SEAL OF THE NOTARY PUBLIC
Shanker D. Saini (Adv.)
Regn. No:742
Lic. Exp. 22-04-2030
DISTT COURT, JAM

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (MoU) is entered into and executed on the 18th December, 2025 between the SAMGRA SHIKSHA, Jammu & Kashmir which term or expression, unless excluded by or repugnant to the subject or context shall mean and include its successors-in-office. (referred as First Party);

AND

Dignity Education Vision International (DEVI) Sansthan, a non-profit organization, having its registered office at 10 Station Road, Lucknow, 226001, UP (referred as Second Party). Both referred to as Parties.

This MoU as entered into between the Samgra Shiksha, Jammu & Kashmir and Dignity Education Vision International (DEVI) Sansthan commits the two parties to implement the ALfA FLN RRI Program towards making the State NIPUN. In this government-led initiative, DEVI Sansthan will serve as the knowledge partner, providing expertise, know-how, pedagogy, training and support on the ALfA pedagogy, while SAMGRA SHIKSHA, Jammu & Kashmir will act as the Implementation Partner ensuring the program's proper implementation at the government schools.

Now the MEMORANDUM OF UNDERSTANDING Witnesses as Follows:

1. BACKGROUND

The foundational literacy and numeracy (FLN) gap remain a pressing concern, especially in the context of the NIPUN Bharat Mission, which has a deadline of 2026/27. FLN is the top priority of India's New Education Policy 2020.

To address this challenge, DEVI Sansthan (Dignity Education Vision International) wishes to help Jammu & Kashmir fulfill its NIPUN goals before the deadline using its ALfA FLN Program—an innovative approach for Accelerating Learning for All, representing a forward-thinking solution in this mission (henceforth referred to as the ALfA FLN Program).

a. **Pedagogical Transformation:** ALfA (Accelerating Learning for All) is designed to be student-led, swift, and highly effective pedagogy, aiming to achieve foundational literacy and numeracy within 45 days, compared to the typical 3 years or more. This rapid learning process is crucial for addressing the FLN crisis efficiently, to meet the goals of NIPUN Bharat before 2026/27.

b. **Comparative Analysis:** ALfA's methodology stands out in comparison to traditional approaches such as whole language and phonics. The pedagogy's rapid effectiveness highlights its potential to address the FLN gap more swiftly and effectively than the best of conventional methods.

c. **Evidence and Impact:** ALfA's development is rooted in 22 years of research and over 3 years of active research in government schools of UP. The program was first implemented in two of India's Low-Performing Districts in the fall of 2022, following a request from the Secretary of Education, MOE, India. Our research and pedagogical approaches are detailed in several books published by Bloomsbury. The results of this implementation in Shamli, UP, were documented in a book by Prof. Fernando Reimers and the Harvard Graduate School of Education team, published in 2023. DEVI Sansthan has also received validation from two major third-party sources:

- Research supported by UNICEF in the Maldives nation.
- Results from the UP Government's own NIPUN Assessment Test (NAT), released in March 2024.

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d. **Support and Expansion:** ALfA has grown exponentially from 20 government schools in 2022 to MoUs that encompass 35,000 government schools across 5 states of India, with work on women literacy in 6 states of India.

2. THE PROPOSITION

DEVI Sansthan proposes the implementation of the ALfA FLN RRI Program to advance Jammu & Kashmir government's progress towards the NIPUN Bharat Mission, to make it NIPUN by 2026/27. Further, the objective is to position Jammu & Kashmir as a leader in educational excellence for all its future generations by incorporating ALfA in the State Curriculum for FLN.

Phase 1—Engage in Research Implementations

Phase 2—Expand district-wide implementation based on the results in Phase 1, OR Embed into Curriculum for sustainability

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Phase 1: Implement ALfA FLN RRI Program in engage mode in randomly selected (implementation schools and control schools) / or in a whole blocks or district as agreed in schools of Kashmir Division using the sole methodology of ALfA for FLN. This stage will serve as research implementation. The effectiveness of ALfA will be showcased through the State's own assessments or third-party evaluations, and the NAS (National Achievement Survey) by MoE, India. The goal is for the chosen Aspirational Districts to rapidly improve their rankings from near the bottom to near the top of the State within a few weeks. Effective adoption of the program by the teachers will be taken up by the government as Implementation Partner, while DEVI Sansthan will support the program's materials, training and empowerment of the teachers and middle level government staff including supervisory staff and trainers as Knowledge Partner. In this partnership, the ALfA FLN RRI Program will be considered a government's own initiative. In order to isolate the impact of ALfA pedagogy, the government will ensure that all schools implementing the ALfA FLN RRI Program.

b. **Phase 2:** This stage aims to embed ALfA within the statewide educational framework, ensuring that future generations of children will benefit from this transformative pedagogy, and all future generations are FLN capable. This expansion will be supported by data from the research implementation in Kashmir and with data from across India.

DEVI Sansthan will empower the trainers and middle-level government officials, to drive and sustain change, and to take the baton of ALfA in their own hands. DEVI Sansthan will continue to be knowledge partner during this process.

3. KEY COMPONENTS

DEVI Sansthan will provide ALfA Fast FLN Program and a Holistic New Education (Sampoorn Nai Shiksha) for children from Grades 1-5.

SAMGRA SHIKSHA, Jammu & Kashmir will oversee the mandatory implementation of ALfA in all participating schools, ensuring adherence to the Intensive modality with a focus on Urdu and Maths (Optional: Hindi & English) for 45 working days. Beyond the 45 days, the ALfA Process of Paired Learning will continue to be used to accelerate the completion of government-prescribed textbooks and workbooks through the remainder of the academic year.

IMPLEMENTATION PLAN FOR Phase 1:

a. **Milestone 1 (45 Working Days):** Conduct intensive implementation using ALfA materials and its paired learning process. Intensive implementation involves full-day FLN activities, while Standard implementation includes at least one hour per day for literacy and one hour for numeracy, with other subjects taught as usual.

b. **Milestone 2 (45 Working Days):** Complete prescribed textbooks and workbooks continuing with the ALfA process of paired learning as the children master their prescribed textbooks/workbooks.

c. **Milestone 3 (Remainder of the Year):** Focus on practice and exam preparation, with continued use of the ALfA process of paired learning to develop speed and accuracy.

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IMPLEMENTATION PLAN FOR Phase 2:

a. **Step 1: Expand and Integrate**: Implement ALfA across additional districts, integrating it into the statewide curriculum. This stage focuses on scaling the program.

b. **Step 2: Capacity Building and Training**: Conduct comprehensive training for educators and administrators on the ALfA pedagogy and its integration with the statewide curriculum. Develop support systems to ensure effective adoption and sustainability.

c. **Step 3: Monitoring and Evaluation**: Establish mechanisms for ongoing monitoring and evaluation of ALfA pedagogy's impact across the expanded districts, and compare results with other states. Use data and feedback to refine and improve the implementation, ensuring continuous enhancement of FLN outcomes.

4. THE PROPOSED ACTIVITIES

This plan ensures a structured approach to implementing, evaluating, and expanding the ALfA FLN RRI Program to achieve the goals of the NIPUN Bharat Mission and improve foundational literacy and numeracy in Jammu & Kashmir.

Step 1: Implementation and Training (Months 1-3):

a. Launch the ALfA FLN RRI Program in selected blocks / districts of Kashmir division.

Conduct training for school leaders and teachers on ALfA pedagogy.

Provide resources for both Intensive and Standard modalities.

Offer on-site support and troubleshooting.

Step 2. Evaluation and Refinement (Months 4-6):

a. Conduct mid-term evaluation of program effectiveness and implementation.

b. Collect data on student performance and teacher feedback.

c. Refine the program based on evaluation results.

Step 3. Expansion and Integration (Months 7-12):

a. Plan for statewide expansion based on Stage 1 results.

b. Develop a strategy for integrating ALfA into the state curriculum.

c. Prepare for and begin statewide implementation.

d. Collect feedback and make program adjustments as needed.

e. Conduct a final review and develop recommendations for future stages.

5. MAIN ACTIVITIES

a. **Implementation in an RCT Research Format:** Implement the ALfA FLN RRI Program in randomly selected treatment blocks or schools, covering up to 50% of two or more poorest performing aspirational districts, with the remaining 50% of these districts serving as Control Group. Evaluation will be conducted by a third-party such as a University and government'

b. **Training of Trainers, KRPs, and MLMs:** Initial 2-day training sessions will be followed by refresher sessions in both in-person and online formats.

- Train district supervisory staff on oversight, ALfA pedagogy, and supervision using the ALfA Google Form or ALfA Way App.
- Train the data collection team on the iProgress App if needed.
- Create WhatsApp groups for ongoing teacher support and updates.

c. **Benchmark 1:** Conduct baseline evaluation by the third-party evaluator of both treatment and control groups in selected grades on a random selection basis.

d. **Implementation:** Implement the ALfA FLN RRI Program in treatment schools in selected districts using the intensive modality.

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e. **Benchmark 2:** Conduct mid-line evaluation by the third-party evaluator at treatment schools.

f. **Reports Stage 1:** Obtain third-party reports with statistical analyses, including effect sizes, and a separate qualitative analysis. Discuss these reports with SAMGRA SHIKSHA, Jammu & Kashmir.

g. **Honoring Ceremony:** Organize a ceremony to celebrate progress, share results, and to honour teachers and Key Resource Persons.

h. **Refresher Training for Stage 2:** Provide refresher training at the start of Stage 2 at a location, which can be combined with the Honoring Ceremony at a central location.

i. **Implementation of Stages 2 and 3:** Along with training, provide additional practice materials, if required.

j. **Scaling Options:** Explore scaling up options based on research results, including district-level expansion, or integration into the state curriculum.

6. EVALUATION

a. **Research Implementation in Phase 1:** The ALfA FLN RRI Program will be implemented in selected schools in randomly selected blocks within chosen lowest-performing Aspirational Districts, with DEVI Sansthan as the content, knowledge, and training partner. Random selection of blocks for treatment and control groups of schools will be a neceSamgra Shikshary condition for the research implementation.

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Data Collection: Data will be collected on indicators such as student attendance, dropout rates, and performance improvements. The government will ensure that all data collected, including data from previously held tests, and ongoing assessments of the government, are provided without delay to support the evaluation process.

c. **Assessment Comparisons:** Progress between treatment and control schools will be compared to evaluate the effectiveness of the ALfA pedagogy. Benchmark assessments will be used for this evaluation.

d. **Reporting:** Third-party evaluators will prepare detailed reports on progress, including statistical and qualitative analyses. These reports will guide discussions with SAMGRA SHIKSHA, Jammu & Kashmir and inform future scaling decisions.

e. **Potential Expansion and Integration:** Options for expanding the program to additional districts, or integrating it into the state syllabus will be explored to mainstream the ALfA pedagogy for long-term educational benefits.

7. ROLE AND RESPONSIBILITY OF DEVI Sansthan

a. Provide physical and online training and refresher trainings for the empowerment of Teachers, School Heads, Supervisory and Training Staff of the government in the selected districts.

b. Offer handholding support to staff and teachers throughout the implementation Stage to ensure sustainability and successful results.

c. Supply ALfA literacy and numeracy program kits for both children and teachers as part of their training and implementation.

d. Address any queries from teachers regarding the implementation process through the WhatsApp group, offering on-the-spot redreSamgra Shikshal.

e. Get third-party reports and discuss a path to scaling up and system-wide implementation of ALfA in the next Stage.

8. ROLE AND RESPONSIBILITY OF SAMGRA SHIKSHA, JAMMU & KASHMIR

SAMGRA SHIKSHA, Jammu & Kashmir shall ensure that the following pre-conditions for success are met:

Digital Education Vision International DEVI

a. Provide data on the schools, teachers and students, supervisory and training staff and facilitate the issue of government orders promptly for the smooth and timely implementation of the ALfA FLN RRI Program.

b. Provide copies of the papers, and data on assessments held previously, to help generate a macro view of developments to be included by the third-party evaluators.

c. Ensure there is no overlap of FLN work by other NGOs for these grades in the selected schools. DEVI Sansthan assures that the children will learn a lot faster and better even their own textbooks after the 45 ALfA FLN RRI Program, leaving time for practice and preparation for the year-end examinations.

d. Give orders for the supervisory staff to align their supervision with the needs of the ALfA FLN RRI Program, to ensure that the supervision matches the ALfA implementation goals.

e. Guarantee continuous implementation of the ALfA FLN RRI Program by all teachers for the specified period during Stage 1 (45 days).

f. Provide clear instructions to all relevant stakeholders, including all key resource persons and middle level leaders, school heads, and teachers.

g. Facilitate the training in-person and online refresher trainings of teachers through MOOT (Massive Open Online Training) modality for online training, ensuring availability of neceSamgra Shikshary training equipment and venues for physical sessions for learning of key concepts by the teachers, trainers and supervisory staff.

h. Establish WhatsApp groups for sharing pictures and videos and addressing queries, with government officials participating actively in these groups.

Though the MOU is primarily non-financial in nature, DEVI Sansthan appreciates the support of the government in finding CSR partners.

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9. FINANCIAL IMPLICATIONS

This is a non-financial MOU between SAMGRA SHIKSHA, Jammu & Kashmir and DEVI Sansthan. DEVI Sansthan will cover all the costs associated with the program implementation as related to printing, hands-on learning materials, and training, as follows. The SAMGRA SHIKSHA, Jammu & Kashmir may support DEVI to approach CSR partners, as may be needed.

DEVI Sansthan will bear the following costs:

1. Institutional costs, including staff salaries
2. Travel and per diem expenses of DEVI staff
3. Printing of booklets, assessments, and practice assessments
4. Posters and other study materials as required
5. OMR sheets, if required, for instant data collection
6. Online training, WhatsApp and online support
7. Preparation of tests, data collection, data analysis, and report creation
8. Communications with the government and teachers
9. Design and customization of study materials to Jammu & Kashmir's needs
10. Preparation of training materials, handouts, class posters, checklists, supervision guidelines, tests, videos, and PPTs
11. Use of DEVI apps, including ALfA Way and Pragati, as needed
12. Research design
13. Knowledge support to the Jammu & Kashmir government.

Director Education Vision International DEVI SANSTHAN

10. REPORTING OBLIGATION

a. **Performance Data**: SAMGRA SHIKSHA, Jammu & Kashmir will supply DEVI Sansthan with all data related to the state's primary schools and their assessments, as well as detailed data on districts and schools in both treatment and control groups.

b. **Interim Reports**: At the end of each stage, DEVI Sansthan will submit interim reports detailing program effectiveness and progress.

c. **Final Report**: A comprehensive final report summarizing the program's impact and recommendations will be delivered at the end of each 1-year term.

d. **Review Meetings**: Review meetings will be held as and when required to discuss reports, progress, and any issues, and to evaluate further scaling up of the ALfA FLN RRI Program.

11. OTHER TERMS & CONDITIONS

a. ALfA FLN RRI Program Coordinator will be appointed at the State Level to act as the primary liaison between DEVI and SAMGRA SHIKSHA, Jammu & Kashmir. This coordinator will have the authority to make swift decisions in consultation with State and District Level Officials. Responsibilities include coordinating all trainings, supervision staff, government orders, and meetings, with approval from and on behalf of SAMGRA SHIKSHA, Jammu & Kashmir. DEVI Sansthan will also designate a ALfA FLN Coordinator to manage all communications on its end with SAMGRA SHIKSHA, Jammu & Kashmir.

b. Given the short duration of the first Stage, prompt decision-making and swift action are essential. This is particularly important at the outset to ensure the timely initiation and smooth operation of the ALfA FLN RRI Program.

c. SAMGRA SHIKSHA, Jammu & Kashmir will provide all neceSamgra Shikshary data to DEVI Sansthan in a timely manner. Additionally, SAMGRA SHIKSHA, Jammu & Kashmir will supply its logo for use in all printed study materials and communications related to the ALfA FLN RRI Program.

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12. INTELLECTUAL PROPERTY RIGHTS

a. **Ownership of Materials:** All intellectual property, including but not limited to study materials, training resources, and educational content developed under the ALfA FLN RRI Program, shall remain the exclusive property of DEVI Sansthan. This includes content created specifically for the ALfA FLN RRI Program, such as curriculum materials, training manuals, and digital resources.

b. **Use of Intellectual Property:** SAMGRA SHIKSHA, Jammu & Kashmir is granted a non-exclusive, non-transferable license to use, distribute, and implement the intellectual property developed by DEVI Sansthan solely for the purposes of the ALfA FLN RRI Program. SAMGRA SHIKSHA, Jammu & Kashmir may not create derivative works or use these beyond the scope of the program without prior written consent of DEVI Sansthan.

c. **Acknowledgment and Attribution:** SAMGRA SHIKSHA, Jammu & Kashmir shall ensure that all materials and resources provided by DEVI Sansthan are appropriately credited in accordance with guidelines provided by DEVI Sansthan. The DEVI Sansthan and ALfA logos and full forms, and acknowledgment of its intellectual property shall be included in all printed and digital materials related to the program.

d. **Confidentiality:** Both parties agree to maintain the confidentiality of proprietary information and intellectual property shared during the course of the program. This obligation extends beyond the termination of the MoU and includes safeguarding against unauthorized access or disclosure.

e. **Changes & Modifications:** Any changes or modifications to the MoU must be mutually agreed upon, put into writing, and executed by authorized representatives of both parties.

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13. ARBITRATION

a. **Dispute Resolution:** Disputes arising from this MoU will be resolved through arbitration. If a resolution cannot be reached, the matter will be referred to mediation or arbitration in accordance with the applicable laws and regulations.

b. **Procedure:**

- **Initiation:** A party must provide written notice to the other party detailing the dispute and relief sought.
- **Arbitrator:** A single arbitrator will be chosen by mutual agreement. If not, an arbitrator will be appointed by a relevant arbitral institution.
- **Venue:** Arbitration will be held in Jammu & Kashmir, unless otherwise agreed.
- **Rules:** Arbitration will follow the Arbitration and Conciliation Act, 1996 of India or its amendments.

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Confidentiality: Arbitration proceedings will be confidential.

Binding Decision: The arbitrator's decision is final and binding. The award can be enforced in any court of competent jurisdiction.

Costs: Each party will bear its own costs unless otherwise determined by the arbitrator.

14. TIME PERIOD

SAMGRA SHIKSHA, Jammu & Kashmir and DEVI Sansthan agree to a 3-year MoU to implement the ALfA FLN RRI Program. This initiative aims to achieve the universal NIPUN Bharat Mission goals by 2026/27 and deliver a comprehensive new education (Sampoorn Nai Shiksha) for children from Grades 1-5 in Jammu.

15. FORCE MAJEURE

Should there be occurrence of events beyond the control of either party, such as riots, natural disasters, or war, neither party shall be held liable for problems or costs arising from their inability to fulfill their obligations under the MOU. If a force majeure event persists for three months, the MoU will automatically terminate. The party experiencing a force majeure event must provide written notice to the other party within thirty days of its occurrence.

16. GOVERNING LAW AND JURISDICTION

The Memorandum of Understanding shall be governed by and construed in accordance with the laws of India. The Courts at Jammu & Kashmir shall have exclusive jurisdiction to entertain and adjudicate any disputes arising out of or in connection with this Memorandum of Understanding.

17. NOTICE

All communications should be made in writing and delivered to the relevant party's address mentioned in the agreement.

The Agreement will come into effect from 18/12/2025

IN WITNESS WHEREOF, the parties hereto have read and agreed to the terms and conditions set forth and have executed this MoU on the day and year first above written.

For SAMGRA SHIKSHA, Jammu & Kashmir:

~~Witness-1~~

Name: BHAWANI SINGH RAKWAL

Designation: State Project Director Samagra Shiksha J&K(UT)

Date: 18/12/2025

Witness - 1

Name: Naseem Akhter

Designation: Coordinator NGO

Date: 18/12/2025

Witness 1

Signature:

Seal: Project Director, Samagra Shiksha, J&K

Signature:

Seal: Co-ordinator Samagra Shiksha J&K

Witness 2:

Name: Ashwini Kumar

Designation: Administrative officer

Date: 18-12-2025

Signature:

Seal: ADMINISTRATIVE OFFICER SAMAGRA SHIKSHA J&K, UT

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For DEVI Sansthan:

Name: Sunita Gandhi

Designation: CEO

Date: 10/11/2025

Signature:

Seal: Dignity Education Vision International DEVI SANSTHAN LUCKNOW

Witness 1:-

Name: Akhilesh Nath Tripathi

Designation: Sr. Program Manager

Date: 18-Dec-2025

Signature:

Seal:

Witness 2:

Name: Shivendra Pratap Singh

Designation: Manager-Operations & Government Relations

Date: 18-Dec-2025

Signature:

Seal:

18/12/2025

Execution Admitted Hence Attested

Shanker D. Saini
Notary Public
Distt. Court, Jammu

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INDIA NON JUDICIAL

Government of Jammu and Kashmir

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Unique Doc. Reference	:	SUBIN-JKJK12541704800317034869O3X
Purchased by	:	Dignity Education Vision Internaional DEVISANSTHAN
Description of Document	:	Article 5 Agreement or Memorandum of an Agreement
Property Description	:	Not Applicable
Consideration Price (Rs.)	:	0 (Zero)
First Party	:	Directorate of Samagra Shiksha Govt of JandK
Second Party	:	Dignity Education Vision Internaional DEVISANSTHAN
Stamp Duty Paid By	:	Dignity Education Vision Internaional DEVISANSTHAN
Stamp Duty Amount(Rs.)	:	500 (Five Hundred only)

सत्यमेव जयते

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Statutory Alert:

1. The authenticity of this Stamp certificate should be verified at 'www.shcilestamp.com' or using e-Stamp Mobile App of Stock Holding. Any discrepancy in the details on this Certificate and as available on the website / Mobile App renders it invalid.
2. The onus of checking the legitimacy is on the users of the certificate.
3. In case of any discrepancy please inform the Competent Authority.