

# WINGS OF EMPOWERMENT

A Project Nirmanshree Newsletter

June 2021

Year One | Issue One

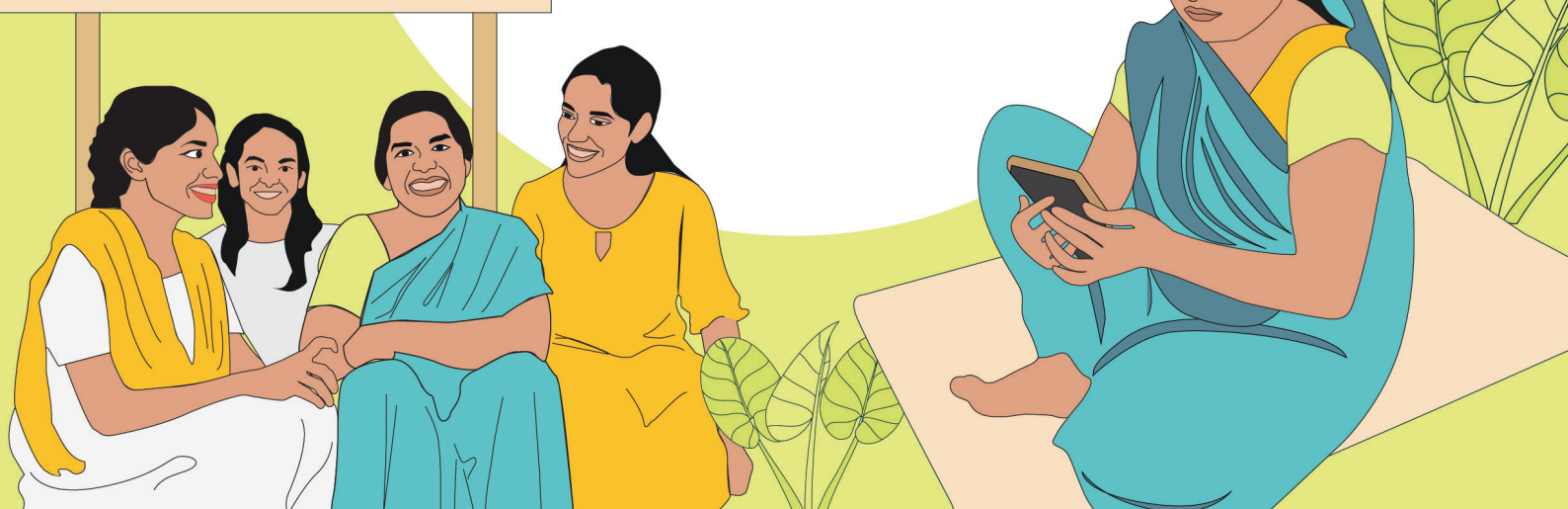


## Nirmanshree

*Empowering Women through Social Enterprise*



A PROJECT FUNDED  
BY THE EUROPEAN UNION







## Dear Friends,

I am delighted to present to you the first edition of Wings of Empowerment - a newsletter featuring stories from Year 1 of Project Nirmanshree!

As an advocate for gender equality, I am personally excited about what Project Nirmanshree can set out to achieve. At the core, Nirmanshree seeks to address issues regarding gender inequalities that exist in India with regards to the housing eco-system.

Funded by the European Union, Nirmanshree is a 3-year project that began back in January 2020. The project aims to promote women-led enterprises around

the housing supply chain and to impact the housing sector with enterprises and skills available in villages throughout Maharashtra and Odisha. To ultimately impact two lakh families in these states through housing interventions and social enterprise, Nirmanshree will enhance women's entrepreneurial skills by providing sustainable livelihood options linking all the current government schemes and programs in the housing sector.

Nirmanshree is a very special and unique project for us and we are looking forward to continuing our work alongside the women-folk of Odisha

and Maharashtra.

We are very grateful to the European Union for the support they have given us in making this project a reality. We are confident that our efforts will help women at the grassroots achieve the strength, stability and self-reliance they need to build a better future for themselves, their families and their communities.

We keep the safety of your family and yourself in mind, always.

**In partnership,  
Dr. Rajan Samuel  
Managing Director  
Habitat for Humanity India**



# MEET THE PROJECT NIRMANSHREE TEAM

## Maharashtra



**Melvyn Castelino**  
State Program  
Manager,  
Project Nirmanshree,  
Habitat for Humanity  
India



**Virbhadra Potbhare**  
Cluster Coordinator,  
Project Nirmanshree,  
Habitat for Humanity  
India



**Ashok Todkar**  
Enterprise Development  
Manager,  
Project Nirmanshree,  
Habitat for Humanity  
India



**Priti Sirsat**  
Cluster Coordinator,  
Project Nirmanshree,  
Habitat for Humanity  
India



**Ashok Bikkad**  
District Training  
Coordinator,  
Project Nirmanshree,  
Habitat for Humanity  
India



**Sunanda Kharate**  
Federation Coordinator,  
Project Nirmanshree,  
Habitat for Humanity  
India



**Sunil Kamble**  
District Training  
Coordinator,  
Project Nirmanshree,  
Habitat for Humanity  
India



**Jyoti Lokare**  
Enterprise Assistant,  
Project Nirmanshree,  
Habitat for Humanity  
India

## Odisha



**Surajeet Kumar Hanuman**  
District Training  
Coordinator,  
Project Nirmanshree,  
Habitat for Humanity  
India



**Deepak Tripathy**  
State Program  
Manager, Project  
Nirmanshree,  
Habitat for Humanity  
India



**Prabodh Kumar Moharana**  
District Training  
Coordinator,  
Project Nirmanshree,  
Habitat for Humanity  
India



**Manoj Kumar Hati**  
Enterprise  
Development Manager,  
Project Nirmanshree,  
Habitat for Humanity  
India



**Ritarani Pradhan,**  
Cluster Coordinator,  
Project Nirmanshree,  
Habitat for Humanity  
India



**Jyotirmaya Biswal**  
District Coordinator,  
Project Nirmanshree,  
Habitat for Humanity  
India



**Punya Prava Mohanty,**  
Cluster Coordinator,  
Project Nirmanshree,  
Habitat for Humanity  
India



**Sonali Priyadarsani**  
Federation Coordinator,  
Project Nirmanshree,  
Habitat for Humanity  
India



**Swetapadma Sahoo,**  
Enterprise Assistant,  
Project Nirmanshree,  
Habitat for Humanity  
India



# NIRMANSHREE PROJECT LAUNCH



**K Davidson Prince**  
National Program  
Manager,  
Project Nirmanshree,  
Habitat for Humanity  
India



**Gautam Majumdar**  
Technical Expert -  
Enterprise Development,  
Project Nirmanshree,  
Habitat for Humanity  
India



**Rahul Bharadwaj**  
Technical Expert -  
Habitat Development,  
Project Nirmanshree,  
Habitat for Humanity  
India



**Pravin Mangutkar**  
Finance and  
Administrative Officer,  
Project Nirmanshree,  
Habitat for Humanity  
India



**Nilesh Sawant**  
Chief Financial Officer,  
Habitat for Humanity  
India



**Dr. Rajan Samuel**  
Managing Director,  
Habitat for Humanity  
India



**Jasmine D'Souza**  
Human Resources,  
Project Nirmanshree,  
Habitat for Humanity  
India



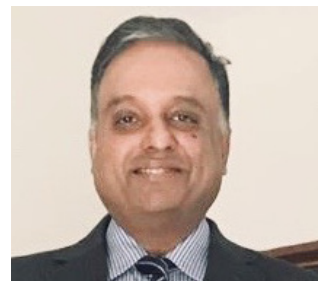
**Saint Kamei**  
Communications,  
Project Nirmanshree,  
Habitat for Humanity  
India



**Laavanya Vinayagaswami,**  
Monitoring and  
Evaluation,  
Project Nirmanshree,  
Habitat for Humanity  
India



**Aslam Naved**  
Programs,  
Project Nirmanshree,  
Habitat for Humanity  
India



**Pradeep Narayanan**  
Chief Operating Officer,  
Habitat for Humanity  
India

Habitat for Humanity India and the European Union (EU) launched Project Nirmanshree in an official virtual ceremony on 6<sup>th</sup> August 2020.

**Ms. Delphine Brissonneau**, Attaché – Cooperation Section, Delegation of the European Union to India, represented the EU. **Dr. Rajan Samuel**, Managing Director, Habitat for Humanity India,

gave an overview of Habitat India, while **K. Davidson**, National Program Manager, Project Nirmanshree, Habitat India introduced the project. **John Lindon**, Associate Director - Foundations Organisations and Institutions, Asia Pacific Region represented Habitat International. A video featuring Nirmanshree Messengers from Maharashtra and Odisha was shown during the launch.

233 key stakeholders of the project representing partner organisations, community-based organisations, government departments, district officials, officials from financial institutions, panchayat and federation leaders, Self Help Group (SHG) members, Civil Society Organizations (CSOs) and Habitat India's corporate partners participated in the launch.

Scan this QR code to watch the launch video.



## Implementation Approach and Key Deliverables

Select and Train **3000** women in Technical and Entrepreneurial Skills

Develop **50** women-led enterprise

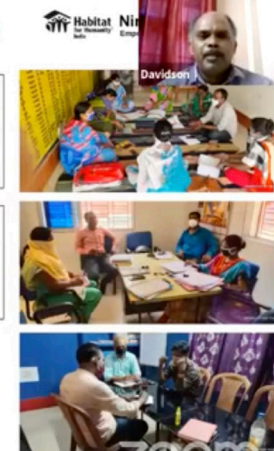
Develop an effective women-led governance mechanism at community level with participation of women and local stakeholders

Develop **four** production/distribution facilities (Nirmanshree Facility Centre) to show cause innovative solutions on sustainable housing

Create 'Nirman App' and Web Portal for Digital Learning of Women and to engage multiple stakeholders

Influence policy and program through strategic advocacy efforts at national, state and local levels

Improve housing conditions of **200,000** families through services and Market linkages enabled through the social enterprises



K. Davidson, National Program Manager for Nirmanshree introduces the project to the attendees at the launch and discusses the primary initiatives that the project will entail.



# PROJECT NIRMANSHREE ON FIELD

## Comparative Study

A comparative study was carried out across four districts from March 2020 to June 2020 to understand the market dynamics, existing micro-enterprises in the districts and to identify potential stakeholders. The comparative study was

followed by a Resource Mapping exercise in 30 villages, across Maharashtra and Odisha to assess the social issues involved around housing, water, energy, and possible interventions in the habitat eco-system. 45 planning meetings were

conducted with the women federations in Odisha and Maharashtra from July 2020 to September 2020. 324 women from the federations and 14 men participated in the planning meetings.



Planning meeting with women federation at Korai block in Jajpur district, Odisha.

Consultation with Suhana Begum, Assistant Project Director, Rural Housing regarding the project objectives and Project Advisory Committee formation in Jajpur, Odisha.



**45 planning meetings were conducted with the women federations in Odisha and Maharashtra from July 2020 to September 2020. 324 women from the federations and 14 men participated in the planning meetings.**



Planning meeting with women federations at Saptasajya Gram Panchayat in Dhenkanal district, Odisha.

Meeting with Assistant Block Development Officer of Kaij Mr. Vitthal Nagargoje at his office in Kaij tehsil, Beed district, Maharashtra to introduce Project Nirmanshree.





# PROJECT NIRMANSHREE ON FIELD

## Focused Group Discussion and Baseline Study

28 Focused Group Discussions (FGDs) were conducted with the community members before the baseline study to understand the status of housing eco-system of the village and engagement of women in the construction sector. Interpretive Paradigm Methodology was adopted in the FGDs to collect and interpret data.

A baseline study was conducted in Beed and

Osmanabad districts of Maharashtra and Dhenkanal and Jajpur districts of Odisha from November 2020 to December 2020.

**The project team conducted household interviews and Focused Group Discussions with 5,073 women across the two states and encouraged them to sign up for the technical and entrepreneurship skills training.**

They also took part in awareness sessions on safe hygiene habits to prevent the spread of COVID-19. The logical framework version 1 was updated with EU Results Framework Indicators and baseline values based on the data received from this exercise.

Project Nirmanshree will train 3000 women and set up 50 social enterprises in the duration of the 3-year project.

## Construction Skill Training and EDP Training

The baseline study helped us identify 3000 women for the Construction and Enterprise Development Program (EDP) and 200 potential women entrepreneurs to establish and expand 50 women-led enterprises.



Household interviews carried out in Odisha. Project team encouraging women to sign up for training to learn technical and entrepreneurial skills.

## Stakeholders' Assessment

Project Nirmanshree team carried out assessment with 49 stakeholders comprising of the local Government Departments, Non-Government Organisations,

Self Help Groups, village level federations, micro-finance institutions, rural banks, construction contractors as well as existing small entrepreneurs engaged in

housing and housing allied business to understand current trends, support systems, challenges and market linkages with a focus on COVID-19 and its impact.



Stakeholder Assessment with Block Development Officer, Jajpur district, Odisha



Stakeholder Assessment with NABARD, Maharashtra

## Strengthening Project Implementation

4 Project Advisory Committees (PAC) have been formed at the district level in Maharashtra and Odisha. 6 PAC meetings have been conducted with the project stakeholders. This structured approach has provided greater stability and strengthened project implementation.



Project Advisory Committee meeting in Dhenkanal District, Odisha



Project Advisory Committee meeting in Osmanabad District, Maharashtra



# IN RECOGNITION OF THE NIRMANSHREE MESSENGERS



Nirmanshree Messengers – a group of enumerators who travelled door to door to conduct interviews and Focused Group Discussions for need assessment and baseline study - were appreciated for their efforts. 20 Nirmanshree Messengers were awarded certificates on 7th April 2021. **Dr. Rajan Samuel, Managing Director, Habitat for Humanity India** thanked all the messengers and project staff involved in the baseline study and expressed his gratitude for the crucial role they play in the success of the project.

Nirmanshree Messengers conducting interviews and collecting data in the Atlan Collect Mobile App



Certificate of Appreciation in acknowledgement of Nirmanshree Messengers' contribution to Nirmanshree.



Women in the community celebrating International Women's Day on 8th March 2021

# PROJECT NIRMANSHREE: WORKSHOP MODE

Habitat India team attended a series of workshops organized by the European Union in August 2020 and September 2020. A total of 8 workshops were organized by the EU on different themes such as Project Design, Log Frame Indicators, Grant Contract, general rules on Project Implementation, Technical and Financial reporting and

Project Management. 14 team members of the Project Nirmanshree team attended the sessions.

**"The training highlighted the importance of different types of indicators on which the Result Based Framework of European Union is formulated. The European Union Results Framework indicators was well**

**articulated and methodology notes were shared as a reference for the project's logical framework. The training facilitated us to revisit and rethink about the our project indicators."**  
**Laavanya Vinayagaswami**  
 Senior Manager, Habitat for Humanity India

## Communication and Visibility Session with Nirmanshree Team

An orientation workshop on Habitat for Humanity India's brand guidelines was conducted on 26th August 2020. The Nirmanshree team was given an overview of Habitat's history, philosophy and our work across India and the globe. A follow-up session sensitised the team on the Communication and Visibility Plan developed for the project. The session was led by **Saint Kamei, Communications, Habitat for Humanity India**

**"The session gave us insights on effective use of digital medium for project visibility and various channels or platforms to be used for effective communication. I found that very helpful. Also, stress was given on the effective use of human resources in the context of branding and communication."** - **Melvyn Castelino**, State Program Manager, Project Nirmanshree, Habitat for Humanity India



## Project Orientation Workshop for Nirmanshree Staff

Habitat India organised orientation training for all project Nirmanshree staff from 24<sup>th</sup> to 27<sup>th</sup> August 2020. The training covered multiple sessions. Aside from the foundational concepts of the project, staff also received a briefing on HYLB (Habitat Young Leaders Build Leadership), BCC (Behaviour Change Communication) and Habitat India's work with the Irula community.

### Here are a couple of testimonials from two of our project staff in Maharashtra and Odisha.

"I am delighted to have attended the induction training on Project Nirmanshree. Although the training had to be done virtually, I found it interesting. The training was instructive and I got a chance to hear the thoughts of all the stakeholders involved in their desire to make Project Nirmanshree a success.

In the training program, I learned about the goals, strategies, results and deliverables of Project Nirmanshree. The project components, its strategy and field implementation plan were the most important learning lessons for me. The stories and topics covered during the training were motivating and gave us

tremendous hope and faith in this endeavour. Overall, the program was immensely thought-provoking and from the sessions, I learned that there are solutions to the housing problems in the country."

- **Sonali Priyadarsani**,  
Federation Coordinator,  
Odisha

"I learned the necessary facets needed to make Nirmanshree's project goals a success. These include direction, alignment and commitment. Learning about these different facets was interesting to me as it provides a real blueprint for effecting change in a meaningful way. I gathered that the Situation-Behaviour-Impact model is the best way to understand our

colleagues and and respect different perspectives.

I also enjoyed the Habitat Young Leaders Build session. The team ensured a great learning experience for me. The training session taught me immensely about the various traits needed for effective leadership, especially when trying to produce a lasting change. Overall, the session

was very useful for me. I will consistently try to implement and apply these learnings in the field while working with communities and leaders of the various local communities. Thank you for delivering this knowledgeable session in simple, engaging and thought-provoking ways."

- **Priti Sirsat**, Cluster  
Coordinator, Maharashtra

## Training of Trainers Program on Enterprise Development

On 3<sup>rd</sup> and 4<sup>th</sup> June 2021, Project Nirmanshree team organised a Training of Trainers Program on Enterprise Development to equip the project staff in Odisha and Maharashtra. The trainers will be responsible for training 3000 women on enterprise development in both states.



### The workshop aimed to:

1. Reflect on women's entrepreneurial traits, motivation and need for achievement.
2. Analyse environmental context relating to expanding or starting a small business.
3. Understand the components and formulate the business plan for the product or service.
4. Recognise the process and procedure involved in setting up a small enterprise, including sources of support available.
5. Understand the missing links, gaps and deliver the handholding support to the enterprises.

The two-day workshop was launched by **Dr. Rajan Samuel**, **Habitat India's Managing Director** exhorting the staff to look at Return on Investment, resource leveraging, impact, integrated approach, and demonstration on implementation of any social project. **Gautam Majumdar**, **Technical Expert – Enterprise Development for Project Nirmanshree** instructed the sessions in Hindi. 20 people

participated in the workshop .

"This EDP module is very informative and eye-opening. Five key points on Nirmanshree Project addressed by our Managing Director were most interesting. SWOT (Strength, Weakness, Opportunity, Threat) and PEST (Political, Economic, Social and Technology) analysis was useful. I learnt about the

traits of an entrepreneur. Orientation on fundraising sources for enterprise setup will be helpful to influence the community members to run a social enterprise. Government schemes promoting small enterprises educated me on how to link more families to avail subsidies."

**Swetapadma Sahoo**,  
Enterprise Assistant, Odisha



## Deepanjali Behera, Odisha



Deepanjali Behera and her husband Kartikeshwar, live with their children Sweety, Deepika and Pratush in Dhenkanal district, Odisha. As a child, Deepanjali always aspired to learn new skills. She would eventually go on to learn how to design products and artefacts

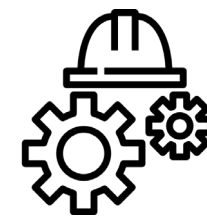
using cement. Her work with cement progressed and Deepanjali shifted her focus from creating flowerpots to making doors and window frames in hope that this would bring in additional income to support her family. Noticing her interest in creating a workshop, her family also

contributed. Her husband helped her set up a workshop in the backyard of their house. Her daughter, who studies Architecture, started helping her mother and continues to give her ideas on product designs.

Deepanjali is also keen on supporting her community. She has been associated with Adishakti Self Help Group which works under the Dhenkanal Municipality for the management of waste materials in the village. After learning about Project Nirmanshree – Funded by the EU; Deepanjali worked as a Nirmanshree Messenger to raise awareness about the project. Later, she enrolled as an entrepreneur, aiming to expand her business and to create new jobs for her community.

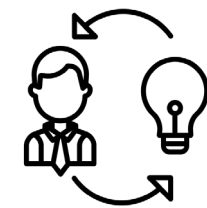
“Currently, I have one person supporting me in my workshop. I want to expand my business so that I can provide employment to other people in my village. My association with Habitat for Humanity is helping me enhance my skills and diversify my products.” - Deepanjali.

Despite the setbacks posed by COVID-19 and lockdowns, Project Nirmanshree has seen steady progress at the end of year 1. Habitat India has identified 5,073 women across two states (Odisha and Maharashtra) through a baseline survey and mobilised 3000 women for training in technical and entrepreneurship skills. All the women who participated in the baseline survey were given information regarding the awareness and prevention of COVID-19.



### Construction Skill Building:

The National Skill Development Corporation (NSDC) through its National Skill Building Institutions is building the capacity of the trainees in the construction sector through the Construction Skill Development Council (CSDC).



### Entrepreneurship Development:

Partnerships with institutions promoting entrepreneurship development and consulting agencies are being explored to train women to develop their technical and enterprising skills.



### Backward and Forward Linkages:

Habitat for Humanity India has developed links and synergies to achieve the project goals. To explore the linkages of financial support, Government subsidies and schemes are introduced to the women. They are provided with handholding support to apply and access the loans from the banks authorized by the government.



### Affordable Housing Finance:

The importance of access to affordable housing finance has inevitably been recognized as a critical component. We are exploring collaboration through Housing Support Services with players in this sector to build new homes or complete unfinished homes. Partnerships with Microfinance Institutions (MFI) are being explored to introduce Housing Microfinance products with HSS in the project locations. The catalytic role played by Habitat for Humanity India will expand the market for the institutions as there are negligible or no players in the deep rural market.



## PROJECT NIRMANSHREE IN THE NEWS

**Excerpts: Outlook India interview with Mr. Raimund Magis, chargé d'affaires, Delegation of the European Union to India**

To help drive change towards sustainable housing through empowering women, the European Union has launched a new project in four districts of Maharashtra and Odisha under which it will train 3,000 women in masonry, plumbing and electrical fitting, and other technical tasks.

The project is being implemented in Beed and Osmanabad districts of Maharashtra and the Dhenkanal and Jajpur

districts of Odisha and is aimed at positively impacting two lakh families over the next three years.

The project aims at targeting 3,000 women-led households in these four districts and is being implemented with the housing non-profit Habitat for Humanity India.

“This is the first-of-its-kind sustainable housing on a large scale in India under which we train women to build

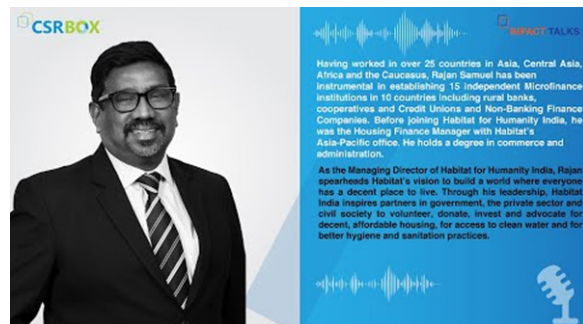
sustainable houses,” Raimund Magis, the chargé d'affaires, at the European Union in India, told PTI.

He added that through this, ***"We aim at empowering women by enhancing their technical and entrepreneurial skills, creating women-led enterprises, promoting climate-adaptable and green housing support services at the community level"***.

**Scan this QR code to read the complete article**



## CSRBOX: In Conversation with Dr. Rajan Samuel



Dr. Rajan Samuel,  
Managing Director  
of Habitat for  
Humanity India  
for an interaction  
on their podcast –  
IMPACT TALKS.

In this interview, Rajan discusses the Habitat for Humanity work in shelter and, as well as the

COVID-19 response. He also talked about the partnership with the European Union for the empowerment of women through project Nirmanshree.

**Scan this QR code for the full interview**



CSRBOX.org, one of the largest CSR portals in the social impact sector, invited

**Scan the QR codes to read articles on Project Nirmanshree**

European Union Launches Project Nirmanshree in Maharashtra and Odisha for Skilling Women in Housing Sector.



The Outlook  
14<sup>th</sup> August 2020



Yahoo! News  
14<sup>th</sup> August 2020



DevDiscourse  
14<sup>th</sup> August 2020



Skill Reporter  
28<sup>th</sup> August 2020



Odisha News Insight  
15<sup>th</sup> August 2020

Inauguration of Habitat India's Nirmanshree Project office in Dhenkanal district, Odisha was featured in Odiya newspapers.

‘ନିର୍ମାଣଶ୍ରୀ’ ପ୍ରକଳ୍ପ କାର୍ଯ୍ୟାଳୟ ଉଦ୍‌ଘାଟିତ



1960-61, 1962-63, 1963-64, 1964-65, 1965-66, 1966-67, 1967-68, 1968-69, 1969-70, 1970-71, 1971-72, 1972-73, 1973-74, 1974-75, 1975-76, 1976-77, 1977-78, 1978-79, 1979-80, 1980-81, 1981-82, 1982-83, 1983-84, 1984-85, 1985-86, 1986-87, 1987-88, 1988-89, 1989-90, 1990-91, 1991-92, 1992-93, 1993-94, 1994-95, 1995-96, 1996-97, 1997-98, 1998-99, 1999-00, 2000-01, 2001-02, 2002-03, 2003-04, 2004-05, 2005-06, 2006-07, 2007-08, 2008-09, 2009-10, 2010-11, 2011-12, 2012-13, 2013-14, 2014-15, 2015-16, 2016-17, 2017-18, 2018-19, 2019-20, 2020-21, 2021-22, 2022-23, 2023-24, 2024-25, 2025-26, 2026-27, 2027-28, 2028-29, 2029-30, 2030-31, 2031-32, 2032-33, 2033-34, 2034-35, 2035-36, 2036-37, 2037-38, 2038-39, 2039-40, 2040-41, 2041-42, 2042-43, 2043-44, 2044-45, 2045-46, 2046-47, 2047-48, 2048-49, 2049-50, 2050-51, 2051-52, 2052-53, 2053-54, 2054-55, 2055-56, 2056-57, 2057-58, 2058-59, 2059-60, 2060-61, 2061-62, 2062-63, 2063-64, 2064-65, 2065-66, 2066-67, 2067-68, 2068-69, 2069-70, 2070-71, 2071-72, 2072-73, 2073-74, 2074-75, 2075-76, 2076-77, 2077-78, 2078-79, 2079-80, 2080-81, 2081-82, 2082-83, 2083-84, 2084-85, 2085-86, 2086-87, 2087-88, 2088-89, 2089-90, 2090-91, 2091-92, 2092-93, 2093-94, 2094-95, 2095-96, 2096-97, 2097-98, 2098-99, 2099-00, 2100-01, 2101-02, 2102-03, 2103-04, 2104-05, 2105-06, 2106-07, 2107-08, 2108-09, 2109-10, 2110-11, 2111-12, 2112-13, 2113-14, 2114-15, 2115-16, 2116-17, 2117-18, 2118-19, 2119-20, 2120-21, 2121-22, 2122-23, 2123-24, 2124-25, 2125-26, 2126-27, 2127-28, 2128-29, 2129-30, 2130-31, 2131-32, 2132-33, 2133-34, 2134-35, 2135-36, 2136-37, 2137-38, 2138-39, 2139-40, 2140-41, 2141-42, 2142-43, 2143-44, 2144-45, 2145-46, 2146-47, 2147-48, 2148-49, 2149-50, 2150-51, 2151-52, 2152-53, 2153-54, 2154-55, 2155-56, 2156-57, 2157-58, 2158-59, 2159-60, 2160-61, 2161-62, 2162-63, 2163-64, 2164-65, 2165-66, 2166-67, 2167-68, 2168-69, 2169-70, 2170-71, 2171-72, 2172-73, 2173-74, 2174-75, 2175-76, 2176-77, 2177-78, 2178-79, 2179-80, 2180-81, 2181-82, 2182-83, 2183-84, 2184-85, 2185-86, 2186-87, 2187-88, 2188-89, 2189-90, 2190-91, 2191-92, 2192-93, 2193-94, 2194-95, 2195-96, 2196-97, 2197-98, 2198-99, 2199-00, 2200-01, 2201-02, 2202-03, 2203-04, 2204-05, 2205-06, 2206-07, 2207-08, 2208-09, 2209-10, 2210-11, 2211-12, 2212-13, 2213-14, 2214-15, 2215-16, 2216-17, 2217-18, 2218-19, 2219-20, 2220-21, 2221-22, 2222-23, 2223-24, 2224-25, 2225-26, 2226-27, 2227-28, 2228-29, 2229-30, 2230-31, 2231-32, 2232-33, 2233-34, 2234-35, 2235-36, 2236-37, 2237-38, 2238-39, 2239-40, 2240-41, 2241-42, 2242-43, 2243-44, 2244-45, 2245-46, 2246-47, 2247-48, 2248-49, 2249-50, 2250-51, 2251-52, 2252-53, 2253-54, 2254-55, 2255-56, 2256-57, 2257-58, 2258-59, 2259-60, 2260-61, 2261-62, 2262-63, 2263-64, 2264-65, 2265-66, 2266-67, 2267-68, 2268-69, 2269-70, 2270-71, 2271-72, 2272-73, 2273-74, 2274-75, 2275-76, 2276-77, 2277-78, 2278-79, 2279-80, 2280-81, 2281-82, 2282-83, 2283-84, 2284-85, 2285-86, 2286-87, 2287-88, 2288-89, 2289-90, 2290-91, 2291-92, 2292-93, 2293-94, 2294-95, 2295-96, 2296-97, 2297-98, 2298-99, 2299-00, 2300-01, 2301-02, 2302-03, 2303-04, 2304-05, 2305-06, 2306-07, 2307-08, 2308-09, 2309-10, 2310-11, 2311-12, 2312-13, 2313-14, 2314-15, 2315-16, 2316-17, 2317-18, 2318-19, 2319-20, 2320-21, 2321-22, 2322-23, 2323-24, 2324-25, 2325-26, 2326-27, 2327-28, 2328-29, 2329-30, 2330-31, 2331-32, 2332-33, 2333-34, 2334-35, 2335-36, 2336-37, 2337-38, 2338-39, 2339-40, 2340-41, 2341-42, 2342-43, 2343-44, 2344-45, 2345-46, 2346-47, 2347-48, 2348-49, 2349-50, 2350-51, 2351-52, 2352-53, 2353-54, 2354-55, 2355-56, 2356-57, 2357-58, 2358-59, 2359-60, 2360-61, 2361-62, 2362-63, 2363-64, 2364-65, 2365-66, 2366-67, 2367-68, 2368-69, 2369-70, 2370-71, 2371-72, 2372-73, 2373-74, 2374-75, 2375-76, 2376-77, 2377-78, 2378-79, 2379-80, 2380-81, 2381-82, 2382-83, 2383-84, 2384-85, 2385-86, 2386-87, 2387-88, 2388-89, 2389-90, 2390-91, 2391-92, 2392-93, 2393-94, 2394-95, 2395-96, 2396-97, 2397-98, 2398-99, 2399-00, 2400-01, 2401-02, 2402-03, 2403-04, 2404-05, 2405-06, 2406-07, 2407-08, 2408-09, 2409-10, 2410-11, 2411-12, 2412-13, 2413-14, 2414-15, 2415-

4<sup>th</sup> November 2020, The Samaja

## ‘ନିର୍ମାଣ ଶୀ’ ପକ୍ଷେ କାର୍ଯ୍ୟମାଳୟ ଉଦ୍‌ଘାଟିତ



କରିଥିଲେ। ଯୋଗୁଁ ଆ ଜୋସେଫ କାର୍ଯ୍ୟକ୍ରମକୁ ଆଦୌ ଗ୍ରହଣ କରି ପାରନ୍ତା କିରିଥିଲେ। ସଂସାର ପ୍ରଦାନକରା ନିର୍ଦ୍ଦେଶକ କାନ୍ଦୁ ସାଧୁକୁ ନିମ୍ନା ଶ୍ରୀ ପ୍ରଦାନକରା ଲକ୍ଷ୍ୟ ଉପରେ ଆଲୋଚନାପାତ କରିଥିଲେ। ଏହି ପ୍ରକଳ୍ପ ମିହିକାମାନଙ୍କ ବିରୋଧ ଦିଗରେ ଉପସୋଧା ହୋଇପାରିବ।

5<sup>th</sup> November 2020, Sambad





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