MEMORANDUM OF UNDERSTANDING

Between the Union Territory Administration of Ladakh and DEVI Sansthan (Dignity Education Vision International)

1. This Memorandum of Understanding (MoU) is entered into and executed on the ..... 2026 at Leh, Ladakh, between the Union Territory Administration of Ladakh, acting through the School Education Department and Samagra Shiksha, Ladakh (referred to as Party 1);

AND

2. DEVI Sansthan (Dignity Education Vision International) is a not-for-profit organization having its registered office at 10 Station Road, Lucknow, 226001, Uttar Pradesh (referred to as Party 2); both as Parties.

This MoU, as entered into between the School Education Department / Samagra Shiksha, Ladakh and DEVI Sansthan, commits the two Parties to the implementation of programmes to improve the learning of children studying in the government schools of Ladakh. The goal is to ensure that all appropriate activities as laid out in this document are carried out.

An overview of the planned collaboration is given in the subsequent sections.

GOAL OF THE PARTNERSHIP

This is a non-financial partnership for a period of three (3) years, under which DEVI Sansthan serves as the Implementation & Knowledge Partner to the Union Territory Administration of Ladakh, with a research collaboration led by DIET Ladakh.

The shared goal is that every child in Ladakh becomes literate and numerate, and that Ladakh is ranked first in India in the PARAKH Rashtriya Sarvekshan (PRS) 2027 in both Grade 3 and Grade 6, building on Ladakh's recent rise of approximately 18 places in its Grade 3 national rank between NAS 2021 and PRS 2024; and, alongside this, that the capacity of middle-level leaders and teachers across Ladakh is durably built.

KEY COMPONENTS

DEVI Sansthan, as part of its FLN Rapid Results Initiative, will support the efforts of the Union Territory Administration of Ladakh to make Ladakh foundationally literate and numerate through the following key components:

1. **SCOPE & PHASING:** Phase 1 will cover 150 government schools (approximately 9,000 children) in Grades 1 to 5, deployed across whole blocks or districts so that the effect is visible at the system level. Phase 2 will extend the programme to all 400 government schools, add approximately 3,500 pre-primary children (Nursery, LKG and UKG; ages 3 to 6), and, from April 2027, add Grade 6 to the FLN goals.

2. **SUBJECTS & LANGUAGES:** The programme will be delivered in English, Hindi and Mathematics. Ladakh's classrooms being multilingual (Ladakhi, Balti, Urdu, Hindi and

English), ALfA's known-to-unknown design works across languages, and further languages may be added subsequently, if required.

3. **MISSION MODE:** Implementation will run in mission mode, with one dedicated period each for English, Mathematics and Hindi every day in the morning hours, for 45 days (at most 60). This intensive sprint will be followed by year-long continuation of the ALfA MAT (Model–Apply–Transfer) paired-learning process, with children reading from their own textbooks and building oral reading fluency and application-based mathematics, so that Ladakh's schools become models of FLN throughout the year.

4. **TLMs:** ALfA FLN booster booklets and toolkits will be provided for the children to learn in pairs, together with specifications for thin shared booklets and simple manipulatives, including toy-based mathematics materials.

5. **TRAINING & REFRESHER TRAINING:** Middle-level government officials, master trainers, school heads and teachers will receive in-person physical training, delivered through a cascade model, with online refresher trainings thereafter. A particular focus will be placed on building the capacity of middle-level leaders and teachers, so that ALfA is implemented faithfully in every classroom.

6. **SUPERVISION:** Middle-level leaders and other relevant officials will be active throughout the project. They will use the ALfA Way app, DEVI's monitoring app or Google Forms, as provided, for supportive supervision of the ALfA programme. Teachers will be active in WhatsApp groups to share photos, videos and evidence. The DEVI team will also support the supervision.

7. **ASSESSMENT & RESEARCH:** Baseline and endline assessments will be conducted around the 45-day sprint on a small, scientifically sampled cohort, using EGRA, EGMA and Oral Reading Fluency (ORF), together with behavioural-science measures covering collaboration, equity and inclusion, intrinsic motivation and the well-being of students and teachers. Schools not yet reached by the programme will serve as a comparison (control) group. Children will additionally be tested frequently through the year through a simple testing system built in collaboration with the Government, and an external post-intervention test will be conducted at the end of each academic year. This evaluation will be led by DIET Ladakh, working with external researchers who will independently design, administer and analyse the sampled assessment.

SUPPORT FROM THE GOVERNMENT

Because ALfA runs through the Government's own system, the support required is largely facilitative and in-kind. To enable the programme to deliver its best possible results, the Union Territory Administration of Ladakh will provide the following facilitation and support:

(a) **Protected time:** One dedicated period each for English, Mathematics and Hindi, first thing every morning, for 45 days (at most 60) in time-bound mission mode, followed by year-long continuation of the ALfA paired learning and MAT process in the participating schools.

(b) **Selection of schools:** Selection of the Phase-1 blocks / districts (150 schools, approximately 9,000 children) and, in Phase 2, of all 400 government schools.

(c) **Timely orders:** Facilitation of the programme and the issuance of all necessary orders and instructions in a timely manner, placing implementation fidelity in the Government's own hands.

(d) **Topmost priority:** Clear instructions to the middle-level leaders at the district and block levels to accord this programme the topmost priority and to ensure its daily and proper implementation.

(e) **Active presence:** The active presence of these middle-level leaders in the WhatsApp monitoring groups and in the training programmes for the teachers.

(f) **Hosting, stay and logistics:** Travel, stay and logistics for visiting DEVI field teams and for training, including the training venue and teacher travel and meals.

(g) **Materials:** Where required, printing of the ALfA toolkits, the assessments and simple toy-based mathematics materials as part of its learning-materials supply through Samagra Shiksha.

(h) **DIET Ladakh:** DIET Ladakh's planning, academic oversight and lead role in conducting the baseline, midline, endline and in-year evaluation, working with external researchers (to be engaged by PMU).

(i) **Academic calendar:** Scheduling of the programme in a manner consistent with the academic sessions followed across Ladakh, so that implementation and assessment are not disrupted by winter or summer vacations in the respective districts and blocks.

These factors will materially help DEVI Sansthan deliver better learning results for the children of Ladakh.

SUPPORT FROM DEVI SANSTHAN

DEVI Sansthan, as Implementation & Knowledge Partner throughout the three-year term, will provide the complete ALfA pedagogy and MAT process for literacy and numeracy in English, Hindi and Mathematics, together with materials specifications; in-person training of officials, master trainers, headteachers and teachers; the ALfA Way app and WhatsApp-based supportive supervision; the evaluation design and instruments (EGRA, EGMA and ORF, with behavioural-science measures) to the local DIET, including the related training and technology; and hands-on implementation support across the full term. DEVI Sansthan will bear its own personnel costs.

Periodic updates and meetings

Review meetings will be organized by the relevant government officials at the Union Territory, district and block levels. These discussions will focus on observational feedback of classes and course correction, if required. DEVI Sansthan staff will participate in any such meetings.

DEVI Sansthan will be willing to support any other activities conducted by the Administration as required, and may allocate a representative to sit in the Directorate of School Education / SCERT office, Ladakh, as required. The personnel cost of DEVI staff will be borne by DEVI Sansthan only.

1. GENERAL PROVISIONS

1.1 DEFINITIONS

(a) **"Government"** means the Union Territory Administration of Ladakh, the School Education Department and Samagra Shiksha, Ladakh.

(b) **"Service"** means the work to be performed by the Second Party pursuant to this MoU for the purpose of the project mentioned above.

(c) **"DIET Ladakh"** means the District Institute of Education and Training, Ladakh, which shall hold academic oversight of, and the lead role in, the evaluation described in this MoU.

1.2 RELATION BETWEEN THE PARTIES

Nothing contained herein shall be construed as establishing the relation of purchaser and seller as between the First and Second Party. The Second Party, subject to this MoU, shall have complete charge of its personnel performing the Service and shall be fully responsible for the tasks completed by them.

1.3 GOVERNING LAW & JURISDICTION

This MoU, its meaning and interpretation, and the relation between the Parties shall be governed by the laws applicable in India, and the courts at Leh, Ladakh only shall have exclusive jurisdiction over matters relating to or arising from this MoU.

1.4 LANGUAGE

This MoU has been executed in the English language, which shall be the binding and controlling language for all matters relating to the meaning or interpretation of this MoU.

1.5 LOCATION

The matter, i.e. the supply and services arising under this MoU, shall be performed by the Second Party across the districts and blocks of Ladakh selected under Phases 1 and 2, to improve FLN for all the children of Ladakh, as agreed to by the First Party.

1.6 AUTHORISED REPRESENTATIVES

Any action required or permitted to be taken, and any document required or permitted to be executed under this MoU, may be taken or executed:

(a) On behalf of the First Party, by the authorised representative of the Union Territory Administration of Ladakh.

(b) On behalf of the Second Party, by the CEO, DEVI Sansthan.

2. COMMENCEMENT, MODIFICATION AND TERMINATION OF THIS MoU

2.1 This MoU between both the Parties will be valid for three (3) years from the date of signing, and may be renewed further upon the mutual agreement of both the Parties.

2.2 This MoU may be terminated at any time by either Party with one (1) month's advance notice in writing. The Parties undertake and shall make reasonable efforts to ensure that termination, if necessary, is made at the end of an academic year.

2.3 Modification of the terms and conditions of this MoU, including the modification of the group of services and the transition from Phase 1 to Phase 2, may only be made by prior written agreement between the Parties.

2.4 The activities of the aforesaid organisation shall not adversely affect the teaching-learning processes or the academic arrangements in the schools where the programme is being implemented.

3. FINANCIAL IMPLICATIONS

This MoU, as understood and agreed by both the Parties, will be a non-financial partnership between DEVI Sansthan and the Union Territory Administration of Ladakh. The Administration will not bear any programme fee or payment to DEVI Sansthan whatsoever, before or during the implementation of the programme, and DEVI Sansthan shall bear its own personnel costs. Funding support, where required for the printing of toolkits, assessments and toy-based mathematics materials, may be arranged through Corporate Social Responsibility (CSR) contributions or through the Government printing such materials as part of its learning-materials supply via Samagra Shiksha. The in-kind support at clauses (f) and (g) of "Support from the Government" above shall not be construed as a financial obligation to the Second Party.

4. REPORTING OBLIGATION

The **Second Party** shall submit to the **First Party** an annual progress report and such documents as may be specified, at such frequency as may be agreed upon between the two Parties, over the three-year term of this MoU. The baseline, endline, in-year and annual external assessment findings shall be shared with the First Party and with DIET Ladakh.

5. RESEARCH, DATA AND PUBLICATION

The evaluation shall be led by DIET Ladakh with external researchers. Child-level data collected under this MoU shall be used solely for the purposes of the programme and its evaluation, shall be held securely, and shall be anonymised before any analysis is published or shared beyond the Parties and DIET Ladakh. The Parties may publish or present the findings, including jointly with DIET Ladakh and the external researchers, with due acknowledgement of the Government of Ladakh and of DIET Ladakh, and subject to the prior written consent of the First Party. Nothing in this clause shall prevent either Party from reporting aggregate, anonymised results.

6. ARBITRATION

Both the Parties shall use all reasonable endeavours to resolve or settle disputes through mutual negotiation and discussion in connection with this MoU or its interpretation. Any and all disputes, controversies and conflicts ("**Disputes**") arising out of this MoU, or relating to or in connection with

it, or the performance or non-performance of the rights and obligations set forth herein, or the breach, termination, invalidity or interpretation thereof, which cannot be settled or resolved amicably, shall be referred for arbitration under the Arbitration and Conciliation Act, 1996, before a sole arbitrator mutually appointed by the Parties, with the seat of arbitration at Leh, Ladakh. The arbitral award shall be in writing and shall be final and binding on each Party and shall be enforceable in any court of competent jurisdiction. Neither Party shall be entitled to commence or maintain any action in a court of law upon any Dispute arising out of or relating to or in connection with this MoU, except as provided under the said Act.

IN WITNESS WHEREOF THE PARTIES HERETO HAVE EXECUTED THIS MoU ON THE DAY, MONTH AND YEAR FIRST ABOVE WRITTEN.

For DEVI Sansthan **(Dr. Sunita Gandhi)** CEO, DEVI Sansthan 10 Station Road Lucknow, Uttar Pradesh – 226001 Date: 10.08.2026 Seal: Witness 1. Name & Address:	**For the Union Territory Administration of Ladakh** (S.D-Nangial) School Education Department / Samagra Shiksha, Ladakh · Leh Date: 10.08.2026 Seal: Witness 1. Name & Address: