



REPORT ON
Strengthening Leadership in Farmers' Groups and Cooperatives
Trasghigang & Mongar
(24 - 30th September 2013)



Submitted to SNV BHUTAN & RAMCO
Institute for Management Studies
Post Box 1614, Olakha

October 2013

Contents

1.	Background.....	2
2.	Learning outcomes	2
3.	Training Dates and Venue	2
4.	Training units.....	2
5.	Training schedule.....	3
6.	Training Methodology.....	4
7.	Session materials	5
8.	Observations in different sessions.....	5
9.	Course Assessment.....	7
10.	Resources / Facilities.....	8
11.	Resource Persons	8
12.	Participants	8
13.	Pledges.....	9
14.	Training evaluation.....	10
15.	General Observations and recommendations	15
16.	Glimpses.....	17
	Annexure.....	19

1. Background

Farmers in their communities need to actively take up leadership roles and more so with cooperatives and farmers groups and associations being put in place. While men have assumed the role of a leader in the Bhutanese scenario, yet these were on the lines of the traditional setting with limited understanding of the whole concept of leadership and the roles and responsibilities that they have to shoulder in the context of the cooperatives and associations. Further, the need is also being felt to educate the farmers on the benefits of farmer's groups and cooperatives. Against this backdrop, the training was felt necessary and pertinent.

2. Learning outcomes

The expected outcome of the training was the following:

- Play leadership roles in farmers' groups and cooperatives
- Explain the importance of group dynamics and contribute towards generating group cohesion
- Participate in decision making process
- Communicate effectively in their group
- Analyze the source of conflict and resolve it
- Work as a team

3. Training Dates and Venue

The trainings spread over 3 days each was conducted for two batches. The first batch was held in Mongar while the second was held in Trashigang. The training in Mongar was held from 24th to 26th September. The training was held at the Gewog office. The training at Trashigang was held from 28 to 30th September. The training was held at the DYT hall.

4. Training units

The following units were offered in the training programme.

- Understanding Farmers' Groups and Cooperatives
- Leadership: types, qualities and roles
- Group dynamics and building cohesion in Farmers' group and cooperatives
- Participatory decision making in Farmers' groups and cooperatives
- Communication in farmers' groups and cooperatives
- Conflict management and cooperatives

5. Training schedule

For the purpose of the delivery of the training, the following schedule has been followed.

Time	Session	Delivery mode
Day one		
9.00-10 .00 AM	<ul style="list-style-type: none"> Registration Introduction of participants Expectation leveling Course objectives Training rules 	
10.00 -11.00 AM	<ul style="list-style-type: none"> Experience sharing on challenges and benefits of Cooperatives and Farmers' group 	<ul style="list-style-type: none"> Group discussion Presentation by a group member and discussion Conclude with paper tearing exercise
10.30-11.00 AM	Tea Break	
11.00-1 PM	Understanding leadership <ul style="list-style-type: none"> Explain leadership Identify different leadership styles 	<ul style="list-style-type: none"> Individual activity (drawing and presentation) 4 glass experiment Discussion
1.00 -2.00 PM	Lunch	
2.00 -4.30 PM	<ul style="list-style-type: none"> Qualities of a good leader Roles of leaders in Farmers' group and cooperatives 	<ul style="list-style-type: none"> Group work to list bad and good qualities. Presentation and discussion Pair work, presentation and discussion

Time	Session	Delivery mode
Day two		
9.00-10 .30 AM	<ul style="list-style-type: none"> Recap of day one (Quiz) Understanding Group Dynamics Conditions for healthy group cohesion 	<ul style="list-style-type: none"> Human web exercise, reflections and discussion Brainstorming, presentation and discussion Work sheet (self assessment)
10.30-11.00 AM	Tea Break	
11.00-1 PM	Generating group cohesion	<ul style="list-style-type: none"> Can I trust you? exercise Group work and discussion Self assessment form, discussion and presentation
1.00 -2.00 PM	Lunch	
2.00 -4.30 PM	<ul style="list-style-type: none"> Understanding decision making process Importance of participation in decision making Making decisions participatory 	<ul style="list-style-type: none"> Brainstorming, presentation and discussion "Cup with many handles" exercise, reflections and discussion "The demon in the village" exercise

Time	Session	Delivery mode
Day three		
9.00-10 .30 AM	<ul style="list-style-type: none"> Recap of day two (hot potatoes) Understanding communication Sources of communication Making communication effective 	<ul style="list-style-type: none"> Brainstorming, presentation and discussion Communication diagram, reflections and discussion Reading the news clipping and discussions Touching exercise and reflections on effective communication
10.30-11.00 AM	Tea Break	
11.00-1 PM	<ul style="list-style-type: none"> Understanding conflict Sources of conflict 	<ul style="list-style-type: none"> Brainstorming Conflict in the bottle Group work, presentation and discussion
1.00 -2.00 PM	Lunch	
2.00 -4.30 PM	<ul style="list-style-type: none"> Conflict analysis Resolving conflict Reflections on the three days course (what will I take back and apply?) 	<ul style="list-style-type: none"> Brainstorming, presentation and discussion The conflict tree Story telling: Srid pai Khorlo and discussion Presentation
4.30 – 5.00	<ul style="list-style-type: none"> Training evaluation Concluding remarks 	Note: will be done over tea.

6. Training Methodology

The training was delivered using the following modes:

- Individual work and reflections: Individual works and reflections were encouraged by way of provoking their thoughts and feelings on a given learning topic. It was also a way of encouraging the less vocal ones to speak up and be a part of the training.
- Experience sharing: Whenever possible participants were encouraged to share their experiences from the field. This experience sharing was also a way of encouraging them to engage fully besides letting others draw ideas from their experiences.
- Group discussion/Activity: Group works were assigned to encourage sharing of ideas and opinions and coming to a consensus. The
- Presentation: Participants made presentations following group discussions, individual reflections, etc. After presentation, participants had to comment and share their views and opinions.
- Game activities: Game activities were also encouraged to arrive at the concepts. This not only enabled the participants to keep themselves alert and bring in some fun but share their thoughts.

7. Session materials

The materials used for the training was:

- Flip charts
- Meta cards
- White boards and marker pens
- Power point presentation
- A 4 papers and
- Chart papers/news print papers
- Handouts

8. Observations in different sessions

The interesting observations and unique situations that had been made under each unit is presented below:

- *Understanding Farmers' Groups and Cooperatives:* In this session, only the section on the benefits of farmers' group and Cooperatives were discussed. The general observation is that the participants are well aware of the benefits of groups and cooperatives. Most of the benefits mentioned by the participants revolved around the following points:
 - ✓ Easy to get government support when in group
 - ✓ Easy to sell and market products
 - ✓ Opportunities to help and support one another
 - ✓ Opportunities to grow into bigger groups and make profit
 - ✓ More ideas to promote business
 - ✓ One head is better than many
 - ✓ More strength to face problems

Note: Paper tearing exercise was effective and people could easily draw lessons and connect to the benefits of groups and cooperatives.

- *Leadership: qualities and roles:* While farmers had some ideas leadership and the qualities necessary to be a leader, most of them revolved around being a good human being such as:
 - ✓ Honesty
 - ✓ Kind
 - ✓ Trustworthy
 - ✓ Helpful
 - ✓ Compassionate

However, the following qualities were also mentioned:

- ✓ Ability to read and write
- ✓ Education
- ✓ Accountability
- ✓ Transparency
- ✓ Commitment

- ✓ Knowledge of policies
- ✓ Influential
- ✓ Good communication skills
- ✓ Just and Fair

But engaging the participants in personal reflections and group discussions, they were able to come up with qualities that were necessary to be a leader such as decision making, visioning, good communication, experience, ability to withstand criticism, etc.

However, when it came to the role of leaders in farmers group many could not think beyond calling members for meeting, allotting responsibilities, selling the products and keeping good accounts.

Thus, lots of time had been spent here to ensure that they understand their roles as leader in their group which broadly is business related and people related roles which are explained well in the manual.

- *Group dynamics and building cohesion in Farmers' group and cooperatives:* The human web exercise was very effective as it could make people draw lessons and connect it to the group cohesion and conditions necessary for it. What stood out as a condition necessary for group cohesion were:
 - ✓ Good Book keeping
 - ✓ Transparency
 - ✓ Unbiased decision
 - ✓ Trust
- *Participatory decision making in Farmers' groups and cooperatives:* While many participants claimed that decisions were made in a participatory manner.

However, discussions and activities led to revealing that their concept of participatory was just having the physical presence of members. It was not necessary for them to participate in discussion. However, though discussions and following the approaches specified in the manual, participants were led to realize the importance of encouraging everyone to talk.

The demon and 10 people exercise was very effective. However, a small twig I made was calling aside the observer and telling him to observe and note down the decision making process. The other group members and the Chairperson did not know what the observer would do. Through this exercise and the report of the observer people were made to realize the weakness in decision making which lead to effective decision making tips (from the manual).

Note: In Mongar where I had my first programme, I followed the manual and conducted the "Cup with many handles" exercise to reach to the point that people think differently so we should share our views with other group members. It was not very effective as the responses were almost same (right by some and pointing towards Mr.A by others) when I asked which side of the cup was the handle. So in Trashigang, I used projector and projected the picture where you

could see both old and young women. This was very interesting as everyone had a different response such as ghost, old women, young women, a furry animal, etc. which made everyone laugh. So I could help people draw lessons and drive to the point that we see the same thing differently and this is the reason why we have to participate in decision making by sharing our own views so that we could discuss, debate and ultimately see the same thing which is to arrive at a consensus unanimously.

- *Communication in farmers' groups and cooperatives:* The farmers could not contribute much on barriers to communication but eventually they realized the importance of communication and the processes involved in effective communication. The drawing exercise was very useful to demonstrate how communication fails and how results can be achieved when communication is one way.
- *Conflict management and cooperatives:* After my first experience in Mongar, I did not carry out one activity which is the story of "Pagsam Joenshing". When I conducted this in Mongar, people found it similar to the "Demon and 10 people" activity in the participatory decision making session.

Instead, I spent more time on the previous topic on "conflict analysis" as people found it difficult to comprehend and needed more time. Then I went straight to tips on resolving conflict. Discussions were made on how they resolve conflict and the common response was through involvement of an influential person. Then the tips on resolving conflict were distributed individually. People were made to read it and understand it. Those who could not read were paired up with those who could. From individual work, participants were made to discuss on the points and reflect on it in their own context. This was followed by presentation on different tips by different groups and clarification by facilitator.

9. Course Assessment

The course employed the following methods of assessment:

- Participant presentation
- Participants Evaluation
- Course Evaluation
- Training attendance
- External observation

10. Resources / Facilities

SNV Bhutan and RAMCO arranged the following for the purpose of the training:

- Training Hall
- Logistics for the participants
- Facilitation in conduct of exercises for independent exercises

11. Resource Persons

For the training, the resource person was Dr. Tandin Dorji, Trainer and Consultant from IMS. Besides, in Trashigang RAMCO fielded in two of their staff Ms. Pema Deki and Ms. Sonam Zam to cater to the logistical requirements while in Mongar they had Mr. Karma and Ms. Chitra.

In Trashigang, Sonam Zam facilitated the session on Understanding Group Cohesion while Pema Deki facilitated a session on Communication at Trashigang. This was done on the advice of Mr. Binai Lama, SNV, to build the capacity of the RAMCO marketing staff. Prior to the session, the facilitators were well briefed and instructed on the steps and the procedures. During the actual training, the main facilitator also intervened at critical phases of the session.

12. Participants

The total number of participants in Mongar was 30 out of which 1 was a female participant while in Trashigang it was attended by 28 participants out of which 4 participants were female participants. The details of the participants by gewog, sector and designation.

(Mongar participants)				
Dz.	Gewog	Sector	Designation	Total
Lhuntse	<ul style="list-style-type: none">• Gangzur (1)• Minjiy (2)• Menbi (3)• Kurtoe (4)	<ul style="list-style-type: none">• Livestock (2)• Agriculture (6)• Forestry (2)	<ul style="list-style-type: none">• Chairperson (9)• Member (1)	10
Mongar	<ul style="list-style-type: none">• Chali (3)• Saling (2)• Drepong (3)• Ngatshang (5)• Chaskhar (1)	<ul style="list-style-type: none">• Agriculture (10)• Livestock (4)	<ul style="list-style-type: none">• Chairperson (7)• Secretary (3)• Treasurer (1)• Accountant (2)• Member (1)	14
T/Yangtse	<ul style="list-style-type: none">• Tongzhang (3)• Khamdang (1)• Yangtse (2)	<ul style="list-style-type: none">• Livestock (3)• Agriculture (1)• Forestry (2)	<ul style="list-style-type: none">• Chairperson (5)• Member(1)	6

(Trashigang participants)				
Dz.	Gewog	Sector	Designation	Total
T/gang	<ul style="list-style-type: none"> • Bidung (2) • Bartsahm (2) • Shonghu (3) • Samkhar (6) • Kanglung (4) 	<ul style="list-style-type: none"> • Livestock (9) • Agriculture (87) 	<ul style="list-style-type: none"> • Chairperson (8) • Secretary (3) • Treasurer (1) • Member (5) 	17
P/Gatsel	<ul style="list-style-type: none"> • Shumar (1) • Zobel (1) • Dunming (2) • Chinmung (2) 	<ul style="list-style-type: none"> • Agriculture (5) • Forestry (1) 	<ul style="list-style-type: none"> • Chairperson (5) • Member (1) 	6
S/Jongkhar	<ul style="list-style-type: none"> • Dewathang (1) • Orong (2) • Phuntshothang (1) • Pemathang (1) 	<ul style="list-style-type: none"> • Agriculture (2) • Forestry (3) 	<ul style="list-style-type: none"> • Chairperson (3) • Treasurer (1) • Member (1) 	5

13. Pledges

On the last day of the session, every participant was asked to come up with three pledges each to be taken back to their communities and to be adhered to and taken forward. The individual pledges are annexed. The pledges that they make should be in the areas which was lacking in them and their groups. For instance, if there was poor communication in the group, then the pledge should be to improve communication. The analysis of the pledge shows the following:

Pledge Type	Trashigang (No of people)	Mongar (No of people)	Total
Resolve conflict	5	3	8
Good and transparent book keeping	8	10	18
Expand and improve marketing	8	10	18
Participatory decision making	10	12	22
Improve communication	4	15	19
Improve group cohesion	8	6	14
Transfer of knowledge and skills acquired to groups members	13	3	16
Give responsibilities based on capacity	3	0	3
Strengthen bye-laws	1	2	3
Motivating and inspiring members	9	3	12
Taking additional responsibility and work with commitment as a leader	7	11	18
Build capacity of the group	4	2	6
Apply leadership qualities	1	1	2
Procure necessary items as per groups need without delay	1	0	1
Transparent leadership and operation model	1	10	11
Attract new members	1	0	1
Protect saplings from fire	0	1	1

In Trashigang there the maximum pledge is made “transfer of knowledge and skills acquired during the training to other participants” followed by “participatory decision making”, “motivating and inspiring group members”, “maintaining good and transparent book keeping” and “expanding market”.

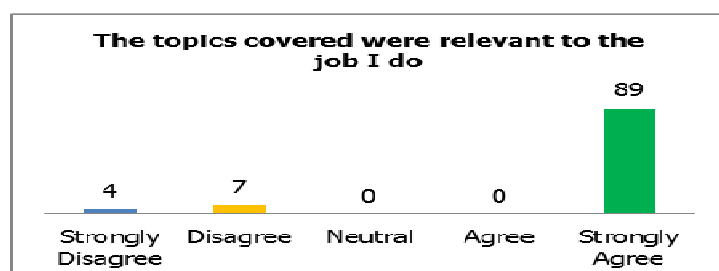
In Mongar, it is “Improving communication” followed by “participatory decision making”, “taking additional responsibility and work with commitment as a leader”, “transparent leadership and operation model”, “good and transparent book keeping” and “expand and improve marketing”.

Overall, when the pledges of the two groups of participants are added, “participatory decision making”, “improve communication”, “expand and improve marketing”, “good and transparent book keeping” and “Taking additional responsibility and work with commitment as a leader”.

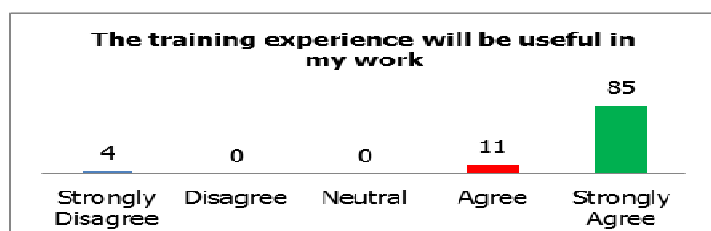
14. Training evaluation

To ensure that the objectives of the trainings were being met, evaluation was carried out at the end of the sessions. The evaluation and feed back is as indicated below:

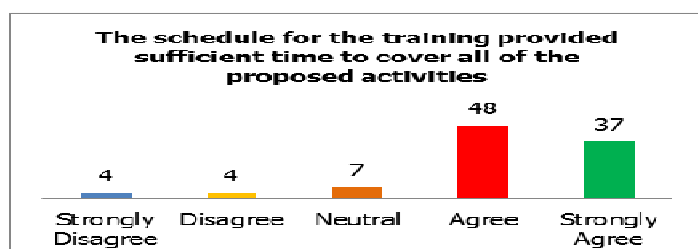
14.1. Evaluation from Trashigang



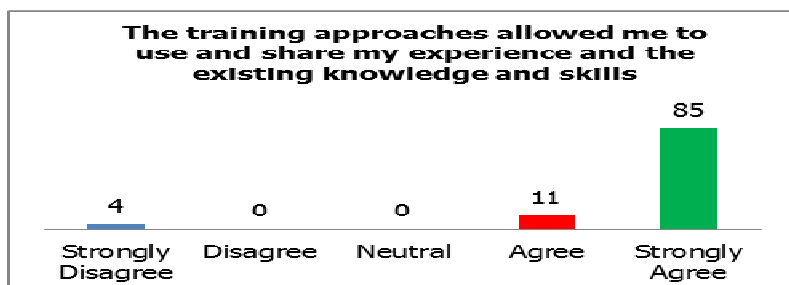
On the relevancy of the topics covered to the job that they do, 89% strongly agree while 7% disagree and 4% strongly disagree.



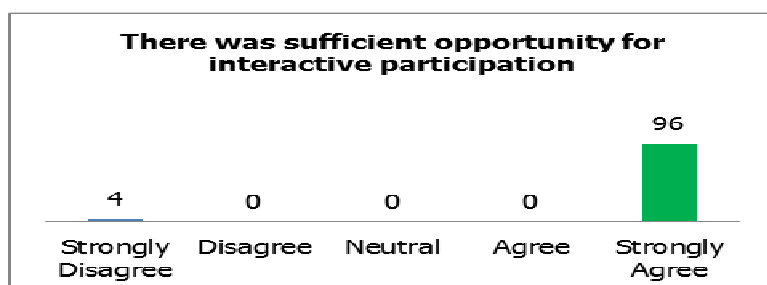
On the usefulness of the training to their work, 85% strongly agree, 11% agree while 4% strongly disagree.



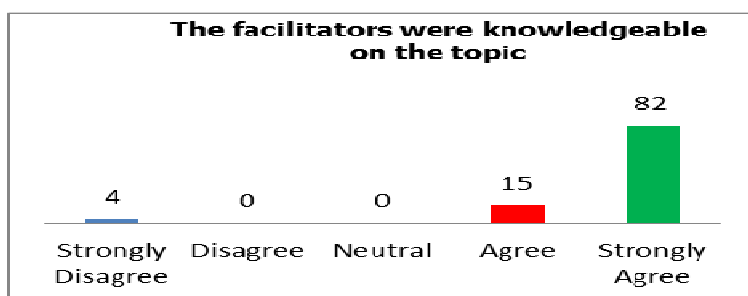
As far as the sufficiency of the time is concerned to cover all of the proposed activities, 37% strongly agree, 48% agree, 7% take a neutral stand and 4% disagree with another 4% strongly disagreeing.



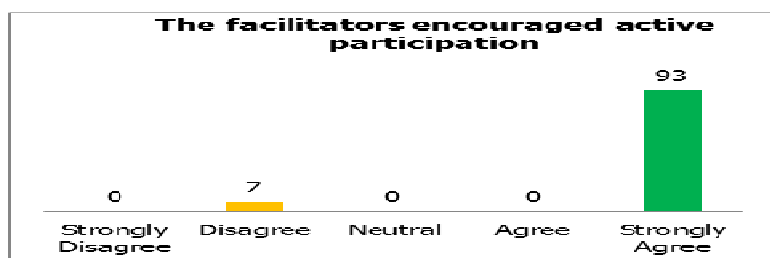
On whether the training approaches allowed them to share their experiences and knowledge and skills or not, 85% strongly agree, 11% agree and 4% strongly disagree.



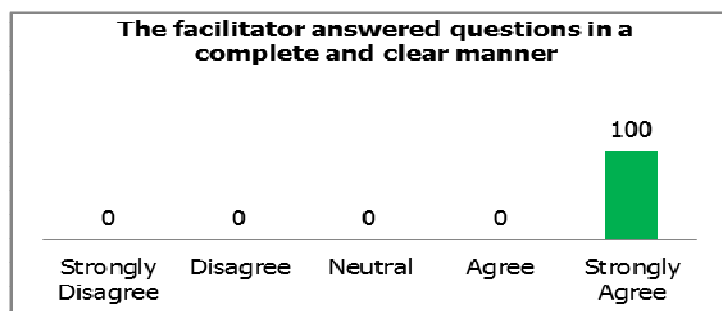
On whether there was sufficient opportunity for interactive participation or not, 96% strongly agree while 4% strongly disagree.



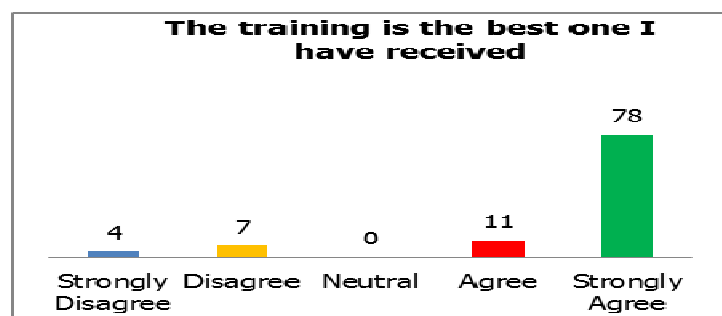
On the issue of the knowledge of the facilitator, 82% strongly agree and another 15% agree while 4% strongly disagree.



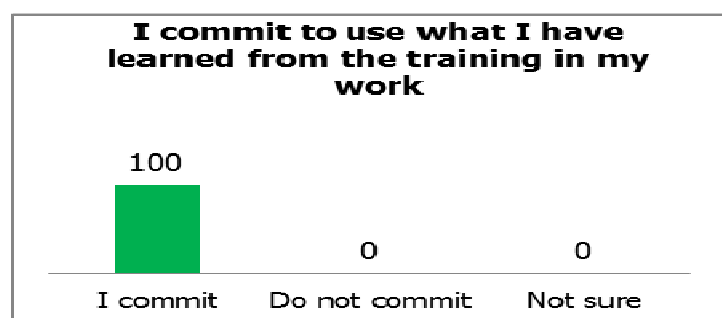
Concerning encouragement of active participation, 93% strongly agree while 3% disagree.



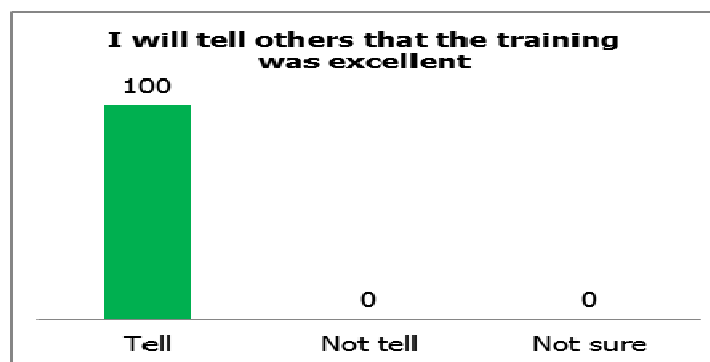
Pertaining to the facilitator being able to answer questions in a complete and clear manner, 100% strongly agree.



On whether it was the best training that they have received or not, 78% strongly agree, 11% agree, 7% disagree and 4% strongly disagree.

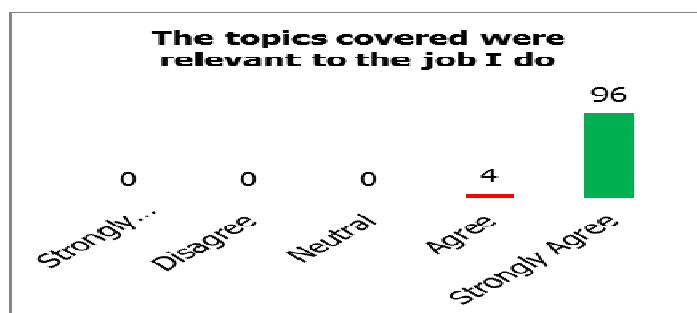


On the commitment to use whatever they have learned from the training to their work, 100% commit themselves.

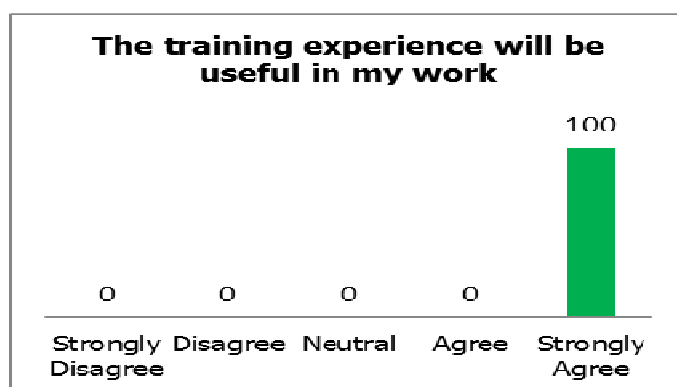


In whether they would tell others about the excellence of the training or not, 100% say they will tell about it.

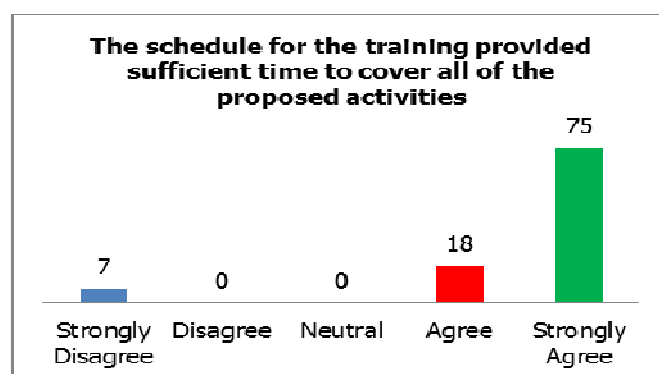
14.2. Evaluation from Mongar



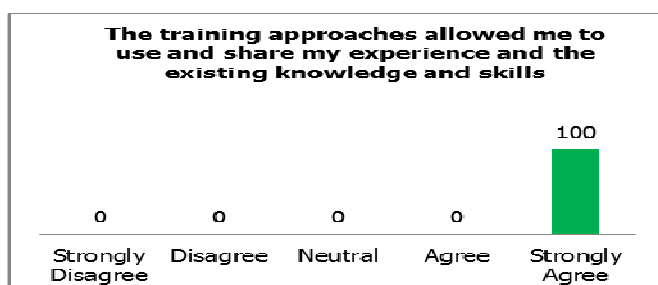
Pertaining to the relevancy of the training to the job that they do, 96% strongly agree and 4% agree.



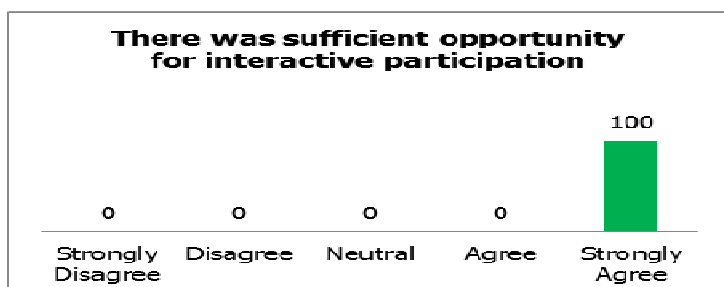
On the usefulness of the training to the work that they do, 100% strongly agree.



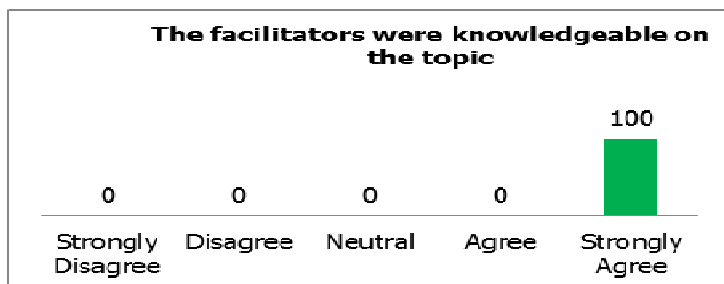
On whether the training schedule provided the participants with sufficient time to cover all of the proposed activities or not, 75% strongly agree, 18% agree and 7% strongly disagree.



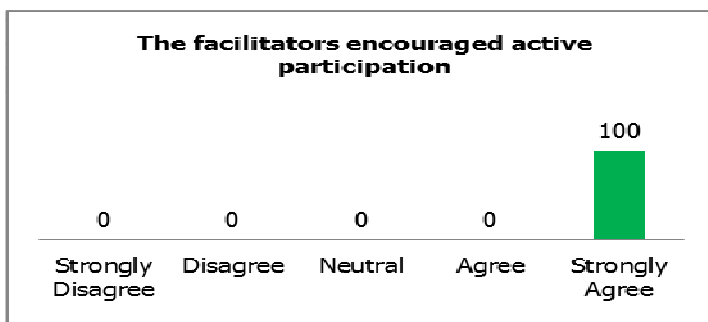
On the training approaches allowing them to share their experiences and existing knowledge and skills, 100% strongly agree.



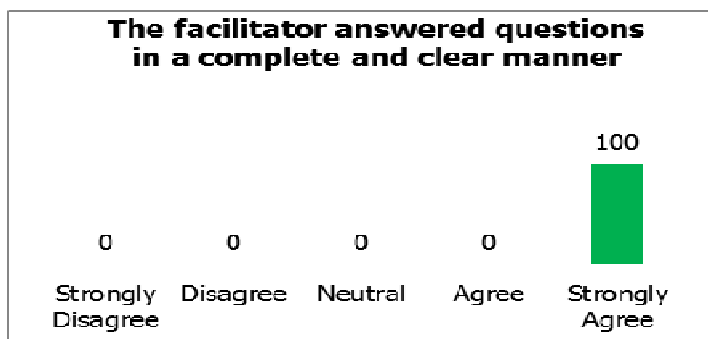
On the sufficient opportunity for interactive participation, 100% strongly agree.



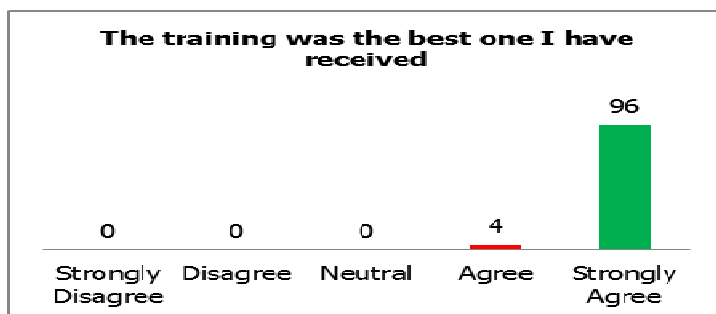
Concerning knowledge of the facilitator on the topics, 100% strongly agree.



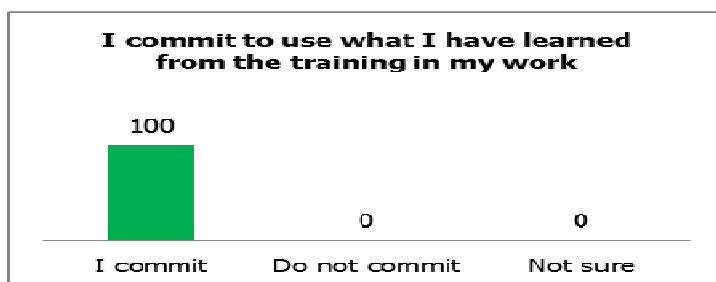
Whether the facilitator encouraged active participation or not, 100% strongly agree.



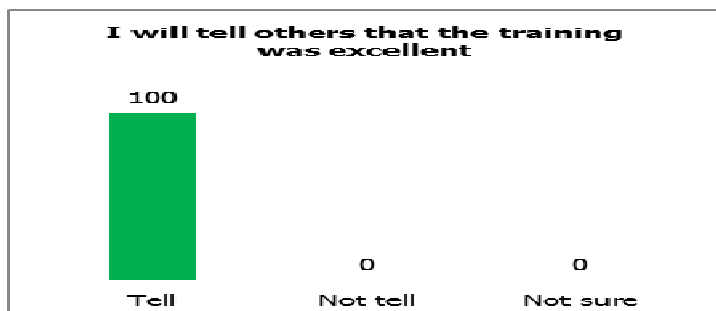
Pertaining to the issue of the facilitator being able to answer questions in a clear and complete manner or not, 100% strongly agree.



On the statement whether the training was the best one that the participants has received or not, 96% strongly agree and 4% agree to it.



On the commitment from the participants to use and apply whatever they have learnt, 100% commit to it.



On whether the participants will tell others that the training was excellent or not, 100% say they will tell others about it.

15. General Observations and recommendations

The observations on the three days training for both Mongar and Trashigang are being presented together.

- 15.1. *Grouping of participants:* The participants received opportunities to work and interact with different participants. The facilitator used different grouping strategies that the participants worked in different groups each day. The participants liked this as they could meet and interact new friends and network and exchange ideas. This also ensured that on one of the days, all the vocal and enthusiastic participants were grouped together so that the less vocal were grouped together and could discuss and participate without being dominated.

This was very powerful as it ensured participation by all. They refer to this as “Meeting of Dorji Puen” and some were so serious about it that they exchanged their mobile numbers and committed to keep in touch and help each other wherever and whenever possible.

Regrouping them also made them expectant to meet with new people and was a good starter for the day.

15.2. *Participation in presentation and discussion:* The training rule that they made themselves was very effective as they observed it strictly. One of the rules was in a day all the members of the group should at least make one presentation of the group discussion or if there wasn't such an opportunity should share their views on the issues discussed. Thus, everyone was engaged and this was connected to their role as leaders which is to make sure that they facilitated all of their members to participate meaningfully in their meetings and activities.

15.3. *Recapitulation:* The recap of the previous day's activities through different approaches was very effective. This ensured that the participants participated fully, asked questions and seek clarifications during the training session. For instance, in both the batches, during the recap session of day one, it came as a surprise and some could not respond. However, at the end of second day when a review of the day was carried out by randomly selecting participants, the ability to respond was much better and even better during the recap on the third day. However, fun and learning should be mixed.

Note: Observations 15.1 to 15.3 should be considered by SNV whenever developing manuals for the capacity building of the farmers.

15.4. *Pledge:* Convincing them to make pledge was useful. This made them reflect on all the three days programme and on their own roles as leaders. They had to reflect on things that they did not do or failed to do as leaders. It was a good introspection and also a way of ensuring that they applied what they learnt.

Pledge should also be incorporated as a part of any capacity building programme for farmers. However, RAMCO should incorporate some indicators in its monitoring tools of the groups and cooperatives on the pledges. This could be a good mechanism to ensure that the farmers took the training seriously and that the knowledge and skills are applied. RAMCO could also use their marketing officers and the extension officers to provide necessary support to the farmers.

15.5. *Training without Power point:* As a facilitator, not using power point is very challenging and tiring. Extra preparation was necessary such as handouts, planning of time and flow of the session. Thus, the participants found it more engaging than having to look at power point and reading from there. Instead, giving handouts, making them read and discuss in small groups and then make presentations on points and areas allotted to each group allowed the participants to interact and discuss meaningfully.

Thus, unless inevitable, the use of PPT and in-focus during training should be avoided. In this regard, the concerned stakeholders such as SNV and RAMCO should encourage the facilitators that they employ to train without PT and in-focus.

- 15.6. *Training content:* The Training Manual has been developed keeping in mind the level of participants. It is user friendly for the facilitator and at the same time had many activities to engage the participants and which also made them draw lessons. However, the tree analysis was a little bit challenging for the farmers but it made them reflect on the conflict and analyze it so that it can be amicably resolved.
- 15.7. *Overall impression:* Leadership training is an important element of making the farmers' Group and Cooperatives successful and progress. The participants expressed that the training is an eye opener and would really help them take up leadership roles effectively. The level of interest shown by participants was their way of expressing the importance of the training. However, it would be necessary to monitor and eventually conduct an impact assessment of the programme.

16. Glimpses



>>> Human web exercise in T/gang



>>> Group work presentation in T/gang



>>>An energizer in the afternoon session at T/gang



>>>Group cohesion exercise at Mongar



>>> Communication game at Mongar



>>>Group work at Mongar

Annexure

Participant details of Trashigang

Tashipang General Leadership



འཛིན་སྐྱོང་སྒྲིག་ཁོར་།

འཛིན་སྐྱོང་སྒྲིག་ཁོར་།

P.O. Box: 1614
Phone: +975
2351563/351273/351276
Fax: +975 2 351184
email: ims@idruknet.bt
website: www.ims.edu.bt

མང	མིང	མོལ་ལོན	མོལ་ལོན	མོལ་ལོན	མོལ་ལོན	མོལ་ལོན	མོལ་ལོན	མོལ་ལོན	མོལ་ལོན	མོལ་ལོན	མོལ་ལོན	མོལ་ལོན	མོལ་ལོན
1	Dawa Tshering	M	25	NFE	Orong	S/Jongkhar CFME	Morong garden Phuntsok CFME	Morong garden Phuntsok CFME	Member	17318878	1107004283		Ry
2	Change Tshering	M	20	PP	Zobel	P/gatset	Vegetable	Zobel Dhensey Detshe	"	17795561	10907002277		Phy!
3	Rinzin Wangdi	M	45	None	Phuntsok Thang	Tigang	Rice	Phuntsok Thang onza Gongphel Detshe	Chairman	17288847	1109002956		Phy!
4	Sonam Tobgay	M	32	CL-5	Shangpho	Tigang	Vegetable	Dramang Veg Prodn & Marketing group	Chairman	17671544	1153002656		Phy!
5	Lirang Wangdi	M	52	NFE	Pema-thang	S/Jongkhar	Rice	Rating yul Chum Gongphel Detshe	Chairman	17941694	1108001432		Phy!
6	Tashi Jambho	M	46	CL-4	Shumar	P/gatset	Orange	Dungmin Gongphel Sonam Detshe	Chairman	17709190	1090500462		Phy!
7	Mangmi	M	61	None	Chimung	P/gatset	Vegetable	Sonam Yurphel Detshe	Chairman	17405478	10901000286		Phy!
8	Norbu Chofay	M	46	CL-3	"	"	NWFP	Chimung Gongphel Shingmen Thokney Detshe	"	17756769	10901000043		Phy!
9	Tzme Thui	M	26	NFE	Bartsham	Tigang	Vegetable	Pangthay Sonam Dhensey Detshe	"	17419587	1152002130		Phy!
10	Pema Lakshay	M	32	CL-6	"	"	"	"	Secretary	17277699	1152001247		Phy!
11	Guna Tshering	M	52	CL-4	Dungmin	P/gatset	Pharang	Dungmin Zache Thaphe Detshe	Chairman	17955547	1090500097		Phy!

क्र.	श्री	पं.श्री	व.	मेषांक	मेषांक	हस्तांक	श्रेष्ठ	श्रेष्ठ की श्री	मेषांक	कुलश्री	कुलश्री	मेषांक
११	Kofa	M	40	NFE	Chachar	Nagar	Yabing veg. prod. market	AG	CP	17682605	10703001226	30 30 30
१२	Nooby	M	45	Shenda	Nagda	ii	Whiten Sonam Nyamdrakha	AG	CP	17671719	10710001097	30 30 30
१३	Bahi Yanklon	F	18	10	Tongzhang	T/yakhe	Cherphen Shangri-la	LS	CP	17693065	1160600086	30 30 30
१४	Khong Kishi	M	31	8	ii	ii	Lentshewee medkay Nektu	F	CP	17733523	11105000668	30 30 30
१५	Dakhen Wangdi	M	56	-	Yankhe	T/yakhe	Sonam Gaur Dethen	LS	manher	17712098	11608001582	30 30 30
१६	Khewang Sonam	M	49	Gomchen	ii	ii	Shimchar Aumtse Tshang	AG	CP	17992764	11608001269	30 30 30
१७	Nado	M	51	-	Chandag	T/yakhe	Chandag Gongdo	LS	CP	17813785	11608001154	30 30 30
१८	Senge Dorji	M	35	10	manbi	Chudhe	Nepi veg prod. market	AG	CP	17725191	10608002019	30 30 30
१९	Singay Dorji	M	80	NFE	ii	ii	Dringling veg. prod. mkt	AG	CP	177159818	10601002350	30 30 30
२०	Tsagayla	M	45	NFE	ii	ii	Chandag veg prod. mkt group	AG	CP	17710273	10608001106	30 30 30
२१	Kalyang Penger	M	53	Gelung	Sabing	Nongor	Serge Nongor Dts	LS	CP	17732273	10711001656	30 30 30
२२	Wangdi	M	40	Gelung	Tongzhang	T/yakhe	Mangzhing Dongay Naktel	FG	CP	17507768		30 30 30
२३	Karma Wangdi	M	37	Sabing	Sabing	Nagar	Sandling Gangor Debjung Nektu	AG	CP	17681741	10711000508	30 30 30

མང	མིང	མོ་མོ	ལོ	ཤེས་ཡོན	ཆེད་ཁོག	རྫོང་ཁག	ལས་ཁུངས་	ལས་ཁུངས་ཀྱི་མིང་	གོ་གནས་	ཆུ་འཕྲིན་ཁང་	དེ་ཐོན་ལག་ཁུངས་	མལ་ག
28	Karma	M	45	NFE	Bidung	Tigang	Vegetable	takaney vegetable group	Chairman	17682355	11502001069	KE
29	Singay	M	48	None	"	"	"	"	Secretary	17648119	11502002467	3
30	Yangjay	F	41	U-3	Sambhar	"	Dian	khapti Bithar Ghor Gongphel Detshen	Member	17823253	11512002665	
31	Tshering Zangmo	F	39	NFE	Sambhar	"	"	Bithar Douthar Yangay Mester Thundrel Detshen	"	17863291	11512002541	
32												
33												
34												
35												
36												
37												
38												
39												
40												

Participant details for Mongar

Mongar General Leadership



འཛིན་སྐྱོང་སྒྲིག་པོ།

འགོ་ཁྲིད་པ་སྐྱོང་པ་དང་། འཕུས་མིའི་ཐོ་བསྐོས།

P.O. Box: 1614
Phone : +975
2351563/351273/351276
Fax : +975 2 351184
email : ims@druknet.bt
website : www.ims.edu.bt

མང་མིང་	ཡོ་མོ	ལོ	ཤེས་ཡོན་	སྐད་འོག	རྫོང་ཁག	ལུ་ཚོན་	ལུ་ཚོན་གྱི་མིང་	གོ་གནས་	ཆུ་འཕྲིན་ཁང་	རྒྱ་སྐད་ལག་ཁྱེར་ཁང་	སྐུ་ལྷག
1 Wangchuk	M	42	NFE	Gangzong	Umtse	AG	Sang veg prod Marketing Group	Chairman	17904465	1060100070	ཡུ་ཡུ་ཡུ་
2 Sonam Norbu	M	39	10	Mingyong	Umtse	F	Zhasalen community forest	chairperson	17903318	11508002066	ཨ་ཨ་ཨ་
3 Sherab Dargi	M	47	Ganchen	"	"	AG	Mengji veg prod, Marketing	Chairperson	17800115	10202001943	ཨ་ཨ་ཨ་
4 Ugyen Ringin	M	40	NFE Kurtse	Kurtse	"	AG	Thuenpay Kuenphen marketing	CP	17818896	10604001354	ཡུ་ཡུ་ཡུ་
5 Sonam Chopel	M	37	NFE	"	"	L	Tanglung com Dechen	CP	17854396	10604000460	ཡུ་ཡུ་ཡུ་
6 Thinley	m	56	Ganchen	"	"	AG F	Monglung CFME	member	17701064	10604001473	ཨ་ཨ་
7 Sonam phunkhe	m	53	-	"	"	L	Dungbar Northern Dechen	CP	17731704 17876288	1773170	ཨ་ཨ་
8 Karpa	m	46	-	Chali	Mongar	AG	Karnacheling Tshogsef Dechen	member	17866100	10702001221	ཨ་ཨ་
9 Siter Klenang	m	55	5	"	"	AG	Dangtse Chethon Dechen	Secretary	17319846		ཨ་ཨ་
10 Sangpola	m	46	NFE	"	"	AG	"	Treasurer	17908625		ཨ་ཨ་
11 Lungten Wangdi	m	33	2	Drepang	"	AG	Thunglen veg-prod & Marketing Grp.	Accoutant	17528817	10304001895	ཨ་ཨ་

མང	མིང	ཕོ་མོ	ཕོ	ཤེས་ཡོན	ཆེད་ཁོག	རྫོང་ཁག	ཤིང་ཆ	ཤིང་ཆ་གྱི་མིང	གོ་གནས	ཐུ་བཞེད་མང	རྒྱུ་ཕྱིན་ལུགས་མང	མ་ཡིག
29	Dorji Tshewang	M	63	CL-6	Dungmin Pkarsel	Orange Marking	Dungmin Dhele	Dhondrel Detshe	Chairman	17692220	10903000835	Shun
29	Lanja Dorji	M	39	None	Kanglung Tligang	Orang	Damchar Gonor	Gangphel Detshe	u	17419645	11503003686	Shun
29	Sonam Tshering	M	58	None	"	"	vegetable	Ashamedle	"	17693548	11503000842	Shun
29	Tashi Wangdi	M	39	None	Samthar	"	Dairy	Tshodray	"	17733744	1152001181	Shun
29	Sonam Dorji	M	41	NFE	Orang	STongthar	CFMG	Mangphu Shodphung	Treasurer	17862764	11107003421	Shun
29	Sonam Tshewang	M	34	CL-7	Damchar	"	CFMG	Dungkharchung	Chairman	17818540	11107002381	Shun
29	Dechen Pelden	F	27	CL-12	Kanglung Tligang	Dairy	Pangling Dargar	Chairman	Member	17915295	11503002990	Shun
29	Tenzin Norbu	M	26	Degree	Samthar	"	Dairy	Pam Meday	"	17233719	11512003434	Shun
29	Sonam	F	37	None	Shongphu	"	Vegetable	Namlay Tshodray	Chairman	17478286	11513004277	Shun
29	Ngawang Loday	M	25	None	"	"	"	"	Treasurer	17515609	11513004179	Shun
29	Wangdi	M	50	None	Samthar	"	Dairy	Khaphi Bithar	Secretary	17452682	11512002466	Shun
29	Tobgay	M	40	NFE	Kanglung	"	Dairy	Damchar	Member	17796816	11503001805	Shun
29	Pema Wangda	M	43	NFE	Samthar	"	Dairy	Bithar Damchar	Chairman	17682287	11512002121	Shun

མང	མིང་	མོ་མོ་	མོ་	མེས་ལོན་	ཆེད་ལོན་	མིང་ལག་	མིང་ཆེན་	མིང་ཆེན་གྱི་མིང་	གོ་གནས་	ཆུ་འཕྲིན་ལང་	རྒྱུ་འཕྲིན་ལག་ལུང་ལང་	མ་ལོན་
24	Norbu Cheten Norbu	M	29	3	Drepang	Nagar	AG	Phuenshy Gophel Dekor	Secretary Account	17287355		
26	Yehui Dorji	M	15	10	"	"	AG	"	Account	17300822		
28	Shutcho Wangdi	M	57	Shomthok	Nagar	Nagar	ES	Phuenshy Chetfen Dekor	Secretary	1791333	10710001050	
29	Sangay Dorji	M	45	NFE	"	"	LS	Pelchub Thenpa Phen Zhu	CP	17755131	10710001198	
30	Shorab Dorji	M	30	NFE	"	"	LS	Makhar Phuenshy Jen Sochup	CP	17902827	10710000670	
30	Penzer	M	41	NFE	"	"	AG	Damlung Kharay Nasta	CP	1760522	10710001362	
32												
33												
34												
35												
36												
37												
38												

Mongar Men Pledge

મહાગામી. ભુવનગર. મહા. ભુવનગર.
દે. ભુવનગર. ભુવનગર. ભુવનગર.

ભુવનગર. ભુવનગર. ભુવનગર. ભુવનગર.

૧. ભુવનગર. ભુવનગર. ભુવનગર. ભુવનગર.

૨. ભુવનગર. ભુવનગર. ભુવનગર. ભુવનગર.

૩. ભુવનગર. ભુવનગર. ભુવનગર. ભુવનગર.

Jang vegetable production and Marketing
group - Gangzer, Lhantse

Action planning

- ① Improve communication with group member
- ② Improve marketing with good management planning.
- ③ Improve transparency among the group members to strengthen the group.

by
Wangchuk
chairperson

ॐ नमो भगवते वासुदेवाय

ग. र. ली. ब. डी. के. गे. न. र. र.
र. र. र. र.

१० मी. * १० मी. ३०१ मी.

[illegible]

(3) $\frac{1}{2} \times \frac{1}{3} = \frac{1}{6}$

3) કુ.કુ.પા.પો.જે.મ.કો.જી.કો.મ.

ପ୍ରାଥମିକ ଶିକ୍ଷା ଓ ସ୍ୱାସ୍ଥ୍ୟ ସେବା x ମାଧ୍ୟମିକ ଶିକ୍ଷା

୧) ଶିକ୍ଷା ଓ ସ୍ୱାସ୍ଥ୍ୟ ସେବା ସମ୍ବନ୍ଧିତ

୨) ସ୍ୱାସ୍ଥ୍ୟ ସେବା ଓ ଶିକ୍ଷା ସମ୍ବନ୍ଧିତ

୩) ଶିକ୍ଷା ଓ ସ୍ୱାସ୍ଥ୍ୟ ସେବା ସମ୍ବନ୍ଧିତ
ସମ୍ବନ୍ଧିତ ଶିକ୍ଷା ଓ ସ୍ୱାସ୍ଥ୍ୟ ସେବା

- ଶିକ୍ଷା ଓ ସ୍ୱାସ୍ଥ୍ୟ ସେବା
- ସାମାଜିକ ଓ ସ୍ୱାସ୍ଥ୍ୟ ସେବା
- ପ୍ରାଥମିକ ଶିକ୍ଷା

Songem Gonar Fagpa T/yaghta
yaghta Gonar.

၁- ကျေးရွာ၊ ကျေးရွာ၊ ကျေးရွာ |

၂- ကျေးရွာ၊ ကျေးရွာ၊ ကျေးရွာ၊ ကျေးရွာ |

၃- ကျေးရွာ၊ ကျေးရွာ၊ ကျေးရွာ၊ ကျေးရွာ၊ ကျေးရွာ |

(ကျေးရွာ၊ ကျေးရွာ၊ ကျေးရွာ |

2. କର୍ମକ୍ଷେତ୍ର, ସ୍ୱଳ୍ପ, ଶ୍ରମିକ ସହଯୋଗୀ

କର୍ମକ୍ଷେତ୍ର

1. ସହଯୋଗୀ ମାଧ୍ୟମରେ

କର୍ମକ୍ଷେତ୍ରରେ କର୍ମକ୍ଷେତ୍ର

2. ଶ୍ରମିକ ସହଯୋଗୀ ମାଧ୍ୟମରେ ସହଯୋଗୀ ମାଧ୍ୟମରେ କର୍ମକ୍ଷେତ୍ର

3. କର୍ମକ୍ଷେତ୍ରରେ କର୍ମକ୍ଷେତ୍ର ମାଧ୍ୟମରେ କର୍ମକ୍ଷେତ୍ର

4. କର୍ମକ୍ଷେତ୍ରରେ କର୍ମକ୍ଷେତ୍ର ମାଧ୍ୟମରେ କର୍ମକ୍ଷେତ୍ର

5. କର୍ମକ୍ଷେତ୍ରରେ କର୍ମକ୍ଷେତ୍ର ମାଧ୍ୟମରେ କର୍ମକ୍ଷେତ୍ର

କର୍ମକ୍ଷେତ୍ରରେ କର୍ମକ୍ଷେତ୍ର

ਸ੍ਰੀ. ਟੀ. ਐਮ. ਟੀ. ਪੰਨ (ਪ੍ਰਭੂ)

7. ଜି. ନନ୍ଦ. ସୋ. ଏ. କ୍ଷୋ. ପ୍ର. ଦ୍ର. ଅଗ୍ର. ପ୍ର.
5. 111. 20. 21

[illegible]

१- श्री. एच. जी. राम. जी. श्री. मर. एच. जी. श्री.

গেজিট:- পৃষ্ঠা ৯ (২).

સુપ્રી. ૧૦૭. ક્રિ. સ્વરૂપા - કૃતિનામ.

१) मेसा। खे। कु। लेस। कु। स। तबगु। बने। कीरु। सुं। श। मि। ग। ए। नी

[illegible]

॥ श्री गुरुभ्यो नमः ॥
 ॥ श्री गुरुभ्यो नमः ॥

४) सुगन्धद्रव्य, रस, विरस, तृष्ण, दुःख, भय, क्षय, शून्यता, अज्ञान

$$S_1 S_2 = S_2 S_1$$

Thaddeus Williams

வினா :- மது, தீ, கி. பூ, க. க.

③ સમજાવવાનો સમય, જોઈએ તેવો
જાણીને જ સમજાવે છે.

૧) સંસ્કૃતિના પડાનો ઉપયોગ

૨) સમાજના પ્રમાણોનો ઉપયોગ

૩) નીચાના ઉપયોગ

Nayua Vegetable Cluster. Mombasa, Kenya.
— . — . — . — . — . 2/11/11.

1- ନୂଆ ନୟୁଆ ଗ୍ରାମୀଣ ସହଯୋଗୀ ସଂଘ, ନୟୁଆ ଗ୍ରାମ, ନୟୁଆ ଗ୍ରାମ, ନୟୁଆ ଗ୍ରାମ

2- ନୟୁଆ ଗ୍ରାମୀଣ ସହଯୋଗୀ ସଂଘ, ନୟୁଆ ଗ୍ରାମ, ନୟୁଆ ଗ୍ରାମ, ନୟୁଆ ଗ୍ରାମ

3- ନୟୁଆ ଗ୍ରାମୀଣ ସହଯୋଗୀ ସଂଘ, ନୟୁଆ ଗ୍ରାମ, ନୟୁଆ ଗ୍ରାମ, ନୟୁଆ ଗ୍ରାମ

ନୟୁଆ ଗ୍ରାମୀଣ ସହଯୋଗୀ ସଂଘ
ନୟୁଆ ଗ୍ରାମ, ନୟୁଆ ଗ୍ରାମ, ନୟୁଆ ଗ୍ରାମ

Karmashi vegetable production
and marketing group, Chali, Mongar
Action planning

- (1) Improve marketing by improving
the relation between the member
- (2) Convey the message studied in
the training to the group member
and chairperson
- (3) Improve transparency among
the member

Karma
member

3. ප්‍රගුණව සිටින. කුසලතාව. ආදායම් වැඩි වීමට

සැලැස්වීම.

1) ගුණාකාරීව සිටින. සුභාග්‍යය. ප්‍රගුණතාව
වැඩි වීම.

2) ගුණාකාරීව සිටින. ප්‍රගුණතාව. ප්‍රගුණතාව
වැඩි වීම.

3) ගුණාකාරීව සිටින. ප්‍රගුණතාව. ප්‍රගුණතාව
වැඩි වීම.

ප්‍රගුණ.

Sonam Phuntsho, Director North
Tshopa, Dorla,
Lhutsel

Pledge.

- ① Explain benefits Group &
motivate members
- ② Improve marketing
- ③ Better Book-keeping

Sanjiv Wadi, Zenglen Sarom
Tshydel Detsken, Bepap
Mayor

Pledge,

- ① Participatory decision making
- ② Improve trust & rapport with members
- ③ Improve marketing.

১৭০৭১
৫২৫১৭৫১১৮১

८१० ११० १२० १३० १४० १५० १६० १७० १८० १९० २०० २१० २२० २३० २४० २५० २६० २७० २८० २९० ३०० ३१० ३२० ३३० ३४० ३५० ३६० ३७० ३८० ३९० ४०० ४१० ४२० ४३० ४४० ४५० ४६० ४७० ४८० ४९० ५०० ५१० ५२० ५३० ५४० ५५० ५६० ५७० ५८० ५९० ६०० ६१० ६२० ६३० ६४० ६५० ६६० ६७० ६८० ६९० ७०० ७१० ७२० ७३० ७४० ७५० ७६० ७७० ७८० ७९० ८०० ८१० ८२० ८३० ८४० ८५० ८६० ८७० ८८० ८९० ९०० ९१० ९२० ९३० ९४० ९५० ९६० ९७० ९८० ९९० १०००

ॐ नमो भगवते वासुदेवाय

- ୧) ଅନୁନାମନା, ଶ୍ରୀ ଶ୍ରୀ, ମାୟା, ବସନ୍ତ, ଶ୍ରୀ
- ୨) ବସନ୍ତ, ବସନ୍ତ, ଶ୍ରୀ, ମାୟା, ବସନ୍ତ, ଶ୍ରୀ
- ୩) ଅନୁନାମନା, ଶ୍ରୀ, ଶ୍ରୀ, ମାୟା, ବସନ୍ତ, ଶ୍ରୀ, ଶ୍ରୀ, ମାୟା, ବସନ୍ତ, ଶ୍ରୀ

- Kota, Yadu ઝી.વ. એડી||
Chastkr, Hays
Pledge.

- ① ~~So~~ Improve communication
- ② Analyze conflict & resolve
- ③ Improve Accounting

Penyer, ଅନୁପାଳନ କରନ୍ତୁ ।

Commitment - ନିର୍ମାଣ ।

- 1) Improve book keeping
- 2) Improve communication
- 3) Participatory decision making

Shool Dangi, Mingyab Tshafby Retshen
Mingyab, Lhutsel

Commitment

- ① implicit fairness
- ② transparency
- ③ Improve morality.

31 मंगळ ३१ " " " " " "

જો મંત્રી મંત્રી — મહારાજા મહારાજા ॥

[illegible]

31) ગોઠવણી, ગણતરી, વર્ગીકરણ, ગુણધર્મ, નક્કી કરી લેવા, ઓળખી મැળવવાનો કાર્ય.

3. $\frac{1}{2} \times \frac{3}{4} = \frac{3}{8}$

Nongshingang Community forest. Tlyangta.

Tongshong.

1. 2. 3. 4. 5. 6. 7. 8. 9. 10. 11. 12. 13. 14. 15. 16. 17. 18. 19. 20. 21. 22. 23. 24. 25. 26. 27. 28. 29. 30. 31. 32. 33. 34. 35. 36. 37. 38. 39. 40. 41. 42. 43. 44. 45. 46. 47. 48. 49. 50. 51. 52. 53. 54. 55. 56. 57. 58. 59. 60. 61. 62. 63. 64. 65. 66. 67. 68. 69. 70. 71. 72. 73. 74. 75. 76. 77. 78. 79. 80. 81. 82. 83. 84. 85. 86. 87. 88. 89. 90. 91. 92. 93. 94. 95. 96. 97. 98. 99. 100.

1. 2. 3. 4. 5. 6. 7. 8. 9. 10. 11. 12. 13. 14. 15. 16. 17. 18. 19. 20. 21. 22. 23. 24. 25. 26. 27. 28. 29. 30. 31. 32. 33. 34. 35. 36. 37. 38. 39. 40. 41. 42. 43. 44. 45. 46. 47. 48. 49. 50. 51. 52. 53. 54. 55. 56. 57. 58. 59. 60. 61. 62. 63. 64. 65. 66. 67. 68. 69. 70. 71. 72. 73. 74. 75. 76. 77. 78. 79. 80. 81. 82. 83. 84. 85. 86. 87. 88. 89. 90. 91. 92. 93. 94. 95. 96. 97. 98. 99. 100.

1. 2. 3. 4. 5. 6. 7. 8. 9. 10. 11. 12. 13. 14. 15. 16. 17. 18. 19. 20. 21. 22. 23. 24. 25. 26. 27. 28. 29. 30. 31. 32. 33. 34. 35. 36. 37. 38. 39. 40. 41. 42. 43. 44. 45. 46. 47. 48. 49. 50. 51. 52. 53. 54. 55. 56. 57. 58. 59. 60. 61. 62. 63. 64. 65. 66. 67. 68. 69. 70. 71. 72. 73. 74. 75. 76. 77. 78. 79. 80. 81. 82. 83. 84. 85. 86. 87. 88. 89. 90. 91. 92. 93. 94. 95. 96. 97. 98. 99. 100.

1. 2. 3. 4. 5. 6. 7. 8. 9. 10. 11. 12. 13. 14. 15. 16. 17. 18. 19. 20. 21. 22. 23. 24. 25. 26. 27. 28. 29. 30. 31. 32. 33. 34. 35. 36. 37. 38. 39. 40. 41. 42. 43. 44. 45. 46. 47. 48. 49. 50. 51. 52. 53. 54. 55. 56. 57. 58. 59. 60. 61. 62. 63. 64. 65. 66. 67. 68. 69. 70. 71. 72. 73. 74. 75. 76. 77. 78. 79. 80. 81. 82. 83. 84. 85. 86. 87. 88. 89. 90. 91. 92. 93. 94. 95. 96. 97. 98. 99. 100.

* द्वितीय प्रश्न

→ ८. विन्' छिन्' त्र' वज्ज' त्री प्र' क्षत्वे' न्यप्' इत्' अच्' भु' क्रीडित्

→ $\omega_1 \omega_2 \omega_3 \omega_4$

Trashigang Pledge

20-0-2013

બંધી કૃષિકર્મી
જામના જિલ્લા
જિલ્લા જિલ્લા
જિલ્લા જિલ્લા
જિલ્લા જિલ્લા
જિલ્લા જિલ્લા
જિલ્લા જિલ્લા

જિલ્લા જિલ્લા

જિલ્લા જિલ્લા

- 1- જિલ્લા જિલ્લા જિલ્લા જિલ્લા
- 2- જિલ્લા જિલ્લા જિલ્લા જિલ્લા
- 3- જિલ્લા જિલ્લા જિલ્લા જિલ્લા

જિલ્લા જિલ્લા
30/9/13
જિલ્લા જિલ્લા

ਦਸ਼ਮੀ 305.18.18
ਜੋ 19.13.18
ਤੇ ਕੰਗ. 7.1.18. 2.18.18
ਬਲੁਮ. 18.18.18. 18.18.18
ਬੋਲ. 18.18.18. 18.18.18
ਬਲੁਮ. 18.18.18. 18.18.18
(ਮੋਮ. 18.18.18)

1. 18.18.18. 18.18.18
2. 18.18.18. 18.18.18
3. 18.18.18. 18.18.18

සුභසාමයා |
දිව්‍යානන්ද (සාමාජික) |
පාලන මණ්ඩලය |
පාලන මණ්ඩලය |

සාමාජිකයා |

- 1) ප්‍රාදේශීය සමාජ සේවා කොමිෂන් සභාවේ සාමාජිකයෙක් ලෙසින්
- 2) සමාජ සේවා කොමිෂන් සභාවේ සාමාජිකයෙක් ලෙසින් සේවය කිරීම
- 3) ප්‍රාදේශීය සමාජ සේවා කොමිෂන් සභාවේ සාමාජිකයෙක් ලෙසින් සේවය කිරීම

DECHEN PELDON

DANGLING DUNGKHAR CHOLING OM TSHORPA

KANG LUNGT

TRASHI GANG.

མཐུན་པལ་ཡས་རྒྱལ་ཁུ་ནི།

→ མཐུན་པལ་ཡས་རྒྱལ་ཁུ་ནི།

→ བསམ་ཁུ་མཐུན་པལ་ཡས་རྒྱལ་ཁུ་ནི། མཐུན་པལ་ཡས་རྒྱལ་ཁུ་ནི།
མཐུན་པལ་ཡས་རྒྱལ་ཁུ་ནི།

→ མཐུན་པལ་ཡས་རྒྱལ་ཁུ་ནི། མཐུན་པལ་ཡས་རྒྱལ་ཁུ་ནི།

ਮਾਨਸਾ ਪਾਠ

ਥਾ ਅਨੁਗਾਮਵਿਧਿਕਾਏ

ਸ੍ਰੀ ਸ੍ਰੀ ਸ੍ਰੀ ਸ੍ਰੀ ਸ੍ਰੀ ਸ੍ਰੀ

ਸ੍ਰੀ ਸ੍ਰੀ

1) ਪ੍ਰੀਤਮ ਪ੍ਰੀਤਮ ਪ੍ਰੀਤਮ ਪ੍ਰੀਤਮ

2) ਪ੍ਰੀਤਮ ਪ੍ਰੀਤਮ ਪ੍ਰੀਤਮ ਪ੍ਰੀਤਮ
ਪ੍ਰੀਤਮ

3) ਪ੍ਰੀਤਮ ਪ੍ਰੀਤਮ ਪ੍ਰੀਤਮ

ਪ੍ਰੀਤਮ ਪ੍ਰੀਤਮ ਪ੍ਰੀਤਮ
ਪ੍ਰੀਤਮ

தேதி: 20.12.2022

सु. वि. : १५५, ६५, ८५, १०५, १२५

[illegible]

(18.11.2013)

විද්. සමුදාය. සභාව.

18.11.2013. සමුදාය. සභාව.

18.11.2013. සමුදාය. සභාව.

18.11.2013. සමුදාය. සභාව.

1- විද්. සමුදාය. සභාව. 18.11.2013.

2- විද්. සමුදාය. සභාව. 18.11.2013.

3- විද්. සමුදාය. සභාව. 18.11.2013.

၁-ဒီဇင်ဘာ: ဂရုဏ်း

၂-ဇန်နဝါရီ: နေပြည်တော်၊ ဂရုဏ်း

၃-ဖေဖော်ဝါရီ: ကိုဗွေ

၄-မတ်: ကိုဗွေ

၅-ဧပြီ: မန္တလေးတိုင်းဒေသကြီး

၆-မေ: ဂရုဏ်း၊ ဂရုဏ်း၊ ဂရုဏ်း၊ ဂရုဏ်း၊
ဂရုဏ်း

၇-ဇွန်: မန္တလေးတိုင်းဒေသကြီး၊ ဂရုဏ်း

၈-ဇူလိုင်: မန္တလေးတိုင်းဒေသကြီး၊ ဂရုဏ်း

၉-ဇူလိုင်: မန္တလေးတိုင်းဒေသကြီး၊ ဂရုဏ်း၊
ဂရုဏ်း |

૧- સ્ત્રીનું જીવન સુધારવા

૨- (કૃષિ) કાર્યમાં સ્ત્રીઓનો સમાવેશ કરવો

૩- સ્ત્રીઓ = શ્રમિક

૪- સ્ત્રીઓ = મજૂર/કાર્યકર્તા

૫- જો કોઈ સ્ત્રી કાર્યમાં જોડાઈ નથી શકતી તો તેને મદદ કરવી

૧- સ્ત્રીઓ

૨- સ્ત્રીઓ

૩- સ્ત્રીઓ

૧- મુશ્કેલી = કોઈપણ વસ્તુ

૨- સ્વચ્છતા = જેને કોઈપણ વસ્તુને સ્વચ્છ રાખવું

૩- સ્વચ્છતા = સ્વચ્છતા

૪- સ્વચ્છતા = સ્વચ્છતા

૫- સ્વચ્છતા = સ્વચ્છતા

૧- સ્વચ્છતા

૩- સ્વચ્છતા

૩- સ્વચ્છતા

ક્ર.સર:- મહાનિયમ સભ્ય

કુલસચિવ:- મહાસર સ.કે.સર્વિસ કમિટી કુલસચિવ

ગ્રામ:- મહાસર

કુલ:- મહાસર

કુલ:- મહાસર

કુલ:- મહાસર ગ્રામીણ સર સભ્ય સભ્ય

૧- મહાસર સભ્ય સભ્ય

૨- મહાસર સભ્ય સભ્ય

૩- મહાસર સભ્ય સભ્ય

- ૧ મિ. ગામ. ૦૮૧, ૧૫૧, ૨૧૧.
- ૨ ૫૫, ૧૫૫, ૨૫૫, ૩૫૫, ૪૫૫, ૫૫૫, ૬૫૫, ૭૫૫, ૮૫૫, ૯૫૫.
- ૩ ૧૫, ૨૫, ૩૫, ૪૫, ૫૫, ૬૫, ૭૫, ૮૫, ૯૫.
- ૪ ૧૦, ૨૦, ૩૦, ૪૦, ૫૦, ૬૦, ૭૦, ૮૦, ૯૦.

૧, ૨, ૩, ૪, ૫, ૬, ૭, ૮, ૯, ૧૦, ૧૧, ૧૨, ૧૩, ૧૪, ૧૫, ૧૬, ૧૭, ૧૮, ૧૯, ૨૦, ૨૧, ૨૨, ૨૩, ૨૪, ૨૫, ૨૬, ૨૭, ૨૮, ૨૯, ૩૦, ૩૧, ૩૨, ૩૩, ૩૪, ૩૫, ૩૬, ૩૭, ૩૮, ૩૯, ૪૦, ૪૧, ૪૨, ૪૩, ૪૪, ૪૫, ૪૬, ૪૭, ૪૮, ૪૯, ૫૦, ૫૧, ૫૨, ૫૩, ૫૪, ૫૫, ૫૬, ૫૭, ૫૮, ૫૯, ૬૦, ૬૧, ૬૨, ૬૩, ૬૪, ૬૫, ૬૬, ૬૭, ૬૮, ૬૯, ૭૦, ૭૧, ૭૨, ૭૩, ૭૪, ૭૫, ૭૬, ૭૭, ૭૮, ૭૯, ૮૦, ૮૧, ૮૨, ૮૩, ૮૪, ૮૫, ૮૬, ૮૭, ૮૮, ૮૯, ૯૦, ૯૧, ૯૨, ૯૩, ૯૪, ૯૫, ૯૬, ૯૭, ૯૮, ૯૯, ૧૦૦.

- ૧ ૫૫, ૧૫૫, ૨૫૫, ૩૫૫, ૪૫૫, ૫૫૫, ૬૫૫, ૭૫૫, ૮૫૫, ૯૫૫.
- ૨ ૧૦, ૨૦, ૩૦, ૪૦, ૫૦, ૬૦, ૭૦, ૮૦, ૯૦, ૧૦૦.
- ૩ ૧૦, ૨૦, ૩૦, ૪૦, ૫૦, ૬૦, ૭૦, ૮૦, ૯૦, ૧૦૦.

30/9/13

[illegible]

ମାଧ୍ୟମିକ

୧. ଶ୍ରୀ. ଶ୍ରୀ. ଶ୍ରୀ.

ଶ୍ରୀ. ଶ୍ରୀ. ଶ୍ରୀ. ଶ୍ରୀ. ଶ୍ରୀ. ଶ୍ରୀ. ଶ୍ରୀ.

ଶ୍ରୀ. ଶ୍ରୀ. ଶ୍ରୀ.

ଶ୍ରୀ. ଶ୍ରୀ. ଶ୍ରୀ.

୧. ଶ୍ରୀ. ଶ୍ରୀ. ଶ୍ରୀ. ଶ୍ରୀ. ଶ୍ରୀ. ଶ୍ରୀ.

୨. ଶ୍ରୀ. ଶ୍ରୀ. ଶ୍ରୀ. ଶ୍ରୀ. ଶ୍ରୀ. ଶ୍ରୀ.

୩. ଶ୍ରୀ. ଶ୍ରୀ. ଶ୍ରୀ. ଶ୍ରୀ. ଶ୍ରୀ. ଶ୍ରୀ.

ਦਾਅਵਾ: ਜੀ.ਐਸ. ਟੀ.ਐਲ

နိဗ္ဗာန်: သမုဒ္ဓါ ဣဒါ

किसी भाग = अक्षि. अक्षि. 2

ਨਿਰੰਕ : ਅਕਾਲ ਤਖਤ 'ਪ੍ਰੀਤ' ਨਿਰੰਕ ।

3. କ୍ରିଷି ଏବଂ ନାମ ଲାଭ କରିବା ପାଇଁ ନିୟମ ନାହିଁ ।

১১। গুল্মবাহী ফুলগাছ দুই প্রকার। ১। অগাছ।

अथ मन्त्राणां यन्त्राणां च नामावली

১৪। ১৪। ১৪। ১৪। ১৪। ১৪। ১৪। ১৪। ১৪। ১৪।

નરસી ત્રી દિવ્ય મારા નરસી દેવ્ય કી જી મારા ।

ଅମର ନାମ ସ୍ତୋତ୍ର ମଙ୍ଗଳା

ਭ੍ਰਮਿ ਨਯਾ ਨਯਾ ਭ੍ਰਮਿ ਧ੍ਰੁਵਿ ਭ੍ਰਮਿ ਭ੍ਰਮਿ ਭ੍ਰਮਿ ਭ੍ਰਮਿ ਭ੍ਰਮਿ

3. ଶିକ୍ଷା ମନ୍ତ୍ରୀ,

૨- ડાહ્યા:- નડાંગ

૩- ગ્રામજી:- કાંઠાના કાંઠાના

૪- પાન:- ૧૫૫

૫- ગ્રામજી:- કાંઠા

૬- કાંઠા:- કાંઠા

૭- ગ્રામજી, પાન, કાંઠા, પાન, કાંઠા, કાંઠા, કાંઠા, કાંઠા

૮- ગ્રામજી, પાન, કાંઠા, પાન, કાંઠા, કાંઠા, કાંઠા, કાંઠા

૯- કાંઠા, પાન, ગ્રામજી, કાંઠા, પાન, કાંઠા, કાંઠા, કાંઠા

૧૦- કાંઠા, પાન, કાંઠા, પાન, કાંઠા, કાંઠા, કાંઠા, કાંઠા

- ၁ နံပါတ် : ၁၂၀၁ နံပါတ်
- ၂ နံပါတ် : နံပါတ် ၁၂၀၁ နံပါတ် ၁၂၀၁ နံပါတ် ၁၂၀၁
- ၃ နံပါတ် : နံပါတ်
- ၄ နံပါတ် : နံပါတ်
- ၅ နံပါတ် : နံပါတ်

၁၂၀၁ နံပါတ် ၁၂၀၁ နံပါတ် ၁၂၀၁

- ၁- ၁၂၀၁ နံပါတ် ၁၂၀၁ နံပါတ်
- ၂- ၁၂၀၁ နံပါတ် ၁၂၀၁ နံပါတ်
- ၃- ၁၂၀၁ နံပါတ် ၁၂၀၁ နံပါတ်

$$g_{\beta} \tilde{B} \gamma = n_{\beta}^2 \tilde{A} \gamma$$

தெரியுமா: உங்களுக்கு என்ன?

ਸੁਅੰਤਰ : ਕੀ ਵਸੀ ਸੁਅੰਤਰ।

IMS 2013 | *Strengthening Leadership in Farmers' Groups and Cooperatives*

၂၀၁၅.၁၁.၁၀

၁။ မူဝါဒ။
၂။ မူဝါဒ။ မူဝါဒ။ မူဝါဒ။ မူဝါဒ။ မူဝါဒ။
၃။ မူဝါဒ။ မူဝါဒ။ မူဝါဒ။ မူဝါဒ။ မူဝါဒ။
၄။ မူဝါဒ။ မူဝါဒ။ မူဝါဒ။ မူဝါဒ။ မူဝါဒ။

၁- မူဝါဒ။ မူဝါဒ။ မူဝါဒ။ မူဝါဒ။ မူဝါဒ။
၂- မူဝါဒ။ မူဝါဒ။ မူဝါဒ။ မူဝါဒ။ မူဝါဒ။
၃- မူဝါဒ။ မူဝါဒ။ မူဝါဒ။ မူဝါဒ။ မူဝါဒ။

၄။ မူဝါဒ။ မူဝါဒ။ မူဝါဒ။ မူဝါဒ။ မူဝါဒ။
၅။ မူဝါဒ။ မူဝါဒ။ မူဝါဒ။ မူဝါဒ။ မူဝါဒ။

Date 20/09/13

Name = Sonam Tshatbang. (chairman.)
Vill = Dungkhar choling CF
G = Deothang
D = S/Jongkhar.

I promise to do

- ① Guidel - Communication skill can be streykhneel.
- ② chairman Responsibility
- ③ Groups Bye-laws can be streykhneel.

১১:- ১১০০ ১১০০ ১১০০ |
 ১২:- ১২০০ ১২০০ ১২০০ |
 ১৩:- ১৩০০ ১৩০০ ১৩০০ |
 ১৪:- ১৪০০ ১৪০০ ১৪০০ |
 ১৫:- ১৫০০ ১৫০০ ১৫০০ |
 ১৬:- ১৬০০ ১৬০০ ১৬০০ |
 ১৭:- ১৭০০ ১৭০০ ১৭০০ |
 ১৮:- ১৮০০ ১৮০০ ১৮০০ |
 ১৯:- ১৯০০ ১৯০০ ১৯০০ |
 ২০:- ২০০০ ২০০০ ২০০০ |
 ২১:- ২১০০ ২১০০ ২১০০ |
 ২২:- ২২০০ ২২০০ ২২০০ |
 ২৩:- ২৩০০ ২৩০০ ২৩০০ |
 ২৪:- ২৪০০ ২৪০০ ২৪০০ |
 ২৫:- ২৫০০ ২৫০০ ২৫০০ |
 ২৬:- ২৬০০ ২৬০০ ২৬০০ |
 ২৭:- ২৭০০ ২৭০০ ২৭০০ |
 ২৮:- ২৮০০ ২৮০০ ২৮০০ |
 ২৯:- ২৯০০ ২৯০০ ২৯০০ |
 ৩০:- ৩০০০ ৩০০০ ৩০০০ |

၁။ အချက်အလက်
 ၂။ အချက်အလက်
 ၃။ အချက်အလက်
 ၄။ အချက်အလက်
 ၅။ အချက်အလက်
 ၆။ အချက်အလက်
 ၇။ အချက်အလက်
 ၈။ အချက်အလက်
 ၉။ အချက်အလက်
 ၁၀။ အချက်အလက်

की : ३०.६२१

$\frac{1}{2} \times 100 = 50$ and $\frac{1}{2} \times 100 = 50$

37, 38, 39, 40

சென்னை, தி.வி. சா.கி. பரமசிவபிரகாசம் ஸ்வாமியார்
பரிந்துரை

၇၂ စက္ကန့်အတွင်း ဟိုစက်က အစွမ်းထက် ပိုမိုလုပ်ကိုင်ခဲ့

[illegible]

કો. ગોલ્ડન ગ્રાન્ડ મલ્ટીપલેક્સ

ਸ੍ਰੀ. ਗੁਰਮਤਿ

ਬਲਿੰਦਮਲਾ ਭੁਵਲਾ ਭੁਵਲਾ

ਭਗਵਾਨਾ, ਮਨਾਮਾ, ਮਨੋਰੇ, ਮਨੋਰੇ, ਮਨੋਰੇ, ਮਨੋਰੇ, ਮਨੋਰੇ, ਮਨੋਰੇ, ਮਨੋਰੇ, ਮਨੋਰੇ

ਭੀਭੀ, ਭੀਭੀ, ਭੀਭੀ

ਬਲਿੰਦਮਲਾ ਭੁਵਲਾ

ਭੀਭੀ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ

ਭੀਭੀ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ

ਭੀਭੀ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ

ਭੀਭੀ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ

ਭੀਭੀ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ

ਭੀਭੀ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ, ਮਨਾਮਾ

નોંધ: ૫૬/૭૦૬/૬૫
 સુવેનર સુવેનર સુવેનર સુવેનર સુવેનર

 સુવેનર સુવેનર સુવેનર
 સુવેનર સુવેનર સુવેનર

 સુવેનર સુવેનર સુવેનર

 ૧/ સુવેનર સુવેનર સુવેનર
 ૨/ સુવેનર સુવેનર સુવેનર
 ૩/ સુવેનર સુવેનર સુવેનર

25 - 343

સો કો, બ્રિડ - ૧૦૦ ડી ડી ૧૦૩, જી, ફ, ૧૩જી,
૧૩ એમ, સો કો)

✓
3/3 - Δ 2113021

$$\sum_{s=1}^n 10 - \Delta \sum_{s=1}^n 951$$

ਮੇ ੩੫੮

- (1) ਭੰਡ, ਮਸ਼ੀਨ, ਮੋਟਰ, ਫ਼ੀਲਡ, ਟਰੈਕਟਰ
- (2) ਮਸ਼ੀਨ, ਫ਼ੀਲਡ, ਟਰੈਕਟਰ, ਮੋਟਰ, ਫ਼ੀਲਡ, ਟਰੈਕਟਰ
- (3) ਫ਼ੀਲਡ, ਮਸ਼ੀਨ, ਮੋਟਰ, ਟਰੈਕਟਰ

www.ims.edu.bt



Institute for Management Studies

Post Box: 1614
Olakha, Thimphu
Bhutan.

Phone: +975-2-351273/351276/351563

Fax: +975-2-351184

Email: ims@druknet.bt