

# FLN: What Works

## When Policy Alone Isn't Enough

### – What Pedagogy Adds

With insights from  
**PARAKH**  
Rashtriya  
Sarvekshan



# Leadership Circle 5

8-9 May 2026  
Lucknow & Online

**ALFA** ACCELERATING  
LEARNING  
FOR ALL



Shri Yogi Adityanath Ji, Hon. Chief Minister, Uttar Pradesh,  
with Drs. Bharti and Sunita Gandhi, holding the ALfA FLN Toolkits

Welcome to Uttar Pradesh, a state that has made one of India's highest jumps in FLN in one cycle from 2021 to 2024.

**PARAKH Rashtriya Sarvekshan (PRS 2024)** offers rare insights to help us sharpen our collective action as NIPUN Bharat enters its final year (2026–27). India has made strong progress despite the aftershocks of COVID, yet variability across and within states calls for deeper understanding, especially the impact of everyday classroom transactions – the pedagogy.

**We are seeing a shift:** what once took three years may now be possible in weeks, when policy builds the highway and pedagogy provides the speed. Evidence from ALfA: Accelerating Learning for All pedagogy has shown FLN can be achieved faster, more holistically, and at a tiny fraction of current costs.

I invite you to help shape a stronger way forward for FLN.

### **Dr. Sunita Gandhi, Convenor**

Educator, Researcher, Innovator, Author  
Founder, Dignity Education Vision International  
(DEVI Sansthan)  
Former Economist, The World Bank, USA  
Ph.D., Physics, Cambridge University, UK



Join us at  
**India's Biggest FLN Event**  
**LEADERSHIP CIRCLE 5**  
**8-9 MAY 2026**

# FLN: What Works

**When Policy Alone Isn't Enough  
– and What Pedagogy Adds**



Chief Guest & Keynote:  
**Prof. Dr. Indrani Bhaduri**

CEO & Head, PARAKH, NCERT

**FLN is an emergency—** NIPUN Bharat has sparked unprecedented national momentum.

The new **PARAKH Rashtriya Sarvekshan** (PRS) results let us pause, learn, and sharpen the focus: **gains are real, but uneven** across states.

The 5th Leadership Circle will examine **where we stand, what's working, and where the next big jump can come from.** To what extent policy measures and leadership define FLN outcomes and what could be the role of a disruptive classroom pedagogy to drive results faster. What does data show.



# Tentative Schedule

	8 MAY   Day 1	9 MAY   Day 2
<b>8-9AM</b>	<b>Breakfast &amp; Registrations</b>	
9-9.30AM	Lighting of the Lamp <b>Inaugural Address: Prof. Dr. Indrani Bhaduri, CEO &amp; Head, PARAKH, NCERT</b>	Student Performance <b>Keynote Address</b>
9.30-10 AM	<b>Launch of White Paper</b> A New Playbook for States/UTs	<b>Launch of India's First AI-powered literacy app</b>
10-11 AM	<b>Panel 1</b> FLN: What Works in Policy and Pedagogy	<b>Panel 5</b> The World's Best Investment: Education vs. Other Development Priorities
11 AM-12 PM	<b>ALfA FLN in Action</b> Government Sector Presentations	<b>Panel 6</b> Outcome Credibility: Searching for Proof Not Promises
12 PM-1 PM	<b>Panel 2</b> The Role of CSR: Addressing a Nation-wide Emergency	<b>Panel 7</b> Multiplying Impact: CSR Beyond Cheques
<b>1-2 PM</b>	<b>Lunch</b>	
2-3 PM	<b>Panel 3</b> Adolescent Girls, Mothers & Adult Literacy	<b>Panel 8</b> Out of School Children & Community-Based Initiatives
3-4 PM	<b>Panel 4</b> Leveraging for Change: Leaders in CSR	<b>Panel 9</b> Out of School Children & Community-Based Initiatives
4-4.30 PM	<b>Sammaan Ceremony:</b> Honouring Leaders	
4.30 Onwards	<b>Visits to Displays:</b> Networking & Dinner for Resident Participants	

## Catering Notes

- Morning tea will be served in the hall at 11 am.
- Lunch is provided for all participants.
- Breakfast and dinner is for guests staying on campus. It will be served in the CISV Dining Hall.

## Ayodhya Trip – Visit Ram Mandir

10 May, Day 3 (Optional)





ALIGN-FLN

Alliance for  
Global FLN

# Samman Ceremony

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



**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.

# Strong Support From Leadership



“ 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. ”

**Shri Rajnath Singh**

Hon. Defence Minister, India



[Click Here](#)

Scan QR for recent speech on ALfa

“ 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. ”

**Smt Anandiben Patel**

Hon. Governor, Uttar Pradesh



[Click Here](#)

Scan QR for endorsement letter



“ 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 Yogi Adityanath**

Hon. Chief Minister, Uttar Pradesh



[Click Here](#)

Scan QR for endorsement letter

“ 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 Sandeep Singh**

Hon. Minister of State for Education, UP



[Click Here](#)

Scan QR for endorsement letter



# CSR PANELISTS

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



**SWATI JHA**

Program Director  
American India Foundation



**MANISHA TRIPATHI**

American India Foundation



**MATHEW JOSEPH**

Country Director  
American India Foundation



**PRATYUSH DAS**

Manager  
American Indian Foundation



**DR. BHASKAR CHATTERJEE**

Chief Executive Officer  
Anil Agarwal Foundation



**SUDARSHAN SUCHI**

Chief Executive Officer  
Bal Raksha Bharat



**HEMANTH MADEGOWDA**

Head, CSR  
Bangalore International Airport Ltd.



**SHASHI SANJAY**

Bharti Airtel Foundation



**MAMTA SAIKIA**

Chief Executive Officer  
Bharti Foundation



**KUMAR ANURAG PRATAP**

VP, Capgemini India



**ARUN ARORA**

Director, Chetak Foundation



**ANURAG SRIVASTAVA**

Leader, APJC, CISCO

# CSR PANELISTS

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



**ARCHANA JOSHI**  
Director  
Deepak Foundation



**MONIKA WALIA**  
Head CSR, India  
Global Logic Hitachi Group



**VAIBHAV CHAUHAN**  
Project Manager  
HCL Foundation



**YOGESH KUMAR**  
Deputy General Manager  
HCL Foundation



**ALOK VERMA**  
Project Director  
HCL Foundation



**NEELIMA CHOPRA**  
HCL Foundation



**JOYEETA DAS**  
Lead & Strategist,  
IBM



**MATILDA LOBO**  
Head, CSR  
IndusInd Bank



**THIRUMALA AROHI**  
Senior Vice President  
Infosys Ltd



**ASHWINI SAXENA**  
CEO, JSW Foundation



**AISHWARYA MAHAJAN**  
President, M3M Foundation



**RUPALI KATHURIA**  
CSR Lead, Mastercard

# CSR PANELISTS

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



**DEBASIS SATAPATHY**  
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



**AZADAR H. KHAN**  
Senior VP CSR  
Sun Pharma



**BIJAY CHOWDHURY**  
Head, CSR & Philanthropy (Asia)  
Synopsis Inc.



**KHURRAM NAAYAAB**  
GM, Vedanta Group



**SHERIN ALI**  
Global CSR Lead, WNS Global Services

# CIVIL SOCIETY PANELISTS

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



**SANDEEP SAHU**  
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  
IIMPACT



**NIHARIKA GAUR**  
Head Philanthropy  
Khan Academy



**JAYASREE RAMESH**  
Director  
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**  
Piramal Foundation

# CIVIL SOCIETY PANELISTS

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



**ANUSHREE MISHRA**

Director of Programs  
Plan International



**ROBIN SARKAR**

Project Director, Shiksha  
Shiv Nadar Foundation



**ARUN ARORA**

Executive Director  
SMILE Foundation



**SHAVETA SHARMA KUKREJA**

CEO & MD  
Central Square Foundation



**PRACHI GAUR**

Program Director  
Tech Mahindra Foundation



**GAURI MALAVIYA**

Lead Partnerships  
Thinkerbell Labs



**SANTOSH PHAD**

Founder  
Thinksharp Foundation



**BALBIR MAAN SINGH**

Founder-Director  
Ummeed Foundation



**GANESH REDDY**

Joint Secretary  
UN Global Compact Network



**KANUPRIYA MISHRA**

Education Specialist, World Bank



**PRADEEP KUMAR**

Director Partnerships, World Reader



**ASIM KHAN**

CSR Head, Cadence

# GOVERNMENT DELEGATES FROM AROUND THE COUNTRY

## Jammu



**ASHOK KUMAR SHARMA**  
Director School Education

## Madhya Pradesh



**SHRI D.S. KUSHWAH**  
Director of Education



**RAMESH PRASAD LAKHER**  
District Program Coordinator  
Vidisha

## Maharashtra



**DR YUNUS PATHAN**  
Deputy Director,  
Education Department



**ROHINI PATIL**  
Teacher

## Goa



**DR SHAMBHU GHADI**  
State Project Director



**GAJANAN DESAI**  
FLN Coordinator



**PROF. PRANATI PANDA**  
National Institute of Educational  
Planning & Administration

## Himachal Pradesh



**SHRI ROHIT THAKUR**  
Minister of  
Education



**ASHISH KOHLI**  
Director Elementary  
Education



**SHRI RAJESH SHARMA**  
State Project  
Director



**MANJULA DEVI**  
FLN  
Coordinator

## Ladakh



**TSERING YANGDOL**  
Head of Department  
DIET

## Uttarakhand



**ABHISHEK SHUKLA**  
Basic Education  
Officer

## Uttar Pradesh



**BRIJESH PATHAK**  
Deputy Chief Minister



**CHHAMA SINGH**  
SRG



**MOHD ASIF**  
Science Academic  
Resource Person

## Manipur



**ATHOKPAM AMITA DEVI**  
State Resource Person

## Nagaland



**DAVID KIRE**  
OSD

# Rapid Results Initiatives RRI

## Stage 1 Explore



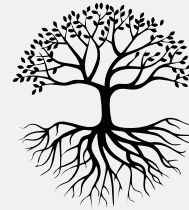
Randomized Control Trial (RCT) or study of existing impact

## Stage 2 Expand



Scale to thousands of schools.

## Stage 3 Embed

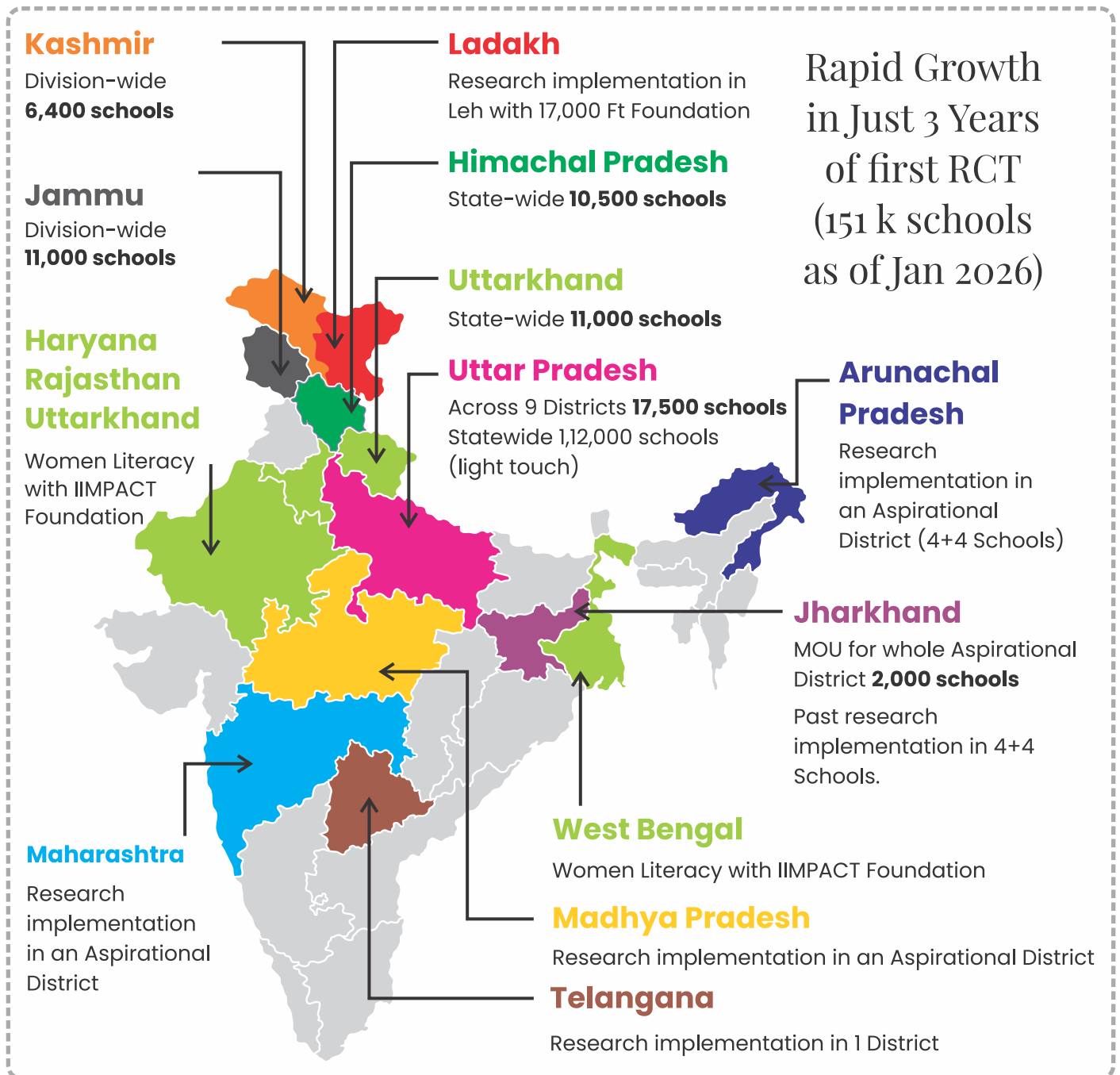


Integrate system-wide (supplement or embedded).

Learn More



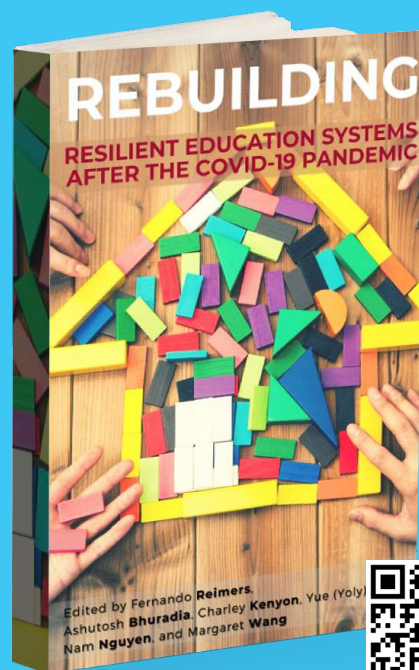
[Click Here](#)



# Harvard On FLN in India's Largest State

Harvard Graduate School of Education, USA  
*Policy Pathways for Improving Foundational Literacy and Numeracy in Uttar Pradesh, India*

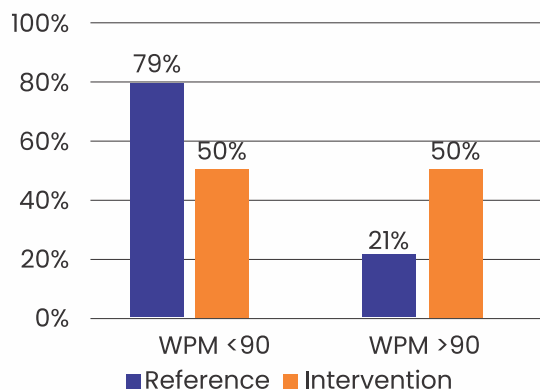
CHAPTER 8 in a book by Prof. Fernando Reimers & team at HGSE: *Rebuilding Resilient Education Systems After the COVID-19 Pandemic*, Published March 2023. Below are some extracts from the chapter:



*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.*

**Shamli Oral Reading Fluency**



*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.*

# ALfA | Fast & Holistic FLN | Literacy

- ALfA (Accelerating Learning for All) is an FLN accelerator that delivers measurable gains in weeks through paired learning and rapid routines that build joy, 21st-century skills, and equity. Learning is sustained year-long through prescribed textbooks. It supports NEP 2020's vision of holistic education.
- ALfA Literacy builds strong reading and writing foundations through daily phonics, fluency, comprehension, vocabulary, and structured writing.



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

# ALfA | Fast & Holistic FLN | Numeracy

- 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."

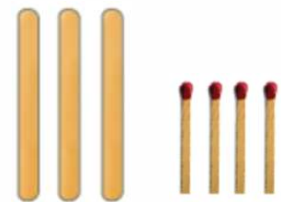
*Invert roles. Make new numbers for each other to solve.*



### 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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# 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).

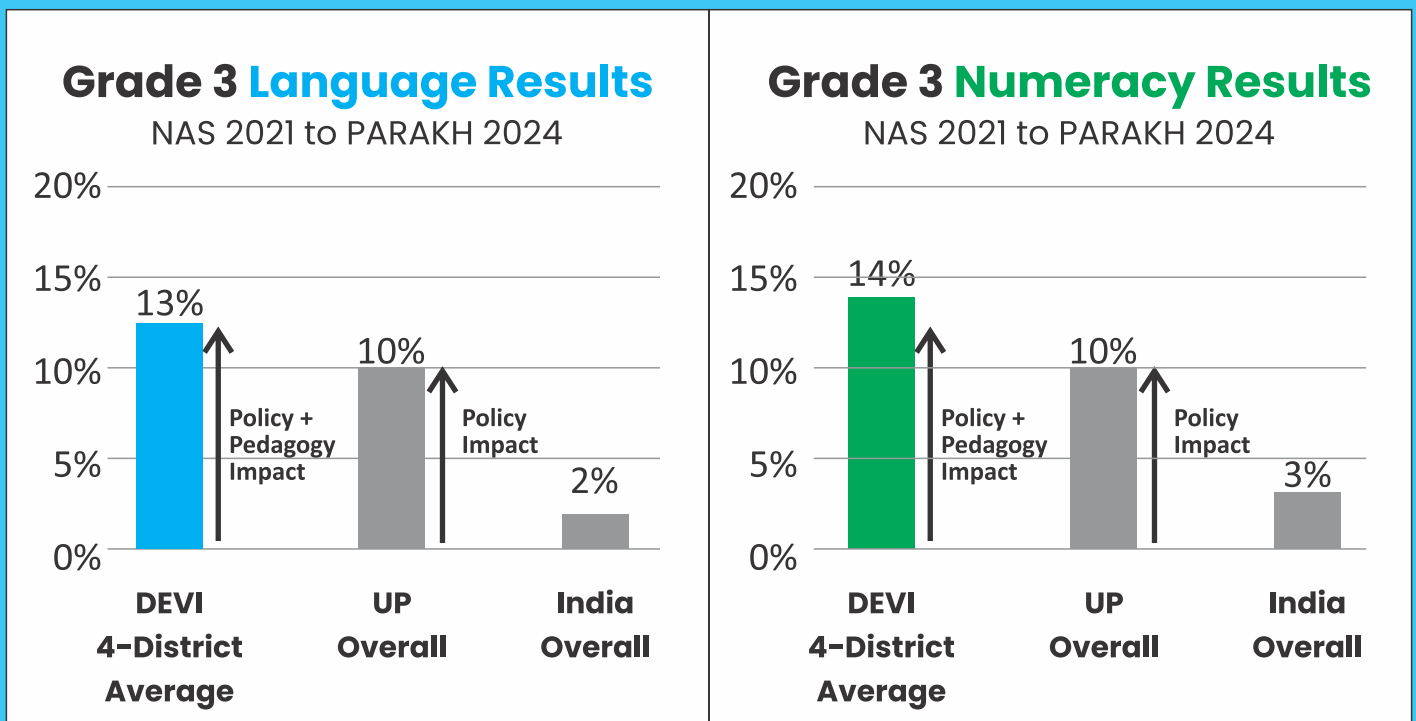
The government further created an **enabling environment for NGOs**, including DEVI to implement its ALfA pedagogical intervention which delivered sharper acceleration: +13/+14 pp across four ALfA districts.

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.

## Grade 3 Learning Gain Between NAS 2021 & PRS 2024



### Key

- Literacy Gain
- Numeracy Gain

### Sources: Click/Scan QR



NAS  
2021



Parakh  
2024



For more details,  
read the ALIGN  
FLN report

[Click Here](#)

[Click Here](#)

[Click Here](#)

NAS: National Achievement Survey, PRS: PARAKH Rashtriya Sarvekshan

# POLICY X PEDAGOGY

## → 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.



### 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**

<b>+10pp Language</b>	<b>+10pp Mathematics</b>
<b>UP (NAS 2021 → PRS 2024)</b>	
Remarkable one-cycle progress associated with government policy measures.	

<b>+13pp</b>	<b>+14pp</b>
<b>4 DEVI Districts using ALfA</b>	
Indicative of pedagogy-driven acceleration (30-40% learning gain above UP average).	

<b>0.23 (Grade 3)</b>	<b>0.89 (Grade 5)</b>
<b>HGSE Validated RCT (Shamli)</b>	
<b>-effect sizes after 40 days</b>	
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 Here

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

# FLN at Speed What Works

## Policy × Pedagogy = FLN Speed at Scale

**When strong policy is topped by the ALfA pedagogy, gains accelerate fast.**

PRS 2024 (PARAKH Rashtriya Sarvekshan), compared with NAS (National Achievement Survey) 2021, gives us a rare system-wide signal. The national recovery is real despite the Covid setback is modest. At the same time, the data analysis shows something more encouraging: **11 states/UTs** improved by **at least 10 percentage points** in either or both Grade 3 Language or Maths between NAS 2021 and PRS 2024, many other states improved by high single digits, establishing that faster learning gains at scale are possible.

### A Shorthand Interpretation

What do these “high movers” likely share?

**Strong policy** as indicated by these **5P** **levels**:

**Priority:** FLN stays at the top. Non-negotiable time, focus and urgency.

**Push:** Clear political and admin ownership from state to district to block / cluster / school; roles are defined and nurtured.

**Plans:** Conditions for teachers to act. Fixed periods for FLN, materials.

**Practice:** Coaching + support—demos, practice, feedback, follow-up.

**Proof:** Regular checks FLN levels—simple data, quick reviews, fast corrective action.

Uttar Pradesh illustrates the pattern. UP improved by about **+10/+10** points

statewide. Within UP, four districts—Shamli, Lucknow, Barabanki and Unnao—moved even faster, averaging **+13/+14**.

Himachal Pradesh also saw large statewide gains, and **Solan**—the only district-scale site outside UP where the same **ALfA** pedagogy was implemented—rose above the state average in both subjects.

### ALfA: Accelerating Learning for All

ALfA, built on 20+ years of research, is a **disruptive pedagogy** enables rapid FLN gains through paired-learning, and a new scaffolding of learning from **known-to-unknown**. This ensures every child remains active, every minute, leading to rapid gains in learning.

Teachers find it easy to implement. Children enjoy learning with each other, in turn leading to better attendance.



Learning in pairs is integral to ALfA pedagogy.

# FLN at Speed What Works

ALfA combines:

**Paired learning + joyful routines** (every child active, every minute).

**Known → unknown sequencing** in literacy: picture → sounds (letters) → meaningful words & sentences.

**Kinesthetic → concrete → abstract sequencing** in numeracy (number sense → operations → mastery).

**A short, intensive cycle** (45-working days) to establish FLN foundations.

## ALfA is exceptionally low-cost:

**Language:** Thin 28- to 40-page booklets are kept at school and shared as one copy among two children working as a pair.

**Numeracy:** A teacher guide plus simple hands-on materials (sticks/beans, or local substitutes) are provided or arranged locally (recycled, reused, sustainable).

ALfA's "speed" comes from **5P levers of pedagogy**:

**Preparation:** Teachers & Middle-level officials learn, practice, and can demonstrate pair learning routines.

**Prompts:** Guidance is built into booklets and the PATH Model School Chart (QR videos). Known to unknown progression.

**Pair Routines:** Rotating pairs. Use of routines. Active learning.

**Practice:** MAT (Model–Apply–Transfer) creates lots of practice and builds fluency.

**Proof:** Perfection loops with collective feedback; "not yet/try again" correction loops for course-correction.

**The lesson is simple:** policy builds the platform, but pedagogy sets the speed—and some pedagogies, like vehicles, **are designed to move faster** in real classrooms with mixed levels, large number of students, and uneven teacher presence and support.

India has made extraordinary progress. **NIPUN goals are still within reach in the mission's final year**, if we align what leaders prioritise through policy (the highway) with what schools do daily through pedagogy (the vehicle).

Given the strength of results and evidence at scale in a short time, we suggest moving directly to rollout of the ALfA supplement as an FLN booster where governments see its value—**government orders are needed now**.



Joyful Learning leads to greater attendance.

# Building on Momentum 3 Asks

In UP, ALfA grew from a small 20-school pilot in Shamli district in 2022 to 7,500 schools in 2024 (4 full districts) and to 17,500 schools (9 full districts by January 2026)—supports a clear pathway for expansion.

The program grew rapidly to other states: HP, J&K, Uttarakhand (MOUs for entire states). It is also growing in aspirational districts such as Ranchi, Jharkhand, Nandurbar, Maharashtra & East Kameng, Arunachal Pradesh.

With new agreements signed in **January 2026**, ALfA has doubled from last year to **60,000+ government schools** across multiple States/UTs.

The Randomized Control Trial in Shamli was validated by **Harvard** ([link](#)).

**PRS/PARAKH 2024** captured ALfA's gains **at scale** where entire district implementations were possible before the November 2024 deadline for PRS. ([data](#)). In not even one complete cycle (2021-2024), ALfA has shown India's best scale and impact.

Endorsement has come from teachers to policymakers at all levels including Hon'ble Shri Rajnath Singh ji, Defence Minister of India who was former Minister of Education, Uttar Pradesh.

([See video](#))  
Access on QR Code.



## Why this matters now?

**What earlier took 3+ years can now be achieved through ALfA in 45 days.**

There has been much learning in the last few years of NIPUN, a momentum we can build on in this last year—**making this a time-sensitive opportunity to accelerate learning.**

## 3 Asks:

### What we need from the State/UT

- 1. Approve ALfA-FLN as a state programme** for a 45-working-day **emergency cycle**. Can utilize the time available at the beginning of the academic year, or can be run in parallel with textbooks.
- 2. Print and distribute the ALfA booklets as FLN booster.** Booklets are thin, shared among two children. Hands-on math material is simple sticks. Both are together a minor cost (which can be CSR funded or PMU-led).
- 3. Endorse mass training in ALfA accelerated teaching methods** (training is short, offline, online, cascade, effective).

[www.dignityeducation.org/gov](http://www.dignityeducation.org/gov)



# Literacy of Women & Adolescents

DEVI's groundbreaking research showed that factors of socio-demographic disadvantage - including age, gender, caste, and geography compound each other.

“

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%**.

# OoSC Out of School Children

- 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



# Books By DEVI

## ALfA: Accelerating Learning for All A Groundbreaking Pedagogy to Transform Education



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**

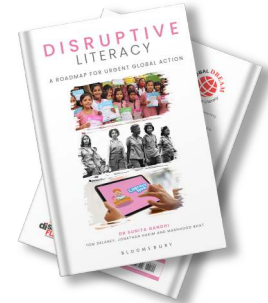
Professor, University of the Western Cape, SA



## Disruptive Literacy A Roadmap for Urgent Global Action



Bloomsbury,  
August 2022



*"A much-needed manifesto for achieving large scale transformation of the global literacy crisis."*

**Ernesto Schiefelbein**

Former Minister of Education, Chile

*"A must read for policymakers and all those associated with the campaign against illiteracy."*

**Anil Swarup**

Former Secretary of Education, India





## *HOST City Montessori School, Lucknow Largest School in the World*



World's Largest School  
Recipient UNESCO Prize for  
Peace Education



Founded in 1959 in Lucknow, India, City Montessori School (CMS) began with five students and \$10 in borrowed capital. Today, it enrolls 64,000 children and is recognized by Guinness World Records as the largest school on earth. Committed to equity, excellence, and peace, CMS won

the UNESCO Prize for Peace Education in 2002. Its motto, "Jai Jagat!" reflects its mission for world unity, and it annually convenes Chief Justices from around the globe to protect the rights of the world's 2 billion children.



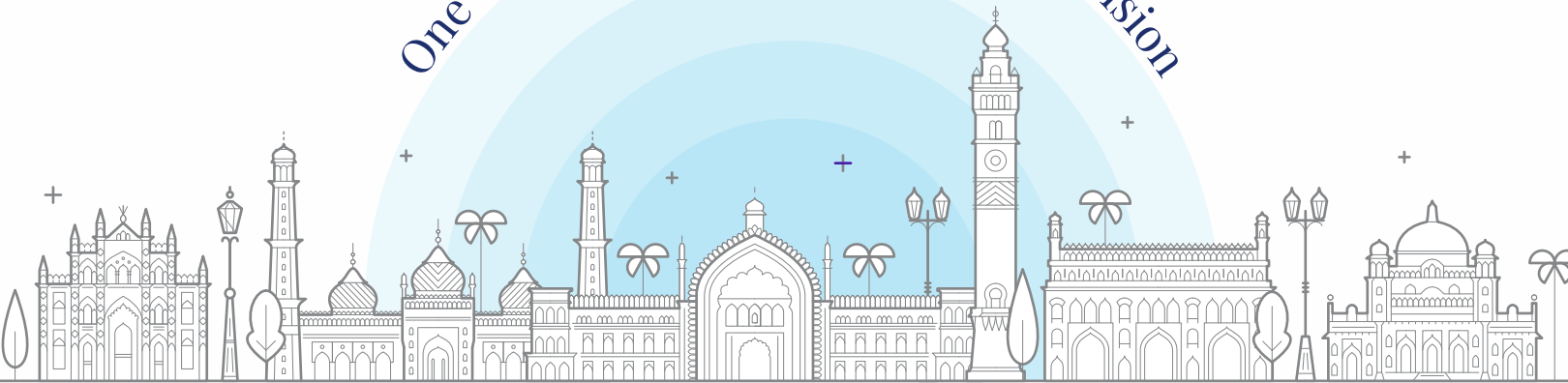
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Come Witness a Moment of Change in Education

One Cause | One Mission | Shared Vision



**City Montessori School, Lucknow | 8-9 May 2026**

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NOW**



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**SCAN/CLICK QR**

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### CSR Magazine

Connects corporates and NGOs to partner for social good



### Media Platform

Dedicated to social sector, on "All-Time Bestsellers" globally (Apple podcasts)

## Hosted By



### Largest School

(Guinness World Record Holder)  
Recipient of the UNESCO Prize for Peace Education

Leadership Circle is one of India's premier education forums, where school leaders, educators, innovators and policymakers converge to exchange ideas and engage in action-oriented discussion.