

**Minutes of the first meeting of the Executive Committee of the
National Mission for Sarva Shiksha Abhiyan (SSA)
held on 23rd March, 2005 at 11.00 a.m.
at Hall No. 3, Vigyan Bhawan, New Delhi**

The first meeting of the Executive Committee of the National Mission for Sarva Shiksha Abhiyan (SSA) was held at Vigyan Bhawan, New Delhi on 23rd March, 2005 at 11.00 a.m. under the Chairmanship of Hon'ble Minister of Human Resource Development. The list of the members of the Executive Committee is at Annexure –I. The list of the participants is at Annexure - II.

Welcoming the members, Shri Arjun Singh, Hon'ble Minister of Human Resource Development briefed them that the first meeting of the Executive Committee was being held in 2005, even though the Sarva Shiksha Abhiyan (SSA) programme had been launched in 2001. He apprised the members that a National Mission for SSA has been constituted with Prime Minister as its Chairman and the first meeting of its Governing Council was held on 21st February, 2005 chaired by the Prime Minister. He articulated that the SSA programme was very crucial and has, therefore, got the highest priority in the Government. SSA is being given adequate financial support so that it can succeed in its Mission. He elaborated on the need to reduce school dropouts significantly and to involve Panchayati Raj institutions in an effort to decentralize the education system and make it accountable. The States would have to play a major role and give the highest priority to the programme through their active participation. He urged the members to participate in the deliberations with a view to enhance the performance of the SSA.

Thereafter, the agenda items were taken up for discussion. Following is the gist of discussions and decisions which took place on the agenda items:

Item No 1. Review of SSA programme

- 1.1 Ms. Kumud Bansal, Secretary (EE&L) made a presentation on the progress under SSA so far and raised certain issues of concern in the programme. She informed the Committee that SSA should attempt to ensure complete provisioning of school infrastructure viz. a primary school / Education Guarantee Centre (EGS) / AIE within 1 km, provision of additional teachers for primary and upper primary schools and construction of additional classrooms, drinking water and toilet facilities by 2007. She pointed out that in some states with a very large infrastructure gap, there was a need to relax the 33% ceiling on allocations for civil works. She also highlighted the need to strengthen initiatives for quality improvement. SSA would work towards ensuring that all children attain mastery levels against the expected outcomes. She highlighted the initiatives under SSA for children of disadvantaged social groups including SC/ST/Minorities and girls. She explained that the involvement of the community including people's committees and Panchayati Raj Institutions is central to the implementation of the programme. The expenditure on SSA has shown a steadily improving trend. By 10th March 2005, the Central Government had released Rs. 5042 crores out of the revised estimates of Rs. 5079 crores for 2004-05. By December 2004 the states and UTs had spent an amount of

Rs. 3665 crores. The State Government had released Rs. 1100 crores as state share for SSA (upto December 2004) which was 32% of the releases of the central government.

- 1.2 She informed that there were 87% habitations in 2002 which had a primary school within 1 km. This has gone up to 94% by 2004-05 and by 2007, all habitations would be covered with a primary school. In the Tenth Plan, there was a requirement of 9,16,000 additional teachers. The Department has sanctioned 6,85,000 teachers and by 2007 the requirement of teachers would be met in full. Likewise, as against the requirement of 10,58,000 additional classrooms, in the Tenth Plan period, the Department had been able to sanction 5,20,000 classrooms till date. She apprised the Committee that the progress has been slow in the initial years because of low budget allocations and inadequate releases of central share. However, the funds availability has improved significantly during 2004-05. She further elaborated that the Department was converging with various Departments of Government for drinking water and sanitation to ensure meeting the goal of providing all schools with drinking water and toilets facilities by 2007.
- 1.3 On quality issues, Secretary (EE&L) pointed out that of the students who complete Class V, only 39% score 60% or more marks. Similarly, in Class VIII, while 89% pass, only 30% score more than 60% marks. Thus, quality of classroom teaching and learning outcomes of students is a major issue in the programme and the Department is trying to address this by development of teachers' competence through in-service training, decentralized academic support structures, regular objective assessment of students and provision for remedial teaching and coaching of children to ensure that they learn the concepts well. Distribution of Free textbooks to all girls and SC/ST children and the universalisation of mid day meal scheme to helping in the retention and attendance of children in schools.
- 1.4 Secretary (EE&L) apprised the Committee that the participation of girls had increased from 4.95 crore in 1999-2000 to 5.73 crore in 2002-03 at the primary level and enrolment from 1.07 crore to 2.06 crore at the upper primary level during the same period. The gender gap too had sharply declined at primary level from 19% in 1999-2000 to 4% in 2003-04 and at the upper primary level, from 17.5% to 9% respectively. Children with disabilities were being identified through house to house surveys and about 18 lakh children had been identified in 2005. Teachers too had been trained to ensure inclusive education and children with disabilities had been provided equipment to facilitate their participation in regular schools. In addition, aid was being given to Madarsas to ensure coverage of minorities and about 8000 Madarsas had been given assistance under the SSA programme.
- 1.5 Secretary (EE&L) drew attention of the Executive Committee to the serious issue of high dropout rates and apprised the members that States had been asked to set goals to bring the dropout down to 0% by 2007. She pointed out that except for UP, Bihar and Jharkhand, all States had agreed to bring down the dropout rate at primary and elementary level to 0% by 2007. She highlighted that teacher recruitment was slow especially in States of Bihar, Chhattisgarh and West Bengal and the Hon'ble Minister of Human Resource Development has taken up the issue with Chief Ministers of these States to ensure that there was an improvement in teacher recruitment. Retention of children belonging to SC/ST, girls and minorities was another area of concern and the Government was monitoring it closely with the States to improve it. Finally, there were

serious issues of governance at the State level relating to teacher deployment, filling up of teacher vacancies and frequent transfer of programme personnel which had been taken up with the States and the Department was hopeful that with continuous follow up, it would be able to redress them.

- 1.6 Prof. N.D. Patil, representative of Rayat Shikshan Sansthan, Maharashtra, identified SSA as a crucial programme. He felt that the quality of education is a major issue. Drop out rates are high and a large number of students can not read and write. The task of school management should be entrusted to the VECs who should also sanction leave to primary school teachers. He recounted the recommendation made by the Kothari Commission to have a "Common School System with Neighbourhood schools" and urged the Government to consider implementing it.
- 1.7 Expressing concern over the poor rate of attendance of children in school, Prof. Patil highlighted that abject poverty of parents was the root problem for absenteeism of children since children are withdrawn from school once they can be gainfully employed somewhere. He suggested giving some incentives to those parents who have to take into consideration the opportunity cost of sending their children to school. He also suggested making education **compulsory** for all children in the 6-14 years age group to ensure success of the programme.
- 1.8 Dr. M. Mukhopadhyay, Director NIEPA, emphasized the need to look at new alternatives to ensure schooling of the last 20% children or hardest to reach children, into school. He emphasized that education needs to be restructured at primary stage to cater to their needs. He stressed the need for implementation of principles like "multiple intelligence", locally relevant curriculum and a constructivist pedagogy in schools to promote a new generation learning paradigm. The University/Higher education system could be utilized for supporting primary education.
- 1.9 Ms. Illina Sen from Chhattisgarh highlighted the need to strategize for special groups like migrant children etc. She informed that in Chhattisgarh, funds allocated for the Alternative and Innovative education component had remained unutilised for the last two years. She said that skills and resources of the local community and children's abilities especially in the tribal areas needs to be tapped and developed. For this, the monolithic concept of education needed to be modified.
- 1.10 Dr. B. Vijay Kumar, Director, CACEE, University of Kerala, Thiruvananthapuram emphasized the need to train teachers and equip them in content areas. He was of the view that a diagnostic remedial teaching programme should be developed for teachers and students. He stressed the need for early detection and intervention for children with disabilities. He also emphasized the need for involving MTAs and PTAs to minimize dropouts. He suggested utilizing the services of graduates and post graduate students as teachers and trainers.
- 1.11 Mr. Javed Abidi, National Centre for Promotion of Employment for Disabled, expressed concern that only 18.5 lakh disabled children had been identified so far. He stressed the need to give adequate focus to interventions for disabled children in every aspect of SSA planning. All construction under SSA should provide for access for the disabled. He felt

that a provision could be made for recruitment of special teachers against some of the teachers vacancies.

- 1.12 Shri B. Bhushan, Director(Edu), Planning Commission emphasized the need for States to conduct baseline surveys and to identify the identified blocks and villages with low literacy and high drop out in their District Elementary Education Plans. All schools need to be equipped with infrastructure and adequate health care facility to ensure quality education. He suggested that for retention of disadvantaged groups, free uniforms and shoes should be given as incentives in addition to textbooks to motivate these children to come to school.
- 1.13 Dr. S. Chellappa, Education Secretary, Government of Andhra Pradesh sought clarification whether the National Council for Teacher Education (NCTE) or the Rehabilitation Council of India (RCI) was the authorized body for giving certification for teachers for special education. He explained that earlier RCI used to accord the said recognition which has been discontinued. Dr. Shardindu, Chairman, NCTE clarified that NCTE gave recognition to B.Ed. general courses while the RCI accorded permission to run special courses. He informed that recently an MOU had been signed between the two organizations. Now, if an Institute wants to start a course for special education, a joint inspection team of NCTE and RCI would visit it before according recognition to it.
- 1.14 Shri C.K. Mathews, Education Secretary, Government of Rajasthan informed that the State has made a significant achievement by recruiting 40,000 teachers which would help to reduce the pupil teacher ratio to 40:1. However, teacher absenteeism is a major problem in the State and 50% of the teachers in far flung areas do not turn up regularly in schools. He suggested that there could be some emphasis on this issue from Government of India. He also emphasized the need for timing release of funds from GoI.
- 1.15 Shri J.S. Deepak, Education Secretary, Government of Uttar Pradesh apprised the Committee that the State had incurred an expenditure of Rs. 1100.00 crores during 2004-05, recruited 1 lakh teachers including 40,000 regular and 60,000 para teachers, constructed 15,000 schools buildings with ramps and was providing mid-day meal to one and half crore children. The access issue had been taken care of and all habitations in Uttar Pradesh had access to regular primary schools. He informed that for the next year, the Government of Uttar Pradesh had envisioned to provide two teachers and two para teachers in all primary schools thereby reducing single teacher schools to 1%, and to provide a classroom for each grade. For this, the norms of SSA would need revision and enhancement in the ceiling limit for civil works from 33% to 45% - 50% limit. He informed that at the upper primary stage, a large number of schools are in the private sector. Although, there was a system of providing grants to private schools yet, because of burden of State finances, the State Government was unable to support it. He felt that such upper primary schools could be considered for grants under SSA. This, he felt, would facilitate fostering of private partnership in elementary education, reduce the burden of State Government and improve quality of education.

Item No.2 Mission Statement and SSA goals

- 2.1 JS (EE-II) presented agenda item 2 for a modification of SSA goals, in view of the time lapse since the first goal was to be achieved in 2003, the need for more state specific

goals and also to put a "measure" to children's learning achievement levels. There was also a need for a succinct Mission Statement of SSA.

- 2.2 Dr. John Kurrien, Centre for Learning Resources felt that if all children are to be enrolled in school by 2005, then the target dates for completion of 5 and 8 years schooling would need to be shifted to 2010 and 2013 respectively. He also expressed a concern that several states like Gujarat, Maharashtra and Assam have primary stage of schooling from Class I to IV and upper primary schooling from Class V to VII. This was not in accordance with the national norms of 8 years for elementary education. These states need to be assisted to move from grade IV to V at the primary stage and VII to VIII at the upper primary stage. He suggested that a group with representative from NIEPA needs to be set up under SSA to get a true picture of Net Enrolment Ratios in the 6-14 years age group with a focus on district level, especially the backward districts.
- 2.3 Ms. Gowri Iswaran, Principal, Sanskriti School, New Delhi said that there were a number of States which had done well like Kerala. There was a need to find out the reasons behind the success of those states and to share them with other States. She felt that backward areas and districts should be given special dispensation in the form of more resources, flexible school hours, and greater focus on teacher motivation. She emphasized that teacher training was very crucial for quality improvement. She also emphasized that primary education must take into account local customs and environment which children are familiar with, as this could facilitate decline in the dropout rate.
- 2.4 Shri Arjun Singh, Minister for Human Resource Development, Government of India and Chair person of the Executive Committee, assured the members that their suggestions would be taken into account while preparing the future course of action. He informed that he alongwith the Ministers of State in the HRD Ministry would be visiting several States to get a first hand feedback on the implementation of the programme and to support the states in any problem faced in SSA implementation. The meeting was chaired by Shri M.A.A. Fatmi, Minister of State, HRD after the departure of Shri Arjun Singh, Hon'ble HRM who had to leave due to other pressing commitments.
- 2.5 Ms. Sehba Hussain from BETI Foundation expressed concern over the slow rate of reduction of dropout. She pointed out that a lot had happened in the last decade under DPEP and other programmes and there was a need to consolidate the progress and give special emphasis in addressing issues of gender inequity and social disadvantaged groups.
- 2.6 Addressing the issue of quality, Prof. Krishan Kumar, Director, NCERT expressed concern over the methods and norms followed for recruitment of teachers and varied understanding delineation of the term "teacher" and "school" over the years. He reminded the Committee of the recommendations of the Chatopadhyay Commission on teachers. He pointed out that the concept of school had reduced to a mere "collection of classrooms". A sub-group of the Executive Committee needs to be setup to set norms for a teacher and a school. He pointed out that there was a serious need to reflect on the meaning of quality in the systemic sense as a web of services offered to children and not merely from the point of view of achievement levels of children. Presently, the system was being stretched to reach out to every child instead of strengthening it to provide every child with a credible quality of elementary education.

- 2.7 Shri B. Bhushan from Planning Commission said that the Mission Statement should be modified to ensure that the school is fully equipped with "basic infrastructure" which was essential to create a conducive environment for children to continue and teachers to take interest in school.
- 2.8 Shri Jagan Mathew, DG, NLM, emphasized the possibility of convergence between the programmes of SSA and Adult Literacy and suggested that a framework could be worked out so that the administrative and institutional resources which are being created by SSA could be utilized to improve outcomes in Adult Literacy programmes. This convergence could be very useful in the 150 low literacy districts.
- 2.9 Dr. Vijay Kumar said that coordination and decentralization was essential between NLM, SSA and the University Grants Commission. This could be very useful for developing strategies for mainstreaming of older children. He also suggested that the word "some years" on page 6 under 2.1 of the agenda should be changed to ensure that ensuring universal enrolment becomes a permanent endeavor. He also supported the development of a national norm for expected learning outcomes.
- 2.10 Dr. M. Mukhopadhyay, Director NIEPA said that the expectation of enhancement in learning outcomes needs to be quantified.
- 2.11 Dr. Kurrien said that there was a need to include in the Mission Statement, essential facilities that define a school.
- 2.12 Shri J.S. Deepak, Education Secretary, Government of Uttar Pradesh said that demand aspect should be included in the Mission Statement.
- 2.13 Shri Abidi said that in goal No. 3 of the Mission Statement, "disability" may be included so as to read "bridging of gender, disability and social category gaps in enrolment, retention and learning". This was supported by Ms. Gowri Ishwaran. She also felt that a statement on essential school facilities should be included in the Mission Statement.
- 2.14 Shri D. Chakrabarti, Education Secretary, West Bengal said that the Mission Statement was fairly adequate and needs no change.

The following decisions were taken –

- 1. The super goal (a) of SSA should be modified to read as "All children in school, Education Guarantee Centre, Alternate School, 'Back to school' camp by 2005.**
- 2. Under the super goals, the following sentences may be added-**

Each state and district would set target dates by which the super goals of SSA would be achieved in their specific context, but not later than 2010.
- 3. National norms would be developed for expected learning outcomes in certain essential skills. The progress towards enhancement in achievement levels on these norms would be assessed regularly on a sample basis at**

national level. In addition, states would evolve a mechanism for regular objective assessment of students' learning levels.

- 4. The Mission Statement proposed in para 2.2 of the agenda was approved with the incorporation of decisions at 1-3 above and with the addition in the sentence "An equity based approach that focuses on the needs of educationally backward areas and disadvantaged social groups including children with special needs".**

Item No.3 Operationalization of the Mission for SSA

- 3.1 Ms. Vrinda Sarup, JS(EE-II) drew attention of the Committee to para 3.6.3.2 and invited suggestions on the sub-missions proposed to be set up at National level to develop, implement & review certain specific aspects of SSA. Each sub-mission would prepare a half yearly report that would be discussed in the Executive Committee.
- 3.2 Shri D. Chakrabarti, Education Secretary, Government of West Bengal suggested addition of "additional resource mobilization" as one of the subjects of the sub-missions. He also said that an institution should be assigned the responsibility for supporting the sub-missions.
- 3.3 Shri Mathews Education Secretary, Government of Rajasthan felt that the powers for reappropriation within the SSA annual work plan should be delegated to the state level. He expressed the need to institutionalise the involvement of District Collectors in SSA implementation. It was clarified that the Collector/Chief Executive of the Zila Parishad heads the district level SSA committee.
- 3.4 Shri B. Bhushan, Planning Commission suggested that public/private cooperation could be included in the terms of the sub-mission (vi).
- 3.5 Dr. John Kurrien felt that teacher absenteeism and some other major systemic issues that hinder the progress towards UEE need to be identified and deliberated upon by a group.

The following decisions were taken:

- 1. The Executive Committee supported the proposal of the Department of Elementary Education & Literacy to constitute the 6 submissions for SSA at the national level. Some of the suggestions given by members of the Executive Committee may be considered while finalizing the detailed scope of each submission.**
- 2. State/UT SSA societies be renamed SSA State Missions.**

Item No.4 Involvement of Civil Society and NGOs

- 4.1 JS (EE.II) briefed the Committee that suggestions have been made in different fora that SSA needs to create a more congenial environment and flexible mechanisms for greater participation of civil society and for accessing expertise outside the Government. A few suggestions have been detailed at sl. (i) to (vii) under para 4.2 of the agenda.
- 4.2 Prof. Patil was of the view that there is a need to prioritise institutions working for long time in backward areas while inviting NGO participation.
- 4.3 Ms. Illina Sen said that structures for curriculum preparation are highly centralised and mechanisms of validation of local curricular content need to be set up.
- 4.4 Education Secretary, Rajasthan requested for more information and materials on "School adoption programme". He also requested for concrete guidelines on engagement of people on secondment basis. Director NIEPA gave the example of the Sarvodaya Education Complex which is active in Delhi.
- 4.5 Dr. Krishna Kumar, Director, NCERT pointed out that the national focus group on teaching of social sciences is discussing the issue of validation of local curricular content. The national curriculum framework offer enough flexibility for local adaptation. He emphasized that the role of SCERTs is critical and they should be given far greater status and academic autonomy in addition to resources across the country.
- 4.6 Secretary Government of Andhra Pradesh informed the committee about the state's school adoption programme and the setting up of Tribal Sahitya Academies to support the state's multilingual education programme.
- 4.7 Dr. Kurrien congratulated the Ministry for the proposals for strengthening of civil society participation in SSA. He felt that the list in sl. (ii) on page 15 should only be an illustrative list. There is a need to reach out to NGOs and actively promote their involvement, which would require a change in the mind-set in some states.
- 4.8 Shri S.K. Ray, Financial Advisor, HRD, Department of Secondary & Higher Education expressed that there should be decentralized approval of NGOs projects. In the annual work plan of SSA, the budget allocation to NGOs should be clearly indicated. There should be clear norms, with some flexibility for NGO involvement. He also suggested that public reporting of receipt and expenditure of funds was a good idea. However the modalities need to be worked out.
- 4.9 Dr. Vijay Kumar suggested that DIETs should also be involved in SSA implementation.

The Committee approved the proposals of the Department of Elementary Education & Literacy in para 4.2 of the agenda for securing greater participation of NGOs, experts and other members of civil society in SSA implementation.

Item No.5 Funding Pattern of SSA

- 5.1 Ms. Vrinda Sarup, Joint Secretary (EE.II) apprised the Committee that in view of the long gestation of elementary education programmes, the Department has made a reference to the Planning Commission to continue the existing 75:25 sharing pattern between the Centre and the States in the Eleventh Plan for all States with the exception of the North East States and J&K for whom a revised funding pattern of 90:10 has been recommended. The issue is now with the Planning Commission which is the ultimate forum for deciding the funding pattern.

The Executive Committee noted the matter.

Item No.6 Revision of Cost Norms for residential bridge courses under SSA

- 6.1 The Committee was apprised that Residential Bridge Courses (RBCs) are an important intervention for mainstreaming of out of school children especially for older children, particularly girls, children of migrant labour etc. Most of these children belong to weaker section of society like SCs/STs, OBCs and Minorities. Under the scheme of EGS & AIE (which is a component of SSA), a ceiling of Rs. 3000/- per child per annum was laid down in 1999 for RBCs. Several States have represented for increasing the ceiling as it is extremely inadequate for all facilities to be provided for children in the residential situation. The Project Approval Board of SSA considered the matter and recommended enhancement of ceiling of RBCs from Rs. 3000/- to Rs. 6800/- per child per annum. The Executive Committee which had been delegated powers to modify financial norms of SSA may consider the enhancement as suggested.
- 6.2 Shri Patil supported the enhancement in view of the large number of children still out of school. He however suggested monitoring of the amount on a regular basis. Education Secretary Andhra Pradesh wanted that rent of the building used for running the RBC should also be provided. Education Secretary Rajasthan strongly supported this proposal and requested that the enhancement of cost should not restrict the total number of RBCs. He suggested that residential courses for disable children should include special components including special furniture, services of a physiotherapist etc. Joint Secretary Ms. Vrinda Sarup advised that the fund available under IED component could be utilized for this purpose.

The Executive Committee approved the proposal for enhancement of the ceiling for residential bridge courses under SSA from Rs. 3000 to Rs. 6800 per child per annum.

Conclusion: Secretary (EE&L) thanked all the members for their valuable suggestions including:

- Making education "Free and Compulsory";
- Factoring in the "opportunity cost" for schooling of older children;
- Remodeling of primary education to reach the last mile;
- Implementing the new generation learning model;
- Identifying clear teacher and school norms;
- Evolving quality norms that are not confined only to level of children's learning;
- Curriculum and training of teachers to be more local specific;

- Reliability of data collection processes;
- Differentiated state and district specific targets for various outcomes;
- Suggestions regarding the Mission Statement;

- 6.3 She informed that these valuable suggestions would be kept in mind for guidance at National and State level.
- 6.4 Shri M.A.A. Fatmi, Minister of State for Human Resource Development thanked all the Members for their participation. He stated that although the state governments were working hard for promoting elementary education, the pace of work in the northern states and West Bengal needs to improve. He emphasized that good school buildings were not adequate to achieve the goal of UEE unless the school provided good quality education. He stressed that education should be linked to employment and vocational training needs to be integrated with education. He also suggested inclusion of activities like sports and quiz in the curriculum. Teacher absenteeism is a major concern. The Minister felt that while para teachers are more regular and serious, the regular teachers are not accountable owing to their job security. Training of teachers should help inculcate a sense of responsibility among teachers and educational administrators.
- 6.5 The Meeting concluded with a vote of thanks by Ms. Vrinda Sarup, JS (EE-II). She thanked the Minister of State for chairing the Session and his perceptive comments and directions. She thanked Secretary (EE&L) for her guidance and for steering the discussion. She thanked all the members for sharing their views and valuable suggestions to implement the programme better and all the officers of the Ministry for arranging the meeting.

LIST OF MEMBERS OF THE EXECUTIVE COMMITTEE OF THE NATIONAL MISSION OF SARVA SHIKSHA ABHIYAN (SSA)

1. Minister, Human Resource Development - Chairman
2. Minister of State, Human Resource Development - Sr. Vice-Chairman
3. Secretary, Deptt. Of Elementary Education & Literacy -Vice -Chairman
4. Director, National Council of Educational Research Training(NCERT)
5. Director, National Institute of Educational Planning & Administration (NIEPA)
6. Chairman, National Council of Teacher Education(NCTE)
7. Director General, National Literacy Mission(NLM)
8. Director General, Council of Scientific & Industrial Research(CSIR)
9. Financial Adviser, Ministry of Human Resource Development.
10. Principal Adviser(Education), Planning Commission.
11. Shri John Kurrien, Centre for Learning Resources, 8, Deccan College Road, Yerawada, Pune -411006.
12. Ms. Ilina Sen, Rupanter, A-26, Surya Apartments, Katora Talab, Raipur, Chattisgarh.
13. Ms. Gouri Iswaran, Principal, Sanskriti School, Chanakyapuri, New Delhi
14. Dr. B. Vijay Kumar, Director, CACEE, University of Kerala, Thiruvanthapuram.
15. Ms. Sehba Hussain, Director, BETI Foundation, B-86, Sector C, Mahanagar, Lucknow, Uttar Pradesh.
16. Prof. N.D. Patil, President, Rayat Shikshan Sansthan, Satara, Maharashtra.
17. Mr. Javed Abidi, National Centre for Promotion of Employment for Disabled, A-77, South Extension (Pt.II), New Delhi-110049
18. Education Secretary of Andhra Pradesh.
19. Education Secretary of West Bengal.
20. Education Secretary of Rajasthan.
21. Education Secretary of Uttar Pradesh
22. Joint Secretary, Elementary Education & Director General, Sarva Shiksha Abhiyan National Mission -Member Secretary

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LIST OF PARTICIPANTS

1. Shri Arjun Singh, Minister, Human Resource Development - Chairman
2. Shri M.A.A Fatmi, Minister of State, Human Resource Development - Sr. Vice-Chairman
3. Ms. Kumud Bansal, Secretary, Deptt. of Elementary Education & Literacy -Vice Chairman
4. Shri Krishna Kumar, Director, National Council of Educational Research & Training(NCERT), New Delhi.
5. Shri Marmar Mukhopadhyay, Director, National Institute of Educational Planning & Administration (NIEPA), New Delhi.
6. Shri Sharadindu, Chairman, National Council of Teacher Education(NCTE), New Delhi.
7. Shri Jagan Mathews, Director General, National Literacy Mission(NLM), New Delhi.
8. Shri B. Bhushan, Director, Planning Commission, New Delhi.
9. Shri John Kurrien, Centre for Learning Resources, 8, Deccan College Road, Yerawada, Pune -411006.
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15. Mr. Javed Abidi, National Centre for Promotion of Employment for Disabled, A-77, South Extension (Pt.II), New Delhi-110049
16. Shri Krishnaih, Principal Secretary, School Education, Govt. of Andhra Pradesh.
17. Shri D. Chakraborti, Principal Secretary, School Education, Govt. of West Bengal.
18. Shri C.K. Mathews, Principal Secretary, School Education, Govt. of Rajasthan.
19. Shri J.S. Deepak, Secretary, Elementary Education, Govt. of Uttar Pradesh
20. Ms. Vrinda Sarup, Joint Secretary, Elementary Education & Director General, Sarva Shiksha Abhiyan National Mission -Member Secretary.
21. Shri K.M. Acharya, JS(EE-I), MHRD
22. Shri S.K. Ray, Financial Adviser, MHRD.
23. Shri SVS Choudhary, Director(DEP), IGNOU, New Delhi.
24. Shri Dhir Jhingran, Director(EE), MHRD

25. Ms. Anuradha Mall, Director, MHRD
26. Shri R.K. Sharma, Director(Finance), MHRD
27. Shri P. Sukumar, DS(EE), MHRD
28. Ms. Anita Chauhan, DS(EE), MHRD
29. Shri K.R. Meena, DS(EE), MHRD
30. Shri K.J. Dyva Prasad, DS(EE), MHRD
31. Shri Mukul Ratra, DS(EE), MHRD
32. Shri O.P. Chaturvedi, US(EE), MHRD.

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