

The Indian Primary & Secondary Education Megaproject



Presentation To

The National Knowledge Commission
&
Ministry Of HRD (Govt. Of India)

High Quality Education to Upto 126 Million Children
Absolutely Free Of Cost



BusybriC Infrastructure Pvt. Ltd.
June ' 2010

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Executive Summary

Executive Summary



1. Project Description

- ❑ Construct **30,000** New Schools across 28 States & 7 Union Territories (2012 – 2023)
- ❑ **80 %** of new schools in rural areas ... **80 %** children from poorest families
- ❑ Focus On Upper Primary & Secondary Education Where Huge Shortage Exists
- ❑ **Phase I** in Six States With Highest Percentage Of Out Of School Children
- ❑ Provide High quality education to **126** Million Children ... absolutely free of cost
- ❑ Implement Unique “ Teacher Centric “ Design that transforms education In India

2. Impact On Existing Government School System

- ❑ Share Teachers & Resources With **420,000** Existing SSA Schools
- ❑ Project’s Advanced IT Platform Improves SSA :
 - Makes official decisions totally transparent ... dramatically Improves accountability
 - Cuts teacher absenteeism in India from **25 %** currently to below **3 %**
- ❑ No Cash Diversion Required From Existing Government Education Schemes / SSA

Project Builds Massive Capacity ... With Minimum Recourse To Govt. Budget

Executive Summary



3. Project Capital / Operating Costs and Control

- ❑ Project Capex : US \$ **131.38** Billion / Rs. **5,97,651** Crores ... over **10** Years
- ❑ Project Opex : US \$ **42.57** Billion / Rs **1,93, 633** Crores each year after 2023
- ❑ Entire Project Controlled Through **18 Million Education Vouchers**
- ❑ Education Vouchers Fully Finance Massive Teacher Sharing Programme
- ❑ System Is Totally Self Regulating ... Requires Minimum Government Intervention

4. Project Macro Economic Impact

- ❑ Infrastructure Investment Multiplier effect on Indian economy : US \$ **300** Billion
- ❑ Project Generates Massive Demand Within The Indian Economy
- ❑ Worlds Largest Environmental Project ... Environmentally Friendly Building Materials
- ❑ Rural Economy Impact : US \$ **200** Billion ... (Achieve Gandhiji's vision of Rural Growth)

Financial Structure Efficiently Raises Huge Resources Form 14 Different Sources
... Project Has Zero Inflationary Impact

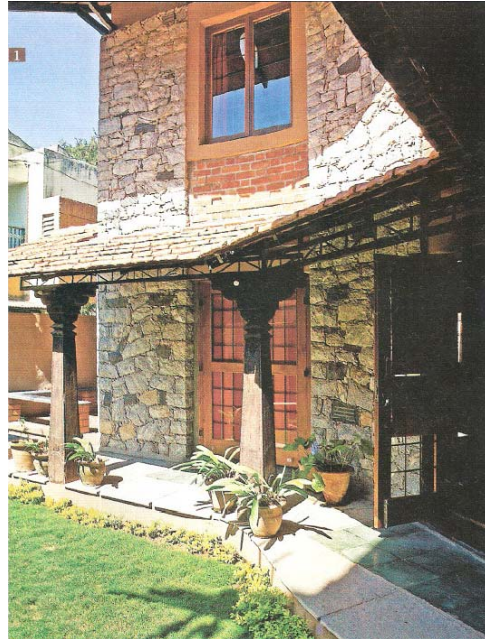
Massive Infrastructure Creation, 30,000 New Schools

@ Rs 850 / Sq Ft



Cost Includes Buildings
And Furniture

Teachers Houses



School Campuses



900,000 Acres is roughly a square
60 Km X 60 Km ... It is not much land for 28 states
& 7 Union Territories Put Together

Auroville & Laurie Baker Designs deployed to create World Class Infrastructure
At Lowest Possible Cost ... 9,00,000 Acres To Be Developed Across India

Macro Comparison : Education Megaproject Vs. Current System



SL. No	Parameter	Current System / SSA	Indian Primary & Secondary Education Megaproject
1	Project Centricity	Literacy Centric with the teacher as an afterthought	Teacher Centric with the objective of bringing the best minds back into education.
2	Focus	Primary Education (Upto Class IV)	Upper Primary - Senior Secondary (Classes V – XII)
2	Student Retention Strategy	Mid Day Meals	The Teacher is the pull factor within the Education Mega Project . However the project <u>does not alter</u> the Mid Day Meals Programme which will continue within the SSA.
3	Execution Authority	Ministry Of HRD Under Sarva Shiksha Abhiyaan (SSA)	Executed In Project Mode <u>Outside</u> SSA. Project Executed By New Act of Parliament Company (The Indian Social Infrastructure Corporation)
4	Expansion Strategy	A School Every Kilometer Policy (Announced By Dr. Manmohan Singh) Spreads system too thinly ... causes further weakening of institutions	Megaproject Optimizes Capacity by setting up 30,000 New Schools under a PPP format and shares teachers and resources with 420,000 additional existing SSA schools to greatly expand coverage at the lowest possible cost. Each Of The 30,000 New Schools will be staffed with <u>Double</u> The Number Of Teachers Normally Required to Enable Teacher Sharing .
5	Accountability / Transparency	Very Low ... Due To Outdated IT System ... Several Thousand Crores Lost Each Year	Extremely High ... Advanced Communications Platform to deliver accurate , low cost, need based SMS service to each school ... Payback is 3 months ... Dramatically improves performance within SSA.
6	Teacher Absenteeism	20 % – 25 % (On an all India basis)	3 % – Zero (By Involving NGO's / Implementing Communication Platform)



Project Need

Indian Economy : Growth Forecast & Challenges



- **GDP Projections (US \$ Trillion)**

Current Indian GDP is US \$ 1.3 Trillion

Forecasts

	2025	2050
1. BRIC Report (Goldman Sachs)	3.174	27.80
2. McKinsey & Co.	4.01	-
3. Indian Education Megaproject (Assumed)	4.50	-

- **Infrastructure Investment Projections (US \$ Trillion)**

1. Goldman Sachs	1.7	(Over the Next 10 years)
2. Indian Planning Commission	0.5	(XI th 5 year Plan)

- **Critical Requirement For Achieving The Above Targets**

1. **Massive Expansion of Primary & Secondary Education**

Expansion Of Primary & Secondary Education is Critical

Current State Of Affairs within the SSA * (1)



1. Progress in Elementary Education Since 1999

Sl. No.	Indicators	1999-2000	2004-05
1	Primary Schools	642000	767520
2	Upper Primary Schools	198000	274731
3	Teachers in Primary	1919000	2310800
4	Teachers in Upper Primary	1298000	1439146
5	Enrolment in Primary	113.61 Million	131.69 Million
6	Enrolment in Upper Primary	42.00 Million	51.67 Million
7	Public Expenditure on Education (as a % of GDP)	3.77 %	3.74 % (2003-04)

Source : http://www.education.nic.in/Elementary/main_final.pdf, RGI, SES, MHRD

Huge Dropout Rate.
Where have 70 -80 Million Children Gone ?

2. Teacher Qualifications In India (2008 – 09)

Sl. No.	Teacher Qualifications	% Of 4.7 Million Primary & Secondary Teachers in India
1	Teachers not passed Class XII Exams	46 %
2	Teachers not passed Class X Exams	25 %

Sources : <http://www.schoolreportcards.in/Media/m70.html>
<http://www.schoolofeducators.com/wp-content/uploads/2009/02/challenges-gurgaon.ppt#290,5,Challenges%20contd...>
<http://www.educationworldonline.net/index.php/page-article-choice-more-id-1052>

SSA Teacher Quality Immediately Threatens India's Growth Prospects. Poses Serious Strategic Threat To National Security & Social Stability Over The Next 20 years

Current State Of Affairs within the SSA * (2)



3. Schools without basic facilities (Percentage)

Sl. No.	% Of Schools Without Facilities Like	Primary		Upper Primary	
		2004-05	2005-06	2004-05	2005-06
1	Buildings	3.5	3.0	2.8	2.4
2	Toilets	51.4	44.6	16.8	15.3
3	Boundary Walls	50.4	50.8	15.7	16.5
4	Drinking Water	16.3	15.1	4.7	4.8

Source : Planning Commission (Xlth Plan Report) , DISE Data http://www.education.nic.in/Elementary/main_final.pdf

If 45 % of schools in India do not have Toilets, How can Girls go to school ?

4. IT System Design & Information Flows within The SSA

Issue	Problem	Impact
Huge Delays In Cash Disbursement	It takes 3 – 4 Months for money to reach the schools	Entire Years Schedule Gets Disturbed
Clarity	Even When Money Arrives ... School Principals are not clear regarding which specific purpose the funds are for	Money cannot be utilized ...
Transparency	No Means of Knowing who is delaying decisions and why	Schools Suffer ... 50 % of Schools Surveyed by ASER Team reported not receiving SSA Funds

Source : ASER Report (2009) , <http://asercentre.org/asersurvey/asero9/pdfdata/asero9.pdf> , <http://www.expressindia.com/latest-news/Education-finance/570784/>

There are Serious Project Design Issues within SSA ... Both In Physical Infrastructure & IT System Design

Current State Of Affairs within the SSA * (3)



Mid Day Meal Scheme

Findings Of The Comptroller & Auditor General Of India

- Large scale discrepancies in reported enrollment numbers in all states
- Food Unfit for human consumption being served to children in some states
- Funds and food meant for children being diverted or simply being stolen
- States mis-reporting fund utilization ... Huge Funds lying un-utilized

Source : Comptroller & Auditor General Report (CAG Report (PA 13 of 2008) ...
http://www.cag.gov.in/html/reports/civil/2008_PA13_MDMscivil/Introduction.pdf

Accountability needs to be improved by using better Information systems.
Education Megaproject has a proper IT solution for this ...

Strategic Issues within SSA



- **Excessive Reliance on Quick Results / Opex Oriented Schemes**

- 85 - 90 % of Central / State Education Budgets spent on Salaries
- No money is left for building new schools (**Capex was 0.75 % between 1988 & 2003 , 0.72 % - 1.12 % (during 2003 – 2007) and 4 % in 2009**

- Even subsequent to RTE Act ... 85 % Of The Rs 171,000 Crores budgeted by the Govt are Teachers Salaries.
- Funds for new Schools in 2011 – 2015 are 2 – 4 % of plan

Projected Fund Allocations
Also Are Grossly In-Adequate ...

- Huge weakening of institutions has occurred over the last 30 – 40 years due to very poor Capex Focus.

A welder with 3 yrs experience makes more money than a BEEd with 10 yrs of teaching experience even after 6th Pay Commission ... in 75 % of the country

- **Least qualified are becoming teachers**

- 46 % or **2.16** Million of India's **4.7** Million Teachers have not passed their class XII Exams while 25 % have not passed class X (**NEUPA Study, EEI 2005 - 06**)
- Given a teacher / student ratio between 1: 40 – 1: 60 ... **80 – 120** Million children are studying with teachers who are not properly qualified

Sarva Shiksha Abhiyaan Has An OPEX Oriented Model Which Has Created Serious “ Quality ” Problems

SSA Audit ... Some Serious Questions



1. **Given current situation within SSA ... Can India meet growth projection targets ?**
2. **Is there a conceptual flaw in linking Mid Day meal Schemes with Retention and learning ... given the drop out rates ?**
3. **Do we have a Project Plan for Meeting HR Demand in 2025 ?**
4. **Is there something fundamentally wrong with the way education projects are conceived and executed in India ?**
5. **India has built very few proper schools in the last **30** years ... Is it wise to replace institutions with concepts such as computer based self help learning ?**
6. **Given huge structural problems within the Sarva Shiksha Abhiyaan (SSA) can It be expanded any further ?**

SSA ... Need For Supportive Intervention



❑ FACTS

- Over the next 6 – 8 years , over 100 Million children will exit the school going age group ... without any employable skills
- SSA Expansion is not possible given its Human Resource crisis
 - 46 % of the India's 4.7 Million teachers have not completed class XII and 25 % have not completed Class X

❑ Therefore : Expansion Project Requirements & Scope

- Planners Need to think beyond US \$ 1.3 Trillion Economy ... US \$ 4.5 Trillion (2025)
- Project Must Fill Huge Capacity Gap in Upper Primary & Secondary Education
- Expansion Project Must Support SSA from Outside without getting involved with SSA internal Politics and Teacher Quality Issues

ALERT : If an Expansion Project is attempted within the current SSA school system , the entire system may collapse right in the middle of the expansion project

Expected Minimum Loss If SSA Expansion Is Attempted : Rs 51,000 Crores (30 % of Plan over 5 yrs)



The Indian Primary & Secondary Education Megaproject

(A Paradigm Shift Solution)

Brief Description

Education Megaproject : Execution Plan / Schedule



Phase	No. Of <u>New</u> Hub Schools	No. Of Assisted Schools (Teacher Sharing Program)	Commissioning Schedule
Bootstrap I	35 Pilot Projects	490	Q1 – Q4 , 2011
Bootstrap II	35 Pilot Projects	490	Q1 – Q4 , 2012
Phase I	6,000	84,000	2012 - 2014
Phase II	9,000	220,000	2015 - 2017
Phase III	15,000	420,000	2018 - 2023
Phase IV	Possible repeat of total project (another 30,000 schools) to cover another 4,20,000 additional schools by 2029		2023 - 2029

Notes :

- **Phase I** : Six states with largest number of out of school children and dropouts
(Uttar Pradesh, Bihar, Rajasthan, Madhya Pradesh, Andhra Pradesh and West Bengal)

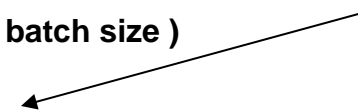
- **Initial Bootstrapping stages I & II** :

250 Nos Of Teacher Training Institutes X 300 (batch size)

60 Centers of Vernacular Architecture X 300 Master Masons (batch size)

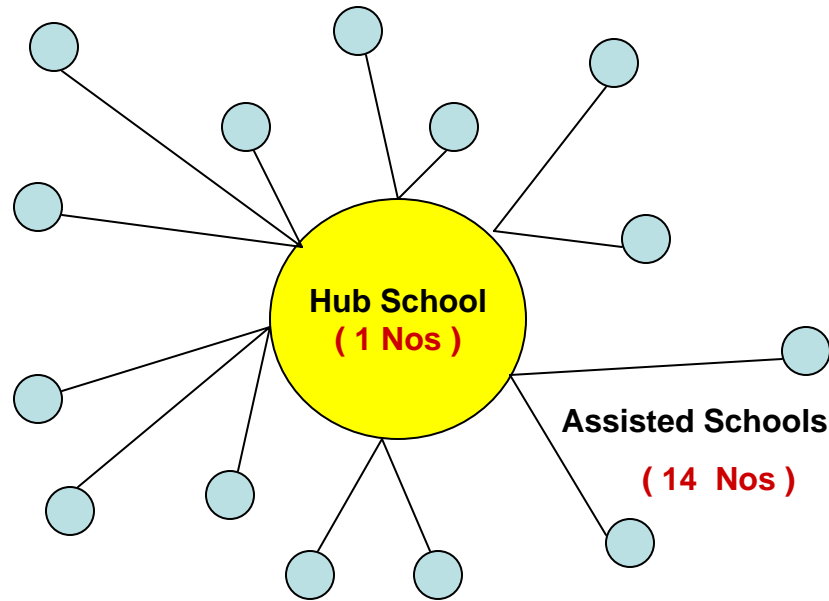
Project Velocity Catalysts :

- Ad Campaign (Rs 800 Crores over 6 years)
- 10000 HR Consultants deployed on Contract / Incentive basis over 10 years to find 1.74 Million Teachers



Project Has An Aggressive Execution Schedule

Execution Structure / Schematic



- Each Shared Teacher Cluster Will consist of **1** Hub School & **14** existing SSA schools
- There will be 25,500 Day Schools & 4500 Fully Residential Schools . Accomodation For 56 Teachers families will be provided in both cases

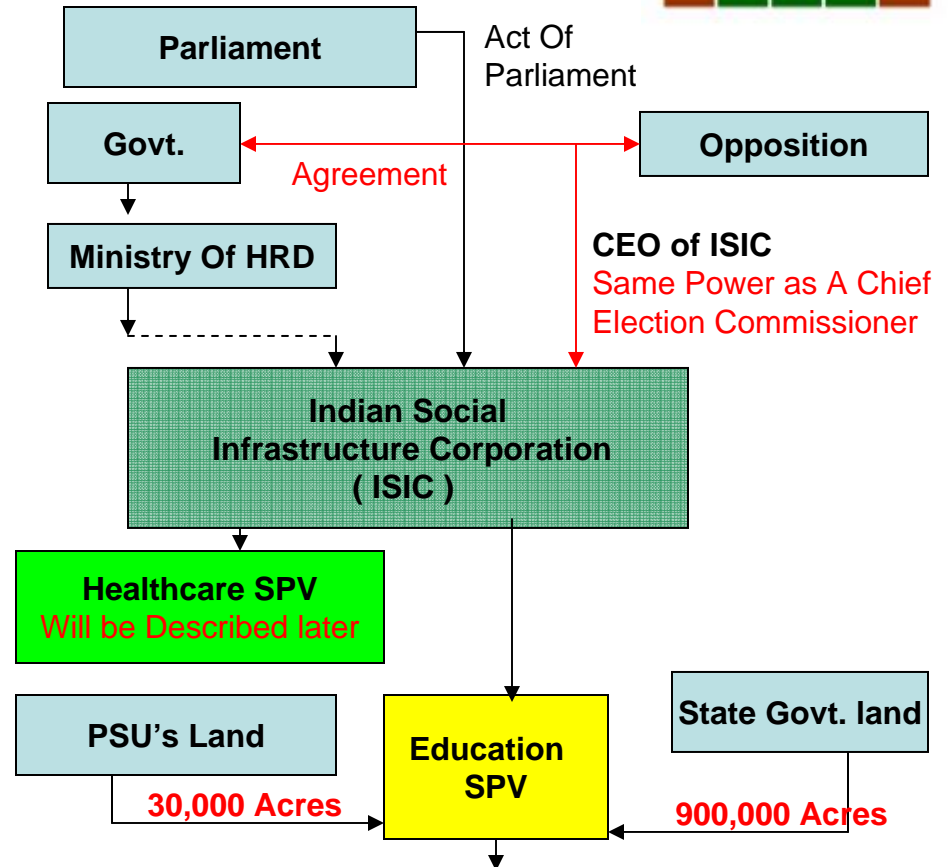
• Day Schools

- Area	: 2 Acres to 30 Acres
- Capex	: Rs 15 Crores (Max)
- Capacity	: 300 Students X 2 Shifts
- Gueshouses	: 14 Nos For Teacher Sharing Programme
- Teacher	: 56 Families
- Housing	: Excellent Housing For All

Residential Schools

- Area	: 80 Acres to 125 Acres
- Capex	: Rs 30 Crores (Approx)
- Capacity	: 600 Students
- Gueshouses	: 14 Nos For Teacher Sharing Programme
- Teacher	: 56 Families
- Housing	: Excellent Housing For All

Infrastructure Plan For **30,000 New Hub** schools will cover **420,000** SSA schools with best teachers possible



Education SPV Staff :

1. **50** Senior Educationists As Project Leaders
2. **1200** Project Engineers + **300** IT Professionals
3. **300** Project Finance Professionals + **100** Lawyers
4. **300** Architects (Auroville + Laurie Baker Style)
5. **10000** HR Consultants on incentive basis to Recruit **1.74** Million Teachers over 10 years ... from other professions
6. Yearly Salary Bill for SPV : Rs **450** Crores

Project Is Executed Totally Outside SSA To Greatly Increase Execution Velocity

Project Philosophy & Central Concepts



“ Education is the manifestation of the perfection already in man ”

“ Knowledge is inherent in man, no knowledge comes from outside; it is all inside ”

“ Concepts ” :

1. All Knowledge Is Within ... **“ Need To Change Approach To Literacy ”**
2. That Knowledge Can Be Awakened Only By A Qualified Teacher

The Western Approach To Literacy is Conceptually Flawed. The Education Megaproject Calls On Govt Of India To Fundamentally Change It's approach To Literacy, Learning and The Teaching Profession.

Swami Vivekananda's Extremely Sophisticated & Timeless Ideas Have Been Adopted As The Megaproject's Design Basis Document

Education Megaproject : Teacher Benefits



- ❑ **Market determined Salaries for Teachers ... Exceed VIth Pay commission**
- ❑ **Teachers To have un-restricted mobility between different subject areas ... On meeting certain transparent criteria**
- ❑ **Excellent Quality Free Housing & Medical Treatment For teachers families**
- ❑ **Free Housing & Medical Treatment On Retirement For Teacher Families**
- ❑ **Education Content Business :**

Approx 50 % Of Megaprojects 1.74 Million teachers to generate educational content for the world market. Teachers to retain 60 % of revenue

- ❑ **Foreign Assignments For Teachers :**

5 % Of Teachers at Any Given Point in Time will be travelling abroad on assignments. Teachers to retain 60 % of revenue (Schools Are Overstaffed By Design To Allow For This)

- ❑ **Huge Vernacular / Classical Language Programme (Rs 28,000 Crores)**

Extra Earning Opportunities For Language Teachers. Special Focus on **Sanskrit / Urdu**

There is a need to Re-Build Institutions ... There is no substitute For good teachers.

Computer Software Based Instruction, To Replace Teachers , At The Elementary Level ... Is A Very Dangerous Concept.

Teacher Recruitment Strategy



❑ Education Megaproject Requires a total of 1.74 Million New Teachers

- 8,27,500 Teachers ... 30,000 New Hub Schools
- 8,40,000 Teachers ... Teacher Sharing Programme
- 72,500 Teachers on International Assignments ... Rotational Basis

Dedicated India Based Teacher Strength At All Times For 450,000 Schools

❑ Since 1.74 Million Teachers Are Not Readily Available In India, Megaproject will Poach and Train qualified people from other professions to be teachers

❑ Recruitment Strategy

- **Massive Advertising Campaign to attract candidates ... Rs 800 Crores over 6 years**
 - ✓ Ad Campaign will create a Lifestyle around the teaching profession
 - Teacher Lifestyles (handsome campuses, excellent housing etc)
 - Job Content (Teaching in Countryside , Un-Polluted Work Environment)
 - Extra Earning Opportunities (Foreign Travel , Global Content Generation Business)
- **Employ 10,000 HR Search Consultants on Incentive Basis ... To Shortlist 3.0 Million Potential Candidates with skill sets and right mindset for teaching**
 - ✓ Recruit & Train 1.74 Million of these candidates in phases for deployment

Attracting Qualified People From Other Professions Is Only Option Left ... Effort Will Be On A War Footing

The Educational Voucher System



- ❑ A total of **18 million** Education Vouchers will be issued after an aptitude test . All Children in India will be eligible to take the test
- ❑ Education Voucher face values
 - Rs **101,400** (Day Schools)
 - Rs **129,500** (Fully residential schools).
- ❑ Vouchers will fully finance the teacher sharing programme to cover 420,000 additional SSA schools containing 108 Million Children
- ❑ Each voucher will actually educate **15** children. Coverage cost per student ...lowest
- ❑ Voucher Award Criteria
 - Will be based on a simple aptitude test for each age level .
 - The score on the aptitude test will be multiplied with an **inverse metric** of the students past educational history to yield a total score.
 - **The use of an inverse metric will ensure that only the poorest students win.** Higher income groups will be on fractional vouchers.
- ❑ Vouchers will bring unprecedented accountability to the school system :
 - If more than **3 %** of students leave a school , the communications system will issue A show cause notice to a schools management
 - If **7 %** of students leave, the system will initiate termination of PPP proceedings
 - Voucher Value will be paid directly to schools ... No Money to Parents / Students

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Communications Platform & Control System



❑ Project Deploys State Of the Art Digital Communications Platform

- **Phase I : Re - Configure SSA Information System... to Cut Cycle Time From 4 months to 4 hours**
 - ✓ Create Dynamic Protocols & Budget Codes to Broadcast Information To Individual Schools ...
 - ✓ Send Out SMS's To Individual School Principals ... Bypass All State Machinery To take fund flow entitlement information directly to SSA schools & NGO's
 - ✓ Map Information Flow ... Identify who is holding up decisions ... Govt Officials to be identified by name ... Information to be published to NGO's & Schools
 - ✓ Legislate to Commandeering **5 %** of Broadband Bandwidth + 4 Hours of daytime TV each week ([All Channel Operators](#)) to be provided Free to Education Megaproject
 - ✓ Install Base System to report on teacher Absenteeism ... link with NGO's Across India for building database on teacher attendance
- **Phase II ... Roll Out Of Megaproject Information Infrastructure**
 - ✓ Install Context Based Communications Platform to Reduce Construction Costs
 - ✓ & Crash Construction Schedules
 - ✓ **Link Communications System With Education Voucher Protocols for Total Control**
 - ✓ Link SSA system with Megaproject's 3 G & 4,00,000 Km of Fibre Optic Networks
 - ✓ Launch 6 Communications Satellites & VSATS...Reach 1,00,000 Remote Schools

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Worlds Largest & Most Advanced IT System For Schools ... System Seamlessly Migrates From Construction Into Operations Phase

Education Megaproject : Public Private Partnership Framework



- ❑ A total of **30,000** New Schools ... offered under **3** Bidding rounds starting in 2012.
BOT Framework to be deployed
- ❑ Very Significant Lowering Of Entry Barriers for Genuine Educators
 - Rs 88 Lakhs ... for a Rs 15 Crores Day School
 - Rs 1.8 Crores ... for a Rs 30 Crores Residential School
- ❑ Very Easy To Set Up A School : Winners will receive Govt / Acquired land and all recognitions along with advice packets
- ❑ However Very strict and transparent performance criteria :
 - All 30,000 Private operators specifically required to publish all their cost and pricing data on a common / open database.
 - Operators deviating by more than **5 %** from benchmarks... will be required to explain deviations
 - Violation of Certain provisions of the PPP will invoke termination of concessions across geographies.
 - **Thorough Screening Of Applicants Led By Tata Institute Of Social Sciences**
- ❑ Incentives For Good Operators ... More Schools To Run
- ❑ NGO's To Monitor School PPP' s by Rotation ... will receive a fee for this service
- ❑ Indian Social Infrastructure Corporation (ISIC) Will Be Regulator ...ISIC Decision Is Final

Minimum Capital Catalyses Massive Investment using Unique Financing

Very Strict , Rule Based , PPP Framework Is Critical For Clean System



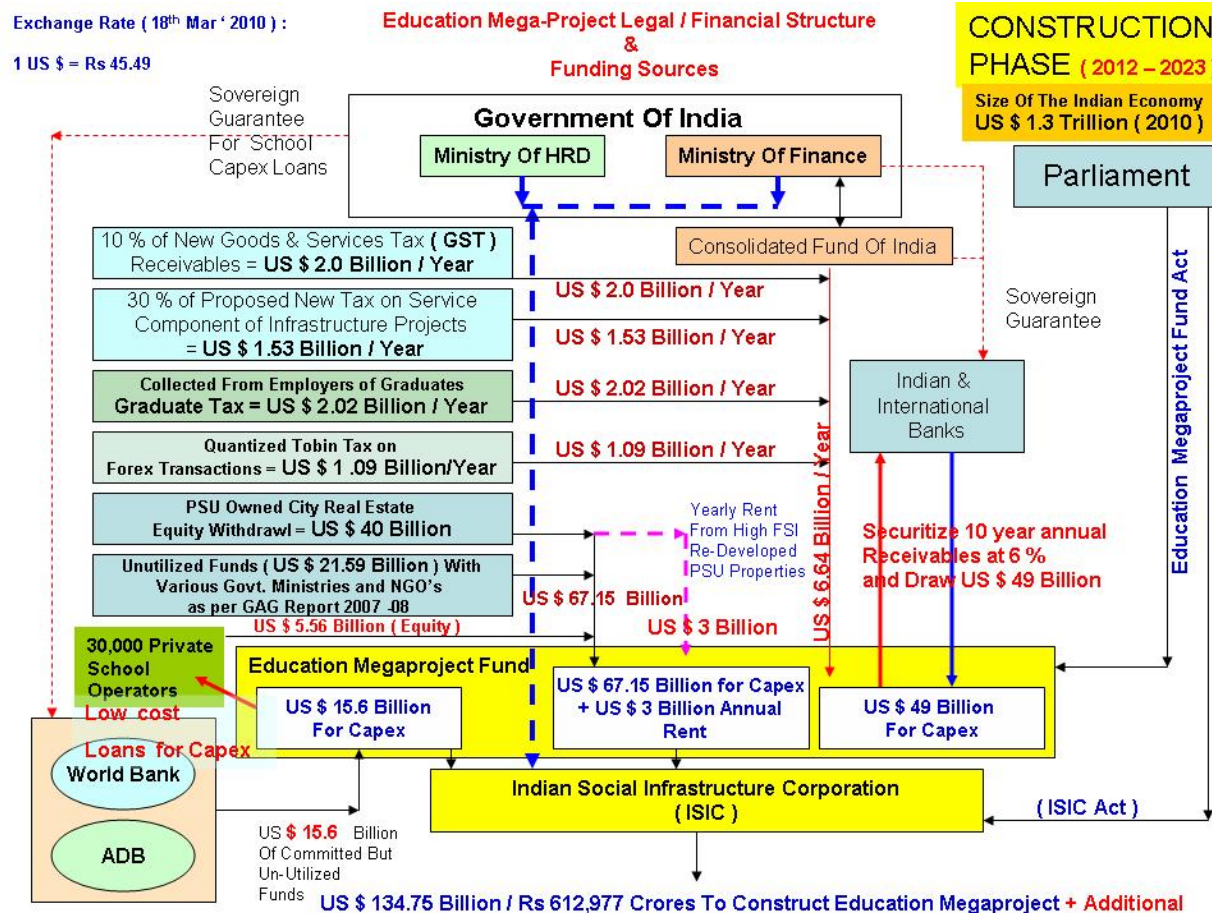
Education Megaproject Financing

Using

Existing NHAI * Financing Structure

* NHAI : National Highway Authority Of India

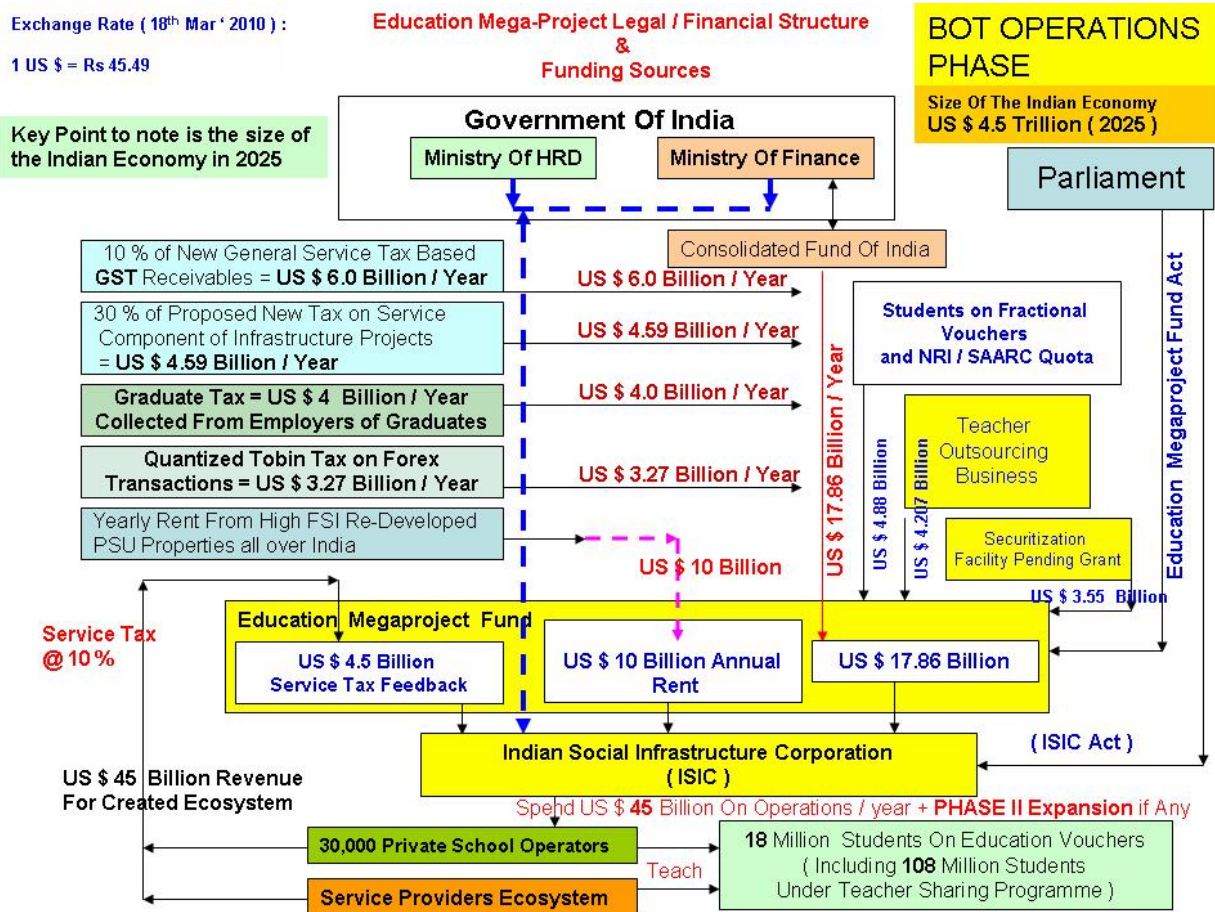
Construction Phase Financing (2012 – 2023)



14 Innovative Sources Deployed To raise US \$ 131.38 Billion For Construction

Detailed Discussion on Financial Structure , Financial Sources & Assumptions Is Available In Project Concept Document

Operations Phase Financing (2023 And Beyond)



Above structure raises US \$ 42.57 Billion Each Year For Operations

Detailed Discussion on Financial Structure , Financial Sources & Assumptions Is Available In Project Concept Document

Support Required From Government of India



1. Create Statutory Organization “**The Indian Social Infrastructure Corporation (ISIC)** ”
2. Create Statutory Fund “ **The Indian Education Megaproject Fund** ” On similar lines as the earlier “**Central Road Fund** “ For The Golden Quadrangle Project under NHAI.
3. Initiate **70** pilot projects across 28 states and 7 Union Territories.

The project requires mostly administrative Support and very little financial support from Current Budgetary Sources

Nataraja Foundation : Involvement & Objectives



- ❑ **The Nataraja Foundation Is A Sister Organization and our Corporate Social Responsibility (CSR) arm**

- ❑ **Foundation Set Up To Promote Education Megaproject.**
 - Limited objective : 1 Pilot Project (Residential School) & Vocational Training Centre Near Nashik / Pune
 - Monitor Project Quality Control During Execution / Rollout
 - Bid for Additional Schools ... Under Megaproject's 3 Bidding Rounds

- ❑ **Other Areas :**
 - Rainwater Harvesting
 - Environmental Protection
 - Creating awareness about India's rich history

Guiding Light On Project Standards



“ That is the goal. We know we cannot reach it yet. Never mind. Do not despair, but do not drag the ideal down ”.

- Swami Vivekananda

THERE WILL NOT BE ANY DILUTION IN PROJECT STANDARDS

Project Downloads



1. Cover Letter

http://www.nataraja.org.in/site_includes/documents/2010/Letter%20to%20Shri%20Kapil%20Sibal_2nd_April_2010.pdf

2. 148 Page, Detailed Project Concept Document (Main Document)

http://www.nataraja.org.in/site_includes/documents/2010/Concept_Document_The_Indian_Primary_And_Secondary_Education_Megaproject.pdf

3. Design Basis Philosophy

http://www.nataraja.org.in/site_includes/documents/Project_Design_Basis_Document.pdf

4. Project Structuring Concepts, Financing Assumptions and Detailed Calculations

http://www.nataraja.org.in/site_includes/documents/2010/The_Indian_Primary_and_Secondary_Education_Megaproject_Excel_Motherfile.xls

Notes :

1. Project Concept note is a 7 Mb file ... Please allow sufficient time for download ...
2. If Web Servers Are Down ... Please write to us for a copy at “ ashish@busybricventures.com ; nataraja.foundation@gmail.com ”

Essential Takeaways



- ❑ **Expansion Within SSA System ... Not Possible given Serious HR / Political Issues**
 - 46 % of India's 4.7 Million Teachers have not passed Class XII , 25 % have not passed Class X
- ❑ **Risk Of Collapse ... If Expansion is attempted within SSA School System**
 - Estimated Minimum Loss If SSA Expansion Is Attempted = Rs 51,000 Crores (over next 5 years)
- ❑ **Education Megaproject Therefore Designed To support SSA from outside**
- ❑ **Education Megaproject**
 - 30,000 New Schools Through PPP ... Under 3 Bidding Rounds (2012 – 2023)
 - Brings Best Minds Back Into Education
 - Teachers Sharing with an Additional 420,000 SSA Schools
 - Fool Proof Project Control Through Unique, 18 Million Voucher Programme
 - 80 % Of Schools in Rural Areas , 80 % of Students will be from Poorest Sections
 - Reduce Teacher Absentism in India From 25 % to below 3 %
 - Implement Next Generation IT Platform To :
 - Dramatically improve transparency within Existing SSA System
 - Reduce Leakages within Midday Meal Scheme to Zero
- ❑ **Govt Support : Statutory & Administrative Support Mainly**

Minimum Budgetary Support Required ... Massive Expansion Of School System



Thank You

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