet Lands	
	S6.3	Conservation skills	
	S6.4	Regional Impact	
	S6.5	Porous International Borders	
	S6.6	Traditional Governing Bodies	
	S6.7	Vertical Hierarchy	
<b>TG: Traditional Governance</b>	S7.1	Isolation	<b>CC: Change in Context</b>
	S7.2	Political Instability	
	S7.3	Territorial Rigidities	
	S7.4	Growing Population	
	S7.5	<b>Weak State Institutions</b>	

S.No	Combination of Determinants	Estimated Consequences
1.	HI+SP+VD	WI: Depletion of Skills
2.	SP+VD+SS	LO: Limited Opportunities
3.	SP+CD+UC	IC: Inadequate Contributions
4.	HI+VD+TG	CS: Compelling Situations
5.	SP+UC+TG	ER: Elements of Risk
6.	HI+SP+VD	LC: Loss of Commitment
7.	CD+UC+SS	CC: Change in Context

#### ANNEXTURE:VII Skill Performance Indicators

Objective	Skills Protection (SP)			
Policy Categories	Sustainability	Value Orientation	Resource Linkage	Indigenous Systems
Indicators	SP1. Input Allocation	SP3. New Skill Development	SP5. Indiscriminate plunder of natural resources	SP7. Responsive Democratic Institutions
	SP2. Low cost Modern Technologies	SP4. Niche (New Situation)	SP6. Infrastructural facilities	SP8. Overriding Conflict
Objective	Eco-social system Vitality (EV)			
Policy Categories	Infrastructural Effects	Commercial Incidence	Community Constructs	Community Empowerment
Indicators	EV1. Network Supporting Local Campaigning	EV3. Informed Decision – making	EV5. Market Focus	EV7. Accommodating Risk Intensities
	EV2. Optimum Adaptability	EV4. Facilitating Growth Potential	EV6. Accessible Legal Services	EV8. Effective Utilities
Objective	Skill Criteria Coverage (SC)			
Policy Categories	Capacity Building	Literacy Measures	Interpreting Skill Coordination	Securing Managerial Experience
Indicators	SC1. Native Structure Suitability	SC3. Local Coping Capacities (LCC)	SC5. Skills Management Practices	SC7. Standardized Voluntary Initiatives
	SC2. Social Accountability	SC4. Applied Value Projections	SC6. Dimensions of Skill Response	SC8. Key Operational Factors
Policy Categories	Livelihood Status			
Indicators	SC9. Navigating Social Transitions			
	SC10. Long Term Vision and Future Climate			

### ANNEXTURE:VIII: Skill Sustainabilities (SS)

The vulnerability indicators help understanding the category and status of skill-based vulnerability in different contexts:

Core Indices	Nature of Character	Functional Outcome
<b>CI1. Skills Structural Associations</b>	NC1. Community and Ethnicity	S11.1: Limited to Selective Events S11.2: Shallow Adaptations
	NC2. Open Access and Permissiveness	S12.1: Arrive Utility Extensions S12.2: Outcome Compatibilities
	NC3. Rigidity with Limited Knowledge	S13.1: Practical Non-exposure S13.2: Micro Benefits from Macro Systems
	NC4. Supportive Systems	S14.1: Difficulty in Percolation S14.2: Objective Centric
<b>CI2. Transitional Effects</b>	NC5. Potential Opportunity	S21.1: Participatory Trends S21.2: Improvement from Micro Extensions
	NC6. Contribution	S22.1: Team work S22.2: Community Image Representations (Reactions)
	NC7. Replacement Systems	S23.1: Knowledge to replace skill usage S23.2: Attitude towards Developmental Approaches
	NC8. External Intervention	R24.1: External and Coping Linkages R24.2: Strengthening Localized Capacities
	NC9. Perception limited to personalized benefits	S31.1: Informal Leaders S31.2: Lack of Accountability and Transparency

<b>CI3. Extent of Vulnerability</b>	NC10. Magnitudes of Skills	S32.1:Multiple Dependency S32.2:Larger group usage
	NC11.Skill Dependency and Competition	S33.1:Exchange Value Creation S33.2:Low status vs. high status Skill outlook
	NC12.Anticipating marginal returns	S34.1:Sensitive to influence social reactions S34.2:Slow change process
<b>CI4. Skill-based Opportunities</b>	NC13. Value Determinants	S41.1:Institutional support S41.2:Ethnic Pressures and conflicts
	NC14. Target Specific	S42.1:Benefit Segments S42.1:Vulnerable Sections
	NC15. Means of Involvement	S43.1:Social role expectation and positioning S43.2:Concept of Accepting Challenging assignments
	NC16. Assessment of Efforts	S44.1:Action-oriented tasks S44.2:Appraising alternative choices
<b>CI5. Administrative Outcome</b>	NC17. Diversification	S54.1:Leading Priorities S54.2:Ethnic Socio-Cultural Diversities
	NC18. Effectiveness	S52.1:Valued Commitments S52.1:Acceptable Norms and Rigidities
	NC19. Regulatory Norms	S53.1:Congruent Intention, Behavior and Outcome approach S53.2:Situational Leadership
	NC20. Radius of Extended Channels	S54.1:Perception-Performance Relationship S54.2:Competency and Conformity

#### ANNEXTURE-IX: Table Data

Table-2.5 East Khasi Hills Vs. Business Accommodation Trends

Indicators	Response in %								
	Code	ES-D	ES-E	PS-D	PS-E	SS-D	SS-E	IS	Total
BA1:Group Participatory Systems		52	57	59	57	73*	69*	70*	437
BA2: Emphasis on Community Activities		67*	66*	62*	56	69	41**	42**	403
BA3:Mutual reciprocities among rural-urban segments		44	51	46	35**	57	41**	45	319
BA4:Consideration towards Infrastructural Supportives		44	43	48	47	44	47	50	323
BA5: Traditional Enforcements		45	46	49	44	48	43	58	333
BA6: Situational Insecurities		54	52	58	52	58	53	59	386
BA7:Institutional Promotion		48	60	62*	51	64	57	57	399
BA8:Arrived satisfaction over communication channels		61	57	53	59*	50	45	52	377
BA9:Integrated System Support		40**	39**	38**	38	41**	51	49	296

Chi Square ( $\chi^2$ ) Test: 3.178: ES-D : Extractive Systems (Domestic); ES-E: Extractive Systems (Export) ; PS: ES-D : Extractive Systems (Domestic); ES-E: Extractive Systems (Export) ; SS-D: Service Systems (Domestic); SS-E: Service Systems (Export) and IS: Itinerary Systems. (\*) Indicate the High Response and (\*\*) Indicate Low Response

Table-2.6: West Khasi Hills Vs. Business Accommodation Trends

Indicators		Response in %						
Code	ES-D	ES-E	PS-D	PS-E	SS-D	SS-E	IS	Total
BA1:Group Participatory Systems	62*	48	49	47	52*	46	42**	346
BA2: Emphasis on Community Activities	47	43	47	55*	35**	41**	42**	310
BA3:Mutual reciprocities among rural-urban segments	40**	40	41**	49	42	44	53	309
BA4:Consideration towards Infrastructural Supportives	46	48	50	46	48	54	51	343
BA5: Traditional Enforcements	57	38**	48	50	52	57*	64*	366
BA6: Situational Insecurities	51	56*	49	44**	47	50	43	340
BA7:Institutional Promotion	53	44	47	46	49	41**	50	330
BA8:Arrived satisfaction over communication channels	53	55	51*	50	43	42	48	342
BA9:Integrated System Support	45	42	46	47	43	48	47	318

Chi Square ( $\chi^2$ ) Test: 3.178: ES-D : Extractive Systems (Domestic); ES-E: Extractive Systems (Export) ; PS: ES-D : Extractive Systems (Domestic); ES-E: Extractive Systems (Export) ; SS-D: Service Systems (Domestic); SS-E: Service Systems (Export) and IS: Itinerary System. (\*) Indicate the High Response and (\*\*) Indicate Low Response.

Table-2.7: Jaintia Hills District Vs. Business Accommodation Trends

Indicators		Response in %						
Code	ES-D	ES-E	PS-D	PS-E	SS-D	SS-E	IS	Total
BA1:Group Participatory Systems	49	55*	43	48	46	54	45	340
BA2: Emphasis on Community Activities	41	33**	37**	59	48	39*	49	306
BA3:Mutual reciprocities among rural-urban segments	57	59	55*	60*	61*	60*	51	403
BA4:Consideration towards Infrastructural Supportives	60*	53	48	52	50	50	47	360
BA5: Traditional Enforcements	51	48	52	41**	48	52	42	334
BA6: Situational Insecurities	47	48	49	41**	35**	45	41**	306
BA7:Institutional Promotion	38**	40	40	36	43	37	41**	275
BA8:Arrived satisfaction over communication channels	38**	42	49	43	51	51	52	326
BA9:Integrated System Support	47	45	50	46	50	53	54*	345

Chi Square ( $\chi^2$ ) Test: 3.178: ES-D : Extractive Systems (Domestic); ES-E: Extractive Systems (Export) ; PS: ES-D : Extractive Systems (Domestic); ES-E: Extractive Systems (Export) ; SS-D: Service Systems (Domestic); SS-E: Service Systems (Export) and IS: Itinerary Systems.

Table-2.8: Ri Bhoi District Vs. Business Accommodation Trends

Indicators		Response in %						
Code	ES-D	ES-E	PS-D	PS-E	SS-D	SS-E	IS	Total
BA1:Group Participatory Systems	51	40**	46**	49	47	53	48**	334
BA2: Emphasis on Community Activities	46	45	52	39**	48	57	59*	346
BA3:Mutual reciprocities among rural-urban segments	44**	53	51	58	57	60*	49	372
BA4:Consideration towards Infrastructural Supportives	45	45	50	49	44	50	50	333
BA5: Traditional Enforcements	61*	53	60*	55	60*	55	56	400
BA6: Situational Insecurities	53	55*	51	51	54	52	49	365
BA7:Institutional Promotion	48	44	52	43	48	48	50	333
BA8:Arrived satisfaction over communication channels	51	45	54	58*	46	47**	51	352
BA9:Integrated System Support	50	53	48	51	41**	47**	46	336

Fried Man Chi Square Test: 3.178: ES-D : Extractive Systems (Domestic); ES-E: Extractive Systems (Export) ; PS: ES-D : Extractive Systems (Domestic); ES-E: Extractive Systems (Export) ; SS-D: Service Systems (Domestic); SS-E: Service Systems (Export) and IS: Itinerary Systems

Table-2.9.: West Garo Hills District Vs. Business Accommodation Trends

Indicators		Response in %						
Code	ES-D	ES-E	PS-D	PS-E	SS-D	SS-E	IS	Total
BA1:Group Participatory Systems	39**	43*	52	55	49	48	49	335
BA2: Emphasis on Community Activities	50	50	56*	53	48**	39**	43	339
BA3:Mutual reciprocities among rural-urban segments	49	51	55	46	51	54*	41	347
BA4:Consideration towards Infrastructural Supportives	50	49	53	55	50	43	52	352
BA5: Traditional Enforcements	54	51	45**	48	51	51	50	350
BA6: Situational Insecurities	55	60**	56*	59*	50	53	51	384
BA7:Institutional Promotion	45	49	49	46	52	51	55*	347
BA8:Arrived satisfaction over communication channels	53*	58	53	53	53*	54	49	373
BA9:Integrated System Support	47	46	47	45**	42	45	34**	306

Fried Man Chi Square Test: 3.178: ES-D : Extractive Systems (Domestic); ES-E: Extractive Systems (Export) ; PS: ES-D : Extractive Systems (Domestic); ES-E: Extractive Systems (Export) ; SS-D: Service Systems (Domestic); SS-E: Service Systems (Export) and IS: Itinerary Systems. Interactive Market Communications



**Table-2.10: East Garo Hills Vs. Business Accommodation Trends**

Indicators Code	Response in %							Total
	ES-D	ES-E	PS-D	PS-E	SS-D	SS-E	IS	
BA1:Group Participatory Systems	47	46	50	49	50	47	51*	340
BA2: Emphasis on Community Activities	42	41**	38	38**	36**	45	48	288
BA3:Mutual reciprocities among rural-urban segments	45	48	50	48	49	46	48	334
BA4:Consideration towards Infrastructural Supportives	42	45	43	46	42	47	46	311
BA5: Traditional Enforcements	48	50*	55	49	51*	48	45	346
BA6: Situational Insecurities	40	47	44	53*	50	58*	46	338
BA7: Institutional Promotion	38**	45	36**	43	43	44**	46	295
BA8:Arrived satisfaction over communication channels	43	49	46	52	51	48	50	339
BA9:Integrated System Support	50*	50*	54*	52	42	45	45	338

Fried Man Chi Square Test: 3.178: ES-D : Extractive Systems (Domestic); ES-E: Extractive Systems (Export) ; PS: ES-D : Extractive Systems (Domestic); ES-E: Extractive Systems (Export) ; SS-D: Service Systems (Domestic); SS-E: Service Systems(Export) and IS: Itinerary Systems

Table-2.11: South Garo Hills District Vs. Business Accommodation Trends

Indicators		Response in %						
Code	ES-D	ES-E	PS-D	PS-E	SS-D	SS-E	IS	Total
BA1:Group Participatory Systems	52	49	57	45	52*	47	51*	356
BA2: Emphasis on Community Activities	42	41**	38	38**	36**	45	48	344
BA3:Mutual reciprocities among rural-urban segments	45	48	50*	48	49	46	48	346
BA4:Consideration towards Infrastructural Supportives	42	45	43	46	42	47	46	309
BA5: Traditional Enforcements	48	50*	55	49	51	48	45**	337
BA6: Situational Insecurities	40	47	44	53*	50	58*	46	286
BA7: Institutional Promotion	38**	45	36**	43	43	44	46	326
BA8:Arrived satisfaction over communication channels	43	49	46	52	51	48	50	363
BA9:Integrated System Support	53*	43	44	46	46	39**	46	317

Fried Man Chi Square Test: 3.178: ES-D : Extractive Systems (Domestic); ES-E: Extractive Systems (Export) ; PS: ES-D : Extractive Systems (Domestic); ES-E: Extractive Systems (Export) ; SS-D: Service Systems (Domestic); SS-E: Service Systems(Export) and IS: Itinerary Systems

Table-3.2: Activity Preferences & Orientations in East Khasi Hills Distict

S.No.	Particulars	Response in %					
1.	Products from	IS1	IS2	ID1	ID2	IE1	IE2
	Extraction Activities	40%	43%	50**%	40%	37%	43%
	Production Activities	47%	50%	50%	40%	57**%	53%
	Processed Activities	47**%	43%	40%	43%	30%	33%
	Services Activities	67**%	60%	57%	53%	33%	47%
	Facilities Activities	53**%	37%	43%	47%	47%	40%
	Outsource Activities	53%	57**%	43%	23%	53%	43%

1S1: Self-consumption (Direct); 1S2: Self-Consumption (Converted):1D1: Domestic Sale (Proximate); 1D2:Domestic Sale (Distant Sale); 1E1: Export (Inter-State); 1E2: Export (International)  
Respondent score represent from 1 – 5 where 1 for Total Disagreement and 5 for Total Agreement

Table-3.3: Activity Preferences &Orientations in West Khasi Hills District

S.No.	Particulars	Response in %					
2.	Products from	IS1	IS2	ID1	ID2	IE1	IE2
	Extraction Activities	43%	43%	50**%	33%	40%	43%
	Production Activities	63**%	47%	30%	50%	37%	50%
	Processed Activities	43%	43%	33%	40%	33%	47**%
	Services Activities	47%	47%	53**%	33%	47%	40%
	Facilities Activities	40%	60%	33%	47%	53**%	33%
	Outsource Activities	47%	50**%	37%	33%	50**%	50**%

1S1: Self-consumption (Direct); 1S2: Self-Consumption (Converted):1D1: Domestic Sale (Proximate); 1D2:Domestic Sale (Distant Sale); 1E1: Export (Inter-State); 1E2: Export (International)  
Respondent score represent from 1 – 5 where 1 for Total Disagreement and 5 for Total Agreement

**Table-3.4: Activity Preferences & Orientations in Jaintia Hills District**

S.No.	Particulars	Response in %					
3.	Products from	IS1	IS2	ID1	ID2	IE1	IE2
	Extraction Activities	50%	47%	43%	43%	40%	50%
	Production Activities	47%	47%	53%	27%	50%	37%
	Processed Activities	40%	53%	37%	37%	47%	43%
	Services Activities	37%	47%	43%	47%	33%	50%
	Facilities Activities	63%	40%	43%	50%	57%	47%
	Outsource Activities	37%	57%	47%	47%	40%	47%

1S1: Self-consumption (Direct); 1S2: Self-Consumption (Converted):1D1: Domestic Sale (Proximate);

1D2:Domestic Sale (Distant Sale); 1E1: Export (Inter-State); 1E2: Export (International)

Respondent score represent from 1 – 5 where 1 for Total Disagreement and 5 for Total Agreement

**Table-3.5: Activity Preferences & Orientations in Ri Bhoi Hills District**

S.No.	Particulars	Response in %					
4.	Products from	IS1	IS2	ID1	ID2	IE1	IE2
	Extraction Activities	50%	50%	73%	40%	30%	57%
	Production Activities	40%	57%	67%	27%	47%	43%
	Processed Activities	50%	40%	33%	30%	33%	53%
	Services Activities	43%	73%	70%	50%	40%	57%
	Facilities Activities	47%	47%	37%	43%	47%	33%
	Outsource Activities	33%	50%	30%	23%	47%	47%

1S1: Self-consumption (Direct); 1S2: Self-Consumption (Converted):1D1: Domestic Sale (Proximate);

1D2:Domestic Sale (Distant Sale); 1E1: Export (Inter-State); 1E2: Export (International)

Respondent score represent from 1 – 5 where 1 for Total Disagreement and 5 for Total Agreement

**Table-3.6: Activity Preferences & Orientations in West Garo Hills District**

S.No.	Particulars	Response in %					
5.	Products from	IS1	IS2	ID1	ID2	IE1	IE2
	Extraction Activities	53%	53%	57%	40%	47%	47%
	Production Activities	43%	53%	60%	40%	43%	50%
	Processed Activities	53%	37%	40%	30%	60%	50%
	Services Activities	47%	73%	47%	33%	50%	37%
	Facilities Activities	37%	37%	56%	47%	37%	37%
	Outsource Activities	53%	37%	27%	47%	57%	37%

1S1: Self-consumption (Direct); 1S2: Self-Consumption (Converted):1D1: Domestic Sale (Proximate);

1D2:Domestic Sale (Distant Sale); 1E1: Export (Inter-State); 1E2: Export (International)

Respondent score represent from 1 – 5 where 1 for Total Disagreement and 5 for Total Agreement

**Table-3.7: Activity Preferences & Orientations in East Garo Hills District**

S.No.	Particulars	Response in %					
6.	Products from	IS1	IS2	ID1	ID2	IE1	IE2
	Extraction Activities	57%	50%	47%	37%	40%	53%
	Production Activities	63%	60%	73%	47%	50%	37%
	Processed Activities	50%	40%	27%	50%	43%	47%
	Services Activities	47%	47%	50%	37%	47%	43%
	Facilities Activities	50%	37%	47%	47%	33%	57%
	Outsource Activities	33%	57%	33%	40%	53%	47%

1S1: Self-consumption (Direct); 1S2: Self-Consumption (Converted):1D1: Domestic Sale (Proximate);

1D2:Domestic Sale (Distant Sale); 1E1: Export (Inter-State); 1E2: Export (International)

Respondent score represent from 1 – 5 where 1 for Total Disagreement and 5 for Total Agreement

**Table-3.8: Activity Preferences & Orientations in South Garo Hills District**

S.No.	Particulars	Response in %					
		IS1	IS2	ID1	ID2	IE1	IE2
7.	Products from						
	Extraction Activities	37%	40%	50%	50%	27%	43%
	Production Activities	40%	57%	40%	57%	57%	53%
	Processed Activities	57%	50%	60%	37%	37%	57%
	Services Activities	60%	43%	43%	43%	53%	40%
	Facilities Activities	47%	37%	43%	80%	33%	40%
	Outsource Activities	64%	33%	27%	50%	47%	57%

1S1: Self-consumption (Direct); 1S2: Self-Consumption (Converted):1D1: Domestic Sale (Proximate);

1D2: Domestic Sale (Distant Sale); 1E1: Export (Inter-State); 1E2: Export (International)

Respondent score represent from 1 – 5 where 1 for Total Disagreement and 5 for Total Agreement

**Table-5.1: MCS: Value as a Catalyst in Independent Systems**

Districts	Response in %							
	Code	ES-D	ES-E	PS-D	PS-E	SS-D	SS-E	IS
East Khasi Hills		50	40	69*	42	41**	39	46
West Khasi Hills		49	34**	50	33**	41**	45*	41
Jaintai Hills		52	34**	54	43	55	35	52
Ri Bhoi		54	63*	37**	37	49	34	54
West Garo		46**	50	41	47	56*	42	54
East Garo		62	45	32	40	54	42	35**
South Garo		68*	59	48	57*	56*	35**	56*

- ES-D : Extractive Systems (Domestic); ES-E: Extractive Systems (Export) ; PS: Production Systems (Domestic); Production systems (Export); SS: Service Systems(Domestic); SS: Service systems (Export) ; IS: Itinerary Systems

(\*) Indicate the High Response and (\*\*) Indicate Low Response

**Table-5.2.: MCS: Extent of Market Participation in Schematic Effect**

Districts	Response in %							
	Code	ES-D	ES-E	PS-D	PS-E	SS-D	SS-E	IS
East Khasi Hills		64	65	42	45	52	41	45*
West Khasi Hills		59	67	59*	60*	54*	41	37**
Jaintai Hills		69*	54	59*	53	45	39	42
Ri Bhoi		53**	70*	46	49	52	40	42
West Garo		53**	32**	48	49	44	46*	42
East Garo		57	51	37**	54	39**	42	44
South Garo		56	58	47	40**	42	38**	42

- ES-D : Extractive Systems (Domestic); ES-E: Extractive Systems (Export) ; PS: Production Systems (Domestic); Production systems (Export); SS: Service Systems(Domestic); SS: Service systems (Export) ; IS: Itinerary Systems

(\*) Indicate the High Response and (\*\*) Indicate Low Response

**Table-5.3: MCS: Level of Dependency in Formal Support Systems**

Districts		Response in %					
Code	ES-D	ES-E	PS-D	PS-E	SS-D	SS-E	IS
East Khasi Hills	55	60*	48	49	50	48	43
West Khasi Hills	57*	57	43	45	39**	51*	46*
Jaintai Hills	48	51	47	49	43	48	35
Ri Bhoi	48	62	48	45	44	42	41
West Garo	48	49	53*	51*	39**	50	30
East Garo	39**	46	38**	38**	44	38**	33**
South Garo	39**	47**	40	54	54*	40	34

- ES-D : Extractive Systems (Domestic); ES-E: Extractive Systems (Export) ; PS: Production Systems (Domestic); Production systems (Export); SS: Service Systems(Domestic); SS: Service systems (Export) ; IS: Itinerary Systems
- (\*) Indicate the High Response and (\*\*) Indicate Low Response

**Table-5.4: MCS: Channels of Communication Services**

Districts		Response in %					
Code	ES-D	ES-E	PS-D	PS-E	SS-D	SS-E	IS
East Khasi Hills	54	53	47*	50	53	42*	50
West Khasi Hills	67	39	37	55*	53	48	53*
Jaintai Hills	62	47*	37	49	43**	52	53*
Ri Bhoi	69*	33**	37	45	55	52	42
West Garo	52**	38	38	55*	45	45	51
East Garo	60	40	39	34**	55	55**	41
South Garo	61	41	33**	34**	60*	52	36**

- ES-D : Extractive Systems (Domestic); ES-E: Extractive Systems (Export) ; PS: Production Systems (Domestic); Production systems (Export); SS: Service Systems(Domestic); SS: Service systems (Export) ; IS: Itinerary Systems
- (\*) Indicate the High Response and (\*\*) Indicate Low Response

**Table-5.5.: MCS: Status of Market Promotion Activities**

Districts		Response in %					
Code	ES-D	ES-E	PS-D	PS-E	SS-D	SS-E	IS
East Khasi Hills	61	39**	30*	33	62*	57*	29**
West Khasi Hills	63	42	38	40	53	54	35
Jaintai Hills	48	39**	41**	36	55	44	38
Ri Bhoi	66*	38	35	38*	56	45	33
West Garo	40**	47	33	35	59	40	33
East Garo	45	61*	29	35	43**	42	34
South Garo	42	54	38	31**	62*	33**	39*

- ES-D : Extractive Systems (Domestic); ES-E: Extractive Systems (Export) ; PS: Production Systems (Domestic); Production systems (Export); SS: Service Systems(Domestic); SS: Service systems (Export) ; IS: Itinerary Systems
- (\*) Indicate the High Response and (\*\*) Indicate Low Response

Appendix: III Interactive Market Reflections

**Table-5.6.1: Market Channel Preferences (Individual/ Institutional)**

Districts		Response in %					
Code	ES-D	ES-E	PS-D	PS-E	SS-D	SS-E	IS
East Khasi Hills	67*	39**	67**	54	43	49	49
West Khasi Hills	65*	47	55	50	43	44	39**
Jaintai Hills	35**	45	68*	53	44	45	52
Ri Bhoi	51	50	61*	49	44	39**	50
West Garo	33**	47	64*	56	49	48	53
East Garo	55	47	61*	60	49	42**	47
South Garo	58	45	68*	62	45	41**	52

- ES-D : Extractive Systems (Domestic); ES-E: Extractive Systems (Export) ; PS: Production Systems (Domestic); Production systems (Export); SS: Service Systems(Domestic); SS: Service systems (Export) ; IS: Itinerary Systems  
(\* ) Indicate the High Response and (\*\*) Indicate Low Response

**Table-5.6.2: Felt need for Appropriate Channels**

Districts		Response in %					
Code	ES-D	ES-E	PS-D	PS-E	SS-D	SS-E	IS
East Khasi Hills	51	42**	62*	61	51	46	46
West Khasi Hills	49	49	43**	57*	52	47	49
Jaintai Hills	44	40**	46	59*	43	48	54
Ri Bhoi	36**	43	48	59*	49	48	48
West Garo	39**	44	51	62*	53	46	50
East Garo	38**	57	45	59*	53	49	52
South Garo	36**	58	53	60*	54	41	42

- ES-D : Extractive Systems (Domestic); ES-E: Extractive Systems (Export) ; PS: Production Systems (Domestic); Production systems (Export); SS: Service Systems(Domestic); SS: Service systems (Export) ; IS: Itinerary Systems  
(\* ) Indicate the High Response and (\*\*) Indicate Low Response

**Table-5.6.3: Reliability of Channels for Market Communications**

Districts		Response in %					
Code	ES-D	ES-E	PS-D	PS-E	SS-D	SS-E	IS
East Khasi Hills	36**	50	45	47	43	42	53*
West Khasi Hills	53*	50	43**	44	50	44	50
Jaintai Hills	63*	52	33**	51	50	42	55
Ri Bhoi	54*	41	41	45	33**	46	50
West Garo	54*	54*	51	46**	50	46**	49
East Garo	52	42**	61*	50	51	43	54
South Garo	47	41	46	47	51*	37**	51*

- ES-D : Extractive Systems (Domestic); ES-E: Extractive Systems (Export) ; PS: Production Systems (Domestic); Production systems (Export); SS: Service Systems(Domestic); SS: Service systems (Export) ; IS: Itinerary Systems  
(\* ) Indicate the High Response and (\*\*) Indicate Low Response

**Table-5.6.4: Impact of Information Intensity over Market Behaviour**

Districts		Response in %					
Code	ES-D	ES-E	PS-D	PS-E	SS-D	SS-E	IS
East Khasi Hills	49	47**	65*	51	53	58	54
West Khasi Hills	52	48	46**	50	50	52	53*
Jaintai Hills	51	59*	56	48	49	51	46**
Ri Bhoi	60*	60*	44**	48	47	52	54
West Garo	60*	53	54	50	52	45	38**
East Garo	57*	46**	47	56	50	47	46**
South Garo	52	52	38**	56*	56*	52	47

- ES-D : Extractive Systems (Domestic); ES-E: Extractive Systems (Export) ; PS: Production Systems (Domestic); Production systems (Export); SS: Service Systems(Domestic); SS: Service systems (Export) ; IS: Itinerary Systems
- (\*) Indicate the High Response and (\*\*) Indicate Low Response

**Table-5.6.5 : Rigidity in adopting communication transformation**

Districts		Response in %					
Code	ES-D	ES-E	PS-D	PS-E	SS-D	SS-E	IS
East Khasi Hills	37**	54	52	62*	55	57	59
West Khasi Hills	55	61	41**	67*	52	58	53
Jaintai Hills	52	39**	43	68*	61	51	42
Ri Bhoi	49	38**	43	62*	54	41	47
West Garo	43	43	45	66*	53	50	42**
East Garo	40	40	28**	62*	52	57	50
South Garo	60	43	38**	59	53	62*	49

- ES-D : Extractive Systems (Domestic); ES-E: Extractive Systems (Export) ; PS: Production Systems (Domestic); Production systems (Export); SS: Service Systems(Domestic); SS: Service systems (Export) ; IS: Itinerary Systems
- (\*) Indicate the High Response and (\*\*) Indicate Low Response

**Table-5.6.6 : Gaps between Internal and External Market Systems**

Districts		Response in %					
Code	ES-D	ES-E	PS-D	PS-E	SS-D	SS-E	IS
East Khasi Hills	58	40	39**	57	62*	52	48
West Khasi Hills	53	38**	44	63*	56	58	45
Jaintai Hills	56	47	46**	58*	56	56	46**
Ri Bhoi	54	42**	47	53	61*	51	42**
West Garo	49	50	38**	60*	54	55	42
East Garo	42	50	52	58*	58*	53	35**
South Garo	57	59*	37**	54	48	50	39

- ES-D : Extractive Systems (Domestic); ES-E: Extractive Systems (Export) ; PS: Production Systems (Domestic); Production systems (Export); SS: Service Systems(Domestic); SS: Service systems (Export) ; IS: Itinerary Systems
- (\*) Indicate the High Response and (\*\*) Indicate Low Response

**Table:5.6.7: Level of Risk due to Absence of Communication Systems**

Districts		Response in %					
Code	ES-D	ES-E	PS-D	PS-E	SS-D	SS-E	IS
East Khasi Hills	41**	53	43	58*	53	44	41
West Khasi Hills	39**	57	54	62*	49	55	40
Jaintai Hills	49	61	52	64*	52	45**	51
Ri Bhoi	37**	52	49	60*	48	46	47
West Garo	37**	57	56	62*	48	46	49
East Garo	43	47	57	59*	41**	47	46
South Garo	31**	39	53	56	40	58*	43

- ES-D : Extractive Systems (Domestic); ES-E: Extractive Systems (Export) ; PS: Production Systems (Domestic); Production systems (Export); SS: Service Systems(Domestic); SS: Service systems (Export) ; IS: Itinerary Systems
- (\*) Indicate the High Response and (\*\*) Indicate Low Response

**Table-5.6.8 : Initiatives towards New Market Opportunities**

Districts		Response in %					
Code	ES-D	ES-E	PS-D	PS-E	SS-D	SS-E	IS
East Khasi Hills	64*	44	50	49	39**	50	42
West Khasi Hills	52*	40**	47	51	48	44	42
Jaintai Hills	62*	41**	50	55	46	47	47
Ri Bhoi	55*	51	42	55*	41*	47	48
West Garo	40**	55	52	53	48	56*	49
East Garo	40**	41	46	53	44	54	58*
South Garo	44**	58	52	57	49	56	65*

- ES-D : Extractive Systems (Domestic); ES-E: Extractive Systems (Export) ; PS: Production Systems (Domestic); Production systems (Export); SS: Service Systems(Domestic); SS: Service systems (Export) ; IS: Itinerary Systems
- (\*) Indicate the High Response and (\*\*) Indicate Low Response



**PICTORAL REPRESENTATIONS**



**Unabated Resource-base: A Multi-Dimensional Solution of Social Dependences**



**Self-Initiatives: A Wholesome Responsibility**



**Objective = of - Sustenance**



**Resource Negotiations: Constructive Vs. Destructive**



**Sufficiency: A Native Concept**



**Positional Change: Plateaued to Aspirational**



**Community Dependency on Single Source: Individual Dependency on Community Sources**



**Resourceless Vs. Resource-Potential -Options**



**Cornered Capacities and Cornered Opportunities**



**Ease in Access: Businesses with Insignificant Investment and Assured Benefits**



**In search of Alternative Routes of Sustenance**



**Direction Oriented: Be it religion or Profession**



**Highly Supplemented- Business Under Complacent Conditions**



**Effort Vs. Market Demand : Products with Multiple and Single use**



**Packaging : A Major Dimension to create Own Brands**



**Local Products face acute competition with non-local Products**



**Ethnic representations concentrating on ethnic needs: A limited market outlook**



**Both material and human resource base - under pressure of competition**



**Education could hardly prepare the youth to explore local opportunities**



**Ethnicity ignored Equitable distribution ideal for balanced living standards**



**Living Styles at the mercy of (local) focal group leaders**



**Land Asset: The Privilege of Affluents**



**Monopoly in Facilities offering Least /No Choice**



**Market Dependency – for- Survival: High Flexibility**



**Highly Neglected Conditions: Creating Advantage to External Agencies**



**Absence of Work Climate: Forcing Limited Work Participation**



**Producers' Awareness A Must: Overcoming Internal Exploitations**



**Disadvantaged Situations for Mass: Advantage for Some**



**Micro-engagements needed Extensive Supportive Systems**



**Lack of Capacity to understand the Value-in-usage**



**Ambitious Situations doesn't offer fruitful results due to Alternative Priorities**



**Grieved Situations : No place to Complain**



**Self-Sustenance is limited to One's own Scope of "Accessible Opportunities"**



**Produce Ready-for -Sale: Loss of Market Opportunity leading to Sale under Stress**



**School Ground and Building are used to dry and store the Broom Stick**



**Seasonal Produce: A cushion towards Sustenance**





**Promotional Efforts of one channel does not get reflected in another**



**Authority Checks the Entry or Exit of Developmental Decisions**



**Performing Area Convenience is stuck in Reservations**



**Value Diversities on the Criteria of Territories and Clans**



**Relative Work Variations in Family and Community Preferences**



**Self-sustenance has least adopted the Modernities**



**Schematic Impact (Indira Avas Yojana gained a Hut) An Ornamental Contribution**



**Nothing is more lucrative than selling the Natural Resources: Shortsighted View**



**A Vertical Dis-integration: Clan Supremacy Vs. Clan Subordination**



**Deviated Land Usage: Misplaced Priorities and Misplaced Consequences**



**Created Employment Under NREGS: Calculated Benefit for Non-Planned Growth**



**A Single Crop Option: Situational Compromise due to Substantial Inadequacies**



**Commercialization in Plantations: Quick turns, reduced time spans and ensured returns**



**Natural Resource: An end-to-end supplement to need fulfilment**



**Environmental Pollution: Leveraging Life and Death**



**Indiscriminate Exploitation of Natural Resources: Dominant Situational Adaptation Skills**



**Self-Sustenance: Low Means and High Ends Strategy**



**Money Back Up: An all Context Solution for all Native Impossibilities**



**Enforced Policies: Compensations for Loopholes**



**Ensured Employment with Least Skill Intervention**



**Mega Business: Contributing to Co-System Disadvantage**



**Order of the Day: Transaction –based Certainties and Ethnicity –based Uncertainties**



**Easy Access of Source Channel: Compensating Ease in Entertainment**



**Micro Developmental Approaches aiming Facility Extensions**



**Right Approach: A Trial and Error**



**Insist on Fragmented Growth rather than Coordinated Growth:**



**A Futuristic Plan: No One Responsible**



**Revival of Capacity Norms: Resource Exploitation – A Neo Developmental Approach**



**Water Shed Programs through Convergences: Symbol of Token Growth**



**Least Domestic Markets and Most Distanced Export markets**



**Beetle nut Processing Area, Second hand garments and Stone Chirping: Options of Entrepreneurship: Access Vs. Affordability**



**Institutional Supportives: Far from Realities**



**Diligence in Allocated Assignments: A Contribution to Family Needs**