Taking stock and moving
FORWARD »

DIGNITY EDUCATION VISION INTERNATIONAL
DEVI Sansthan

FLN: What Works

Evidence into Action.



Leadership Circle 6

18-20 NOVEMBER 2026

World Unity Convention Centre, CMS LDA, LUCKNOW

ALfA ACCELERATING LEARNING FOR ALL

See it Firsthand.

A Learning Forum On Foundational Literacy & Numeracy

Why come to Leadership Circle 6?

See what is working with data; watch a live classroom; meet children and teachers; visit government schools in Lucknow.

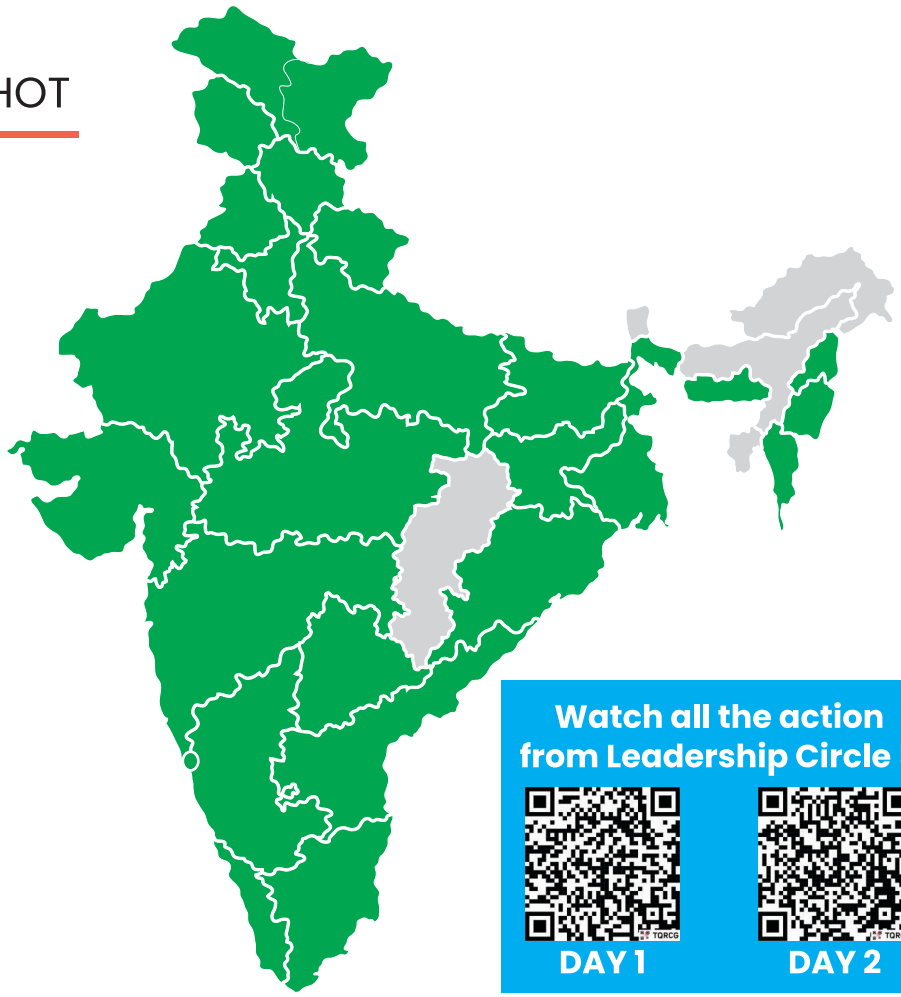
LEADERSHIP CIRCLE 5 PARTICIPATION SNAPSHOT

21 **States & UTs**
Represented at leadership Circle 5

30 **Government Panelists**
Listed is this brochure

35 **CSR Panelists**
Listed is this brochure

24 **Civil Society Panelists**
Listed is this brochure



Watch all the action from Leadership Circle 5

DAY 1 DAY 2

What you will Gain from Leadership Circle 6

See
FLN solutions working in real classrooms.

Connect
With leaders shaping the future of foundational learning.

Learn
What states, districts and evidence are telling us.

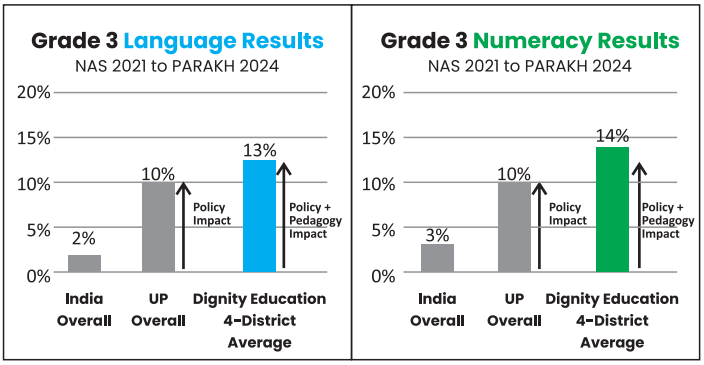
ACT
Take pratical next steps back to your own system.

Uttar Pradesh: The FLN Evidence

A state-wide learning turnaround - seen up close from the capital.

Uttar Pradesh: The State Picture

RRI in Action– From Evidence to Scale: Uttar Pradesh demonstrates the progression from testing to scale. ALfA expanded across 9 districts and 17,500 schools, with a wider light-touch reach across 112,000 schools. During the same period, UP recorded +10 percentage-point gains in both Grade 3 Language and Mathematics, while four DEVI districts showed gains of +13 pp and +14 pp respectively.



Key

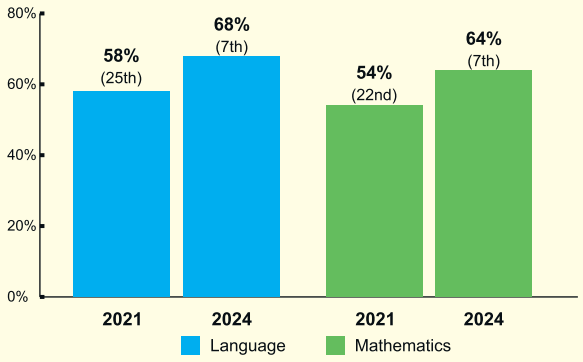
- Literacy Gain
- Numeracy Gain

For more details, read the ALIGN FLN report

Click Here

LUCKNOW: District-Level Learning Gains

Grade 3 district trend, NAS 2021 → PARAKH 2024



Lucknow Grade 3 results improved by 10 percentage points in both language and mathematics between NAS 2021 and PARAKH 2024. Lucknow is showing encouraging FLN progress: Today, 1,400+ government schools across Grades 1–5 are implementing the ALfA approach, making Lucknow a valuable setting to see FLN implementation at scale.

Sources: Click/Scan QR

NAS 2021

Parakh 2024

Lucknow lets visitors see system-scale implementation first hand.

Lucknow is Uttar Pradesh's capital and DEVI Sansthan's home base. It is also one of the four DEVI implementation districts examined in the UP FLN report. Hosting the Leadership Circle here connects participants to policy leadership, implementation experience and real classrooms in the same geography.

The shift is not a new curriculum - it is a new way of transacting the curriculum.

SCAN: LEARNING FROM UP

OPEN UP FLN REPORT

EXPLORE IMPACT EVIDENCE

See the classroom, Not just the slides

Live Classroom On Stage

A government-school class on stage; interact with children and teachers; make pedagogy and learning visible.

- All the students present read full paragraphs from the newspaper — live, on stage
- Audience was invited on stage to verify the children were genuinely reading, not memorizing
- Children built 4-digit numbers (e.g. 2315, 3537) using ice cream sticks, demonstrating place value









LEADERSHIP CIRCLE 6 | Invite Brochure

Leadership Circle 6 Programme

18 November 2026 | World Unity Convention Centre, CMS LDA, Lucknow

18 NOVEMBER | Day 1

8-9AM	Breakfast & Registrations
9-9.30AM	**Lighting of the Lamp** Inaugural Address by Chief Guest: Performance: Keynote: The Next Leapin FLN
9.30-10 AM	**Launch of New FLN Book** A New FLN Playbook for States/UTs
10-11 AM	**Panel 1 From Policy to Practice** Turning system reform into better teaching and learning
11 AM-12 PM	**FLN in Action** Live Class Demonstrations & Government Teacher Presentations
12 PM-1 PM	**Panel 2 Pedagogy as the Real Reform** Why classroom pratice matter most for FLN success
1-2 PM	**Lunch**
2-3 PM	**Panel 3 FLN Beyond Targets** Making foundational learning a core system priority
3-4 PM	**Hands-on FLN Workshop** Literacy in Practice - fun & practical literacy activities
4-4.30 PM	**Sammaan Ceremony** Honouring Leaders
4.30 Onwards	**Visits to Displays; Networking & Dinner** For Resident Participants



Leadership Circle 6 Programme

18 November 2026 | World Unity Convention Centre, CMS LDA, Lucknow

19 NOVEMBER | Day 2

8-9AM	Breakfast & Registrations
9-9.30AM	**Lighting of the Lamp** Inaugural Address by Chief Guest: Performance: Keynote: The Next Leapin FLN
9.30-10 AM	**Student Performance**
10-11 AM	**The Next Chapter in FLN** Bloomsbury, 2nd Edition Launch
11 AM-12 PM	**FLN in Action** Live Class Demonstrations & Government Teacher Presentations
12 Noon-1 PM	**Panel 5 Measuring What Chilren Learn** Assessment, evidence and accountability for real learning
1-2 PM	**Lunch**
2-3 PM	**Panel 6 Financing the Future of FLN** CSR, technology and long-term sustainability
3-4 PM	**Hands-on FLN Workshop** Numeracy in Practice - fun

20 NOVEMBER | Day 3

OPTION 1 | SCHOOL VISITS

Visit ALfA Classroom: observe paired learning and interact with teachers and school leaders .

OPTION 2 | AYODHYA VISIT

Optional visit to Ram Mandir and Ayodhya's cultural landmarks .



Experience

Watch it. Then try it.

Hands-on ALfA: retain one strong literacy example and one numeracy example; photographs are from earlier Leadership Circles.

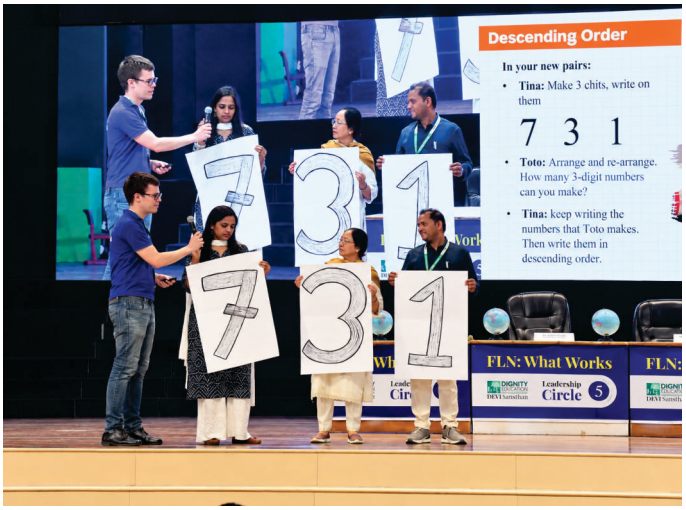


ALfA Hands-On Session

Two Hindi-speaking volunteers with zero Bengali knowledge learned to read Bengali words within minutes using the ALfA known-to-unknown approach. The entire auditorium then read Bengali words together.

1-3-7 Activity

Three teachers volunteered to be the numbers '1', '3' and '7'. They arranged and rearranged themselves on stage to make 3-digit numbers like 137, 317 etc. This activity helps children understand place value and number sense.





Clap & Snap Activity

The whole audience was thoroughly engaged with the demonstration of how ALfA teaches place value (units, tens, hundreds, thousands) through kinesthetic movement. Delegates from across the country participated, with senior state officials joining on stage.

How ALfA Literacy Works

Picture → sound → word → meaning → fluency & comprehension | paired roles and role-switching

- **ALfA (Accelerating Learning for All)** is an FLN accelerator that delivers rapid learning gains through paired learning, joyful routines, and measurable progress. Aligned with NEP 2020, it builds foundational literacy, 21st-century skills, and equity through year-long classroom support.
- **ALfA Literacy** develops strong reading and writing skills through phonics, fluency, comprehension, vocabulary, and structured writing practices.



Scope	Process	45-working day + Textbooks
Grades 1-3 Grades 1-5 Balvatika Grades 6-8 Girls & Adult Learners	Joyful, student-led known → unknown concrete → abstract **Reading:** decoding → blending fluency → comprehension → vocab **Mathematics:** number sense → concepts → confidence	1 period/day per subject for ALfA Books & MAT Process (Model in Pairs, Apply in Pairs, Transfer) Take turns to engage with prescribed textbooks using MAT Process to move at 2× the usual pace.

Literacy Paired Learning Routines

Children take turns to derive first sounds from known pictures (not letters or letter sounds). They blend these sounds to read meaningful words from the beginning | **saves a year+** | moves children quickly towards reading fluency & comprehension. Working in pairs makes learning engaging. All children get busy and learn more in less time.

Click/Scan QRs to hear Teachers' testimonials and see ALfA literacy in action.

Available in 33 world languages (15 Indian) | Easily replicable

Picture → Sound → Word

Hindi



Pair work: One child asks, the other answers.

Child 1: "यह क्या है?" → Child 2: "बतख"

Child 1: "इसकी पहली आवाज़ क्या है?" → Child 2: "/ब/"

Repeats above for the next picture: /सपेरा/ → /स/

Child 1: "नया शब्द क्या बना?" → Child 2: "/ब/ + /स/ → बस " (bus-meaningful)

Swap Roles ↺ → With New Pictures and Words → Repeat Routine above.

English



Child 1: "What is this?" → Child 2: "car"

Child 1: "What is its first sound?" → Child 2: "/c/"

Repeat for the next pictures apple /a/ & tie /t/

Child 1: "What's the new word ?" → Child 2: "/c/ + /a/ + /t/ → cat" (meaningful)

Swap Roles ↺ → With New Pictures and Words → Repeat Routine above.

How ALfA Numeracy Works

MAT: Model → Apply in Pairs → Transfer | kinesthetic → concrete → abstract

- ALfA Numeracy builds strong foundations through paired learning routines that scaffold from **kinesthetic→concrete→abstract**, and **known→unknown**.
- Paired transaction of learning is enabled through a **MAT Process**:

1. **Model** (a paired routine is demonstrated by the working with a randomly selected child as a pair).
2. **Apply** (entire class already sitting in pairs practices the routine with new questions in pairs).
3. **Transfer** (children continue practice, create & answer questions, and stretch to more complex tasks in class and at home).

- Children learn to take turns, communicate, collaborate, solve problems. They develop critical thinking and creativity as suggested in **NEP 2020**.





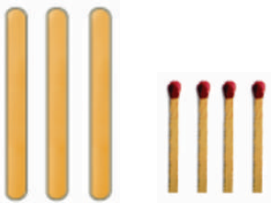
Talk aloud • Peer-check • Correct • Practice • Level Up

Kinesthetic → Concrete → Abstract

Routine A: Kinesthetic
Child 1: Makes 3 claps + 4 snaps (3 tens + 4 ones)
Child 2: Says, "Thirty-four!"
Child 1: Gives Hi-five to Partner 2; or says, "Try again."
Invert roles. Make new numbers for each other to solve.



Routine B: Concrete
Show with concrete objects (sticks/leaves).
Partner checks. Gives Hi-five! Inverts roles.



Routine C: Abstract
Show the numbers formed in digits.
Partner checks. Gives Hi-five! Inverts roles.

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Research Spotlight

Evidence from Uttar Pradesh published in a Harvard Graduate School of Education volume; present findings as study-reported results.

Harvard Graduate School of Education, USA

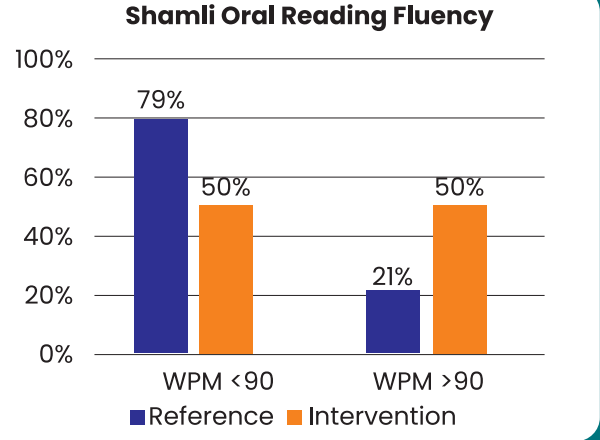
Policy Pathways for Improving Foundational Literacy and Numeracy in Uttar Pradesh, India

CHAPTER 8 in a book by Prof. Fernando Reimers & team at HGSE: Rebuilding Resilient Education Systems After the COVID-19 Pandemic, Published March 2023. Below are some extracts from the chapter:



Accelerated Learning for All (ALfA), helps children quickly gain FLN competencies. The pedagogical approach works as follows: students start with known words in the form of pictures, identify the sounds, and work backward to the letters.

*The effect size of the project was **0.23 for Grade 3** students and **0.89 for Grade 5**...the results suggest there is significant value in pursuing the ALfA model in other schools if implemented in a coherent, structured, and coordinated manner.*



Students in the intervention groups had much higher ORF [oral reading fluency] levels than those in the reference group. For Grades 4-5, 50% of the intervention group students were able to read the passage at >90 words per minute (WPM) compared to 20% of reference group students.

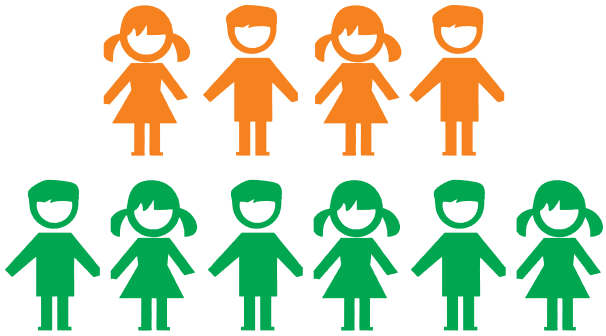
Learning Gains:
Policy + Pedagogy = Greater FLN Success

Under strong post-Covid leadership and progressive policies, the UP Government delivered a +10/+10 pp statewide gain and lifted UP to Rank 7 in India in PARAKH 2024 (Grade 3 language & maths).

The government further created an **enabling environment for NGOs**, including DEVI to implement its ALfA pedagogical intervention which delivered sharper acceleration: +13/+14 pp across four ALfA districts.

Shamli, once low-performing, was the first to follow ALfA in 2022. It rose to Rank 2 of 75 UP districts for Grade 3 in PRS 2024. With ALfA currently in 9 districts (17,500 schools) and a proposed statewide FLN supplement for 6 million learners, the message is clear: **policy sets the base; pedagogy speeds the gains.**

Pedagogy changes teaching (not just materials). ALfA daily routines—paired learning, talk routines, role rotation, transfer, and immediate feedback are driving learning gains through **minute-to-minute classroom interactions**, not just plans, scripts, or training.



64%	60%
Language	Mathematics

Status: PRS 2024





Imagine India 100% NIPUN

POLICY X PEDAGOGY

System conditions create reach; ALfA learning design shapes day-to-day classroom practice.



→ Yields Strongest FLN

POLICY Levers build the road. PEDAGOGY Levers improve learning.

ALfA DISRUPTIVE PEDAGOGY improves learning gains faster, at fraction of the costs.

5 POLICY LEVERS

Learning from high-performing States/UTs

Priority	FLN stays on top—non-negotiable time, focus, and urgency.
Push	Clear political and admin ownership—coherent messaging from state to school.
Plans	Conditions for teachers to act, fixed periods for FLN, materials
Practice	Coaching + classroom support—demos, practice, feedback, follow-up.
Proof	Regular checks on FLN levels—simple data, quick reviews, fast corrective action.

X

5 PEDAGOGY LEVERS

ALfA | Accelerating Learning for All

Preparation	Train teachers + middle-level mentors; ensure fluency in the ALfA routines.
Prompts	Booster TLMs + Model School chart (with QR videos) + prompts in TLMs provide real-time guidance.
Pairing	Random pairing keeps all children active; strengthens equity, inclusion, SEL, 21st-century skills.
Practice	MAT (Model–Appy–Transfer) drives high repetitions in school and home.
Proof	Rapid feedback + "not yet/try again" corrections accelerate gains along with govt. tests/evaluations.

Learning from Uttar Pradesh

Policy x Pedagogy Together produced extraordinary gains in UP

+10pp Language	+10pp Mathematics

UP (NAS 2021 →PRS 2024)

Remarkable one-cycle progress associated with government policy measures.

+13pp	+14pp

4 DEVI Districts using ALfA

Indicative of pedagogy-driven acceleration (30-40% learning gain above UP average).

0.23 (Grade 3)	0.89 (Grade 5)

HGSE Validated RCT (Shamli) -effect sizes after 40 days

Fluency gains 10 ALfA Intervention + 10 Non-Intervention Schools (Aug-Oct 2022)

REPORTS & EVIDENCE

India

UP Systemwide/ALfA Gains (NAS 2021→PRS 2024)

Harvard GSE 40-Day RCT (Shamli, India, 2022): +0.23 SD (Grade 3), +0.89 SD (Grade 5)

Other learning gains in Arunachal Pradesh, Himachal Pradesh, Jharkhand, Maharashtra.

Reach: Grown from 20 to recent agreements for 60k+ schools pan India.

International

Peru: 50→72 Math, 53→70 Spanish

Ghana: 0.30-0.90 SD literacy gains; strong numeracy gains; 3x learning vs comparison schools after 55 days.

Maldives: Double the learning gains in ALfA compared to non-ALfA schools

Replication: ALfA Toolkits adapted in 33 International languages (15 Indian).

Click or Scan QR →PRS/NAS data, case studies, ALfA reports, presentations, videos, more.

From a field test to a National Movement

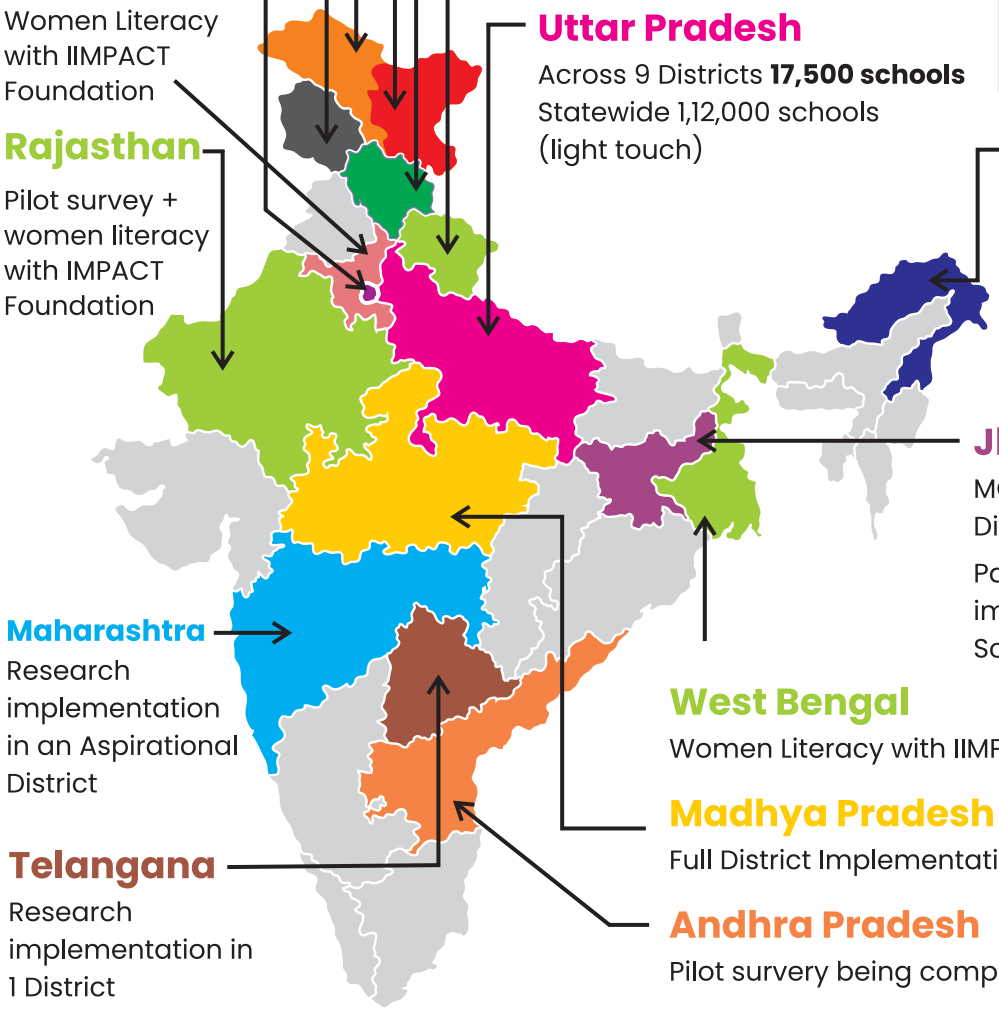
Rapid Results Initiatives (RRI) turn ambitious learning goals into measurable action through focused, time-bound implementation. Within the DEVI Sansthan ecosystem, RRI supports rapid cycles of action and improvement, including the 45-day ALfA learning journey, to accelerate foundational literacy and numeracy outcomes.

Stage 1 Study
Randomized Control Trial or study of existing impact

Stage 2 Scale
Scale to thousands of schools.

Stage 3 Sustain
Integrate system-wide (supplement or embedded).

Click Here



Jammu
Division-wide
11,000 schools

Kashmir
Division-wide
6,400 schools

Ladakh
State-wide MOU
Kargil-**75 Schools**
Leh- **75 Schools**

Delhi
Pilot survery being completed

Himachal Pradesh
State-wide **10,500 schools**

Haryana
Women Literacy with IIMPACT Foundation

Uttarkhand
State-wide **11,000 schools**

Uttar Pradesh
Across 9 Districts **17,500 schools**
Statewide 1,12,000 schools (light touch)

Rajasthan
Pilot survey + women literacy with IMPACT Foundation

Arunachal Pradesh
Research implementation in an Aspirational District (4+4 Schools)

Jharkhand
MOU for whole Aspirational District **2,000 schools**
Past research implementation in 4+4 Schools.

Maharashtra
Research implementation in an Aspirational District

West Bengal
Women Literacy with IIMPACT Foundation

Madhya Pradesh
Full District Implementation

Telangana
Research implementation in 1 District

Andhra Pradesh
Pilot survery being completed

Scale story:
2022 → 2023-24 → 2024-25 → 2026

Rapid Growth in Just 3 Years of first RCT (151 k schools: Currently active in 30,000 Schools)

Where FLN stands - and what the data is telling us

What have India and Uttar Pradesh gained

NIPUN Bharat: Building the Foundation

For the next leap in leaning

NIPUN Bharat has moved foundational literacy and numeracy from policy intent to nationwide action – aligning curriculum, teacher preparation and school readiness around one national goal: every child reading with understanding and working confidently with numbers.

ACHIEVEMENTS AT A GLANCE: INDIA

2017 (NAS)	**2021** (NAS)	**2024** (PRS)
Language 67% **Math** 63%	**Language** 62% **Math** 57%	**Language** 64% **Math** 60%

NIPUN Bharat: Strengthening Foundational Learning Across India

The **PARAKH Rashtriya Sarvekshan 2024, assessing Grade 3 foundational competencies aligned with the goals of NIPUN Bharat and NEP 2020, identified Punjab, Himachal Pradesh, Kerala, Manipur, Rajasthan, Maharashtra, Uttar Pradesh, Madhya Pradesh, Odisha and Andaman & Nicobar Islands** among the 10 high-performing States/UTs at the Foundational Stage.

Uttar Pradesh: Strong Gains in FLN

Uttar Pradesh recorded performance **above the national average** in Grade 3:

Language: 68% | National: 64% **Mathematics:** 64% | National: 60%

Between **NAS 2021 and PARAKH 2024, UP improved by** 10 percentage points in both Language and Mathematics. In the four districts covered in the **DEVI Sansthan UP FLN NGO Cluster analysis**, learning gains were even higher: **Language**: +13 percentage points **Mathematics**: +14 percentage points

DEVI Sansthan: advancing the NIPUN Bharat vision in classrooms

Working in alignment with NIPUN Bharat, DEVI Sansthan has translated the national FLN vision into classroom practice through ALfA—its peer-led, activity-based pedagogy, supported by teacher training, assessment and partnerships with government systems. DEVI's association with City Montessori School (CMS), Lucknow—one of the world's largest schools and a longstanding institution committed to value-based, child-centred education—further reflects its connection to a broader ecosystem of educational innovation. This association brings together CMS's extensive educational reach and DEVI's focus on foundational learning, reinforcing the shared belief that every child can learn rapidly, joyfully and with dignity.

Source: Ministry of Education / Press Information Bureau, 28 July 2025.

Government Engagement in Uttar Pradesh

Leadership voices from the state where DEVI's FLN journey has been tested, adapted and scaled.



Smt Anandiben Patel

Hon. Governor, Uttar Pradesh

"I am delighted that DEVI Sansthan is working for education in Lucknow and beyond. I have full confidence that this program will assist children in becoming foundationally literate."



Shri Yogi Adityanath

Hon. Chief Minister, Uttar Pradesh

"I am pleased that Dignity Education Vision International is implementing its project in slums of Lucknow to enable foundational literacy and numeracy through their innovative toolkit."



Shri Sandeep Singh

Hon. Minister of State for Education, UP

"Dr Gandhi's innovative pedagogy has brought about remarkable transformations in government schools of Uttar Pradesh. It has significantly improved foundational skills and the quality of education at scale."



Shri Parth Sarthi Sen Sharma

Additional Chief Secretary, UP

"New techniques should be tested through credible assessment; if they sustainably improve competency levels, we should be open to using them."

Why this matters for Leadership Circle

UP provides a rare setting where policy ambition, district evidence and classroom innovation can be discussed together - with the leaders, teachers and schools who have lived the implementation journey.

A National Voice on Foundational Learning

A national voice for innovation that can reach children, out-of-school learners and adults.



Shri Rajnath Singh

Hon. Defence Minister, India

> Dr. Sunita Gandhi's 30 hour literacy and numeracy model is highly innovative, and highly scalable, that can benefit school children, out of school children and illiterate adults.

Scan QR for recent speech on ALfA

Click Here

From endorsement to action

The relevance of this endorsement is scale: foundational literacy and numeracy need approaches that are simple enough to use in ordinary classrooms, rigorous enough to measure, and affordable enough to expand. The Leadership Circle is designed to move that conversation from inspiration to implementation.

Shri Pankaj Chaudhary

Union Minister of State for Finance and State President of BJP Uttar Pradesh.

> Teaching rural children to read and learn basic mathematics in just 45 days is a remarkable achievement. When a child can independently read a newspaper, it is a milestone in itself. I believe a nation's future is strongest when its children are strong—and Alfa is helping build that stronger future.



Samman Recognition | Ceremony

Foundational learning is a global priority - recognise work that moves it forward

ALIGN-FLN
One Focus. Aligned for FLN.

FLN is a global emergency.
All those working in this field deserve to be acknowledged.
Alliance for Global FLN wants to celebrate these changemakers.

ALIGN-FLN
Alliance for
Global FLN



Shri Nixon Joseph
Group Executive Director, DEVI Sansthan
Former President, SBI Foundation
Governing Council Member, Yes Foundation

The Samman Ceremony is designed to:

- Recognize outstanding contributions in improving foundational skills.
- Highlight successful models and innovations in education.
- Encourage collaboration across stakeholders: CSR, government & NGOs.
- Inspire wider action toward achieving national goals like NIPUN Bharat.

Leadership Circle: Highlights & Impact

Leadership Circle 1



ALfA Impact Report: FLN – What Works

- Comprehensive data from multiple states where ALfA has been implemented: UP, HP, Jammu & Kashmir, Telangana, Maharashtra, Jharkhand and Arunachal Pradesh.
- Data confirmed by PARAKH and collected transparently by government teams — not DEVI Sansthan alone.
- Randomised Control Trial Design gives strong evidence of impact.

Click/scan the QR code to read the report.

Leadership Circle 2



Leadership Circle 3



Leadership Circle 4



Leadership Circle 5



TRACK RECORD

Leadership & Legacy-

Voices from previous Leadership Circles

Eminent Guests & National Policy Leaders

Evidence measurement and pedagogy - voices shaping the nation FLN conversation



Chief Guest & Keynote:

Prof. Dr. Indrani Bhaduri

CEO & Head, PARAKH, NCERT
Ministry of Education

"Incremental change in pedagogy will not suffice - disruptive pedagogical approaches are needed. Contextualization, play based and peer interaction are the way forward. This is helping UP's outcomes trend positively."



शिक्षा मंत्रालय
MINISTRY OF
EDUCATION
सत्यमेव जयते

Shobha Kapoor
Head of Partnerships, Ministry of Education

Data becomes useful only when it creates real classroom action: stronger block- and district-level ownership, AI awareness in schools, and caregiver involvement can make FLN implementation more grounded and responsive.



NITI Aayog

Lt. Col. Jitendra Verma
OSD Education, NITI Aayog

NIPUN is moving forward but needs stronger pace and sharper execution. State ownership, AI-enabled tools, dedicated classroom time and teacher motivation can move foundational learning goals closer to full achievement.

A COMMON MESSAGE

National institutions are asking the same practical question: how do we turn policy, assessment and technology into better learning inside the classroom? Leadership Circle brings those perspectives together with live evidence and practice.

Quotes and designations reproduced from Leadership Circle 5 material in this brochure.

Special Guests

Voices from previous Leadership Circles



Dr Joseph Emmanuel

Chief Executive & Secretary, CISCE

- Education remains the central pathway to a developed India, but current learning data shows the urgent need to strengthen FLN.
- Foundational gaps create cumulative barriers throughout schooling.
- Joyful, experiential, activity-based learning can move classrooms away from rote learning and connect learning with life.
- DEVI Sansthan's work offers a scalable route for strengthening FLN across formal school systems.



Dr Arun Kumar

Deputy Director, Government Institute of Advanced Studies in Education, Bikaner

- Sustainable change in FLN needs deeper integration into teacher education, not only short-term in-service training.
- Pedagogies like ALfA should become part of B.Ed., D.El.Ed., and teacher-preparation curricula so future teachers learn them before entering classrooms.
- DIETs and teacher-training institutions can become multiplication points, creating a strong cascade of trained educators across districts.

Reflections from the Previous Leadership Circle

Eminent Guests



> A teacher is one who remains a lifelong student and always keeps the hunger to learn... Technology, new pedagogy, innovation, and improvement in the teaching-learning process are the need of the hour.
>
> Hon'ble Dr. Dinesh Sharma
> **Lieutenant Governor of the Andaman and Nicobar Islands**









Literacy Beyond School
Stronger Families. Brighter Futures.

Literacy of Women & Adolescents

DEVI's research highlights how socio-demographic barriers such as age, gender, caste, and geography intersect to impact literacy. Its **TOOFAN** Adult Literacy programme through an APP offers flexible learning through self-learning, volunteers, or schools, expanding access across 6 states.

> A large body of literature suggests that increasing adult literacy rates boosts school enrolment (Chudgar 2009). Investing in adult literacy thus has intergenerational benefits, as helping adults become literate also catalyses literacy improvement for the next generation.



Scan the QR to watch a video of **Punita learning** to sign her name.

Learners speak



Ms. Shanti Devi
When I go to the hospital I can sign and get the registration slip immediately and this is convenient for me.



Ms. Nirmala
Previously I was not able to read and write and use to give thumb impression, but now I can sign.

See news reports

CASE STUDY
MOTHER LITERACY PROGRAM

In collaboration with IIMPAACT, the program enhanced literacy levels among mothers through focused interventions, driving notable improvements in their literacy and numeracy progress. The entire implementation was conducted by IIMPACT, with DEVI conducting online training for the volunteer coordinators.

SCALE

30,000+ Learners across 5 states:
West Bengal, Rajasthan, Haryana, Uttar Pradesh, Uttarkhand

IMPACT

78% of learners scored less than 40% on the pre-test. By the time of the post test, it was **only 6%**!

Those scoring above **80% grew more than 5x from 3% to 17%.**

Beyond school FLN | Out-of-school children Wider *'leave no one behind'* mission

- One Tara School is a free, alternative school by DEVI Sansthan for out-of-school children, based on the belief that if they can't go to school, the school should come to them. The purpose of the school is also to mainstream children as quickly as possible.
- The One Tara school empowers individuals, NGOs and private schools to start informal education centers, offering quality education.
- DEVI provides full know-how and support including training, study materials, and assessments, at low cost to volunteers who offer free education in both formal and informal settings.
- DEVI invites individuals, families, and NGOs to open free schools in memory of their loved ones, honoring them through education—a "*star above supporting a star on earth*."

Learning Materials



E-Learning & AI Assisted Ed Tech



Physical & E-Assessments



Online / In-Person Training



Previous Panel Archive | Panel 1

Strengthening FLN policy, implementation & accountability



Moderator: Dr. Madhukar Gupta, IAS (Retd.), Director of Partnerships, DEVI Sansthan



Ms Sreekala KS, ASPD
Kerala has been strengthening FLN through programmes like Malayalam Tilakam and Kunjuvayyana, sustained by parental involvement and state funding.





Ms Angela Zothanpuii, Director Education
Mizoram was declared India's first fully literate state on 20 May 2025, having contextualised all national FLN materials into Mizo.





Mr Bijesh Kumar Sharma, Deputy Director Education
Delhi is implementing NIPUNlekhan, Numeracy Walls, and NIPUNshala, with a target of all schools becoming certified by year-end.



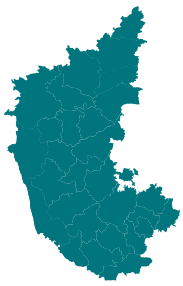


Dr Shankar Kumar, Asst Director SCERT
Punjab has held top national rankings since introducing pre-primary education across all government schools, years before Nipun Bharat.





Dr R. N. Shashikala & Chandrashekhar B, Senior Program Officers, Samagra Shiksha
Karnataka Teacher recruitment is crucial, Karnataka is taking a strong approach.





Ms Sandra M Nongsiej, Nodal Officer FLN
Meghalaya advocated making teacher accountability visible through community. A memorable quote: **'teach less, to learn more'.**





Dr Taneya Singh, Consultant Gr 1 School Education, Niti Aayog
Dr Taneya highlighted that FLN has shifted India's education conversation from access to learning quality.



Previous Panel Archive | Panel 2

Role of CSR in strengthening FLN



Moderator: Mr. Nixon Joseph, Group Executive, DEVI Sansthan



Anil Parmar (Senior VP, United Way Mumbai)
FLN should be treated as a mainstream education priority, not a supplementary intervention. CSR investment must track long-term returns, including whether children gain basic literacy, numeracy, livelihood readiness, and eventually better employment outcomes.

UNITED WAY Mumbai



Savita Mundhe (Head CSR, JSW Foundation)
FLN is the basic foundation for later learning and must begin early, especially through ECCE. A holistic and comprehensive approach can make children school-ready and reduce the need for heavier interventions in higher grades.

JSW Foundation



Preeti Munjal (Executive Director, IIMPACT Foundation)

FLN must also reach mothers, because women's literacy directly supports girls' education. IIMPACT's mother literacy work with ALfA has helped thousands of mothers improve reading, writing, calculation, attendance, and mother-daughter learning relationships.



Natasha Das (Associate Director, Samhita–CGF)

CSR can act as catalytic capital by supporting innovation, long-term partnerships, and public education systems. FLN should go beyond basic reading and numeracy to include financial literacy, employability, livelihood pathways, and ecosystem-level collaboration.



Sheena Gandhi (Asst Vice President, BSE Ltd)

The Social Stock Exchange can democratize giving and improve trust. Even small contributors can support social projects, while impact reports and transparent tracking show where money goes and how outcomes are being created.



M.G. Prakash Reddy (Editor & CEO, Corporate Social Focus Magazine)

CSR in education must move from infrastructure and activity-based reporting to measurable learning outcomes. FLN is not charity; it is a strategic investment in human capital, family mobility, employability, and India's long-term learning future.



Rishika Puri, CS & CCO, SBI Factors Ltd

CSR is not only about funding; governance, compliance, reporting, and accountability matter equally. Strong monitoring ensures that funds are used correctly, impact is tracked, and foundational literacy builds both employability and personal agency.

Previous Panel Archive | Panel 3

Mobilising CSR Towards FLN: Strategy, Scale & Sustainability



Moderator: Major General Manoj Tiwari (Retd.), Director Outreach, DEVI Sansthan



Anushka Bonia (CSR Lead, Johnson Matthey India)

CSR acts as a bridge between NGOs and corporate management. Successful pilots, clear data, structured pedagogy, exit strategies, and flexible co-creation help make projects fundable, scalable, and acceptable to corporate decision-makers.



Sahista Mohd Iqbal (CSR Lead, GlaxoSmithKline)

CSR-supported programmes must align with state priorities, use data, and work collaboratively rather than in isolation. Sustainability comes when systems can continue the work after CSR funding moves away from a district or project.



Dr Suresh Reddy (Director, SRF Foundation)

Physical donations are easily accepted, but pedagogy, curriculum, and training face deeper resistance. Organisations must prove expertise, convince teachers, adapt to state contexts, keep dialogue open, and work with government systems for scale.



Sujeet Ranjan (CEO, United Way Delhi)

Scaling ALfA beyond Uttar Pradesh requires local planning, alignment with NIPUN Bharat, outcome-based funding, technology integration, and multi-stakeholder partnerships. The same model cannot simply be copied everywhere without adapting to local challenges.



Anamika Srivastava (Founder & CEO, Development Consortium)

FLN acceleration cannot happen through fragmented philanthropy. Government, CSR, and NGOs need one aligned system, long-term grants, trust in proven organisations, and embedded budgets for training and capacity building, not just short-term project funding.



SM Tahir (Program Officer, CSR, CII Foundation)

CII supports new technologies and ideas when they are impactful, sustainable, and scalable. CSR funding is available, but organisations need to approach the right companies with the right proposition, align with corporate priorities, and present their programmes clearly

Previous Panel Archive | Panel 4

Investing in FLN: education and development priorities



Moderator: Mr. Nixon Joseph, Group Executive, DEVI Sansthan



Sanjib Kumar Das (CEO, Bandhan Group)
Education comes before health and finance because it helps people make better life decisions. Strong FLN creates multi-generational impact, improves community confidence, and gives CSR programmes a meaningful route to reach children at the last mile.



Anuruddha Kshtriya (General Manager for Investment Promotion, Invest UP)
Education supports Uttar Pradesh's growth vision. A trillion-dollar economy needs skilled, employable young people, and strong foundational learning builds that pipeline. Schooling connects with income, employment, SDGs, industrial readiness, and the state's long-term development priorities.



Sanchita Vaish (CSR Lead, Baker Hughes)
India's youth becomes a true demographic dividend only when education builds real capability. Every year of schooling raises income potential, while parent empowerment, AI-enabled support, and last-mile access can help children continue learning beyond classroom limitations.



Gauri Bhure Roy (Head CSR, DXC Technology)
Literacy and numeracy act as the load-bearing foundation for all development. Education improves health, gender outcomes, climate awareness, nutrition, employability, and social mobility, especially when rural schools receive sustained support and not just one-time intervention.



Rema Mohan (CEO, NSE Foundation)
FLN must reach children with the fewest options, especially those in government and residential schools. Effective programmes need empathy, local language sensitivity, youth mentors, and flexible models, because every community and every child requires a slightly different pathway.



Sachikanta Tripathy (CSR Lead, Jharkhand and Odisha, RSB Foundation)
Education works like the operating system behind all social sectors. CSR needs to move beyond visible infrastructure and invest deeply in teacher capacity, learning quality, foundational skills, and long-term education projects.



Rajasekhara Pandy (DGM CSR, Larsen & Toubro)
One investment in education can transform generations. CSR support in STEM, infrastructure, early childhood learning, school facilities, and mobile learning vans strengthens government efforts and helps foundational learning become more practical, visible, and scalable.

Previous Panel Archive | Panel 5

Data to delivery: how government systems can accelerate FLN outcomes



Moderator: Dr. Sunita Gandhi, Founder-Director, DEVI Sansthan



Bhawani Rakhwal (SPD, Jammu & Kashmir)
Jammu & Kashmir has introduced ALfA in four districts and aims to expand it across all twenty, using low-cost learning materials to strengthen classroom learning and improve NIPUN outcomes.





Rajesh Sharma (SPD, Himachal Pradesh)
India's education system stands at a crucial point, with PARAKH, ASER, and state data showing FLN gaps. Himachal's progress comes through improved pedagogy, teacher capacity building & stronger middle-level leadership.





T. Balakrishna (NIPUN Nodal, Andhra Pradesh)
Baseline and endline assessments, AI-supported tools, and remedial planning guide Andhra Pradesh's FLN work. School, mandal, and district-level data help identify learning gaps, plan targeted support, and track impact more systematically.





Dr B.P. Mandauli (Staff Officer, Samagra Shiksha, Uttarakhand)
Data must lead to action for every child. Uttarakhand has vetted ALfA through SCERT and plans pilots in Udham Singh Nagar, Dehradun, and Haridwar, with scope for expansion across all thirteen districts.





Vinod Jain (Founder-Director, Trust Community Livelihood)
ALfA functions as a people's movement built on known-to-unknown learning and peer teaching. Child-to-child learning creates many young teachers inside one classroom and helps address dropout-related learning gaps more quickly.

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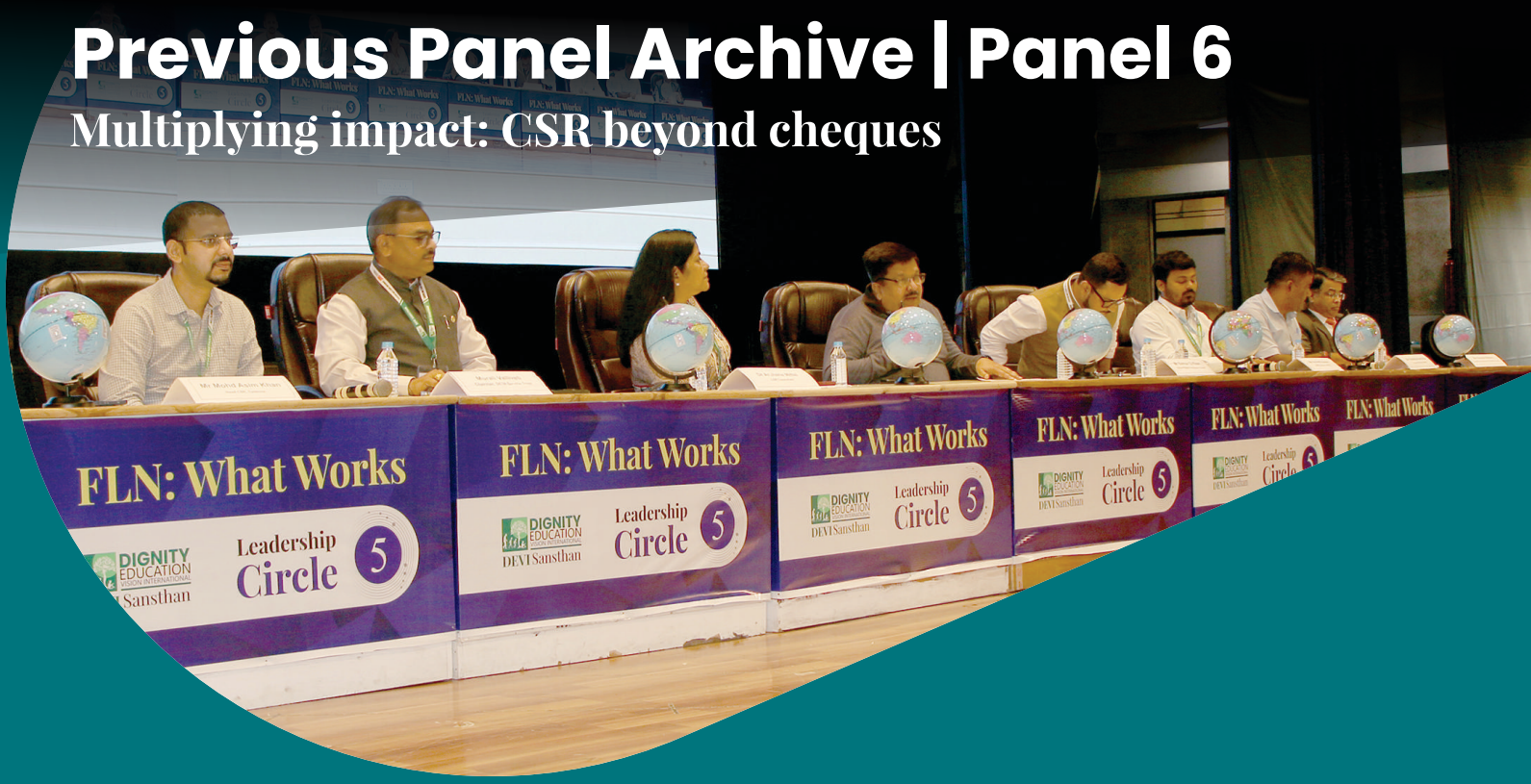


Rabin Chhetri (Education Consultant)
FLN forms the base on which all later reforms depend. Teachers naturally work as classroom researchers, and their innovations need documentation, funding and recognition so successful learning practices can spread.



Previous Panel Archive | Panel 6

Multiplying impact: CSR beyond cheques



Moderator: Dr. Madhukar Gupta, IAS (Retd.), Director of Partnerships, DEVI Sansthan



Mohd Asim Khan (Head CSR, Cadence)
CSR proposals need clear long-term impact. Corporates can support FLN through teacher salaries, STEM learning, volunteers, school running costs, solar power, infrastructure, and measurable classroom outcomes.

cadence®



Dr. Murali Vallivetti (Chairman, GETA Service Trust)
CSR for FLN can focus on dedicated funding, NEP 2020 awareness, teaching templates, TLM development, teacher training, credible assessment platforms, and teacher discussion forums in Indian languages.

Geta



Dr. Archana Mittal (CSR Consultant)
FLN is the foundation of everything and a load-bearing wall for Viksit Bharat. CSR must move beyond one-year charity and invest in teacher empowerment, research, monitoring, advocacy, and multi-year learning commitments.





Salman U. Khan (Senior Program Director, Piramal Foundation)
CSR needs to shift from short-term infrastructure to ecosystem building. FLN improves through assessment, teacher training, community engagement, technology, and long-term commitment.

Piramal Foundation



Arvind Kumar (CSR Executive, NTPC)
CSR has traditionally supported affected communities through school infrastructure, toilets, and facilities. The next step is accelerating NIPUN through activity-based peer learning, teacher labs, capacity building, and learning modules.

एनटीपीसी NTPC



Krishna Kant Rai (Founder & Director, BBIC Foundation)
CSR needs a partnership mindset, not a donor-recipient relationship. Corporates can bring mentorship, management systems, technology, and structured support. Education investment is more than charity; it is nation building.

BBIC®
Bring Back Indian Culture Foundation



Harshit Mishra (Deputy Commissioner, Kendriya Vidyalaya Sangathan Jammu)
ALfA's district-level impact needs deeper analysis to identify what works and where. Government focus on FLN now extends towards Grade 5, while CSR can strengthen pedagogy, outcomes, teacher training, and technology.

तत् त्वं पूषन् अपावृणु
केन्द्रीय विद्यालय संगठन

Government Participants
At Previous Leadership Circles

State-level delegations from around the country

Jammu & Kashmir



BHAWANI RAKHWAL
SPD, Jammu & Kashmir



ASHOK KUMAR SHARMA
Director School Education

Ladakh



TSERING YANGDOL
Head of Department, DIET

Himachal Pradesh



SHRI ROHIT THAKUR
Minister of Education



ASHISH KOHLI
Director Elementary Ed



SHRI RAJESH SHARMA
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DR B. P. MANDAULI
Staff Officer, Samagra Shiksha



ABHISHEK SHUKLA
Basic Education Officer

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DR DINESH SHARMA
Member of Rajya Sabha



SANDEEP SINGH
Deputy Chief Minister



BRIJESH PATHAK
Deputy Chief Minister



PARTH SARTHI SEN SHARMA
Additional Chief Secretary, UP



SHANMUGA SUNDARAM
Principal Secretary Uttar Pradesh



IAS AWANISH AWASHTHI
Advisor to Chief Minister, UP

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ATHOKPAM AMITA DEVI
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DR R N SASHIKALA
Senior Program Officer Samagra Shiksha

Kerala



SREEKALA KS
ASPD

Book By DEVI

ALfA: Accelerating Learning for All

A Groundbreaking Pedagogy to Transform Eucation

Bloomsbury, January 2024



"All students should be able to learn to read quickly so that they can maximize their academic potential and ALfA does that."
Jon Corippo
Founder of EduProtocols, USA

"This book provides some insightful and unique ideas about creating a pedagogy of possibility. It will undoubtedly create the conditions for a better world."
Sigamoney Naicker
Professor, University of the Western Cape, SA



Previous CSR Participation

At previous DEVI events (Designations at time of the events)



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American India Foundation



MANISHA TRIPATHI
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MATHEW JOSEPH
Country Director
American India Foundation



PRATYUSH DAS
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American Indian Foundation



DR. BHASKAR CHATTERJEE
Chief Executive Officer
Anil Agarwal Foundation



SUDARSHAN SUCHI
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Bal Raksha Bharat



HEMANTH MADEGOWDA
Head, CSR
Bangalore International Airport Ltd.



SHASHI SANJAY
Bharti Airtel Foundation



MAMTA SAIKIA
Chief Executive Officer
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KUMAR ANURAG PRATAP
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ARUN ARORA
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At previous DEVI events (Designations at time of the events)



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Head CSR, India
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ALOK VERMA
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Head, CSR
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ASHWINI SAXENA
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AISHWARYA MAHAJAN
President, M3M Foundation



RUPALI KATHURIA
CSR Lead, Mastercard

Previous CSR Participation

At previous DEVI events (Designations at time of the events)



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Chief General Manager HR
NBCC (India) Limited



KIRAN DM
Former CEO
ONGC Foundation



ANUKA KUMAR
Head CSR
Oppo Mobiles India Pvt. Ltd.



GAMBHIR AGARWAL
Group Head, CSR
Relaxo Footwears



SANJAY PRAKASH
MD & CEO
SBI Foundation



ANTONY NELLISSERY
Vice President, CSR
Sterlite Power



ASHISH SAHAY
Head CSR
Strategic Initiatives



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Senior VP CSR
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KHURRAM NAAYAAB
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Global CSR Lead, WNS Global Services

Previous Civil-Society Participation

At previous DEVI events (Designations at time of the events)



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Co-Founder & Director
17000ft Foundation



KAMAL GAUR
Deputy Director Programs Education
Bal Raksha Bharat



AMIT CHANDRA
CEO, Centre for
Civil Society



PREETI MUNJAL
Executive Director
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JAYASREE RAMESH
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Kotak Education Foundation



SANGEETA DANDAPAT
FLN Program Head
Kotak Education Foundation



JOANNE TELSER FRERE
Director of Program Development
Literacy Chicago



MOHINI DALJEET SINGH
Founder & CEO
Max India Foundation



VIKRAM KUMAR
Head Partnerships, NIIT Foundation



URMILA CHOUDHURY
Peepul



NANDITA RAVAL
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Previous Civil-Society Participation

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ARUN ARORA
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PRACHI GAUR
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SANTOSH PHAD
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BALBIR MAAN SINGH
Founder-Director
Ummeed Foundation



GANESH REDDY
Joint Secretary
UN Global Compact Network



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