

# FLN: What Works When Policy Alone Isn't Enough – and What Pedagogy Adds

With insights from  
PARAKH  
Rashtriya  
Sarvekshan



# Leadership Circle

8-9 May 2026  
Lucknow & Online

**ALFA** ACCELERATING  
LEARNING  
FOR ALL

Join us at

**LEADERSHIP CIRCLE 5 | 8-9 MAY 2026**

**India's Biggest FLN Event**

**Calling Leaders - Government, CSR & NGOs**

# 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>	
9AM-9.30AM	Lighting of the Lamp & Garlanding <b>Inaugural Address: Prof. Dr. Indrani Bhaduri, CEO &amp; Head, PARAKH, NCERT</b>	Student Performance <b>Keynote Address</b>
9.30AM-10AM	<b>Launch of Align FLN Report  </b> Learning from Top-Performing States	<b>Launch of India's First AI-powered literacy app</b>
10AM-11AM	<b>Panel 1</b> FLN: What Works in Policy and Pedagogy	<b>Panel 4</b> The World's Best Investment: Education vs. Other Development Priorities
11AM-12PM	<b>ALFA FLN in Action</b> Government Sector Presentations	<b>Panel 5</b> Outcome Credibility: Searching for Proof Not Promises
12PM-1PM	<b>Panel 2</b> The Role of CSR: Addressing a Nation-wide Emergency	<b>Panel 6</b> Multiplying Impact: CSR Beyond Cheques
<b>1-2PM</b>	<b>Lunch</b>	
2-3PM	<b>Panel 3</b> Adolescent Girls, Mothers & Adult Literacy	<b>Panel 7</b> Out of School Children & Community-Based Initiatives
3-4PM	<b>Sammaan Ceremony:</b> Honouring Leaders & Practitioners	<b>Sammaan Ceremony:</b> Honouring Leaders & Practitioners
4-6PM	Exploring Displays / Networking for Resident Participants	

## Catering Notes

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

Re-imagine.

Get Inspired.

Shape Change.





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.

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 often calls for deeper learning, especially from what happens inside classrooms every day.

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

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

## Convenor

# Dr. Sunita Gandhi

Founder, Global Education & Training Institute

Cambridge Ph.D.

Educator, Researcher, Innovator, Author

Dedicated to Transforming

Learning for Every Child



# Glimpses from Past Leadership Events



# Glimpses from Past Leadership Events



# POLICYMAKERS



**SMT ANANDIBEN PATEL**  
Hon'ble Governor, Uttar Pradesh



**SHRI BRAJESH PATHAK**  
Hon'ble Deputy CM, Uttar Pradesh



**Shri SANDEEP SINGH**  
Minister of State for Education, Uttar Pradesh



**IAS AWANISH AWASTHI**  
Advisor to Chief Minister, Uttar Pradesh



**SHRI MANOJ KUMAR SINGH**  
Hon'ble Chief Secretary, Uttar Pradesh



**SHRI SHANMUGA SUNDARAM**  
Principal Secretary, Uttar Pradesh

# GOVERNMENT DELEGATES FROM AROUND THE COUNTRY

## Madhya Pradesh ●



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

## Jammu ●



**ASHOK KUMAR SHARMA**  
Director School Education

## 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



**ABHISHEK VERMA**  
Additional District  
Commissioner



**MANJULA DEVI**  
FLN  
Coordinator

## Ladakh



**TSERING YANGDOL**  
Head of Department  
DIET

## Uttarakhand



**ABHISHEK SHUKLA**  
Basic Education  
Officer

## Manipur



**ATHOKPAM AMITA DEVI**  
State Resource Person

## Nagaland



**DAVID KIRE**  
OSD

## Uttar Pradesh



**RAMESH PRASAD  
LAKHER**  
District Program  
Coordinator NIPUN



**CHHAMA SINGH**  
SRG



**MOHD ASIF**  
Science Academic  
Resource Person



# CSR/Donor Agencies **TAKEAWAYS**

## **EMPOWERMENT**

Understand the needs, data, and gaps in Foundational Literacy & Numeracy and Quality Education (SDG4).

Learn about solutions and their ROI.

## **NETWORKING & RECOGNITION**

Network with other CSR heads.

Discover international trends in philanthropy.

Share successes and receive certificates.

## **MOUs & PARTNERSHIPS**

Sign MOUs to collaborate on ready-made projects with governments and NGOs.

Make a large-scale, visible impact.

Get recognized.



# ALIGN-FLN: Alliance for Global FLN

## Donors for FLN Awards

Are you a major donor for Foundational Literacy and Numeracy? Gain the recognition your work deserves, with prestigious awards.

FLN is an international emergency - it should be treated as such.

All those working in this field deserve to be acknowledged.

Alliance for Global FLN wants to celebrate the changemakers.



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.



# CSR PANELISTS



**SWATI JHA**  
Program Director  
American India Foundation



**MANISHA TRIPATHI**  
America 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  
Bangalore International Airport Ltd.



**HEMANT MADEGOWDA**  
Head, CSR Bangalore  
International Airport Ltd.



**SHASHI SANJAY**  
Bharti Airtel Foundation



**MAMTA SAIKIA**  
Chief Executive Officer  
Bharti Foundation



**KUMAR ANURAG PRATAP**  
Vice President & Head  
Capgemini India



**ARUN ARORA**  
Director  
Chetak Foundation



**ANURAG SRIVASTAVA**  
Corporate Affairs, (South Asia)  
CISCO



**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**  
Chief Executive Officer  
JSW Foundation



**AISHWARYA MAHAJAN**  
President  
M3M Foundation



**RUPALI KATHURIA**  
CSR Lead  
Mastercard



**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**  
General Manager  
Vedanta Group



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



# Non-Profit Organisations

## TAKEAWAYS

### EMPOWERMENT

Gain insights into global research and trends in FLN, ECCE and quality education.

Learn about the latest pedagogy and its impact on learning, diversity, equity, and inclusion.

Learn directly from school heads and teachers implementing change.

### NETWORKING & RECOGNITION

Foster collaborations with peers.

Share your successes and receive recognition.

### MOUs & PARTNERSHIPS

Form agreements to advance education in your context.

Explore assessment methods for measuring impact and progress.

Access new curriculum, books, and strategies for teacher empowerment.

# CIVIL SOCIETY



**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 & Communication  
NIIT Foundation



**URMILA CHOUDHURY**  
Peepul



**NANDITA RAVAL**  
Core Team Member  
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**ANUSHREE MISHRA**  
Director of Programs  
Plan International



**ROBIN SARKAR**  
Project Director, Shiksha  
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Executive Director  
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**SHAVETA SHARMA KUKREJA**  
CEO & MD,  
Central Square Foundation



**PRACHI GAUR**  
Program Director  
Tech Mahindra Foundation



**GAURI MALAVIYA**  
Lead Partnerships  
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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



**KANUPRIYA MISHRA**  
Education Specialist  
World Bank



**PRADEEP KUMAR**  
Director, Programs & Partnerships  
World Reader



# Research Community **TAKEAWAYS**

## **RESEARCH**

Review new pedagogy and its impact on learning, diversity, equity, and inclusion.

Study the scalability and sustainability of innovative practices.

Research alternative approaches to the empowerment of teachers.

## **NETWORKING & RECOGNITION**

Foster collaborations for FLN & ECCE research and advancement.

Share your research and receive recognition.

Meet like-minded researchers from global institutions.

## **MOUs & PARTNERSHIPS**

Reach agreements for advancing FLN & ECCE, K12 education research in different country contexts.

Conduct comparative analyses of leading FLN approaches in Indian private and government schools in India, Africa, Latin America and other countries.

# 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 levers**:

**Priority:** FLN stays at the top of the agenda and review calendar.

**People:** Clear ownership from state to district to block/cluster; roles are defined.

**Plans:** Targets, timelines, timetables align to the same learning goals.

**Process:** Ongoing classroom-facing support—mentoring, and coaching.

**Proof:** Regular learning checks used for course-correction, not just reporting.

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 30 to 40 page booklets are shared as one copy among two children working in 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 the routine.

**Prompts:** Guidance is built into booklets and the Model School Chart (QR videos) to run routines consistently.

**Pairing:** Rotating pairs keep every child active and practicing.

**Practice:** MAT (Model-Apply-Transfer) creates lots of practice in minutes and builds fluency fast.

**Proof:** Collective feedback and "not yet/try again" corrections create a tight loop for

course-correction and continuous improvement.

**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



# 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 Rachi, 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)



# POLICY X PEDAGOGY

## → Yields Strongest FLN



**POLICY Levers build the road. PEDAGOGY Levers improve learning.**  
**ALfA DISRUPTIVE PEDAGOGY improves learning gains faster, at lower costs.**

### 5 POLICY LEVERS

Learning from high-performing States/UTs

- Priority:** FLN stays on top—non-negotiable time, focus, and urgency.
- People:** Clear ownership—roles fixed from state to school.
- Plans:** Targets + timelines + materials aligned—who, what, by when.
- Process:** Coaching + classroom support—demos, practice, feedback, follow-up.
- Proof:** Regular checks—simple data, quick reviews, fast action.



### 5 PEDAGOGY LEVERS

ALfA | Accelerating Learning for All

- Priming:** Train teachers + middle-level mentors; ensure fluency in the ALfA routines.
- Prompts:** Booster TLMs + Model School chart (w 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-Activate-Transfer) drives high repetitions in school and home.
- Proof:** Rapid feedback + “not yet/try again” corrections accelerate gains.

## Learning from Uttar Pradesh

**Policy + Pedagogy Together produced extraordinary gains in UP**

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

+13pp	+14pp
<b>4 DEVI District using ALfA</b>	
Indicative of pedagogy-driven acceleration (about 30-40% more progress than the UP average).	

HGSE Validated RCT (Shamli) -effect sizes after 40 days	
<b>0.23 (Grade 3)</b>	<b>0.89 (Grade 5)</b>
Fluency gains 10 intervention + 10 Control 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.

# Global Ed Innovator Fellowships & Awards

Each year, Leadership Circle proudly awards over 100 well-deserved fellowships and awards, fully complimentary, determined by an independent jury. This year, fellowships will be awarded to those individuals who wish to implement leading FLN pedagogies, and awards will be given to those schools that have demonstrated impact supported by data and evidence.

## INDEPENDENT JURY

An independent jury will make the selections based on transparent criteria to award between 100 to 200 Fellowships this year depending upon the quality of the submissions.

## FELLOWSHIPS

All Fellows are expected to carry out their ideas for change post selection, and to

gather evidence of their implementation on a regular basis in an e-portfolio. Evidence includes photos, videos, slide presentations, surveys, pre-and post- intervention data (quantitative, anecdotal and qualitative).

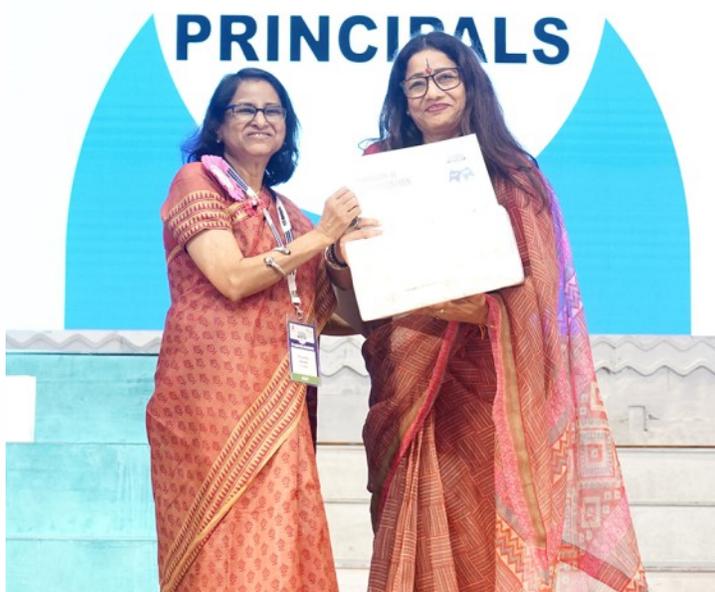
All Fellows with evidence will automatically qualify for the Global Ed Innovator Awards.



REAL CHANGE

TRANSPARENT CRITERIA

INDEPENDENT JURY



# ALfA | Fast & Holistic FLN | Literacy Accelerating Learning *for* All

- ALfA 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



<p><b>writing. 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' testimonies and see ALfA literacy in action.

**Available in 15 Indian languages, 33 worldwide | 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 Accelerating Learning *for* All

- 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 teacher-child, then child-child working as a pair each time)
  2. **Apply** (entire class 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."

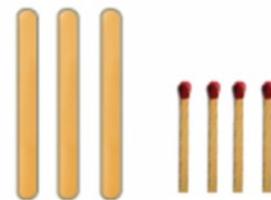
*Invert roles. Make new numbers for each other to solve.*



### 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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# 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. Defense Minister, India



[Click Here](#)

Scan QR for recent speech on ALFA

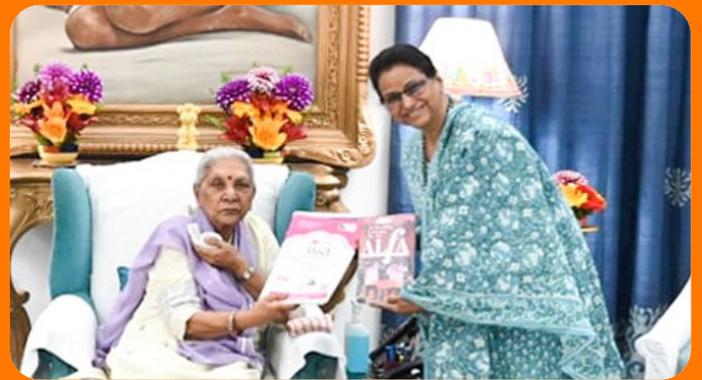
“ I am delighted that DEVI Sansthan is working for education in Lucknow and beyond. I have full confidence that this program will assist children in becoming foundationally literate. ”

**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



# POLICY + PEDAGOGY ACCELERATES FLN FASTER

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).

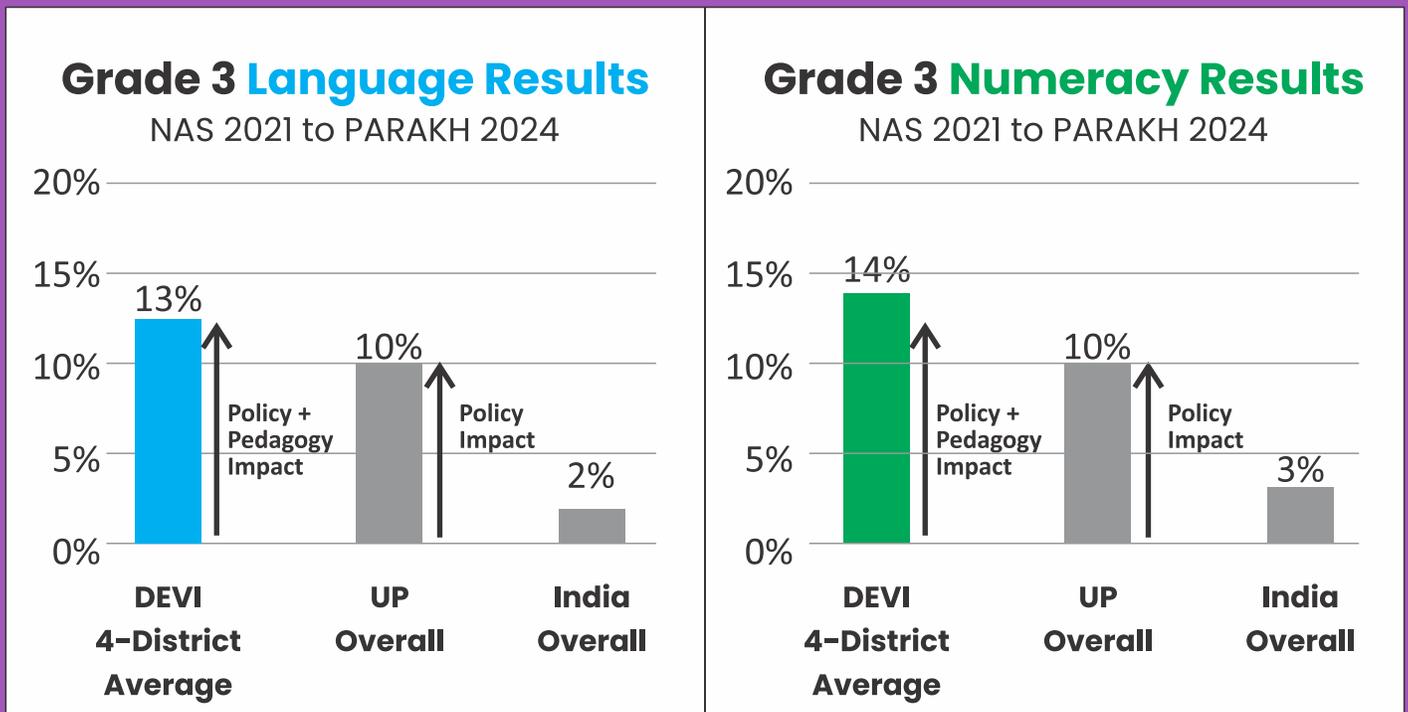
The government further created an **enabling environment for NGOs**, including DEVI to implement its ALFA pedagogical intervention which delivered sharper acceleration: +13/+14 pp across four ALFA districts.

Shamli, once low-performing, was the first to follow ALFA in 2022. It is now Rank

2 of 75 UP districts for Grade 3. With ALFA now 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



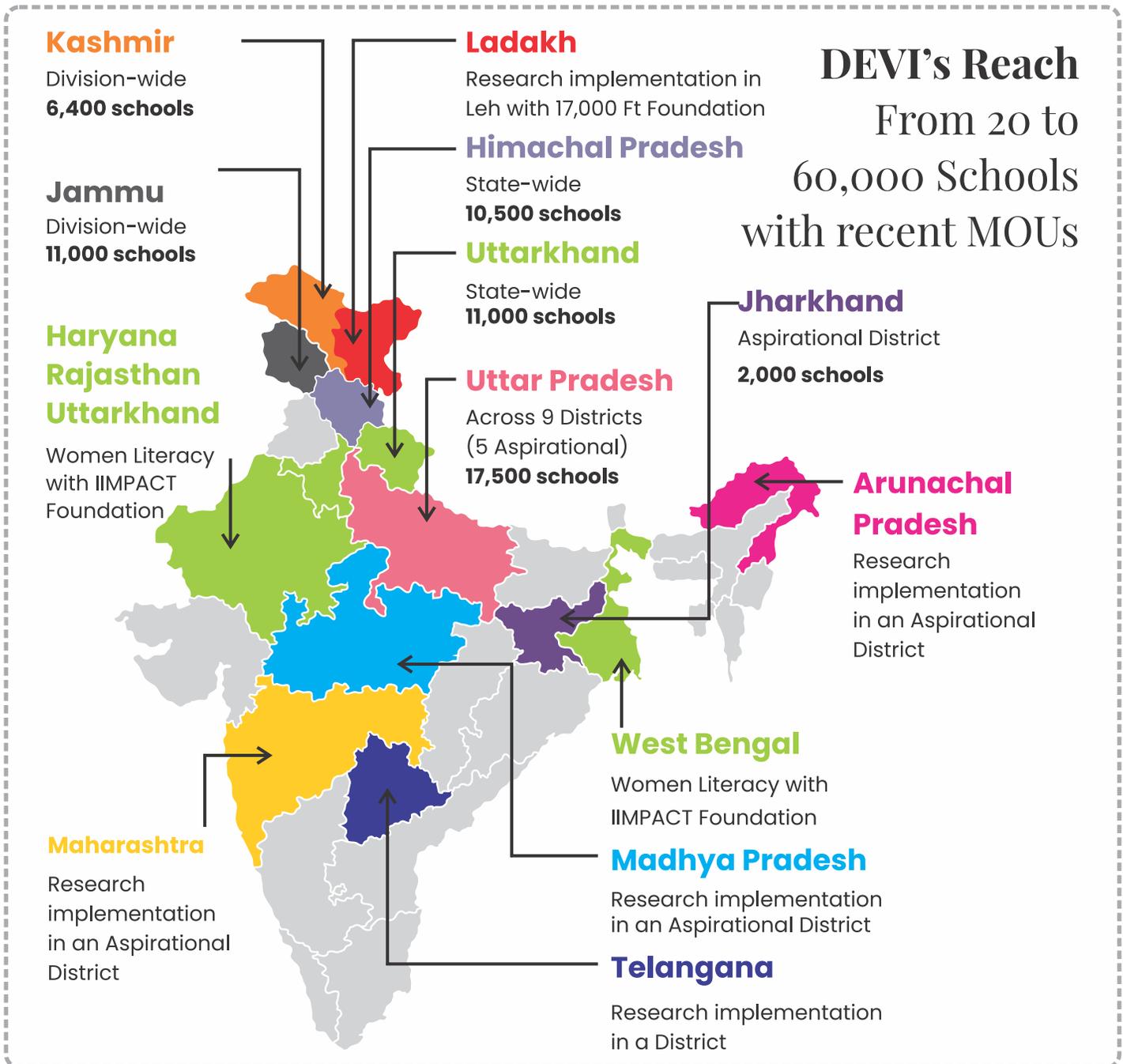
For more details,  
read the ALIGN  
FLN report

[Click Here](#)

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# Calling all Education Ministers, DMs, BSAs - and all policymakers and changemakers



**Learn More**  
**Read our Impact Report**

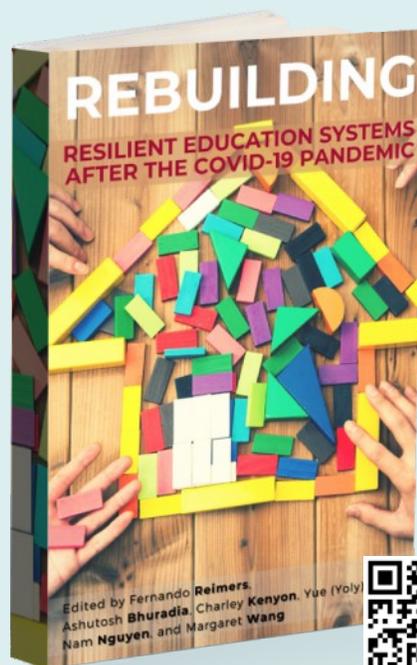


# Harvard On FLN in India's Largest State

Harvard Graduate School of Education, USA

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

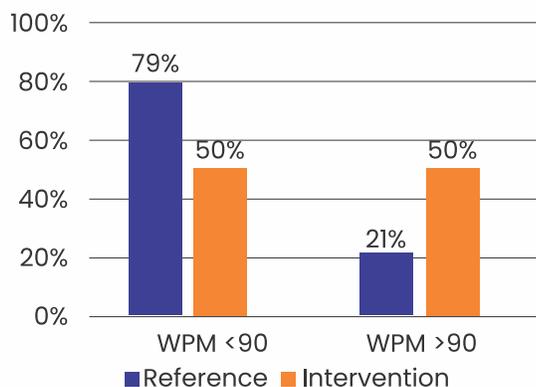
CHAPTER 8 in a book by Prof. Fernando Reimers & team at HGSE: *Rebuilding Resilient Education Systems After the COVID-19 Pandemic*, Published March 2023. Below are some extracts from the chapter:



*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.*



# Research Community TAKEAWAYS

## RESEARCH

Review new pedagogy and its impact on learning, diversity, equity, and inclusion.

Study the scalability and sustainability of innovative practices.

Research alternative approaches to the empowerment of teachers.

## NETWORKING & RECOGNITION

Foster collaborations for FLN & ECCE research and advancement.

Share your research and receive recognition.

Meet like-minded researchers from global institutions.

## MOUs & PARTNERSHIPS

Reach agreements for advancing FLN & ECCE, K12 education research in different country contexts.

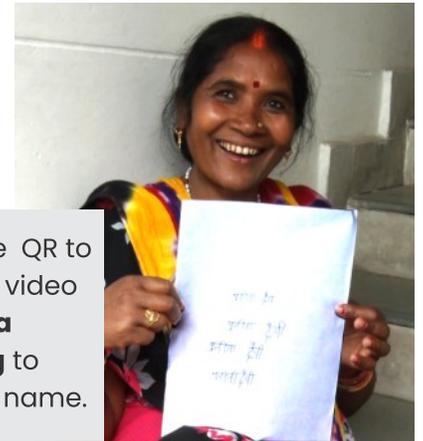
Conduct comparative analyses of leading FLN approaches in Indian private and government schools in India, Africa, Latin America and other countries.

# Literacy of Women & Adolescents

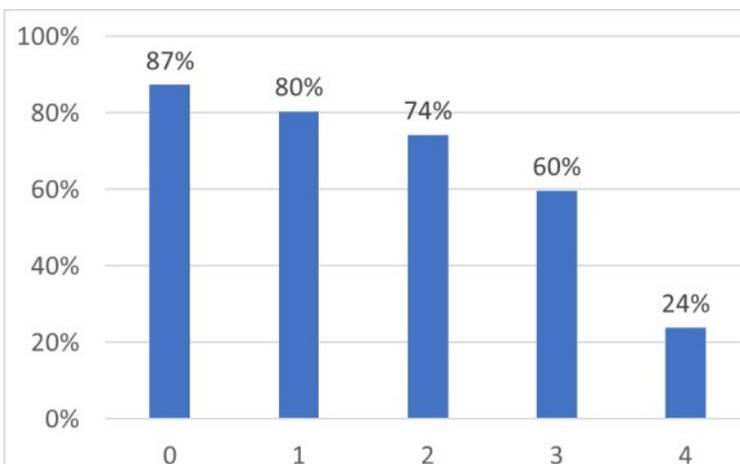
“

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.



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

## 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.

## HT Hindustan Times

A week ago, 40-year-old Gudiya, a native of Karauni village in Lucknow's Sarojini Nagar block, went to a nationalised bank to inquire about the balance in her savings account. The bank staff told her a figure, but Gudiya insisted he recheck it. When the staff refused, she told him that only that morning she had

received a text message, according to which ₹15,000 had been credited into her account. The staff rechecked and found her to be right. He apologised. 'I told him I wasn't illiterate. I learned how to read and write ever since the Global Dream Literacy Mission started in my village,' Gudiya told HT.

Sunday, September 8, 2019



See more news reports

# 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

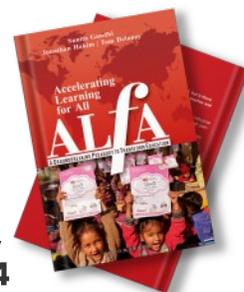


## Online / In-Person Training



# 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 provide 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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