



**GOVERNMENT OF GUJARAT  
TRIBAL DEVELOPMENT DEPARTMENT**

**GUIDELINES FOR SETTING UP EKLAVYA MODEL  
RESIDENTIAL SCHOOLS IN TRIBAL AREAS OF  
GUJARAT UNDER PUBLIC-PRIVATE-PARTNERSHIP  
MODEL**

*UNDER*

**CHIEF MINISTER'S TEN POINT PROGRAMME  
(VANBANDHU KALYAN YOJANA)**



વનબંધુ કલ્યાણ યોજના  
VANBANDHU KALYAN YOJANA  
ગુજરાત સરકારનો દસબિંદુ સરકારી  
Chief Minister's 10-Point Programme

**PREPARED BY-**

**DEVELOPMENT SUPPORT AGENCY OF GUJARAT (D-SAG)**

**(An autonomous Society promoted by Tribal Development  
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## **ABBREVIATIONS**

<b>Sr. No.</b>	<b>Abbreviation</b>	<b>Details</b>
1.	TDD	Tribal Development Department
2.	D-SAG	Development Support Agency of Gujarat
3.	CTD	Commissionerate, Tribal Development
4.	PA	Project Administrator
5.	TPA	Third Party Agency
6.	R & B Dept.	Road & Building Department
7.	TPP	Ten Point Programme
8.	ITDP	Integrated Tribal Development Areas
9.	TSP	Tribal Sub Plan
10.	ST	Scheduled Tribe
11.	TASP	Tribal Area Sub Plan
12.	VKY	Vanbandhu Kalyan Yojana
13.	MOA	Memorandum of Articles
14.	MOU	Memorandum of Understanding
15.	BPL	Below Poverty Line
16.	EMRS	Eklavya Model Residential Model
17.	VTC	Vocational Training Center
18.	IT	Information Technology
19.	PPP	Public Private Partnership
20.	GOG	Government of Gujarat
21.	ITIs	Industrial Training Institutes
22.	CSR	Corporate Social Responsibility
23.	DRF	Dr. Reddy Foundation
24.	CII	Confederation of Indian Industry
25.	NIIT	National Institute of Information Technology

26.	SOR	Schedule of Rates
27.	PER	Project Evaluation & Review Technique
28.	CPM	Critical Path Method
29.	TOR	Terms of Reference
30.	PAN	Permanent Account Number
31.	GSTDREIS	Gujarat State Tribal Development Residential Education Institution Society
32.	PSP	Private Sector Partner
33.	HPC	High Powered Committee

# 1

## Introduction

### 1.1 Historical Perspective:

The State of Gujarat comprises of a total of 43 talukas in 12 Scheduled Tribe dominant districts. These Talukas comprise of a population of 75 lack ST individuals. To ensure a better quality of life for the tribal population, the Constitution of India has advocated the policy of positive discrimination and affirmative action. For this purpose the Tribal Sub Plan (TSP) Strategy has been adopted for all round development of tribal areas since Fifth Five-Year Plan. Under the TSP approach, almost entire tribal inhabited area of Gujarat has been covered. Specially empowered Project Administrators have been appointed to carryout development programmes in these areas. The TSP approach ensures allocation of fund for tribal areas from State Plan in proportion to the ST population in the State. State of Gujarat had earmarked 15.85% of its budget for the development of tribal areas during 2008-09.

### 1.2 Ten Point Programme towards Focused Tribal Development:

The State Government has formulated and further started implementing a Rs. 15,000 crore package called Chief Minister's Ten Point Programme (Vanbandhu Kalyan Yojana) for Tribal Areas. Under this programme called Vanbandhu Kalyan Yojana, the State Government has made the financial provision of over Rs. 2350 crore during the year 2007-08 in the form of Tribal Area Sub-plan (TASP) including New Gujarat Pattern. One of the major objectives of Chief Minister's Ten Point Programme is to double the income of ITD areas in next five years. The detailed information about the programme can be attained through following website:

<http://vanbandhukalyanyojana.gujarat.gov.in/>

### **1.3 Involvement of commercial entities in developmental activities:**

The tribal development schemes and programmes of government have always stressed upon unfolding the capabilities of tribal communities through strategic Planning in accordance with their culture and values. These schemes and programmes aimed at mainstreaming tribals, so as to bring prosperity in their lives.

Towards accomplishment of the said objective and bringing qualitative change in the lives of tribal people, the State Government is implementing and further planning to implement several large scale projects with the help of commercial partners like private sector units, cooperative and public sector undertakings to double the income of ITDP talukas in next five years with the involvement of BPL families as major participants. This goal is now feasible due to enhanced funding under TASP, high economic growth rate of the State, increased opportunities in dairy, horticulture and service sectors, and involvement of private sector organizations on PPP model. Govt. has realized the need and importance of private sector participation in developmental activities for qualitative results. On the similar lines, a Government Resolution has been passed vide No. VKY-102007-244(1)/P dated 10th April, 2007 for Participation of Commercial Entities in Implementation of Chief Minister's Ten Point programme (Vanbhandhu Kalyan Yojana) for development of tribal areas. A copy of the GR is available at Annexure-IV

Keeping in view the involvement of private sector in managing Eklavya Model Residential Schools, a government resolution has been passed vide no. NSA-1008-763-GH dated 07.08.08. A copy of the GR is available at Annexure-V.

# 2

## Wealth Creation

Majority of the Scheduled Tribe (ST) families are engaged in agricultural activities for livelihood. The state government has a pool of Rs. 15,000 crore under Chief Minister's Ten Point Programme also known as Vanbandhu Kalyan Yojana, which is aimed to double the income of tribal families. This goal is feasible due to enhanced government funding, encouraging economic growth rate of the state, profitable opportunities in dairy, agriculture, horticulture, floriculture, food processing and agro service centers. The present strategy is aimed to double the income by increasing the resource base in real terms.

The Ten Point Programme encourages land based activities and promotes development of dairy cooperatives as both are of low-risk nature. It also promotes high productivity crops and organic crops by using bio-technology in building on the earlier success in diversified agriculture. Some of the pre-requisites like improved irrigation and infrastructure facilities, favorable terrain, low usage of chemical fertilizers and pesticides, proximity to major market and entry of major industrial units in agri-business are already present and can support horticulture, floriculture, vegetable organic farming, timber and medicinal plants based projects.

Cattle rearing is believed to be a sign of prosperity and at the same time gives multiple economic benefits to the community. Dairy based animal husbandry activities can utilize some of the strengths like presence of large number of cattle, presence of capable district dairy federations working in tribal areas and stable milk market.

### **2.1 PPP – An Approach to Initiate Change:**

It is a revolutionary concept and the opportunity is too good to miss. The 43 ITDP talukas on the eastern fringe of Gujarat have been hitherto untapped by



private players. In recent years, this area has silently and steadily been gearing up for the private sector. The fundamentals for any business – roads, water and power – are better than national standards. The other most important asset for the area – the local people – are also willing partners. Their exposure to urban standards has helped them tune skill sets to cater to industry needs.

## **2.2 Guidelines to Forge Public Private Partnership:**

- i. The Tribal Development Department (TDD) will leverage its own TASP stream funds and funds of other departments to support such projects. Such funds will be utilized only for the purpose of activities approved under concerned schemes and some additional financial requirements can be arranged by using grants from Government of India and available Gujarat Pattern funds, in that order, as first claim over these flexible funds;
- ii. Government will involve private sector and other commercial units in developing large scale projects on a partnership basis and will support such project activities up to the production level in such a manner that the average cost of assistance in these projects does not exceed Rs. 30,000/- per family;
- iii. Additional funds can be brought as institutional credit to the participating beneficiaries;
- iv. Non-BPL tribal families can participate in these projects but Government will not provide subsidy to them;
- v. Project specific infrastructure support like development and strengthening of roads, power and water supply, broad-band connectivity facilities, etc. will be created by the Government by tapping various infrastructure oriented schemes under TASP stream;
- vi. Any commercial sector partner can develop and implement such projects. While implementing the project, it will have to offer an acceptable assurance that a minimum committed number of poor families, who will be covered in

the project, will cross the poverty line and will receive an assured minimum income every year;

- vii. Although agricultural land cannot be transferred to the private sector implementing agency, it can enter into production agreement with the tribal farmers in a legally enforceable manner. With a view to ensure speedy implementation, the State Government will help to facilitate setting up project specific infrastructure and value addition facilities. In addition to this, Tribal Development Department may try to obtain land from Government authorities and allow the private sector implementing agency to use such land for setting up production facilities on payment of token rent;
- viii. Each project will normally be for a period of five years and should cover 3,000 to 5,000 BPL tribal families. Some high technology based small pilot projects can also be launched if they have potential to be up scaled subsequently;
- ix. The nature and extent of support from the Government and the credit component from commercial banks will vary from project to project but above broad principles can be followed and fine- tuned subsequently. These principles can be used initially as indicative guidelines only as the exact requirements of individual projects will vary;
- x. The State Government has also decided that every individual participating BPL family will be monitored. For this purpose, TDD will develop framework for baseline, end line and concurrent monitoring by involving external agencies;
- xi. The implementing partner will have to efficiently manage the project, bring required technology, will ensure marketing and other necessary linkages, will cover the conceivable risks as part of such projects and will also guarantee the expected outcomes. The format of guarantee can be kept simple initially, but a bipartite agreement will have to be signed specifying broad nature of the project and minimum guaranteed outcomes;

- xii. These projects will try to cover the predictable risks and provide adequate funds for this purpose so that BPL families do not bear any part of such risks and low-risk projects are offered to them;
- xiii. In order to ensure their long term involvement in the Project Taluka, the implementing agency will have to establish the first stage of value chain the project taluka. For this purpose, the Department will facilitate procurement of land and also provide equity/interest free loan in the proportion to the additional risk. Such equity/loan will be limited to @10% per annum or Rs. 1 crore, whichever is less, and the same will be managed and financed by Gujarat Venture Finance Limited or a similar company. Private sector partner can build in its normal and reasonable profit in such projects provided it is able to offer better returns to the participating families; and
- xiv. While approving commercially viable projects, the developing blocks of ITDP areas will get preference.

### **2.3 Benefits to Private Sector:**

The model for introducing the private sector into these talukas is simple and flexible under Ten Point Programme. While individual players choose from any one of the 43 ITDP talukas to establish themselves, the government will extend crucial support to ensure that the initiatives are successful. Since the area is amenable for medium to large-sized ventures, individual projects can cover at least half a taluka. The proposed projects are likely to receive financial support of Rs. 20-50 crore in from of government grants and credit to reach the production stage of operations.

### **2.4 Quality of Facilities:**

The partner has to conceptualize and manage the project as well as provide technical inputs to make the initiative operational. The onus of procurement and marketing end products would be on the partner. The partnership also expect the private player to forge linkages with other partners and provide income generation opportunities to at least 2,000 small as well as marginal landholding families to bring them above the poverty line. It would also be the

responsibility of private partner to set up first stage of value addition in the project taluka.

### **Cooperative managed cold storage units:**

To reduce harvest loss, Commissionerate, Tribal Development has established five Cold Storage units in Bharuch, Rajpipla, Chhotaudepur, Vasda and Kaprada. This has helped farmers to store produce for longer period. The project works on a cooperative model; therefore ownership and management of the cooperative is upon the farmers. A group of tribal youths comprising eight members for each unit has been provided technical training at Navsari Agriculture University, different private cold storage's and finally at Indian Agriculture and Research Institute (IARI), New Delhi. Eventually, these trained youths will be employed to run the units.

Several NGOs with prior experience in this sector have been roped in as Agencies to facilitate the operation of cold storage as well as to capacitate the cooperative. In return, of their services NGOs will be paid consultancy fees but not any fund. In no case, partner NGO/organization will have ownership over the asset or resources of cooperative. Once the project reaches its break-even point, partner NGOs/organization will have to handover the management to the cooperatives.

Approach for this particular project is different from the present trend. Direct involvement of community has been ensured through cooperative model and involvement of youth from the same community. Private partner facilitates better management of the cooperative and the responsibility of monitoring this initiative falls upon the Tribal Department.

## **2.5 Available Resources:**

The upland areas are particularly suitable for successful horticulture, and agricultural activities are already strong in the region. Simple steps such as better land preparation, choice of better seeds, treatment of seeds, better nutrient management and basic mechanization can yield good results.

Large tracts of land covering about 2,000 acres can be identified and the private partner, with the help of government, can enter into a contract farming with the land owners. It is anticipated that a land-based project in a taluka will provide enough produce for setting up a medium-sized processing unit and will result in value additional of approximately Rs. 20 crore annually.

## **2.6 Collaboration with Other Departments:**

Convergence of programmes and schemes implemented by various government departments are a viable option to create sustainable models. State Government departments like Irrigation, Agriculture, Rural Development, Tribal Development, Health, Industry, etc. implement a large number of individual beneficiary oriented schemes. The projects proposed by a commercial sector partner will try to leverage funds from all such schemes to support large integrated projects. The involvement of private sector will ensure wealth creation and better returns on assets in the tribal areas and simultaneously, BPL families will get support for different activities from a single source and under a single project.

# 3

## **Eklavya Model Residential Schools (EMRS)**

### **3.1 Introduction:**

While formulating the 9<sup>th</sup> Five Year Plan, it was realized that unless the quality of education in tribal areas is considerably improved, many serious disadvantages being suffered by the youths from ST families can not be addressed. They bear the brunt of sub-optimal academic inputs, social disadvantages, lack of self confidence and absence of modern facilities. For nurturing merit in this group, the public schools model was considered to be the best suited. The Eklavya School Project was initiated during 1999-2000 to provide free and superior education to meritorious tribal children.

EMRS are being developed as quality boarding schools for meritorious Scheduled Tribe students. The students are selected through a rigorous competitive process and are then provided free education in these schools. Individual schools are expected to match the teaching standards of the best urban schools in the state by ensuring quality teachers and state of the art facilities. Teaching of humanities, science and IT skills would form an integral part of the curriculum.

Some of the broad features of this model are -

- a) These schools are expected to have the best possible educational and extra curricular infrastructure. Government of India sanctions non-recurring grant of Rs. 2.5 crore per school and recurring grant of Rs. 74 lakh per year to each EMRS. As the capital

grant was not adequate, the State Government has also provided some funds for creation of remaining facilities in these schools<sup>1</sup>;

- b) These are co-educational residential schools expected to take care of all the requirements of the child without charging any fee and provide education from standards VI till XII; and
- c) They are supposed to have better quality teachers and pay higher salary to them to retain highly motivated academic faculty remote areas.

The Chief Minister's Ten Point Programme for Development of Tribal Areas lays special emphasis on setting up new EMRS from state's funds at the block levels and bringing their quality on par with best urban schools. This programme also aims to not only modernising the education in the ITDP blocks, but also plans to involve various stakeholders. To take forward such partnerships, Tribal Development Department has established an autonomous body; the Gujarat State Tribal Development Residential Education Institution Society (GSTDREIS), commonly called Gujarat EMRS Society. The Society manages EMR schools with the help of government grants and some private support. The list of Society and private sector managed schools is at Annexure- VIII.

### **3.2 PPP – An Approach to Initiate Change:**

The 75 lakh Scheduled Tribes population of Gujarat is spread in approximately 5000 villages of 43 eastern talukas. In order to annually induct a critical mass of students, who can act as agents of social change in this area, it is felt that at least 6000 meritorious students must be admitted to such quality schools every year. It is recognized by the Gujarat EMRS Society that a public-private partnership model in education would help to bring world class academia into the schools of tribal talukas, which will not only create a demand for quality education, but will also indirectly raise the standards of education in other schools in this area. In order to involve the reputed private sector companies and experienced managements of urban residential schools, the State Government has finalised an attractive PPP policy, which covers, both management of existing EMRS and setting up new EMRS.

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<sup>1</sup> The State Government has sanctioned appx. Rs. 8 crore for these schools in the past two years alone.

### **3.3 Guidelines to Forge Public Private Partnership:**

The new PPP policy allows for (a) handing over the management of existing schools to professionally managed urban residential schools on full cost re-imbursement basis and also encourages socially conscious private sector companies to promote new quality schools in ITDP areas.

Some of the features of the policy for transferring the management of existing EMRS to well run urban school managements are-

- i) A high powered committee, headed by the Chief Secretary, will select the private partner and decide upon other terms of partnership. The Committee will follow a two-stage selection process by seeking Expressions of Interest through open advertisement and screening the proposals against pre-defined criteria through a Technical Committee. Members of the Technical Committee will make visits to the short-listed schools and present their assessment on capability of the interested managements to the High Powered Committee;
- ii) Once the Private School Management is selected, a medium term agreement will be entered into. The sample agreement can be downloaded from <http://vanbandhukalyanyojana.gujarat.gov.in>. The agreement will define the cost norms, quality standards, benchmarks, roles of respective partners and define the future relationship between the Gujarat EMRS Society and the Private School Management;
- iii) Although the capital cost will be borne by Gujarat EMRS Society, Private School Management can be provided funds for developing the remaining civil infrastructure in the EMRS. For this purpose, the existing schedule of rates of Roads & Building Department for the district will be considered as benchmark rate;
- iv) Private School Management will be at liberty to additional funds for EMRS from other sources;
- v) The ownership of land, building and other assets of these schools will remain with the Gujarat EMRS Society;



- vi) Private School Management will have flexibility to fix the salary, other terms and performance norms of its staff without any interference from Gujarat EMRS Society. It will also decide the affiliation of the school. However, it is expected that these schools will either follow English medium of instructions or have a strong emphasis on English language;
- vii) The day-to-day affairs of the school will be managed by the Principal and a School Management Committee (SMC) to which Gujarat EMRS Society will nominate few members. The Chairperson of SMC will be nominated by the Private School Management;
- viii) Private School Management will submit monthly progress reports, annual work plan and budget for the school in addition to the audited accounts for all the funds received by it during the year. It will also appoint an internal auditor, who will submit monthly reports on the state of financial management, school assets and academic status of the school. In addition to this, the officials of Gujarat EMRS Society will periodically visit the school. Gujarat EMRS Society will have full access to the premises and records of the school; and
- ix) All employees of the school including the Principal, teachers and non-teaching staff will be the employees of Private School Management. It will have complete freedom in selection, transfer and termination of teachers and non-teaching staff, to determine their salaries, to evaluate their performance, etc. It will also have freedom to retain the existing school staff or return them to Gujarat EMRS Society.

As far as setting up of new EMRS under this policy is concerned, any financially sound private partner having a past track record of undertaking such socially beneficial projects can set up new EMRS by contributing 25 percent of the capital and 25 percent of annual recurring cost of the new school. It can also raise 25 percent of recurring cost from the non-Scheduled Tribe students.

The broad features of this policy are-

- i) The State Government will provide up to 20 acres of land, 75 percent of capital and 50 percent of annual recurring cost of the school. The financial cap for the Government contribution will be Rs. 7 crore for capital and Rs. 60 lakh annually for the recurring cost;

- ii) The school should reach its full capacity of 450 residential and 100 day students within first four years, out of the residential students, at least 50 per cent should be ST students;
- iii) Government's share of the capital cost will be transferred to the private partner on the basis of the prevailing schedule of rates of Roads & Buildings Department and only when the Private Sector Partner has brought in its share of capital cost to the designated bank account;
- iv) The Private Sector Partner will have to fulfill its commitment during the first four years of operation of the EMRS, failing which the assets and the school will revert to the Gujarat EMRS Society;
- v) Private Sector Partner can select a 'management partner' to run such schools in an effective manner; and
- vi) A High Powered Committee headed by the Chief Secretary will select the Private Sector Partner and decide other terms of the partnership.

### **3.4 Procedural Clarifications:**

To become a partner in this initiative, the interested Private Sector Partner can follow the steps given below:

**Step 1:** The initial proposal need to have a three to four pages concept note on location preferred to set up school, details of management partner, funds ear-marked by the private sector for such initiatives and expectations from the State Government. Once the concept note is approved, the Private Sector Partner will be invited to make a detailed presentation before a Technical Committee. The Technical Committee will evaluate the proposal based on following parameters:

#### **PROPOSED EVALUATION SYSTEM FOR EMRS**

The proposals will be evaluated on a quality and cost based selection (QCBS) basis. The proposals will be evaluated according to their combined technical (St) and financial (Sf) scores using the weights (T = the weight given to the Technical Proposal = 75%; P = the weight given to the Financial Proposal = 25%; T + P = 100%) using the formula:

$$S = St \times T\% + Sf \times P\%$$

Sr. No.	Category/ item	Score
A	<b>Parameters for Technical Evaluation:</b>	85
1	<p>A. Organization's past experience in running and managing schools or any other educational infrastructure such as university, college, etc.</p> <p style="text-align: center;">OR</p> <p>B. Organization's any other kind of experience which can illustrate the efficiency of the organization in managing EMRS/s</p> <p>(Preference will be given to the agencies that have past experience in the field of running and managing schools or any other educational infrastructure. The organization having past experience will have to provide details of the best sample school or any other educational infrastructure efficiently managed by it)</p>	10
2	<p>Organization's reputation at State or National level and its performance in its domain activities</p> <p>Organization will have to submit satisfactory reports of past clients, no. of projects handled along with their budget, ISO certification and certifications of such other quality standards, undertaking of 'no criminal cases', etc.</p>	10
3	<p><b>Profile of Governing Board and turnover of the organisation</b></p> <p>Details of turnover should be provided as per following:</p> <p>A. Total Turnover; &amp; B. Turnover based on funds other than Govt. funds</p> <p>Organization has to provide details about the sources of funds specifically the funds received in form of loans raised from friends and well wishers, membership fee, etc.</p>	10
4	<p>Spare funds available with the promoter organization of the trust</p> <p>Organization will have to submit duly audited balance sheet of last three years through which the availability of such funds can easily be seen. (This will give an idea about how strong the organization is and what kind of back-up support it has).</p>	5

5	<p><b>Profile of Governing Board and turnover of the organisation</b></p> <p>(How strong the organization is and what kind of back-up support it has)- CVs and relevant certificates of Governing Body members and management team will have to be submitted along with the proposal.</p>	10
6	<p><b>Quality of the proposed schools</b></p> <p>Quality will include quality of teaching and non-teaching staff (qualification and teaching experience in the respective subject), proposed construction plan of for new schools and up-gradation plan of old schools, quality of infrastructure, etc.</p>	10
7	<p><b>Teaching Methodology &amp; Course Curriculum of the proposed project</b></p> <p>The proposed teaching methodology should have a strong plan for overall development of the students' viz. sports activities, cultural activities, extra-curricular activities, etc. The teaching methodology must consist of modern practices of teaching i.e. use of audio-visual aids, software based learning, presentations, soft skill development, etc. The course curriculum should be of international standards and must be approved/affiliated/accredited by reputed institution/s.</p>	10
8	<p><b>Manpower/Management strength</b></p> <p>(Managerial capacity of the organization for managing the project for 7 or more than 7 years). The organization can give a list of its teaching, non-teaching and managerial staff of the project along with their qualification and experience details. CVs and relevant certificates of the staff need to be attached with the proposal. This will give us an idea about how professional and qualified staff is going to impart the quality education to students and how professionally they will be able to manage the project as well as day- to-day functions of the schools i.e. construction work, tendering, admin related functions, liaisoning with Govt, funds management, etc.</p>	10
9	<p><b>Action Plan of the proposed project</b></p> <p>(The action plan should be SMART viz. <b>S</b>-Simple and easily understandable and acceptable to all stakeholders, <b>M</b>-Measurable, <b>A</b>-Achievable outcome indicators, <b>R</b>-Realistic and having risk covering capacity, <b>T</b>-Time bound)</p>	5
10	<p><b>Organization's fund mobilization capacity</b></p>	5

	This can be a parameter for 25% contribution and management of the School for 7 or after 7 years, if handed over by Govt.	
<b>B</b>	<b>Parameters for Financial Evaluation:</b>	<b>15</b>
	Financial scores (Sf) (Per unit capital and recurring cost over 7 years) will be calculated based on following formula: Sf = 100 x Fm/F, in which Sf is the financial score, Fm is the lowest financial quote and F is the financial quote under consideration.	

**Step 2:** After approval of the Technical Committee, the Private Sector Partner will be requested to prepare a comprehensive project proposal, which should include various components of the initiative; infrastructure facilities required; staffing pattern; phase wise plan; details of management partner; annual work plan; Articles of Memorandum; financial statements of the last three years and expectations from the government.

The project proposal should also have the estimated annual budget for the project and a copy of the draft MoU. The private partner should adhere to the Fund Release Framework and the Gender Framework of the Tribal Department [Please visit <http://vanbandhukalyanyojana.gujarat.gov.in> for more details]. It is also imperative to give a detailed description in the project proposal about the management partner and its role.

**Step 3:** The proposal, shall then be scrutinized by the High Powered Committee. This procedure would take a minimum of three to four months time. Format of proposal is available at Annexure- IX which can also be downloaded from <http://vanbandhukalyanyojana.gujarat.gov.in>.

Once the Private Sector Partner is approved by the High Powered Committee, following steps will be followed by the Gujarat EMRS Society-

- i. Private Sector Partner will enter into an agreement with the Gujarat EMRS Society. This agreement will define the roles of the partners, quality benchmark, estimated capital and recurring cost, procurement procedures, teacher-students ratio, etc.;

- ii. Private Sector Partner will finalise the plans and estimates of the school building and other amenities and submit it to the local Executive Engineer of Roads & Buildings Department for seeking Technical Sanction. The order no. S-1008/47/D. 2 dated 27<sup>th</sup> November, 08 of Roads & Buildings Department facilitates the process at this stage;
- iii. After obtaining Technical Sanction, the plans, along with the work plan having details of funds requirement and bank account, will be submitted to the Gujarat EMRS Society, which will ensure that required funds are available for the school; and
- iv. Pending construction of the main school building, the Private Sector Partner may consider starting the school in any other building. The rent of such premises will be separately re-imbursed by the Gujarat EMRS Society after obtaining the views of the Executive Engineer, Roads & Building Department on reasonableness of the rent.

To the extent applicable, above procedure will also be followed when the Private School Management decides to construct the remaining civil infrastructure in an existing EMRS.

Residential schools initiated under public-private partnerships would help creating responsible citizens and at the same time, would help the State in retaining its leading role in nation's growth story. The State Government is willing to bear the cost of infrastructure as well as actual expenditures and in return expects quality education thorough superior institutions thus developed.

These models have been summarized in the table below. Another table describes various other plans available to the private sector and philanthropic individuals and trusts for extending financial support to the existing EMRS.

### ***Models for Institutional Partnership***

<b>Model</b>	<b>Support from Tribal Department</b>	<b>Role of Private Sector</b>
<b>Model I</b> Setting up new EMRS	<ul style="list-style-type: none"> <li>• Provide up to 20 acres of land</li> <li>• Bear 75% of capital cost with cap of Rs. 7 crore (USD 1,750,000)</li> <li>• Bear 50% of annual recurring cost with a cap of Rs. 60 lakh (USD 150,000)</li> </ul>	<ul style="list-style-type: none"> <li>• Bear 25% of capital cost &amp; 25% of annual recurring cost</li> <li>• 25% of annual recurring cost can be charges to fee-paying non-tribal students</li> <li>• Minimum 50% of Scheduled Tribe students to be inducted through state-wide exams</li> <li>• School to have capacity of 450 residential students over next 4 years &amp; 100 day scholars</li> </ul>
<b>Model II</b> Managing the 9 existing society run EMRS	<ul style="list-style-type: none"> <li>▪ Full capital &amp; recurring cost to be reimbursed to management</li> <li>▪ Management to be selected on the basis of open advertisement</li> </ul>	<ul style="list-style-type: none"> <li>▪ To efficiently run the school with English medium CBSE affiliation</li> </ul>

### ***Plans for Individual Partnership***

<b>Plan</b>	<b>What you can do</b>	<b>What to expect</b>
<b>Plan 1</b> Adopt a School	Adopt one Eklavya Model Residential School & donate Rs. 34 lakh (USD 85,000) every year for five years.	The school will bear your name for the next five years. You will also receive reports of the school's progress and how the funds are managed.
<b>Plan 2</b> Fund a Facility	Make a one-time donation & depending on the amount, the Society will use the funds for creating key facilities like sports stadiums, libraries & computer labs.	The facility funded by you will bear your name. The Society will also send you a photograph of the facility along with details of how the funds were utilised.
<b>Plan 3</b> Sponsor Ten Children	Sponsor ten children by paying Rs. 25,000 (USD 625) per child towards their educational & hostel costs.	You will receive photographs of the children, their report cards & details about the utilisation of your funds.
<b>Plan 4</b> Fund Five Teachers	Help the schools invest in experienced, child-friendly faculty for core subjects like English, science, math, performing arts & computers. Contribute Rs. 8.5 lakh (USD 21,250) every year towards their remuneration packages.	The faculty chairs funded by you will bear your name for that year. You will also receive details of the teachers that you have helped support along with the remuneration packages being offered to them.
<b>Plan 5</b> Mealtime Support	Help one EMRS school provide nutritious food to its children. Fund the meals for 450 children for the academic year by contributing Rs. 36 lakh (USD 90,000).	You will receive the health status of children, the general meal plan followed by the school & a report on how funds are utilised.
<b>Plan 6</b> Create your own plan	If you are unsure of how you want to support, contact the Society & it will help you plan a support scheme that is meaningful for you.	



### **3.5 Quality of Facilities:**

The private partner is expected to maintain the following standards in infrastructure requirements for EMRS:

#### **Hostels:**

A fully functional school will have 420 residential students, which would consist of 50 per cent girls. The accommodation should be of dormitory type; each dormitory not having more than 8 beds and be equipped with individual cupboards for students, facilities of light and fan, and beds with mattresses.

#### **Class Rooms and offices:**

As each school is expected to cater to standard 6 to 12 (with two sections for each standard) 14 class rooms are required. At least two class rooms should have facilities like over head projectors, TV and Internet.

#### **Sports Facilities:**

Sports form an overall development in any child, therefore it is utmost important to include facilities to promote sports in schools. Both indoor and outdoor sports facilities are to be added.

#### **Other facilities:**

Other facilities include quarters for staff, mess and water management system.

Please refer to the next chapter for details of standard to be followed for creation of infrastructure for existing and new EMRS.

### **3.6 Available Resources:**

Under public private partnership, government would provide land to construct EMRS and complete freedom to run the management of the school. Refer Annexure -VI for details of land acquired by GoG under 10 – Point Programme and Annexure -VII for details of estimated recurring cost of EMRS.

# 4

## Standards of infrastructure requirement for EMRS

### 4.1 Hostels:

The dormitories should have external main switches so that the power supply can be switched off by maintenance staff when not being used. The flooring material should be maintenance free and durable. There should be separate hostels for girls and boys. One can also consider construction of four small hostels, each housing approximately 105 students. Some of the other requirements for individual hostels are as follows:

- i. There should be a medium size common room where at least 25 per cent of students can access altogether at any time. The common room should have facilities for indoor games like carom and chess, a small library, a notice board and a TV.
- ii. Each hostel will require a small store to keep extra mattresses, bed sheets, towels and other items.
- iii. Each hostel will have an apartment for the warden and provided with a separate entry. The apartment should have a bed room cum living room, toilet cum bath, a cupboard and internet facility.
- iv. Each hostel should have two entries and exits. Out of this one can be used during emergencies.
- v. The dormitories should be protected from direct sun light.
- vi. There should be maximum use of solar power for lighting and water heating in bathrooms.
- vii. There should be a common washing bay and having facilities to dry clothes. It should be protected from direct sun light and should be easily accessible to the students.

- viii. There should be adequate number of toilet blocks with at least one western type toilet.
- ix. Each hostel will require a water cooler equipped with RO system. It should also have a dust bin at proper location.

#### **4.2 Class Rooms and offices:**

As each school is expected to cater to standard 6 to 12 (with two sections for each standard) 14 class rooms are required. At least two class rooms should have facilities like over head projectors, TV and Internet. Other requirements are as under:

- i. In addition to the above, there will be separate class rooms for activities like music, computer education, one room for hobbies like photography, painting, etc. and English language lab equipped with audio-visual equipments.
- ii. Each class room and hobby room should have a white board (10 feet in length), proper lights and noiseless fans, proper acoustics and movable tables for 35 students considering future expansion. Every class room should have two exits.
- iii. There should be a staff room for 15 teachers and equipped with cupboards for every teacher and a small first aid box.
- iv. There should be a store room with adequate storage space, cupboards, etc. for keeping stationeries, equipments and other material. In addition to it there will also be another store room for sports kits.
- v. There should be a separate room for Principal equipped with a toilet.
- vi. There should be a clerk's hall, with small cubicle for the bursar and space for two clerks.
- vii. There should be a user friendly library which can be used by 30 students at a time.
- viii. The staff room, library, clerk's hall and Principal's room should have facilities for use of computers and internet.
- ix. There should be adequate arrangements for notice boards, soft boards, etc.
- x. There should be only one urinal block each for men and women Dustbins should be appropriately placed.

### **4.3 Sports Facilities:**

Sports form an overall development in any child, therefore it is utmost important to include facilities to promote sports in schools. Both indoor and outdoor sports facilities are to be added.

- i. Every student, including girls, will be required to participate in sports and other physical activities for at least 90 minutes every day. This will require extensive development of sports facilities in an innovative manner. The facilities like football grounds, running track, basket ball and volley ball grounds, swimming pool and tennis and badminton courts should be developed in such a manner that at least 200 students are accommodated at any given time. It is proposed to use the sports facilities in two shifts.
- ii. In addition to it, there can also be some indoor facilities for table tennis and practice courts for younger students for basket ball, tennis etc.
- iii. Sport area should be protected and separated from the teaching area.

### **4.4 Staff Quarter:**

- i. The school should have small studio type accommodations for staff. It can have a small living area, a built in table, a kitchen, toilet and dressing area. Each studio apartment will be equipped with computer with internet, a small refrigerator and a TV.
- ii. The Principal and Bursar can use two studio apartments converted into drawing room cum visitor's area.
- iii. The support staff can be provided a common dormitory with a common toilet area. This may be close to the main gate so that the staff can also supervise entry of visitors.

### **4.5 Mess:**

The mess will have a space for kitchen, adequate storage and cleaning spaces, water bay and seating space for 210 students. It is planned to use the dining hall in two shifts but all other facilities should be planned for 450 persons (consisting of students and staff).

### **4.6 Water management, harvesting, recycling and energy conservation:**

- i. Every school is expected to have some unique and efficient water and energy management system. These schools are expected to have water harvesting system for gardens, water recycling system, biogas plant to utilize toilet wastes for lighting, heating and energy efficient cooling systems.
- ii. The school should have a bore well and a study water pumping system. If possible, it should also have a spare motor.
- iii. There should be extensive use of solar energy for water heating, lighting and cooking.
- iv. The landscape development should consider use of micro-irrigation system.

#### **4.7 Other Requirements:**

- i. The over all built up area of school, hostel and residential buildings should not exceed 4-5 acres. The remaining area is proposed to be used for development of sports facilities.
- ii. The internal roads and pavements should be maintenance free.
- iii. As students are likely to be from remote villages and some of them may be visiting such facilities for the first time, there should be proper signage with brief instructions on maintenance of the area and appliances.
- iv. There should be a proper boundary wall and gate. There should be a sturdy electronic access control system installed at the main gate. It is therefore suggested to use the best and simple material which will reduce the maintenance requirements.
- v. The facility should be accessible by handicapped students.

#### **4.8 Maintenance:**

The maintenance for this facility will be outsourced. A comprehensive instruction manual for maintenance requirements, frequency of maintenance, and role of school Manager will have to be developed. Such manual should give details of the built up area, number of electrical appliances, beds toilets, glass covered area and detailed maintenance instructions including frequency of cleaning of various areas. The manual should also have detailed instructions for repairing and maintenance of various appliances. It is proposed to have only one maintenance contract including the security of the premises. The tender document for this purpose will also have to be developed as assistances provided to select the initial vendor.

#### **4.9 Workmanship and Finishing:**

The workmanship and finishing should be of highest quality requiring little maintenance and manpower.

#### **4.10 Phasing of new schools:**

As it is proposed to induct 80 students every year, the school can be constructed in two phases:

- a. The first phase should be ready in the first 16 months and will consist of the boundary wall, class rooms, hostels and other amenities for 160 students and the complete mess. During this phase, staff accommodation for 8 teachers and 4 supporting staff should also be ready.
- b. Remaining works can be completed in the next 12 months time.

## **Contact**

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# **ANNEXURES**

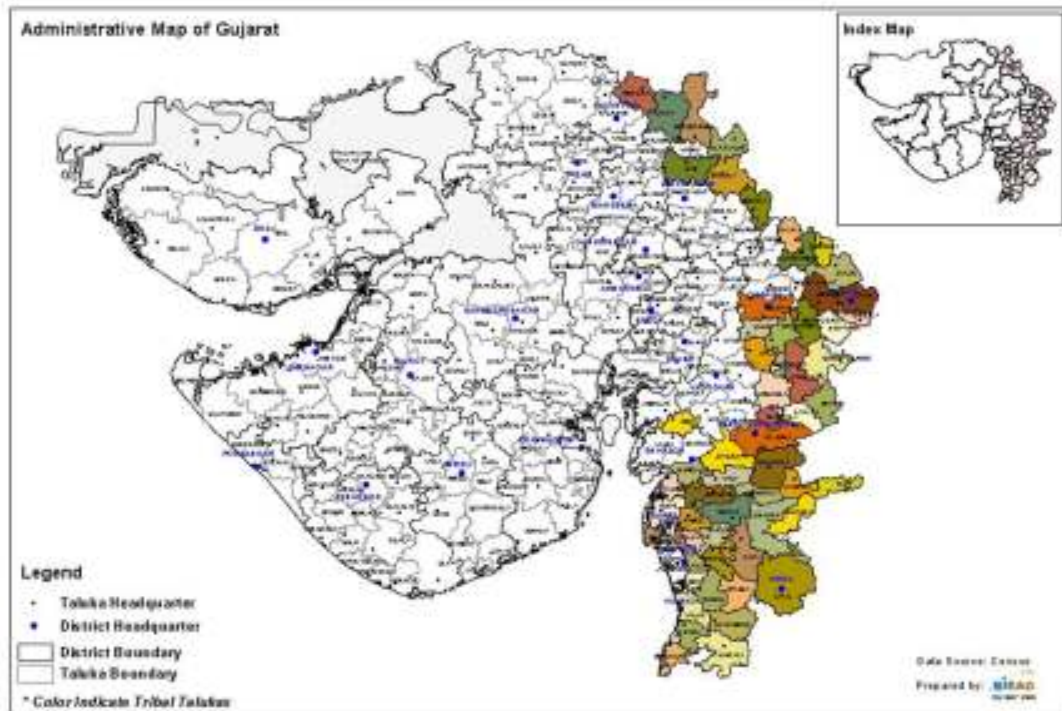


**Map of Gujarat showing location of various districts in the State\***



\* The map is taken before constitution of new district 'Tapi'

**Map showing Integrated Tribal Development Project Areas with Talukas, Pockets and Clusters covered under TASP (2001 Census)**



**ANNEXURE-III**

**Key Statistical Data of ITDP Talukas**

Name of the Proj. with Head Quarters	Name of the District	Taluka/Pocket / Cluster	No. of total Villages	Area Covered in Sq.Km.	Population (Census-2001)							
					Total		Scheduled Tribe		%			
Khedbrahma	Sabarkantha	1 Khedbrahma	137	846	166151	223502		153704	0.00	68.77		
		2 Vijaynagar	85	456	73391	90766		68545	0.00	75.52		
		3 Bhiloda	168	720	175395	206168		114007	0.00	55.30		
		4 Meghraj	129	545	114410	141853		51612	0.00	36.38		
		(a) Chorivad (Kesharpura)(Idar)	9	78	15007	17291		7062	0.00	40.84		
		<b>Total</b>	<b>528</b>	<b>2645</b>	<b>544354</b>	<b>679580</b>	<b>0</b>	<b>394930</b>	<b>0.00</b>	<b>58.11</b>		
Dahod	Dahod	5 Dahod	85	875	291505	368484		273469	0.00	74.21		
		6 Garbada	34	257	109884	142448		134378	0.00	94.33		
		7 Jhalod	151	798	257817	360553		319443	0.00	88.60		
		8 Fatepura	96	302	140462	185419		170982	0.00	92.21		
		9 Limkheda	152	1064	185410	239357		146764	0.00	61.32		
		10 Devgadbaria	91	1145	340799	208198		48185	0.00	23.14		
		11 Dhanpur	90	466	185410	131974		89288	0.00	67.66		
				<b>Total</b>	<b>699</b>	<b>4907</b>	<b>1511287</b>	<b>1636433</b>	<b>0</b>	<b>1182509</b>	<b>0.00</b>	<b>72.26</b>
		Godhra	Panchmahal	12 Santrampur	162	1360	186750	219041		157852	0.00	72.07
				13 Kadana	136	428	90450	110389		80810	0.00	73.20
				14 Ghoghamba	95	747	145067	179659		72123	0.00	40.14
(i) Mora (Godhra)	31			194	66643	83805		50731	0.00	60.53		
(ii) Kathola (Halol)	61			224	56339	64389		34650	0.00	53.81		
(iii) Govindi(Godhra)	21			90	46804	32428		17451	0.00	53.81		
(b) Karoli (Kalol)	3			29	8042	10890		7386	0.00	67.82		
(c) Jambughoda	23			59	12249	13727		7816	0.00	56.94		
				<b>Total</b>	<b>532</b>	<b>3131</b>	<b>612344</b>	<b>714328</b>	<b>0</b>	<b>428819</b>	<b>0.00</b>	<b>60.03</b>
Chhotaudepur	Vadodara	15 Chhotaudepur	145	768	152162	202697		175480	0.00	86.57		
		16 Naswadi	217	535	107435	124828		107547	0.00	86.16		
		17 Kavant	133	605	152113	170524		157738	0.00	92.50		
		18 Jetpur Pavi (Jabugam)	211	806	199632	225894		175183	0.00	77.55		
		(iv) Vadali (Sankheda)	53	172	32786	37838		26088	0.00	68.95		
		(v) Bhatpur (,)	61	250	43762	55296		31125	0.00	56.29		
		<b>Total</b>	<b>820</b>	<b>3136</b>	<b>687890</b>	<b>817077</b>	<b>0</b>	<b>673161</b>	<b>0.00</b>	<b>82.39</b>		
Rajpipla	Narmada	19 Dediapada	214	1024	109042	143574		137553	0.00	95.81		
		20 Sagbara	98	364	74561	83633		74980	0.00	89.65		
		21 Nandod	204	1091	129371	231138		159443	0.00	68.98		
		22 Tilakwada	97	245	51483	56059		29678	0.00	52.94		
				<b>Total</b>	<b>613</b>	<b>2724</b>	<b>364457</b>	<b>514404</b>	<b>0</b>	<b>401654</b>	<b>0.00</b>	<b>78.08</b>
Bharuch	Bharuch	23 Valia	96	514	116265	130587		96179	0.00	73.65		

		24	Jhagadia	168	813	151335	172553		115458	0.00	66.91
			(vi) Ankleshwar	38	226	68612	110248		36108	0.00	32.75
			(vii) Amod(Mada Pocket)	16	85	11935	14131		7643	0.00	54.09
			(viii) Utraj(Hansot)	13	92	10941	12768		6825	0.00	53.45
			<b>Total</b>	<b>331</b>	<b>1730</b>	<b>359088</b>	<b>440287</b>	<b>0</b>	<b>262213</b>	<b>0.00</b>	<b>59.56</b>
Songadh	Tapi	25	Songadh	179	1192	172959	204270		170464	0.00	83.45
		26	Uchchhal	68	622	63639	73042		71084	0.00	97.32
		27	Vyara	150	813	218762	249810		211611	0.00	84.71
		28	Valod	40	202	76965	87127		64112	0.00	73.58
		29	Nizar	87	396	94654	105385		83843	0.00	79.56
			<b>Total</b>	<b>524</b>	<b>3225</b>	<b>626979</b>	<b>719634</b>	<b>0</b>	<b>601114</b>	<b>0.00</b>	<b>83.53</b>
Mandvi	Surat	30	Mandvi	149	723	161315	185911		140800	0.00	75.74
		31	Mahuva	69	354	126097	142434		112655	0.00	79.09
		32	Bardoli	86	369	178864	210789		99213	0.00	47.07
		33	Mangrol	94	511	139288	171524		90370	0.00	52.69
		34	Umarpada	63	271	57474	68288		65867	0.00	96.45
			(ix) Kamrej	60	308	94698	117905		52797	0.00	44.78
			(x) Palsana	43	170	64507	77136		38752	0.00	50.24
			(xi) Olpad	38	177	42761	51927		21588	0.00	41.57
			(d) Wanz(Choryasi)	8	28	7813	13201		5291	0.00	40.08
			<b>Total</b>	<b>610</b>	<b>2911</b>	<b>872817</b>	<b>1039115</b>	<b>0</b>	<b>627333</b>	<b>0.00</b>	<b>60.37</b>
Vansada	Navsari	35	Vansada	95	600	173752	201288		181785	0.00	90.31
		36	Chikhli	92	575	260787	293014		205275	0.00	70.06
			(xii) Rahej (Gandevi)	32	129	65615	69731		39630	0.00	56.83
			(xiii) Sisodra Ganesh (Navsari)	75	283	102186	181684		76989	0.00	42.38
			<b>Total</b>	<b>294</b>	<b>1587</b>	<b>602340</b>	<b>745717</b>	<b>0</b>	<b>503679</b>	<b>0.00</b>	<b>67.54</b>
Valsad	Valsad	37	Dharampur	106	713	146390	180386		165662	0.00	91.84
		38	Umargam	51	361	181622	236247		115392	0.00	48.84
		39	Pardi	82	426	272219	405902		158786	0.00	39.12
		40	Kaprada	132	937	157311	202862		189939	0.00	93.63
			(xiv) Atgam (Valsad)	43	217	96833	125717		65482	0.00	52.09
			(xv) Ronvel (,)	30	157	66126	77827		47217	0.00	60.67
			<b>Total</b>	<b>444</b>	<b>2811</b>	<b>920501</b>	<b>1228941</b>	<b>0</b>	<b>742478</b>	<b>0.00</b>	<b>60.42</b>
Ahwa	Ahwa	41	Dangs	311	1764	144091	186729		175079	0.00	93.76
			<b>Total</b>	<b>311</b>	<b>1764</b>	<b>144091</b>	<b>186729</b>	<b>135386</b>	<b>175079</b>	<b>93.96</b>	<b>93.76</b>
Palanpur	Banaskantha	42	Amirgadh (Palanpur)	54	509	58323	101133		53808	0.00	53.21
		43	Danta	124	562	77033	173366		91468	0.00	52.76
			<b>Total</b>	<b>178</b>	<b>1071</b>	<b>135356</b>	<b>274499</b>	<b>0</b>	<b>145276</b>	<b>0.00</b>	<b>52.92</b>
			<b>Grand Total</b>	<b>5884</b>	<b>31642</b>	<b>7381504</b>	<b>8996744</b>	<b>135386</b>	<b>6138245</b>	<b>1.83</b>	<b>68.23</b>

**Government Resolution (GR)**

Guidelines for Participation of Commercial Entities in Implementation of Chief Minister's Ten Point programme (Vanbhandhu Kalyan Yojana) for the development of tribal areas\*.

Government of Gujarat,  
Tribal Development Department,  
Resolution No.VKY-102007-244(1)/P  
Sachivalaya, Gandhinagar,  
Dated 10<sup>th</sup> April 2007.

**READ: (1) GOVERNMENT IN TDD GR No.TAP/1092/1928/CHH, DATED 3.9.1997; AND**

**(2) GOVERNMENT IN SOCIAL JUSTICE & SOCIAL EMPOWERMENT DEPARTMENT VERNACULAR G.R. NO.BJT/1099/158/P, DATED 17.9.1999.**

Government of Gujarat is implementing the Tribal Sub Plan Approach as part of its obligations to implement the Directive Principles of State Policy enshrined in the Constitution of India. The State Government had initiated first tribal sub-plan strategy in the year 1975-76 with the commencement of the Fifth Five Year Plan. Subsequently, the State Government declared talukas having tribal concentration as Integrated Tribal Development Areas (ITDA) and appointed specially empowered Project Administrators to carry out development programmes in these areas. In the year 1986, it was decided to cover family oriented programmes under which support was extended to individual beneficiary oriented schemes especially for tribal population living outside the ITDA. The objectives of the Tribal Sub-plan approach have been duly elaborated in the Government in Tribal Development Department Government Resolution dated 3.9.1997.

2. The State Government has now decided to implement the Rs. 15,000 crore package called Chief Minister's Ten Point Programme (Vanbandhu Kalyan Yojana) for Tribal Areas. Under this programme called Vanbandhu Kalyan Yojana, the State Government has made the financial provision of over Rs. 2350 crore during the current year in the form of Tribal Area Sub-plan (TASP) including New Gujarat Pattern. One of the major objectives of Chief Minister's Ten Point Programme is to double the income of ITD areas in next five years. This goal is now feasible due to enhanced funding under TASP, high economic growth rate of the State, increased opportunities in dairy, horticulture and service sectors, and involvement of private sector organizations on PPP model.

3. The State Government now proposes to launch few large scale projects with the help of commercial partners like private sector units, cooperative and public sector undertakings to double the income of ITDP talukas in next five years with the involvement of BPL families as major participants. Some of the sectors which are identified for this purpose are as follows -

a. Land based activities by promoting low risk and high productivity crops and organic crops by using bio-technology in building on the earlier success in diversified agriculture. Some of the pre-requisites like improved irrigation and infrastructure facilities, favourable terrain, low usage of chemical fertilizers and pesticides, proximity to major markets and entry of major industrial units in agri-business are already present and can support horticulture, floriculture, vegetable organic farming, timber and medicinal plants based projects;

b. Dairy based animal husbandry activities can utilize some of the strengths like presence of large number of cattle, presence of capable district dairy federations working in tribal areas and stable milk market; and

c. Service sector has good potential as over 25% tribal families migrate temporarily to work in construction, service sector and agricultural operations.

Some of the upcoming activities like low end IT enabled services, construction, nursing and patient care, hospitality, traditional crafts, etc. can offer employment in large numbers by utilizing moderate skill levels.

4. Guidelines to support such projects are as follows-

i. The Social Justice & Empowerment (Tribal Development) Department (TDD) will leverage its own TASP stream funds and funds of other departments to support such projects. Such funds will be utilized only for the purpose of activities approved under concerned schemes and some additional financial requirements can be arranged by using grants from Government of India and available Gujarat Pattern funds, in that order, as first claim over these flexible funds;

ii. Government will involve private sector and other commercial units in developing large scale projects on a partnership basis and will support such project activities up to the production level in such a manner that the average cost of assistance in these projects does not exceed Rs. 30,000/- per family;

iii. Additional funds can be brought as institutional credit to the participating beneficiaries;

iv. Non-BPL tribal families can participate in these projects but Government will not provide subsidy to them;

v. Project specific infrastructure support like development and strengthening of roads, power and water supply, broad-band connectivity facilities, etc. will be created by the Government by tapping various infrastructure oriented schemes under TASP stream;

vi. Any commercial sector partner can develop and implement such projects. While implementing the project, it will have to offer an acceptable assurance that a minimum committed number of poor families, who will be covered in the

project, will cross the poverty line and will receive an assured minimum income every year;

vii. Although agricultural land cannot be transferred to the private sector implementing agency, it can enter into production agreement with the tribal farmers in a legally enforceable manner. With a view to ensure speedy implementation, the State Government will help to facilitate setting up project specific infrastructure and value addition facilities. In addition to this, Tribal Development Department may try to obtain land from Government authorities and allow the private sector implementing agency to use such land for setting up production facilities on payment of token rent;

viii. Each project will normally be for a period of five years and should cover 3,000 to 5,000 BPL tribal families. Some high technology based small pilot projects can also be launched if they have potential to be up scaled subsequently;

ix. The nature and extent of support from the Government and the credit component from commercial banks will vary from project to project but above broad principles can be followed and fine-tuned subsequently. These principles can be used initially as indicative guidelines only as the exact requirements of individual projects will vary;

x. The State Government has also decided that every individual participating BPL family will be monitored. For this purpose, TDD will develop framework for baseline, end line and concurrent monitoring by involving external agencies;

xi. The implementing partner will have to efficiently manage the project, bring required technology, will ensure marketing and other necessary linkages, will cover the conceivable risks as part of such projects and will also guarantee the expected outcomes. The format of guarantee can be kept simple initially, but a bipartite agreement will have to be signed specifying broad nature of the project and minimum guaranteed outcomes;



xii. These projects will try to cover the predictable risks and provide adequate funds for this purpose so that BPL families do not bear any part of such risks and low-risk projects are offered to them;

xiii. In order to ensure their long term involvement in the Project Taluka, the implementing agency will have to establish the first stage of value chain the project taluka. For this purpose, the Department will facilitate procurement of land and also provide equity/interest free loan in the proportion to the additional risk. Such equity/loan will be limited to @10% per annum or Rs. 1 crore, whichever is less, and the same will be managed and financed by Gujarat Venture Finance Limited or a similar company. Private sector partner can build in its normal and reasonable profit in such projects provided it is able to offer better returns to the participating families; and

xiv. While approving commercially viable projects, the developing talukas from among the ITDP areas, as shown in Annexure–I will get preference.

5. Various State Government departments like Irrigation, Agriculture, Rural Development, Tribal Development, Health, Industry, etc. implement a large number of individual beneficiary oriented schemes. The projects proposed by a commercial sector partner will try to leverage funds from all such schemes to support large integrated projects. The involvement of private sector will ensure wealth creation and better returns on assets in the tribal areas and simultaneously, BPL families will get support for different activities from a single source and under a single project.

6. The implementation of Chief Minister's Ten Point Programme will require re-examination of the prevalent procedures and guidelines for infrastructure development, selection of partners, monitoring and evaluation of their performance, development of transparent and consistent project sanctioning procedures, information, education and communication activities, mainstreaming of women, migrating families and primitive tribal groups, etc. for which experienced and skilled personnel will have to be engaged to develop

and supervise these projects. Government has decided to create a special purpose society to take up these tasks. The Governing Body of the Society will be authorized to develop specific norms, procedures and systems for management and supervision of these projects. The Society will function as High Powered Committee with the representation from concerned Departments, implementing partners and outside experts. Detailed order to this effect will be issued separately.

This resolution issues with the concurrence of General Administration Department (Planning) as per its note dated 14-12-2006 and Finance Department dated 30-12-2006 on this Department's file of even number.

By order and in the name of the Governor of Gujarat.

(Mahesh Joshi)  
Joint Secretary to Government of Gujarat,  
Tribal Development Department.

To

1. The Secretary to the Governor of Gujarat, Raj Bhavan, Sector 20, Gandhinagar;
2. The Principal Secretary/Secretary to the Chief Minister.
3. Personal Secretary to all the Ministers.
4. The General Administration Department, Sachivalaya, Gandhinagar
5. The Finance Department, Sachivalaya, Gandhinagar.
6. All Administrative Department Sachivalaya, Gandhinagar.
7. The Commissioner, Tribal Development, Birsha-Munda Bhavan, Gandhinagar.

8. All Project Administrators/Vigilance officers
9. The Accountant General, Rajcot/ Ahmedabad.
10. The Executive Director, Gujarat Tribal Development Corporation,  
Birsha-Munda Bhavan, Gandhinagar.
11. All Department of Secretariat, Sachivalaya, Gandhinagar.
12. All Officers of this Department.
13. All Branches of this Department.
14. Select file.

The original copy of the above GR is available at following website link.

[http://vanbandhukalyanyojana.gujarat.gov.in/GR\\_PDF/TPP-%20PPP%20GR.pdf](http://vanbandhukalyanyojana.gujarat.gov.in/GR_PDF/TPP-%20PPP%20GR.pdf)

## List of Developing ITDP Talukas

Sr.	District	Taluka	Population		Rank*
			Total	Tribal	
1	Dahod	<i>Garbada</i>	142,448	134,378	6
2		<i>Jhalod</i>	360,553	319,443	13
3		<i>Limkheda</i>	239,357	146,764	18
4		<i>Devgadhbariya</i>	209,198	48,185	20
5		<i>Dhanpur</i>	131,974	98,288	2
6	Panchmahals	<i>Santrampur</i>	219,041	157,852	30
7		<i>Kadana</i>	110,389	80,810	18
8		<i>Ghoghamba</i>	179,656	72,123	4
9	Vadodara	<i>Nasvadi</i>	124,828	107,547	11
10		<i>Kawant</i>	170,524	157,738	1
11		<i>Jetpurpavi (jambugaam)</i>	225,894	175,183	22
12	Narmada	<i>Dediapada</i>	143,574	137,553	12
13		<i>Sagbara</i>	83,633	74,980	7
14	Surat	<i>Uchchhal</i>	73,042	71,084	16
15		<i>Nijhar</i>	105,358	83,843	27
16		<i>Umarpada</i>	68,288	65,867	10
17		<i>Kaparada</i>	202,862	189,939	3
18	Dangs	<i>Dangs</i>	186,729	175,079	9
19	Banaskantha	<i>Amirgadh</i>	101,133	53,808	29

**Government Resolution (GR)**

Guidelines for Public Private Participation in promoting new Eklavya Model Residential Schools (EMRS) and management at existing EMRS on full cost reimbursement basis.

Government of Gujarat,  
Tribal Development Department,  
NSA-I008-763-GH,  
Sachivalaya, Gandhinagar.  
Dated the 7 AUG 2008

**Resolution\*:-**

The newly launched package called Chief Minister's Ten Point Programme (Vanbandhu Kalyan Yojana) lays special emphasis on setting up new EMRS at the taluka level and bringing their quality on a par with best urban schools. This programme also aims to not only modernizing the education in the ITDP talukas, but also plans to involve various stakeholders.

2. The matter of involving the reputed and capable private sector units and reputed institutions from the education sector in setting up of new EMRS and managing the existing EMRS was under the active consideration of the Government for some time. After careful consideration, the Government has now resolved as follows.

3. Following broad outline for incentive package to promote new high quality residential schools in PPP mode in the Integrated Tribal Development Project (ITDP) areas will be followed.

a. Interested private sector partner should be running at least one good quality educational enterprise on full time basis and the quality of this facility should be acceptable to the State Government. Alternatively, it should be a financially sound public Limited Company with adequate surplus and proven track record of corporate social responsibility (CSR activity). The private sector partner will have to put in its contribution upfront or at beginning of every year, in case of recurring cost. The extent of State Government's contribution will be on the basis of the funds put in by the private sector partner.

b. State Government can provide up to 20 acres of land for school, free of cost depending on the layout plan proposed. The land will initially belong to Tribal Development Department and after successful completion of five years; it can be transferred to the private sector partner by following the prevailing procedure and applicable cost.

c. The private sector partner will bear 25% of the capital cost and State Government will bear remaining capital cost. This will be subject to financial ceiling of Rs. 7 crore to

the overall capital cost of individual school. The school set up can be managed by the promoter organization.

d. For each school, 50% of the recurring cost, limited to a ceiling of Rs. 60 lakh per year, can be borne by Government provided the school has 50% ST student. The private sector partner will have to bring 25% recurring cost as direct contribution every year and balance can be charged from non ST students.

e. If within the first five years (excluding the construction period) the parameters defined in the MOU in the beginning are not achieved, the land, building and other assets will revert back to the State Government, which can offer it to any other private sector partner.

f. When fully developed, the school should have minimum residential capacity of 450 students and 100 day scholars. This capacity will have to be reached within the fourth year of school's operation. The EMRS can be affiliated to any recognized Board and will be English medium school from standard-IX.

4. The Tribal Development Department is presently running 11 EMRS through an autonomous society. These were expected to be high quality schools for meritorious ST students. Out of this, the management of two schools has been handed over to Global Indian foundation, Singapore and Navarachana Education Society, Vadodara. The management of remaining schools will also be handed over to the reputed urban schools on full cost re-imburement basis, if they are found to be capable of managing these schools on par with their other schools. In such cases, the stipulations mentioned in the para: 3(a) to 3 (1) above will not apply as they will be on management contract.

5. Construction work can be taken up by the promoter organizations directly in all above cases as per the prevailing SOR of the State Government as adjusted from time to time for cost of key inputs. In case of the existing EMRS which are being managed by non- Government trusts, same pattern can be followed, if these managements are willing to take up construction of remaining civil works.

6. A committee headed by Chief Secretary, and having Secretaries in-charge of Finance Department, Education Department, Labour and Employment Department and Tribal Development Department is constituted to publicize this scheme, seek proposals and select appropriate private sector or professional partners for managing schools. The committee will decide the procedure and norms for this purpose, publicize it and select the best management.

7. This scheme will be funded under the Gujarat Pattern (State Funds) during the current year, within a financial limit. After that the Tribal Development Department will include it as a regular budgeted scheme from the next financial year. This issues with the concurrence at the Finance Department dated 04-06-2008 on the File No. VKY-2007-SU.PA.KA-131-DSAG.

By order and in the name of the Governor of Gujarat.

Deputy Secretary  
Tribal Development Department,

Sachivalaya, Gandhinagar.

To

The Secretary to Governor Gujarat, Rajbhavan, Gandhinagar.  
The Personal Secretary to Chief Minister of Gujarat. Sachivalaya, Gandhinagar.  
The Personal Secretary to Minister (Tribal Development) Sachivalaya, Gandhinagar.  
The Personal Secretary to Minister of State (Tribal Development), Sachivalaya, Gandhinagar.  
The Secretary to Govt. of India, Ministry of Tribal Affairs, New Delhi.  
Secretary, Finance Department, Sachivalaya, Gandhinagar.  
Secretary, Education Department, Sachivalaya, Gandhinagar.  
Secretary, Labour & Employment Department, Sachivalaya, Gandhinagar.  
Secretary, Tribal Development Department, Sachivalaya, Gandhinagar.  
The General Administration Department, Sachivalaya, Gandhinagar.  
All other Departments of Sachivalaya.  
Commissioner, Tribal Deve. Birsa Munda Bhavan, Sector 10-A, Gandhinagar.  
All Collector  
All District Development Officers  
All Project Administrators.  
All Vigilance Officers  
The Director of Information - for issue of a suitable Press Note  
The Accountant General, Ahmedabad / Rajkot.  
The Pay & Accounts Officer, Ahmedabad / Gandhinagar.  
The Select file.

\* The original copy of the GR is available at following website link:

[http://vanbandhukalyanyojana.gujarat.gov.in/GR\\_PDF/GR-PPP\(EMRS\).pdf](http://vanbandhukalyanyojana.gujarat.gov.in/GR_PDF/GR-PPP(EMRS).pdf)

**ANNEXURE-VI**

**Details of land available to set up various institutions**

<b><i>No.</i></b>	<b><i>Village</i></b>	<b><i>Taluka</i></b>	<b><i>District</i></b>	<b><i>Land in Acre</i></b>	<b><i>Purpose</i></b>
1	Gajadra	Waghodia	Vadodara	25	Motor driving school
2	Siletvel	Songadh	Vapi	7.34	VTC
3	Amirgadh	Amirgadh	Banaskantha	25	Agriculture Polytechnic
4	Kankanpur	Godhra	Panchmahals	50	Agriculture Engineering College
5	Dharampur	Dharampur	Valsad	10	VTC
6	Usarvan	Dahod	Dahod	20	VTC
7	Ahwa	Ahwa	Dangs	7.08	EMRS
8	Saputara	Ahwa	Dangs	5.62	EMRS
9	Shyamalpur	Bhiloda	Sabarkantha	10	EMRS
10	Tilakwada	Tilakwada	Narmada	10	EMRS
11	Mota	Bardoli	Surat	26.85	EMRS
12	Khod dha	Nizar	Vyara	12.02	EMRS
13	Baldha	Pardi	Valsad	5.05	EMRS
14	Kaprada	Kaprada	Valsad	7.79	EMRS
15	Barthad	Bansda	Navsari	9.88	EMRS
16	Kharedi	Dahod	Dahod	20	EMRS
17	Vejalpur	Kalol	Panchmahals	11.56	EMRS
18	Jetwas	Danta	Banaskantha	27.87	EMRS
19	Garudeshwar	Nandod	Narmada	25	EMRS
20	Jagana	Palanpur	Banaskantha	10	EMRS
21	Gojariya	Kawant	Vadodara	10	Residential School



ANNEXURE-VII

**Details of estimated recurring costs of EMRS**

<i>No.</i>	<i>Item</i>	<i>Units</i>	<i>Unit Cost*</i>	<i>Total Cost</i>
<b>1</b>	Principal	1	35,000	4,20,000
<b>2</b>	Teachers	20	14,000	33,60,000
<b>3</b>	Manager	1	20,000	2,40,000
<b>4</b>	Accounts & Administration Assistants	2	5,000	1,20,000
<b>5</b>	Support staff	4	2,500	1,20,000
<b>6</b>	Food#	448	750	33,60,000
<b>7</b>	Laundry	420	75	30,000
<b>8</b>	Uniform & Clothing	420	1,500	6,30,000
<b>9</b>	Medical expenditure	448	100	44,800
<b>10</b>	Books & Stationery	420	2,000	8,40,000
<b>11</b>	Electricity	-	1,00,000	10,00,000
<b>12</b>	Repairs & Maintenance	-	50,000	5,00,000
<b>13</b>	Miscellaneous overheads	-	20,000	2,40,000
<b>14</b>	Other specified expenses	-	10,00,000	10,00,000
	<b>Grand Total [rounded off]</b>	-	-	<b>120,00,000**</b>

#The expenditure may be slightly less in case of day scholars.

\*Few items are calculated for 10 months only.

\*\* Costs for 12 students only.

**ANNEXURE-VIII**

**LOCATIONS OF SCHOOLS MANAGED BY THE GUJARAT EMRS SOCIETY**

<b>EMRS Schools</b>			
		25.	Dharsimel, Naswadi
1.	Shamlaji	26.	Ghutiya amba, Nasawadi
2.	Nizar	27.	Pisayata, Naswadi
3.	Bardoli	28.	Mandor, Dhanpur
4.	Pardi	29.	Neemach, Garbada
5.	Ahwa-Dangs	30.	Ninamani vav, Limkheda
6.	Bartad	31.	Garadia, Zalod
7.	Ambaji <sup>2</sup>	32.	Nani Khajuri, Devgarh Baria
8.	Dahod	33.	Fatehpura
9.	Tilakwada <sup>3</sup>	34.	Usarvan, Dahod
10.	Vejalpur <sup>4</sup>	35.	Suthrapada, Kaprada
11.	Kaprada <sup>5</sup>	36.	Saliya Muwadi, Kadana
12.	Palanpur <sup>6</sup>	37.	Narukot, Jambughoda
13.	Kawant <sup>7</sup>	38.	Sarotra, Amirgadh

<sup>2</sup> Started by Gujarat EMRS Society with part funding from Ambaji Devasthan Trust, Ambaji.

<sup>3</sup> Being run by Global Education Foundation, Singapore.

<sup>4</sup> Being run by Navrachna Education Society, Vadodara.

<sup>5</sup> Being run by Anand Niketan, Ahmedabad.

<sup>6</sup> Approved in PPP mode in partnership with Banas Dairy.

<sup>7</sup> Approved in PPP mode in partnership with Sukhi Pariwar, New Delhi.

14.	Dharampur <sup>8</sup>	39.	Dediapada
<b>State Sainik School for ST Boys</b>		40.	Virampur, Amirgadh
15.	Shamlaji	41.	Jethy, Amirgadh
<b>Girls' Residential Schools</b>		42.	Mahudi, Danta
16.	Khadakwada, Chhota Udepur	43.	Ranpuri, Danta
17.	Kidighoghadev, Chhota Udepur	44.	Khedbrahma
18.	Ekalbara, Chhota Udepur	45.	Babarghat, Uchchhal
19.	Chhodwani, Kawant	46.	Ghoghamba
20.	Mogra, Kawant	47.	Kherwa, Santrampur
21.	Saidiwasan, Kawant	48.	Korchand, Kaprada
22.	Bhikhapur, Jetpur Pavi	49.	Pipalpadia, The Dangs
23.	Muwada, Jetpur Pavi	50.	Juna Nagawada, Junagadh
24.	Saloj, Jetpur Pavi	51.	Shahpur, Viramgam

<sup>8</sup> Approved in PPP mode in partnership with Maa Foundation, Vapi.

**FORMAT FOR SUBMITTING PROJECT PROPOSAL FOR SETTING UP EKLAVYA MODEL RESIDENTIAL SCHOOLS UNDER PPP MODEL**

**Executive Summary/Summary note of the entire project:** A brief summary of the entire project will have to be submitted focusing upon following key aspects:

- Objectives and target of the project;
- Approach of project implementation;
- Proposed location of the project (Taluka and district);
- Management of school and ownership structure;
- Funding: Total Capital Cost and Total recurring cost for the entire project;
- Strategic plan for Project implementation (Flow Chart);
- Monitoring of the project; and

**Chapter-1: Profile of the organization:** The organization must state about its profile and experience of implementing projects of similar nature. It should also mention its professional collaboration with reputed institutions at national and international level. (See Annexure- X for submitting profile of the organization)

**Chapter-2: Proposal for EMRS:** Following aspects will have to be covered while submitting the proposal:

- Vision;
- Objectives;
- Teaching methodology and design;
- Detailed management plan along with Gantt Chart;
- Proposed Facilities to be made available for students in the school;

- Ownership structure for entire project duration;
- Managing structure of the project (along with list and details of members);
- Organizational Structure i.e. Hostel and canteen Cell, Administration Cell, Finance and Accounts Cell, MIS and Monitoring Cell, etc;
- Procedure of enrollment-Entrance Test, Interview, Group Discussion, etc;
- Procedure of selection, transfer and termination of teachers and non-teaching staff;
- Procedure of salary determination and performance appraisal of teaching and non-teaching staff, etc.
- Plan for soft skills and personality development of students;
- Plan for assessment and evaluation of candidates;
- Certification;
- Physical facilities required including building, equipments & consumables, etc (See Annexure- XI);
- Procurement procedure for books, stationary, etc;
- Details of teaching and non-teaching staff with names and photographs including qualifications, experience, etc;
- Detailed cost break-up including one time cost and recurring cost;
- Log frame analysis of the project;
- Role of Implementing Agency;
- Support sought from tribal Development Department; and
- Risk assessment and mitigation Framework.

### **Chapter-3: Certified Documents to be enclosed with the proposal**

The organization should enclose following documents while submitting the proposal:

1. Registration certificate of the organization as per following:

In case the agency is a company- Certified copy of Certificate of incorporation for companies & Memorandum and Articles of Associations,

Or

In case the agency is a Society- Certified copy of registration deed with objects of constitution of society

Or

In case the agency is a Corporation- Authenticated copy of the parent statute

Or

In case of Trust- Certified copy of the Trust Deed

Or

In case of Firm- Certified copy of the Registration Deed

Certified copies of documents submitted, as above, must be signed and carry the seal of the authorized signatory.

1. List of present Directors/owners/executive council members/trustees/ Board members as applicable;
2. Current Service Tax Clearance Certificate and certified copy (duly signed) of Service Tax Registration Certificate;
3. General power of attorney/Board of Directors resolution/ Deed of Authority contract and all correspondences/documents thereof;
4. Audited Balance sheet and Income statement duly signed by the statutory auditors and authorized signatory/ies of the agency for last three years;
5. Chartered Accountant Certificate indicating annual turnover and positive net worth;
6. Self certification of available infrastructure;
7. Chartered Accountant Certificate indicating the years of existence and turnover from education related business;
8. Name and address of the local partner or existing centers with contact details;

9. Documents which shows professional collaboration viz. MOUs, contract papers or any such document;
10. Certificate of authorization/affiliation with Board of Education;
11. Compliance against all frameworks of D-SAG;
12. Certificates and Reports of past clients (last three years only) along with their names and contact details;
13. Certificate which shows (n)% of results, if organization has already been running educational institutes specifically schools;
14. Copy of the draft MoU; and
15. A soft copy of the proposal submitted along with scanned copies of all signed documents submitted along with the proposal as mentioned herein.

**Chapter-4: Concurrent monitoring and evaluation:** This Chapter will focus on processes adopted by the agency regarding regular monitoring and evaluation of the project. It will include each and every aspects viz. curricular and non-curricular activities, sports activities, progress of civil work, if any.

**Chapter-5: Financial Aspects:** In this chapter, all financial aspects will be covered, wherein project cost including recurring and capital costs will be mentioned in particular. No changes in costing will be allowed at later stages; hence organizations are requested to finalize the costing accordingly. The organization should clearly state about its source of funding. The organization may raise funds from other sources but can not raise funds from any of the Govt. agencies.

## GUIDANCE FOR PROJECT PROPOSAL PREPARATION

1. The Project Proposals should be professionally prepared with clarity on the activities to be taken up, description of individual components, and the clear outcome indicators at various time intervals which can be measured by any third party;
2. The proposal must focus on 'Foundation Course' through overall personality development of students can be focused in proper manner. The aim of the foundation course is to enable ST youth, with the intention that they can work in urban areas as normal as urban candidates, as they do not have enough exposure of urban areas. The module of Foundation Course may include soft skills like knowledge of spoken English, Motivation, Computer literacy, etc; and
3. The Project Proposal must identify all the risks and see that these are adequately covered and the candidates are not forced to bear any hidden costs.



ANNEXURE- X

**FORMAT FOR SUBMITTING PROFILE OF THE AGENCY FOR  
SETTING UP EMRS \***

The Agency should furnish the following details:

<b>Sr.no.</b>	<b>Particulars</b>	<b>Details</b>
1	Name of the Organization	
2	Registered Office Address  Telephone Number  Fax Number  e-mail	
3	Correspondence Address	
4	Details of the authorized person  (Name, designation, address)  Telephone Number  Fax Number  e-mail	
5	Is the agency registered? If yes, submit documentary proof.  Year and Place of the establishment of the agency.	

6	Former name of the company, if any.	
7	<p>Is the firm -</p> <ul style="list-style-type: none"> <li>▪ Government/ Public Sector Undertaking</li> <li>▪ Trust</li> <li>▪ Society</li> <li>▪ Proprietary Firm</li> <li>▪ Partnership firm (if yes, give partnership deed)</li> <li>▪ Limited company or Limited Corporation</li> <li>▪ Member of a group of companies (if yes, give name and address, and description of other companies)</li> <li>▪ Subsidiary of a large corporation (if yes give the name and address of the parent organization) If the company is <ul style="list-style-type: none"> <li>▪ subsidiary, state what involvement if any, will the parent company have in the project.</li> </ul> </li> <li>▪ Joint venture consortia (if yes, give name and address of each partner)</li> </ul>	
8	Is the firm registered with sales tax department? If yes, submit valid sales tax registration certificate.	
9	Is the firm registered for service tax with Central Excise Department (Service Tax Cell)? If yes, Submit valid service tax registration certificate.	

10	Is the firm registered under Labour Laws Contract Act? If yes, submit valid registration certificate.	
11	Attach the organizational chart showing the structure of the organization including the names of the directors and the position of the officers.  Total number of employees	
12	Number of years of experience as a prime contractor in a joint venture/ Consortium	
13	Are you registered with any Government/ Department/ Public Sector Undertaking (if yes, give details)	
14	How many years has your organization been in business under your present name? What were your fields when you  Established your organization?  When did you add new fields (if any)?	
15	What type best describes your firm? (documentary proof to be	

	<p>submitted)</p> <ul style="list-style-type: none"> <li>. School running organization</li> <li>. Manufacturer</li> <li>· Supplier</li> <li>· System Integrator</li> <li>· Agency</li> <li>. Training agency</li> <li>· Service Provider (pl. specify details)</li> <li>· Software Development</li> <li>· Total solution provider (Design, Supply, Integration, O&amp;M)</li> <li>· IT Company</li> </ul>	
16	Number of Offices / Project Locations	
17	Do you have a local representation / office in Gujarat? If so, please give the address and the details of staff, infrastructure etc in the office and no. of years of operation of the local office	

18	Are you currently running schools in India/Gujarat? If so, give the details of these schools.	
19	Do you intend to associate any other organization for the project? If so, please give full particulars of that organization separately.	
20	Please give details of Key teaching and non-teaching staff who will be involved in this project, their role in the project, their Qualifications & experience and the certification obtained. (documentary proof to be submitted)	
21	Is your organization has obtained any ISO certificate? If so, attach copies of the certificates. State details, if certified by bodies, other than that stated.	
22	List the major Govt. Departments with whom your organization has been/ is currently associated.	
23	Were you ever required to suspend a project for a period of more than three months continuously after you started? If so, give the names of project	

	and reasons for the same.	
24	Have you in any capacity not completed any project assigned to you? (If so, give the name of project and reason for not completing the work)	
25	In how many projects you were imposed penalties for delay?  Please give details.	
26	Whether your organization has Bank's certificate of solvency. If yes, submit documentary proof.	
27	Have you ever been blacklisted or denied tendering facilities by any Government/ Department/ Public sector Undertaking? (Give details)	

**Signature of the authorized person with seal**

\* If organization is submitting proposal in partnership/JV/Consortium with other agency/ies, then profile of those agencies also need to be submitted in the prescribed format.

ANNEXURE- XI

**Tables to be used while submitting proposal for setting up  
Eklavya Model Residential Schools**

**DETAILS OF EDUCATIONAL INFRASTRUCTURE**

**TABLE- 1 : DETAILS OF CLASS ROOMS REQUIREMENTS IN THE PROPOSED SCHOOL**

S. No.	Class	Total Strength of the class	Total Sections	Class room requirement	Size	Total area Sq. M.**

**TABLE-2: DETAILS OF OTHER INFRASTRUCTURE/COMMON FACILITIES**

Sr. No.	Amenity	No.	Size	Total area Sq. M.**
	<b><u>A. School Block</u></b>			
	Computer Room			
	Workshop			
	Laboratories			
	Office Space			
	Stores			
	Library			
	Staff Room			
	Seminar Hall			
	Toilets			

	Garden			
	Play ground			
	Girls Common room			
	Boys common room			
	Sick room			
	Others, if any			
	<b><u>B. Hostel Block</u></b>			
	Accommodation			
	Mess			
	Dining Area			
	Toilets			
	Store room			
	Furniture			
	Fixtures			
	Warden room			
	Security room			
	Others, if any			

\*\* Construction cost per Sq. Mtr. should be mentioned in the proposal.

**TABLE-3: EQUIPMENT REQUIREMENTS IN THE PROPOSED SCHOOL #**

**A. Name of the workshop/Room:**

Sr. No.	Name of the equipment	No. of units	Justification for the equipment
	Furniture		
	Fixtures		
	Computers		
	Others, if any		

**B. Name of the Laboratory:**

Sr. No.	Name of the equipment	No. of units	Justification for the equipment




# Separate sheet should be used for each common facility.

**TABLE-4: REQUIREMENTS FOR HOSTEL & HOSTEL RELATED OTHER AMENITIES IN THE PROPOSED EMRS:**

Sr. No.	Amenity	Units	Area per unit	Total area in Sq Mtr.*
	<b>Grand Total</b>			

\*Permissible hostel accommodation is 0.9 times the proposed strength.

**TABLE-5: DETAILS OF TEACHING AND OTHER MANPOWER**

S. No.	Post	No. of persons	Qualification	Monthly salary	Annual salary

**TABLE-6: DETAILS OF HOSTEL MANAGEMENT STAFF**

S. No.	Post	No. of persons	Qualification	Monthly salary	Annual salary

**TABLE-7: DETAILS OF ITEMS TO BE PURCHASED FOR HOSTEL\***

S. No.	Item	Size/Capacity	No. of	Cost
--------	------	---------------	--------	------

			<b>units</b>	

\*Example-Refrigerator, Television, etc.

**COSTING**

**TABLE- 8: CAPITAL COST OF INFRASTRUCTURE**

A. Academic Block	Unit Details		No. of Units	Cost
	Area	Cost		
Class rooms				
Workshop				
Laboratory				
Office Space				
Stores				
Furniture				
Fixtures				
Computers				
Library				
<b>Sub Total</b>				
<b>B. Hostel Block</b>				
Accommodation				
Mess				
Dining Area				
Toilets				
Store room				
Furniture	-			
Fixtures	-			
Warden room				
Security room				
Equipments	-			
<b>Sub Total</b>				
<b>Grand Total</b>				

**TABLE- 9: RECURRING COST OF INFRASTRUCTURE**

	Expenditure Head	Unit	Cost per unit	Total Cost	Reference table
	a. Personnel				
	b. Consumables				
	c. Other items				
	<b>Grand Total</b>				

**TABLE- 10: CONSOLIDATED ANNUAL FUND REQUIREMENT**

		Y-1	Y-2	Y-3	Y-4	Y-5	Total	Reference table
	<b>A. Capital expenditure</b>							
	Class rooms							
	Workshops							
	Hostel							
	Other (pl. specify)							
	<b>B. Recurring expenditure</b>							
	a. Personnel							
	b. Consumables							



**FORMAT FOR SUBMITTING ACTION PLAN/GANTT  
CHART FOR SETTING UP EMRS**

- **Project title:**
- **Implementing agency:**
- **Total project cost:**
- **Location/Operational Areas:**
- **Contact Details of the implementing agency:**

S. N.	Activity/ Sub-activity	Time Frame						Likely Cost		Responsibility	
		April	May	June	July	Aug	M- (n)*	TDD	Partner	TDD	Partner
		M-1	M-2	M-3	M-4	M-5					

**Note:**

1. Here, M refers to Month and (n) refers to No. of Month.
2. Please enclose extra sheets, if required.

## DRAFT OF THE MOU

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### MEMORANDUM OF UNDERSTANDING

**Gujarat State Tribal Development Residential Educational Institution Society  
&  
(Managing Organisation)**

This MOU entered into this day \_\_\_\_\_2009, between Gujarat State Tribal Development Residential Educational and Institutional Society promoted by Tribal Development Wing of Social Justice & Empowerment Department (commonly known as Tribal Development Department), Government of Gujarat and having its Registered Office at Birsa Munda Bhawan, Gandhinagar, 382010, herein referred to as GSTDREIS (which expression shall include its executors, administrators, successors and assigns) on one part, and the **(name and address of the managing organisation)** herein after called the **Society/Foundation** (which expression shall include its executors, administrators, successors and assigns) on the other part, regarding setting up and managing of a Residential School named Eklavya Model Residential School at the Project site of Tribal Development Department at \_\_\_ village of District\_\_\_\_\_.

GSTDREIS is desirous of improving the existing Eklavya Model Residential School at ( ) which is being run principally for the benefit of the children of tribal families of Gujarat.

And whereas the **Society/foundation/trust** has assured GSTDREIS that it is in a position to manage such a School, free of any royalty or franchise cost, predominantly for the benefit of the tribal children of Gujarat, the parties hereto have mutually agreed to set up the school as follows:

## **A. PARAMETERS & OBJECTIVES**

1. The School will be for imparting free quality education, curricular and co-curricular activities, and residential facilities to selected meritorious ST students so that they are equipped to qualify for mainstream higher education opportunities.
2. The total strength of the School shall not exceed 560 students for academic year beginning from 2009.
3. The number of students in a section shall normally be 35 students but the maximum strength of the section will not exceed 40.
4. The school can have one residential/day scholar student on payment basis for every three ST students offered by the GSTDREI Society. Such students will have to pay the charges as determined by the school management.
5. Student -Teacher ratio will be a maximum of 20:1
6. The school will be affiliated to CBSE or ICSE or Gujarat Board as decided by the **Society/foundation/trust** with the prior approval of GSTDREIS.
7. The medium of instruction will either be English or Gujarati with strong emphasis on English.
8. The School will have classes from 6 to 10; however, class 11<sup>th</sup> and 12<sup>th</sup> can be started with the prior approval of the GSTDREIS.
9. Students offered by the GSTDREIS to the schools in class 6 will be selected through a common merit test organized by the GSTDREIS. However this condition will not apply to the residential or day scholars who are admitted on payment basis as mentioned in the para 4 above.

10. Cost of providing infrastructure (including academic and hostel buildings, play grounds, staff quarters) equipments, maintenance and running the school will be borne by the GSTDREIS.
11. EMRS ( ) will independently and autonomously be managed by the **Society/foundation/trust** and be hereafter called as EMRS.

## **B. MANAGEMENT**

1. The **Society/foundation/trust** will constitute a School Managing Committee, herein after referred as SMC, for setting up and managing the day-to-day affairs of the School .The President of the **Society/foundation/trust** or his nominees shall be the chairman of the SMC. The Committee will consist of 5 (five) members:
  - (i) 2 members nominated by the GSTDREIS, including the Chairman of GSTDREIS or his nominee,
  - (ii) 3 members shall be nominated by the **Society/foundation/trust**.
  - (iii) One of the GSTDREIS nominee members will be the vice-chairman of the committee.
2. Quorum for any Managing Committee meeting will be three members and at least one member should be present from the GSTDREIS. Voting rights of the members shall be transferable to any nominated member.
3. The SMC will meet at least once every year.

## **C. FINANCIAL**



1. GSTDREIS will fund the entire cost of construction, equipping and day-to-day running of the EMRS. The **Society/foundation/trust** will not charge any royalty of franchise cost for its expertise or use of the **Society/foundation/trust** logo or name for the duration of this MOU. Budget for expenses will be determined through mutual consultation three months prior to the commencement of each financial year.
2. The Budget will provide for increase in expenses due to inflation and exigencies, adjusted as per the Consumer Price Index at the beginning of every financial year, as also expenses for newly introduced programs.
3. For the purpose of receiving and disbursement of funds, an account in the name of EMRS (**name of the place**), managed by the **Society/foundation/trust** shall be opened.
4. Annual accounts of the school shall be audited by independent Auditor, appointed by the **Society/foundation/trust** and audited report will be furnished to the GSTDREIS within 6 months of the close of the financial year.
5. An internal auditor shall be appointed by the **Society/foundation/trust** to provide quarterly financial report of the school and the charges to this effect shall be separately paid by the GSTDREIS. The report of this internal auditor will be submitted to the SMC.
6. It is agreed by the GSTDREIS that the **Society/foundation/trust** will not be responsible for any financial contribution for running of the affairs of EMRS and will not accept any financial liability.
7. The **Society/foundation/trust** will finalise its purchase guidelines within 3 months of taking over the school and send it to GSTDREIS and will incorporate the suggestions made by the GSTDREIS into the guidelines. A copy of this guideline should be sent to the internal auditor.

Now this MOU witness as follows:

**D. OBLIGATION AND DUTIES OF THE Society/foundation/trust**

1. To ensure a standard of education to meet the ‘Objectives’ as afore stated.
2. To manage the EMRS for the duration of the MOU through the appointed SMC and its appointees. The **Society/Foundation/Trust** shall select and appoint a Principal who will be made responsible for the overall management of EMRS, through the appointed employees.
3. To frame “rule & regulations for the management of the school” with the provision that they may be changed, if required.
4. To frame “Terms & Conditions for admission of the paid students” and to frame rules of conduct for all students of the school.
5. The **Society/foundation/trust** shall appoint a selection committee that will select and appoint qualified and experienced teachers and other staffs to run EMRS.
6. The Principal of EMRS shall have authority to decide about selection and admission of paid students in a transparent manner and based on merit.
7. That, subject to the availability of the infrastructure, the school will commence by 30<sup>th</sup> June, 2009 admitting a minimum of 60 students in Std 6<sup>th</sup> for the academic year 2009-10 along with the promoted students of the last year of classes 6<sup>th</sup> -9<sup>th</sup> , failing that the school will commence in 2010. **(Clause D.7 is not applicable to the schools running in their own building).**

8. Appoint Teachers and other staff on Contract basis. The **Society/foundation/trust** will make efforts that the terms of employment of such teachers and staff largely follows the practices of other Eklavya schools.
9. The Principal will maintain the assets of EMRS in good condition within the allocation made in the budget.
10. Cost of major renovation or construction shall be separately estimated and provided or arranged by GSTDREIS, at the beginning of every financial year.
11. If the **Society/foundation/trust** agrees to take up construction of any civil work for the school, it will follow the schedule of rates prescribed the Roads & Buildings department (R&B department) of that area and will obtain technical sanction and clearance of structural design from the concerned authority of the R&B department before taking up the construction work.

#### **E. OBLIGATION AND DUTIES OF GSTDREIS:**

1. Commencing from year 2009-2010, provide for recurring & commencement expenses and all the infrastructural and capital expenses and also remit increase in expenses due to inflation and exigencies, for successive years, adjusted in accordance with the Consumers Price Index before the beginning of every financial year.

The recurring cost pertaining to the first full year of operation is based on an average expenditure of Rs 30,000 per student consisting of the fixed cost portion of Rs 18,000 and variable cost portion of Rs 12,000. The per student expenditure at Higher Secondary level will be 15% higher than the base unit cost mentioned above. However these are tentative estimates and will be reviewed after 6 months of running the school and will be adjusted with mutual consent. The school management will be

free to transfer fixed cost to variable cost and vice-versa .The financial estimates for the academic year 2009-10 is as per Attachment-1.

The GSTDREIS shall be responsible for payment of any new or additional taxes or other impositions levied or imposed upon EMRS with effect from 31<sup>st</sup> March 2009.

2. The GSTDREIS will construct the required buildings (academic and hostel), play grounds, staff quarter and provide other infrastructure facilities for EMRS as mutually agreed and detailed in an Infrastructure Protocol as per Attachment-2 which has been jointly prepared by the GSTDREIS and the **Society/foundation/trust**. The Protocol shall form a part of this MOU and will list quantities and makes of furniture, fittings, teaching aids and equipment, as initially required, and which will be provided by the GSTDREIS.
3. To maintain the land, buildings and infrastructure in good habitable and usable condition and to execute all necessary repairs and maintenance including painting of external walls/ doors/ windows, once every 5 years whereas internal areas once in 2 years (minor repairs, if any, may be made by the **Society/foundation/trust** on a reimbursement basis).
4. To keep the building, infrastructure and equipments insured against loss or damage by fire, flood, lightning and earthquake, if required.
5. To bear the cost of training of teacher from time to time.
6. To provide sufficient fund for purchasing of furniture , equipments and teaching aids, sports equipments and kits as required to maintain educational standard of the school and to fulfill the 'Objectives' as afore stated.

7. To provide furnished accommodation and residential facilities for 560 students (separate buildings for boys & girls), Principal of the school, teachers, on site security staff and other staffs.
8. To create Kitchen, Dining and other welfare facilities in the campus for the benefit of the students and staff of EMRS.
9. To provide facilities and bear expenses for Educational and Culture tours, competitions, extension programs, sports, co-curricular activities and recreation amenities that shall form an integral part of the student's education at EMRS, as mutually agreed at the time of finalization of annual budget.
10. GSTDREIS shall pay all reasonable costs incurred by any SMC members, professionals and inspectors, towards TA and DA, for carrying out inspection of the school or any other academic or nonacademic activities in the interest of advancement and promotion of quality of education at EMRS.
11. To provide transportation facility required for the use of students and teachers by way of motor car for the school. To provide for maintenance charges and petrol expenses of this motor car.
12. To provide continuous electricity and potable water supply, supply LPG for cooking purpose, as well as for use in the laboratories. Telephone, broadband internet and satellite TV connection shall be installed for the use of the school.
13. To pay for all quarterly expenses in advance as required for meeting all expenses for running of the school as also for capital expenditure, promotions and commencement expenses as mutually agreed between GSTDREIS and the **Society/foundation/trust**. The EMRS management will be at liberty to utilize the funds received from GSTDREIS at its discretion, based on priority needs of the school irrespective of any earmarking or allocation of funds by GSTDREIS.

14. To assist the **Society/foundation/trust** to obtain affiliation or recognition of the school by CBSE or ICSE or State Board.
15. To liaison as required with the departments of Government of Gujarat and local Government or other Authorities.
16. To ensure that the students enrolled in the EMRS receives all other benefits from the government which are extended to other similarly placed Scheduled Tribe students.

#### **F. GENERAL**

1. The **Society/foundation/trust** shall be free to take decisions regarding the admission of students on payment basis. The income from this account will be used towards the annual recurring cost of the EMRS over and above the annual recurring expenses allocation made by GSTDREIS.
2. If the managing organisation raises some public donation, by way of cash or kind, the same will be treated as additionality to the amount committed by the GSTDREIS and the managing organisation will be free to decide the end use of such funds/assets for the benefit of the school.
3. Where the class strength is less than 30, the **Society/foundation/trust** is free to fill the gap by their own testing method at the school level and as long as the students taken are ST the cost of their education will be borne by the GSTDREIS.
4. The teaching and non teaching staff will be the employees of the **Society/foundation/trust** and in no condition the GSTDREIS will be responsible for their employment.

5. Addition, Deletion or Revision to this MOU shall be possible through negotiation between the President of **Society/foundation/trust** or his nominee and the Chairperson of GSTDREIS. Such addition, deletion or revision duly accepted by both parties shall be recorded as an addendum to this MOU.
  
6. This MOU records understanding and obligation of GSTDREIS and the **Society/foundation/trust** towards fulfilling the 'Objectives' of the project, issues relating to disciplines of management and finances, curricula, co-curricular and residential needs of students and teachers within a denoted time frame. However if any of the parties hereto, any time wishes to terminate this MOU, it shall do so on giving at least six months prior notices or as mutually agreed in writing to the other party of such an intention, provided that such termination shall be effective only at the close of the academic session. Provided further that in the event of such a termination, the services of the staff employed by the EMRS shall subject to any agreement to the contrary between the two parties hereto, be continued in accordance with the terms of their Contract.
  
7. The **Society/foundation/trust** shall have the option to terminate this MOU with a 3 month notice period in the event GSTDREIS is not able to fulfill its obligations. But the termination shall be processed at the end of academic year.  

The **Society/foundation/trust** shall have the option to terminate this MOU with one month notice period in the event the budgeted amount for expenses is not made available as stipulated in Clause 14 of Section F. However, in case of transfer of GSTDREIS fund is delayed or on account of any emergency, if the **Society/foundation/trust** provides temporary wages and means of funds and facilities from its own funds without charging any interest, the said amount will be transferred to **Society/foundation/trust** immediately after the receipt of fund from the GSTDREIS.

8. Upon termination of this MOU in terms of Clauses 4&5 as above, GSTDREIS will take over the affairs of the EMRS and the **(managing organisation)** will not be responsible in any manner whatsoever thereafter.
9. That all question relating to the interpretation and meaning of this MOU and all other disputes and differences arising between the parties hereto either during the substance or upon termination shall be referred to the joint arbitration of (1) Chairman of the **(managing organisation)** and (2) Chairperson of the GSTDREIS, whose decision shall be final, conclusion and binding on the parties to this MOU. Failing which such disputes shall be settled as per the provision of arbitration and conciliation Act, 1996 or any statutory modification thereof.
10. In case of any disputes arising out of this MOU they will be subject to Gandhinagar court jurisdiction only.
11. This MOU shall be valid for a period of 7 years, unless termination earlier in terms of clauses 5 & 6 as above. Thereafter, it may be renewed for a further period of 5 years (with the permission of class 11 & 12) or any such period as may be agreed between both the parties on mutually agreed terms and conditions.
12. GSTDREIS or the **Society/foundation/trust** shall not be liable for any failure to perform its obligation in connection with any action described in this MOU if such failure results from any act of God, riot, war, civil unrest , fire, flood, earthquake, lightning or other cause beyond it's reasonable control (including any mechanical, electrical, electronic, or communications failure).
13. In witness thereof, the parties to this MOU have hereunder signed on the day, month and year above mentioned in presence of witnesses.



For Gujarat State Tribal Development Residential Education Institution Society,  
Gandhinagar

1. For **GSTDREIS**

2. For **Society/Foundation/Trust**

Witness: \_\_\_\_\_

Witness: \_\_\_\_\_

Date: \_\_\_\_\_

Time: \_\_\_\_\_

Day: \_\_\_\_\_

Place: \_\_\_\_\_

Financial Estimates for the Academic Year 2009-10

i) Variable cost : Rs.\_\_\_\_\_/child

ii) Fixed cost : -----

(a) upto 200 students : Rs\_\_\_\_\_/child

(b) upto 300 students : Rs\_\_\_\_\_/child

(c) upto 400 students : Rs\_\_\_\_\_/child

Note:

1. For Higher Secondary students the fixed and variable cost will be 15% over and above the amount mentioned above.

List of infrastructural requirements:

- i)
- ii)
- iii)
- iv)
- v)
- vi)
- vii)

## **FORMAT FOR SUBMITTING MONTHLY PROGRESS REPORT FOR MONITORING OF EMRS /GRS**

The following format being used for the monitoring of 51 EMRS/GRS/SS.

### **1. Student Performance (monthly):**

This format is used to analysis the academic performance and health status of the Students every month.

### **2. Situational Report (monthly descriptive report):**

Situational Report is basically to know about any big event/incident like sport competition, celebration of festivals, picnic tour, new construction, major illness of student/teacher or anything else which does not occurs every day but have chances to repeat in month or two.

### **3. Financial and Physical Report (monthly).**

This report contains two parts and would be sent by the school every month. Financial report will show the item wise expenditure in both Non-Recurring head while Physical Report is about the assessing the planned and accomplished session in every class and work load of teachers.

### **4. Annual Survey:**

A comprehensive annual survey format has been developed to take the stock of every school at the end of year. This format covers all the aspect like physical, financial, academic and infrastructural. It would be helpful in planning for the next academic year on the bases of performance in last one.

### **5. Annual Inspection:**

After the restructuring of the EMRS Society, 6 new consultants will be appointed from the coming month. Every consultant will have their own specific role and it would be ensure that every school should be visited by any of the Society staff once in every three month.

### **Statement 1- MONTHLY STATEMENT ON STUDENTS' PERFORMANCE**

EMRS/GRS/SS.....Month.....

Standard.....Section.....

Sr. No.	Name of student	% score in test/term exam	Height	Weight	Disease Suffering (if any)	Subjects for remedial coaching
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
21						
22						
23						
24						
25						
26						
27						
28						
29						
30						

**Statement 2: Monthly Progress Report**

EMRS/GRS/SS.....Month.....

Sr. No.	Item	No.	Amount	Spent by whom	Against actual payment/delivery of goods
				HO/GP/any other	
<b>A.</b>	<b>Capital Expenditure</b>				
	Building				
<b>B.</b>	<b>Non Recurring (please specify)</b>				
1.	Furniture & Fixture				
2.	Sport Item				
3.	Kitchen Equipments				
4.	Teaching Aid				
5.	Other Items				
<b>C.</b>	<b>Recurring expenses</b>				
1.	Salary of Principal				
2.	Salary of teaching staff				
3.	Salary & wages of other staff				
4.	Total expenditure on salary				
5.	Food & vegetables				
6.	Fuel				
7.	Electricity				
8.	Travel				
9.	Medical				
10.	Clothes, shoes & other items for students				
11.	Oil and Soaps				
12.	Books & periodicals				
13.	Sports goods				
14.	Repairs				
15.	Sub total (Recurring)				
16.	Total expenditure by the school during the month				

**Part-1: Funds position of the school**



viii					
ix					
<b>3. School strength and other information:</b>					
1	Total students				
2	Boys				
3	Girls				
4	Dates of monthly tests				
5	No. of staff received training during the month				

### Statement 3- Gujarat EMRS Society

#### Monthly Situational Report from the School

EMRS/GRS/SS.....Month.....

**A. Academic work, special classes held, quality of teaching and standard of students as found in Monthly tests. Remedial measures undertaken during the month.**



**B. Quality of sports, inter-house competitions organized Library and computer facilities available in the school.**

--

**C. Quality of food in the mess and whether teachers take meals along with students and eat the same food?**

--

**D. Quality of other facilities in the school?**

--

**E. Comments on special events and programmes organized during the month**

--

**F. Any other event or contingency which should be brought to the notice of the Gujarat EMRS Society?**

--

**G. Whether all the expenses are supported by vouchers and the purchase guidelines have been followed?**

--

H. Whether internal audit of monthly account is up to date? If not, pending since which month?

Signature of Principal/ in-charge Principal

Remarks and compliance by the Consultant in-charge of the school

Signature of Consultant in-charge

ANNEXURE- XV

## USEFUL WEBSITE LINKS

<b>Sr. No.</b>	<b>Reference</b>	<b>Website link</b>
1.	Ten Point Programme (Vanbandhu Kalyan Yojana)	<a href="http://vanbandhukalyanyojana.gujarat.gov.in/">http://vanbandhukalyanyojana.gujarat.gov.in/</a>
2.	Tribal Development Department	<a href="http://guj-tribaldevelopment.gov.in/">http://guj-tribaldevelopment.gov.in/</a>
3.	Data base of tribal candidates	<a href="http://tribal.guj.nic.in/QueryEntryForm.aspx">http://tribal.guj.nic.in/QueryEntryForm.aspx</a>
4.	Education Department	<a href="http://gujarat-education.gov.in/">http://gujarat-education.gov.in/</a>
5.	Road and Building Department	<a href="http://rnbgujarat.org/">http://rnbgujarat.org/</a>
6.	All Departments of Govt. of Gujarat	<a href="http://gswan.gov.in/">http://gswan.gov.in/</a>