

IMPLEMENTING THE NATIONAL EDUCATION POLICY

A Handbook for School Administrators in West Bengal





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Dear Administrators,

We are delighted to present this handbook on implementing the National Education Policy (NEP) 2020 in your school. The NEP 2020 is a landmark policy designed to transform India's education system to meet the needs of the 21st century. As educators, we share the responsibility to align our schools with NEP 2020, ensuring that we provide the highest quality education to our students.

At NagaEd, we are deeply committed to supporting schools in West Bengal as they implement the National Education Policy 2020. We believe every child deserves access to quality education, and we are dedicated to empowering school administrators with the tools and resources needed to achieve this goal. Our products and services are tailored to assist schools in aligning their curriculum, enhancing teacher capacity, integrating technology in the classroom, and promoting skill-based education and experiential learning.

This handbook serves as a comprehensive roadmap for implementing NEP 2020 in your school and outlines how NagaEd can support you in this process. Inside, you will find guidance on key areas such as assessing your school's current state, aligning your curriculum with NEP 2020, introducing technology in the classroom, implementing continuous assessment, focusing on skill-based education, encouraging experiential learning, collaborating with other schools, involving parents and the community, and monitoring and evaluating progress.

We are excited to support you on this important journey toward implementing NEP 2020 in your school.

Sincerely,

Kevisato Sanyu Founder, NagaEd







About NagaEd

NagaEd is a leading digital education company that offers a wide range of products and services to assist schools in West Bengal in implementing the National Education Policy 2020. Our objective is to equip schools with cutting-edge tools and technologies to aid students in succeeding in the 21st century.

Our Digital Class is designed to help schools align their curriculum with the NEP 2020 framework and ensure students acquire the skills necessary to thrive in the modern world. We offer high school Maths & Science courses aligned with the state curriculum.

Our professional development programmes are specially crafted for teachers and school administrators to stay up-to-date with the latest pedagogical approaches and best practices for integrating technology into the classroom.

We provide digital learning resources and assessment tools that facilitate a more interactive and dynamic approach to learning, while also enabling student progress tracking and personalised feedback. We offer over 1000+ explanation videos, interactive games, and simulations to help your students better understand and comprehend textbook material.

At NagaEd, we believe technology is a powerful tool that can enhance education outcomes in West Bengal, and we are dedicated to working with schools throughout the state to ensure that every student has access to the best possible education.

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NagaEd: Your Partner in Implementing THE NATIONAL EDUCATION POLICY



CHAPTER 1: INTRODUCTION TO THE NEP 2020

The National Education Policy (NEP) 2020 is a comprehensive plan that aims to transform the Indian education system by providing quality education to all learners, promoting skill-based education, integrating technology, and encouraging collaborative learning. As educators, it is important to understand these key features and align our efforts towards implementing them effectively in our schools.



KEY FEATURES OF NEP 2020

- A learner-centred approach promoting creativity, critical thinking, and problem-solving skills.
- Universal access to quality education, particularly for disadvantaged groups.
- The implementation of a 5+3+3+4 education system to replace the current 10+2 system.
- Emphasis on technology integration and blended learning.
- Promotion of skill-based education and vocational training.
- Continuous assessment of students for monitoring their progress and improving learning outcomes.
- Professional development of teachers and encouraging teacher autonomy.
- Involvement of parents and communities in the education system and encouraging collaborative learning.

OBJECTIVES OF NEP 2020

The National Education Policy (NEP) 2020 aims to transform the education system in India by making it more inclusive, equitable, and of higher quality. The policy has been formulated with the following objectives:

1. Universal Access and Equitable Education:

The policy aims to ensure universal access to education at all levels and eliminate all forms of discrimination and disparities in the education system.

2. Holistic Development:

The policy aims to develop the cognitive, social, emotional, and physical aspects of students through a broad-based and multidisciplinary education.

3. Curriculum Reforms:

The policy proposes a new and flexible curriculum framework that promotes critical thinking, creativity, and problem-solving skills.

4. Multilingualism and Linguistic Diversity:

The policy recognises the importance of multilingualism and aims to promote the learning of several languages while preserving the linguistic diversity of the country.

5. Teacher Training and Professional Development:

The policy emphasises the need for continuous professional development of teachers to ensure high-quality education.

6. Use of Technology:

The policy recognises the importance of technology in education and aims to leverage it to improve the quality of teaching and learning.

7. Vocational Education:

The policy emphasises the importance of vocational education and aims to integrate it with mainstream education.

8. Research and Innovation:

The policy aims to promote research and innovation in education and create a conducive environment for experimentation and exploration.

It is important for school administrators in West Bengal to understand these objectives and align their efforts towards achieving them. This will help in creating a more inclusive, equitable, and high-quality education system in the state.



CHAPTER 2: KEY CHANGES IN THE NEP 2020

The National Education Policy 2020 (NEP 2020) is a landmark policy that aims to transform the education system in India. It introduces several key changes that have far-reaching implications for schools in West Bengal. Some of the major changes in the NEP 2020 are:

1. New curricular and pedagogical framework:

The NEP 2020 introduces a new curricular and pedagogical framework that is based on the principles of flexibility, multidisciplinarity, and integration. The new framework is designed to promote critical thinking, creativity, and holistic learning.

2. Focus on skill-based education:

The NEP 2020 emphasises the importance of skill-based education and aims to develop the 21st-century skills that are essential for success in the modern world. These skills include communication, collaboration, problem-solving, and digital literacy.

3. Integration of technology in education:

The NEP 2020 recognises the transformative potential of technology in education and emphasises the need to integrate technology into teaching and learning. This includes the use of digital resources, online assessments, and virtual classrooms.

4. Multilingualism:

The NEP 2020 emphasises the importance of multilingualism and encourages schools to teach students in their mother tongue or local language at least till grade 5.

5. Continuous assessment:

The NEP 2020 emphasises the importance of continuous assessment and aims to move away from the traditional system of high-stakes exams towards a system of regular, formative assessment.

6. New School Education Structure:

The NEP 2020 proposes a new structure for school education in India, which is based on a 5+3+3+4 model. This structure divides school education into four stages:



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These changes in the NEP 2020 are significant and require a comprehensive approach to implementation. Schools in West Bengal must take the necessary steps to align their curriculum, pedagogy, and assessment practices with the new policy framework. We must also focus on building the capacity of teachers to deliver high-quality education that promotes the development of 21st-century skills.

CHAPTER 3: ASSESSING THE CURRENT STATE OF THE SCHOOL

In order to effectively implement the National Education Policy 2020 (NEP 2020), it is important to first assess the current state of the school. This involves looking at various aspects such as the curriculum, infrastructure, and teacher capacity.

To assess the curriculum, the school should review its existing syllabus and compare it with the new curricular and pedagogical framework outlined in the NEP 2020. This will help identify gaps and areas for improvement. We can help by providing classroom content that is aligned with key principles under the NEP 2020.

In terms of infrastructure, the school should evaluate the adequacy and quality of its facilities such as classrooms, libraries, and computer labs. Any gaps in infrastructure should be identified and addressed to ensure that the school is equipped to provide quality education.

Teacher capacity is another important aspect that needs to be assessed. The school should evaluate the existing teacher training programs and identify areas where additional training may be required to effectively implement the new policies and practices outlined in the NEP 2020. This could include training on new teaching methodologies, digital learning resources, and assessment tools. NagaEd offers continuous development resources to improve teacher capacity, including training and professional development programs that align with the NEP 2020.

A comprehensive assessment of the current state of the school is critical to developing an effective plan for implementing the NEP 2020. By identifying gaps and areas for improvement, the school can develop targeted strategies to build capacity and improve the quality of education provided to students.

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CHAPTER 4: DEVELOPING A PLAN FOR CAPACITY BUILDING

Developing a plan for capacity building is crucial for implementing the NEP 2020 effectively in schools in West Bengal. Capacity building involves enhancing the knowledge, skills, and abilities of teachers, administrators, and staff to ensure that they can effectively implement the new policy.

There are several strategies that schools in West Bengal can use to develop a plan for capacity building. These include:

1. Teacher Training:

Providing teachers with training on the new curricular and pedagogical framework of the NEP 2020. This will help them understand the new approaches to education and ensure that they can effectively implement them in their teaching.

2. Professional Development:

Encouraging teachers to participate in ongoing professional development programmes, such as workshops, seminars, and conferences. This will help them stay up-to-date with the latest developments in education and develop new skills.

3. Collaboration with Other Schools:

Collaborating with other schools to share best practices and resources can help in building capacity. This will allow schools to learn from each other and build a community of practice.

4. In-Service Training:

Providing in-service training to school administrators and staff to ensure that they are equipped to support the implementation of the NEP 2020.

By developing a plan for capacity building, schools in West Bengal can ensure that they have the necessary resources and skills to effectively implement the NEP 2020. Our digital education specialists help teachers, staff and administrators learn how to use our products. Training courses are assembled by experts from Australia and the Northeast that enable teachers to customise and develop lesson plans, learning frameworks and pathways for students to fulfil the objectives under the NEP.



EXPERTS IN TEACHER CAPACITY BUILDING

Developing a plan for capacity building is crucial for effectively implementing the NEP 2020 in West Bengal schools. Strategies for capacity building include teacher training, professional development, collaboration with other schools, and in-service training for administrators and staff. Our training staff offer courses and workshops assembled by experts from Australia and the Northeast to help teachers customise and develop lesson plans, learning frameworks, and pathways aligned with the NEP.

CHAPTER 5: Aligning the school's Curriculum with the NEP 2020

The NEP 2020 emphasises a shift towards a more holistic, skill-based, and interdisciplinary approach to education. Therefore, it is essential for schools in West Bengal to align their curriculum with the NEP 2020 to ensure that students are equipped with the necessary knowledge, skills, and competencies for their future careers and life in general.

Practical tips to align the school's curriculum with the NEP 2020

1. Understand the new curricular and pedagogical framework:

The NEP 2020 provides a new curricular and pedagogical framework, which emphasises a holistic, multidisciplinary, and skill-based approach to education. It is essential to understand this new framework and align the school's curriculum accordingly.

2. Focus on core competencies:

The NEP 2020 identifies five core competencies that students should develop throughout their schooling: critical thinking and problem-solving, creativity and innovation, social and emotional learning, digital literacy, and communication and collaboration. The curriculum should incorporate these core competencies to ensure that students develop them.

3. Introduce multidisciplinary and interdisciplinary approaches:

The NEP 2020 emphasises the importance of multidisciplinary and interdisciplinary approaches to education. Schools can integrate different subjects and topics to create an interdisciplinary curriculum that promotes learning across different domains.

4. Use learner-centred and activity-based methods:

The NEP 2020 emphasises a shift towards learner-centred and activity-based methods of teaching. Teachers should focus on creating engaging and interactive lessons that promote active learning and student participation.



5. Incorporate local and regional context:

The NEP 2020 emphasises the importance of incorporating local and regional context into the curriculum. Schools in West Bengal should ensure that the curriculum reflects the cultural, linguistic, and social diversity of the state, and promotes local and regional knowledge systems.

6. Regularly review and update the curriculum:

The NEP 2020 emphasises the need for regular review and updating of the curriculum to ensure its relevance and alignment with changing needs and trends. Schools should create a framework for regular curriculum review and updates, involving teachers, students, parents, and other stakeholders.

SUPPORTING SCHOOLS ALIGN CURRICULUM WITH THE NEP 2020

Our team can help schools align their curriculum with the NEP 2020, ensuring that it is holistic, multidisciplinary, and skill-based. We provide courses that promote critical thinking, creativity, and holistic learning.

CHAPTER 6: INTRODUCING TECHNOLOGY IN THE CLASSROOM

Introducing technology in the classroom can have a significant impact on students' learning outcomes and engagement. However, it is important to do so in a way that is aligned with the NEP 2020's goals of promoting critical thinking and problem-solving skills.

Benefits of Technology in Education

- 1. Improving student engagement: The use of technology in the classroom can make learning more interactive and engaging for students.
- **2.** Enabling personalised learning: Technology can help teachers tailor instruction to the needs and interests of individual students.
- **3.** Facilitating collaboration: Technology can enable students to collaborate with their teachers, even when they are not physically in the same location.
- 4. Enhancing teacher effectiveness: Technology can help teachers create more effective lesson plans and assessments, and provide feedback to students more efficiently.

Here are some practical tips for introducing technology in the classroom:

1. Conduct a technology audit:

Evaluate the current technology available in the school and identify gaps in hardware, software, and connectivity. This will help in planning the introduction of technology in the classroom.

2. Select appropriate digital learning resources:

Choose digital learning resources, such as NagaEd's courseware, that are aligned with the NEP 2020 and the school's curriculum. These resources should be interactive and engaging and should promote critical thinking and problem-solving skills.

3. Use online assessment tools:

Online assessment tools can help in tracking students' progress and identifying areas where they need additional support. These tools can also provide immediate feedback to students, which can help in improving their learning outcomes. Our Learning Management System (LMS) comes with a tracking dashboard that provides critical information for you to draw insights into individual student performance.



4. Train teachers:

Provide training to teachers on how to use technology in the classroom effectively. This should include training on how to use digital learning resources, online assessment tools, and how to integrate technology into lesson plans. We have designed multiple courses to upskill teachers to become digital educators.

5. Ensure equitable access to technology:

Ensure that all students have access to technology and that there are no disparities in access based on socio-economic or other factors.

By introducing technology in the classroom in a thoughtful and planned manner, schools in West Bengal can enhance their student's learning experiences and prepare them for the challenges of the 21st century.

SEAMLESSLY INTEGRATE TECHNOLOGY INTO YOUR SCHOOL

We can help schools integrate a world-class Digital Learning Management System that supports teaching and learning, providing access to online resources and blended courseware. This includes training and the use of digital resources, digital assessments, and interactive content to facilitate learning.

CHAPTER 7: IMPLEMENTING CONTINUOUS ASSESSMENT

Continuous assessment is an integral part of the National Education Policy 2020 (NEP 2020), as it helps to ensure that students are learning effectively and making progress towards achieving their goals. Continuous assessment involves ongoing evaluation of students' progress, both formative and summative, using a variety of tools and methods such as tests, quizzes, projects, and assignments.

To implement continuous assessment effectively, schools in West Bengal can consider the following practical tips:

1. Use formative assessments:

Formative assessments are assessments that are used during the learning process to evaluate students' understanding and progress. They can include quizzes, assignments, and projects. Formative assessments help teachers identify areas where students may be struggling, and adjust their teaching accordingly. Our courses come with a range of formative assessments for each chapter of the subject syllabus.

2. Use summative assessments:

Summative assessments are assessments that are used to evaluate students' learning at the end of a unit or course. They can include tests and exams. Summative assessments provide a measure of what students have learned and can help teachers identify areas where they need to improve their teaching.

3. Use rubrics:

Rubrics are scoring guides that outline the expectations for an assignment or project. They can help students understand what is expected of them and help teachers evaluate their work consistently and fairly. Our Digital Education Specialists can help develop rubrics at your school for each grade level.

4. Provide feedback:

Feedback is an essential part of continuous assessment. Teachers should provide feedback on students' work regularly, highlighting areas of strength and areas where improvement is needed. Feedback can help motivate students to improve their performance and can also help teachers adjust their teaching strategies. Our platform has built-in feedback features that help teachers provide direct feedback to students as they complete their assignments.

5. Use technology:

Technology can be a valuable tool for implementing continuous assessment. Online assessment tools, such as Google Forms or Kahoot!, and our Digital Class can make it easier for teachers to administer and grade assessments quickly and efficiently.



By introducing technology in the classroom in a thoughtful and planned manner, schools in West Bengal can enhance their student's learning experiences and prepare them for the challenges of the 21st century.

CONTINUOUS ASSESSMENT AT YOUR SCHOOL

Our team can help your school implement a system of continuous assessment to monitor and evaluate student progress by leveraging our range of digital assessment tools. This will help move away from the traditional system of high-stakes exams towards a system of regular, formative assessment, which is a key recommendation of NEP 2020.

CHAPTER 8: FOCUSING ON SKILL-BASED EDUCATION



Continuous assessment is an integral part of the National Education Policy 2020 (NEP 2020), as it helps to ensure that students are learning effectively and making progress towards achieving their goals. Continuous assessment involves ongoing evaluation of students' progress, both formative and summative, using a variety of tools and methods such as tests, quizzes, projects, and assignments.

Here are some practical tips for incorporating skill-based education in the school's curriculum and pedagogy:

1. Identify the key skills:

Identify the key skills that are relevant to the students' future careers and personal development. This could include critical thinking, problem-solving, communication, collaboration, and creativity.

2. Integrate skill-based learning into the curriculum:

Integrate skill-based learning into the curriculum by incorporating real-world problems, case studies, and simulations. This will help students apply their knowledge and skills in a practical setting.

3. Encourage project-based learning:

Encourage project-based learning where students work on real-world projects that require them to apply their skills and knowledge to solve complex problems.

4. Use technology:

Use technology to enhance skill-based learning. For example, use online simulations, virtual labs, and online collaboration tools to provide students with hands-on learning experiences.

5. Provide opportunities for experiential learning: Provide opportunities for experiential learning such as internships, apprenticeships, and volunteering programs. This will help students gain practical experience and develop their skills.

By focusing on skill-based education, schools in West Bengal can prepare students for the challenges of the future and help them become lifelong learners.





CHAPTER 9: ENCOURAGING EXPERIENTIAL LEARNING



Experiential learning is a type of learning that emphasises learning by doing. It involves practical, hands-on experiences that enable students to apply their knowledge in real-world situations. This type of learning helps students to develop a deeper understanding of concepts and to build skills that apply to their future careers.

The NEP 2020 emphasises the importance of experiential learning and encourages schools to incorporate it into their curricula. As a school administrator in West Bengal, you can encourage your teachers to integrate experiential learning into their teaching strategies.

Here are some practical tips for encouraging experiential learning in your school:

1. Incorporate field trips:

Plan field trips to museums, the zoo, cultural sites, and other relevant locations. This will give students a chance to apply their knowledge in a real-world context.

2. Create project-based learning opportunities:

Allow students to work on projects that require them to solve real-world problems. This can help students to build critical thinking, problem-solving, and collaboration skills.

3. Use case studies:

Use case studies to teach students about real-world situations and how to apply their knowledge to solve problems.

4. Encourage internships:

Encourage students to participate in internships or job-shadowing programs that give them hands-on experience in their desired fields.

5. Use simulations:

Use simulations to provide students with practical experience in areas such as business management, engineering, or science.

By incorporating experiential learning into your school's curriculum, you can provide your students with a more engaging and effective learning experience that prepares them for success in their future careers. We offer a range of digital resources, such as online simulations and virtual labs, to support experiential learning in science and mathematics subjects. These resources enable students to explore complex concepts and ideas in a safe and controlled environment.

CHAPTER 10: COLLABORATING WITH OTHER SCHOOLS



Collaboration with other schools can help in sharing best practices and resources, which can aid in the implementation of the NEP 2020.

Here are some practical tips for collaborating with other schools:

1. Join professional networks and associations:

Joining professional networks and associations can provide opportunities to meet and learn from educators from other schools. West Bengal has several education associations that schools can join, including the All West Bengal Private Schools' Association and the All West Bengal Teachers' Association.

2. Participate in workshops and conferences:

Attending workshops and conferences can provide opportunities to learn from experts and network with other educators. Schools can organise joint workshops and conferences with other schools to share best practices and discuss common challenges.

3. Engage in joint projects:

Schools can collaborate on joint projects that can benefit both schools. For example, schools can collaborate on a research project or a joint cultural event that can help students learn about different cultures and perspectives.

4. Share resources:

Schools can share resources such as teaching materials, books, and educational software. Schools can also collaborate on the purchase of resources, which can help to reduce costs.

5. Peer mentoring:

Schools can collaborate on peer mentoring programmes, where experienced teachers can mentor new teachers. This can help to improve teaching practices and provide support to new teachers.

Collaboration with other schools can be an effective strategy for implementing the NEP 2020 in schools in West Bengal. Schools in West Bengal can connect and collaborate through our platform by sharing courseware and resources. Through our platform, schools share their successes, challenges, and strategies for implementing the NEP 2020. This platform will also allow schools to access a wide range of resources, including lesson plans, teaching materials, and professional development opportunities.



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CHAPTER 11: INVOLVING PARENTS AND THE COMMUNITY

Parents and the community play an important role in supporting the education of students. By involving them in the school's activities, schools in West Bengal can ensure a more comprehensive and effective implementation of the NEP 2020.

Here are some practical tips for involving parents and the community:

- 1. Conduct regular parent-teacher meetings: Organise parent-teacher meetings on a regular basis to discuss the progress of students, address any concerns, and get feedback from parents. This will help build a strong relationship between parents and teachers and foster a positive learning environment for students.
- Engage parents in school activities: Involve parents in school activities such as sports day, annual day celebrations, and cultural events. This will help them feel connected to the school and encourage them to support their children's education.
- Establish a parent-teacher association (PTA): Set up a PTA composed of parents and teachers to provide a platform for open communication, discussion of issues, and collaboration on school projects.
- 4. Conduct community outreach programs:

Organise community outreach programs to raise awareness about the importance of education, involve the community in school projects and promote community participation in school activities.

5. Seek community support:

Engage local businesses, NGOs, and other organisations to support the school's activities, provide resources, and share expertise.

By involving parents and the community, schools in West Bengal can create a more collaborative and supportive environment that promotes the holistic development of students and ensures the success of the NEP 2020.



CHAPTER 12: MONITORING AND EVALUATING PROGRESS

Monitoring and evaluating progress towards implementing the NEP 2020 is crucial to ensure that the school is moving in the right direction and making the necessary changes to achieve the desired outcomes.

The following are practical tips for monitoring and evaluating progress:

1. Set clear goals and objectives:

The school should set clear goals and objectives that align with the NEP 2020. These goals should be specific, measurable, achievable, relevant, and time-bound.

2. Collect and analyse data:

The school should collect data on various aspects of its functioning, including curriculum implementation, teacher capacity, infrastructure, student performance, and stakeholder satisfaction. This data should be analysed to identify areas of strength and weakness and to track progress over time.

3. Use feedback mechanisms:

The school should use feedback mechanisms to gather input from various stakeholders, including teachers, students, parents, and the community. This feedback should be used to identify areas for improvement and to make necessary changes.

4. Engage in self-reflection:

The school should engage in self-reflection to assess its progress towards achieving its goals and objectives. This self-reflection should involve an honest assessment of the school's strengths and weaknesses and a commitment to making necessary changes.

5. Seek external evaluation:

The school should seek external evaluation from experts in the field of education to provide an objective assessment of its progress towards implementing the NEP 2020. This external evaluation can provide valuable insights and recommendations for improvement.

By monitoring and evaluating progress towards implementing the NEP 2020, schools in West Bengal can ensure that they are making the necessary changes to provide high-quality education that meets the needs of their students and prepares them for the future.



KEEPING STUDENTS ON TRACK

We offer a range of resources, including data collection and analysis tools, feedback mechanisms, and professional development courses that can assist schools in their monitoring and evaluation efforts. By working with us, schools can access the expertise and support they need to make evidence-based decisions and ensure that they are on track towards providing high-quality education that prepares students for the future. Let us be your partner in achieving your NEP 2020 goals.



NAGAED: YOUR PARTNER IN IMPLEMENTING THE NATIONAL EDUCATION POLICY

The National Education Policy 2020 offers a pivotal opportunity for schools in West Bengal to transform their educational approach and better prepare students for the challenges of the 21st century. NEP 2020 emphasises the importance of a holistic and multidisciplinary education that fosters critical thinking, creativity, and problem-solving skills while encouraging the integration of technology and experiential learning.

To successfully implement NEP 2020, schools in West Bengal need to take several key steps. These include assessing their current state, developing a comprehensive capacity-building plan, aligning their curriculum with NEP 2020 standards, introducing technology into classrooms, implementing continuous assessment, focusing on skill-based education, promoting experiential learning, collaborating with other schools, involving parents and the community, and continuously monitoring and evaluating progress.

By embracing these strategies, schools in West Bengal can create a more inclusive, equitable, and high-quality education system that empowers students to become lifelong learners and responsible citizens. It is crucial that all stakeholders—including school leaders, teachers, parents, and the broader community—work together to realise the vision of NEP 2020 and ensure that every student receives a world-class education.

As a leader in digital education solutions in the Northeast, we are uniquely positioned to support schools in West Bengal in implementing the National Education Policy 2020. Our team of experts has developed comprehensive solutions for capacity building, curriculum alignment, digital integration, and assessment that are tailored to the specific needs of each school.

By partnering with us, you gain access to cutting-edge digital tools, teacher training programs, and best practices from around the world. Our solutions are designed to be both scalable and sustainable, ensuring long-term success for your institution.

Take the first step towards implementing NEP 2020 in your school today. Contact us to schedule a consultation with one of our education experts and learn more about our solutions. Together, we can transform education in West Bengal and prepare our students for success in the 21st century.





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