

Towards Building Capabilities, Enhancing Freedoms and Accelerating Development: Meghalaya Vision 2030

I. A Summary and a Starting Point

a. Introduction:

Meghalaya is a beautiful State located to the north of Bangladesh and surrounded by the state of Assam on all other sides. Literally, “Meghalaya” means ‘the abode of clouds’ and the name itself gives a mystic sense. It is a small state carved out of the composite State of Assam in 1972, has a geographical area of 22,429 sq. km and is inhabited by 2.3 million people in 2001. The state, like the rest of the Northeastern region has a predominantly tribal population which constitutes about 86 per cent of the total population. Rich in mineral deposits such as coal, limestone and uranium and with large potential for generating hydro power, the prospects of the state becoming an industrial engine for growth in the region are well within the realm of possibility. The state has a predominantly hilly terrain, and its area includes the three main hill regions of Garo Hills, Jaintia Hills and Khasi Hills. With a forest cover of over 70 per cent of its land area and endowed with bountiful rainfall, the state has an abundance of flora and fauna.

Like other states in the Northeastern region, the State faces severe constraints in accelerating growth and improving living conditions for the people at a rapid rate for a variety of reasons. The acidic nature of the soil unbalanced in its nutrients has resulted in low agricultural productivity, and shifting cultivation in the hills has endangered the sustainable ecological system. The centralised system of governance and planning has not helped in creating an enabling environment for development and spread the fruits of development to the common people. Like other states in the region, its landlocked nature and remoteness from the rest of the country have limited the mobility of people, constrained the development of markets for goods produced in the State, increased transportation costs to render economic activities non-competitive and restricted trade with the outside world. Poor connectivity and transport infrastructure, combined with the perception that the state is afflicted by insurgency have resulted in low levels of private investment in economic activities, which in turn has led to an overwhelming dependence of the people on the state government for employment and income-earning opportunities. Indeed, Meghalaya is a State which like Sikkim is not affected by insurgency much and yet, the perception of insurgency has inhibited private investments in the State. Above all, the low level of institutional capacity and lack of focus on building technical capacity needed for exploiting the developmental potential of the state have posed additional constraints in ensuring the productive employability of the vast pool of human resources in the state.

The above constraints have posed serious problems in harnessing the resources of the State for the benefit of the people. Thus, despite bountiful resources and a vast

developmental potential, the standard of living of the people remains low. At the time of Independence, the per capita income of the Northeastern region as a whole was significantly higher than the national average¹. However, after Independence, with the entire region becoming completely land-locked and connectivity to the rest of the country restricted to the narrow 27-km Siliguri corridor, the state – and the entire region - was isolated from its traditional markets. Consequently, the per capita income of the region grew at a much lower rate than the average growth rate for the country. This is true of Meghalaya state as well. Although the growth performance of Meghalaya was slightly better than the average performance of the Northeastern region, it was much below the country's average.

In fact, although relative stagnancy in Meghalaya like other North Eastern States became pronounced after Independence, its per capita income at the time of Independence was higher than the national average by 15 per cent. But, soon it began lagging and by 2000-01 its per capita income was lower than the country average by 8 per cent and has broadly remained at that level. In 2008-09, Meghalaya's per capita income was about 90 per cent of the national average. Although this is better than other Northeastern states except for Sikkim and Tripura, Meghalaya has considerable catching up to do with the rest of the country. The poor development of the state has further fuelled dissatisfaction among the people.

The issue of poor development of the region as a whole has been a matter of considerable concern to policy makers. There have been several committees and study groups appointed by the Union as well as individual state governments to analyse various aspects of development, identify the causal factors impeding development and recommend the strategies required to overcome the constraints. Various committees as well as individual researchers have made recommendations to open up the markets, improve connectivity and infrastructure in the region, create economic opportunities with the neighbouring countries, improve governance and build capacity of people and institutions in the region to create a congenial investment climate and achieve political and economic empowerment of the people. Mention must be made of the Shukla Committee (India, 1998) which has quantified the investment requirements for attracting investment into the region essential for accelerating economic growth and banish poverty. The State development reports for each of the States in the region prepared by various scholars and institutions at the initiative of the Planning Commission in collaboration with individual state governments have identified opportunities and the constraints, quantified investment requirements and recommended policy measures to take them on the road to prosperity. The most comprehensive analysis of the economic opportunities and constraints of the region as well as individual states is in the Vision 2020 document for the Northeastern region prepared by the National Institute of Public Finance and Policy and was adopted for implementation by the Northeastern Council on 13th May 2008. Thus, it is not for lack of knowledge and understanding of the problem that the region continues to stagnate. What is now needed is the implementation of the recommendations made by various committees, study groups, development reports and scholars. These recommendations are applicable to accelerate development in

¹ This issue is discussed in detail in the Vision 2020 document of the Northeastern Region. See, India (2008).

Meghalaya as well. (i) The most important challenge is to establish the institutional environment of governance. Empowerment of the people is possible only when participatory governance and development is introduced. As mentioned earlier, inclusive governance is a precondition for inclusive development. This is necessary for ensuring incentives for savings and investment which is a precondition for the growth of the economy. Institutions of governance ensure incentives and when they do not exist or do not function in a manner congenial for the growth of the markets, economies can not grow and even if they do, the growth will not be encompassing.² While it is true that the issue of insurgency in the region and particularly in the state is exaggerated and large parts of the state are free from this, the fact remains that sections of population has been alienated and they need to be brought into the mainstream. It is important to undertake measures to change the perception that the State is affected by insurgency in order to ensure the flow of private investment. Achieving peace and prosperity and ensuring inclusive development requires empowerment of the people and building capacity in them. In a situation where the market is nascent, it is also necessary to create and build capacity in the market based institutions and create conditions for the people to participate in the market without being exploited.

b. Vision 2030: Sustainable Development for Peace and Prosperity.

People in the State have a vision – a vision of achieving happiness through peace and prosperity in a sustainable manner without harming the land and nature. They would like to see their state emerge as a strong, secure, peaceful, prosperous and confident State. They would like to see their State embrace the markets gainfully and prepare themselves for the purpose to significantly increase trade within the region, with mainland India and with neighbouring countries and beyond. They would like to ensure prosperity and happiness, banish poverty, ill health and ignorance, and enjoy a high standard of living. They would like to move away from the dependency in every sense of the term and acquire confidence to move on the path of determining a development strategy on their own to harness the resources of the State for their own benefit. In the process, they would like to create abundant productive employment opportunities for the youth. At the same time, they would like to have opportunities to empower themselves, acquire education and skills needed to be gainfully employed in the emerging productive economic activities and contribute to their own wellbeing, as well as in building the nation. They would like to be empowered to enjoy their freedoms – freedom from poverty and hunger, freedom to meaningfully participate in the governance of the State, freedom to enjoy a peaceful, good quality of life, freedom from ignorance and ill health, and freedom to enhance capabilities and avocations. As persuasively argued by Amartya Sen (1999), capabilities earn freedoms.

² Olson (1993) in his insightful analysis argues that there are no incentives for savings, investment and the economy to grow when there are roving bandits. When a powerful roving bandit replaces anarchy with dictatorship, there is incentive for savings and investment, but the resulting growth is not “encompassing”. It is under real democracy where people are empowered to partake in decision making that conditions for encompassing growth exists.

Ensuring economic and political empowerment of the people is critical to achieving the freedoms listed above. In the past, the development experience of the region in general, and the state in particular, has been disappointing, and needs a course correction, to include strategies that will put the state on the path to peace and progress in a sustainable manner. The response to the questionnaire circulated to elicit the views of the people to ascertain their vision of development for the state overwhelmingly stresses the lack of economic opportunities for the people and youth in the state, mainly due to the lack of empowerment, and consequent alienation leading to a spread in insurgency. Inclusive development requires inclusive and participatory governance. Planning is not only a means to achieve sustained and inclusive development but also an end in itself, as it empowers people to have a voice in deciding their strategy. The responses also emphasise the need to create a climate for investment by putting in place efficient means of transport and connectivity and competitive infrastructure facilities (see Appendix I). They underline the need to improve economic relations, including trade relations with Bangladesh in the south, not only to provide an impetus for economic activities within the state, but also to improve connectivity and access to markets through land, sea and inland water routes. Access to ports in Bangladesh will improve market opportunities for the state and a land route through the southern neighbour will substantially reduce the state's physical distance from the rest of India.

c. Challenges and Strategy

The challenges of participatory development - where policies need significant reform and institutions need to be created and developed, while existing ones need to be overhauled - is formidable. The region in general and state in particular, suffers from deficits of various kinds and overcoming these deficits is key to placing the state on the path to progress and prosperity. First, there is a governance deficit and unless this is overcome it is not possible to create enabling conditions for inclusive development. Second, there is a trust deficit for the people. In part, the governance deficit comes from the trust deficit, and is an outcome of the functioning of successive governments in the State and the Centre's approach in dealing with the problems of the region. These have been recorded in detail in the Vision 2020 document for the North East and there is no need to repeat them here. Third, there is an infrastructure deficit and unless this is met, the prospects of transforming the economy into a prosperous state will remain a dream. The infrastructure deficit comes from poor transport infrastructure necessary for the swift movement of people and goods, lack of regular, quality power, infrastructure needed for agricultural storage, marketing and processing, and border infrastructure needed for trading with neighbouring countries.

Overcoming these deficits is a formidable challenge which cannot be met by the State government alone. A significant role will have to be played by the Central government in providing major infrastructure facilities, in ensuring a friendly diplomatic relationship with Bangladesh, and facilitating border trade and smoother connectivity to the rest of India. Of equal concern is the deficit in social infrastructure, overcoming

which will require the provision of quality education and skills so that people are employable in a modern economy, and access to quality health services to ensure health security for all. Another major deficit in the region in general and the state in particular, is the capacity deficit. In part, this arises from the deficit in the social infrastructure. A deficit in capacity pervades both human resources and institutions. The most glaring example of the institutional capacity deficit is in the government's capacity to implement various programmes, particularly those initiated by the Central government. Competent government is critical to ensure efficient functioning of markets. Overcoming these deficits holds the key to ensuring an adequate flow of investment into the state and transforming the investments into inclusive developmental outcomes. This requires strategic initiatives in several areas.

We have put forward a set of seven strategic initiatives to overcome these deficits and take the state onto the path of economic progress. These strategic initiatives are needed to accelerate growth, banish poverty, enhance human development and bring peace and prosperity to the people of the State in a sustained manner, without unsettling the traditional and cultural milieu in which they live. These seven initiatives are interdependent and reinforce one another. These are summarised in the following:

(i) Empowerment of the people through participatory planning and inclusive governance is the most important component of the strategy. An essential pre-requisite of inclusive development, it involves strengthening the traditional institutions of local governance and grassroots planning calibrated right from the village level. As the state is covered under Schedule VI of the Constitution, panchayat extension to scheduled areas (PESA) is applicable and participatory planning should be done according to the recommendations of the Ramachandran Committee (India, 2008). It is also important to ensure that the planning process be taken forward in harmony with the traditional institutions of participation in decision making.

(ii) The second component is the development of institutions and systems to promote markets in the state. Besides improving governance, this entails development of market-promoting institutions and infrastructure.

(iii) The development strategy should focus on sustainable development based on comparative advantage, so that the natural resources of the state are harnessed for the benefit of its population. This involves enhancing agricultural productivity by spreading irrigation and agricultural extension, promoting the cultivation of commercial crops, shifting tribal populations away from the practice of "jhuming" by encouraging them to undertake organic farming and providing alternative livelihood opportunities, developing traditional crafts and small industries, and manufacturing activity based on the resources of the region. The state's pool of educated manpower provides a base for the development of information technology-enabled services (ITES) as well.

(iv) Infrastructure development to promote markets and attract investment into the region is a critical component of the development strategy. Improving the state's connectivity both within the region and with the rest of the country is a key to its prosperity and growth. This requires significant investment in rail, roads and inland waterways. Equally important is the need to make regular, quality power available by harnessing the state's potential to generate power from its own hydal sources. Creation of a network of roads

within the State including rural roads opens up the markets for both labour and the products and helps the rural population to access services such as education and healthcare. Investment in cold storage facilities helps to minimise wastage of perishables and ensures more remunerative prices for farm products. Other important infrastructure required for market development include telecommunication network to strengthen connectivity. Agricultural and rural development requires, in addition to rural roads and connectivity, creation of a network of cold storage facilities. It is also seen that manufacturing activity thrives when there are agglomeration economies and urban agglomerations are the centres of economic dynamism. Sustainable urban development requires provision of amenities such as water supply, sanitation and waste disposal.

(v) Expanding trade and investment opportunities is another important component for the development of the State in a globalising world. This requires expansion of trade within the region, with neighbouring countries and beyond. A number of recommendations have been made by various committees and study groups which have been summarised in the Vision 2020 document for the Northeastern region. These are applicable to Meghalaya as well.

(vi) Developing the capacity of people and institutions is equally important for accelerating growth and ensuring employment security to the people. Institutional capacity must be augmented to improve governance in the State and to design and implement development plans from the level of the village through to the state level. Considerable capacity building is also needed to ensure responsive and market-friendly governance. People's empowerment comes from building their capacity. Education and skill development must be a cornerstone of development, as these enhance people's productivity and employability. Further a more rapid pace of industrialisation requires the state to have the necessary skilled manpower.

(vii) Inclusive development is possible only when vulnerable sections of the population have access to education, healthcare and employment opportunities. The youth of the State will have to be provided with access to education and skill development to empower them to acquire productive employment in the new economy. The development strategy should foster greater gender balance by ensuring a more equitable role for women in representative and elected bodies at all levels of government. Inclusive development also entails ensuring balanced development of the areas within the State. There are significant variations in the levels of development – both physical and human and the development strategy adopted should ensure balanced provision of basic physical and social infrastructure in the State.

Articulating the vision of development for the State requires a clear understanding of the developmental perspective. It is important to take stock of the prevailing developmental status and identify the opportunities and constraints. The road to progress is beset with formidable challenges and it is by no means easy to achieve the objective of securing peace, prosperity and happiness to the people of Meghalaya by 2030. There are several factors constraining development in the State, some common to the region and others specific to the state, and to overcome them requires a considerable change in attitudes and mindset at both the Central and State levels, from a security-orientation to an orientation towards development, financial resources and governance reform. For this change to take place, architecture, engineering and management aspects of the

development strategy will have to be worked out carefully and implemented. The next section analyses the current state of development in the State to understand the magnitude of the problem and challenges faced. Section III presents a detailed projection of the vision of development in the State both in terms of the acceleration in growth and other qualitative factors required to ensure peace, prosperity and inclusiveness. The strategy to achieve the goals listed above is elaborated in Section IV. Section V presents the overall perspective on the vision of development for Meghalaya.

Meghalaya is a state with bountiful Nature. It is known for its flora and fauna. It is an abode of bio-diversity with a thick forest cover constituting 42.3 per cent of the geographical area. The forest cover in the State extends to over 80 per cent of its geographical area. The state receives the highest rainfall in the country. It is an ecological paradise with varieties of flowering plant species, orchids (over 300), and medicinal plants. There are more than 450 species of birds and 110 species of mammals. At the same time, given the large deposits of minerals, there is a real threat of unregulated mining in the forest area. Furthermore, threat to the forest cover also comes from the practice of shifting cultivation. The development of the State should be done by preserving the fragile eco-system and maintaining the thick forest cover in the State. Ensuring sustainability should be a priority in any strategy in developing the State.

II. Meghalaya: The State and its people.

The state of Meghalaya was carved out from two districts in the composite of state of Assam - the United Khasi and Jaintia Hills District and the Garo Hills, initially as autonomous districts in April 1970 and latter converted into a full fledged State in January 1972. According to 2001 Census, the state had a population of 2.32 million which is estimated to have increased to 2.58 million in 2009-10. The State, with a geographical area of 22,429 Sq. Kms., has 7 Districts viz. (i) East Khasi Hills District (ii) West Khasi Hills (iii) Jaintia Hills (iv) Ri-Bhoi (v) West Garo Hills (vi) East Garo Hills and (vii) South Garo Hills. It is strategically located bounded by Bangladesh on the South and surrounded on the other sides by Assam. Meghalaya mostly comprises of hills and table lands.

The population of the state is predominantly tribal constituting as high as 86 per cent of the population in the State. The main tribes in the State are Khasis, Jaintias and Garos in the hills, but there are also tribes in the plains such as Koch, Rabhas and the Bodos. Almost 81 per cent of the people live in rural areas and are predominantly depend upon land and agriculture for their livelihood. The literacy rate in the state at 62.6 per cent in 2001 was lower than that of the average for the country at 64.8 per cent and substantially lower than the average for the North Eastern region (68.5 per cent). Even more important is the fact that the quality of education and skill development required to create the human resource to service the modern economy requires significant upgradation.

The state is endowed with abundant natural resources. Endowed with bountiful rainfall, the State has abundant water resources and makes it an abode of bio-diversity.

The potential for hydro-power generation is vast and only a fraction of that has been actually harnessed. The rich mineral resources in the state include coal, limestone, clay, Kaolin, uranium and silimanite. The deposits of coal and limestone in the State are estimated at 640 million tones and over 5000 million tonnes.

Despite the bountiful rainfall, agricultural productivity in the state is low. A large proportion of the state is hilly and the agricultural practice practiced in the hill areas of the states is primitive. Less than 25 per cent of the net sown area is irrigated. The practice of shifting cultivation in hill areas not only damages the forest cover, but has also not helped to enhance capital formation in agriculture and agricultural productivity. By and large, the soil is acidic, abundance in organic matter, but unbalanced in terms of nutrients – rich in nitrogen but poor in phosphorus. The state receives heavy rainfall and in the Mawsynram–Cherrapunjee–Pynursla belt in Khasi hills along the southern border, the rainfall varying between 1,000 mms to 15,000 mms annually is recorded. Naturally, the soil in the border areas tends to be sandy.

Agriculture practiced in Meghalaya is predominantly of subsistence nature though in recent years, many have taken up horticulture and to a lesser extent floriculture. Horticultural products from the State include turmeric, ginger, potatoes and pineapple. However, absence of cold storage and processing facilities is a major constraint in securing remunerative price for the products are impeding commercialisation of agriculture in the State. There has been a considerable progress in floriculture with Horticulture Mission of the central government playing a key role and with a private company from Bangalore, Zopar Exports, assisting the farmers with supplying flower pods from Holland, introducing the farmers to scientific methods of cultivation using fabricated greenhouses and drip irrigation, and purchasing the flowers from the farmers to export to Holland and other European countries. The farmers in the state also produce three varieties of silk (eri, muga and mulberry), almost 60 – 70 per cent of the cocoons produced transferred to Assam for conversion.

The land locked nature of the State and its remoteness from the mainland has been a major factor constraining realisation of the potential. Meghalaya is surrounded by Assam on all sides except in the south where it borders Bangladesh. Thus, it is cut off from the rest of the country and the only life line it has with mainland India is through Assam. Poor connectivity and remoteness to markets has been a major factor impeding the growth of the economy to realise its potential.

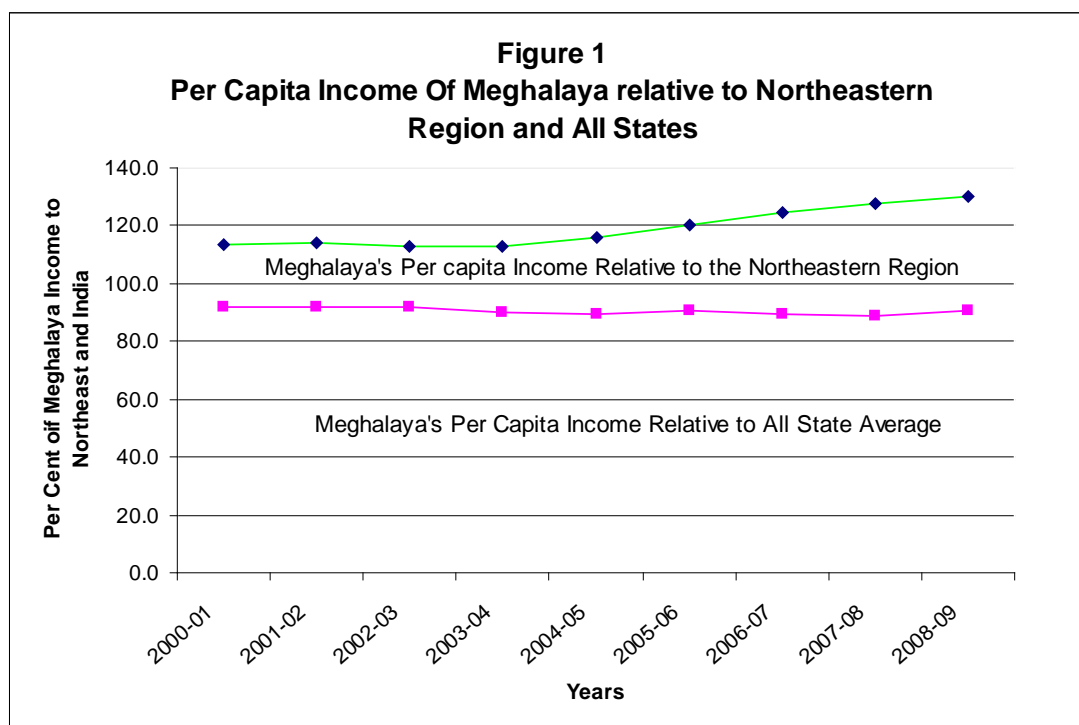
At the time of independence, the per capita income in the North East was much higher than the national average and like other parts of the region, Meghalaya too had better than average per capita income. Access to the outside world through Chittagong port and shorter land and inland waterways route to the mainland through the undivided Bengal ensured relatively better development for the region and State than the rest of the country. The question of the vast developmental potential of the region was never in doubt for, even the colonial rulers had their second earliest railway line laid between Dibrugarh and Chittagong as far back as late 19th century. Yet, after the partition of the country and separation of East Bengal to form a part of Pakistan and later Bangladesh, the entire region and with it Meghalaya was virtually cut off from the rest of the country and road connectivity to the mainland was confined to 27 km. Siliguri corridor.

Not surprisingly, per capita income of the State although grew at a rate faster than the average for the North Eastern region, was slower than the country average. Thus, the Meghalaya which had a per capita income 13 per cent higher than the average for the region in 2000-01 increased to 30 per cent above the regional average in 2008-09. At the same time, as compared to the Country average, it was lower by 8 per cent in 2000-01, but the difference increased to 11 per cent in 2007-08 (Table 1; Figure 1). In an environment where market infrastructure and institutions were nascent, it was too optimistic to expect the flow of trade and investment to the State and not surprisingly, the growth rate recorded in the state was lower than the country's average. The important issue is that Indian economy has accelerated its growth significantly during the current decade to record almost 8 per cent per year on average and it is not unrealistic to expect it to grow at 9 per cent during the 12th Plan and in subsequent plans. This implies that the difference between the State's per capita income and that of the country will continue to increase. In order to catch up with the expected growth in per capita income of the country at 9 per cent the State will have to undertake significant reforms in both policies and institutions to attract the large investment required and change the quality of growth to reach the vulnerable sections. Inability to catch up with the rest of the country despite abundant resources and bountiful nature is a matter of concern and the developmental efforts should be focussed on taking the Meghalaya economy to the frontier of development in the country. Unless this is realised, it will not be possible to realise the vision of development in the State.

The problem with the state's developmental profile is not the slow growth rate of incomes alone. Even more important is the high concentration of poverty. The estimated poverty ratio according to the Planning Commission in 2006-07 was 31.4 per cent. Unfortunately, these estimates relate to the state of Assam for which the consumer expenditure data are collected and not specifically to Meghalaya. The estimate made by the State on the basis of the BPL Census conducted by it on the advice of the Ministry of Rural development, Government of India in 2002 shows that almost 48.9 per cent of the population in the State is below the poverty line. Eradication of poverty of such a large scale shows that firstly, growth of the economy has been too slow to reduce poverty in any significant manner and the quality of growth is such that by itself, it has not reduced poverty appreciably and this calls for a re-look at the development strategy followed thus far. Therefore, even as the growth rate of the economy is accelerated, it is important to make it inclusive which requires participatory governance and planning.

	Meghalaya	North Eastern Region	All States	Per cent of Meghalaya NSDP to North East	Per Cent of Meghalaya NSDP to All State Average
2000-01	14910	13160	14910	113.30	91.91
2001-02	15518	13599	15518	114.11	91.77
2002-03	15882	14075	15882	112.84	91.90
2003-04	16658	14725	16658	113.13	89.96
2004-05	17595	15160	17595	116.06	89.55
2005-06	18870	15671	18870	120.42	90.43
2006-07	20185	16186	20185	124.70	89.39
2007-08	21597	16880	21597	127.94	88.89
2008-09	23069	17708	23069	130.27	90.49

Source: central Statistical Organization, Ministry of Statistics and Programme Implementation, Government of India.



The low development of the State is seen also in terms of poor human development indicators. As mentioned earlier, the literacy rate in the State according to the 2001 Census at just about 62.6 per cent is marginally lower than the country average at 64.8 per cent. What is of concern is that the literacy rate in Meghalaya is lower than the average not only from the North Eastern Region by almost six percentage points but

also from every state in the region except Arunachal Pradesh. The infant mortality rate in the State, however, is equal to the regional average at 45 per cent 1000 births in 2005-06.

Lack of inclusiveness in the growth scenario in Meghalaya becomes even clearer when we look at the inter-regional disparities in development. The inter-district distribution of per capita district development product (DDP) in 2007-08 shows variation from Rs. 12592 or 56.3 per cent of the State average in West Khasi Hills to Rs. 31202 or 139 per cent of the State average in East Khasi Hills. In other words, Per capita income level in the poorest district in the State, West Khasi Hills was only 40 per cent of that of the richest, East Khasi Hills. Wide regional disparities in the living standards points to the lack of inclusiveness in the developmental process in the state. This is also evident from the variations in the incidence of poverty among different districts in the State. The analysis of poverty ratio based on the BPL Census conducted in different districts shows that the poverty ratio in 2002 varied from 39.5 per cent Jaintia Hills district to 55.9 per cent in East Garo Hills. This reinforces the need to rework the development strategy to make it participatory and inclusive.

III. Towards Economic Freedom and Prosperity.

Ensuring inclusive development and prosperity for the people of Meghalaya would multipronged action to achieve inclusive development. As argued by Sen (1999), Development is freedom from poverty and hunger, freedom to meaningfully participate in the governance of the State, freedom to enjoy a peaceful life, freedom from ignorance and ill health, freedom to enjoy high quality of life and freedom to enhance capabilities to chose avocations. This requires multipronged interventions to enables greater participation of people in governance and planning, accelerate growth and make it inclusive, improve human development enhance capabilities of the people to earn their freedoms. As shown in the previous section, the per capita income of the State is lower than that of the country by about 10 per cent and as the Indian economy is poised to grow about 9 per cent per year, the State will have to grow at a much faster rate than in the past to catch up with the standard of living in the country.

In the Vision 2020 document for the North eastern Region, it was shown that if GDP at factor cost in constant (2006-07) prices in Indian economy grows at an average rate of 9 per cent per year, (and per capita GDP at 7.6 per cent), the Meghalaya State will have to grow at an annual rate of 10.96 per cent (9.72 per cent per capita) to catch up with the country's average per capita income. To accelerate growth to double digits and sustain it for a period of 14 years is a formidable task. Furthermore, since the Vision document was adopted by the North Eastern Council in May 2008, not much seems to have been done to reform policies and institutions and change the development strategy as recommended by the document. In the event, the Vision document has been relegated to yet another document of intentions rather than the blueprint for action plan to bring peace and prosperity to the region.

As far as Meghalaya is concerned, implementation of the vision document for the region will generate significant externality to the State as well, but the State need should

not wait for this, but should proceed to evolve action plans to create enabling environment for inclusive development without any further loss of time to ensure peace, stability and prosperity. At the same time, it is important to keep the targets at realistic and proceed with the action plan to achieve them.

As mentioned earlier, with the national economy poised to grow at an annual average rate of about 9 per cent, accelerating the economic growth in the State economy itself will be a daunting task. This would result in the growth of per capita income at 7.74 per cent annually, as over the period population is expected to decelerate and per capita income growth is expected to accelerate from 6.63 per cent in the 11th Plan to 7.76 per cent in the 15th Plan period (Table 2). Under this assumption, the per capita income of the country in 2029-30 is estimated at Rs. 215266 at 2009-10 prices. To achieve this level of per capita income, the GSDP in Meghalaya will have to grow annually at close to 10 per cent during the period 2007-08 to 2029-30 accelerating from 7.85 per cent during the 11th Plan to 10.25 per cent during the 15th Plan. Similarly, the growth of per capita GSDP should accelerate from 6.59 per cent per year during the 11th Plan to 9.52 per cent per year during the 15th Plan period, requiring an average annual growth rate of 8.8 per cent during the period (Table 3; Exhibit 1).

Table 2
Projected Trajectory of Growth of India (at 2009-10 prices)

		Assumed Average Annual Growth Rate (%)	Projected GDP (Crores)	Assumed Popn Growth	Derived Per Capita (end year)	Implied Per Capita GDP Growth (%)
11 th Plan	2007-08 to 2011-12	7.84	29,390,920	1.39	56,968	6.63
12 th Plan	2012-13 to 2016-17	9.00	44,678,592	1.24	82,082	7.58
13 th Plan	2017-18 to 2021-22	9.00	86,417,000	1.11	118,645	7.65
14 th Plan	2022-23 to 2026-27	9.00	105,770,475	1.00	172,017	7.71
15 th Plan	2026-27 to 2029-30	9.00	89,140,690	0.90	215,266	7.76
Average Annual Growth Rate (%)		8.79		1.27		7.74

Source: NIPFP Estimates from the data sources listed under Table 3.

Table 3
Projected Trajectory of Growth of Meghalaya (at 2009-10 prices)

Plan Period	Years	Required GSDP CAGR (%)	Projected GSDP (Crores)	Derived Per Capita GSDP (end year)	Implied Per Capita GSDP Growth (%)
11 th	2010-11 to 2011-12	7.85	54950	48039	6.59
12 th	2012-13 to 2016-17	9.45	83154	71265	8.21
13 th	2017-18 to 2021-22	10.25	134713	109955	9.06
14 th	2022-23 to 2026-27	10.25	219433	170100	9.12
15 th	2026-27 to 2029-30	10.25	193294	223453	9.52
Average Annual Growth Rate (%)		9.92			8.80

Source: NIPFP Computations.

Data Source: Population Estimates: Registrar General of India, GDP and GSDP Estimates: Central Statistical Organisation, Ministry of Statistics and Programme Implementation, Government of India.

Accelerating growth to this extent would require substantial augmentation of investments and enhancing efficiency in the resource use to higher productivity. We have estimated the investment requirements for achieving the required growth in GSDP in two alternative scenarios – one by assuming that the incremental capital output ratio (ICOR) at 4 and another assuming that the ICOR will show a gradual decline from 4 to 3.6 over the plan periods from 11th Plan to 15th Plan. There is no State specific ICOR available and we have assumed that the prevailing ICOR of the country will also be applicable to the State. Furthermore, the lower ICOR scenario is based on the assumption that over different plan periods, increase in productivity will result in the marginal decline in ICOR.

The estimates presented in Table 4 show that it is necessary to massively increase the investment required to equalise the per capita income in the State with that of the country in 2030. Under the first scenario where the ICOR is assumed to remain constant at 4, the volume of investment required as a ratio of GSDP will have to increase from 28 per cent during the 11th Plan to 37.2 per cent during the 15th Plan. Even under the alternative scenario of ICOR declining from 4 in the 11th Plan to 3.6 in 15th Plan, investment as a ratio of GSDP will have to increase to 33.7 per cent (Table 4). Thus, massive increase in the investment and improvement in productivity is necessary to accelerate Meghalaya's economic growth to equalise its per capita incomes with that of the country's average by 2030.

The volume of investment required estimated above can not come from Central and state governments alone and a large part of this will have to be made by the private sector. However, for the private sector investment to large investments in the State, it is necessary to create enabling environment. Among other factors, the quality of

infrastructure in the State is an important determinant of investment by the private sector. Given the poor state of infrastructure in the state, it is important that both Centre and State governments will have to significantly augment the investments. In particular, large scale upgradation is necessary in improving connectivity within the State, between the state and the region and between the state and the rest of the country and between the state and the neighbouring countries and beyond. Thus, significant increases in public investment is necessary in roads, rails, inland waterways as well as airways. It is important to develop the airport in Shillong to ensure direct transfer to the rest of the country without having to go to Guwahati. Substantial additional investments are required in creating infrastructure required for agricultural storage and marketing, upgradation of land borders, telecommunication networks and in ensuring regular and quality power supply.

Table 4

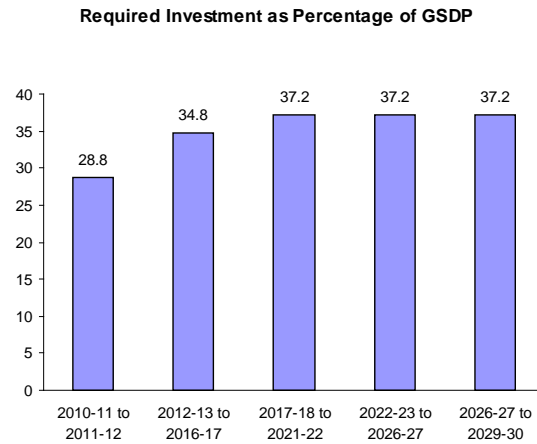
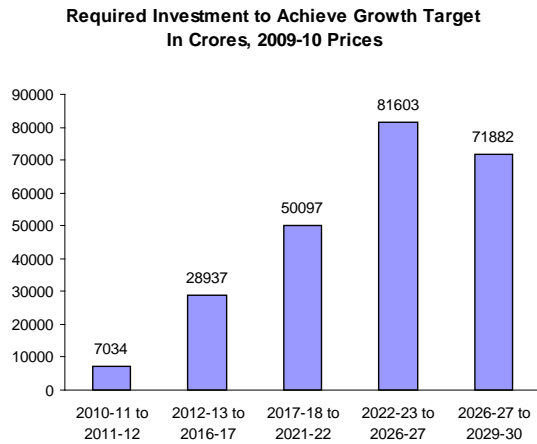
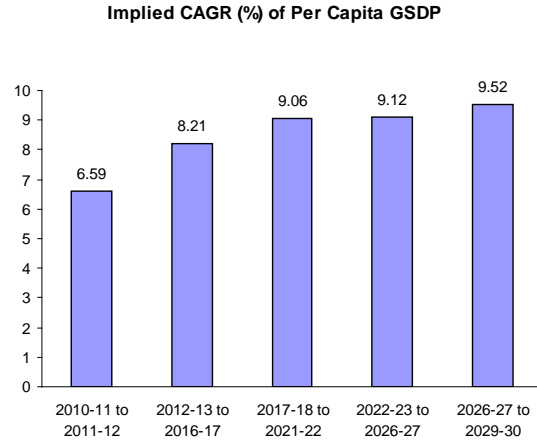
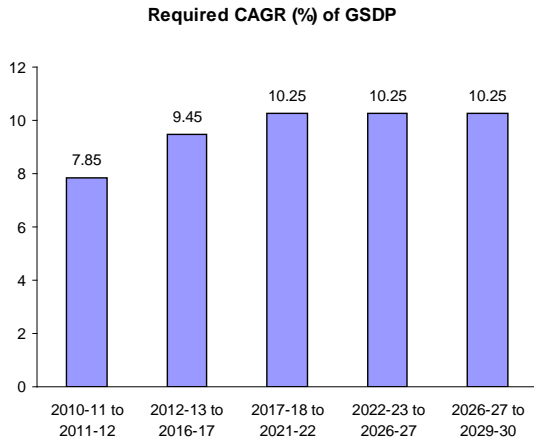
Projected Requirement of Investment (at 2009-10 prices)

Plan Period	Years	Investment Required in Rs. Crores		Investment Required as Per Cent of GSDP	
		Assumption I ICOR constant at 4.0	Assumption II ICOR declines from 4.0 to 3.6	ICOR I	ICOR II
11 th	2010-11 to 2011-12	7034	7014	28.8	28.7
12 th	2012-13 to 2016-17	28937	28287	34.8	34.0
13 th	2017-18 to 2021-22	50097	47673	37.2	35.4
14 th	2022-23 to 2026-27	81603	75507	37.2	34.4
15 th	2026-27 to 2029-30	71882	65048	37.2	33.7

Source: NIPFP Estimates

Exhibit 1

Projection of Investment Requirements to Achieve Economic Target by 2030



An important aspect of development in Meghalaya, as in other States in the North East is the lack of productive economic activities and extreme dependence on the government for employment and income generation. Development of the State can not be sustained by government being the only major economic activity and rather than providing public services and create opportunities for the employment and income generation, government can not act as an employment generating agency. Changing the structure of income generation to shift from the predominant public administration share to non-governmental sectors and more particularly, manufacturing and services other than public administration should be a priority.

Accelerating the growth rate of the economy is important, but more important is the need to ensure that the growth benefits the poor and disadvantaged groups disproportionately. Eradication of poverty requires that the growth must be made inclusive. As mentioned earlier, the poverty ratio estimated on the basis of the BPL census shows that almost 48.9 per cent of the people in Meghalaya on 2002 were poor. Empowering the poor by building capabilities in them is as important part of realising the vision as accelerating the growth of the state economy.

Equally important part of the vision is the empowerment of the people to govern themselves. Inclusive growth requires inclusive governance. Lack of participation in governance and planning has been a major shortcoming in the development strategy practiced thus far and this has resulted in distortions in development on the one hand and a sense of alienation by the people on the other. Ensuring that the poor and disadvantaged benefit more from the growth process calls for building the governance system right from the village level upwards and as the State is covered under the Sixth Schedule of the Constitutions it is important to activate governance system right from the village upwards by applying PESA. Similarly, building plans right from the village by activating the village development committees and coordinating the plans prepared from below by the District development committees.

Empowerment of the people by itself is a goal as it enables dignified living. This requires significant efforts at human development in the State. Human development indicators in Meghalaya are not very impressive; they are much below those not only in other states in the region but also that of the country. Human development automatically empowers people to live enlightened, dignified and civilised life. It empowers them to participate in governance in a meaningful way. It is a means to enhance their productivity and income earning capacity. For those with no capital or land ownership, it endows them the capital required to participate in the market in a productive manner. In short it expands their choices and therefore not only a means to achieve prosperity and happiness but an end in itself.

IV. Realising the Vision: The Strategy for Development.

We had, in the previous sections underlined the problems and constraints impeding development in the North Eastern region as well as Meghalaya State. We had pointed out various kinds of deficit plaguing the region which is inimical to progress and prosperity. In fact, the High Powered Committee appointed by the Prime Minister in 1997 had drawn attention to the various kinds of deficit in the region namely: (i) basic needs deficit; (ii) infrastructure deficit; (iii) resources deficit; and (iv) a two-way deficit of understanding. To this we have added (v) governance deficit and (vi) trust deficit. Realising the vision would require overcoming these deficits and that requires overhauling the development strategy.

Components of development strategy

Overcoming these deficits requires a paradigm shift in the strategy for development. This also would entail significant reforms in both policies and institutions and developing capacity in them to govern and implement inclusive development policies. In many cases, institutions required for the smooth functioning of the markets may simply not exist and it is necessary to identify them and create conditions for their creation and development. Similarly, a large section of population, poor and vulnerable, can not productively access both labour and product markets and ensuring their participation is essential for them to benefit from development. At the same time, their productive participation in the market requires them to impart capabilities to enjoy freedoms.

In the earlier section, seven interdependent components of development strategy were identified for implementation to realise the vision of development and to convert the dream into reality. They are discussed in some detail below:

(i) Empowerment of people for Inclusive Growth:

The local government institutions in the state is governed predominantly by Schedule VI of the Constitution and the governance and planning systems will have to be evolved within the Panchayat Extension to Scheduled Areas (PESA). In this scheme, not only that the public services will be provided according to the preferences of the people, but also it ensures harmonious development and can be an effective mechanism to end insurgency in the state. The entire scheme should be built on the edifice of the communication that exists in the region and should be harmonious with traditional system and practices. At the same time, capacity building of local government institutions to undertake grassroots planning should be a major component of the strategy.

Responsive governance is also critical to creating an enabling environment for economic activities. Speedy clearances, ensuring availability of land, water and power for manufacturing activity are critical to achieve fast industrialization in the State. The governments of the day must make the investors feel that they are wanted in the system and undertake measures to attract investments.

(ii) Promoting Market Friendly Policies and Institutions:

Opening up the rural areas to the market through a network of rural roads, setting up a chain of cold storage facilities to minimise wastage of perishable farm products and promoting marketing facilities to ensure that the farmers get remunerative prices are critical to agricultural transformation. The state has gained considerable experience in promoting the development and export of floriculture and it is important to expand the scale. In hill areas where shifting cultivation is practiced, it is important to wean them away from such a practice by providing extension and building capacity to undertake organic farming. Development of the markets for the non-farm products produced by the rural population helps to expand this avocation for supplementing the incomes and enhances the popularity of products of Meghalaya in the outside world. Impetus will have to be given to setting up of agro-processing facilities to bring about rural transformation.

(iii) Sustainable Development Based on Comparative Advantage.

In doing so, it is important not to disturb the fragile ecology. In particular, maintaining the forest cover by weaning the tribal population away from shifting cultivation through proper extension and providing better means of earning the livelihood opportunities is important. While tribals have a right to their natural habitat – the forests, they should be made to protect the forests.

As mentioned above, weaning the tribal population practicing the “jhum” cultivation will have to be weaned away to maintain the forest cover. Extensive effort is required to build capacity among the tribal population in hill areas to take up high value organic crops and this should be supplemented by providing marketing facilities.

Improving agricultural productivity is at the heart of enhancing income earning opportunities to the large proportion of population that relies on farming for its livelihood. Facilities to test soil to ensure balanced use of fertilizers, selection of crops for cultivation and adoption of scientific methods of cultivation require substantial efforts at not only providing easy access to soil testing but also availability of hybrid seeds, fertilizers and above all agricultural extension to ensure practicing scientific methods of cultivation. Improvement in agricultural productivity also requires significant expansion of irrigation, particularly in the plain areas of the state.

Sustainable development of the state calls for particular attention to maintain the forest cover. This requires a holistic approach to the livelihood systems of tribal population. It is important to ensure that the tribals have the right to use the forests for their livelihood and at the same time, they become a part of the system to prevent exploitation of the forests. As stated earlier, weaning them away from Jhumming should be a part of the strategy, but this has to be done through proper education and extension.

(iv) Infrastructure development for manufacturing and markets:

Ensuring state of the art infrastructure is the most important factor in creating enabling conditions for the markets to develop and to attract private investment. The vision 2020 document has argued that, in order to reach the level of per capita incomes

equivalent to the country's average in 2020, Meghalaya will have to accelerate the annual growth of real per capita income to 9.7 per cent during the period 2007-20. This is against the actual growth of 3.7 per cent during the period 1995-96 to 2004-05 and a mere 3 per cent during 2000-01 to 2004-05.³ Admittedly, at the prevailing productivity level, the quantum of investment required is very large, which can only be achieved with large scale private investment.

Building up efficient network of transportation for people as well as goods and ensuring regular and quality power supply are the two most important components of infrastructure that should be put in place without much loss of time. Strengthening the transportation network is critical to improving connectivity and minimising transportation time and cost. This requires that large investments will have to be made in building roads, railways, inland waterways and airways. This also requires diplomatic initiatives to open up land as well as inland water transportation routes through Bangladesh to the Kolkata which will considerably reduce the distance and time for transporting goods. Providing access to the Chittagong port (through Tripura) could remove the handicap arising from the land-lacked nature of the state is another important. Another important infrastructure is required for competitive manufacturing activity is regular and quality supply of power. The state has significant hydroelectric generation potential and harnessing this potential could ensure adequate supply of power. Indeed, proper harnessing of the potential would result in generating surplus power which can be sold to neighbouring Bangladesh which is also plagued by power shortages.

It would be unrealistic to expect the central and state government can make the required investments in infrastructure. The way forward is to have public-private partnerships wherever feasible. That would require developing the framework and a system of regulations. It would be unwise to expect that the framework that exists in the mainland can be applied to Meghalaya without any alteration. Given the unique features and inherent disadvantages of Meghalaya, the framework will have to be modified to ensure that investments in infrastructure with private participation do, in fact, take place to the required level.

(v) Expanding trade with the neighbours and beyond and creating enabling conditions for investment:

The governments will have to find resources for investing in activities where there is no high return on investments and private sector will be unwilling to make the investments. The typical case is investments in basic infrastructure. Even when opening up the investment opportunities for private sector through public – private partnerships, the government will have to take the lead not just in facilitation but even more in making the basic investments needed and in ensuring adequate viability gap funding.

Expansion of trade will have to be within the region and beyond. For the former, it is necessary to substantially improve the transport infrastructure within the region. Expansion and improvement of road, inland waterways, railways and airways should be a priority. In fact, Jaleswar-Dhubri and Dhubri-Fakirganj inland water routes connect Meghalaya with Assam through the shortest route and upgrading it can be a faster method

³ See, India (2008), Annexure Table 1.1

of moving goods. As regards construction of railways is concerned, the Guwahati – Shillong line has proceeded only from Azra to Byrnihat (30 Kms) and the construction of Byrnihat – Shillong sector is yet to be taken up. These should be expedited. Faster movement of goods within the region can provide impetus for growth for, the region had about 39 million people according to 2001 census which is virtually double the size of Australia. In addition, if the land and inland waterways routes are opened to West Bengal through Bangladesh, it can substantially reduce the transportation cost and expand trade with rest of India as well

Facilitating international trade would require opening up the trade routes with neighbouring countries and facilitating access to the ports in Bangladesh and activating the land route to Myanmar through Manipur or Mizoram. Opening up for trade with Bangladesh should be a priority and will be beneficial to both the countries. The latter can open up opportunities to the Southeast Asian countries if the Asian Highway is constructed and made operational. These require diplomatic initiatives and given that the fortunes of the Northeastern States including Meghalaya depend on the nature of relationship with the neighbours, they should have a say in conducting diplomacy with Bangladesh.

Opening up for inland trade with Bangladesh requires strengthening the border trade infrastructure. At present, most of the border check-posts allow trading in only a few commodities. It is important to enable these check-posts to trade in a wide range of commodities. In any case, given that the border between the two countries is porous, the commodities not allowed to be traded go through informal channels and therefore, facilitating the trade will reduce the transaction cost. Borsorah, Dawki and Chasupara are the three important border check-posts between Meghalaya and Bangladesh which need to be upgraded to enable the movement of wide range of goods across the two countries. Conducting inland trade with Bangladesh also requires substantial improvement in border infrastructure which involves, upgrading the roads, weigh bridges, loading and unloading facilities, parking and resting places, restaurants and refuelling stations.

(vi) Capacity Development of people and institutions:

Capacity development is the cornerstone of inclusive development. This is the most important means of empowering the people. This is particularly true of the poor and vulnerable sections who do not own land or do not have access to capital. Endowing them with human capital will empower them to gainfully participate in market activity. It is an equally important component of the strategy to realise the vision. Capacity development has to be done for both individuals and institutions. Empowerment of the people can not be done unless they acquire capabilities and human resource development is critical to acquiring capabilities. Gainful employment opportunities are created only when the people have access to quality education and healthcare. Focus must be given to providing good education in information technology (IT) and IT enabled services. Excessive dependence on the government for State employment has not helped either the people or the government. Skill development in important areas is necessary to prepare the manpower for industrial development.

Building capabilities of the institutions will have to start from the village development council level. Grassroots planning requires preparing the plans all the way from the village level and building up and coordinating these plans at block, district and finally at state levels for implementation. The Vision 2020 document has recommended that the Northeastern Council should undertake planning for the entire region and building capacity in the NEC has to be taken up by the Union government. Capacity building of various institutions in the state is necessary also to effectively implement various programmes including the various central programmes to ensure that the funds defrayed result in commensurate outputs and outcomes. Equally important is the need to build capacity in the government bureaucracy in various aspects of governance and to make them sensitive to the needs of the market.

(vii) Ensuring opportunities to vulnerable sections of population:

Meghalaya is a state with predominant tribal population constituting over 80 per cent and a significant proportion of them have subsistence living. It is important empower them to participate in the market in a productive manner to improve their standard of living. This involves a multi-pronged strategy. Enforcing their rights to use the forest products in a sustainable manner and providing them knowledge and guidance in this regard, providing them the knowledge to improve their agricultural practices, enabling them to undertake organic farming in hill areas to replace the shifting cultivation practice to ensure their sustainable development, providing marketing opportunities for their products are some of the measures needed to empower them within their natural surroundings.

It must be noted that a number of youth belonging to various tribes in the State would like to become a part of the new economy. Their empowerment lies in ensuring access to modern education and skill development. This will enable them to be a part of the labour market in the new economy, enhance their productivity, impart confidence in them to move in search of productive opportunities. At the same time, it is necessary to provide an enabling environment to the development of the new economy to create productive employment opportunities for the qualified youth of the state.

Annexure: Projection of Investment Requirement

India: GDP at factor cost (2004-05 prices, Crores): from CSO as on 12 Apr 2010

Year	GDP (current)	GDP (constant)	Real Growth Rate (%)	Link Factor to 2009-10 Prices	Population (Crores, CSO)	Population Growth (%)	Ratio of Decline in Growth Rate
2005-06	3402316	3249130			110.6		
2006-07	3941865	3564627	9.710199346		112.2	1.45	
2007-08	4540987	3893457	9.224808094		113.8	1.43	0.99
2008-09	5228650	4154973	6.716807197		115.4	1.41	0.99
2009-10	5791267	4453064	7.174318582	1.30	117.0	1.39	0.99
Average (2007-08 to 2009-10)			6.945318236				

India: Projection of Per Capita GDP at 2009-10 Prices

Base Year	2009-10	Population (Crores)	117
GDP (Crores)	5,791,267	Per Capita GDP	49498

Year	Assumed GDP Growth Rate (%)	Projected GDP (Crores)	Plan-period GDP	Assumed Population G.Rate	Derived Population	Per Capita GDP
<u>2006-07</u>		4635843			112.2	41318
<u>2007-08</u>		<u>5063491</u>			<u>113.8</u>	<u>44495</u>
2008-09		5403596			115.4	46825
2009-10		5791267			117.0	49498
2010-11	8.5	6283525		1.38	118.6	52976
<u>2011-12</u>	9.0	6849042	<u>29390920</u>	<u>1.36</u>	<u>120.2</u>	<u>56968</u>
2012-13	9.0	7465456		1.35	121.8	61269
2013-14	9.0	8137347		1.34	123.5	65903
2014-15	9.0	8869708		1.32	125.1	70897
2015-16	9.0	9667982		1.31	126.7	76280
<u>2016-17</u>	9.0	10538100	<u>44678592</u>	<u>1.30</u>	<u>128.4</u>	<u>82082</u>
2017-18	9.0	11486529		1.28	130.0	88336
2018-19	9.0	12520317		1.27	131.7	95079
2019-20	9.0	13647145		1.26	133.3	102349
2020-21	9.0	14875388		1.24	135.0	110189
<u>2021-22</u>	9.0	16214173	<u>86417000</u>	<u>1.23</u>	<u>136.7</u>	<u>118645</u>
2022-23	9.0	17673449		1.22	138.3	127764
2023-24	9.0	19264059		1.21	140.0	137601
2024-25	9.0	20997824		1.20	141.7	148214
2025-26	9.0	22887628		1.18	143.3	159663
<u>2026-27</u>	9.0	24947515	<u>105770475</u>	<u>1.17</u>	<u>145.0</u>	<u>172017</u>
2027-28	9.0	27192791		1.16	146.7	185349
2028-29	9.0	29640143		1.15	148.4	199737
<u>2029-30</u>	9.0	<u>32307755</u>	<u>89140690</u>	<u>1.14</u>	<u>150.1</u>	<u>215266</u>

Meghalaya: GSDP at factor cost at 1999-2000 prices (crores) from CSO as on 12 Apr 2010

Year	GSDP (Current)	GSDP (Constant)	Real GSDP Growth (%)	Link Factor to 2009- 10	Population (Crores)
2005-06	6445	5173			0.2458
2006-07	7330	5508	6.48		0.2488
2007-08	8472	5971	8.40		0.2518
2008-09	9611	6459	8.18		0.2548
2009-10	10922**	6924	7.20	1.58	0.2578 ++
CAGR (2005-06 to 2009-10)			7.56		

Year	Estimated Population Growth Rate (%)	Ratio of decline in Growth Rate	Per Capita GSDP (current)	Per Capita GSDP (1999- 00)
2005-06			26219.16192	21045
2006-07	1.22		29460.04823	22139
2007-08	1.21	0.99	33644.16203	23712
2008-09	1.19	0.99	37718.44584	25349
2009-10	1.18++		42366.24531	26858

** From Meghalaya Budget Speech 2010, N/A at CSO Website

++ Estimated from previous ratio of decline in growth rate

Meghalaya: Estimated Population

(assuming 0.99 rate of decline in growth rate every year)

Year	Growth Rate	Population
2009-10		0.2578
2010-11	1.21	0.2609
<u>2011-12</u>	1.19	0.2640
2012-13	1.18	0.2670
2013-14	1.17	0.2701
2014-15	1.16	0.2732
2015-16	1.15	0.2763
<u>2016-17</u>	1.14	0.2794
2017-18	1.12	0.2826
2018-19	1.11	0.2857
2019-20	1.10	0.2888
2020-21	1.09	0.2919
<u>2021-22</u>	1.08	0.2950
2022-23	1.07	0.2981
2023-24	1.06	0.3013
2024-25	1.05	0.3044
2025-26	1.04	0.3075
<u>2026-27</u>	1.03	0.3106
2027-28	1.02	0.3138
2028-29	1.01	0.3169
<u>2029-30</u>	1.00	0.3169

Maghalaya: Projection of Investment Requirement (2009-10 Prices)

	<u>Base Year</u> 2009-10	<u>Target</u> 2029-30
<u>GSDP (Crores)</u>	10,922	68,216
<u>Population (crores)</u>	0.2578	0.3169
<u>Per Capita GSDP</u>	42,366	215,266
<u>Per Capita GSDP</u> <u>Growth Rate (%)</u>	6.29++	7.67
<u>GSDP</u> <u>Growth Rate (%)</u>	7.56++	8.68

++ 2005-06 to 2009-10

Year	Assumed GSDP Growth Rate	Projected GSDP (Crores)	Projected Per Capita GSDP	Assumed ICOR Set I	Assumed ICOR Set II	Investment Required in Crores	
						Set I	Set II
<u>2006-07</u>		8689	34922				
2007-08		9418	37404				
2008-09		10188	39986				
2009-10		10922	42366				
2010-11	7.50	11741	45006	4	4.00	3277	3277
<u>2011-12</u>	8.00	<u>12680</u>	<u>48039</u>	<u>4</u>	<u>3.98</u>	<u>3757</u>	<u>3737</u>
2012-13	8.50	13758	51520	4	3.96	4311	4266
2013-14	9.00	14997	55514	4	3.94	4953	4875
2014-15	9.50	16421	60098	4	3.92	5699	5579
2015-16	10.00	18063	65366	4	3.89	6568	6396
<u>2016-17</u>	10.25	<u>19915</u>	<u>71265</u>	<u>4</u>	<u>3.87</u>	<u>7406</u>	<u>7172</u>
2017-18	10.25	21956	77705	4	3.85	8165	7864
2018-19	10.25	24207	84737	4	3.83	9002	8623
2019-20	10.25	26688	92414	4	3.81	9925	9455
2020-21	10.25	29423	100799	4	3.79	10942	10366
<u>2021-22</u>	10.25	<u>32439</u>	<u>109955</u>	<u>4</u>	<u>3.77</u>	<u>12064</u>	<u>11365</u>
2022-23	10.25	35764	119956	4	3.75	13300	12460
2023-24	10.25	39430	130881	4	3.73	14663	13660
2024-25	10.25	43472	142815	4	3.71	16166	14975
2025-26	10.25	47927	155854	4	3.68	17823	16416
<u>2026-27</u>	10.25	<u>52840</u>	<u>170100</u>	<u>4</u>	<u>3.66</u>	<u>19650</u>	<u>17995</u>
2027-28	10.25	58256	185667	4	3.64	21664	19726
2028-29	10.25	64227	202678	4	3.62	23885	21622
<u>2029-30</u>	10.25	<u>70811</u>	<u>223453</u>	<u>4</u>	<u>3.60</u>	<u>26333</u>	<u>23700</u>

Development Strategy to Realise the Vision 2030:

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