dakshana

Annual Report 2010

The Dakshana Foundation

Dear Friends:

Dakshana completed its 4th full year of operations in 2010. By any measure, it was a highly successful year. The painful cutbacks of 2009 have resulted in the highest social return on investment (ROI) we've ever had. Our then diminished resources forced us to take a hard look at every facet of our operations and we are now seeing the fruits of those tough actions.

Dakshana Scholars have come through again with flying colors in the 2011 IIT Joint Entrance Exam (IIT-JEE). Thirty seven (out of 67) Dakshana Scholars have successfully qualified in the IIT-JEE merit list – a success rate of 55%. Last year, 90 of our 294 scholars cracked the IIT-JEE – a success rate of 31%. Our success rate is nearly 80% higher!

Of the 67 scholars, seventeen girls were prepped via a pilot internet-based IIT-JEE coaching program that we ran at Puducherry in India. It did not work. None of the girls qualified in the IIT-JEE and we have shelved internet-based IIT-JEE prep for now. I am confident that the technology and online materials will improve in the years ahead, but it's not ready for prime time just yet.

The remaining fifty scholars went through our standard classroom instruction program. Thus the real success rate was a stunning 74% (37/50). This is the first batch which was selected nationally and we placed all 50 scholars at a single location. It is also the batch where we delivered the highest degree of social justice since inception. This is the most impoverished set of scholars Dakshana has ever supported. All of them are Scheduled Castes and Tribes and virtually all of them came from rural farmer/blue collar families where typically at least one parent is illiterate.

Of the over 485,000 students who took the IIT-JEE this year, less than 2.2% were accepted by the IITs. Dakshana's success rate is over 33 times the national average! And, amazingly, our scholars come from families whose incomes are clearly in the bottom 10% of IIT-JEE test takers!

Our topper, Bhrugupati Hansda, is typical. He hails from Mayurbhanj in Odisha, one of India's poorest and most backward districts. Bhrugupati got an All India IIT-JEE ST rank of 15. His mother is illiterate and father barely completed high school and earns a paltry Rs. 3000/month ($67) as a laborer. Right on his heels is Sunaram Tudu from Keonjhar in Odisha with an All India IIT-JEE ST rank of 18. Keonjhar is a consistent regular on the list of the one hundred most backward districts in India. Sunaram's father, Salkhan, barely ekes out Rs. 1000/month ($23) as a landless farmer. His mother, Malati, was illiterate and is deceased. With six children, every single day is an uphill battle to survive for Salkhan.

While the Jawahar Navodaya Vidyalaya (JNV) system provides not only a free education, but also free room and board for the likes of Sunaram, the financial pressures his family faced made him strongly consider dropping out after 10th grade – and he did. He got a job as an unskilled manual laborer right after finishing 10th grade. Dakshana didn't know that. His excellent academic record put him on our list of JNV students invited to take our selection test. A small sliver of JNV students make the cut. His JNV mathematics teacher reached out to Sunaram and congratulated him – and convinced him to take our test. And he did. And he got selected by us, moved to JNV Bengaluru and is now majoring in Chemical Engineering at IIT Kharagpur! It is this transformational impact that Dakshana has on the Sunarams of the world that energizes the entire Dakshana team to relentlessly pursue lifting families from poverty and unleash the awesome brainpower in India's ignored hinterlands.

Prem Watsa Joins Dakshana's Advisory Board

We have a new cheerleader for Dakshana in Prem Watsa. Prem is an alumnus of IIT Madras and hails from a very modest background. He is the Founder and CEO of Fairfax Financial in Canada. Fairfax is a highly successful insurance business that has a market capitalization of over $8 Billion and assets of over $23 Billion.

Dakshana got a very solid shot in the arm when Prem pledged $5 million to the foundation! Starting in 2011, the Watsa family will be gifting $1 million a year for five years. Prem and his family spent an incredible amount of time doing a deep dive on Dakshana before the pledge – including a remarkable visit to the JNV Gachibowli in Hyderabad. In keeping with his low-ego demeanor, Prem wanted to remain anonymous. However, I insisted that it was important to have his gift be fully visible – and I'm glad that he finally agreed. At my suggestion, he has joined our advisory board and I very much look forward to his insights and perspectives. Prem is living proof of what is possible for anyone after an IIT education.

Salient Accomplishments in 2010

Dakshana has continued to learn and become more efficient in the fulfillment of its mission of alleviating poverty. The social ROI we get today is an eight-fold improvement over where it was when we started just four years ago – and it was already off the charts at the outset. Some of our salient accomplishments in 2010 were:

- All the JNV schools are run by the Navodaya Vidyalaya Samiti (NVS) which is an autonomous body under the Ministry of Human Resource Development (MHRD) of the Government of India. Dakshana, NVS and MHRD have all agreed to channel very meaningful resources to amplify Dakshana's model – to an eventual size of several thousand scholars. It is a wonderful public-private partnership. This will be done through dedicated scholar facilities within select JNV campuses for 280-360 kids. This campus within a campus enables enormous economies of scale while dramatically improving the infrastructure and teaching quality for our scholars. The Indian government and Dakshana have agreed to split these costs in an approximate 3:1 ratio. For every construction dollar we spend, the government will be spending $3. We have a stretch goal of having eighteen such facilities up and running by 2019.

- Each of these facilities will cost $2.5-$3.0 million – for an aggregate infrastructure expense of around $50 million over 8 years. The first few facilities are slated to be developed at JNV Bengaluru (Karnataka), JNV Bundi (Rajasthan), JNV Pune (Maharahtra) and JNV Kottayam (Kerala) – in that order. We hope to commission at least one new facility a year – starting in 2013. The stadium seating format classrooms at the first such facility (JNV Bengaluru) will be housed in the "Charles T. Munger Hall." Charlie Munger, Warren Buffett's partner and Vice Chairman of Berkshire Hathaway, is a huge proponent of the idea that the most talented math and science buffs of a country ought to pursue careers in engineering. I am very grateful to Charlie for granting us permission to name this landmark structure in his honor.

- We were very successful in deepening our relationship and goodwill at the highest levels with the Government of India. The Honorable Kapil Sibal (Union Minister of Human Resource Development), The Honorable Dr. Montek Singh Ahluwalia (Deputy Chairman of India's Planning Commission) and IAS/IFS officers like Shri S. C. Khuntia, Shri Manoj Singh and Shri Alok Verma have been an absolute pleasure to work with. They have bent over backwards to make Dakshana successful and I'm eternally grateful for their efforts.

- We received over $100,000 in critical contributions from a very generous set of patrons in 2010. This is over three times what we received in 2009. And we utilized 100% of these funds towards direct scholar expenses for books and IIT-JEE preparation services. Our year-to-date 2011 receipts are over $1,059,000 – including $1 Million from the Watsa family. These precious gifts couldn't have gone to a better cause.

- For the first time in 2010, Dakshana gave some preference to disabled scholars and accepted six physically disabled scholars (out of 110). Most have severely compromised lower limbs. We are excited about this added dimension towards our social justice objectives.

I think of these annual reports as chapters of an unfinished book. It is best to start with the first chapter – 2007's annual report. You can view it at www.dakshana.org/AR07.pdf. The 2008 and 2009 annual reports are available at http://www.dakshana.org/AR08.pdf and http://www.dakshana.org/AR09.pdf. Alternately, you can email me at mpabrai@dakshana.org and I'll mail you a hardcopy. For brevity, I'll assume that the reader has already read the earlier annual reports and perused our website.

2010 Financial Overview

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2010 Daksana Financial Overview
(in thousands of US$)

Cash and Marketable Securities on 12/31/09:	**$36**
Scholar and Overhead Expenses:	($291)
Contributions by Donors:	$412
Donated Coaching Services:	$31
Net Investment Gains:	$10
Cash and Marketable Securities on 12/31/10:	**$166**

(difference due to rounding)

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All the streamlining and restructuring we did in 2009 put us on a solid financial footing. We comfortably met our 2010 commitments and ended the year with over $166,000 in cash and securities. Dakshana's balance sheet gets stronger by the day – even as we significantly scale-up our operations.

In these annual reports, I have taken an atypical approach of not including detailed financials. This has been done for readability and saving a tree or two. US foundations are required to file Form 990-PF with the IRS every year and the IRS makes these filings public. We provide a link to these public filings on our website (www.dakshana.org/about_us/financials.asp). The Form 990-PF is filed in May of each year for the preceding year and it provides all the detailed financials.

Direct Scholar Expenses

In 2010, we spent $291,000 on the Dakshana Scholar program and related corporate overhead. In addition, T.I.M.E. and Aasanka donated about $31,000 in IIT-JEE coaching services – bringing the real total to $322,000. Of this amount, $259,000 was spent directly on the Dakshana Scholar IIT-JEE coaching Program and $63,000 comprised our corporate overhead. Let's examine the scholar expenses in a bit of detail.

During 2010, we delivered the equivalent of 270 scholar years of coaching at an average cost of $961/year or $1922/scholar. As a comparison, our blended direct average cost for IIT-JEE coaching was $2100 per scholar in 2009, $3085 in 2008 and $3650 in 2007. We've successfully lowered direct scholar expenses every year.

In 2010, for the first time, we added medical and nutritional supplements for our scholars. In addition to their normal JNV diet, all scholars get an egg and an added glass of milk daily. In addition, we now do vision, medical and dental screenings when scholars start their coaching with us. Appropriate actions are taken based on the results, including providing free eye glasses and vitamin supplements. It is all the more impressive that our per scholar costs have dropped as we've added these critical programs.

Corporate Overhead Expenses

Our corporate overhead expenses of $62,500 make up about 20% of our outlays. This seems extraordinarily high relative to the spending on the scholars. It is high, but unlike many other foundations, the Dakshana Scholar program is a direct program run by us. We typically do not make grants to other non-profits. We've run these very labor and management intensive programs ourselves. With staff and scholars spread across four remote locations in India, the logistical overheads and costs are quite significant. It does involve considerable travel, infrastructure and staff to execute. Also, it is hard to cut overheads below a baseline. Nonetheless, as we scale up our scholar base, we do expect overhead expenses to become smaller portions of the pie.

This corporate overhead averaged out to $232/scholar in 2010. This compares very favorably to $382 per scholar in 2009 and $828 in 2008. Our fully loaded cost (including corporate overhead) was $2154 per scholar in 2010 versus $2500 in 2009 and nearly $4000 in 2008. The rampant inflation in India makes these numbers all the more impressive. A tip of the hat to Colonel Sharma, Sharmila and the team in India. They run a tight ship!

The Cost to Produce an IITian

While the direct and overhead costs to support a scholar matter, it is the cost to produce an IITian that is the real benchmark that matters. It is the report card on how effective our spending and giveback endeavors truly are.

Table 1.   Dakshana Scholar Cost Data

Year	Direct Avg. Cost/Scholar	Corp. Overhead Cost/Scholar	Total Avg. Cost/Scholar	% Getting to IIT*	Cost to get a Scholar to IIT
2007	$3,650	$1,320	$4,970	21%	**$23,000**
2008	$3,085	$828	$3,913	21%	**$18,000**
2009	$2,100	$382	$2,482	31%	**$8,000**
2010	$1,922	$232	$2,154	74%	**$2,900**

*Next Year

It cost Dakshana over $23,000 in 2007 to get one scholar to IIT. This improved to $18,000 in 2008, $8000 in 2009 and is now at an incredible $2900. We are nearly eight times as efficient at producing IITians for every dollar spent than when we started four years ago! There are three levers here:

1. Direct Spending Per Dakshana Scholar
2. Corporate Overhead per Dakshana Scholar
3. Conversion rate of Dakshana Scholars going to IIT

By improving on all three factors, the combination has led to what Charlie Munger would call lollapalooza effects. It will be hard to improve the conversion rate further. If the success rate is above 70%, it implies that we are rejecting plenty of scholars who have a good shot at making it to IIT. This is presently the case and we are singularly focused on capacity expansion and program improvements in the years ahead – to the point that we struggle to get to a 70% success rate.

Dakshana's Financial Health

From the outset, Harina and I have committed to give 2% of our net worth to Dakshana every year as long as our net worth exceeds $50 Million at the end of any given year. Based on this formula, we were/are expected to give:

2006:	$1,067,983
2007:	$1,302,924
2008:	$0
2009:	$0
2010:	$1,168,983
2011:	$1,200,000*

Total: $4,739,890

Our actual giving (until the publication of this report) has been:

2006:	$577,420
2007:	$3,355,350
2008:	$106,491
2009:	$69,450
2010:	$345,064
2011:	$1,044,480

Total: $5,498,255

Excess Given: **$758,365***

*Estimate

As one can glean, we've given over $750,000 beyond our annual 2% threshold. We'll adjust this in the years ahead. Dakshana is in robust financial health. As I pen this letter, it has over $2 Million in cash and marketable securities. With the life-altering commitments we make to hundreds of families every year, it is important that we always maintain a strong balance sheet.

Dakshana's Wonderful Family of Donors

When we started Dakshana in 2006, Harina and I were confident in our ability to make a zillion execution mistakes – and we did! We wanted to make all these mistakes with our own assets and considered it a mandatory price to be paid to eventually become halfway decent social entrepreneurs. The good news is that, even with all our bloopers, we've delivered exceptionally strong social ROI.

By 2009, Harina and I felt we had enough execution history under our belt to invite folks to join our cause. While we believe that we'll continue making mistakes, we thought the odds are very high that these precious gifts would be effectively used for societal good. And to maximize the odds of this happening, we further mandated that these gifts could only be used for direct scholar expenses.

In 2009, fifteen brave pioneers sent over $32,000 to Dakshana. In 2010, gifts have more than tripled to over $100,000. And with Prem's generous pledge, we expect 2011 gifts to exceed $1.2 Million!

Here is a list of our 2010 donors:

Donor Name	City	State	Country	Amount
Ray Faltinsky	Rancho Santa Fe	CA	USA	$ 26,000
T.I.M.E. Pvt. Ltd.	Hyderabad	Andhra Pradesh	India	$ 24,667
Aasanka Learning Solutions	Mumbai	Maharashtra	India	$ 6,133
Anonymous				$ 5,000
Sunil & Ritu Bhargava	Hillsborough	CA	USA	$ 5,000
Gaja Advisors Ltd	Mumbai	Maharashtra	India	$ 3,000
Peter Kaufman	Glendale	CA	USA	$ 2,500
Najeeb Siddique	Columbus	GA	USA	$ 2,500
Thomas Kailath	Stanford	CA	USA	$ 2,444
Rajesh Vora	Mumbai	Maharashtra	India	$ 2,000
Peter Bevelin	Malmoe		Sweden	$ 2,000
Achit Patel	Oro Valley	AZ	USA	$ 1,944
In Memory of Shri. N. G. Karle	Jersey City	NJ	USA	$ 1,200
Srinivasulu Cherlo	Kingwood	TX	USA	$ 1,000
Atul & Minu Garg	Oak Brook	IL	USA	$ 1,000
Aman & Manisha Handa	Naperville	IL	USA	$ 1,000
John & Elizabeth Kailath	Fair Oaks	CA	USA	$ 1,000
Dr. Aroon & Richa Pal	Burr Ridge	IL	USA	$ 1,000
Jose Rodriguez	Andorra la Vella		Andorra	$ 1,000
Michael & Karen Stone	La Jolla	CA	USA	$ 1,000
Anonymous				$ 1,000
Mahesh Kumar	San Diego	CA	USA	$ 750
Ashish Kolli	Redwood City	CA	USA	$ 500
Rajeev Mantri	River Forest	IL	USA	$ 500
Christoph Stahl	Munich		Germany	$ 500
David & Susan Cornet	Canton	OH	USA	$ 450
Viresh & Karuna Rawal	Chicago	IL	USA	$ 400
Rahul Jain	Edgewater	NJ	USA	$ 300
Saurabh & Gita Parikh	Aliso Viejo	CA	USA	$ 300
Zeke & Gennifer Ashton	Southlake	TX	USA	$ 250
Wade Fetzer	Glencoe	IL	USA	$ 250
Robert D. & Phyllis Jaffee	Northbrook	IL	USA	$ 250
Michael Liccar	Chicago	IL	USA	$ 250
De Mai	Laguna Niguel	CA	USA	$ 250
Jagdish Mehta	Las Vegas	NV	USA	$ 250
Sanjeev Parsad & Alnesh Mohan	Burnaby	BC	Canada	$ 250
Michael & Sarah Bridge	Scottsdale	AZ	USA	$ 243
Dr. M. Nafees Nagy	Las Vegas	NV	USA	$ 243
Ajay Sadarangani	Rochester	NY	USA	$ 200
Sanjay Bindra	Los Angeles	CA	USA	$ 162
Haresh & Kokila Bhagat	Fort Worth	TX	USA	$ 151
John Mihaljevic	Zurich		Switzerland	$ 150
Diane Weinberg	New York	NY	USA	$ 150
Anil Chauhan			India	$ 111
Abhay Bhagat	Mumbai	Maharashtra	India	$ 111
Shahid & Adeela Ahsan	Irvine	CA	USA	$ 100

Diane & George Dumigan	Woodbridge	CT	USA	$	100
Bhavik Kothari	Columbus	OH	USA	$	100
Deepak & Usha Kulkarni	Irvine	CA	USA	$	100
Douglas Lee	Yorba Linda	CA	USA	$	100
Vishal Mishra	New York	NY	USA	$	100
Shirish Puranik	Palo Alto	CA	USA	$	100
Rajesh Renick	Dainfern		South Africa	$	100
Deepak Sarpangal	Los Altos	CA	USA	$	100
Tony & Rashmi Srivastava	Walnut	CA	USA	$	100
Glenn Surowiec	West Chester	PA	USA	$	100
Sy & Karen Zilberstein	Northbrook	IL	USA	$	100
Tarun Khanna	Montreal	Quebec	Canada	$	10
				$ 100,569	

I am pleased to report that all these gifted funds were used to buy books, create/improve classroom and dorm infrastructure and pay for coaching services for our scholars. Harina and I are grateful to our patrons for their generosity and wisdom.

These gifts do not tell the full story. Rao Tummalappali's company, Seneca Global, maintains our website and generates our scholar progress reports. Abhay Bhagat & Co. serve as our outside Chartered Accountants. We've never seen an invoice from these folks.

Ebay Lunch Auction

In the fall of 2010, Ray Faltinsky of Rancho Santa Fe (California) nudged me and said that he'd be happy to donate $10,000 to Dakshana if I met him for lunch. I suggested to Ray that at $10,000 a meal, I was available to break bread with him pretty much every day!

We met in October for lunch at the Montage Resort at Laguna Beach in California and had a great time. As he handed me an envelope, Ray said that he had studied Dakshana in some more detail in preparation for our meal together and concluded that $10,000 was woefully inadequate. He gifted $26,000 to Dakshana instead! Since Ray wasn't biting on my daily lunch offer, I suggested that perhaps we could make this an annual affair. He was quite enthusiastic about it and we concluded that perhaps the best approach was to auction lunch off with me on Ebay. He said that he'd endeavor to either win the lunch or make sure Dakshana received a solid boost to its coffers if he lost.

My wallet is getting old and I need a new one! So, I'll give my old wallet to the winner at the lunch. They're likely to find a stock tip (with no reps or warranties!) in there.

We'll plan to run the auction a few weeks after this report is out. If you're reading this report and we do not have your email address, please send it to me at mpabrai@dakshana.org and we'll get you the ebay link. Since I'm a shameless cloner, we'll keep it similar to the Buffett Lunch rules. The winner can bring up to 7 folks. The lunch will take place anywhere in Southern California or in any of India's metro cities or any other mutually agreeable location. Anything is fair game to discuss, except specific stocks. Of course, you can ask about the stock tip. And I'll personally pick up the tab.

College Loans for Dakshana Scholars

Once accepted by the IITs or the NITs, our scholars immediately become bankable. A range of scholarships and loans are available to them. However, sometimes the process of getting these can be bureaucratic and even corrupt. Dakshana is pleased to have deepened our ties with the IIT Bombay Alumni Association and the Shree Bhagwan Rao Napate Foundation. Staff of the Napate Foundation now visits our scholars at the respective JNV campuses a few weeks before the IIT-JEE. They interview them and assist them in completing their Napate loan applications.

In 2011, every single Dakshana Scholar was pre-approved for loans from the Napate Foundation - long before they appeared for the IIT-JEE. These approvals were conditional on getting admitted to an IIT or NIT. The Napate Foundation is a benevolent lender. Payment terms are only discussed after the student has graduated and has their first job. The foundation then sets mutually acceptable payment terms with the student based on their salary and circumstances. The Napate Foundation is clearly exceptionally good at what they do. Praveen Napate, the Managing Trustee, told me that defaults are virtually non existent and they've historically gotten back virtually every cent they've ever lent out. It is a great demographic to lend to!

It gives me great comfort to note that we are now able to eliminate all financial dilemmas for our scholars on day one and see them through to the finish line.

Dedicated Dakshana Scholar Campuses

To scale up, Dakshana needs to build out large dedicated scholar facilities. Each of these facilities will be developed on 4-7 acres of land within the typical 30 acre JNV campus. These locations were chosen based on the availability of world-class IIT-JEE faculty and institutes in their vicinity. They are prime pieces of real estate – routinely changing hands these days at $2-5 million an acre. Decades ago, when these JNV's were originally commissioned, these remote rural land parcels were valued at under $10,000 an acre. Needless to say, Dakshana gets to use this precious land at zero cost. Inclusive of the land, the cost of each of these campuses would be around $15-20 Million. Dakshana's share is actually not $1 out of $3, but more like $1 out of every $40! Did I mention that I love our partner, the Government of India? We only look good because we're being carried on the shoulders of a benevolent giant!

Why are we creating these dedicated campuses? The single biggest cost for Dakshana is IIT-JEE faculty. These specialist educators typically take home between $20,000 to $40,000 annually. In order to effectively use a faculty member, we need to have three batches, so that the Physics, Chemistry and Mathematics classes can go on simultaneously and each faculty member spends around 24 hours a week in the classroom. Thus the need to have three co-located 120 student ergonomic classrooms. The direct cost for prepping a scholar at these future campuses for IIT-JEE preparation will likely average out to under $1000/scholar – versus over $1900 today and $3650 four years ago. Both the government and Dakshana will have to incur considerable capital expenditures to make this happen, but the ROI and paybacks make these investments no-brainers.

In addition, we hope to move the very best science and math JNV teachers from across India to these campuses to serve as mentors to the scholars as well as get trained on the nuances of IIT-JEE prep. After a few years, we fully expect that one or more campuses may be fully handled by JNV's own teachers on JNV payroll – dropping our per scholar costs even further.

A Word of Caution

While these campuses offer plenty of upside to our model, there are significant execution risks. The first risk (that we are already seeing played out) is that there are multiple layers of government approvals needed – and these can take months and even years! Even with the tremendous support at all levels, the wheels of government can be slow to move. It reminds me of some beautiful lines by Ghalib as I think about this snail's pace love affair between Dakshana and the Government of India!

> *ham haiñ mushtāq aur vo bézār*
> *yā ilāhī! yé mājarā kyā hai*
>
> Translation:
>
> I am so full of desire. And yet she (the government) is so unresponsive.
> Oh God, what is this? And why is this?
>
> - Mirza Ghalib

We have yet to receive clearance on our Bengaluru project – even though a year has passed since we reached an agreement with NVS on the same. I am cautiously optimistic that the last few approvals will come through in a few months. My best guess is that the new JNV Bengaluru facility may not be commissioned until 2013.

Further, Dakshana will be involved in significant construction projects at a number of locations across India – an area where we have zero competence or expertise at this time. The Indian construction industry is froth with unethical practices including dangerous and unlawful work practices, use of sub-standard materials, kick-backs – you name it. Dakshana will endeavor to sidestep most of these issues with proper care and due diligence in the selection and oversight of our contractors, but they pose real risks.

We have terrific support for these initiatives at the highest levels of NVS and MHRD. However, the government frequently rotates its IAS/IFS officers and we are likely to be dealing with a new cadre of officers in the coming months. We've been through this before. Every change so far has simply made our relationships stronger. Part of the reason is that our track record speaks for itself. However, part of it is definitely the high quality of individuals we've been blessed to work with. I am optimistic that this trajectory will continue, but there are uncontrollable uncertainties in our path.

Plan B

Our original plans called for Dakshana to build out the classrooms and for the government to build out the dorms, dining and lab facilities. There is no point to us doing our part on time if the government end is delayed. The infrastructure is not usable till all parts are complete. Given the pathetic inefficiencies of state-run construction companies, we could easily have a 1-year project not be completed for 3-5 years! We could be stuck with considerable Dakshana funds trapped in these stymied projects. We need a Plan B to scale and we've come up with one.

The typical JNV campus can accommodate about 80-100 Dakshana scholars by transferring the 11th and 12th grade commerce students to a neighboring JNV. This frees up 2 classrooms and eighty dorm slots. This is how we've run our projects at JNV Bengaluru and JNV Hyderabad.

In the future, Dakshana's architects will design the 360 student facility to be executed in two phases. The first phase will comprise 1/3 of the project, with a 120-student classroom and accompanying dorms and staff quarters. Dakshana will build out this portion with 100% of its own funds. After we complete our portion, the campus will have a total capacity of 220 scholars. In parallel, we'll also request the government to approve and build out the capacity for the remaining 240 scholars. When the government completes its build out, we'll cease using the legacy classrooms, labs and dorms – and the school can resume serving commerce students.

This approach makes our scaling definitive and eliminates near term dependencies on state-owned construction companies. It also gives us 60% of the maximum campus capacity fairly quickly. Government approvals are faster when there are no government funds involved. Dakshana will present the project for approval as two distinct projects for each campus. We can do all 18 campuses in this manner and are thus guaranteed to have 4000 of our proposed 6000 seats operational with no government funding.

We plan to use JNV Bundi in Rajasthan as our first pilot project for this approach.

2020 in 2020 – An Audacious Goal!

In 2009, during the depths of the financial crisis, we set a goal of sending 2020 Dakshana Scholars to the IITs in the year 2020. If we get there, one in ten IITians would be from Dakshana – a mind boggling statistic. It's an audacious goal, but we intend to try very hard to get there. These dedicated campuses are fundamental to achieving that goal.

It would require taking in at least 3000 promising scholars a year – and having system-wide capacity for 6000 scholars.

Here is the proposed new campus commissioning schedule:

2013:	2	2016:	3
2014:	2	2017:	4
2015:	3	2018:	4

This would give us a total of 18 campuses with a total capacity of over 3100 annual selections. Even if the government delivered four years behind schedule, we'll still have the ability to prep nearly 2800 scholars for the IIT-JEE in 2020.

Without factoring in inflation, Dakshana's expenditures are expected to be around $35 million over the next decade. These outlays are expected to peak in 2017 at nearly $6 million and then settle down at a $3.5 Million run rate after 2020. In order to support an annual $3.5 million budget, Dakshana would need a corpus of at least $15 million – so that our support for the 6000+ scholars isn't dependent on near-term gifts. Clearly this ramp-up plan exceeds the visible resources at our disposal – by some margin.

> *Entrepreneurs recognize and pursue opportunity without regard to the resources they currently control. They find creative ways to acquire the resources to achieve their goals.*
>
> - Robert Reiss

However, I am confident that if we continue to deliver on our mission, the resources will show up. Quite a large chunk already has. Over half of our funding is already not from the Pabrai family. I'm hoping that, even as the Pabrai family increases its contributions in the years ahead, we become an ever smaller portion of the pie.

A far bigger obstacle is that we simply do not know if the talent pool in the JNVs is good enough for 2020 a year to go to the IITs. However, there are some promising markers. The JNVs only admit talented students on the basis of a language-independent test administered to 5th graders across India. Table 2 lists the statistics by year on students appearing for and being selected by the JNV system.

Table 2.   JNV Student Selection Statistics

Year	Appeared	Selected	% Selected
1986	126,017	6,253	4.96%
1990	314,762	17,445	5.54%
1993	411,398	24,429	5.94%
1996	393,975	24,559	6.23%
1999	463,150	26,850	5.80%
2000	533,333	27,813	5.21%
2001	588,158	30,036	5.11%
2002	668,297	30,066	4.50%
2003	774,438	31,883	4.12%
2004	876,405	31,664	3.61%
2005	922,331	32,773	3.55%
2006	1,042,460	35,605	3.42%
2007	1,235,288	36,364	2.94%
2008	1,286,582	36,758	2.86%
2009	1,248,297	37,578	3.01%

The 2020 in 2020 is plausible due to the following tailwinds:

1. The number of students admitted by the JNVs increases every year. We are plugged into the full network and whenever a new school comes online, its students automatically join our selection pool. The Dakshana Scholars who will take the IIT-JEE in 2020 will join a JNV in 2013. It would not surprise me to see the JNV system admit over 41,000 students in 2013. This is a 30% increase in 10th graders for us to pick from since 2003.

2. As one can glean from Table 2, even as the JNVs have scaled up from a handful of schools to nearly 600, it has become far more competitive to gain admission. In 2003, the kids were selected from a pool of under 775,000. The JNV system is likely to select from over 1.8 Million kids in 2013. While the seats have increased by 30%, the JNV admission-seeking pool has increased by over 130%. With every passing year, the JNV 6th graders are not just growing in number, the average student is getting better.

3. The admit rate varies widely by region. For example, JNV Jaipur (Rajasthan) has well over 25,000 5th graders trying to get one of its highly coveted 80 seats. The admit rate is under 0.3%! This is probably the hardest JNV to get into. On the other hand, there are several JNV's where less than 1000 students apply for the 80 seats. Over time, as the reputation of the JNVs spreads and India's population continues to grow, each incoming batch of 6th graders will be better than the previous one. And for us at Dakshana, I fully expect that we'll see ever more talented kids with each passing year.

   India needs tens of thousands of JNVs. The government recognizes that this is an initiative that is working well and is a great use of government resources. I'm hoping they do a meaningful step function and increase the JNV school count to over a thousand. Dakshana has repeatedly given voice to this desire at the highest levels of the government – and we'll continue to clamor for it. If they are successful in the scale-up, the national 10th grade JNV population would increase from around 40,000 today to over 70,000. We'd be selecting the top 4-5% of this promising group.

4. It is thus no surprise that the one school that has sent more scholars to Dakshana than any other is JNV Jaipur. Out of 824 scholars we've admitted so far, nineteen have come from JNV Jaipur and, incredibly, eight are IITians today. Humans are driven by their peers. The amazing Jaipur stats are a result of the extreme selectiveness, but I believe they are also driven by the Jaipur JNV 9th graders having role models at IIT who were 9th graders just like them. The impact of these peers cannot be overestimated.

   So far, just 114 JNVs have seen their Dakshana Scholars go on to IIT. Nearly 500 JNVs have never sent any of their Dakshana Scholars to IIT. Further, of the 114, just 28 JNVs have sent two or more Dakshana Scholars to IIT. There are over 250 JNVs that have never ever produced a Dakshana Scholar! I am confident that we will draw Dakshana Scholars from virtually every JNV before 2018. And with our high conversion rate, there will be students at IITs from virtually every JNV. This will lead to a snowball effect on interest in being IITians and getting selected by Dakshana.

5. There are seventeen IITs now, up from just nine in 2008. The new IITs are gradually ramping up the size of their incoming freshman class. By 2018, the IITs will likely be accepting over 20,000 undergrads every year – up from less than 8000 in 2008. More importantly, the IITs have a 15% quota for Scheduled Castes (SC), 7.5% for Scheduled Tribes (ST). Thus some 4500 seats will be reserved for SC/ST students. Mirroring the IITs, the JNVs also have these quotas. Across India, over 41% of the JNV student body is SC/ST. In the year 2018, this group will be over 17,000 strong. If the top 8% of this group is accepted by the IITs, we'll achieve our audacious 2020 goal.

6. The IITs and the JNVs also have a 3% quota for physically disabled students. The IITs have to lower the bar considerably to fill the disabled quota. Until 2010 I was busy gazing at my navel and didn't focus on the disabled quota. We did end up with a few disabled scholars anyway – and they are all IITians today. In 2010, for the first time, Dakshana deliberately gave some preference to six disabled scholars. I am very proud of Hemant Patidar, Rahul Patidar, Deepayan Nayak, Shiv Kumar, Ubaidullah Barbhuiya and Kumar Gaurav who are all with us at JNV Bengaluru and JNV Ranga Reddy and will take the IIT-JEE in 2012. Most have severe physical disabilities, but they are just as talented, cheerful and driven as their classmates. Not only will they all make it to IIT, most of them won't even need the quota!

   In 2010, disabled kids made up 4.5% of our selected scholars. I am hoping we can raise this percentage in the years ahead. All future Dakshana classrooms will be designed to accommodate disabled students in significant numbers. We hope that the disabled make up at least 5% of our 2020 in 2020 number. There is tremendous social justice and societal good that'll come out of this initiative in the decades ahead.

7.   The JNVs do admit exceptionally talented kids. And they do offer wonderful infrastructure as well. However, there are significant differences in the quality of the teachers, both within and between JNVs. As an example, the excellence of the science and math teachers at JNV Cuttack (Odisha) has been repeatedly highlighted to me. It is thus no surprise that Cuttack has produced seventeen Dakshana scholars so far - the 2nd highest number of scholars from any JNV.

The negative impact of a disinterested teacher cannot be overestimated. The JNVs face the same issues as US public schools. Being employed by the government and represented by powerful unions, it is virtually impossible to fire incompetent teachers. Nor can the system offer meaningful incentives for great teaching.

In the years ahead, we'll look at the JNVs that have very large numbers seeking admission, yet do not produce meaningful numbers of Dakshana scholars. At these schools, for example, we could partner with Teach For India (www.teachforindia.org). Teach for India could depute passionate professionals to underperforming JNVs to energize students in 9th and 10th grades about science and mathematics. We hope to pilot this initiative at a few promising schools. Getting kids energized at an early age about science and maths is critical to harnessing their hidden potential.

8.   The state of Tamil Nadu has no JNVs. The state refuses to allow JNVs due to learning Hindi being a JNV requirement. This same issue had led to no JNVs in the state of West Bengal. That impasse was broken a few years back and Dakshana has begun to receive very promising talent from West Bengal. With a population of over 60 Million, Tamil Nadu has the potential to deliver tremendous talent to Dakshana. Adding Tamil Nadu to the mix would make our 2020 goal that much easier.

While we do have some tremendous tailwinds and opportunities, the one gating factor is that we do need the government to allocate resources to execute their end of these build-outs successfully. We also need them to grant us the necessary construction permits in a timely manner. Even with full cooperation at every level, we are likely to face considerable obstacles. This wonderful public-private partnership is the key to our past and future successes, but I see this as the single biggest risk we face.

Red Earth and Pouring Rain

A few weeks ago, I made a long-anticipated 1600 kilometer road trip up the Southwestern coast of India. Every year, I set aside a few days to visit Dakshana's alumni in their homes in different parts of India. This year I focused on our alumni from the state of Kerala and Udupi in Karnataka. Over the course of a week, I visited sixteen Dakshana scholars and their families. Few places on Earth are as pretty as Kerala during the monsoons. Nothing can beat taking in Kerala's red earth and pouring rain from the modest homes of Dakshana scholars.

> *dair nahīñ, haram nahīñ, dar nahīñ, āstāñ nahīñ*
> *baithé haiñ Dakshana scholar ké jhopadé méin hum*
> *woh zooron ki bārish, yeh nariyal kā pāni,*
> *yahān sé hum uthé kyūñ*
>
> Translation:
>
> Not for me the sanctuaries and shrines. Not for me the palaces fine
> Here I am sitting in the modest hut of a Dakshana Scholar
> That heavy downpour, this sweet coconut water
> Why should I leave?
>
> Mirza Ghalib – lightly edited by Mohnish

And to keep the Ghalib purists from getting tangled up in knots, here are the original lines:

> *dair nahīñ, haram nahīñ, dar nahīñ, āstāñ nahīñ*
> *baithé haiñ rahguzar pa hum, ghair haméñ uthāé kyūñ*
>
> Translation:
>
> Not for me the sanctuaries and shrines. Not for me the palaces fine
> I just lie by the wayside. Still why is it I am not left in peace.
> And from here too I am removed.
>
> - Mirza Ghalib

In all sixteen cases, I was happy to note that Dakshana absolutely did the right thing by supporting all these scholars. There is simply no way they would have gotten to IIT or NIT without Dakshana. Some of the poverty I witnessed among these families was extreme. In two cases, the family is somehow surviving on under $1/day! Hats off to the Government of India for setting up the JNV system that took in these kids – and eventually enabled us to get them to a top-ranked institute.

However, even among the poorest of the poor, nothing was lacking in their warmth or hospitality. I visited Arun Prabhakaran and his family in Ernakulam (Kerala). Arun took the IIT-JEE this year and was our IIT-JEE SC topper with an All India SC rank of 19. Arun's father is a laborer. In 2009, I visited Arun's class in JNV Bengaluru and played a game with them.

When speaking to students, Warren Buffett routinely brings up the three most important traits to be highly successful in life. They are integrity, intelligence and energy. He asks students to pick a classmate with whom they'd hypothetically trade 10% of their lifetime earnings in return for 10% of the chosen classmate's earnings. The best choice isn't the brightest person, but rather the one that scores highly on all three factors. I had Arun's class vote by secret ballot on their pick to do the 10% swap. Arun got the greatest number of votes in that exercise. He is a fine young man and I look forward to cheering him on from the sidelines in the coming decades.

When Arun entered 5th grade, the family spent $20 to enroll him in a year-long coaching class for the JNV selection test. The class was obviously effective. Arun informed me that 32 of the 80 students selected to enter JNV Ernakulam in Kerala that year were from this one coaching school! Typically about 5000 students vie for the 80 slots.

Arun has a younger set of siblings - a twin brother and sister who will take the JNV selection test this year. So I asked Arun if they had taken the same coaching class. Very flatly, he said no. He explained that the fee was now about $60 and his parents could not afford the $120 to get them both coached. I was stunned. The family is clearly aware that the $20 they spent ended up getting Arun a seat as a Computer Science major at IIT Bombay. It is the most sought after IIT campus and major – and extremely hard to get. Arun is pretty much guaranteed to be sought out by a plethora of world-class IT and software companies with a starting salary of over $1000/month in 2015. That's equivalent to $6000/month in the US.

With all this awareness, the family could not come up with the $120! When I visited Arun, there were still 3 weeks left before the JNV selection test. I immediately gave him Rs. 2500 ($55) and told him to give it to the coaching institute to do an intense 3-week crash course for his siblings. In addition, I also asked him to spend all his time prepping them for the test.

Daan – Dakshana Alumni Network is Launched

With over 700 Dakshana alumni at various top flight institutes, it is wonderful to see the launch of Dakshana's Alumni Network. This initiative was driven primarily by one of our alums, Abhishek Rai (IIT Kharagpur), with support from Colonel Sharma and Sharmila. Abhishek is the founding secretary and they are in the process of establishing various programs, including systematic volunteering for Dakshana and mentoring Dakshana scholars who are in the thick of IIT-JEE preparations.

2011 IIT-JEE Results

It is always instructive to look at our detailed IIT-JEE and AIEEE results. Here is a summary of our 2011 IIT-JEE results for the 67 scholars we selected in 2009.

Dakshana's Class of 2011's IIT Results

	GEN	OBC	SC	ST	Accepted by IITs (total)	DNQ GEN	DNQ OBC	DNQ SC	DNQ ST	DNQ Total	Total
Bengaluru	0	0	27	10	**37**	0	0	8	5	**13**	**50**
Puducherry	0	0	0	0	**0**	0	0	14	3	**17**	**17**
Total	**0**	**0**	**27**	**10**	**37**	**0**	**0**	**22**	**8**	**30**	**67**

At Puducherry, we had 19 girls being prepped for the IIT-JEE online over the internet. This pilot program did not deliver – and has been shelved. By early 2010, we had grave concerns about the Puducherry program. After six months of naval gazing, we ordered new furniture for the Bengaluru classrooms to increase capacity from 48 to 50 scholars. And just 7 months before the IIT-JEE, we moved two of the girls (Harshala Jhambulkar and Bhawana Painkra) from Puducherry to Bengaluru. Of these two, Harshala cleared the IIT-JEE while Bhawana did not. However, even Bhawana scored at least 40% better than any of the remaining Puducherry girls. She got admission to a medical school in Pune and plans to become a gynecologist.

Had all the Puducherry girls gone through the regular classroom program for the full 2 years, at least 50-75% of them would have cleared the IIT-JEE. Some of them are prepping for a 2nd attempt and they'll do well.

We've used a similar selection test pattern across India for three years now and were able to correlate the 2009 Dakshana Selection Test results with the 2011 IIT-JEE results to refine our 2011 selections. Our selection algorithms keep getting better with every passing year. The test does a good job of identifying kids who are clearly IIT material. What the test does not do well is understand the drive, aptitude and motivation level for the selected scholars. We are unsure how to predict these important factors. We routinely run into scholars who show little interest or motivation after a few months. We've been able to turn some of them around with counseling, but there are others who just aren't interested. In the rare extreme case, we've removed the scholar from the program and sent them back to their home JNV.

The 2011 Bengaluru results reflect this reality. Every one of the 48 scholars at Bengaluru clearly had the capacity to clear the IIT-JEE in their first attempt. However, 12 didn't make the cut – mainly due to a lack of commitment. We are thus likely to struggle to get our success ratios higher than 70-80%. The age band we're dealing with further complicates counseling efforts. These 16-18 year old adolescents are going through a lot of physiological changes during these formative years.

IIT-JEE Results for Scholars selected in 2008 – 1st and 2nd attempt

The IITs allow two lifetime attempts at the IIT-JEE. Some of the scholars who do not clear it the first time take the test again after a year. Typically 30-50% of the Dakshana Scholars who retake the IIT-JEE do clear it. This is another remarkable statistic.

IIT-JEE Results for Scholars selected in 2008 – 1st and 2nd attempt

	Coaching Location	GEN	OBC	SC	ST	PC	PT	PD	Accepted by IIT (total)	DNQ GEN	DNQ OBC	DNQ SC	DNQ ST	DNQ Total	Total
1	Bengaluru	11	11	3	2	0	0	1	**28**	8	3	0	1	**12**	**40**
2	Cuttack	1	5	3	4	0	2	0	**15**	7	6	8	8	**29**	**44**
3	Faridabad	4	5	6	5	0	0	0	**20**	4	3	8	5	**20**	**40**
4	Lucknow	1	2	16	0	0	0	0	**19**	1	4	18	0	**23**	**42**
5	Moregaon	0	0	2	2	0	1	0	**5**	6	11	7	11	**35**	**40**
6	Pune	2	0	9	1	0	2	0	**14**	7	11	16	1	**35**	**49**
7	Ranchi	2	6	3	3	0	0	0	**14**	2	6	12	5	**25**	**39**
	TOTAL	**17**	**21**	**31**	**15**	**0**	**5**	**1**	**115**	**39**	**52**	**80**	**33**	**179**	**294**

Legend:

GEN	General IIT-JEE Merit List
OBC	Other Backward Classes IIT-JEE Merit List
SC	Scheduled Caste IIT-JEE Merit List
ST	Scheduled Tribe IIT-JEE Merit List
PC	Preparatory Course for Scheduled Caste IIT-JEE Merit List
PT	Preparatory Course for Scheduled Tribe IIT-JEE Merit List
PD	Person with Disabilities IIT-JEE Merit List
DNQ	Did not Qualify in the IIT-JEE

Our success percentage for each location was:

Bengaluru:	70%	Cuttack:	34%
Faridabad:	50%	Pune:	29%
Lucknow:	45%	Moregaon:	13%
Ranchi:	36%		

For all locations except Bengaluru, Dakshana gave heavy preference to SC/ST students in the 2008 selections. It is thus remarkable to see Bengaluru with a 70% success rate. The SC and ST success rate in Bengaluru is 100% and 67% respectively – higher than any other center. T.I.M.E. in Bengaluru did a great job with the coaching – and it shows in the results. 2008 was the last year when we did regional selections. With national selections and placements, we expect to blow the lights out – at least until we scale up considerably.

Arjuna and the Center of the Eye

The *Mahabharata* is one of the two major Sanskrit epics of ancient India. Written more than 2000 years ago, it is chock full of wisdom and great life lessons. The story revolves around a North India kingdom and a royal family feud between competitive cousins. It was traditional for princes to be sent off into the woods to be educated in a broad range of skills from governance and classic literature to the art of warfare under a learned guru.

Guru Dronacharya was among the greatest of such gurus and was grooming a set of princes. One day he decided to test his students in their skill of archery. He hung a wooden bird from the branch of a tree and then summoned his students. He asked the first one to aim for the bird's eye. He then asked the student what the student could see. The student replied that he could see the garden, the tree, flowers, etc. Drona asked him to step aside. He repeated the same process with a few other students. Each time the student was asked to step aside. Finally it was the great Arjuna's turn.

Arjuna later becomes the greatest warrior and archer in the land. Dronacharya asked Arjuna what he could see. Arjuna replied that all he could see was the center of the eye of the bird. Dronacharya asked Arjuna to fire at will. He did. And the arrow hit the bird's eye.

When I was starting my entrepreneurial journey more than 2 decades ago, I read a book with a powerful insight that has stayed near and dear to me ever since: *If you want to grow your business, you must narrow your markets*. The fatal mistake most entrepreneurs make is that they try to grow by broadening their markets. Broadening simply makes you a "me too" proposition. It dilutes any competitive advantage and, more importantly, does not allow one to further hone that advantage.

I've tried and tested this philosophy repeatedly over time and have come to appreciate its power. At Dakshana, Arjuna is our hero. We are all about focus. Since 2007, we've been asked to expand our horizons – to include prepping students for medical school or law school or accounting etc. We've been asked to go beyond the JNV system to include students from other schools. We've been asked to go beyond the IITs. We've been asked to fund other non-profits with a myriad of initiatives. We've even been asked to go into fields outside of education like health or the environment. Even Harina has questioned why Dakshana is only focused on India? Why not Africa or inner cities in the United States?

To all of these wonderful questions, my answer has always been no. When we started four years ago, we didn't know how to spell IIT-JEE. Today, none is happier than me to note that 276 (out of 713) of our scholars have been accepted by the IITs. That's nearly 2 out of every 5 scholars! And today we consider a 40% success rate as pathetic! Our focus has allowed us to get better at the minutiae.

The minutiae matters. Every year we give about 30 books to our scholars for their IIT-JEE preparation. And every year that book list has been tweeked, based on scholar feedback. The kids today get a set of books that cost Dakshana at least 25% less than 3-4 years ago and is a critical resource. Dakshana adds value not just by funding the cost of the books, but also by selecting optimally from hundreds of choices.

> *Put all your eggs in one basket and watch that basket.*
>
> - Mark Twain

Most of the over 200,000 students in some 600 JNVs are familiar with Dakshana today. They understand one thing. If you want to be successful in life, you just need to be accepted as a Dakshana Scholar. That brand awareness is incredibly powerful. And it wouldn't have happened if we weren't singularly focused on the center of the eye.

While intense focus is fundamental to the success of virtually all businesses, it is absolutely critical for non-profits. As Warren Buffett says, in the business world, we get to choose the most promising (and easiest) areas to make a buck. In the non-profit world we are forced to deal with some of the toughest problems around – poverty, education, malnourishment, corruption, environmental issues etc. These problems have defied solutions even after some very solid brainpower and trillions of dollars have been expended on them. So, when a non-profit tries to tackle any of these issues, to have any hope of success, they need to pay heed to Arjuna's message.

Even the largest of non-profits, like the Gates Foundation, does not have the resources to tackle a single issue like US public school education thoroughly. Every year, some $600 Billion is spent on K-12 public education in the United States. The Gates Foundation spends less than $3 Billion a year on all its causes. And even if the Gates Foundation emptied its coffers, that would only yield some $35 Billion.

And if the Gates Foundation faces resource constraints, then the rest of us are resource constrained to the power of resource constrained! It is thus imperative that non-profits measure the social ROI on their various initiatives and drive the bulk, if not all, of their resources towards the one cause with the greatest impact. It is perfectly fine to experiment with a few initiatives to find the one that is the best. Sadly, most non-profits try to attack many social issues at the same time. They do not holistically measure the impact of their various initiatives and just "feel good" that they are doing good. They are indeed making a difference, however, society would be so much better off if they became Arjuna fans and could only see the center of the eye.

The single basket approach does create dependencies and possible failure points. That's fine. It is the price to be paid to have a shot at success. Dakshana used to have a number of coaching partners. Today we have just one – and we've expanded our relationship with this one great firm, T.I.M.E., from coaching 40 scholars in a batch to over 200. We are quite heavily dependent on T.I.M.E., on the JNV system and on the one and only Colonel Sharma. However, the reverse is getting to be true as well. T.I.M.E.'s faculty loves teaching our scholars. The JNV system would find it quite hard to replicate or replace what Dakshana does. And the Colonel does enjoy his Dakshana escapades! As we scale, these dependencies will get naturally mitigated.

> *hazāroñ khvāhishéñ aisī ki har khvāhish pé dam nikalé*
> *bahut nikalé méré armān, lékin phir bhī kam nikalé*
>
> Translation:
>
> A thousand desires, each one worth dying for
> And many such desires are indeed fulfilled.
> And yet, the sum of them all remains the same.
> For no matter how many are fulfilled, the myriad desires still remain.
>
> - Mirza Ghalib

These are early days for Dakshana. Whatever has transpired over the last four years has widely surpassed even the most buoyant expectations I had at the outset. And yes, like Ghalib correctly says, thousands of amazing wishes have indeed been fulfilled, but there are still thousands yet to be granted! I look forward to the granting of those wishes in the years ahead.

Warm Regards,

July 29, 2011
Irvine, California.

Mohnish Pabrai
Founder & Catalyst

Dakshana Alumni Data

2008

Scholar Name	From	Institute	Institute Location	Stream of Study
Shashank Dubey	Jabalpur, Madhya Pradesh	Maharashtra Institute of Technology	Pune, Maharashtra	Petroleum Engineering
Bhanu Bhakta Upadhyay	Golaghat, Assam	NIT	Silchar Assam	Electronics & Communication Engineering

2009

Scholar Name	From	Institute	Institute Location	Stream of Study
Sebin A. J.	Kannur, Kerala	Amal Jyothi College of Engineering	Kanjirapally, Kerala	Mechanical Engineering
Sonu Kumar	Muzaffarpur, Bihar	Bengal College of Engineering and Technology	Kolkata, West Bengal	Electronics and Communication Engineering
Ankit Anand	Banka, Bihar	Bhagalpur College of Engineering	Bhagalpur, Bihar	Mechanical Engineering
Devendra Balaji Shinde	Latur, Maharashtra	Bharati Vidyapeeth College of Engineering	Navi Mumbai, Maharashtra	Chemical Engineering
Snehal Ashok Pawar	Gondia, Maharashtra	Bharati Vidyapeeth College of Engineering	Pune, Maharashtra	Electronics and Communication Engineering
Komal Kisan Gade	Pune, Maharashtra	Bharati Vidyapeeth College of Engineering	Pune, Maharashtra	Electronics & Telecommunications
Biplab Biswas	Kanker, Chhattisgarh	Bhilai Institute of Technology	Durg, Chhattisgarh	
Rahul Rai	Gopalganj, Bihar	Bhilai Institute of Technology	Durg, Chhattisgarh	Computer Science Engineering
Abhinay Kumar	Vaishali, Bihar	Birbhum Institute of Engineering and Technology	Birbhum, West Bengal	Mechanical Engineering
Amit Kumar Dwivedi	Kanpur Nagar, Uttar Pradesh	Birla Institute of Technology	Ranchi, Jharkhand	Computer Science Engineering
Rahul Kumar Ranjan	Vaishali, Bihar	Birla Institute of Technology	Ranchi, Jharkhand	Architectural Engineering
Jaideep Singh	Rangareddy, Andhra Pradesh	Birla Institute of Technology & Science	Hyderabad, Andhra Pradesh	Mechanical Engineering
Devaraja G. P.	Dhamanagri, Karnataka	BM Sreenivasaiah College of Engineering	Bengaluru, Karnataka	Electronics and Communication Engineering
Supreeta S.	Koppal, Karnataka	BM Sreenivasaiah College of Engineering	Bengaluru, Karnataka	Information Technology Engineering
Subramanya Gajanan Shetti	Kumta, Karnataka	BV Bhoomaraddi College of Engineering and Technology	Hubli, Karnataka	Information Technology Engineering
Gampala Babji	East Godavari, Andhra Pradesh	Chaitanya Bharati Institute of Technology	Hyderabad, Andhra Pradesh	Computer Science Engineering
Ankush Thareja	Patiala, Punjab	Chitkara University	Solan, Himachal Pradesh	Electrical and Computer Engineering
Akram Ansari	Bhojpur, Bihar	Choudhary Charan Singh Agricultural University	Hisar, Haryana	Agricultural Engineering
T. Brahmini	Warangal, Andhra Pradesh	Christ Jyothi Institute of Technology and Science	Warangal, Andhra Pradesh	Computer Science Engineering
Akshay Manglekar	Belgaum, Karnataka	Christ University	Bengaluru, Karnataka	Science
Nilesh Vishwanath Adhav	Buldhana, Maharashtra	College of Engineering	Pune, Maharashtra	Metallurgical and Material Science Engineering
Vineeth V.	Kannur, Kerala	College of Engineering	Thiruvananthapuram, Kerala	Electronics and Communication Engineering
Jitendra Kumar Beniwal	Jaipur, Rajasthan	College of Engineering and Technology	Bikaner, Rajasthan	Electronics and Communication Engineering
Sonali Suchismita Panda	Jajpur, Odisha	College of Engineering and Technology	Bhubaneswar, Odisha	Mechanical Engineering
Tara Chand Jangid	Nagaur, Rajasthan	College of Textile Engineering and Technology	Dilwara, Rajasthan	Mechanical Engineering
Richa Rashmi	Koderma, Jharkhand	CV Raman College of Engineering	Bhubaneswar, Odisha	Electronics and Communication Engineering
Subhash Ranjan	Muzaffarpur, Bihar	CV Raman College of Engineering	Bhubaneswar, Odisha	Electrical Engineering

2009

Scholar Name	From	Institute	Institute Location	Stream of Study
Swati Swetalina Prusty	Jajpur, Odisha	CV Raman College of Engineering	Bhubaneswar, Odisha	Electronics and Communication Engineering
Ratnam Gupta	Kanpur Nagar, Uttar Pradesh	DAV College	Kanpur, Uttar Pradesh	Science
Pooja Sharma	Hisar, Haryana	Deenbandhu Chhotu Ram University of Science and Technology	Sonepat, Haryana	Electronics and Communication Engineering
Jignesh H. Kakadia	Surat, Gujarat	Dhirubhai Ambani Institute of Information and Communications	Gandhinagar, Gujarat	Information Technology Engineering
Jagadish Dinkar Parale	Kolhapur, Maharashtra	DKTE Society's Textile and Engineering Institute	Ichalkaranji, Maharashtra	Computer Science Engineering
Vinod R. Khot	Kolhapur, Maharashtra	DKTE Society's Textile and Engineering Institute	Ichalkaranji, Maharashtra	Mechanical Engineering
Dinkar Bharti	Bhagalpur, Bihar	Dr. B. C. Roy Engineering College	Durgapur, West Bengal	Electronics and Communication Engineering
Kamlesh Rajguru	Ahmednagar, Maharashtra	Dr. Babasaheb Ambedkar Technological University	Raigad, Maharashtra	Mechanical Engineering
Sushil Navanath Aherkar	Beed, Maharashtra	Dr. Babasaheb Ambedkar Technological University	Raigad, Maharashtra	Petrochemical Engineering
Abhimanyu Kumar	Patna, Bihar	Dr. Balasaheb Sawant Konkan Krishi Vidypeeth	Ratnagiri, Maharashtra	Agricultural Engineering
Deependra Singh Tomar	Shahjahanpur, Uttar Pradesh	Dr. M.G.R. Educational and Research Institute	Chennai, Tamil Nadu	Electronics and Communication Engineering
Babu Lal Meghwal	Bikaner, Rajasthan	Government Dungar College	Bikaner, Rajasthan	Science
Chetan Ram Kumhar	Bikaner, Rajasthan	Government Engineering College	Bikaner, Rajasthan	Computer Science Engineering
Manu K. K.	Kerala	Government Engineering College	Thiruvananthapuram, Kerala	Mechanical Engineering
Nikhil Jose	Kannur, Kerala	Government Engineering College	Calicut, Kerala	Civil Engineering
Pragnesh B. Gohil	Junagarh, Gujarat	Government Engineering College	Bhuj, Gujarat	Mechanical Engineering
Neeraj Kumar Tiwari	Anuppur, Madhya Pradesh	Guru Ghasidas Central University	Bilaspur, Chhattisgarh	Mechanical Engineering
Ankush Kumar	Mansa, Punjab	Guru Nanak Dev University	Gurdaspur, Punjab	Computer Science Engineering
Towseef Iqbal Ganie	Anantnag, Jammu & Kashmir	H. N. B. Garhwal University	Srinagar, Jammu & Kashmir	Science
Animesh Kar	Bokaro, Jharkhand	Haldia Institute of Technology	Haldia, West Bengal	Electronics and Electrical Engineering
Ashish Babu	Chivranand, Uttar Pradesh	Harcourt Butler Technological Institute	Kanpur, Uttar Pradesh	Mechanical Engineering
Naresh Choudhary	Mathura, Uttar Pradesh	Harcourt Butler Technological Institute	Kanpur, Uttar Pradesh	Civil Engineering
Vishal Alan	Aligarh, Uttar Pradesh	Harcourt Butler Technological Institute	Kanpur, Uttar Pradesh	Chemical Engineering
Yogendra Singh Verma	Jalaun, Uttar Pradesh	Harcourt Butler Technological Institute	Kanpur, Uttar Pradesh	Leather Technology Engineering
Ravi Ranjan Pandey	Garhwa, Jharkhand	IAMR College of Engineering	Meerut, Uttar Pradesh	Information Technology Engineering
Abhishek Kumar	Gaya, Bihar	IIT	Kanpur	Metallurgical and Material Science Engineering
Manojit Biswas	Malkangiri, Odisha	IIT	Bhubaneswar	Mechanical Engineering
Nitesh Kumar Patra	Mayurbhanj, Odisha	IIT	Bhubaneswar	Electrical Engineering
Rakesh Kumar Mallik	Bhadrak, Odisha	IIT	Bhubaneswar	Electrical Engineering
Anil Kumar	Ballia, Uttar Pradesh	IIT	Mumbai	Metallurgical and Material Science Engineering
Atul Dashrath Dukale	Panch Mahal, Gujarat	IIT	Mumbai	Mechanical Engineering
Khitish Kumar Sahu	Bolangir, Odisha	IIT	Mumbai	Mechanical Engineering
Manoj Kumar Karadiya	Jaipur, Rajasthan	IIT	Mumbai	Aerospace Engineering
Nitesh Kumar Deshmukh	Durg, Chhattisgarh	IIT	Mumbai	Civil Engineering
Saurabh Ginnore	Bhopal, Madhya Pradesh	IIT	Mumbai	Chemical Engineering
Harsh Kumar Dewangan	Dhamtari, Chhattisgarh	IIT	Delhi	Mechanical Engineering

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Scholar Name	From	Institute	Institute Location	Stream of Study
Khushwant Singh	Rewari, Haryana	IIT	Delhi	Physics
Mukesh Kumar	Giridih, Jharkhand	IIT	Delhi	Aeronautical Engineering
Priyabrata Bhuyan	Cuttack, Odisha	IIT	Delhi	Civil Engineering
Rajender Kumar	Rohtak, Haryana	IIT	Delhi	Chemical Engineering
Rohit Chand	Saharanpur, Uttar Pradesh	IIT	Delhi	Chemical Engineering
Sachin Kumar	Saharanpur, Uttar Pradesh	IIT	Delhi	Mechanical Engineering
Tanuj Kumar	Alwar, Rajasthan	IIT	Delhi	Biochemical Engineering and Biotechnology
Heera Lal	Hazaribagh, Jharkhand	IIT	Guwahati	Mechanical Engineering
Ranju K. Ravindran	Kannur, Kerala	IIT	Guwahati	Design
Rijumoni Boro	Golaghat, Assam	IIT	Guwahati	Chemical Engineering
Shyam Sunder Singh	Balasore, Odisha	IIT	Guwahati	Computer Science Engineering
Shedolkar Pravinkumar Murlidhar	Latur, Maharashtra	IIT	Hyderabad	Mechanical Engineering
Jasvinder Saini	Kurukshetra, Haryana	IIT	Indore	Mechanical Engineering
Ashok Banjara	Nagaur, Rajasthan	IIT	Jodhpur	Electrical Engineering
Lakhan Singh Jatav	Alwar, Rajasthan	IIT	Jodhpur	Mechanical Engineering
Mana Ram	Nagaur, Rajasthan	IIT	Jodhpur	Mechanical Engineering
Akash Kumar	Katihar, Bihar	IIT	Kanpur	Civil Engineering
Amendra Gupta	Farrukhabad, Uttar Pradesh	IIT	Kanpur	Computer Science Engineering
Ankit Chouksey	Narsinghpur, Madhya Pradesh	IIT	Kanpur	Mechanical Engineering
Ankit Kumar	Nalanda, Bihar	IIT	Kanpur	
Anurag Singh	Palamu, Jharkhand	IIT	Kanpur	Civil Engineering
Ashish Milind Ganvir	Amravati, Maharashtra	IIT	Kanpur	Metallurgical Engineering
Dinesh Godara	Nagaur, Rajasthan	IIT	Kanpur	Metallurgical and Material Science Engineering
Ganga Prasad Koturwar	Nanded, Maharashtra	IIT	Kanpur	Computer Science Engineering
Madhabendra Pradhan	Angul, Odisha	IIT	Kanpur	Aerospace Engineering
Nishant Gaurav	Gaya, Bihar	IIT	Kanpur	
Pratap Bhanu Solanki	Bhopal, Madhya Pradesh	IIT	Kanpur	Electrical Engineering
Rajkesh Meena	Dausa, Rajasthan	IIT	Kanpur	Electrical Engineering
Rakesh Meena	Baran, Rajasthan	IIT	Kanpur	Computer Science Engineering
Soumya Ranjan Sahoo	Cuttack, Odisha	IIT	Kanpur	Metallurgical and Material Science Engineering
V. Suhas	Ramanagara, Karnataka	IIT	Kanpur	Electrical Engineering
Abhishek Rai	Narsinghpur, Madhya Pradesh	IIT	Kharagpur	Electrical Engineering
Ajay Eknath Solanke	Buldhana, Maharashtra	IIT	Kharagpur	Electronics and Electrical Engineering
Alapaka Bhanu Krishna	Nellore, Andhra Pradesh	IIT	Kharagpur	Electronics and Electrical Engineering
Amit Dhalia	Churu, Rajasthan	IIT	Kharagpur	Metallurgical and Material Science Engineering
Amol Ramdas Vaidya	Gondia, Maharashtra	IIT	Kharagpur	
Anshul Mimani	Bikaner, Rajasthan	IIT	Kharagpur	Ocean Engineering and Naval Architecture

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Scholar Name	From	Institute	Institute Location	Stream of Study
Arun Shankar	Jaipur, Rajasthan	IIT	Kharagpur	Manufacturing Science Engineering
Lal Chand Ranga	Rewari, Haryana	IIT	Kharagpur	Aerospace Engineering
Nitin Kumar Sakhala	Bhopal, Madhya Pradesh	IIT	Kharagpur	Industrial Engineering
Pawan Verma	Kota, Rajasthan	IIT	Kharagpur	Metallurgical and Material Science Engineering
Prakash Chandra	Bikaner, Rajasthan	IIT	Kharagpur	Civil Engineering
Prashant Singodia	Jaipur, Rajasthan	IIT	Kharagpur	Metallurgical and Material Science Engineering
Ramakrishna B. Bakale	Gadag, Karnataka	IIT	Kharagpur	Agriculture and Food Engineering
Ranu Choudhary	Sagar, Madhya Pradesh	IIT	Kharagpur	Electronics and Communication Engineering
Ravindra Chourase	Betul, Madhya Pradesh	IIT	Kharagpur	Aerospace Engineering
Sanjay Kumar Manjhi	Bokaro, Jharkhand	IIT	Kharagpur	Manufacturing Engineering
Sharavana Kumar T.	Chikmagalur, Karnataka	IIT	Kharagpur	Mechanical Engineering
Shaunak Tripathi	Kheri, Uttar Pradesh	IIT	Kharagpur	Mechanical Engineering
Vikas Dinkar Pagar	Nashik, Maharashtra	IIT	Kharagpur	Industrial Engineering
Haritha M.	Warangal, Andhra Pradesh	IIT	Madras	Electrical Engineering
Vinod E. R.	Palakkad, Kerala	IIT	Madras	Aerospace Engineering
Vishnu K.	Malappuram, Kerala	IIT	Madras	Mechanical Engineering
Hanuman Sahay	Jaipur, Rajasthan	IIT	Patna	Mechanical Engineering
Harna Singh Meena	Karauli, Rajasthan	IIT	Patna	Electrical Engineering
Animesh Ray	Chittorgarh, Rajasthan	IIT	Roorkee	Computer Science Engineering
Anurag Chauhan	Saharanpur, Uttar Pradesh	IIT	Roorkee	Computer Science Engineering
Jitendra Kumar	Kaimur, Bihar	IIT	Roorkee	Chemistry
Kuldeep Nagar	Baran, Rajasthan	IIT	Roorkee	Polymer Sciences and Technology
Mohar Singh	Jhalawar, Rajasthan	IIT	Roorkee	Paper and Pulp Technology
Nandkishor Meena	Jaipur, Rajasthan	IIT	Roorkee	Computer Science Engineering
Nitin Saini	Saharanpur, Uttar Pradesh	IIT	Roorkee	Chemical Engineering
Pawan Kumar Verma	Ballia, Uttar Pradesh	IIT	Roorkee	Mechanical Engineering
Poonam Narain	Jhajjar Haryana	IIT	Roorkee	Computer Science Engineering (IT)
Rajesh Kumar Mourya	Jaipur, Rajasthan	IIT	Roorkee	Computer Science Engineering
Rajeshwar Prasad	Saharanpur, Uttar Pradesh	IIT	Roorkee	Civil Engineering
Sandeep Kumar Verma	Bikaner, Rajasthan	IIT	Roorkee	Electrical Engineering
Sumit Malik	Rohtak, Haryana	IIT	Roorkee	Computer Science Engineering (IT)
Zia Ur Rehman	Poonch, Jammu & Kashmir	IIT	Ropar	Electrical Engineering
Jyoti Thakur	Hamirpur, Himachal Pradesh	Indian Institute of Information Technology	Simla, Himachal Pradesh	Information Technology Engineering
Siddharth Kumar	Bareilly, Uttar Pradesh	Indian Institute of Science	Bengaluru, Karnataka	Satellite Communication Engineering
Lakhan Pandurang Ekal	Kolhapur, Maharashtra	Indian Institute of Science Education and Research	Bhopal, Madhya Pradesh	Science
Shubham Pandey	Rewa, Madhya Pradesh	Indian Institute of Science Education and Research	Pune, Maharashtra	Science
Amit Kumar Singh	Ballia, Uttar Pradesh	Indian Institute of Space Science and Technology	Thiruvananthapuram, Kerala	Physical Sciences
Deepak Gautam Lendegaonkar	Latur, Maharashtra	Indian Institute of Space Science and Technology	Thiruvananthapuram, Kerala	Space Technology
Jayakrishnan T. S.	Thiruvananthapuram, Kerala	Indian Institute of Space Science and Technology	Thiruvananthapuram, Kerala	Aerospace Engineering

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Scholar Name	From	Institute	Institute Location	Stream of Study
Sanjeev Raj	West Champaran, Bihar	Indian Maritime University	Navi Mumbai, Maharashtra	Marine Engineering
Subodh Kumar	West Champaran, Bihar	Indian Maritime University	Navi Mumbai, Maharashtra	Marine Engineering
Rohit Ranjan Verma	Barai, Uttar Pradesh	Institute of Engineering and Rural Technology	Allahabad, Uttar Pradesh	Computer Science Engineering
Naveen Chandra Yadav	Kanpur Nagar, Uttar Pradesh	Institute of Technology	Bilaspur, Chhattisgarh	Computer Science Engineering
Jansher Manzoor	Kulgam, Jammu & Kashmir	Islamic University of Science and Technology	Srinagar, Jammu & Kashmir	Civil Engineering
Kamlesh Ahirwar	Chhatarpur, Madhya Pradesh	ISM	Dhanbad	Environmental Engineering
Khurshid Ahmed	Poonch, Jammu & Kashmir	ISM	Dhanbad	Mining Engineering
Kuldeep Kumar	Sheikhpura, Bihar	ISM	Dhanbad	Electrical Engineering
Kuldeep Singh	Jalaun, Uttar Pradesh	ISM	Dhanbad	Petroleum Engineering
Pankaj Gupta	Alwar, Rajasthan	ISM	Dhanbad	Mining Engineering
Rohit Kumar	Kaithal, Haryana	ISM	Dhanbad	Applied Physics
Rohit Kumar Chouhan	Jammu, Jammu & Kashmir	ISM	Dhanbad	Electronics Engineering
Rohit Kumar Trivedi	Muzaffarpur, Bihar	ISM	Dhanbad	Mining Engineering
Saurav Kumar	Mansa, Punjab	ISM	Dhanbad	Electrical Engineering
Bhaumik Sutariya	Bhavnagar, Gujarat	IT-BHU	Varanasi	Mechanical Engineering
Hari Ram	Rewari, Haryana	IT-BHU	Varanasi	Civil Engineering
Laxmi Chand Meena	Karauli, Rajasthan	IT-BHU	Varanasi	Electrical Engineering
Maheshwar Nag	Gumla, Jharkhand	IT-BHU	Varanasi	Mining Engineering
Mayank Bhikhalai Chaudhari	Sabarkantha, Gujarat	IT-BHU	Varanasi	Engineering Physics
Ram Ratan Gatiyala	Nagaur, Rajasthan	IT-BHU	Varanasi	Mechanical Engineering
Ashish Kumar	Muzaffarpur, Bihar	Jadavpur University	Jadavpur West Bengal	Civil Engineering
Satish Ramesh Shingne	Buldana, Maharashtra	Jawaharlal Darda Institute of Engineering & Technology	Yavatmal, Maharashtra	Electronics and Communication Engineering
Kuldeep Singh Yadav	Kanpur, Uttar Pradesh	Jawaharlal Nehru University	New Delhi	German Language Course
Kyatham Navya	Warangal, Andhra Pradesh	Kakatiya University	Warangal, Andhra Pradesh	Electronics and Electrical Engineering
Sandhya Kumari	Buxar, Bihar	Kalasalingam University	Madurai, Tamil Nadu	
Suraj R. Patel	Avinahalli, Karnataka	Karnataka Institute of Medical Sciences	Hubli, Karnataka	Medicine
Snehal Gulab Sable	Nashik, Maharashtra	KK Wagh College of Engineering	Nashik, Maharashtra	Computer Science Engineering
Gulshan Kumar	New Delhi	Lovely Professional University	Jalandhar, Punjab	Electronics and Electrical Engineering
Anuj Kumar P. K.	Saharanpur, Uttar Pradesh	Madan Mohan Malaviya Engineering College	Gorakhpur, Uttar Pradesh	Computer Science Engineering
Nilesh L. Rathod	Jamnagar, Gujarat	Maharaja Sayajirao University of Baroda	Vadodara, Gujarat	Mechanical Engineering
Mandeep Kumar Singh	Una, Himachal Pradesh	Maharana Pratap Government College	Una, Himachal Pradesh	Science
Mallikarjun Siddhling Hiremath	Solapur, Maharashtra	Maharashtra Institute of Technology	Aurangabad, Maharashtra	Agricultural Engineering
Nikhil Chavan Tukaram	Aurangabad, Maharashtra	Maharashtra Institute of Technology	Pune, Maharashtra	Mechanical Engineering
Santosh Kumar	Sheikhpura, Bihar	Maharashtra Institute of Technology	Pune, Maharashtra	Mechanical Engineering
Mohammad Yusuf P. Nadaf	Bagalkot, Karnataka	Malnad College of Engineering	Hassan, Karnataka	Electronics and Communication Engineering
Nishikant Navnath Kadam	Satara, Maharashtra	Marathwada Mitra Mandal's College of Engineering	Pune, Maharashtra	Mechanical Engineering
Amit Kumar	Vaishali, Bihar	Marula Institute of Technology	Agarpara, Kolkata	
Man Singh	Hamirpur, Himachal Pradesh	MIT College of Engineering and Management	Hamirpur, Himachal Pradesh	Computer Science Engineering
Dheeraj Kumar Tiwari	Shahdol, Madhya Pradesh	MITS College	Rayagada, Odisha	

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Scholar Name	From	Institute	Institute Location	Stream of Study
Pankaj Kumar Khajotiya	Jaipur, Rajasthan	Mugniram Bangur Memorial Engineering College	Jodhpur, Rajasthan	Civil Engineering
Janesh T. B.	Palakkad, Kerala	National Defence Academy	Pune, Maharashtra	
Satish Junwal	Dausa, Rajasthan	National Institute of Foundry and Forge Technology	Ranchi, Jharkhand	Metallurgical Engineering
Shashi Ranjan Kumar Singh	Bhojpur, Bihar	New Governmental Polytechnic	Patna, Bihar	Electronics Engineering
Anuj Kumar V. P.	Saharanpur, Uttar Pradesh	NIT	Allahabad, Uttar Pradesh	Chemical Engineering
Avneet Choudhary	Saharanpur, Uttar Pradesh	NIT	Allahabad, Uttar Pradesh	Mechanical Engineering
Dharmendra Kumar Verma	Bareilly, Uttar Pradesh	NIT	Allahabad, Uttar Pradesh	Computer Science Engineering
Naveen Kumar Singh	Kushinagar, Uttar Pradesh	NIT	Allahabad, Uttar Pradesh	Mechanical Engineering
Prabhu Ram Kumar	West Champaran, Bihar	NIT	Allahabad, Uttar Pradesh	Civil Engineering
Rajendra Prasad	Balrampur, Uttar Pradesh	NIT	Allahabad, Uttar Pradesh	Mechanical Engineering
Sachin Kumar Tiwari	Pratapgarh, Uttar Pradesh	NIT	Allahabad, Uttar Pradesh	Mechanical Engineering
Sanu Gupta	Pratapgarh, Uttar Pradesh	NIT	Allahabad, Uttar Pradesh	Information Technology Engineering
Satya Narayan	Etah, Uttar Pradesh	NIT	Allahabad, Uttar Pradesh	Mechanical Engineering
Vineet Singh	Allahabad, Uttar Pradesh	NIT	Allahabad, Uttar Pradesh	Electrical Engineering
Vipin Kumar Singh	Kushinagar, Uttar Pradesh	NIT	Allahabad, Uttar Pradesh	Electronics and Communication Engineering
Deepak Sharma	Tikamgarh, Madhya Pradesh	NIT	Bhopal, Madhya Pradesh	Bioinformatics
Balu Prasad	Calicut, Kerala	NIT	Calicut, Kerala	Electrical and Electronics Engineering
Nitesh Kumar	East Champaran, Bihar	NIT	Calicut, Kerala	Computer Science Engineering
Ravikant Nag	Simdega, Jharkhand	NIT	Calicut, Kerala	Electrical and Electronics Engineering
Angom Chandrakala Devi	Dhamtari, Manipur	NIT	Durgapur, West Bengal	Computer Science Engineering
Madhav Kumar	Bhagalpur, Bihar	NIT	Durgapur, West Bengal	Electronics and Communication Engineering
Ajay Thakur	Hamirpur, Himachal Pradesh	NIT	Hamirpur, Himachal Pradesh	Electrical Engineering
Anita Rani	Hamirpur, Himachal Pradesh	NIT	Hamirpur, Himachal Pradesh	Computer Science Engineering
Avinash Thakur	Kinnaur, Himachal Pradesh	NIT	Hamirpur, Himachal Pradesh	Civil Engineering
Rohit Kumar Sharma	Jammu, Jammu & Kashmir	NIT	Hamirpur, Himachal Pradesh	Electrical Engineering
Sumit Kumar Rawat	Hamirpur, Himachal Pradesh	NIT	Hamirpur, Himachal Pradesh	Electrical Engineering
Kumar Saurabh	East Champaran, Bihar	NIT	Imphal, Manipur	Electronics and Communication Engineering
Harish Siyag	Bikaner, Rajasthan	NIT	Jaipur, Rajasthan	Mechanical Engineering
Kusham Kumar	Jammu, Jammu & Kashmir	NIT	Jaipur, Rajasthan	Computer Science Engineering
Narendra Malviya	Nagaur, Rajasthan	NIT	Jaipur, Rajasthan	Electrical Engineering
Pawan Singh	Jhalawar, Rajasthan	NIT	Jaipur, Rajasthan	Electrical Engineering
Praveen Sharma	Dholpur, Rajasthan	NIT	Jaipur, Rajasthan	Civil Engineering
Rishabh Saurabh	Giridih, Jharkhand	NIT	Jaipur, Rajasthan	Mechanical Engineering
Rupesh Suthar	Udaipur, Rajasthan	NIT	Jaipur, Rajasthan	Civil Engineering
Sudhanshu Sharma	Jaipur, Rajasthan	NIT	Jaipur, Rajasthan	Electrical Engineering
Jagdeep Parihar	Gurdaspur, Punjab	NIT	Jalandhar, Punjab	Chemical Engineering
Chandan Kumar	Jamui, Jharkhand	NIT	Jamshedpur, Jharkhand	Metallurgical and Material Science Engineering

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Scholar Name	From	Institute	Institute Location	Stream of Study
Annu Malik	Sonepat, Haryana	NIT	Kurukshetra, Haryana	Civil Engineering
Aniket Badusaheb Argade	Pune, Maharashtra	NIT	Nagpur, Maharashtra	Mechanical Engineering
Ankush Gajananrao Lahane	Amravati, Maharashtra	NIT	Nagpur, Maharashtra	Computer Science Engineering
Dinesh Chaudhari	Aurangabad, Maharashtra	NIT	Nagpur, Maharashtra	Computer Science Engineering
Harprit Kaur D. Vedi	Gondia, Maharashtra	NIT	Nagpur, Maharashtra	Electronics and Communication Engineering
Jadhav Anand Gopinath	Buldhana, Maharashtra	NIT	Nagpur, Maharashtra	Civil Engineering
Rohit S. Bodke	Gadchiroli, Maharashtra	NIT	Nagpur, Maharashtra	Mining Engineering
Rajeev Ranjan Verma	Barabanki, Uttar Pradesh	NIT	Nagpur, Maharashtra	Mining Engineering
Snehal Dattatraya Ghule	Ahmednagar, Maharashtra	NIT	Nagpur, Maharashtra	Chemical Engineering
Swapnil Anil Nikam	Nashik, Maharashtra	NIT	Nagpur, Maharashtra	Electronics and Communication Engineering
Abhishek Kumar Kaushik	West Champaran, Bihar	NIT	Patna, Bihar	
Amitesh Kumar	Aurangabad, Bihar	NIT	Patna, Bihar	Computer Science Engineering
Himanshu Kumar	Patna, Bihar	NIT	Patna, Bihar	Information Technology Engineering
Sarita Kumari	Gaya, Bihar	NIT	Patna, Bihar	Electrical Engineering
Govind Singh Kitawat	Rajsamand, Rajasthan	NIT	Raipur, Chhattisgarh	Information Technology Engineering
Sachin Kumar Jaiswal	Saharanpur, Uttar Pradesh	NIT	Raipur, Chhattisgarh	Computer Science Engineering
Gulshan Kumar Jha	Samastipur, Bihar	NIT	Raipur, Chhattisgarh	Electrical Engineering
Kamal Prakash	Gaya, Bihar	NIT	Rourkela, Odisha	
Bikash Kumar Majhi	Cuttack, Odisha	NIT	Rourkela, Odisha	Mechanical Engineering
Debananda Nayak	Angul, Odisha	NIT	Rourkela, Odisha	Mining Engineering
M. P. Avisek	Cuttack, Odisha	NIT	Rourkela, Odisha	Electrical Engineering
Pallavi Gangber	Rajnandgaon, Chhattisgarh	NIT	Rourkela, Odisha	Electronics and Communication Engineering
Rajesh Kumar	Dunger, Bihar	NIT	Rourkela, Odisha	Chemical Engineering
Rajeswari Bhola	Khordha, Odisha	NIT	Rourkela, Odisha	Civil Engineering
Sangram Keshari Mohanty	Balasore, Odisha	NIT	Rourkela, Odisha	Mechanical Engineering
Saroj Kumar Naik	Myurbhanj, Odisha	NIT	Rourkela, Odisha	Mechanical Engineering
Shahrukh Alam	Bhadrak, Odisha	NIT	Rourkela, Odisha	Electrical Engineering
Thabir Kumar Meher	Bolangir, Odisha	NIT	Rourkela, Odisha	Electrical Engineering
Hasnat Ahmed	Goalpara, Assam	NIT	Silchar, Assam	Civil Engineering
Anand Kumar	Patna, Bihar	NIT	Srinagar, Jammu & Kashmir	Mechanical Engineering
Anuj Kumar Sharma	Doda, Jammu & Kashmir	NIT	Srinagar, Jammu & Kashmir	Mechanical Engineering
Dhananjay Choubey	Buxar, Bihar	NIT	Srinagar, Jammu & Kashmir	Information Technology
Shailesh Kumar Verma	Barai, Uttar Pradesh	NIT	Srinagar, Jammu & Kashmir	Mechanical Engineering
Shakti Bharat	Jammu, Jammu & Kashmir	NIT	Srinagar, Jammu & Kashmir	
Shubham Tripathi	Fatehpur, Uttar Pradesh	NIT	Srinagar, Jammu & Kashmir	Civil Engineering
Zaheer Abbas Sheikh	Doda, Jammu & Kashmir	NIT	Srinagar, Jammu & Kashmir	Civil Engineering
Anuj Kumar V. P. S.	Saharanpur, Uttar Pradesh	NIT	Surat, Gujarat	Civil Engineering
Karshan Karmur	Jamnagar, Gujarat	NIT	Surat, Gujarat	Computer Science Engineering
Mukundkumar M. Kacha	Kheda, Gujarat	NIT	Surat, Gujarat	Mechanical Engineering

Scholar Name	From	Institute	Institute Location	Stream of Study
Nilay D. Jadwani	Bhavnagar, Gujarat	NIT	Surat, Gujarat	Mechanical Engineering
Prabhat Kumar	West Champaran, Bihar	NIT	Surat, Gujarat	
Pratap Singh Muniya	Banswara, Rajasthan	NIT	Surat, Gujurat	
Vishal Patel	Meshana, Gujarat	NIT	Surat, Gujarat	Electronics and Communication Engineering
Vrajeshkumar L. Mistry	Kheda Gujarat	NIT	Surat, Gujarat	Computer Science Engineering
Abhishek C. R.	Mandy, Karnataka	NIT	Surathkal, Karnataka	Electronics and Communication Engineering
Arvind H.	Tumkur, Karnataka	NIT	Surathkal, Karnataka	Electronics and Electrical Engineering
Basavesh A. S.	Bengaluru, Karnataka	NIT	Surathkal, Karnataka	Computer Science Engineering
Chandrashekhar Nelagi	Gadag, Karnataka	NIT	Surathkal, Karnataka	Mechanical Engineering
Chetan Parmar	Bhavnagar, Gujarat	NIT	Surathkal, Karnataka	Chemical Engineering
Gunnam Shridhar	Raichur, Karnataka	NIT	Surathkal, Karnataka	Electronics and Communication Engineering
Hemant Mundra	Durg, Chhattisgarh	NIT	Surathkal, Karnataka	Computer Science Engineering
Jayant Madan Ilme	Bhandara, Maharashtra	NIT	Surathkal, Karnataka	Mechanical Engineering
Manjunath S. C.	Karwar, Karnataka	NIT	Surathkal, Karnataka	Electronics and Communication Engineering
N. V. Vivek	Chikkaballapur, Karnataka	NIT	Surathkal, Karnataka	Electronics and Communication Engineering
Prabhat Kumar	West Champaran, Bihar	NIT	Surathkal, Karnataka	Computer Science Engineering
Pradeepkumar I. Badiger	Gadag, Karnataka	NIT	Surathkal, Karnataka	Civil Engineering
Sachin M. M.	Chikmagalur, Karnataka	NIT	Surathkal, Karnataka	Computer Science Engineering
Shithali K. S. Ational	Udupi, Karnataka	NIT	Surathkal, Karnataka	Electronics and Electrical Engineering
B. Bimlesh Kumar Renu	Buxar, Bihar	NIT	Trichy, Tamil Nadu	Civil Engineering
Rakesh Kumar Roushan	Banka, Bihar	NIT	Trichy, Tamil Nadu	Civil Engineering
Vipul Kumar	Nalanda, Bihar	NIT	Trichy, Tamil Nadu	Electronics and Communication Engineering
Anala Venkat Pawan Kumar	Jagdalpur, Chhattisgarh	NIT	Warangal, Andhra Pradesh	Civil Engineering
Deepak Tiwari	Jhajjar, Haryana	NIT	Warangal, Andhra Pradesh	Computer Science Engineering
Pawan Kumar	Jalaun, Uttar Pradesh	NIT	Warangal, Andhra Pradesh	Civil Engineering
Rahul Kumar Yadav	Farrukhabad, Uttar Pradesh	NIT	Warangal, Andhra Pradesh	Computer Science Engineering
Parjinder Singh	Moga Punjab	North West Institute of Engineering & Technology	Moga Punjab	Electronics & Communications Engineering
Rashmirekha Tripathi	Baleswar, Odisha	Odisha Engineering College	Bhubaneswar, Odisha	Electronics and Communication Engineering
Subhendu Kumar Sahoo	Cuttack, Odisha	Odisha Engineering College	Bhubaneswar, Odisha	Computer Science Engineering
Neeti Verma	Sukaul, Bihar	Patna Science College	Patna, Bihar	Science
Utkarsha Verma	Muzaffarpur, Bihar	Patna Science College	Patna, Bihar	Science
Dinanath Dinbandhu	Munger, Bihar	Patna University	Patna, Bihar	Science
Alok Dattatray Kashyap	Sirsi, Karnataka	PES Institute of Technology	Bengaluru, Karnataka	Mechanical Engineering
Pooja Girimallappa Wodeyar	Dharwad, Karnataka	PES Institute of Technology	Bengaluru, Karnataka	Electronics and Electrical Engineering

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Scholar Name	From	Institute	Institute Location	Stream of Study
Pawan Mallikarjun Tenkale	Latur, Maharashtra	Pune Institute of Computer Technology	Pune, Maharashtra	Electronics and Communication Engineering
Vikram Tatyasaheb Dattu	Solapur, Maharashtra	Pune Institute of Computer Technology	Pune, Maharashtra	Computer Science Engineering
Bitty Singh	Doda, Jammu & Kashmir	Punjab Engineering College	Chandigarh, Punjab	Computer Science Engineering
Narayan Prasad	Gaya, Bihar	Rajiv Gandhi National University of Law	Patiala, Punjab	Law
Beeram Lal Lodha	Jhalawar, Rajasthan	Rajkiya Maha Vidyalay	Kota, Rajasthan	Science
Anish Johns	Dakshina Kannada, Karnataka	RV College of Engineering	Bengaluru, Karnataka	Mechanical Engineering
Vikash Kumar	Arwal, Bihar	Sachdeva Institute of Technology	Mathura, Uttar Pradesh	Electronics and Communication Engineering
Jatinder Singh	Sangrur, Punjab	Sant Longowal Institute of Engineering and Technology	Sangrur, Punjab	Food Preservation
Sumit Kumar	Muzaffarpur, Bihar	Sant Longowal Institute of Engineering and Technology	Sangrur, Punjab	Computer Science Engineering
M. R. Nandan Bhardwaj	Davangere, Karnataka	Sapthagiri College of Engineering	Bengaluru, Karnataka	Computer Science Engineering
V. A. Ramya Sri	Anantapur, Andhra Pradesh	Saradamba Dasa Govindai Setty College	Hindupur, Andhra Pradesh	Business Management
Murtaza Ahmad Wani	Pulwama, Jammu & Kashmir	School of Management	Srinagar, Jammu & Kashmir	Computer Science Engineering
Manjunath M.	Bengaluru, Karnataka	School of Planning and Architecture	New Delhi	Architectural Engineering
Nakul Nayan	Purnea, Bihar	School of Planning and Architecture	Vijayawada, Andhra Pradesh	Architectural Engineering
Rohit Chugh	Patiala, Punjab	Shaheed Udham Singh College of Engineering and Technology	Mohali, Punjab	Electronics and Communication Engineering
Mahesh Ramling Kale	Solapur, Maharashtra	Shivajirao's Jondhale College of Engineering	Mumbai, Maharashtra	Mechanical Engineering
Dnyaneshwar Panjabrao Wagh	Buldhana, Maharashtra	Shri Guru Gobind Singhji Institute of Engineering	Nanded, Maharashtra	Engineering and Technology
Rajinder Singh Parihar	Patiala, Punjab	Shri Mata Vaishno Devi University	Katra, Jammu & Kashmir	Mechanical Engineering
Madhavi V. Waghmare	Wardha, Maharashtra	Shri Sant Gajanan Maharaj College of Engineering	Shegaon, Maharashtra	Electronics and Communication Engineering
Bhupendra Kumar Sahu	Dhamtari, Chhattisgarh	Shri Shankaracharya College of Engineering and Technology	Bhilai, Chhattisgarh	Mechanical Engineering
Ramandeep Singh	Patiala, Punjab	Shri Sukhmani Institute of Engineering and Technology	Chandigarh, Punjab	Computer Science Engineering
Deeptanjali Sarangi	Jagatsinghpur, Odisha	Silicon Institute of Technology	Bhubaneswar, Odisha	Electronics and Communication Engineering
Lipsita Panda	Baleswar, Odisha	Silicon Institute of Technology	Bhubaneswar, Odisha	Electronics and Communication Engineering
Pritesh Laxman Shirude	Nashik, Maharashtra	Sinhgad College of Engineering	Pune, Maharashtra	Electrical Engineering
Trupti Dnyandev Desai	Kolhapur, Maharashtra	Sinhgad College of Engineering	Pune, Maharashtra	Computer Science Engineering
Mohit Kumar	Rewari, Haryana	Somani Institute of Technology and Engineering	Rewari, Haryana	Mechanical Engineering
A. Raju	Nizamabad, Andhra Pradesh	Sreenidhi Institute of Science and Technology	Hyderabad, Andhra Pradesh	Computer Science Engineering
Rohit Kumar Kanvadia	Amritsar, Punjab	Sri Guru Arjun Dev Government College	Tarn Taran, Punjab	Science
Fayaz Ahmed Dar		SSM College of Engineering	Srinagar, Jammu & Kashmir	Civil Engineering
Anoop Dixit	Etah, Uttar Pradesh	St John's College	Agra, Uttar Pradesh	Science
Asavari Hattarge	Solapur, Maharashtra	SVERI College of Engineering	Pandharpur, Maharashtra	Electronics and Communication Engineering
Shailendra Singh Baghel	Bhopal, Madhya Pradesh	Thakral College of Technology	Bhopal, Madhya Pradesh	Electronics and Electrical Engineering
Aditya Kumar	Samastipur, Bihar	TS Chanakya Marine Engineering and Research Institute	Kolkata, West Bengal	Marine Engineering
Anshuman Raj	Buxar, Bihar	TS Chanakya Marine Engineering and Research Institute	Kolkata, West Bengal	Marine Engineering
Manoj Kumar Maharana	Cuttack, Odisha	TS Chanakya Marine Engineering and Research Institute	Kolkata, West Bengal	Marine Engineering

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Scholar Name	From	Institute	Institute Location	Stream of Study
Ujjwal Kumar	Samastipur, Bihar	TS Chanakya Marine Engineering and Research Institute	Kolkata, West Bengal	Marine Engineering
Vikash Kumar	West Champaran, Bihar	TS Chanakya Marine Engineering and Research Institute	Kolkata, West Bengal	Marine Engineering
Jaskarandeep Punia	Patiala Punjab	University College of Engineering	Patiala, Punjab	Computer Science Engineering
Amritbir Singh	Amritsar, Punjab	University Institute of Engineering and Technology	Chandigarh, Punjab	Electronics and Electrical Engineering
Munish Kumar	Mansa, Punjab	University Institute of Engineering and Technology	Chandigarh, Punjab	Mechanical Engineering
Lakshmipriya Prusty	Jajpur, Odisha	Veer Surendra Sai University of Technology	Sambalpur, Odisha	Electronics and Communication Engineering
Prahallad Sahu	Bolangir, Odisha	Veer Surendra Sai University of Technology	Sambalpur, Odisha	Civil Engineering
Akash Kumar	Katihar, Bihar	Vellore Institute of Technology	Vellore, Tamil Nadu	Computer Science Engineering
Gurudev Shivaji Raut	Latur, Maharashtra	Vellore Institute of Technology	Vellore, Tamil Nadu	Electronics and Instrumentation Engineering
Pratima Dixit	Bhopal, Madhya Pradesh	Vellore Institute of Technology	Vellore, Tamil Nadu	Electrical and Electronics Engineering
Mitthu Kumar	Purnea, Bihar	West Bengal University of Technology	Vardhaman, West Bengal	Electronics and Communication Engineering
Shivang Kumar	Munger, Bihar	West Bengal University of Technology	Vardhaman, West Bengal	Electrical Engineering
Niraj Kumar Singh	Bhojpur, Bihar	Working in the Navy		
Jagdeep Singh	Barnala, Punjab	Yadavindra College of Engineering	Bhatinda, Punjab	Computer Science Engineering
Kewal Krishan	Bhatinda, Punjab	Yadavindra College of Engineering	Bhatinda, Punjab	Computer Science Engineering

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Scholar Name	From	Institute	Institute Location	Stream of Study
Arun Kumar	Barabanki, Uttar Pradesh	Babu Banarasi Das Engineering College	Lucknow, Uttar Pradesh	Computer Science Engineering
Saurabh Verma	Jalaun, Uttar Pradesh	Bhabha Centre	Kanpur, Uttar Pradesh	
Dhiraj Rai	South Sikkm, Sikkim	Birla Institute of Technology	Ranchi, Jharkhand	Civil Engineering
Priyanka Giri	Bengaluru, Karnataka	BMS Institute of Technology	Bengaluru, Karnataka	Electronics and Electrical Engineering
Abhishek Duggal	Bhiwani, Haryana	BRCM College of Engineering and Technology	Bhiwani, Haryana	Mechanical Engineering
Priyanka Brahma	Kokrajhar, Assam	Central Institute of Technology	Kokrajhar, Assam	Food Processing Technology
Pragati Gautam	Lucknow, Uttar Pradesh	Central Women's College of Education	Lucknow, Uttar Pradesh	Science
Wairokpam Premkumar Singh	Thoubal, Manipur	D M College of Science	Imphal, Manipur	Computer Science
Mayanglambam Bijeshor Meitei	Thoubal, Manipur	D M College of Science	Imphal, Manipur	Physics
Pukar Tamang	Darjeeling, West Bengal	Darjeeling Government College	Darjeeling, West Bengal	Science
Devender Sharma	Karnal, Haryana	Deenbandhu Chhotu Ram University of Science and Technology	Sonepat, Haryana	Electronics and Communication Engineering
Manjeet Kumar	Ballia, Uttar Pradesh	Delhi Technological University	New Delhi	Information Technology Engineering
Abdul Ghaffar Khulakpam	Imphal West, Manipur	Deshbandhu College, University of Delhi	New Delhi	Chemistry Honours
Dipesh Ashok Chaudhari	Jalgaon, Maharashtra	DY Patil College of Engineering	Pune, Maharashtra	Mechanical Engineering
Annesha Dutta	Dibrugarh, Assam	Gandhi Institute of Engineering and Technology	Gunupur, Odisha	Chemical Engineering
Kishor Kumar Gogoi	Dibrugarh Assam	Geeta Engineering College	Panipat Haryana	Mechanical Engineering
Sachin Shivaji Talwar	Kolhapur, Maharashtra	Gharda Institute of Technology	Ratnagiri, Maharashtra	Mechanical Engineering
Kallol Kanti Das	Dhalai, Tripura	Government Degree College	Dhalai, Tripura	Science
Amol Vaman Jadhav	Osmanabad, Maharashtra	Government College of Engineering	Aurangabad, Maharashtra	

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Scholar Name	From	Institute	Institute Location	Stream of Study
Gayatri Rathore	Raigarh, Chhattisgarh	Government Engineering College	Bilaspur, Madhya Pradesh	Mechanical Engineering
Hiral Dineshbhai Vala	Junagadh, Gujarat	Government Engineering College	Gandhinagar, Gujarat	Electronics and Communication Engineering
Piyush Nizarali Hemanani	Jamnagar, Gujarat	Government Engineering College	Rajkot, Maharashtra	Mechanical Engineering
Rupali M. Rakhonde	Buldhana, Maharashtra	Government Engineering College	Raigarh, Maharashtra	Electronics and Communication Engineering
Deepak Kumar	Haridwar, Uttarakhand	Govind Ballabh Pant Engineering College	Pauri Garhwal, Uttarakhand	Computer Science Engineering
Mayankal Sambhakar	Dhamtari, Chhattisgarh	IIT	Bhubaneswar	Civil Engineering
Bahadur Prasad Meena	Alwar, Rajasthan	IIT	Delhi	Mechanical Engineering
Devendra Kumar	Lucknow, Uttar Pradesh	IIT	Delhi	Chemical Engineering
Ramchandra Masalpuria	Pali, Rajasthan	IIT	Delhi	Textile Engineering
Tapas Kumar Paul	Malkangiri, Odisha	IIT	Delhi	Electronics and Communication Engineering
Gyan Prakash Verma	Bareilly, Uttar Pradesh	IIT	Delhi	
Poonam Chand Meena	Udaipur, Rajasthan	IIT	Gandhinagar	Mechanical Engineering
Babloo Kumar	Gaya, Bihar	IIT	Guwahati	Mechanical Engineering
Dhiren Boro	Kamrup (Baska), Assam	IIT	Guwahati	Chemical Engineering
Dhruba Charan Muduli	Koraput, Odisha	IIT	Guwahati	Electronics and Communication Engineering
Rajender Lavudiya	Warangal, Andhra Pradesh	IIT	Guwahati	Electronics and Electrical Engineering
Rohitash Meena	Bundi, Rajasthan	IIT	Guwahati	Chemical Engineering
Urwashi Kumari	Muzaffarpur, Bihar	IIT	Guwahati	Civil Engineering
Vishal Ananda Ingle	Washim, Maharashtra	IIT	Guwahati	Chemical Engineering
Rajesh Kumar Meena	Bhilwara, Rajasthan	IIT	Hyderabad	Mechanical Engineering
Shreesha S. Chatra	Shimoga, Karnataka	IIT	Indore	Electrical Engineering
Kishor Mehra	Jodhpur, Rajasthan	IIT	Jodhpur	Computer Science Engineering
Vikash Kumar	West Champaran, Bihar	IIT	Jodhpur	Electrical Engineering
Anil Kumar Meena	Dausa, Rajasthan	IIT	Kanpur	Electrical Engineering
Ankit Kumar	Moradabad, Uttar Pradesh	IIT	Kanpur	Aerospace Engineering
Daneshwar Prasad Sah	Madhepura, Bihar	IIT	Kanpur	Aerospace Engineering
Deepak Kumar	Munger, Bihar	IIT	Kanpur	Mechanical Engineering
Devendra Kumar	Dhaulpur, Rajasthan	IIT	Kanpur	Mechanical Engineering
Dinesh Kumar Choudhary	Tonk, Rajasthan	IIT	Kanpur	Electrical Engineering
Jitender Kumar Dhakar	Jhalawar, Rajasthan	IIT	Kanpur	Computer Science Engineering
Kundan Kumar	Muzaffarpur, Bihar	IIT	Kanpur	Computer Science Engineering
Prenit V. Wankhede	Wardha, Maharashtra	IIT	Kanpur	Electrical Engineering
Rajiv Krishna Omar	Fatehpur, Uttar Pradesh	IIT	Kanpur	Computer Science Engineering
Ramdeo Kumar	Giridih, Jharkhand	IIT	Kanpur	Civil Engineering
Shriman Narayan Tiwari	Raipur, Chhattisgarh	IIT	Kanpur	Electrical Engineering
Ashok Bhiwa Barsagade	Chandrapur, Maharashtra	IIT	Kharagpur	Industrial Engineering
B. Shiva Prasad Goud	Nizamabad , Andhra Pradesh	IIT	Kharagpur	Electronics and Electrical Engineering
B. Siva Prasad Reddy	Cuddapah, Andhra Pradesh	IIT	Kharagpur	Mechanical Engineering

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Scholar Name	From	Institute	Institute Location	Stream of Study
Chewang Tamang	South Sikkim, Sikkim	IIT	Kharagpur	
Edha Uday Chaitanya	Khammam, Andhra Pradesh	IIT	Kharagpur	Electrical Engineering
Hemanth R. Betageri	Haveri, Karnataka	IIT	Kharagpur	Ocean and Marine Engineering
Lusku Besra	East Singhbhum, Jharkhand	IIT	Kharagpur	Mechanical Engineering
Mithilesh Kumar Rajak	Saharsa, Bihar	IIT	Kharagpur	Mining Engineering
Mukesh Kumar Meher	Balangir, Odisha	IIT	Kharagpur	Electrical Engineering
Nabin Bhatra	Nabarangapur, Odisha	IIT	Kharagpur	
Rabin Kumar Naik	Sundargarh, Odisha	IIT	Kharagpur	Electrical Engineering
Rajan Kumar	Bokaro, Jharkhand	IIT	Kharagpur	Chemical Engineering
Ranjith J. N.	Bengaluru Urban, Karnataka	IIT	Madras	Mechanical Engineering
Saida Naik Bhukya	Nalgonda, Andhra Pradesh	IIT	Madras	Aerospace Engineering
T. A. Subramanya	Ramanagaram, Karnataka	IIT	Madras	Chemical Engineering
T. H. Subramanya	Chikmagalur, Karnataka	IIT	Madras	Engineering Design & Automotive Engineering
Vipindas A. V.	Palakkad, Kerala	IIT	Madras	Chemical Engineering
Jai Prakash	Shahjahanpur, Uttar Pradesh	IIT	Mandi	Computer Science Engineering
Mohit Yadav	Moradabad, Uttar Pradesh	IIT	Mandi	Electrical Engineering
Amit Kumar Pradhan	Jaipur, Odisha	IIT	Mumbai	Chemical Engineering
Asanath Sidh	Bikaner, Rajasthan	IIT	Mumbai	Civil Engineering
Bhise Jagdish Rajendra	Pune, Maharashtra	IIT	Mumbai	Chemical Engineering
Shrikant Shalik Pardhi	Yavatmal, Maharashtra	IIT	Mumbai	Chemical Engineering
T. Ashok Kumar	Ranga Reddy, Andhra Pradesh	IIT	Mumbai	Computer Science Engineering
Prashant Borkar	Maharashtra	IIT	Mumbai	Electrical Engineering (Micro Electronics)
Jasbir Jaglan	Panipat, Haryana	IIT	Roorkee	Geophysical Technology
Shobhit Bhargava	Lakhimpur Kheri, Uttar Pradesh	IIT	Roorkee	Mechanical Engineering
Yogesh Chaudhary	Jaipur, Rajasthan	IIT	Roorkee	Electrical Engineering
Kalmul Haque	Chirang, Assam	Institute of Electronics And Telecommunication Engineers	Delhi	Electronics and Communication Engineering
Chikku Shekhar	Dholpur, Rajasthan	ISM	Dhanbad	Computer Science Engineering
Prashant Kumar	Aligarh, Uttar Pradesh	ISM	Dhanbad	Mineral Engineering
Sonu Ram Mohan	Madhepura, Bihar	ISM	Dhanbad	Mechanical Engineering
Alok Kumar	Moradabad, Uttar Pradesh	IT-BHU	Varanasi	Mining Engineering
Harishyam Narayan	Maharajganj, Uttar Pradesh	IT-BHU	Varanasi	Chemical Engineering
Kaushalendra Kumar	Madhubani, Bihar	IT-BHU	Varanasi	Biotechnology Engineering
Muppidi Asha Jyothi	Puducherry	IT-BHU	Varanasi	Mathematics and Computer Science Engineering
Rajat Goyal	Dholpur, Rajasthan	IT-BHU	Varanasi	Ceramic Engineering
Anuradha Singh	Jalaun, Uttar Pradesh	Jalaun University	Jalaun, Uttar Pradesh	Arts
Dimpy Sonowal	Dibrugarh, Assam	Jayoti Vidyapeeth Women's University	Jaipur, Rajasthan	Electronics and Communication Engineering

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Scholar Name	From	Institute	Institute Location	Stream of Study
Gurudev K. J.	Chikmagalur, Karnataka	JSS Academy of Technical Education	Bengaluru, Karnataka	Computer Science Engineering
Arun Kumar C.	Tumkur, Karnataka	Kalpataru Institute of Technology	Tiptur, Karnataka	Computer Science Engineering
Ratnesh Mishra	Lucknow, Uttar Pradesh	KKV Degree College	Lucknow, Uttar Pradesh	Science
Raj Kumar Susanta	Imphal East, Manipur	KM College, Delhi University	New Delhi	
Ajay Kumar Babubhai Parmar	Ahmedabad, Gujarat	LD College of Engineering	Ahmedabad, Gujarat	Automobile Engineering
Aakib Javed	Bikaner, Rajasthan	Lovely Professional University	Jalandhar, Punjab	Computer Science Engineering
Ajay Kumar Chaudhary	Nawada, Bihar	Lovely Professional University	Phagwara, Punjab	Computer Science Engineering
Vinod Kumar	Bareilly, Uttar Pradesh	Mahatma Jyotiba Phule Rohilkhand University	Bareilly, Uttar Pradesh	Science
Susmita Soren	Seraikela - Kharswan, Jharkhand	Mahila College	Chaibasa, Jharkhand	Science
Khundongbam Borish Meitei	Thoubal, Manipur	Manipur Institute of Technology	Imphal, Manipur	Civil Engineering
Amol Shankarrao Malegaonkar	Nanded, Maharashtra	MGM College of Engineering	Nanded, Maharashtra	
Shatrunjay Arun Sonawane	Nashik, Maharashtra	Modern College of Engineering	Pune, Maharashtra	Mechanical Engineering
Palamasi Vipru Chanukya	Anantapur, Andhra Pradesh	NIT	Agartala, Tripura	Mechanical Engineering
Vadithya Shasi Kanth Naik	Anantapur, Andhra Pradesh	NIT	Agartala, Tripura	Electronics and Electrical Engineering
Deepak Kumar	Sant Kabir Nagar, Uttar Pradesh	NIT	Allahabad, Uttar Pradesh	Computer Science Engineering
Deepak Kumar	Sant Kabir Nagar, Uttar Pradesh	NIT	Allahabad, Uttar Pradesh	Information Technology Engineering
Shijil Vijayan P. C.	Kerala	NIT	Calicut, Kerala	Mechanical Engineering
Jitendra Meena	Tonk, Rajasthan	NIT	Jaipur, Rajasthan	Mechanical Engineering
Mohammed Sadik	Ajmer, Rajasthan	NIT	Jaipur, Rajasthan	Computer Science Engineering
Saurabh Pahariya	Tonk, Rajasthan	NIT	Jaipur, Rajasthan	Mechanical Engineering
Kuldeep Bairwa	Baran, Rajasthan	NIT	Jalandhar Punjab	Instrumentation and Control Engineering
Amresh Kumar Shukla	Siwan Bihar	NIT	Jamshedpur, Jharkhand	Electrical Engineering
Chandan Kumar Paswan	Supal Bihar	NIT	Jamshedpur, Jharkhand	Metallurgical & Material Engineering
B. S. Rajeswara Rao	Puducherry	NIT	Karaikal, Puducherry	Electronics and Electrical Engineering
Amit Yadav	Bhiwani, Haryana	NIT	Kurukshetra, Haryana	Computer Science Engineering
Durga Lal Meena	Tonk, Rajasthan	NIT	Kurukshetra, Haryana	Information Technology Engineering
Satpal Singh	Kaithal, Haryana	NIT	Kurukshetra, Haryana	Electronics and Communication Engineering
Vikas Saroy	Fatehabad, Haryana	NIT	Kurukshetra, Haryana	Electrical Engineering
Abhishek Brahma	Morigaon, Assam	NIT	Nagpur, Maharashtra	
Dinesh Ashokrao Kumbharwar	Yavatmal, Maharashtra	NIT	Nagpur, Maharashtra	Electronics and Electrical Engineering
Prachi Madhav Rao Kavale	Nandurbar, Maharashtra	NIT	Nagpur, Maharashtra	Chemical Engineering
Sandeep Baburao Kendre	Latur, Maharashtra	NIT	Nagpur, Maharashtra	Computer Science Engineering
Swati Bhagwan Survase	Solapur, Maharashtra	NIT	Nagpur, Maharashtra	Electronics and Communication Engineering
Vinod S. Karmenghe	Chandrapur, Maharashtra	NIT	Nagpur, Maharashtra	Computer Science Engineering
Suranjit Sarkar	North Tripura, Tripura	NIT	Patna, Bihar	Mechanical Engineering
Tevendra Singh	Annuppur, Madhya Pradesh	NIT	Patna, Bihar	Electronics and Communication Engineering
Mithlesh Mahawar	Bundi, Rajasthan	NIT	Raipur, Chhattisgarh	
Manish Bhagat	Janjgir Champa, Chhattisgarh	NIT	Rourkela, Odisha	Electrical Engineering

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Scholar Name	From	Institute	Institute Location	Stream of Study
Moti Prakash Panda	Cuttack, Odisha	NIT	Rourkela, Odisha	Electronics and Instrumentation Engineering
Nirakar Rout	Koraput, Odisha	NIT	Rourkela, Odisha	Electrical Engineering
Pabitra Kumar Majhi	Balasore, Odisha	NIT	Rourkela, Odisha	Metallurgical and Material Science Engineering
Prabartika Sahoo	Cuttack, Odisha	NIT	Rourkela, Odisha	Electronics and Communication Engineering
Prashant Gedam	Raipur, Chhattisgarh	NIT	Rourkela, Odisha	Electrical Engineering
Sagar Das	Cuttack, Odisha	NIT	Rourkela, Odisha	Mechanical Engineering
Smruti Ranjan Das	Dhalai, Odisha	NIT	Rourkela, Odisha	Mechanical Engineering
Sourav Prakash Dehury	Puri, Odisha	NIT	Rourkela, Odisha	Mechanical Engineering
Suchit Kumar Sethi	Puri, Odisha	NIT	Rourkela, Odisha	Electrical Engineering
Sunkara Thandava Seshatalpa Sai	Anantapur, Andhra Pradesh	NIT	Rourkela, Odisha	Electronics and Communication Engineering
Heerok Jyoti Hazarika	Dibrugarh, Assam	NIT	Silchur, Assam	Electronics and Communication Engineering
Heigrujam Santhoshkumar Singh	Thoubal, Manipur	NIT	Silchur, Assam	Computer Science Engineering
Kunal Goswami	Barpeta, Assam	NIT	Silchur, Assam	Electronics and Communication Engineering
Monjit Nunisa	Karbi Anglong, Assam	NIT	Silchur, Assam	Computer Science Engineering
Nongmaithem Nandini Devi	Thoubal, Manipur	NIT	Silchur, Assam	Computer Science Engineering
Uttam Kumar Pegu	Chemaji, Assam	NIT	Silchur, Assam	Civil Engineering
Aniket Ashok Vaste	Thane, Maharashtra	NIT	Surat Gujarat	Electronics and Communication Engineering
Anil Naranbhai Baraiya	Amreli Gujarat	NIT	Surat Gujarat	Mechanical Engineering
Chirag Vishwasrao Patil	Jalgaon, Maharashtra	NIT	Surat Gujarat	Mechanical Engineering
Varsha Prakash Ahire	Nashik, Maharashtra	NIT	Surat Gujarat	Computer Science Engineering
Siddharth Nareshbhai Jikadra	Bhavnagar Gujarat	NIT	Surat, Gujarat	Mechanical Engineering
Kevin Kumar Hasamukhbhai Patel	Patan Gujarat	NIT	Surat, Gujarat	Mechanical Engineering
B. Ullas Navada	Udupi, Karnataka	NIT	Surathkal, Karnataka	Electronics and Communication Engineering
Guruprasad M. H.	Haveri, Karnataka	NIT	Surathkal, Karnataka	Electronics and Communication Engineering
Mallinath S. Biradar	Bijapur, Karnataka	NIT	Surathkal, Karnataka	Mining Engineering
Manish Kumar Sahu	Bokaro, Jharkhand	NIT	Surathkal, Karnataka	Mechanical Engineering
Naveen S. N.	Bengaluru, Karnataka	NIT	Surathkal, Karnataka	Electronics and Communication Engineering
Poovanna K. P.	Hassan, Karnataka	NIT	Surathkal, Karnataka	Information Technology Engineering
S. K. Amarnath	Udupi, Karnataka	NIT	Surathkal, Karnataka	Information Technology Engineering
Sachin M. Naik	North Canara, Karnataka	NIT	Surathkal, Karnataka	Electronics and Communication Engineering
Sanjay Y. R.	Chikmagalur, Karnataka	NIT	Surathkal, Karnataka	Electronics and Communication Engineering

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Scholar Name	From	Institute	Institute Location	Stream of Study
Santhosh M. Bhat	North Canara, Karnataka	NIT	Surathkal, Karnataka	Mechanical Engineering
Venkatesh N. Gudikoti	Koppal, Karnataka	NIT	Surathkal, Karnataka	Electronics and Communication Engineering
Venu Gopal J.	Bellary, Karnataka	NIT	Surathkal, Karnataka	Electrical and Electronics Engineering
Abhijeet Ramanand	Rajnandgaon, Chhattisgarh	NIT	Trichy, Tamil Nadu	Electrical and Electronics Engineering
Nitish Bhagwat Meshram	Gondia, Maharashtra	NIT	Trichy, Tamil Nadu	Metallurgical and Material Science Engineering
Thopucherla Varun	Warangal, Andhra Pradesh	NIT	Warangal, Andhra Pradesh	Electronics and Communication Engineering
Monisha D. S.	Kodagu, Karnataka	PES Institute of Technology	Bengaluru, Karnataka	Electronics and Communication Engineering
Amit Bandu Shinde	Solapur, Maharashtra	Rajarambapu Institute of Technology	Islampur, Maharashtra	Mechanical Engineering
Anil Dhondiram Dandavate	Kolhapur, Maharashtra	Rajarambapu Institute of Technology	Islampur, Maharashtra	Mechanical Engineering
Santosh Dattatray Powar	Kolhapur, Maharashtra	Rajarambapu Institute of Technology	Islampur, Maharashtra	Mechanical Engineering
Harsh Deep Maheshwari	Chittorgarh, Rajasthan	Rajasthan Technical University	Kota, Rajasthan	Mechanical Engineering
Sunil Kumar Meena	Dausa, Rajasthan	Rajasthan Technical University	Kota, Rajasthan	
Jiten Pegu	Dhemaji, Assam	School of Technology, NEHU	Shillong, Meghalaya	Information Technology Engineering
Rupak Som	Dhemaji, Assam	School of Technology, NEHU	Shillong, Meghalaya	Electronics and Communication Engineering
Ravina Somnath Patole	Pune, Maharashtra	Sinhgad Technical Education Society	Pune, Maharashtra	Electronics and Communication Engineering
Akesh Naresh Meshram	Nagpur, Maharashtra	SRES College of Engineering	Kopargaon, Maharashtra	Mechanical Engineering
Akshay Buddhimanji Patil	Wardha, Maharashtra	SSBT College of Engineering and Technology	Jalgaon, Maharashtra	Mechanical Engineering
Bharat Darbarsingh Jadhav	Buldhana, Maharashtra	SSGM College of Engineering	Shegaon, Maharashtra	Electronics and Communication Engineering
Londhe Tejas Jalindar	Pune, Maharashtra	SSMS's Padmabooshan Vasantdada Patil Institute of Technology	Pune, Maharashtra	Mechanical Engineering
Asha Kumari	Giridih, Jharkhand	St. Columbus College	Hazaribagh, Jharkhand	Banking
Shridevi N. D.	Chikmagalur, Karnataka	University of Vishweshwaraiah College of Engineering	Bengaluru, Karnataka	Computer Science Engineering
Jagajeevan Beura	Cuttack, Odisha	Veer Surendra Sai University of Technology	Sambalpur, Odisha	Electronics and Telecommunication Engineering
Niranjan Soy	Jaipur, Odisha	Veer Surendra Sai University of Technology	Sambalpur, Odisha	Electrical Engineering
Vaibhav Namdev Rajhans	Kolhapur, Maharashtra	Walchand College of Engineering	Sangli, Maharashtra	Information Technology Engineering
Shrikant Arvindrao Wawre	Wardha, Maharashtra	Yashwant Rural Education Society's Bapurao Deshmukh Engineering College	Sevagram, Maharashtra	

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Scholar Name	From	Institute	Institute Location	Stream of Study
Bhawana Painkra	Jashpur Nagar, Chhattisgarh	BJ Medical College	Pune, Maharashtra	Gynecology
Arpita Pingua	Cuttack, Odisha	IIT	Bhubaneshwar	Mechanical Engineering
Hatchinghoi Haokip	Churachandpur, Manipur	IIT	Chennai	Chemical Engineering
Yashodha Doddur	Haveri, Karnataka	IIT	Chennai	Engineering Physics
Nagendra Kumar	Varanasi, Uttar Pradesh	IIT	Delhi	Electrical and Power Engineering

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Scholar Name	From	Institute	Institute Location	Stream of Study
Madhuri Vitthal Tikhe	Ahmednagar, Maharashtra	IIT	Guwahati	Computer Science
Kishore Rajendra	Chittoor , Andhra Pradesh	IIT	Indore	Computer Science
Akash Kumar	Allahabad, Uttar Pradesh	IIT	Kanpur	Mechanical Engineering
Dheerendra Kumar	Fatehpur, Uttar Pradesh	IIT	Kanpur	Mechanical Engineering
Neeraj Kumar Verma	Jhansi, Uttar Pradesh	IIT	Kanpur	Electrical Engineering
Prashant Kumar	Lakhimpur Kheri, Uttar Pradesh	IIT	Kanpur	Computer Science
Soniya Barmate	Korba, Chhattisgarh	IIT	Kanpur	Computer Science
Ankul Kumar	Aligarh, Uttar Pradesh	IIT	Kharagpur	Electronics and Electrical Communication
Bhrugupati Hansda	Mayurbhanj, Odisha	IIT	Kharagpur	Mechanical Engineering
Dinesh Kumar Mohanpuria	Nagaur, Rajasthan	IIT	Kharagpur	Mechanical Engineering
Jyoti Prakesh Behera	Jajpur, Odisha	IIT	Kharagpur	
Kapil Kumar Xalxo	Raigarh, Chhattisgarh	IIT	Kharagpur	Mechanical Engineering
Khilawan Baghel	Raipur, Chhattisgarh	IIT	Kharagpur	Civil Engineering
Kumar Sanjay Pamegam	Sonitpur, Assam	IIT	Kharagpur	Chemical Engineering
Madhukar Chandrakant Mengal	Pune, Maharashtra	IIT	Kharagpur	
Rahul Kumar Bambeshwar	Durg, Chhattisgarh	IIT	Kharagpur	Computer Science
Rahul Yelluri	Rangareddy , Andhra Pradesh	IIT	Kharagpur	Mining Engineering
Sunaram Tudu	Keonjhar, Odisha	IIT	Kharagpur	Chemical Engineering
Arun Prabhakaran	Ernakulam, Kerala	IIT	Mumbai	Computer Science
Ashish Charan Tandi	Bolangir, Odisha	IIT	Mumbai	Aerospace Engineering
Jaswant Kumar	Gonda, Uttar Pradesh	IIT	Mumbai	Computer Science
Abhishek Kumar Antony	Varanasi, Uttar Pradesh	IIT	Roorkee	Electrical Engineering
Mukesh Pal	Jalandhar, Punjab	IIT	Roorkee	Chemical Engineering
Rahul Kumar	Kangra, Himachal Pradesh	IIT	Roorkee	Chemical Engineering
Vikas Sheel	Kanpur Dehat, Uttar Pradesh	IT BHU	Varanasi	Civil Engineering
Pushpalata Barsalia	Mayurbhanj, Odisha	Maharaja Punyachandra College of Science	Mayurbhanj, Odisha	
Meenakshi Nirwan	Ghaziabad, Uttar Pradesh	Multani Mal Modi College of Science	Patiala, Punjab	
Ranjeet Kumar	Ballia, Uttar Pradesh	NIT	Jalandhar , Punjab	Mechanical Engineering
H.S. Sarojadevi	Gulbarga, Karnataka	NIT	Karaikal, Puducherry	
Sanjenbam Chandrakala Devi	Bishnipur, Manipur	NIT	Karaikal, Puducherry	
Neeraj Kapoor Kumar	Chamba Himachal Pradesh	NIT	Surathkal, Karnataka	
Rabindra Chhanchan	Sambalpur, Odisha	NIT	Surathkal, Karnataka	Computer Science
Rajesh Kumar	Nalanda Bihar	NIT	Surathkal, Karnataka	Mechanical Engineering
Sandeep A.D	Bidar, Karnataka	NIT	Surathkal, Karnataka	Electronics and Communication Engineering
Sarath Kumar P.M	Kottayam, Kerala	NIT	Surathkal, Karnataka	Electronics and Communication Engineering
Sawant Swapnil Suresh	Satara, Maharashtra	NIT	Surathkal, Karnataka	Mechanical Engineering
Srikanth Pachala	Guntur, Andhra Pradesh	NIT	Surathkal, Karnataka	Electronics and Communication Engineering
Harshita Kurapati	Guntur, Andhra Pradesh	NRI Institute of Technology College	Krishna, Andhra Pradesh	
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