



Mo School
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Date 19/7/23

Letter No 2274/MSA/23

From

Dr. Mani Prasad Mishra, OAS (SB)
Officer on Special Duty
Mo School Abhiyan Parichalana Sangathan

To.

The Finance Advisor-cum- Special Secretary, S & ME Dept.
Additional Secretary to Govt., S & ME Dept.
Director, ST/ SC Development M & BCW Dept.
Collector & District Magistrate, Khordha
Collector & District Magistrate, Ganjam
Collector & District Magistrate, Dhenkanal

Sub: Meeting proceedings of the 11th Governing Council of 'Mo School Abhiyan Parichalana Sangathan held on 17th July, 2023 at 4:00 PM.

Madam/Sir,

In inviting a reference to the subject cited above, I am directed to circulate the meeting proceedings of the 11th Governing Council of 'Mo School Abhiyan Parichalana Sangathan held on 17th July, 2023 at 4:00 PM in the Conference Hall of Mo School Abhiyan Parichalana Sangathan.

This is for your kind information and necessary action.

Yours faithfully.

Officer on Special Duty
Mo School Abhiyan Parichalana Sangathan

Memo No 2275/MSA/23 /Date 19/7/23

Copy submitted to OSD to Chairperson, Mo School Abhiyan Parichalana Sangathan for kind information of Chairperson, Mo School.

Officer on Special Duty
Mo School Abhiyan Parichalana Sangathan

Memo No. 2276/MSA/23 /Date 19/7/23

Copy submitted to PS. to Commissioner -cum- Secretary to Govt., S & ME Department for kind information of Principal Secretary to Govt., S & ME Department.

Officer on Special Duty
Mo School Abhiyan Parichalana Sangathan

Memo No. 2277/MSA/23 /Date 19/7/23

Copy submitted to PS. to State Project Director, OSEPA & Member Secretary, Mo School Abhiyan Parichalana Sangathan for kind information of State Project Director, OSEPA & Member Secretary, Mo School.

Officer on Special Duty
Mo School Abhiyan Parichalana Sangathan

MO SCHOOL ABHIYAN PARICHALANA SANGATHAN

A Government of Odisha initiative under School & Mass Education Department

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Memo No. 2278/198/23 /Date 19/7/23

Copy submitted to Chief Executive Officer, Mo School Abhiyan Parichalana Sangathan for kind information.


Officer on Special Duty
Mo School Abhiyan Parichalana Sangathan





Proceedings of the 11th meeting of the Governing Council of Mo School Abhiyan Parichalana Sangathan (Mo School) held on 17.07.2023 at 04:00 PM in the Conference Hall, Mo School, Toshali Bhawan, Bhubaneswar

The 11th meeting of the Governing Council of Mo School Abhiyan Parichalana Sangathan (Mo School) was held on 17th July 2023 at 04.00 PM under the Chairpersonship of Mrs Susmita Bagchi, Chairperson, Mo School in the conference hall, Mo School, Toshali Bhawan, Bhubaneswar. The list of members present in the meeting is at **Annexure-I**.

Shri Anupam Saha, State Project Director, OSEPA and Member Secretary, Mo School welcomed all members and briefed them on the meeting agenda. The Governing Council ratified the post facto approval of the appointment of Chief Executive Officer of the society and the key responsibility as well as table of authority of the position as approved by 1st GC of MSAPS.

Addressing the 11th Governing Council Meeting of Mo School, Smt. Susmita Bagchi, Chairperson Mo School Abhiyan, emphasized extending the social audit of various projects under Mo School. She also highlighted the achievement in mobilization of funds for revamping elementary schools of the State. While thanking the S & ME Department for introducing initiatives to strengthen the aspirational components under 5T HST and introduction of School Clubs and House System in schools, Chairperson, Mo School assured all type of support to accelerate the roll out process, of these initiatives.

The Chief Executive Officer, Mo School, made an agenda-wise presentation highlighting the update and developments made after the last Governing Council meeting. After a threadbare discussion on different issues, schemes and developments following decisions were taken agenda wise.

1. Action taken report on the decisions of the 10th Governing Council meeting and ratification of the decision of Executive Council meetings.

The action taken report on the decision taken in 10th Meeting of the Governing Council held on 27.03.2023 (**Annexure II**) was discussed. The decisions taken in the meetings of the Executive Council (40th & 41st EC) held during April -July 2023 were ratified.

2. Report on Programme Implementation:

The report on the activities undertaken by Mo School during the period March- July 2023 was presented to the Governing Council, as at **Annexure 3** and was discussed and noted.

3. Presentation and discussion on Revised Budget for Financial Year 2023-24

The office of the MSAPS has received the budget allocation of Rs. 908 Cr. for the Financial Year 2022-23. After a detailed discussion on the proposed revised budget for the financial year 2023-24, the Governing Council in principle approved the proposal for an additional budget of Rs. 211.56 Cr. The estimated additional budget will be submitted to S & ME Department for its consideration to include in the State's supplementary budget for FY 2023-24.

SI No	Particulars	Details	Amount (Rs. in Crores)
1	Alumni Matching Grant	10 EC	120
2	CSR Matching Grant-4th Phase (2X share)	1423 schools X 30 Lakhs	426.90
	CSR Matching Grant-4th Phase (3X share)	1333 schools (Approx.) X 15 Lakhs	200.00
	2X share for Elementary Schools	5200 schools*1.67 lakhs*2	173.68
3	Operational Budget		5.98
4	School level expenditure- 5T HST-Watch, ward & House Keeping services and other consumables	Rs.102.855 cr. 1st & 2nd phase +3rd & 4th phase (2336+1771)*Rs.18240 approx.	193
Total			1,119.56

3. New Programmes for 2023-24

The following programmes and plans, which were already approved by the Executive Council, were submitted for endorsement for its implementation by the office of MSAPS.

1. Alumni and School Connect programme: Plantation drive 2023.

The office of MSAPS has planned to organize a massive plantation drive in elementary schools, higher secondary and high schools of the State aiming to encourage service contribution under Alumni Connect Programme from the month of August 2023 to September 2023. The plantation drive will be conducted in all the 54,673 schools in collaboration with the Department of Horticulture and Department of Forest. This will come as a good practice with minimum financial implication but having far reaching impact towards building a green environment for schools and coverage of the school in one key activity planned under Mo School Abhiyan Parichalana Sangathan.

In this context, Mo School will undertake a scheduled plantation drive at the school level including elementary, higher secondary and high schools of the district with the support from alumni, Alumni association, local community and Department of Horticulture and Department of Forest. The necessary steps will also be taken for protecting and maintaining the plantation by making provisions for gabions, green fencing and trenches.

4: Mo School Finance and Administrative Matters:

A. Additional Module Development in Mo School Web Portal:

The GC, MSAPS was informed on the selection and contract of M/S Tatwa Technologies for providing maintenance to the Web Portal. Due to a gap of 2 years in the maintenance of the website, there have been some bugs and a loss of modules found. The GC, MSAPS approved the proposal on Bug fixing, restructuring of necessary modules and to undertake additional module development.

B. Concurrence to the EC approvals related to Audit & new hiring.

Items	Actions and proposal	GC decision
Approval of 6 no. of Auditors selected from the empaneled list of OSEPA for audit of schools/Districts from FY 2021-22 onwards.	<p>41st EC has approved 6 no. of CA audit firms selected from OSEPA empaneled list for conducting audit at Schools/Districts level (2 Audit firms for each Zone). The expenditure related to 5T HST project audit will be borne out of interest accrued by O/o MSAPS for the Project (CSR & Govt)</p> <p>A total of 5117 high schools are covered & funded by Mo School under 1st phase, 2nd phase & 3rd phase HST programme. CA firms may be allowed to undertake the following components as part of the audit.</p> <ol style="list-style-type: none"> 1. Digitalization of case records 2. Collection of Pre-post Audio-visual documents 3. Audit of schools under HST <p>The expenditure related to 5T HST project audit will be borne out of interest accrued by O/o MSAPS for the Project (CSR & Govt). The estimated expenditure in this regard may come around Rs.2-2.5 cr. approx.</p>	<p>Noted and approved.</p> <p>Noted and approved.</p>

128

Hiring of CA firm for Internal audit of Mo School State Office	Due to increase in various programme, Statutory Auditor recommends appointing Internal Auditor at State Office from FY 2023-24. Internal Audit will help in improving the efficiency of employees and also help in determining the area that need improvement which will be beneficial for the O/O MSAPS. The GC is requested to approve & allow the O/o Mo School to appoint a CA Firm as Internal Auditor from the existing panel of CAs engaged in OSEPA.	Noted and approved.
Hiring for the position of Chief Operating Officer, MSAPS	After getting concurrence for hiring a professional for the position of Chief Operating Officer, the office of MSAPS has initiated the selection process. The 41 st EC, Mo School has approved the process to set up a screening committee and an interview committee for the selection of Chief Operating Officer. The GC may consider for the post facto approval	Noted and approved.
Provision for supporting manpower at State and District level for implementation of Mukhya Mantri Shiksha Purashkar	The office of MSAPS proposes to use the existing human resources hired for IT Compliance activities towards rolling out of MSP for 6 months starting June 2023 (new contracts to be issued for MSP). In addition to the existing team, two additional human resources for managing database & MIS are proposed for GC's approval. The cost related to the hiring the team for 6 months will be borne out of CSR interest amount available with the O/o MSAPS.	Noted and approved.

5. Mo school Finance (Matching Grants to School Projects)

The office of MSAPS reported on the receipt of Rs.2519.77 cr. as 2X Matching Grant, Rs.2468.27 cr. as release of funds to schools and Rs. 232.20cr. as UCs received from schools against Alumni projects & HST projects.

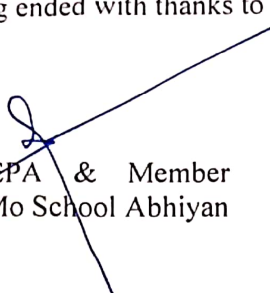
Financial Year	Budget Allocation (in cr.)	Requisition amount	Fund received from State Govt.	Fund release in the F.Y.	Closing balance (C/F to next year)
2018-19	70	59,92,38,523	52,94,36,686	33,29,87,906	-
2019-20	40	18,97,28,396	25,95,30,233	32,64,82,722	-
2020-21	90	81,58,19,360	90,00,00,000	83,67,25,893	-
2021-22	1087	1031,83,05,406	1031,83,05,406	1028,70,77,228	-
2022-23	943.17	966.45	943,16,66,000	850,68,84,265	125,43,56,675
2023-24 (Non-Audit figure)	805	352,60,21,432	375,87,98,069	439,25,66,137	72,61,03,060

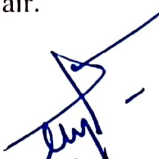
The Vice-Chairperson & Commissioner-cum-Secretary, S & ME Dept, Ms Aswathy S., highlighted the need to strengthen monitoring of the non-starter projects and to intensify the social audit of Mo School projects in schools. The GC, MSAPS has agreed to roll out an intensive Social Audit of Mo School project framework at school and state level with support from the PR dept. She stressed on the

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school-level mapping of projects and proposed a monitoring system for the elementary school initiative.

The meeting ended with thanks to the Chair.

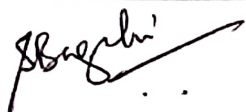

SPD, OSEPA & Member
Secretary, Mo School Abhiyan


Commissioner-cum-Secretary, S &
ME Deptt & Vice Chairperson, Mo
School Abhiyan



Chairperson,
Mo School Abhiyan

Action taken report on the decisions of the 10th Governing Council Meeting

Sl. No	Decision Taken in 10 th GC	Action Taken
1	<p>Alumni and School Connect programmes.</p> <p>The office of MSAPS will develop district specific plans to cover all the remaining Elementary Schools, High Schools, and Higher Secondary Schools of the State, totaling to 55,000+ schools by August 2023.</p> <p>To enhance the learning levels of children through focused interventions in facilitating basic amenities as well as strengthening of FLN activities, the GC, Mo School approved the proposal to initiate a community led programme under which 10,000 schools which will be targeted to be covered in the 1st phase. Under this initiative, school alumni committees and interested corporate houses will select schools from their nearby areas to cater for smooth implementation of the programme. The decentralized approach will help elementary schools of interior areas in enriching the teaching-learning environment along with its infrastructure development. An amount of ₹1.67 lakh will be contributed by the alumni committees/companies from their CSR funds wherein Mo School will provide a 2x matching grant of ₹3.34 lakh to the schools. Schools will be developed holistically with a total grant of ₹5 lakh under this initiative.</p>	<p>The O/o MSAPS has successfully conducted consultative meetings with various corporate entities to initiate the revamping projects for elementary schools. As part of this effort, letters of communication have been sent to Tata Steel Foundation (5000 schools), JSP Foundation, Angul (100 schools), and Adani Foundation, Dhamra Port (95 schools). A tentative list of schools has been submitted to these corporate houses, although the final selection may be subject to the recommendations of the respective organizations.</p>
2	<p>Mukhya Mantri Sikhya Puraskar</p> <p>The GC, Mo School approved implementation of the Mukhya Mantri Sikhya Puraskar under Mo School Abhiyan to encourage healthy competition and recognition of excellence for the transformed schools and other schools of the state. These awards will be presented every year with a cost of 138 Cr to around 53,618 students, 1019 teachers and others for their contribution towards the greater cause of strengthening the school education ecosystem of Odisha.</p>	<p>Master Booklet and Booklets on different awards have been developed. An orientation of DEOs, ADEOs and DIET Principals is also completed. Development of the Portal and IEC Materials is underway.</p>
3	<p>High School Transformation Programme:</p> <p>Outsourced Watch and Ward & Housekeeping Services in Transformed Schools:</p> <p>The GC, Mo School approved the proposal to engage manpower under Mo School's local level alumni committees for Watch and Ward and Housekeeping in Secondary Schools through WSHGs. These outsourced services will be to support high schools under the HST programme to maintain the assets created and kept under proper watch and ward to ensure their longevity and sustainability.</p>	<p>The hiring of watch and ward services for the High School Transformation (HST) schools has been successfully completed for Phase 1 and Phase 2 schools. Official communication has been sent to the districts to initiate the process for Phase 3 schools.</p>



4	<p>Alumni Volunteers to support School Clubs</p> <p>The GC, Mo School approved the proposal to create a group of 1000 alumni volunteers to facilitate roll out of School Clubs in each district. The objective of the Alumni Volunteer cadre formation is enrichment of knowledge and education amongst the students and develop a progressive school ecosystem to foster student's holistic growth and development. The alumni volunteers will be from following sectors:</p> <ol style="list-style-type: none"> Science and nature Literature and creativity and Information technology and entrepreneurs <p>For the sustainability of their association with Mo School, selected alumni volunteers will be nominated as the members of the District Level Committee of Mo School wherever possible.</p>	<p>A list of more than 150 Alumni details has been received from the districts who will support in facilitation of different activities as part of School Clubs.</p>
5	<p>Implementation of Student Clubs and aspirational Curriculum in Secondary Schools:</p> <p>The GC, Mo School approved the proposal to extend support to roll out the Student's Club programme during the academic year 2023-24. The introduction of the club system will offer a platform for students to pursue their interests and hobbies beyond the classroom.</p> <p>The GC, Mo School also approved the proposal to support rolling out the School House System in all Secondary Schools. The introduction of the house system aims to promote the value of team spirit, commitment, loyalty, healthy competition, and a sense of belonging to the school among students.</p>	<p>Mo School, People for Action, Livolink Foundation and Experts from the field are jointly developing session plans and training materials for Sahitya Srujani.</p> <p>Development of session plans for Jigyansa is in progress in collaboration with respective collaborators.</p> <p>Quarter wise session plans for Kaushali have been jointly developed in collaboration with Learning Links Foundation, Quest Alliance and Raspberry Pi Foundation and the 1st batch training of 90 Master Trainers across 10 districts has been completed.</p> <p>Session plans and training module for Magic Bus India Foundation has been developed in collaboration with Magic Bus India Foundation. The training of 314 Master Trainers is also completed.</p> <p>The guidelines on the introduction of House System are being finalized. Activity manual will be developed in consultation with various stakeholders by August 2023.</p>
6	<p>Revamping Student Cabinets in Elementary Schools with Alumni Support:</p> <p>The GC, Mo School approved the proposal for revamping of school cabinets in elementary schools</p>	



	which aims to effectively facilitate collaborative learning, interactive learning by providing opportunities for learning by doing. Alumni members can help students in developing skills like communication, sense of responsibility and other social skills. Mo School with UNICEF will extend technical support in redesigning the activities and development of materials.	The O/o MSAPS had initiated the process of redesigning the activities and development of materials in collaboration with UNICEF. The redesigned materials will be made available by August 2023.
7	Strengthening outreach programme To reach out to the target audience, Mo School will organize alumni and community outreach events at school, block, district, and state level to cover the maximum number of schools in the state. The office of MSAPS will also increase its global reach by collaborating with Global Odia Diaspora and NROs across the world.	Not initiated. Due to Summer vacation and closure of schools, this is being planned to start from 15 th August 2023 along with Plantation drive.
8	Finance & Administration: 1. Utilization of interest amount generated from CSR fund: The O/O MSAPS is advised to maintain separate bank accounts as well as books of account for this purpose. 2. Approval to AV Documentation The GC has approved the activity post facto and allows the O/o MSAPS to undertake the 3 rd phase AV documentation. The fund towards the AV documentation for both phases may be allowed to be undertaken out of the CSR budget/ CSR interest amount available with Mo School. 3. Provision for supporting manpower at State and District level for implementation of Mukhya Mantri Shiksha Purashkar The GC, Mo School advised the office of MSAPS to rework on the proposal.	The O/o Mo school has initiated the process of opening a separate A/c for maintaining & dealing the interest of CSR fund & maintaining a separate book of a/c. Payment process initiated. The office of MSAPS proposes to use the existing human resources for IT Compliance activities (for June-Nov) for 6 months. In addition to the existing team, two additional human resources for managing database & MIS are proposed for GC's approval.

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173

Brief report on activities taken up by MSAPS during April 2023 – July 2023

A. Connect Programmes:

During the reporting period (March 2023 – July 2023) the following have been achieved.

Alumni Connect Programmes	<ol style="list-style-type: none"> 1. Total Alumni Connected during the reporting period (40th EC & 41st EC) is 15,300. 2. The office of MSAPS has covered 50,263 government and government aided schools.
Mentor Connect Programme	<ol style="list-style-type: none"> 1. School Adoption Programme specific best practices briefings have been developed and shared on social media platforms, coffee table books. 2. A total of 1380 schools have been adopted under the School Adoption Program of Mo School Abhiyan.

B. Contribution:

During the reporting period, the Executive Council had **two** meetings under the Chairpersonship of Principal Secretary/ Commissioner cum Secretary, S & ME department. As on **17 July 2023**, 30 districts have submitted school level project proposals for **1933** schools with a contribution of Rs. **189423461/-**. The details of the projects and matching grant approved by the Executive Council, MSAPS, is presented below.

EC No	Date of EC	No Dists	School Covered	No of Submissions	Donor Contribution	Matching Grant	Total Project Cost
40	10-05-2023	20	1032*	1304	114703574	229407148	344110722
41	10-07-2023	22	901*	923	74719887	122439774	197159661
TOTAL			1933	2227	189423461	351846922	541270383

C. Create:

The contribution received at the school level enriches the physical or learning environment and supplementary learning processes in and around schools. The district level monitoring teams have reported (July 2023) that **4730** projects have yet to receive funds, **13214** projects have not been started, **6041** no. of projects are under progress, **13833** no. of projects are completed and **31870** have submitted the utilization certificate.

District	Project Work Not Started	Projects Under Progress	Completed Projects but Not Submitted UC	Completed and UC Submitted	Projects Yet to Receive Fund
Angul	135	153	430	1443	118
Balasore	1077	1174	2147	3021	408
Baragarh	230	153	383	1588	67
Bhadrak	467	153	992	873	61
Bolangir	457	113	231	486	484
Boudh	129	345	71	338	25
Cuttack	391	389	1481	1444	103
Deogarh	102	72	24	238	130
Dhenkanal	305	101	197	1004	53
Gajapati	364	241	68	239	3
Ganjam	534	503	1602	3347	943
Jagatsinghpur	264	122	389	894	133
Jajpur	874	143	110	246	375
Jharsuguda	287	30	95	266	70
Kalahandi	870	222	523	721	201
Kandhamal	393	195	121	117	402
Kendrapara	180	165	88	717	49
Keonjhar	380	278	619	1655	23

Khurdha	609	192	310	1304	145
Koraput	63	87	990	1692	39
Malkangiri	115	19	65	1640	13
Mayurbhanj	1463	67	135	512	184
Nabarangpur	307	180	232	1163	169
Nayagarh	231	242	188	1196	63
Nuapada	106	48	646	760	62
Puri	172	153	521	1121	50
Rayagada	1243	10	287	41	181
Sambalpur	175	68	144	1079	15
Sonepur	692	247	407	867	44
Sundergarh	599	176	337	1858	117
Total	13214	6041	13833	31870	4730

D. Collaboration:

The office of MSAPS has entered into 02 new partnerships, British Council & Magicbus India Foundation to facilitate the work under the School Club (Kridangan) and revised 04 MoUs (modified with addendum) to undertake technical collaboration to roll out Student Club (Kousali & Sahitya Srujani). During the reporting period, following partnerships had reported progress on the collaborative works.

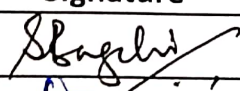
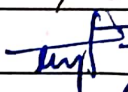

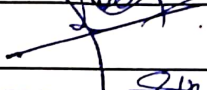
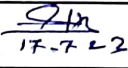


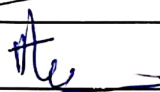
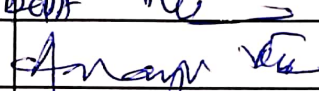
Kousali Club: Computing and coding in Secondary Schools	Raspberry Pi Foundation	<ul style="list-style-type: none"> The Teacher Resource Pack and Session Notes developed. Master Trainers training for 314 Blocks has been undertaken. 8864 school's teacher training planned will be completed by 14th August 2023
	Quest Alliance	
	Learning Link Foundation	
Sahitya Srujani: Book Review and Creativity	People for Action	<ul style="list-style-type: none"> The Teacher Resource Pack and Session Notes developed. The Master Trainers training for 314 Blocks and 8864 teacher's training is planned to be completed by 14th August 2023.
Kridangan: Sports integrated life Skills	Magicbus India Foundation	<ul style="list-style-type: none"> The Teacher Resource Pack and Session Notes developed. The Master Trainers training for 314 Blocks completed. 8864 school's teacher training will be completed by 5th August 2023
Communicative English for Secondary and Elementary Grades	English Helper	<ul style="list-style-type: none"> English teachers from 300 pilot Schools have completed the Communicative English Orientation Programme and started using the 'Read to Me' application to their respective schools. The "Read to Me" programme is scaled up to 4000 schools under Samagra Sikhya
	Jolly Phonics	<ul style="list-style-type: none"> A training is planned to be undertaken starting 20th July and will be completed for Keonjhar by 30th July 2023. The programme will be rolled out from July 2023 in all schools of Keonjhar. Along with Ganjam, Nayagarh and Bhubaneswar block. The distribution of kits from the district point to schools is completed for all schools.

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Type of Expenditure	Authority	Sanction limit (Approval & Expenditure)
Contingent expenditure for purchase of goods	CEO/COO (in absence of CEO)	Rs.10 lakhs, recurring in each case. (Inclusive of all applicable taxes) Rs. 20 lakhs, non-recurring in each case. (Inclusive of all applicable taxes)
	Member Secretary	Above Rs.10 lakhs and upto Rs.20 lakhs, recurring in each case. (Inclusive of all applicable taxes) Above Rs.20 lakhs and upto Rs.50 lakhs, non-recurring in each case. (Inclusive of all applicable taxes)
	Vice Chairperson	Full power (recurring & non-recurring in each case)
Engagement of Consultants	CEO/COO (in absence of CEO)	Rs. 25 lakhs, in each case. (Inclusive of all applicable taxes)
	Member Secretary	Above Rs.25 lakhs & up to Rs.50 lakhs in each case. (Inclusive of all applicable taxes)
	Vice Chairperson	Full power
Outsourcing of services	CEO/COO (in absence of CEO)	Rs.20 lakhs in each case. (Inclusive of all applicable taxes)
	Member Secretary	Above Rs. 20 lakhs and upto Rs.30 lakhs in each case. (Inclusive of all applicable taxes)
	Vice Chairperson	Full power



**Attendance for the 11th Governing Council Meeting of Mo School Parichalana
Sangathan held on 17/07/2023 at 4.00 PM**

Sl No	Name	Designation & Mobile No.	Signature
1	Susmita Bagchi	Chairperson, Mo School	
2	Aswathy S	Secy, SME	
3	K.S. Chakraborty	LOA Khordha	
4	Amrapam Jana	SPD, OSEPA	
5	Srikanta Tarai	Director, ST/SC Dev Dept. - 9438655977	 17-7-23
6	R.K. Mahapatra	F.A.-cum-SS, S&ME Dept. : 9437331877	
7	A.P. Mahapatra	Add. Secy, S&ME Dept. : 9437104443	
8	Tulku Borik	Joint Director, ST/SC Dev Dept.	
9	Anangut Jena	CEO, Mo School Abhinav	
10			
11	^{Mr. D. G. Panda IAS} Collector, Ganjam	— Virtually	
12		Collector, Nandan — Virtually	
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