



Delhi Government  
Performance:  
2015-2019

October 2019

Education



Healthcare



Water



Electricity



Transport



Environment



Governance



Social Security



Women & Child



Budget and Revenues





# Delhi Government : An Education Revolution in Delhi

2015

### 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**



2019

Sustained Systematic effort on our part to rebuild a broken public education system has laid the foundation of an 'Education Revolution'

### 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

A toilet



Government  
school facilities

A corridor



A classroom

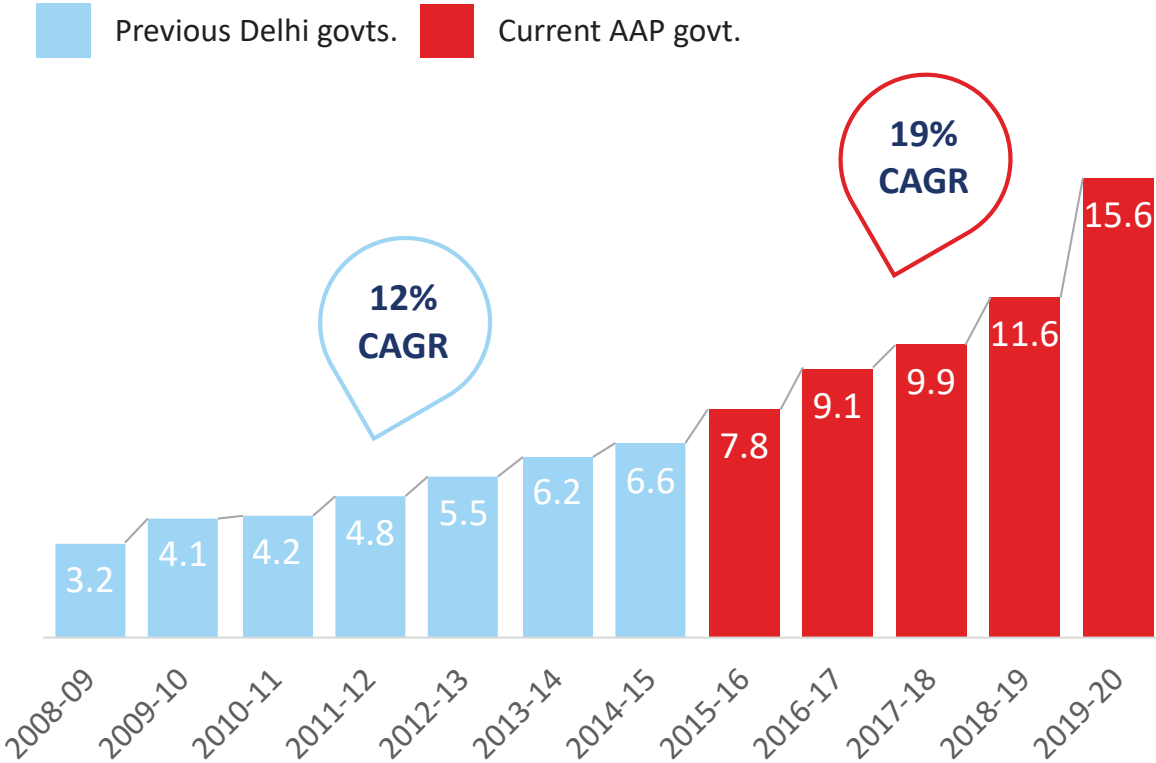


Before the AAP  
Government...

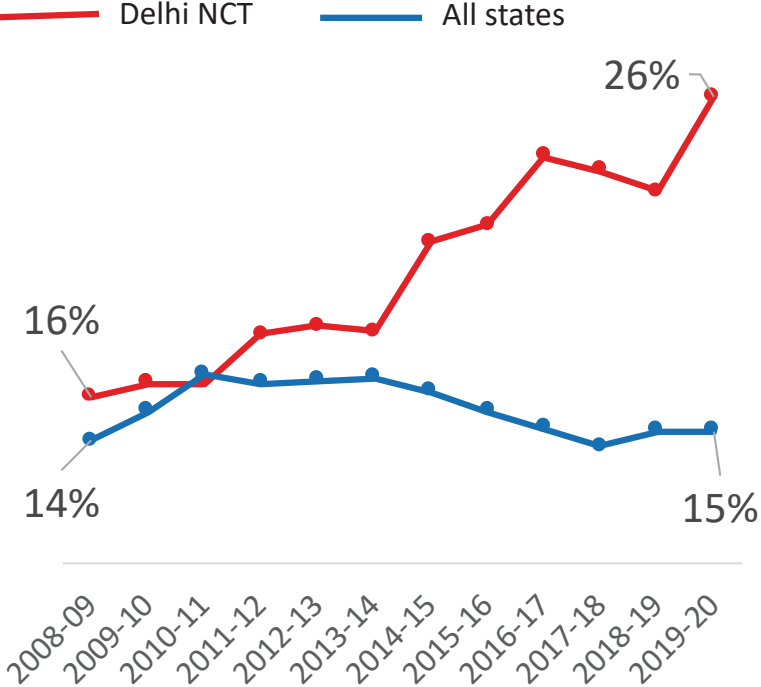
# BUDGET

# Delhi's investment on Education as ratio to Aggregate Expenditure has risen to be the highest among all states of India

**Total expenditure on education\* by time period, NCT Delhi, ₹ thousand crore**



**Expenditure on education\* as a ratio of average expenditure, %**



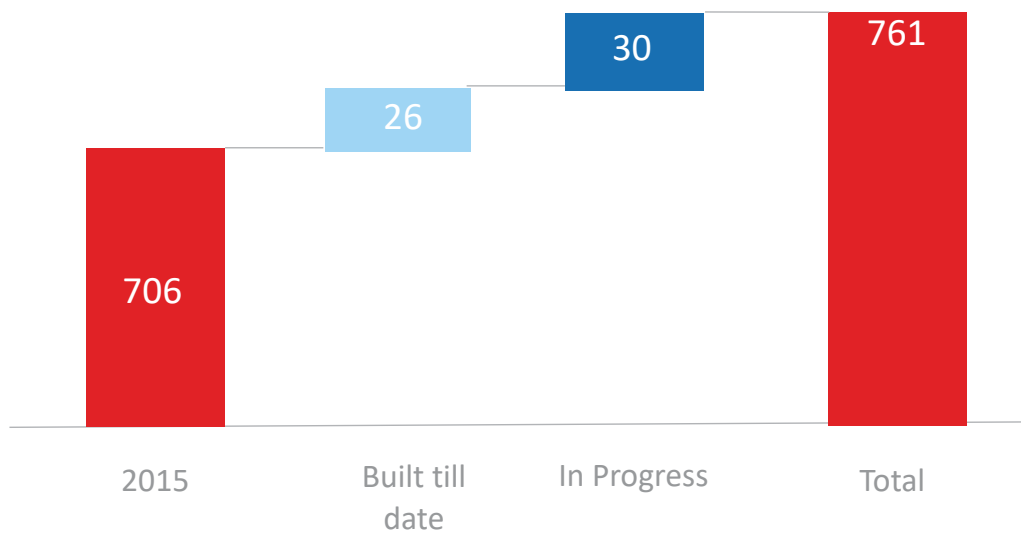
NOTE: Data till FY 2017-18 are Actuals, 2018-19 is a Revised Estimate, and 2019-20 is a Budget Estimate \*Includes spend on Sports, Art and Culture under revenue expenditure and capital outlay

# INFRASTRUCTURE

# New Schools and Classrooms

■ Built 
 ■ In progress 
 ■ Total

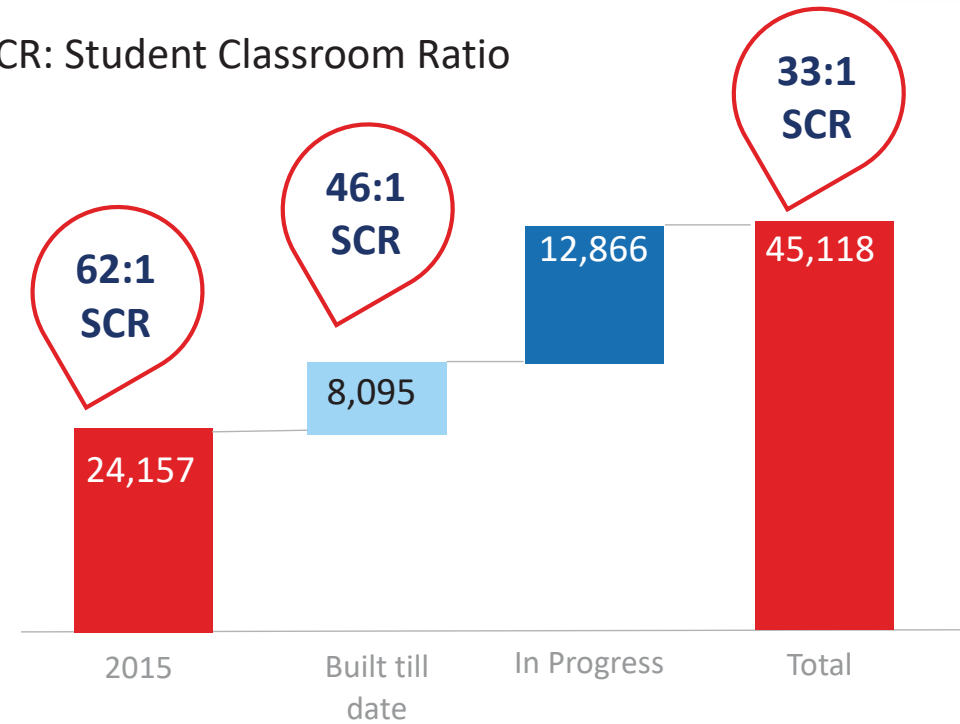
**New schools built and in progress since 2015, # of schools**



**New additional classrooms since 2015, #of classrooms**



SCR: Student Classroom Ratio





EDUCATIONAL INFRASTRUCTURE

# Improvements to school facilities



## Sports Facilities



## New schools with world class facilities



## Modernized Laboratories



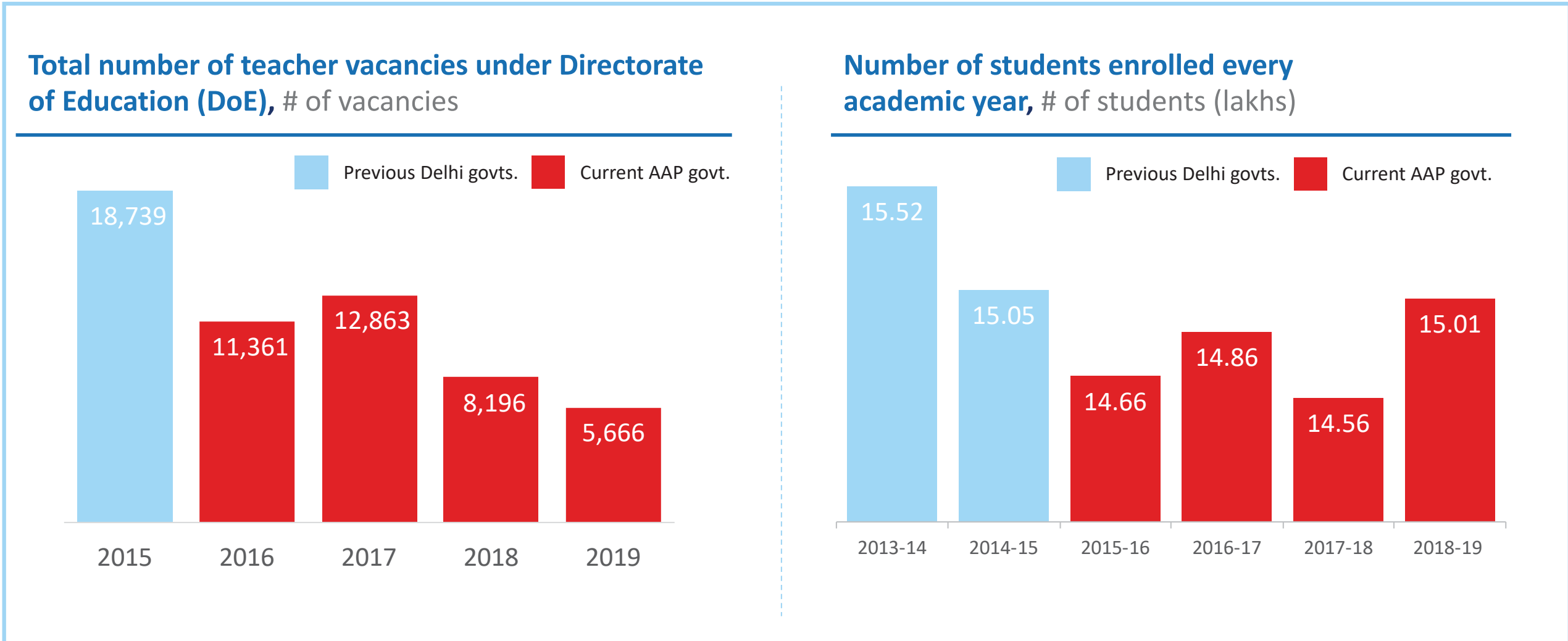
## Revamped Auditoriums



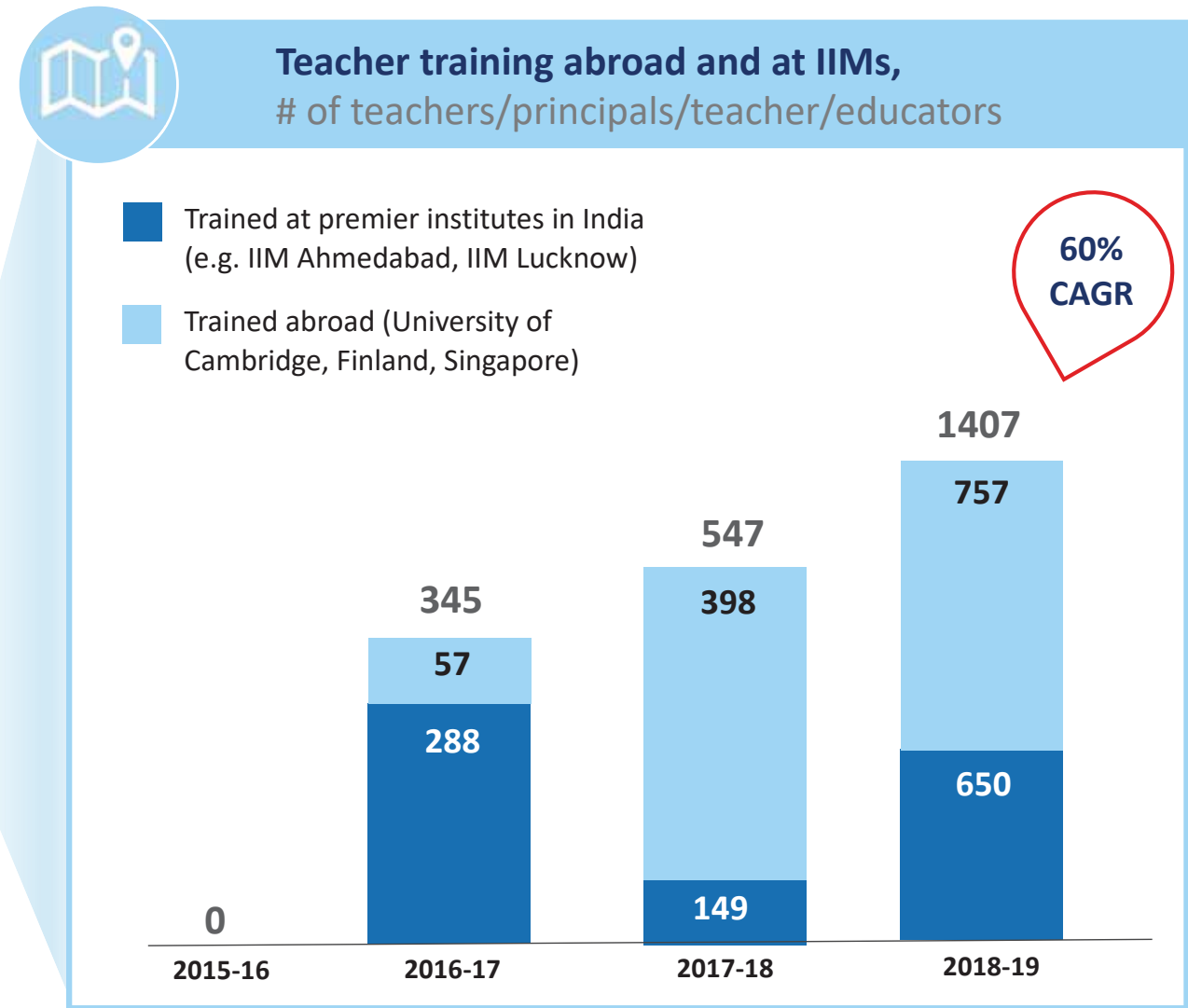
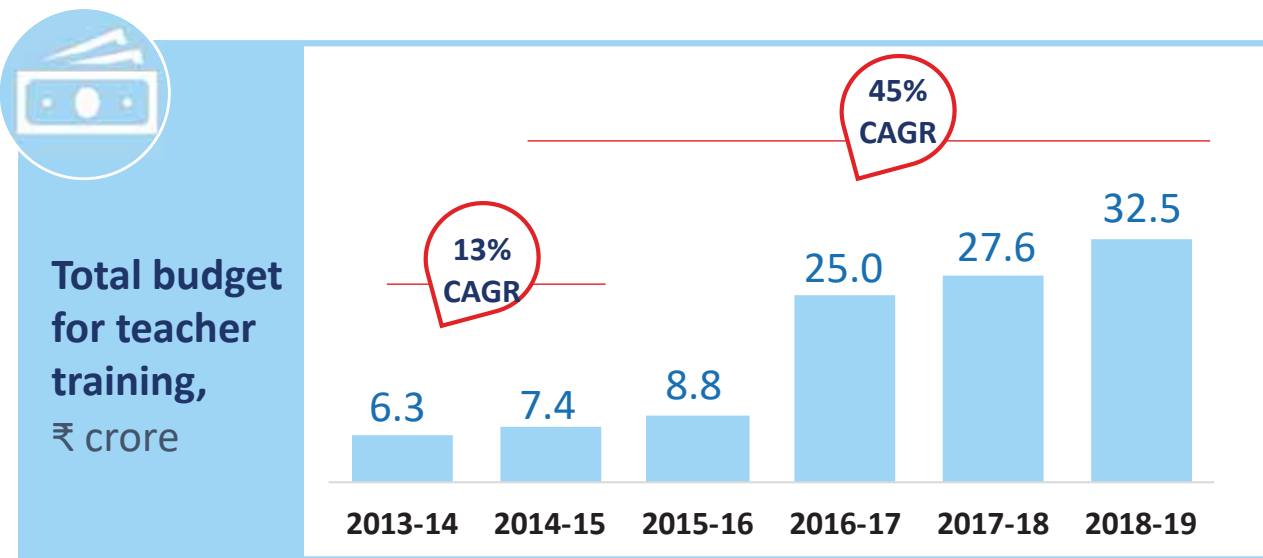
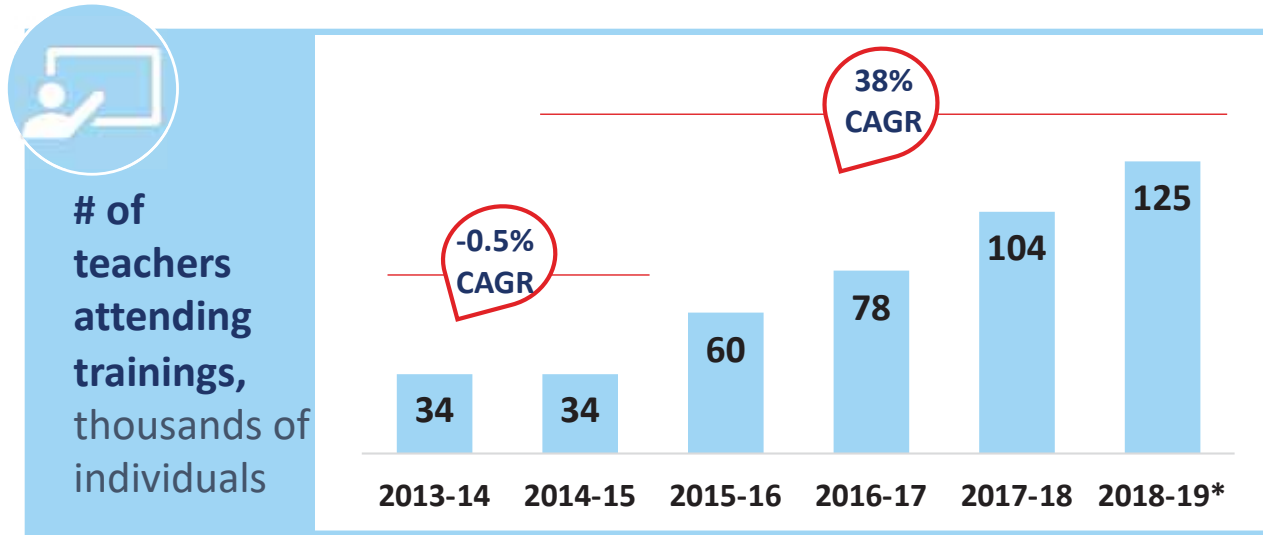
Govt.  
school  
facilities

# TEACHER TRAINING

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



# Delhi Govt. significantly increased the budget for teacher trainings, resulting in 1407 teachers trained abroad and at IIMs



\* 2018-19 figures are target only. SOURCE: Department of Education

## Mentor Teachers' training at the National Institute of Education, Singapore



# 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**

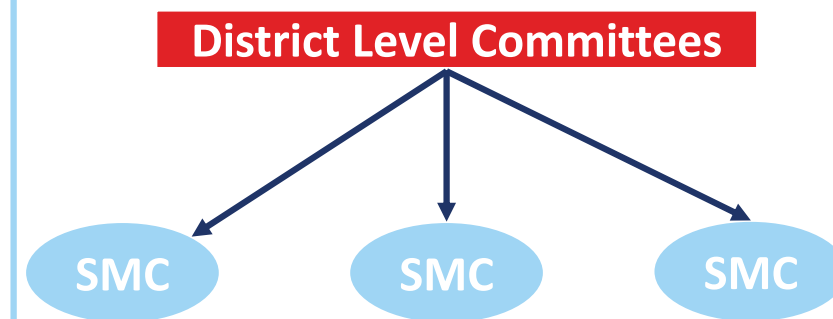
## Changes made under the AAP government

- **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:**



*“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

# Estate Management made accountable in Schools

## Intervention

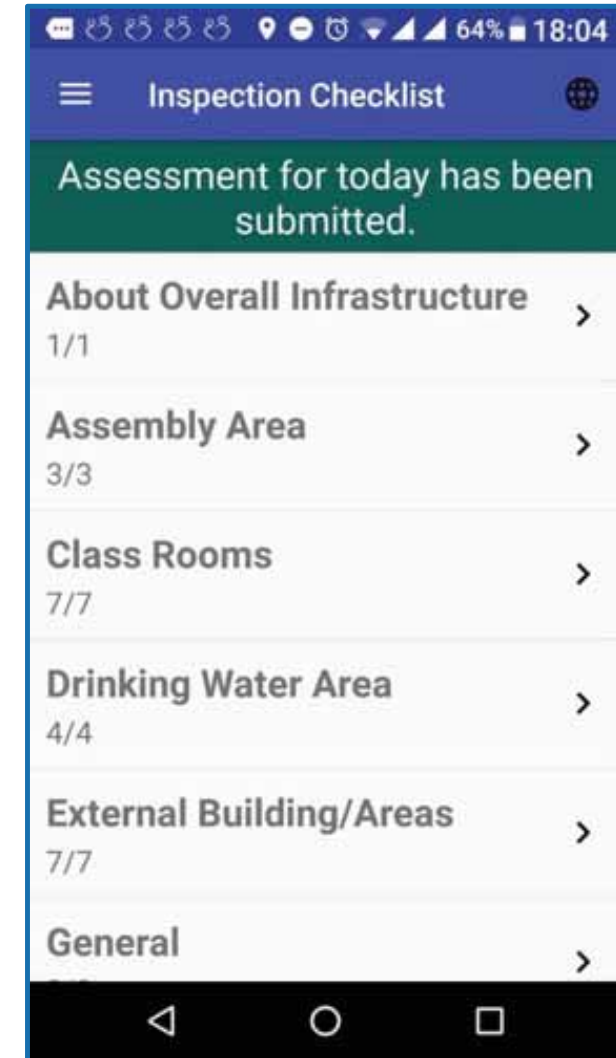
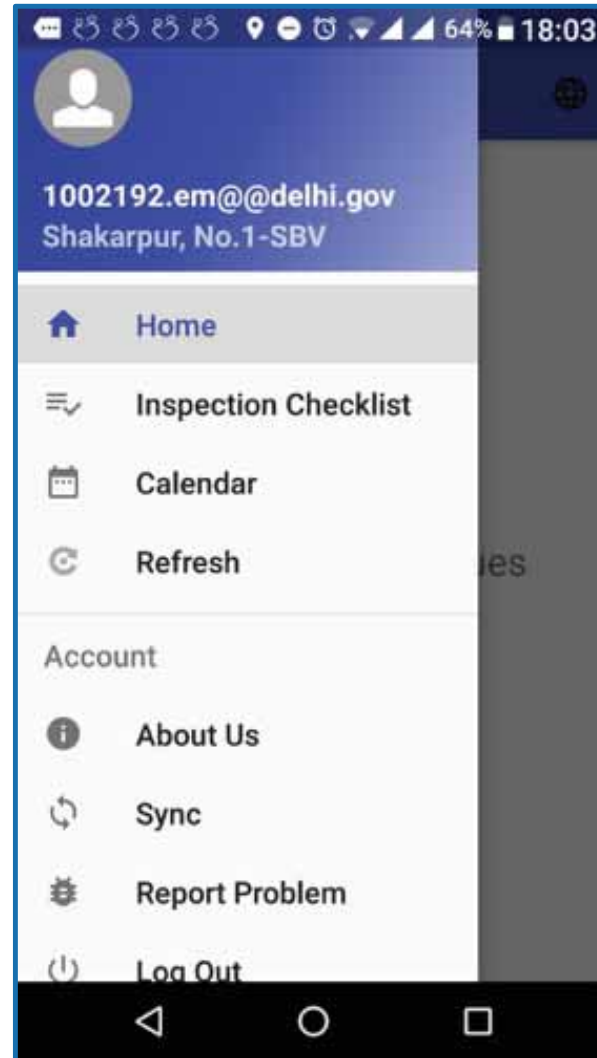
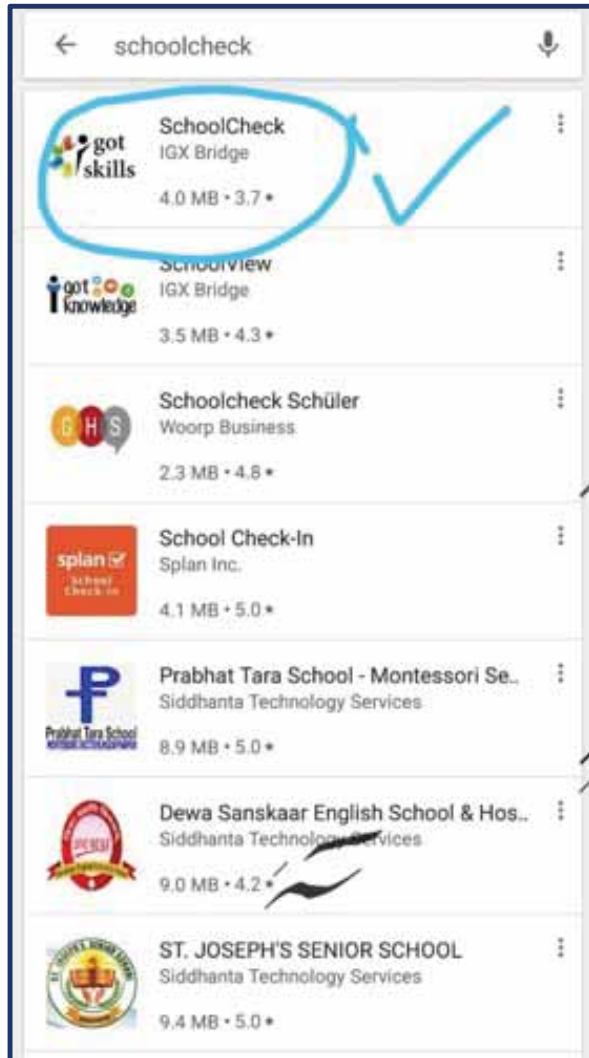
- Appointment of **Estate Manager** by HoS for maintenance work
- Estate Manager **'App'** set up to aid inspection, logging and resolving complaints








## Outcome

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

# Estate Manager App



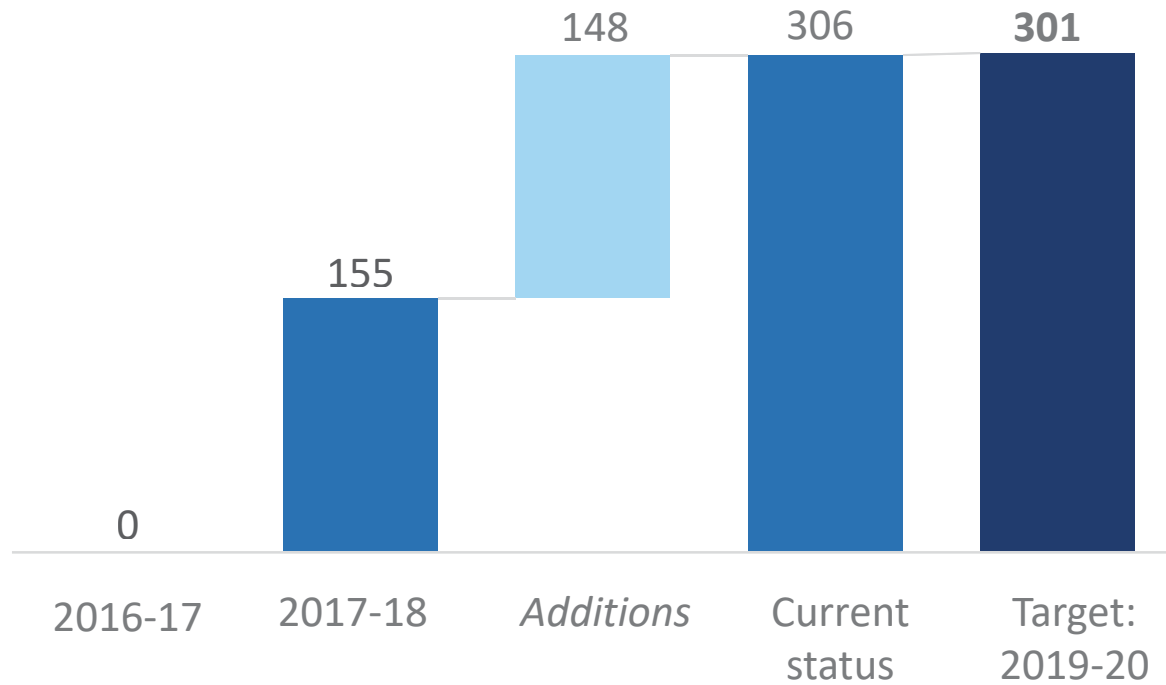
# Qualitative changes to the RTE admission process involve streamlined processes and increased accountability

Criteria	Pre-2015 (Congress Govt.)	Post-2015 (AAP Govt.)
 <b>Admission Process</b>	<ul style="list-style-type: none"> <li>• <b>Decentralized offline</b> at school level</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Centralized online</b></li> </ul>
 <b>Corruption</b>	<ul style="list-style-type: none"> <li>• <b>Recommendations</b> from politicians, bureaucrats and businesses, and bribes common</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Eliminated human interference</b> completely. All admissions through computerized lottery.</li> </ul>
 <b>Parents' Experience</b>	<ul style="list-style-type: none"> <li>• Had to go to <b>different schools</b> to submit admission forms</li> <li>• <b>Multiple days of wage loss</b> for visit multiple schools, stand in queues and submitting forms</li> <li>• Required documents/certificates at <b>time of application.</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Single admission form</b> where parents can choose as many schools as he/she wants</li> <li>• No wage loss as filling form is now <b>20 minutes process</b></li> <li>• Required documents only at the <b>time of admission</b></li> </ul>
 <b>Accountability &amp; Use of Technology</b>	<ul style="list-style-type: none"> <li>• Government had <b>little idea about number</b> of admissions, the identity and details of the children.</li> </ul>	<ul style="list-style-type: none"> <li>• Strong and <b>robust MIS</b> ensures all schools are <b>geo-tagged, unique IDs</b> assigned to all children admitted under this provision, details captured and tracked</li> </ul>
 <b>Transparency</b>	<ul style="list-style-type: none"> <li>• <b>Little or no information</b> in public domain</li> </ul>	<ul style="list-style-type: none"> <li>• <b>All information published</b> on its website</li> </ul>

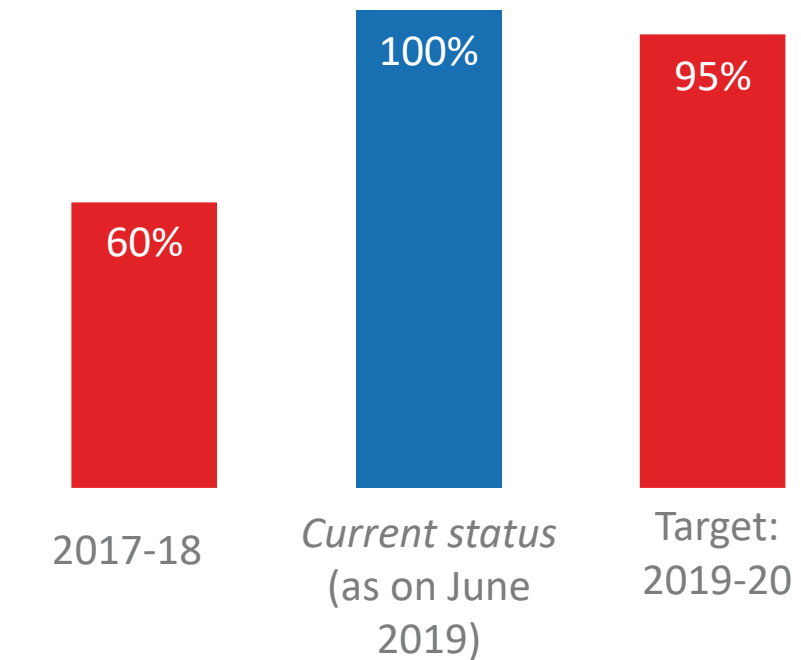
# IMPROVING LEARNING OUTCOMES THROUGH INTERVENTIONS

# 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**



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



*“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



# Innovative Interventions on a Large Scale : Chunauti 2018

Before Chunauti 2018    After Chunauti 2018

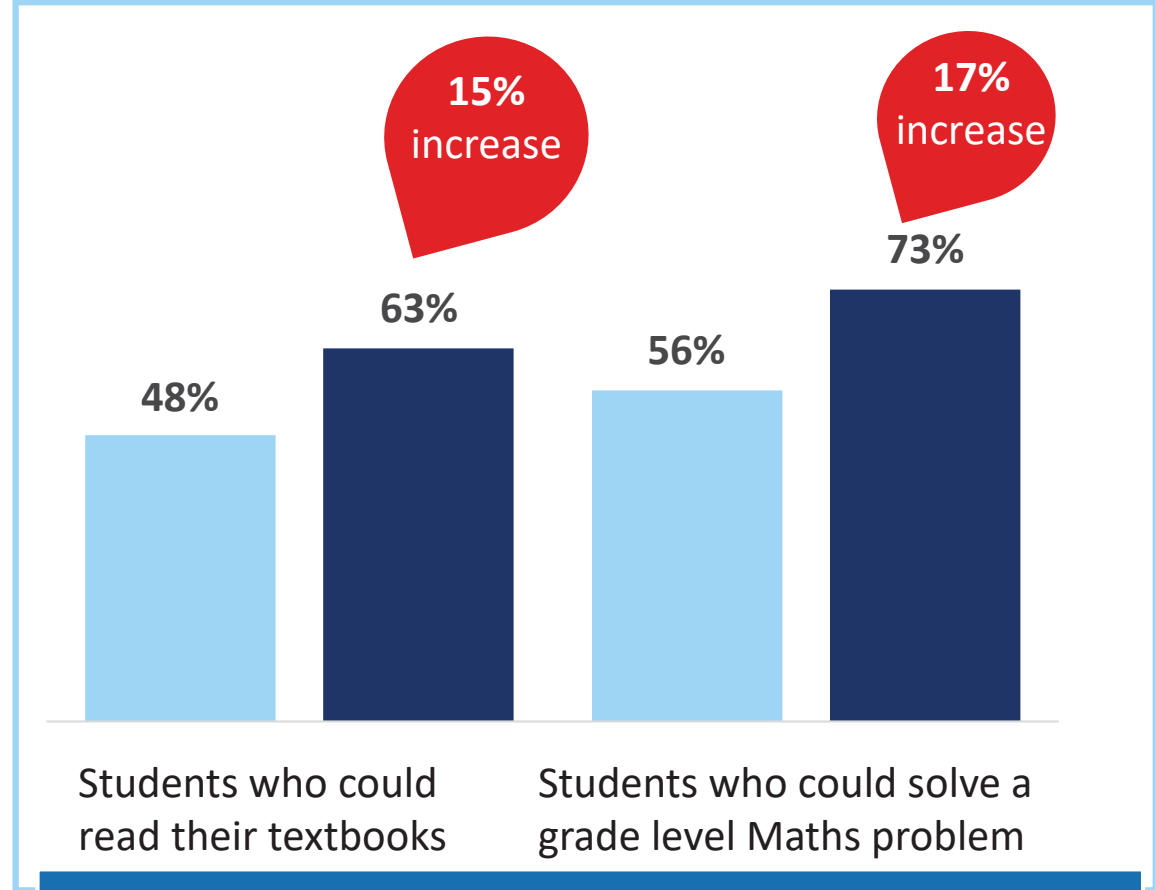
## Overview

- **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)



*Pass percentage in Class 9 improved by 5%*



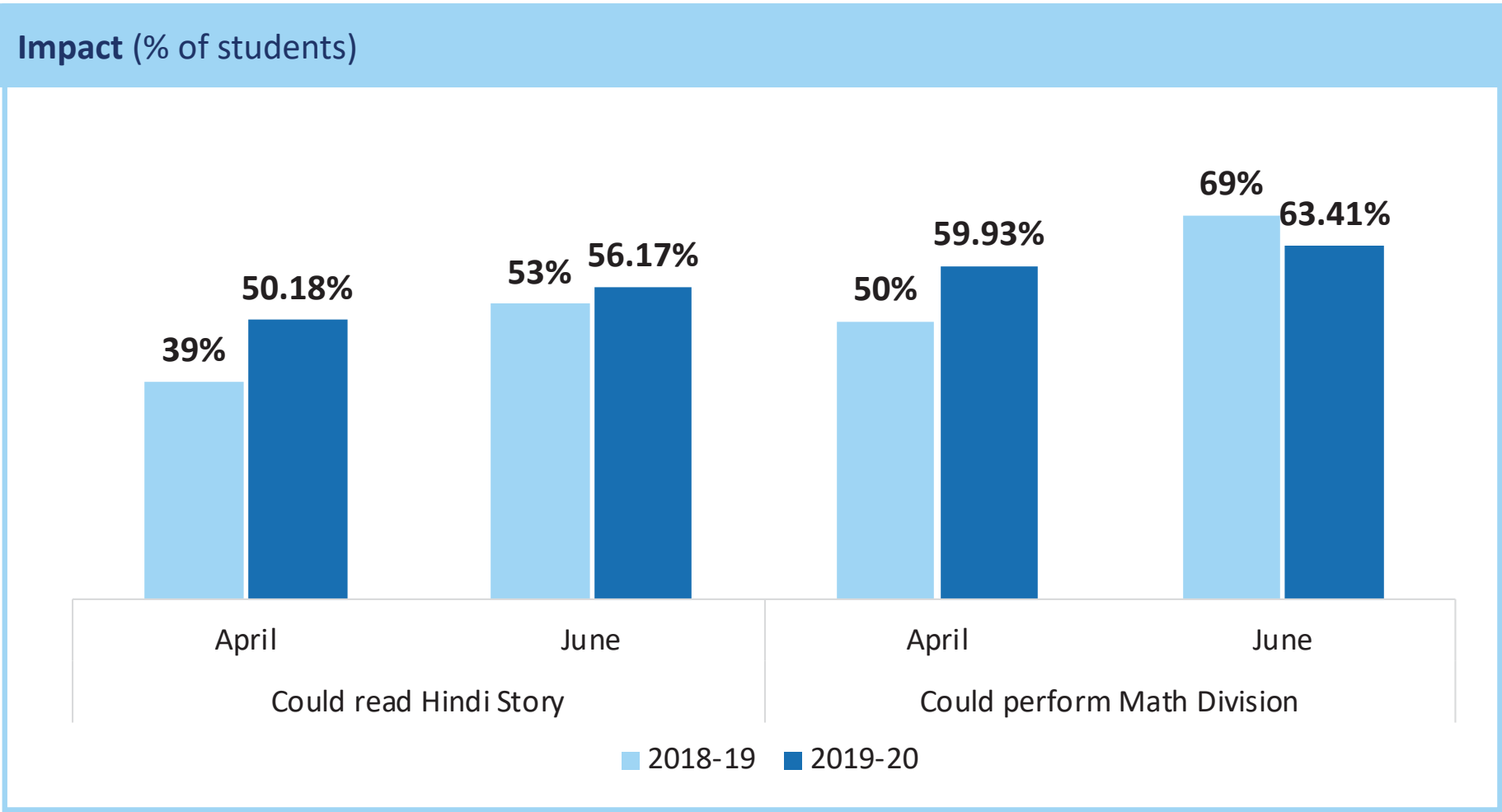


# Innovative Interventions on a Large Scale : Mission Buniyad

Before Mission Buniyad    After 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**



# Innovative Interventions on a Large Scale : Spoken English Project

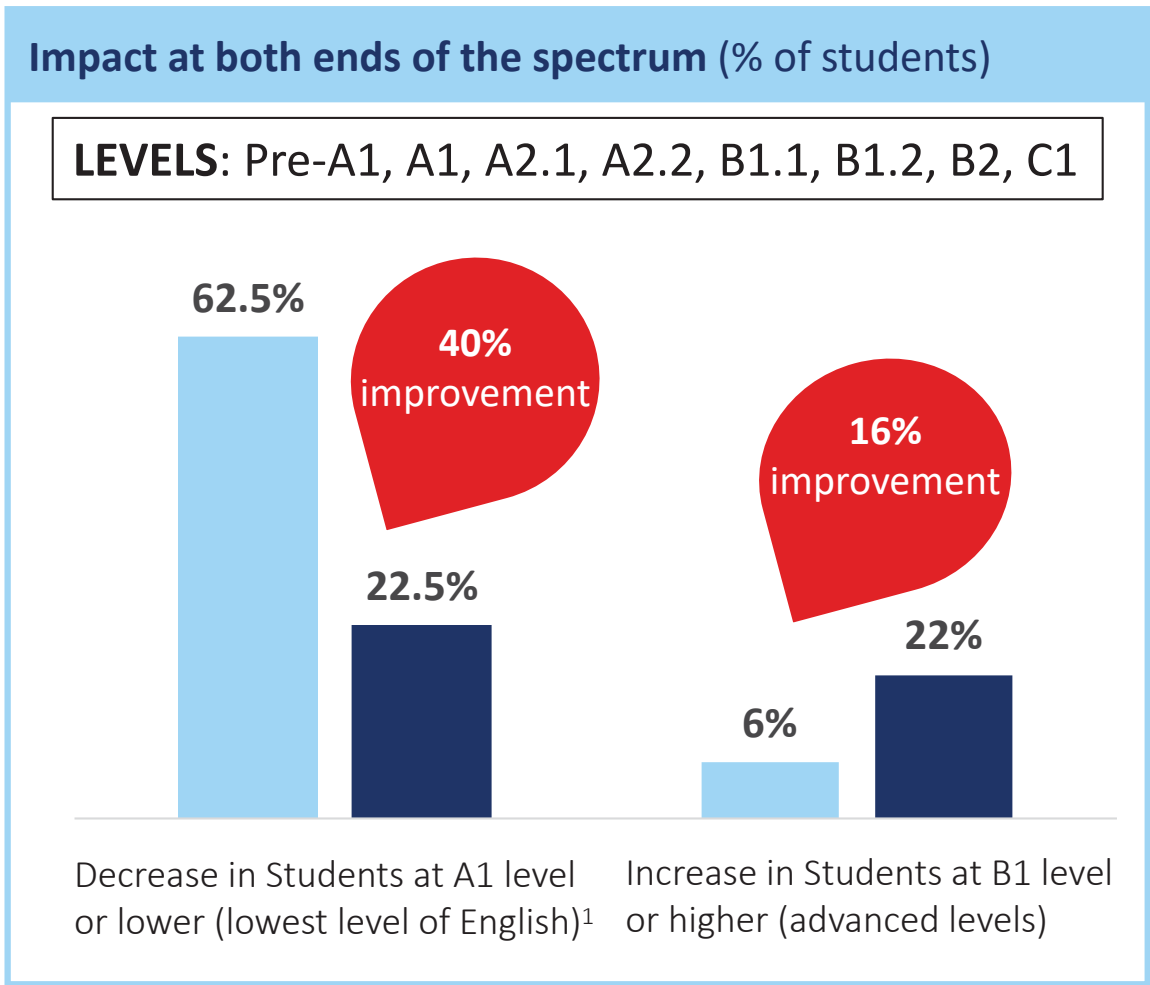
Before Spoken English Project    After Spoken English Project

### 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 **40,00 of which 26,648 students have been trained.**

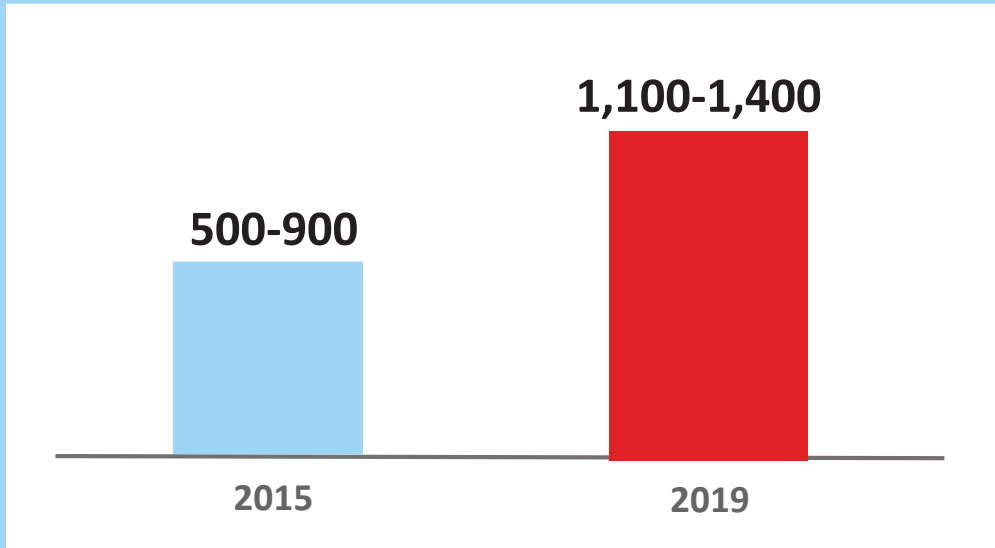


<sup>1</sup> as per Common European Framework of Reference (CEFR)

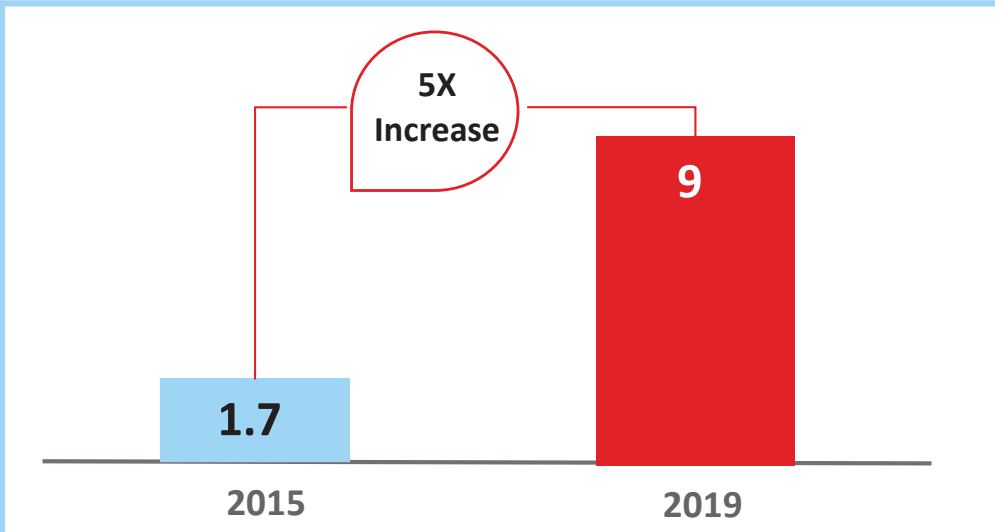
# Students have been provided financial assistance to achieve academic excellence



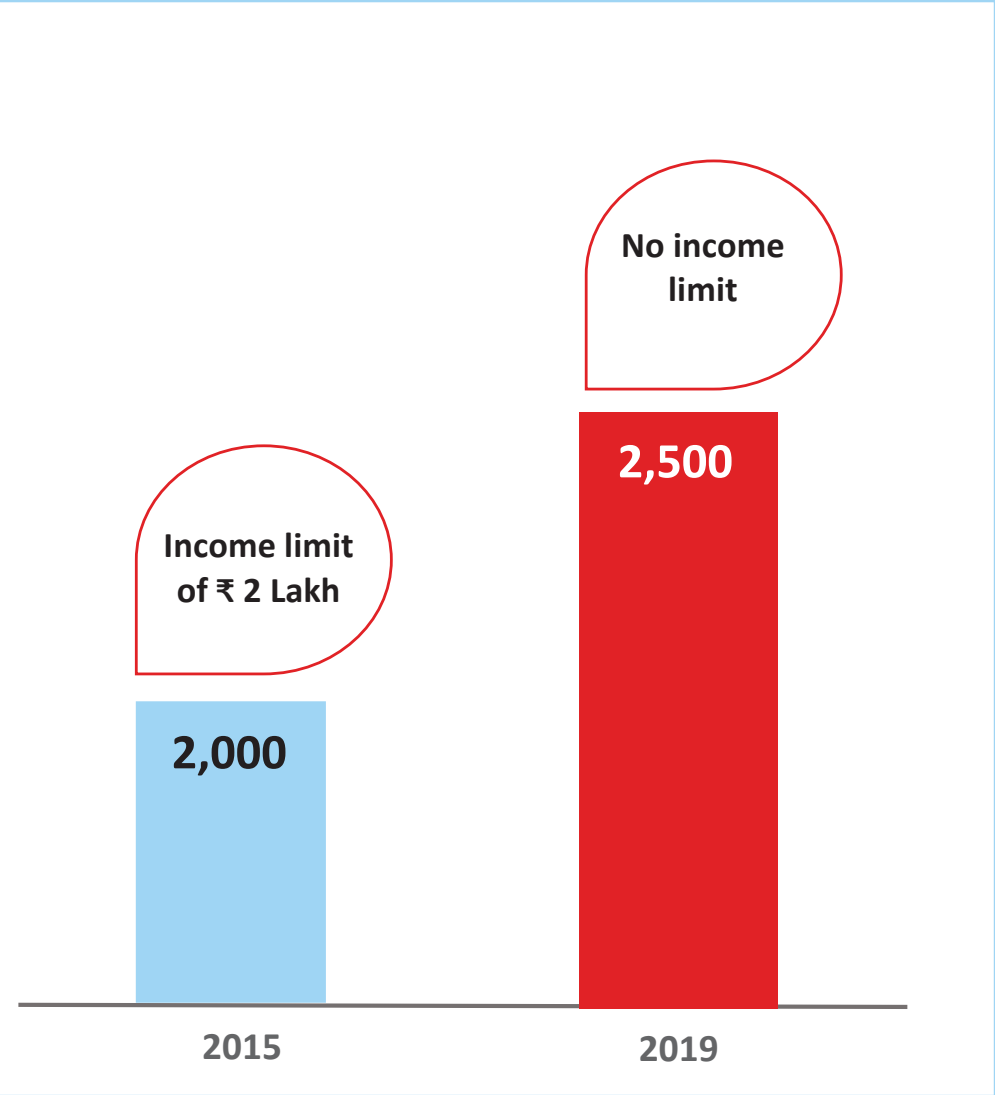
**Subsidy for School Uniforms per student, in ₹**



**Budget for libraries, ₹ crore**



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





# Innovative Interventions on a Large Scale : Happiness Curriculum

## Overview

- The Delhi Government launched the Happiness Curriculum in all Government schools of NCT of Delhi for **classes Nursery to 8** on July 2, 2018, inaugurated by His Holiness the 14th Dalai Lama.
- There is a **happiness period every day** and each period begins with a **few minutes of mindfulness practice, followed by a story or activity and reflective discussions**. Each child is given a chance to reflect and express their thoughts about the story or activity.
- The Happiness Curriculum was **designed over a period of six months**, by a team of education consultants, teachers, teacher educators, EVGCs, mentor teachers from the Delhi Government, NGOs and individuals.

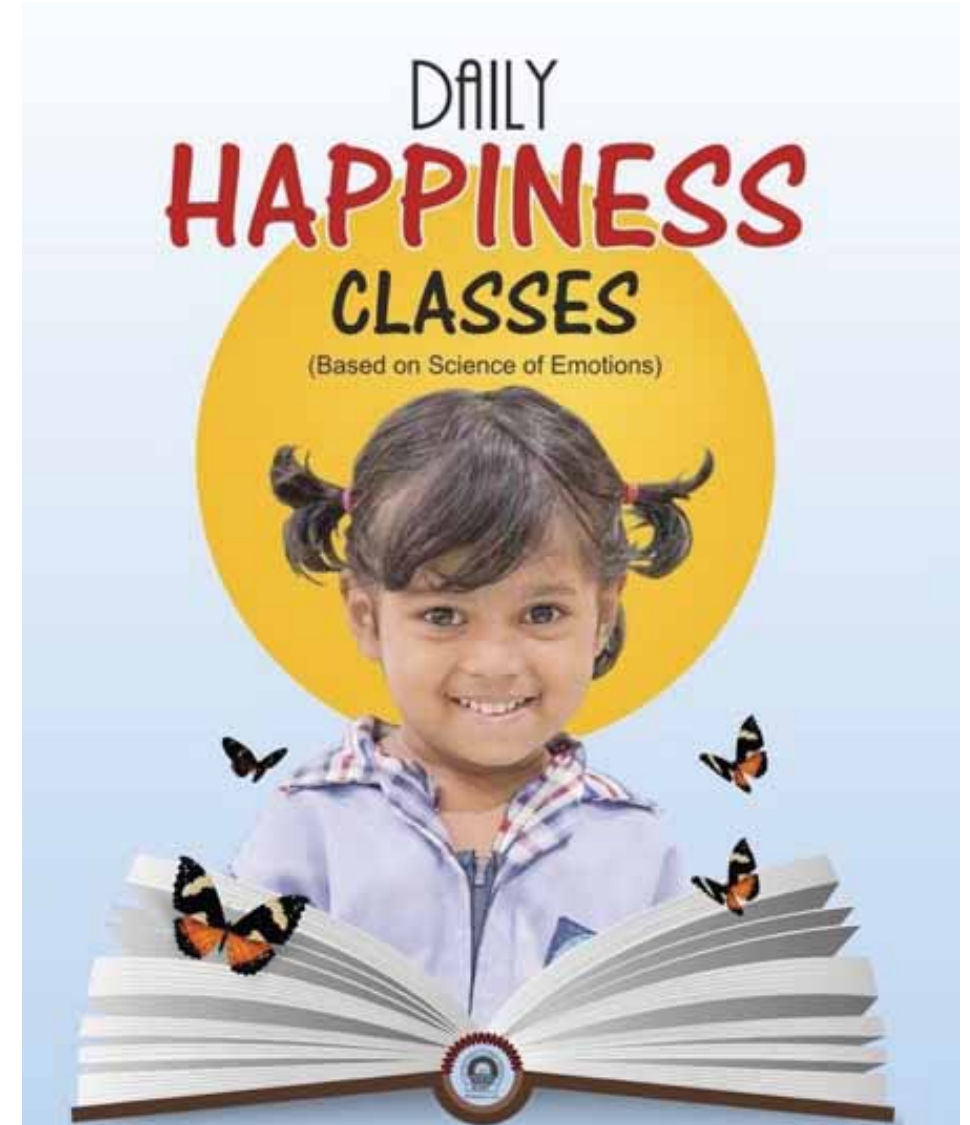
## 2018-19 target

- Target # of new activities developed : **40**
- Target # of schools with the happiness curriculum implemented: **1,024**

*"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

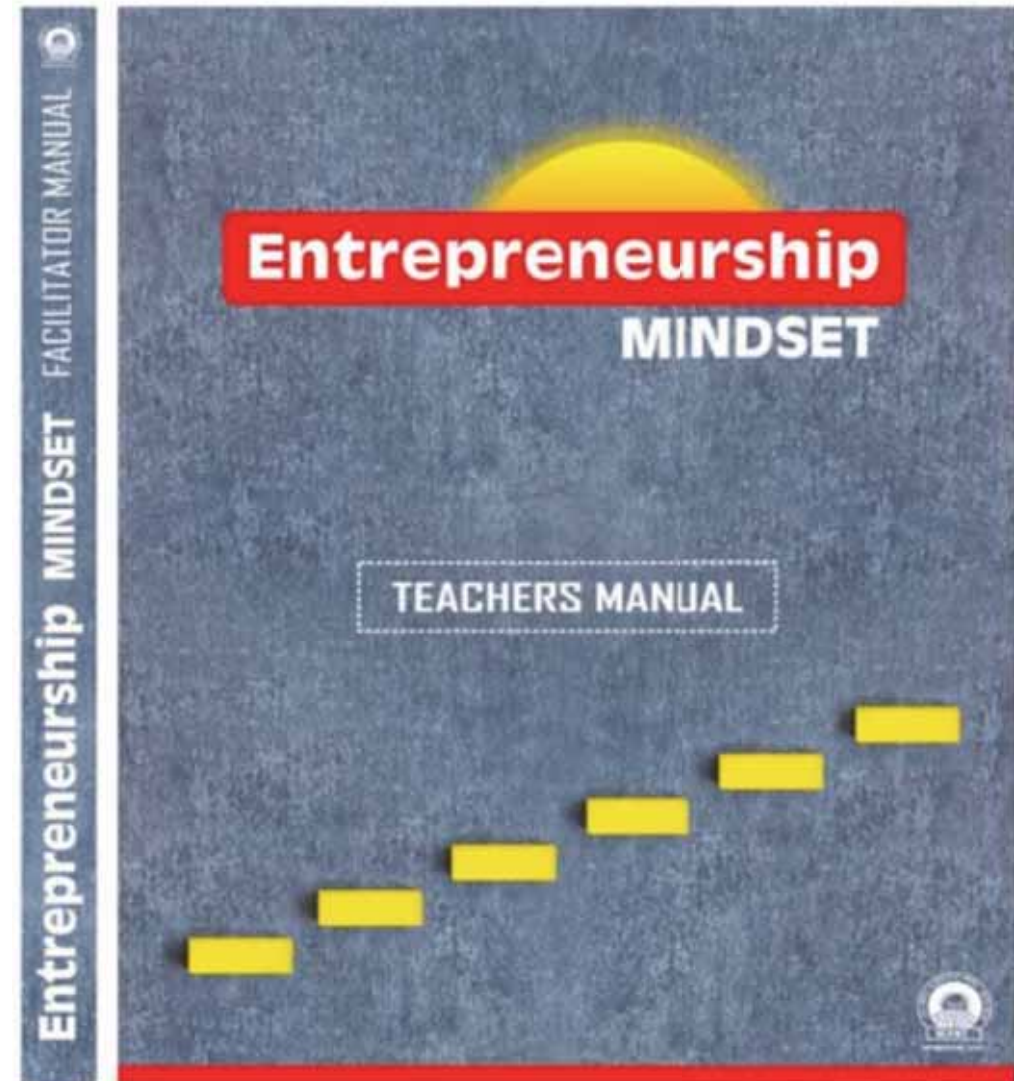
Teaching through different innovative methods





## Entrepreneurship Curriculum launched as a next generation initiative

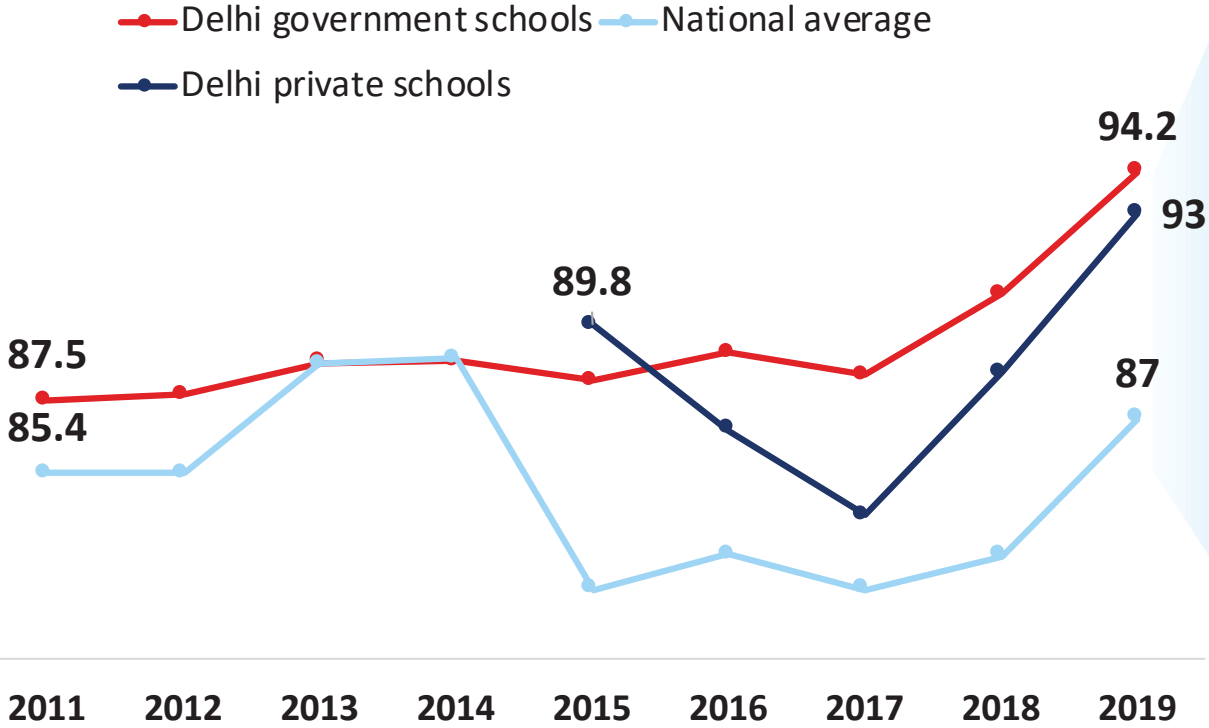
- The Delhi Government has launched **The Entrepreneurship Mindset Curriculum** in all government schools of NCT of Delhi for **Classes IX to XII**.
- All students from **Class 9 to Class 12** will be given **Rs 1,000** each as seed money to develop an entrepreneurial mindset
- This has been launched 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**



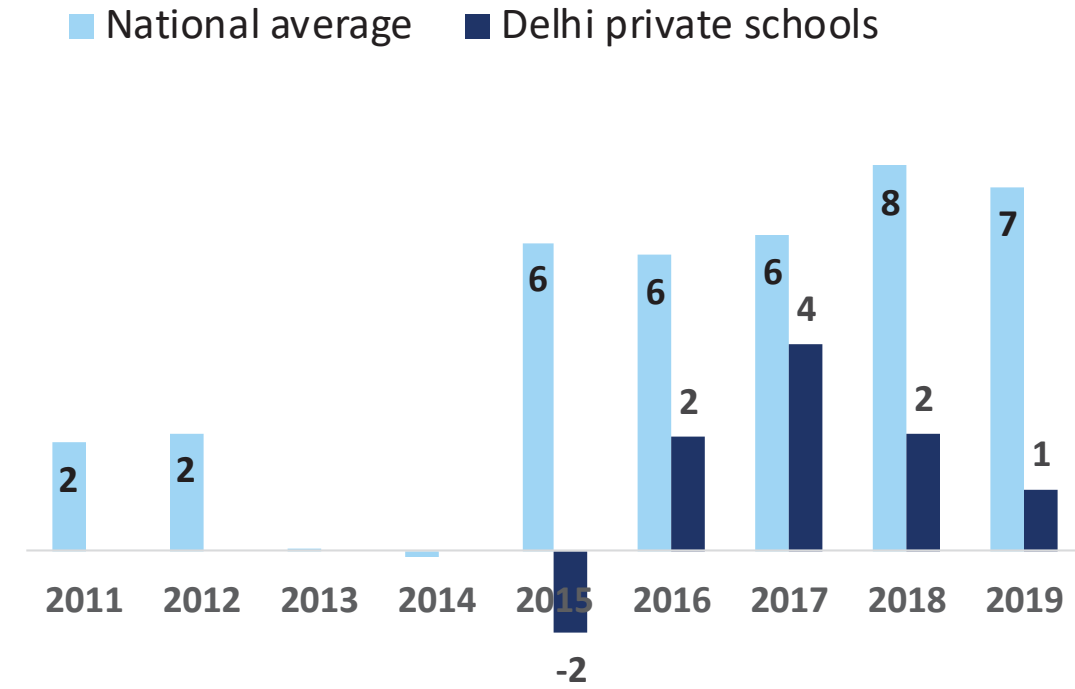
# OUTCOMES

# Since 2015, Delhi government schools have performed significantly better than the national average in the CBSE XII<sup>th</sup>

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



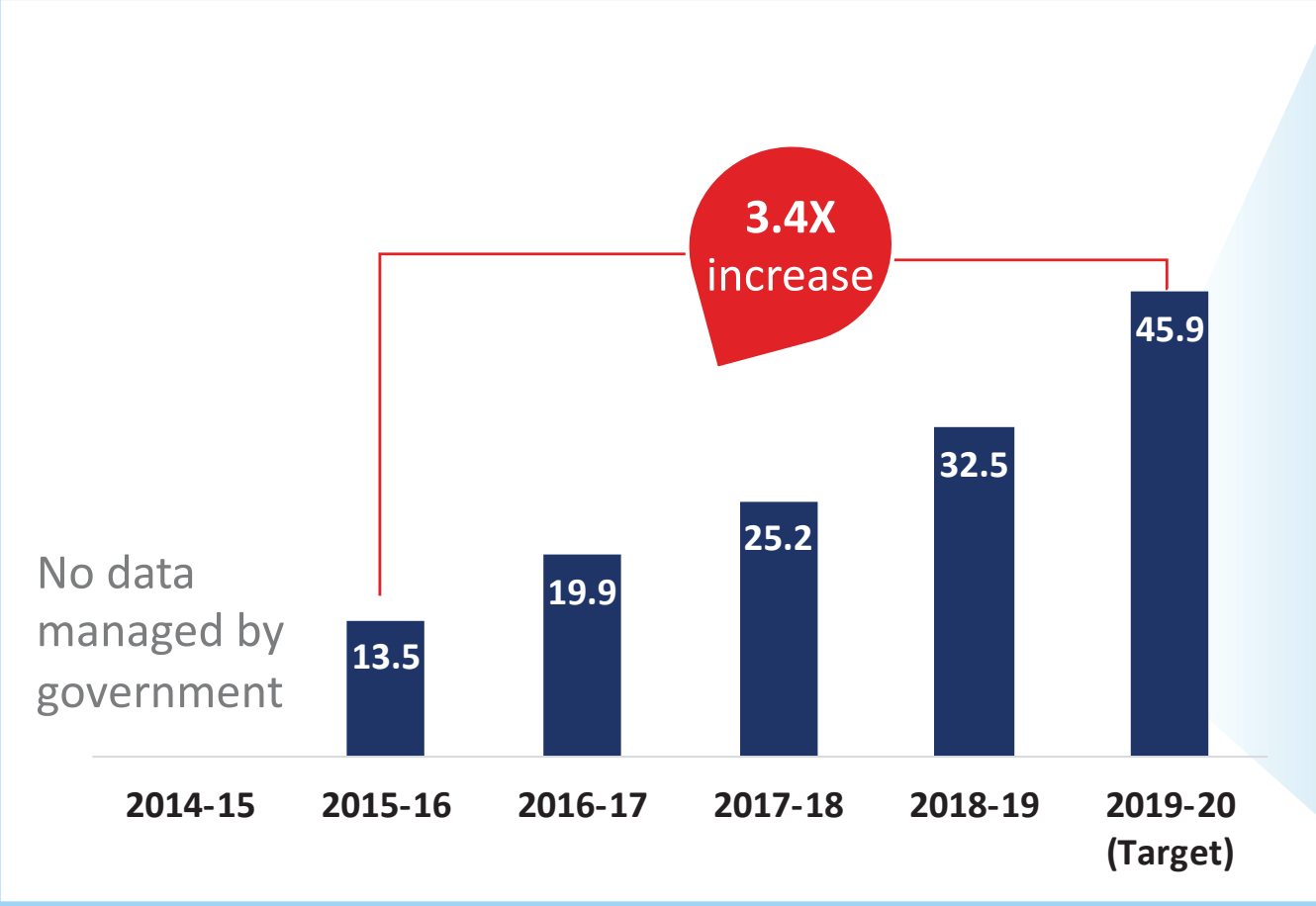
**Delhi government school pass percentage compared to private schools and national average pass percentage, Difference in PP % between Delhi govt. school and other**





# 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)**



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

