



ANNUAL REPORT

2025-26

Beyond the
Milestones

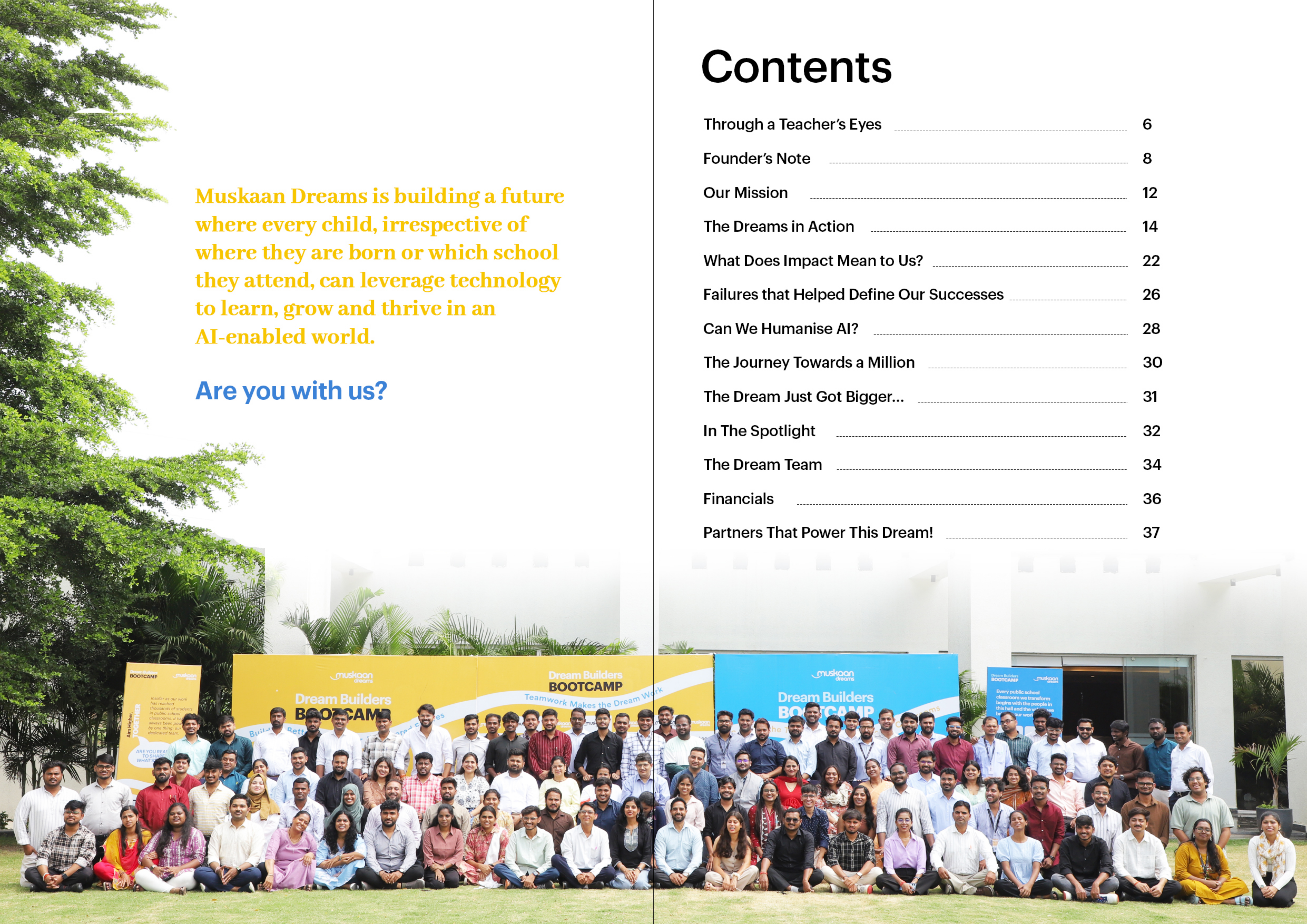
Partnering to co-create a generation of
future-ready learners

Muskaan Dreams is building a future where every child, irrespective of where they are born or which school they attend, can leverage technology to learn, grow and thrive in an AI-enabled world.

Are you with us?

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Nearly 65 per cent of children entering school today may go on to work in jobs that do not yet exist. AI skills are fast becoming foundational across industries and careers. Future readiness now demands problem solving, adaptability, critical thinking and creativity, not just rote learning. AI is redefining how we learn, work and live.

The question we kept asking ourselves was simple: **are our children, especially those in public schools, ready for this new world?**



Through a Teacher's Eyes

“As an educator, my priority is to show up prepared and give my best in every class. I spend time planning lessons, creating worksheets and tests, and trying to stay up to date with my knowledge. But the world is changing faster than classrooms, and it is not always easy to keep up on my own.

I need the right support to understand new technology and AI, not just access to tools, but guidance on how to actually use them in real classroom situations.

When that support comes at the right time, it makes all the difference. It helps me move from feeling unsure to teaching with confidence and ease.



Founder's Note

How we continue to build impact by leading with initiatives grounded in classroom realities

There are many things I'm proud of at Muskaan Dreams: our approach to complex problems, our large-scale partnerships, our talented team, but most importantly, our ability to lead with empathy.

With over 150 team members, we stay grounded by listening deeply to teachers, education officers, and students, because real change begins by understanding those we serve.

We design solutions alongside the people who experience these challenges every day. Whether it's a teacher navigating a new tool, a student discovering confidence in using AI ethically - their voices guide our decisions, always.

Our aim also remains to build solutions in a way that we shape systems that create impact at scale and are sustainable. Breaking the silos of projects that empower only students or only teachers, we build solutions at the epicentre of the teaching-learning ecosystem. And we do this by engaging the **samaaj-sarkaar-bazaar**.

Empathy, for us, is not just a value; it's a way of working.

It helps us stay relevant, responsive, and rooted in reality, even as we grow bigger.

In this report, you will read about how we reached a million learners, empowered thousands of teachers, and worked in over 10 states with 16 partners.

But what we really want you to experience is the smiles that we saw around the public school classrooms in the past year; **that is an indescribable joy that powers our every move, every day!**

I have seen my team (the dream builders) work tirelessly to achieve some amazing things, the next few pages will give you a glimpse...



1. Scale and Execution

8,00,000 students reached. More than 4,000 government schools impacted. We are reimagining public education through multi state initiatives, not one off pilots.

2. Trusted by Leading Partners

We are supported by leading institutions and partners, including Motilal Oswal Foundation, Fidelity International, Wells Fargo and SBI Foundation.

3. Strong Government Partnerships

We work closely with state and district education departments to embed our work inside public systems rather than alongside them. We have scaled our work and have partnerships with 10 states in India.

4. An Outcomes-Led Approach

We measure what matters most: learning experiences, curriculum adoption and classroom transformation, and long term system integration. Our goal is to create measurable proof points of sustainable educational transformation at scale.

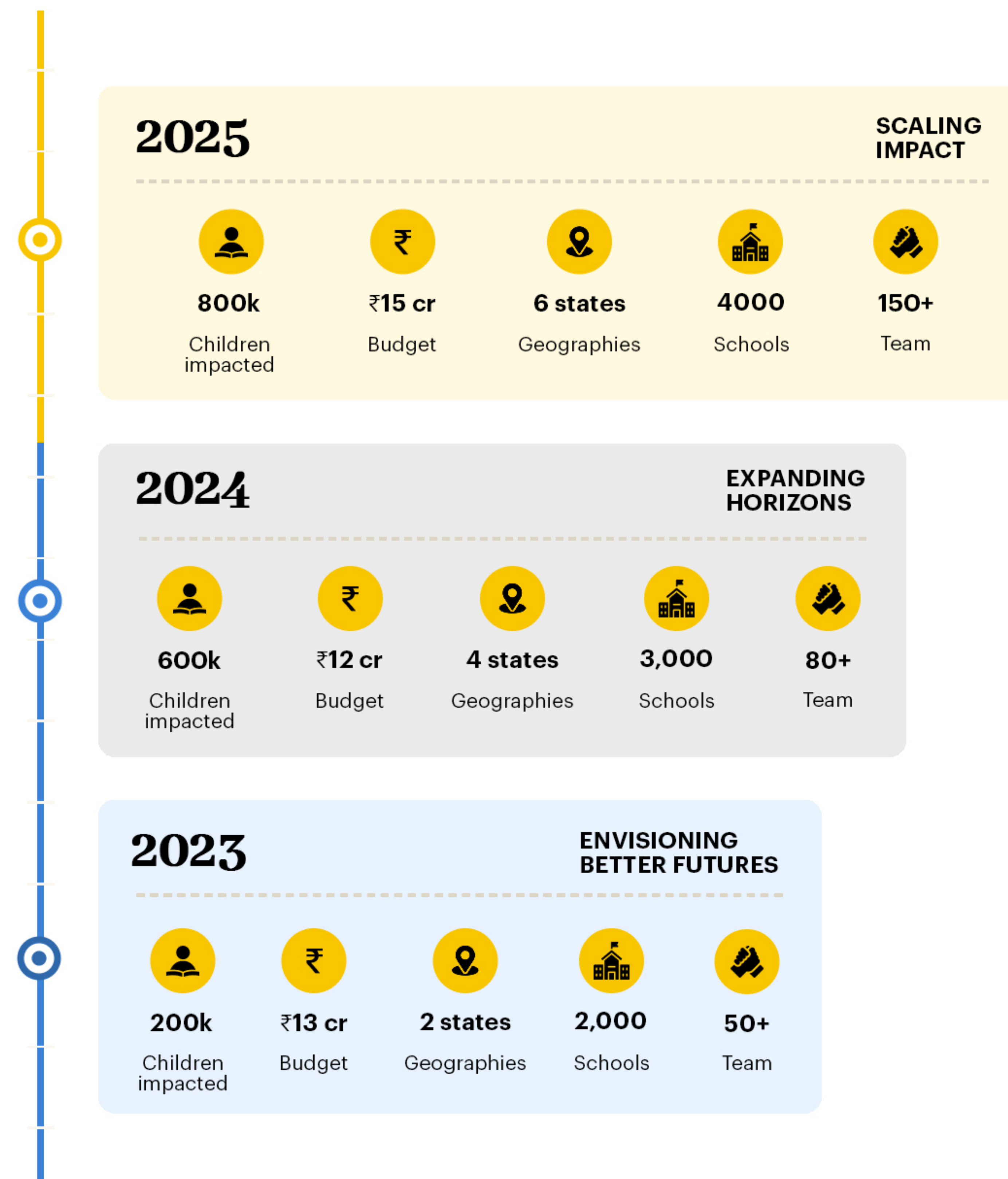
What This Looks Like on the Ground

- **AI and Future Readiness:** building AI, STEM and 21st century capabilities among children.
- **Teacher Empowerment:** enabling teachers to lead future ready classrooms through technology enabled learning.
- **Public System Transformation:** working closely with governments to drive sustainable change at scale.



Our Journey & Milestones

Our growth over the past three years reflects not just scale, but a deepening of how we work.



Our Mission

We are co-creating initiatives with teachers, samaj, sarkaar and bazaar to empower students from underserved communities with the skills they need to thrive in the 21st century.

Looking into the future, where most professions will be steeped in AI, we equip students with the critical thinking and computational thinking skills to use it ethically and thoughtfully, while ensuring they remain independent, critical thinkers, not reliant on it.



WE

- Build systems, not projects.
- Empower teachers instead of replacing them.
- Strengthen government systems rather than creating parallel structures.
- Focus on meaningful technology adoption, not just infrastructure.
- Prepare children to thrive in an AI-enabled future.



The Dreams in Action

1. How can we help improve students' learning and help them excel in science, tech, engineering and math subjects?

Why we do it?

Rote learning often fails to build transferable knowledge and skills, leaving learners struggling to apply memorised information in new contexts and adapt what they have learned to solve new problems. Digital Shaala helps counter this.

How do we do it?

The program works with public schools to bring technology into everyday classroom teaching for grades 6 to 8. With smart TVs or interactive panels, curated content, and reliable internet, lessons begin to feel different.

What is the impact?

Digital Shaala has enhanced teachers' pedagogical and digital skills, enabling them to use technology-driven, interactive approaches beyond traditional textbooks and worksheets to improve students' STEM learning outcomes.



“

पहले जहाँ शिक्षकों को केवल किताबों के माध्यम से बच्चों को पढ़ाना होता था और बच्चों के लिए भी पुस्तकें ही ज्ञान का मुख्य साधन थीं, वहीं शिक्षकों को तकनीक के उपयोग में सक्षम बनाकर हमने कक्षा को बहुआयामी बनाया है। अब वीडियो, एनीमेशन, गतिविधियों और डिजिटल सामग्री के माध्यम से पढ़ाई अधिक रोचक एवं प्रभावी हो गई है। इससे बच्चे कक्षा में अधिक सक्रिय रहते हैं, प्रश्न पूछने में रुचि दिखाते हैं और विशेषकर गणित एवं विज्ञान जैसे विषयों के कठिन कॉन्सेप्ट को देखकर, समझकर और अनुभव करके बेहतर ढंग से सीख पा रहे हैं।

शिक्षक - सचिन मालवीय
एकीकृत माध्यमिक विद्यालय,
जीवाजीपुरा, मध्य प्रदेश



2. How do we build digital and 21st century skills that will help them thrive in the future?

Why we do it?

Students often struggle to connect STEM concepts with real-world applications. The IoT program helps bridge this gap by introducing emerging technologies and hands-on learning, making STEM more relevant, engaging, and future-focused.

How do we do it?

The program equips public schools with digital infrastructure, curated content, and teacher training to integrate technology into everyday STEM learning. Through interactive lessons and classroom support, students and teachers explore real-world applications of technology.

What is the impact?

The IoT program strengthens students' problem-solving, critical thinking, and digital literacy skills, while enabling teachers to adopt more engaging, technology-driven approaches to STEM education.



“

These classes made Computer Science my favourite subject in school. Every new activity encouraged me to create something on my own. We also participated in a state-level Hackathon, where we learned how to use AI, build prototypes, and work in teams. My team built a high-tech security alarm, and for the first time, I felt that technology was not just something I used, but something I could also build.

- Roshan Mahto
Class 8, Noida, Uttar Pradesh



3. How do we build AI capabilities among students to enhance learning and skill development?

Why we do it?

As AI becomes increasingly accessible, students are beginning to use it without the guidance needed to navigate it ethically, critically, and responsibly. AI Saksham helps build foundational AI capabilities, enabling students and teachers in public schools of India to use AI with confidence.

How do we do it?

Through age-appropriate learning sessions and school-based activities, AI Saksham introduces students and teachers to the fundamentals of AI. Participants learn to question AI outputs, verify information, and identify misinformation. This is followed by a school-level Hackathon which enables students to apply new skills to solve real-world challenges.

What is the impact?

AI Saksham strengthens AI capabilities and critical thinking among students and teachers. Participants become more confident and responsible users of AI, equipped to evaluate information, solve problems, and navigate an increasingly AI-driven world.



“

Learning about AI and Computational Thinking through AI Saksham changed the way I look at everyday problems. During the hackathon, my team and I created SkyWalk, a smart stair system to reduce lift crowding, save electricity, and encourage people to choose the stairs. It made me realise that students can use technology to build solutions that make a real difference in our communities.

- **Girish**

Class 8, BBMP Herohalli School,
Bengaluru, Karnataka



4. How can we scale with systems and build initiatives where we work alongside state governments?

Why we do it?

Lasting educational transformation requires strong institutions. Rather than working around government systems, we focus on strengthening them from within to ensure that improvements in teaching and learning are sustainable, scalable, and aligned with the government's priorities.

How do we do it?

We build the capacity of academic and administrative leadership, develop a cadre of skilled trainers through a cascading model, and embed teacher support, monitoring, and feedback within existing state structures. This ensures that ownership remains with the government system.

What is the impact?

By embedding change within state systems, we help create continuous, scalable improvements that go beyond individual projects. One of our biggest achievements has been the integration of ICT adoption data into the M.P. state's monitoring dashboard - Vidya Samiksha Kendra, enabling data-driven decision-making and real-time tracking of technology use in classrooms.



“

By aligning our district leadership with the Muskaan Dreams team, we have moved from simply owning technology to actively using it to transform classroom instruction. This is no longer just a program; it is now part of our district's academic identity.

- Mr. Manoj Shukla

**DIET Principal,
District Level Education Institute, SCERT**



STATE PROGRAMS

What Does **Impact** Mean to Us?

Our program currently spans multiple states and over 5000+ government classrooms, involving teachers, school leaders, field associates, district officials, and implementation partners. In such environments, assumptions are expensive. We therefore built tech-enabled monitoring systems that convert field activity into actionable intelligence, showing us what impact is created on the ground.

Using structured digital tools, dashboards, classroom observations, content usage analytics, and stakeholder feedback systems, we are able to understand not just what happened, but where support is needed next.

For example, our monitoring systems helped identify patterns such as:

- Only a subset of infrastructure-enabled schools were converting into active monthly usage schools, shifting our focus from installation metrics to activation metrics.
- Content adoption was not peaking immediately after deployment, but strengthening over later months (Dec–Feb), revealing that classroom integration takes time and requires coaching not just infrastructure.
- Schools receiving stronger on-ground support showed higher consistency in usage and teacher adoption.



These insights changed our management approach. Instead of reviewing only outputs, we now review behavioural indicators such as teacher usage consistency, classroom observations completed, principal engagement rates, and support visit effectiveness.

While monitoring tells us whether the machine is running, evaluation tells us whether it is creating meaningful change.

Too often, social sector program celebrate activity metrics such as schools covered, teachers trained, devices installed, and sessions conducted. These matter, but they are not impact.

At Muskaan Dreams, impact means measurable improvement in

Higher student engagement

Teaching-learning quality

Better learning outcomes: especially in STEM, AI and future-ready competencies

This is why our evaluation philosophy begins with one question:

What changed because of the program?

- 
Digital Shaala students recorded a 10% gain in Science and Mathematics learning levels.
- 
The IoT programme led to a 23% improvement in students' coding, AI, and computational thinking skills.
- 
2000 teachers' capacity was built in the past year in digital pedagogy and AI capabilities.
- 
Over 500 STEM activities were conducted to help students build 21st-century skills through project-based learning.



Failures that Helped Define Our Successes

As we worked to integrate our programs into government systems, we learned that technical expertise alone is not enough to drive lasting change.

We began with the belief that strong program design would naturally lead to adoption at scale. Over time, we realised that sustainable systems change requires much more: strong partnerships, alignment with state priorities, institutional strengthening, and continuous collaboration, all of this, all at once!

This also meant rethinking our own timelines and ways of working. Rather than focusing on rapid implementation, we learned to invest in processes that build ownership and embed change within existing systems.



Lasting change is not built through programs alone, but through institutions that are empowered to carry that change forward.



Can We Ensure Students Truly Benefit from AI & Teachers Are Supported to Use It...

CAN WE HUMANISE AI?

With this vision, Muskaan Dreams hosted its annual flagship convening, the **Digital Inclusion Summit** in New Delhi. Over 500 delegates came together for a high-energy day featuring 50+ speakers, including students, government leaders, educators, private-sector partners, and civil society organisations.

DIGITAL INCLUSION
SUMMIT 2026

“

The India AI Impact Summit will feature many important discussions, but our focus is on driving tangible outcomes. In that context, the Digital Inclusion Summit, convened by Muskaan Dreams and its partners, plays a critical role in advancing conversations on inclusive AI. The insights emerging from today's discussions will be invaluable. As one of the key pre-summits leading up to next week's India AI Impact Summit, it will help ensure that perspectives from Big Tech, the AI ecosystem, government, and academia are meaningfully reflected in the broader agenda.

- **Shri Abhishek Singh**

Additional Secretary at the Ministry of Electronics and Information Technology (MeitY) and
CEO of the IndiaAI Mission

Through panels, interactive sessions, and fireside conversations, the Summit focused on moving beyond access to meaningful use. Discussions explored how AI can strengthen classroom practice, support teachers, and integrate into systems in ways that are practical and scalable.

The diversity of voices stood out. Students spoke about their lived experiences, while system leaders shared pathways for scale. The conversation shaped the way forward where the ecosystem agreed that digital inclusion must be equitable, contextual, and driven from within the system...



...And together we are actioning this.



The Journey Towards a Million

Mission One Million did not begin as a plan. It began as a question we kept returning to long before we had language for it: how do we move from doing good work to doing work that changes systems at scale?

The answer took shape gradually, through a pandemic that reordered our priorities, a partnership that sharpened our thinking, and a series of deliberate choices about how we wanted to grow.



In 2020, as schools shut their doors and the limits of 'access' became impossible to ignore, we set our North Star, to reach one million students by 2025. It was less a target than a promise to ourselves, that whatever we built next, we would build at scale.

In 2021, we brought in Dalberg to help us chart that path, and what came out of the collaboration was more than a number and a roadmap, it gave us a surprising vigour and a genuine mission, with clear steps laid out to get there.

Through 2022 and 2023, we turned that mission inward first, strengthening our own systems, deepening every program we ran, building out our MEL and support functions, and expanding our presence state by state, so that the growth still ahead of us would have something solid to stand on.

Along the way, Muskaan Dreams grew from a team of 50 to 150 people in 2024 and 2025, proving that ambitious goals can transform organisations internally as much as the communities they serve.

Headcounts? Never. We are all about heart counts.

The Dream Just Got Bigger...

Our dream started with the aim of working with the government. And the biggest achievement this year was not a single program milestone. **It was the integration of ICT adoption data into Madhya Pradesh's state monitoring dashboard, Vidya Samiksha Kendra, enabling data driven decision making and real time tracking of technology use in classrooms.**

This is what systems change looks like for us. Instead of building solutions that live outside government structures, we build the capacity of academic and administrative leadership, develop a cadre of skilled trainers through a cascading model, and embed monitoring and feedback within existing state systems. Ownership and implementation stay with the government, and improvements outlast any single project or partnership.

This year, that meant working closely with the Government of Rajasthan and district education departments across Madhya Pradesh, Uttar Pradesh, Punjab, Jharkhand, Karnataka, Maharashtra and Telangana, each engagement shaped around that state's own priorities and structures rather than a one size fits all model. Our dream for the next 5 years? More government partnerships that will help us scale the programs to reach every child.

Mission 2030 asks a bigger version of the same question that has always guided us: what does it take to make meaningful technology and AI adoption the norm, not the exception, across public education in India?



Board Members



Mr. Abhishek Dubey
Founder & CEO
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Mr Vinay Singhal
Founder & CEO
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Financials

Grant - ₹ 15.32 cr

Other Income - ₹ 0.13 cr

Expenses	FY 2025-26 (in ₹ cr)
Digita Shaala	₹ 7.05 cr
Innovators of Tomorrow	₹ 5.45 cr
AI Saksham	₹ 2.77 cr
Total	₹ 15.27 cr



Partners That Power This Dream!

None of this would be possible without the support, trust & collaboration of our partners. Their commitment enables us to strengthen systems, empower educators, and expand opportunities for students across public schools in India.

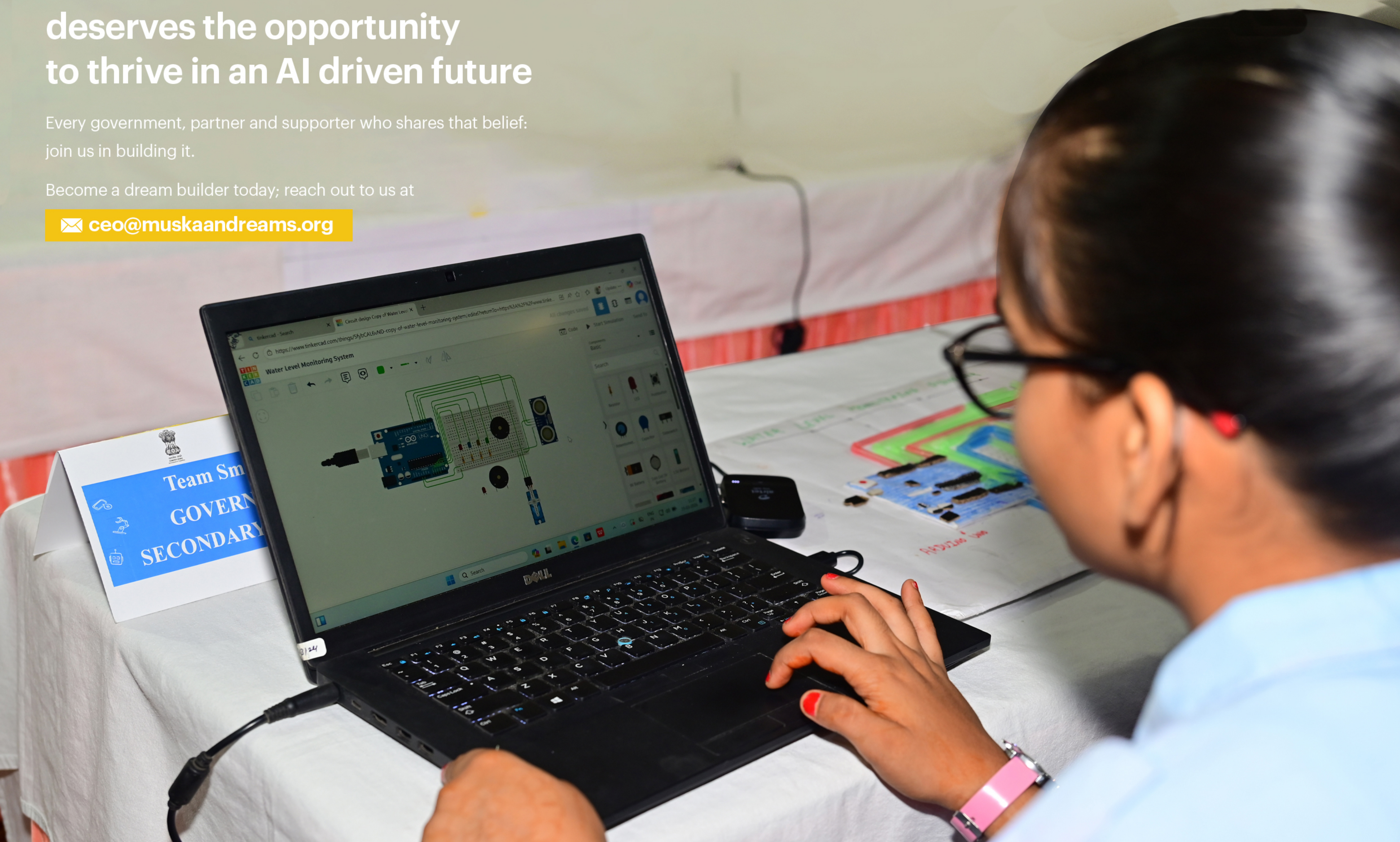


We believe every child deserves the opportunity to thrive in an AI driven future

Every government, partner and supporter who shares that belief: join us in building it.

Become a dream builder today; reach out to us at

✉ ceo@muskaandreams.org





To know more about us

Visit our website

 www.muskaandreams.org



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