Delhi Government Performance: 2015-2019

October 2019
Delhi Government : An Education Revolution in Delhi

AAP led Delhi Govt. inherited a public school system in shambles...

- Decades of neglect had left Delhi government school infrastructure in deep disrepair – with students and teachers having to spend their day in inhumane conditions
- Severe shortage of rooms and teachers
- Morale & motivation of teachers and principals at an all time low
- Poor learning and literacy levels amongst students, with 3 out of 4 students in Class 6 unable to even read their textbooks

How was this possible? Focus Areas”

Budget: Doubling, then quadrupling budget allocation to Education (highest in India), to be spent on:

- Modernizing Infrastructure: Fixing acute shortage of classrooms, building schools of excellence with world class facilities
- Teacher Training: Capacity building of teaching staff and principals
- Accountability & Transparency: Making school administration accountable and admissions transparent
- Improving Learning outcomes through interventions such as Chaunauti, Mission Buniyad, and the acclaimed Happiness Curriculum

Sustained Systematic effort on our part to rebuild a broken public education system has laid the foundation of an ‘Education Revolution’
BUDGET
Delhi's investment on Education as ratio to Aggregate Expenditure has risen to be the highest among all states of India

NOTE: Data till FY 2017-18 are Actuals, 2018-19 is a Revised Estimate, and 2019-20 is a Budget Estimate  *Includes spend on Sports, Art and Culture under revenue expenditure and capital outlay

INFRASTRUCTURE
New Schools and Classrooms

New schools built and in progress since 2015, # of schools

<table>
<thead>
<tr>
<th>Year</th>
<th>Built till date</th>
<th>In Progress</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>706</td>
<td></td>
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<tr>
<td>2016</td>
<td>26</td>
<td>30</td>
<td>761</td>
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</table>

New additional classrooms since 2015, # of classrooms

SCR: Student Classroom Ratio

<table>
<thead>
<tr>
<th>Year</th>
<th>Built till date</th>
<th>In Progress</th>
<th>Total</th>
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<tbody>
<tr>
<td>2015</td>
<td>24,157</td>
<td>8,095</td>
<td>32,252</td>
</tr>
<tr>
<td>2016</td>
<td>12,866</td>
<td></td>
<td>12,866</td>
</tr>
</tbody>
</table>

Total

33:1 SCR

SOURCE: DEPARTMENT OF EDUCATION

Government of National Capital Territory of Delhi
Improvements to school facilities

Well-stocked libraries

Smart classes
Sports Facilities

Modernized Laboratories

New schools with world class facilities

Revamped Auditoriums

Govt. school facilities
TEACHER TRAINING
Delhi Govt. has reduced teacher vacancies by two-thirds since 2015, restored positive trend in student enrolment numbers year on year.

**Total number of teacher vacancies under Directorate of Education (DoE), # of vacancies**

- 2015: 18,739
- 2016: 11,361
- 2017: 12,863
- 2018: 8,196
- 2019: 5,666

**Number of students enrolled every academic year, # of students (lakhs)**

- 2013-14: 15.52
- 2014-15: 15.05
- 2015-16: 14.66
- 2016-17: 14.86
- 2017-18: 14.56
- 2018-19: 15.01

**SOURCE:** Department of Education, 14,83,132 in 2018-19.
Delhi Govt. significantly increased the budget for teacher trainings, resulting in 1407 teachers trained abroad and at IIMs.

### Total budget for teacher training, ₹ crore

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</thead>
<tbody>
<tr>
<td>Budget</td>
<td>6.3</td>
<td>7.4</td>
<td>8.8</td>
<td>25.0</td>
<td>27.6</td>
<td>32.5</td>
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</table>

- **13% CAGR**

### # of teachers attending trainings, thousands of individuals

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</thead>
<tbody>
<tr>
<td>Teachers</td>
<td>34</td>
<td>34</td>
<td>60</td>
<td>78</td>
<td>104</td>
<td>125</td>
</tr>
</tbody>
</table>

- **38% CAGR**

### Teacher training abroad and at IIMs, # of teachers/principals/teacher/educators

- Trained at premier institutes in India (e.g. IIM Ahmedabad, IIM Lucknow)
- Trained abroad (University of Cambridge, Finland, Singapore)

<table>
<thead>
<tr>
<th>Year</th>
<th>2015-16</th>
<th>2016-17</th>
<th>2017-18</th>
<th>2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trained</td>
<td>345</td>
<td>547</td>
<td>1407</td>
<td>757</td>
</tr>
<tr>
<td>Abroad</td>
<td>57</td>
<td>398</td>
<td>650</td>
<td>149</td>
</tr>
</tbody>
</table>

- **60% CAGR**

*2018-19 figures are target only.*

**SOURCE:** Department of Education
Mentor Teachers’ training at the National Institute of Education, Singapore

HoS Leadership Programme
ACCOUNTABILITY & TRANSPARENCY
Structural Reform: Delhi government empowered School Management Committees (SMCs) through Parental Involvement

Old system

- **Centralized monitoring** of schools at district level was **inefficient**
- Even a well meaning and efficient monitoring officer in-charge of 100 schools would circle back to the same school in >90 days

Changes made under the AAP government

- **SMCs reorganized through elections** at the end of 2 year term of Parent Members
- 2015-18: SMCs led from the front in organizing Mega Parent Teacher Meetings, Reading Melas, streamlining admission process and ensuring attendance of irregular students
- **Regular training of SMC members** to strengthen capacity
- **SMC App has been introduced** to help schools, parents and other community members directly connect with decision makers

New system

- SMCs are now **decentralized empowering tools putting parents in charge of accountability** and closing the feedback loop
- **Empowered teams at school level:**
  - District Level Committees
  - SMC
  - SMC
  - SMC

“Section 21 of the RTE Act 2009 envisages the formation of School Management Committee in Government Schools and are expected to perform three core functions apart from any other functions that may be assigned to it.”
People lining up to vote for SMC elections!

An SMC Meeting in action
Overwhelming participation at the Mega PTMs

70% Parental attendance at the Mega PTMs

997 Schools conducted PTMs

SOURCE: DEPARTMENT OF EDUCATION, Outcome Budget 2019-20
Estate Management made accountable in Schools

**Intervention**

- Appointment of **Estate Manager** by HoS for maintenance work
- Estate Manager ‘**App**’ set up to aid inspection, logging and resolving complaints

**Outcome**

- **174,400** Repair related issues raised by Estate Manager on mobile app till date
- **98%** issues raised are resolved within 90 days

**SOURCE:** Outcome Budget 2019-20, 29,012 in 2019-20
Estate Manager App

- SchoolCheck
  - School Name: IDA Bridge
  - Size: 4.0 MB • 3.7
- School View
  - School Name: IDA Bridge
  - Size: 3.5 MB • 4.3
- School Check Schuler
  - School Name: Woop Business
  - Size: 2.3 MB • 4.5
- School Check-In
  - School Name: Splan Inc.
  - Size: 4.1 MB • 5.0
- Prabhat Tara School - Montessori Se.
  - School Name: Siddharta Technology Services
  - Size: 8.9 MB • 5.0
- Dewa Sanskar English School & Host.
  - School Name: Siddharta Technology Services
  - Size: 9.0 MB • 4.3
- ST. JOSEPH’S SENIOR SCHOOL
  - School Name: Siddharta Technology Services
  - Size: 9.4 MB • 5.0

- Inspection Checklist
  - School Name: Shakarpur, No.1-SBV
  - Size: 1002192.em@dellhi.gov

- Account
  - About Us
  - Sync
  - Report Problem

- Log Out

- Home

- Calendar

- Refresh

- Assessment for today has been submitted.
  - About Overall Infrastructure
    - 1/1
  - Assembly Area
    - 3/3
  - Class Rooms
    - 7/7
  - Drinking Water Area
    - 4/4
  - External Building/Areas
    - 7/7
  - General
Qualitative changes to the RTE admission process involve streamlined processes and increased accountability

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Pre-2015 (Congress Govt.)</th>
<th>Post-2015 (AAP Govt.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admission Process</td>
<td>• Decentralized offline at school level</td>
<td>• Centralized online</td>
</tr>
<tr>
<td>Corruption</td>
<td>• Recommendations from politicians, bureaucrats and businesses, and bribes common</td>
<td>• Eliminated human interference completely. All admissions through computerized lottery.</td>
</tr>
<tr>
<td>Parents’ Experience</td>
<td>• Had to go to different schools to submit admission forms</td>
<td>• Single admission form where parents can choose as many schools as he/she wants</td>
</tr>
<tr>
<td></td>
<td>• Multiple days of wage loss for visit multiple schools, stand in queues and submitting forms</td>
<td>• No wage loss as filling form is now 20 minutes process</td>
</tr>
<tr>
<td></td>
<td>• Required documents/certificates at time of application.</td>
<td>• Required documents only at the time of admission</td>
</tr>
<tr>
<td>Accountability &amp; Use of Technology</td>
<td>• Government had little idea about number of admissions, the identity and details of the children.</td>
<td>• Strong and robust MIS ensures all schools are geo-tagged, unique IDs assigned to all children admitted under this provision, details captured and tracked</td>
</tr>
<tr>
<td>Transparency</td>
<td>• Little or no information in public domain</td>
<td>• All information published on its website</td>
</tr>
</tbody>
</table>
IMPROVING LEARNING OUTCOMES THROUGH INTERVENTIONS
Delhi government initiated a Nursery Class program in 2017-18 with 304 classes under existing government schools.

**Total number of schools under Directorate of Education (DoE) offering Nursery classes, # of schools**

<table>
<thead>
<tr>
<th>Year</th>
<th>Additions</th>
<th>Current status</th>
<th>Target: 2019-20</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016-17</td>
<td>0</td>
<td>155</td>
<td>306</td>
</tr>
<tr>
<td>2017-18</td>
<td>148</td>
<td>306</td>
<td>301</td>
</tr>
</tbody>
</table>

**% of seats filled in Nursery classes, % of total**

<table>
<thead>
<tr>
<th>Year (as on June 2019)</th>
<th>Current status</th>
<th>Target: 2019-20</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-18</td>
<td>60%</td>
<td>95%</td>
</tr>
</tbody>
</table>

"Poor early learning experience in early years is the beginning of the learning gap that increases as children progress to higher classes."

- Manish Sisodia
  Education Minister

SOURCE: Outcome Budget June 2019
Innovative Interventions on a Large Scale: Chunauti 2018

Overview

- 50% students were failing Class 9 every year since 2013-14
- 75% Class 6 students were unable to read school text books in 2016
- Mission Chunauti was launched in 2016 to reduce failure rates, improve foundational learning skills, attain SCERT learning outcomes

Components & Process (2016-18)

- **9.5 lakh** Students divided into 3 groups within own class based on Ability to read and basic Math proficiency
- **Separate learning support provided** to bridge the accumulated learning deficit of previous classes; Extra classes held during summer break
- **Special Supplementary learning material created** for class 6-8 students

Impact: as of 2018, Class 6-9 students (% of students)

- Students who could read their textbooks
  - Before Chunauti 2018: 48%
  - After Chunauti 2018: 63%
  - **15% increase**

- Students who could solve a grade level Maths problem
  - Before Chunauti 2018: 56%
  - After Chunauti 2018: 73%
  - **17% increase**

Pass percentage in Class 9 improved by 5%

SOURCE: Directorate of Education, Govt. of NCT of Delhi
Innovative Interventions on a Large Scale: Mission Buniyad

Overview

- The National Achievement Survey found that majority of Govt. school students in Classes 3 – 8 did not perform well as per their grade level assessment.
- A 4 month long focused campaign was launched in with the specific goal and exclusive activities to attain this.
- This campaign was a culmination of the learnings from the Chunauti 2018, created as a targeted remediation program.
- # of students assessed:
  - 2019: 6,10,589
  - 2018: 6,88,609

Impact (% of students)

<table>
<thead>
<tr>
<th>Month</th>
<th>Could read Hindi Story</th>
<th>Could perform Math Division</th>
</tr>
</thead>
<tbody>
<tr>
<td>April</td>
<td>39%</td>
<td>50%</td>
</tr>
<tr>
<td>June</td>
<td>53%</td>
<td>56.17%</td>
</tr>
<tr>
<td>April</td>
<td>50%</td>
<td>59.93%</td>
</tr>
<tr>
<td>June</td>
<td>69%</td>
<td>63.41%</td>
</tr>
</tbody>
</table>

SOURCE: Directorate of Education, Govt. of NCT of Delhi
Innovative Interventions on a Large Scale: Spoken English Project

Overview

- Agencies selected for pilot classes were Macmillan Publishers India Pvt. Ltd., British Council India, and Academy for Computers Training (Gujarat) Pvt. Ltd.
- Course duration is of 160 hours spread between 23 to 80 days. The classes were conducted by professional instructors using course material and assignments.

Components & Process

- Classes were conducted for 24000 students over 2 phases.
- 2 Methods of Instruction deployed - Face-to-face instruction & face-to-face supplemented with the use of technology.
- For the second year target of students is 40,000 of which 26,648 students have been trained.

Impact at both ends of the spectrum (% of students)

<table>
<thead>
<tr>
<th>LEVELS: Pre-A1, A1, A2.1, A2.2, B1.1, B1.2, B2, C1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before Spoken English Project</td>
</tr>
<tr>
<td>--------------------------------</td>
</tr>
<tr>
<td>62.5%</td>
</tr>
<tr>
<td>Decrease in Students at A1 level or lower (lowest level of English)²</td>
</tr>
<tr>
<td>40% improvement</td>
</tr>
</tbody>
</table>

¹ as per Common European Framework of Reference (CEFR)

SOURCE: “2015 and Beyond: Delhi Education Revolution,” Directorate of Education, Govt. of NCT of Delhi, Outcome Budget 2018-19
Students have been provided financial assistance to achieve academic excellence

**Subsidy for School Uniforms per student, in ₹**

- 2015: 500-900
- 2019: 1,100-1,400

**Budget for libraries, ₹ crore**

- 2015: 1.7
- 2019: 9 (5X Increase)

**Merit Scholarship offered to students scoring 80% +**

- Income limit of ₹ 2 Lakh
- 2015: 2,000
- 2019: 2,500 (No income limit)

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Innovative Interventions on a Large Scale: Happiness Curriculum

<table>
<thead>
<tr>
<th>Overview</th>
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<tbody>
<tr>
<td>• The Delhi Government launched the Happiness Curriculum in all Government schools of NCT of Delhi for <strong>classes Nursery to 8</strong> on July 2, 2018, inaugurated by His Holiness the 14th Dalai Lama.</td>
</tr>
<tr>
<td>• There is a <strong>happiness period every day</strong> and each period begins with a <strong>few minutes of mindfulness practice, followed by a story or activity and reflective discussions</strong>. Each child is given a chance to reflect and express their thoughts about the story or activity.</td>
</tr>
<tr>
<td>• The Happiness Curriculum was <strong>designed over a period of six months</strong>, by a team of education consultants, teachers, teacher educators, EVGCs, mentor teachers from the Delhi Government, NGOs and individuals.</td>
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<table>
<thead>
<tr>
<th>2018-19 target</th>
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<tbody>
<tr>
<td>• Target # of new activities developed: <strong>40</strong></td>
</tr>
<tr>
<td>• Target # of schools with the happiness curriculum implemented: <strong>1,024</strong></td>
</tr>
</tbody>
</table>

"The objective of the curriculum is to help students lead happier lives, while making meaningful contributions to their communities by practicing mindfulness and by developing skills like empathy, critical thinking, problem-solving, communication and collaboration to build meaningful relationships."
Happiness Curriculum

Teaching through different innovative methods
Entrepreneurship Curriculum launched as a next generation initiative

- The Delhi Government has launched **The Entrepreneurship Mindset Curriculum** in all government schools of NCT of Delhi for **Classes IX to XII**.

- All students from **Class 9 to Class 12** will be given **Rs 1,000** each as seed money to develop an entrepreneurial mindset.

- This has been launched as a compulsory non-graded subject, comprising of a **40-minute class everyday**.

- Number of students to be covered by the program: **7.5 lakhs**

SOURCE: Delhi CM Kejriwal to add entrepreneurship lessons
OUTCOMES
Since 2015, Delhi government schools have performed significantly better than the national average in the CBSE XII\textsuperscript{th} exam.

**Comparison of Class XII CBSE Board Exam pass percentage, % of students who passed**

- **Delhi government schools**
- **National average**
- **Delhi private schools**

**Delhi government school pass percentage compared to private schools and national average pass percentage, Difference in PP % between Delhi govt. school and other**

- National average
- Delhi private schools

**Source:** Directorate of Education, News Media (Financial Express, First Post, India Today), The Hindu
Delhi Government has nearly tripled the number of seats filled under EWS/DG quota as per the RTE to achieve a 76% fill rate.

**Admissions in private schools over time as per Section XII of RTE** (thousands of students)

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<tbody>
<tr>
<td></td>
<td>13.5</td>
<td>19.9</td>
<td>25.2</td>
<td>32.5</td>
<td>45.9</td>
<td></td>
</tr>
</tbody>
</table>

**Fill rate comparison, 2018-19** (% of seats filled under EWS/DG Quota)

- **BJP Govt.**
  - East MCD: 5%
  - South MCD: 12%
  - Delhi Govt.: 76%
- **AAP Govt.**
  - North MCD: 34%