

muskaan dreams

ANNUAL REPORT

SCALING FOR IMPACT

2024-25



Scaling our horizons, strengthening our impact.

2024–25 was a year of growth, collaboration and new possibilities.

We expanded our reach, strengthened our team, and brought together government, partners and communities to turn shared ambition into action.

Across **सरकार, समाज और बाज़ार,** we continued building bridges, creating opportunities and taking our mission further. As we look ahead, we are ready to scale, innovate and create impact at an even greater scale.

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Founder’s Note

A year of expanding horizons, building capacity, and moving closer to a million.

This year, we grew with greater speed and greater intention. As we moved towards our goal of reaching one million children, we also invested deeply in building the systems and capabilities that would make that growth sustainable.



For us, scale is not simply about reaching more schools. It is about building the capacity to plan better, execute effectively, measure what matters, and learn as we grow. Across programmes, finance, communications, and operations, our teams spent significant time strengthening these internal capabilities and creating systems that can support the next phase of our journey.

This was also a year of many firsts. We began taking our systems-thinking approach to scale, working more closely with governments to embed our Programs within education systems and reaching thousands of schools through cascading models. By building the capacity of educators to take digital learning forward, we are creating a model where change can sustain and grow beyond our direct intervention.

Our team is growing, our systems are getting stronger, and our horizons are expanding. The journey to a million is gathering speed, and we are building what it takes to go the distance.











A Year in Photos

From teachers trained and classrooms transformed to children discovering new possibilities with technology, this year took us to new geographies, deeper partnerships and bigger milestones. We scaled our work, celebrated new beginnings and received recognition along the way.

It has been one of our biggest years yet.

And as we look ahead, we're strengthening what we've built, expanding our horizons and getting ready to take our impact to even greater scale.











Our Programs

This year, our programs grew deeper, wider and more embedded in the systems they are designed to strengthen. Across states, we moved beyond delivering technology in classrooms to working alongside governments to build the people, processes and capabilities needed to sustain digital learning at scale.

By training educators, strengthening government cadres and creating models that can be carried forward within the system, we are moving from
implementing program to enabling systems to lead them.

THE RESULT?

Program that don't just reach more classrooms, but have the potential to keep growing long after we leave them.



Digital Shaala

Digital Shaala continues to work directly with schools, bringing technology-enabled learning into classrooms and helping teachers use digital tools to make learning more engaging and effective.

But this year, we began taking the program beyond direct implementation, towards a **systems-thinking model for scale and sustainability.**

With our new systems-thinking approach, we are building pathways to scale that strengthen the system, not just expand our reach.

600k students reached in **3000** schools

across 4 states in partnership with the Government of Madhya Pradesh, Uttar Pradesh, Rajasthan, Maharashtra



Alongside direct implementation, we worked with the Madhya Pradesh government to build a model that can be owned and carried forward by the education system. This meant co-creating and integrating content, strengthening structures for ICT adoption, and building the capacity of educators and government cadres through deeper training, mentoring and support. We also listened closely to educators and used their feedback to continually strengthen implementation.



The goal is bigger than digitising classrooms. It is to help the system learn, adopt and sustain digital education at scale.

By bringing together Samaj, Sarkaar and Bazaar, we are building a pathway where technology, teachers, government and partners work together towards one shared ambition: a digital future for every child.

Innovators of Tomorrow

What if a child doesn't just learn technology, but learns to build with it?

Innovators of Tomorrow (IoT) is our STEM and digital-skilling program designed to take students from being technology users to technology creators. Through coding, computational thinking, basic computing, AI and project-based learning, students build skills progressively as they move through the grades. The focus is not on learning technology in isolation, but on using it to think, create, solve and communicate.

LEARNING HAPPENS BY DOING.

Students experiment, build projects, debug, collaborate and iterate. They learn to break down problems, ask better questions, test ideas and turn their thinking into something tangible. As they progress, projects become more real-world and interdisciplinary, bringing together science, coding, data, design and communication. By the later grades, students are encouraged to take on problems themselves, prototype solutions, gather feedback and refine what they create.



From
“CAN I USE IT?”
to
“WHAT CAN I CREATE WITH IT?”

AI is woven into this journey as a technology to understand, question and use thoughtfully. Students move from recognising AI in everyday life to exploring how AI learns from data, experimenting with simple models, understanding its limitations and eventually thinking about questions of fairness, privacy, bias and human oversight. The aim is to nurture young people who are excited about what technology can do, while being equally thoughtful about what it should do.

We are not just preparing students for a digital future. We are helping them imagine that they can shape it.



Behind the Impact

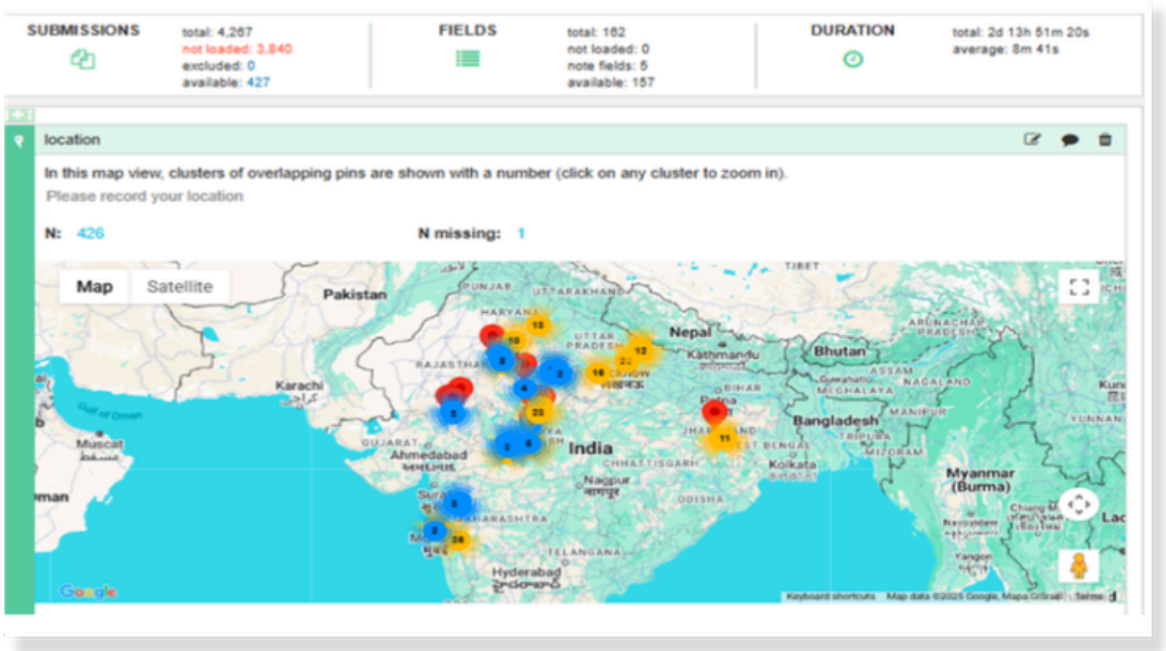
The Systems Powering Our Work

As our programs grow, so does the need for strong systems to help us **collect, track and learn from what is happening on the ground.** Technology enables our teams to monitor implementation, assess learning and use data to strengthen program delivery.

01 | Field Data Collection

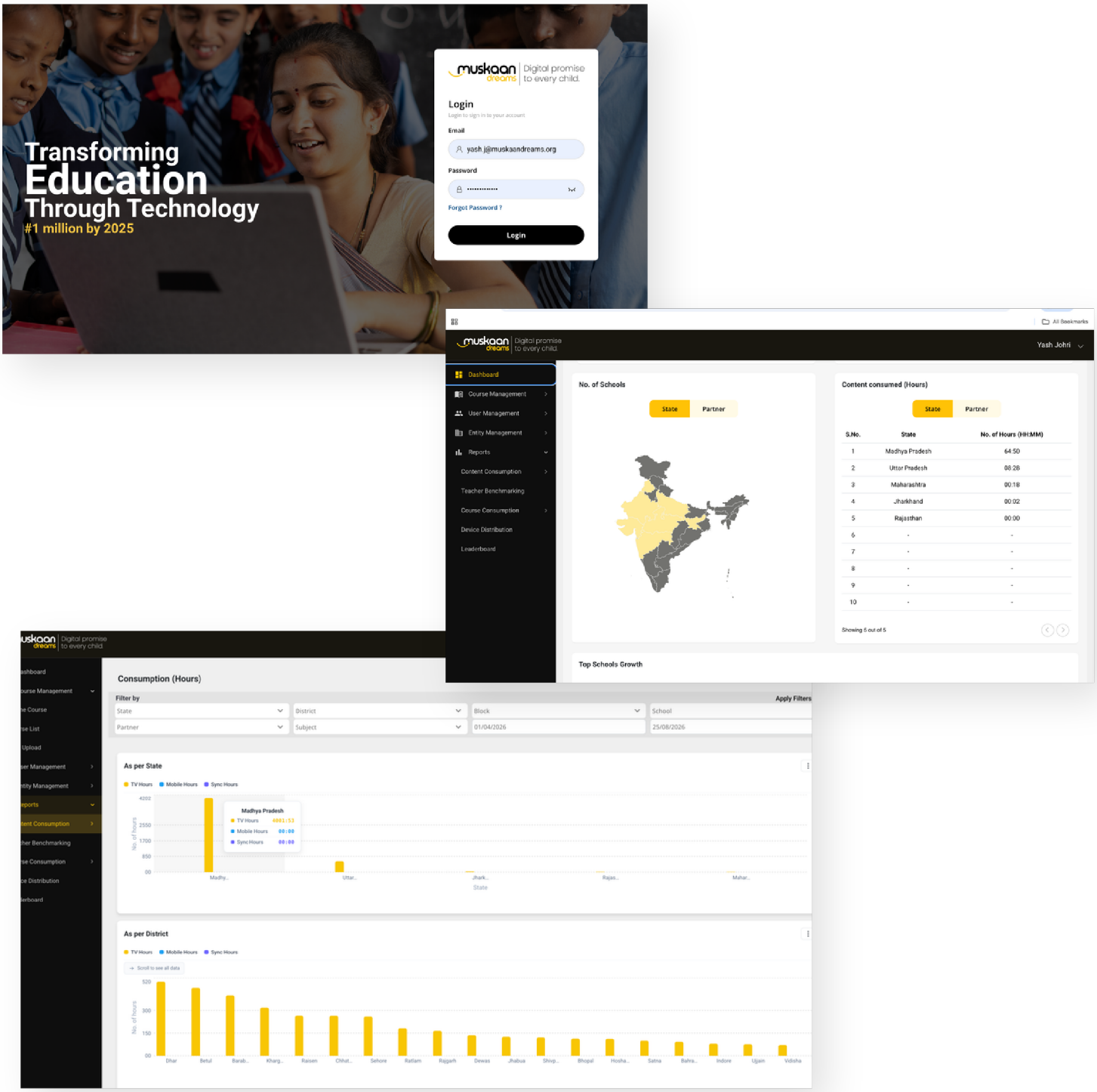
SurveyCTO

SurveyCTO enables our field teams to collect data even without internet connectivity. It supports structured forms, GPS and timestamps, photographs, audio, signatures and built-in data validations, helping strengthen data quality and traceability.



Muskaan Dreams Learning App

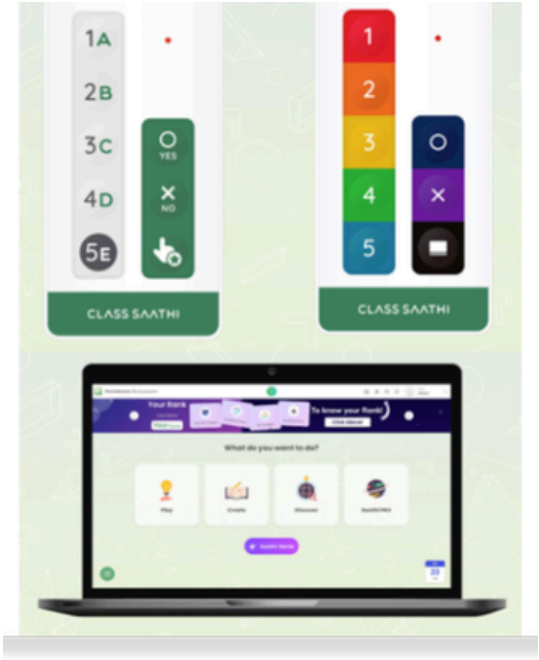
Our offline-first Learning App hosts curriculum-aligned STEM content for Grades 6–8 in regional languages. It allows teachers to access content without internet connectivity while capturing usage data to help us understand engagement.



03 | Learning Assessments

Class Saathi

Baseline, midline and endline assessments are conducted through Class Saathi, a clicker-based digital assessment platform using Bluetooth-enabled devices connected to a smartphone or tablet.



Monitoring That Leads to Action

Our monitoring framework brings together field visits, digital usage, assessments, data collection, independent validation and stakeholder feedback to understand Program implementation and identify areas for improvement.

Observe. Measure. Learn. Improve.

Regular school visits help assess classroom practices and content usage, while targeted review visits allow teams to respond to challenges identified through data.
Independent field assessments by the Project Manager and M&E team help validate data quality, while quarterly NPS surveys with teachers and principals help us understand satisfaction, relevance and implementation effectiveness.

The aim is simple: use better data to make better decisions.

Supporting the Dreamers Behind the Dream -

This year, growth wasn't only about reaching more children, schools or communities. It was also about growing the people who make that reach possible.

We invested in strengthening our team through organisation-wide training and capacity building, creating space to pause, realign with our mission and think about how we can work better together. It was a chance to step back from the day-to-day, sharpen our skills and challenge ourselves to aim higher.

Because bigger dreams need stronger teams.

Our team offsite brought this spirit to life: a space to reconnect, rethink what is possible and, quite literally, reach for the stars. We dreamed bigger, thought bolder and reminded ourselves that as the mission grows, so must our ambition, our capabilities and our belief in what we can achieve together.

We're not just building the capacity to grow. We're building a team ready to grow with the dream.



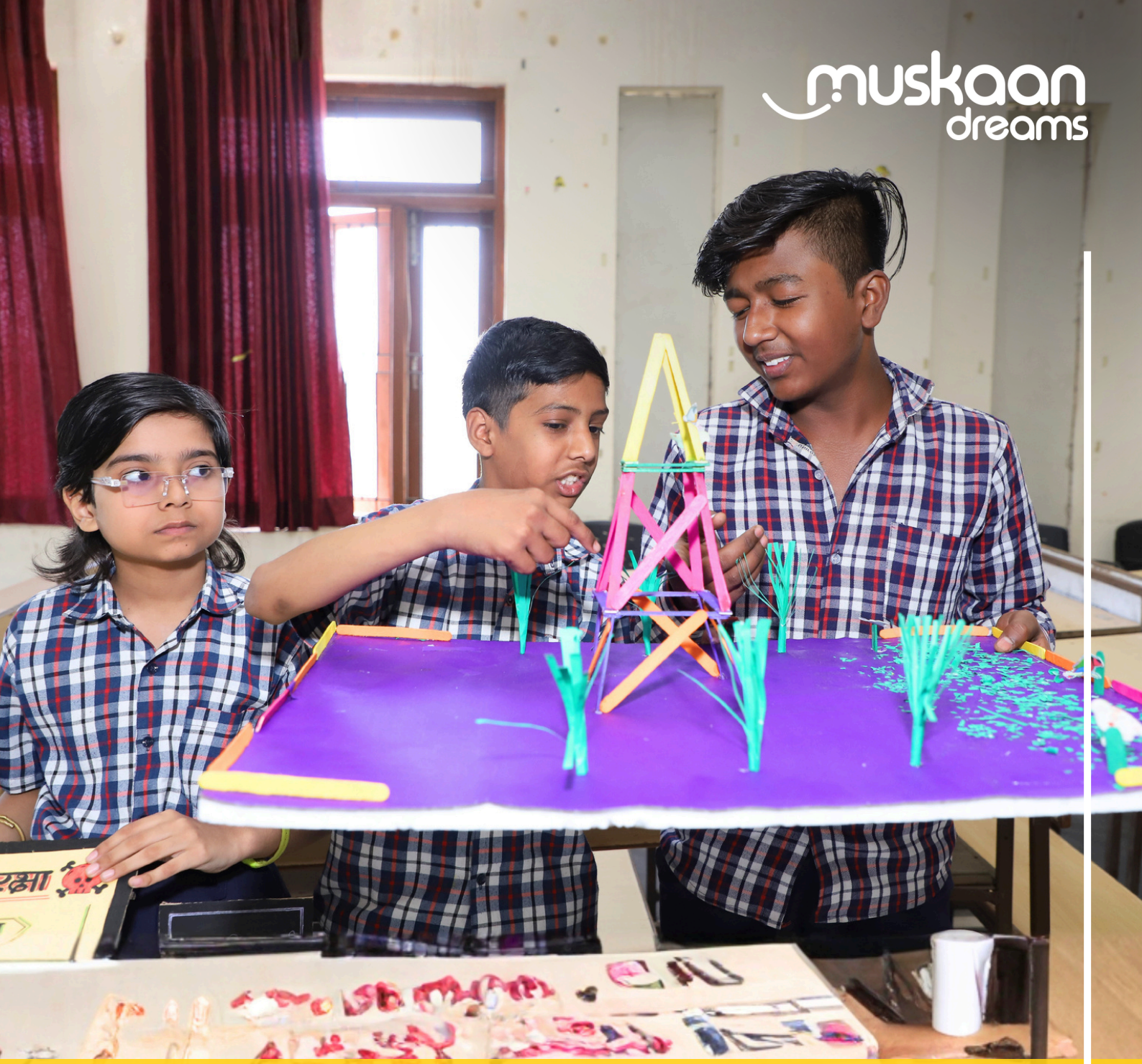
Growing Through Partnerships

Big dreams are rarely built alone.

From government departments and private-sector partners to foundations, CSOs and knowledge partners, our journey is powered by people and institutions who believe that every child deserves a digital future. Our work is built around bringing these strengths together to create solutions that can work in real classrooms and grow with the system.

This year, Dell Foundation joined us as a partner, supporting our work in Noida, Uttar Pradesh and Ujjain, Madhya Pradesh. It is partnerships like these that help us take our ideas further, reach more classrooms and keep building what works.

When we partner for the dream, we don't just go farther. We go farther, together.



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