



Annual Report

April 2022 – March 2023

Maitrayana runs The Young People's Initiative (YPI) and The Economic Justice Programme (EJP) in Delhi, Mumbai, and Bengaluru.



Explore More



Introduction to Maitrayana

Maitrayana Charity Foundation, also known as Maitrayana, was founded on March 20, 2018, as a Not-for-Profit organization operating under Section 8 of the Companies Act. The Young People's Initiative (YPI) program was launched in October 2021, providing life skills and netball sessions to 600 adolescent girls and young women. In its second year, from 2022 to 2023, Maitrayana has experienced exponential growth, expanding its reach to encompass 3,908 participants through programs like YPI Pragati, netball clubs, and the Economic Justice Programme.

Hand in hand with the development of the programme in terms of numbers as well as quality, a lot of efforts have been put in establishing the organisation as a sustainable entity that is ready for a future in which it will leverage the power of sport to create ecosystems that empower adolescent girls and young women to exercise their rights and fulfil their potential.

Maitrayana's governance as per 31st March 2023

Kalyani Subramanyam Chief Executive Officer & Director			
Reshmi Shankar Director		Dr Sanjay Patra Director	
	Sandeep Sharma Director		Navin Gupta Director

Vision

A gender equal society in which girls and women can exercise their rights.

Mission

Leverage the power of sport to create ecosystems that empower girls and women to fulfil their potential.

Values

Integrity, Transparency, Respect and Inclusion

The programme has been supported by donors such as Mercedes Benz, Azim Premji Foundation and Ramboll. Individual donors and well-wishers have contributed to a large amount with donations and sharing stories about Maitrayana's work and the cause that it addresses. Some of these individuals were runners (through the Tata Mumbai Marathon, the Vedanta Half Marathon Delhi and RunXtreme), swimmers and/or staff members who set up campaigns for Maitrayana's online fundraiser 'Girls Got Game' through crowdfunding platform Milaap. Numerous stakeholders in schools and communities have supported Maitrayana's work on the ground.



Maitrayana's Strategic House

Maitrayana

kindly, benevolent, good will, compassion

Vision

A gender equal society in which girls & women* can exercise their rights.

***girls & women** - adolescent girls (10-18 year) and young women (19 – 25 year) who are discriminated against because of their sex, sexuality, ability, caste, class, creed, religion, geographic location and/or economic background.

Mission

Leverage the power of sport* to create ecosystems that empower girls & women to fulfil their potential

***sport** - Maitrayana uses the definition of the UN Inter-Agency Task Force on Sport for Development and Peace (2003) 'all forms of physical activity that contribute to physical fitness, mental well-being and social interaction, such as play, recreation, organized or competitive sport, and indigenous sports and games.'

(Ecosystem) Goals (what we hope to achieve)

1. Adolescent girls and young women access their rights towards sexual reproductive health & GBV, economic justice

2. Families and communities work together to enable their daughters to access their rights and make decisions about their lives.

3. Stakeholders in the society will take measures to advance gender equality

Broad Objectives (what we do)

Empower adolescent girls and young women to build their agency to make decisions about their own lives and influence change in their family/community.

Synergize with families and communities to build ecosystems in communities to enhance adolescent girls'/young women's outcomes and leadership.

Create collaborations for systemic change with the government, businesses, NGOs by allocating more resources, policy change, programme design.

Specific Objectives

• To provide adolescent girls with <u>access</u> to life skills-, sport- and leadership and employability training • To build their <u>assets</u> (knowledge, skills, attitude, behaviour) • To build their confidence and <u>agency</u> to access their rights, make decisions and influence others	• To build their understanding (knowledge, attitude) about the effects of gender inequality on the family/community and the advantages of gender equality for all • To build an <u>enabling environment</u> in and with the community that will advance gender equality in which girls can <u>contribute</u>	• To build partnerships that will lead to measures/action that will address gender inequality • To build informal thematic networks round sport and girls/women's empowerment • To build capacity of NGOs in sport & gender, safe guarding • To position Maitrayana as influencer in formal local and national structures (govt, sport associations, development sector)
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Programmes

Mainstream areas: female leadership, child participation & safe guarding

Inclusive and participant centered sport for development activities with a deeper and longer-term investment Perspective & Skills building Leadership development Economic Empowerment activities Worker welfare programme	Engage with stakeholders on girls and women's rights at community level Girls/young women's leadership in the community Girls' rights/safety committees	Advocacy Development of and exercising thought leadership in the sector Regranting & other model partnerships Initiate and participate in national/global networking Data
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Organisational culture

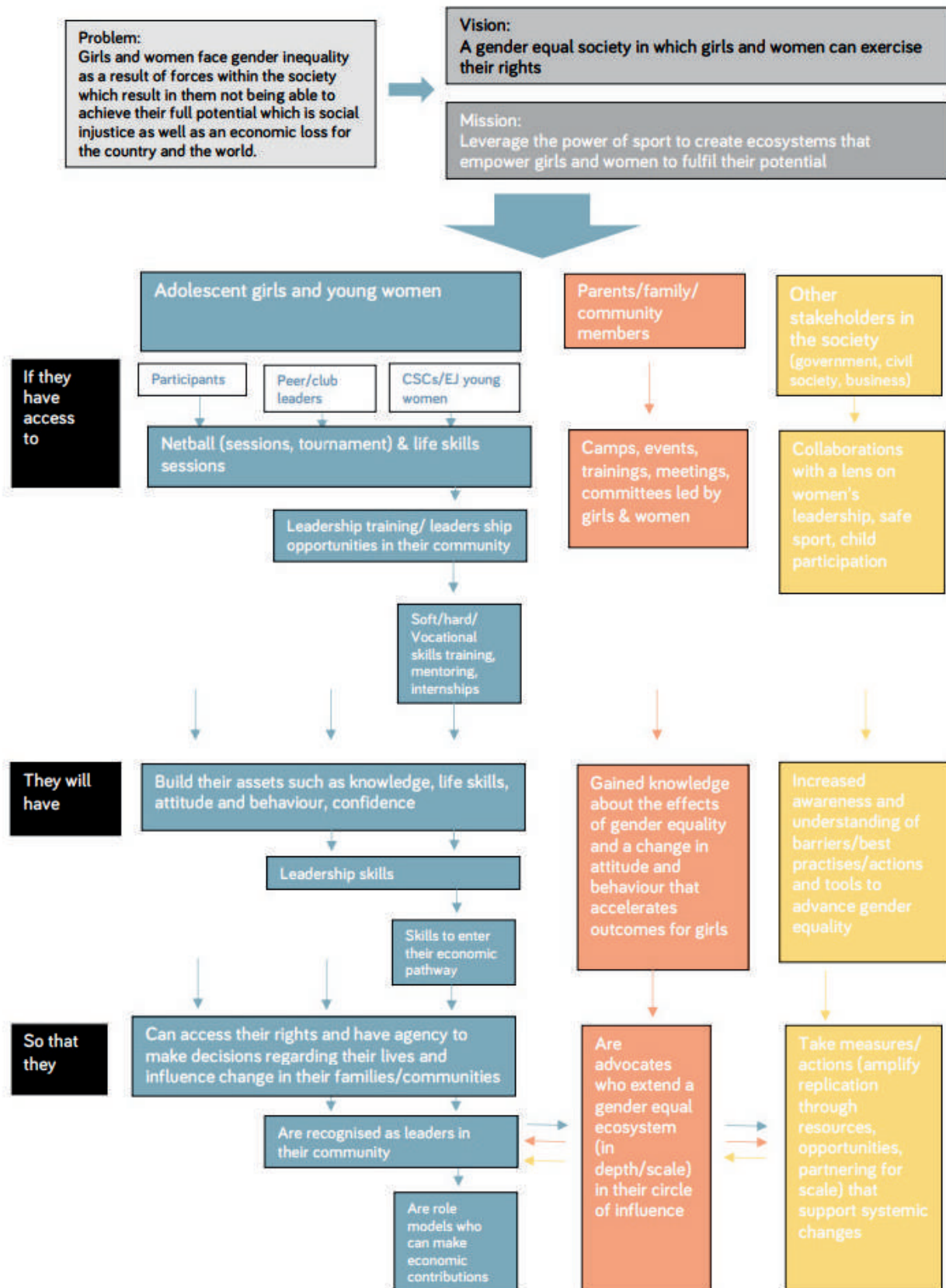
Towards Maitrayana's mission/vision: Cause driven, Value driven, Aligned with values, mission & outcomes

Towards our staff/interactions: People-centered & growth, Fair, Empathetic, Supportive / encouraging, Fun /Sport/Play

Towards achieving change: Learning/Intrapreneurship, Innovation & risk/courage, Fail forward, Excellence. Collaboration

Towards governance: Functional, Effective, Responsible

Based on the Strategic House, the Young People's Initiative was further developed within this reporting period:





Pillar one

Empower adolescent girls and young women to build their agency to make decisions about their own lives and influence change in their family/community

Young People's Initiative (YPI) activities (April 2022– March 2023)

Work on the ground

Pillar one is the heart of the Young People's Initiative (YPI): working with adolescent girls and young women on the ground! In the first full project cycle after the third COVID-19 wave, the Young People's Initiative was fully implemented without restrictions. Girls went back to their schools which opened their doors for Maitrayana as they realized the importance of girls accessing sport and developing life skills after the isolation that many had faced during the COVID-19 pandemic.

What made the year 2022 – 2023 stand out?

- First full year of implementation on the ground after COVID-19
- New (or partly new) implementing teams in the cities
- Updated and modernized Goal Curriculum
- Pilot with the girls' centered netball methodology
- Election of peer leaders and developing the methodology from action projects to advocacy projects in Mumbai
- Increased level of child participation in the clubs with leaders organizing their own leagues and with meetings at national level
- Sport for Employability sessions in the Economic Justice Programme

The programme

- YPI Pragati is Maitrayana's netball and life skills programme that builds adolescent girls' assets (knowledge, skills, attitude, behaviour and confidence) through 4 structured modules. Girls (10 – 17 year old) participate in 27 netball- and 27 life skills sessions which typically take 45 minutes each delivered within the time frame of the academic year.
- They also play an internal netball tournament while every site has a team that represents them in Udaan, the YPI Pragati closing netball tournament held in Delhi, Mumbai and Bengaluru.

- YPI camp is a 10-hour netball and life skills programme (usually 2 hours over 5 consecutive days) for girls who are not able to participate in the YPI Pragati due to various reasons such as time restrictions, unavailability of grounds, travel time for facilitators/staff etc.
- The YPI netball clubs accommodate graduates from earlier YPI Pragati (or camp) batches who want to continue playing netball during practices and matches.
- The Economic Justice programme for 18 – 25 year old young women whose soft-, hard- and employability skills are developed through group sessions, guidance, mentoring and internships that help them overcome the barriers, be equipped to set their life- and career goals and pursue them.

Adeeba's Story of Change

Adeeba was elected as leader by her peers as she had proven leadership skills in the classroom. They assumed that she could not participate in sport because of her physical disability. However, Adeeba stood up as a leader in the pitch as well. With support from the YPI coach, Adeeba played in



positions where she could develop herself as a player. As a result, she was selected to represent her school in Maitrayana's Udaan tournament where her team won the 1st runners up position. When peer leader Shanaya learned about teamwork, leadership, and communication in the sessions, she started talking to girls who were not enrolled in the programme and their parents. 'I felt that if I went out and played, other girls should have the same opportunity.' 'I want to tell more girls about gender equality so that they all can realize it. I am more confident than I was before. I have seen the difference in me and in other girls as well.'

The following has been achieved in the YPI in 2022 - 2023

Component	Total	Delhi	Mumbai	Bengaluru
New participants				
YPI Pragati and camp participants	3,154	2,741	69	344
New Economic Justice Programme participants	4	4	0	0
Alumni				
Club players	755	335	420	0
Economic Justice Participants	49	49	0	0
Community Sports Coaches	32	27	5	0
Total	3,962	3,129	489	344

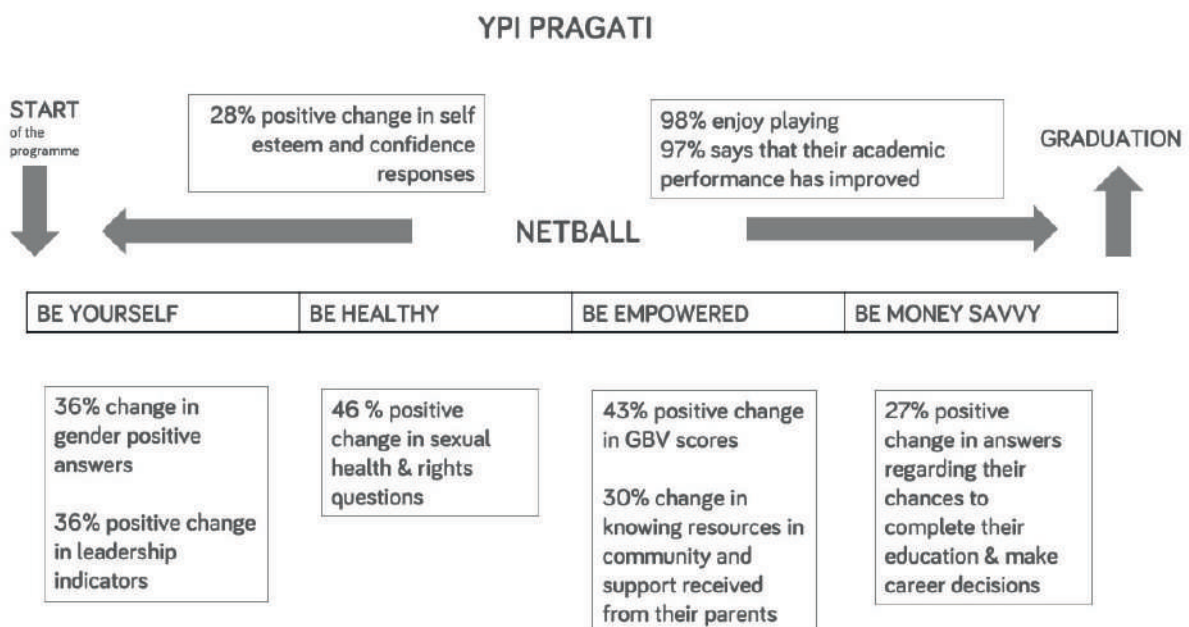
YPI Pragati

Component	Total	Delhi	Mumbai	Bengaluru
YPI Pragati Participants	3,154	2,741	69	344
Average sessions being held	62	65	68	52
Average attendance	71%	68%	87%	58%
# of sites in schools	14	5	9	0
# of community sites	15	9	6	0

YPI Pragati is Maitrayana's netball and life skills programme that builds adolescent girls' assets (knowledge, skills, attitude, behaviour and confidence) through 4 structured modules. Girls (10-17 year old) participate in 27 netball- and 27 life skills sessions which typically take 45 minutes each delivered along the lines of the academic year. They also play an internal netball tournament while every site has a team that represents them in Udaan, the closing netball tournament being held in Delhi, Mumbai and Bengaluru.

The programme was implemented in 29 sites with 3,154 participants. Coaches report that participants are enthusiastic to start playing but that it is often difficult for them since, usually, they have not had an opportunity to play. As time goes by, they observe a change in girls' skills, confidence and initiative. Soon they start taking responsibility for participation in the activities and some of them take up leadership within the group. Play is very powerful: girl who are initially quiet start answering questions, ask their own, and express their emotions. Some girls get hooked on the programme because of the sport component, others because of the life skills.

The combination of these two in one session/programme is what makes YPI Pragati fun, impactful and effective. questions, ask their own, and express their emotions. Some girls get hooked on the programme because of the sport component, others because of the life skills. The combination of these two in one session/programme is what makes YPI Pragati fun, impactful and effective.



Impact of the programme on participants

Objective: To equip adolescent girls with knowledge, attitudes and behaviour to make informed decisions in their own life through a netball and life skills curriculum

Indicator

Communication
Giving their
opinion: to
peers 96% (from
65 %)
adults 84 % (from
60 %)

Preeti used her communication skills to convince her brother that playing sport was important for her as the men in her family opposed this. Once her brother supported her, he helped her to convince her father. Now the three of them stand up in front of the joint family for Preeti's right and wish to play netball.

For more on the YPI's impact, read Maitrayana's Program Impact Report [here](#).

Sheetal's Story of Change

Sheetal Yadav, a 13-year-old girl. When the YPI resumed its activities in April 2023, after the third COVID-19 wave, only six girls came back to the ground. Sheetal and her peers stepped up. They accompanied the YPI coaches when they conducted home visits to talk to the girls and their parents.



Sheetal learned that the parents did not want their daughters to play on a public ground since there are boys too, 'who keep playing and stare at the girls with terrible eyes'. Sheetal felt bad when she heard this:

'I always thought that girls had the right to play and should be able to participate. Why would girls not be able to play on the field just because of someone else...?' So, we talked to the parents. I also invited them to the field to observe what we are doing and how we are playing. As a result, 20 girls joined. I was so proud that I was able to discuss our rights in front of everyone in my community. I have learned how to interact with elders in our community and influencing them by offering them a perspective that they can accept.' Kusum Yadav, 13-year, was never encouraged to go out and play. Girls in her family did not play. As a result, she was, since childhood, afraid to go out and talk with people. She had no friends and was alone and lonely everywhere: in school and at home. One day, her mother and Kusum saw 100 girls playing on the community ground where her brother played since childhood. At night, she wondered why so many girls were playing on that ground and why they were so fearless. She decided to go back and take a closer look. It was then that she decided to overcome her fears and join the YPI program. It has been 2 years since Kusum took this bold step. After going through the basic YPI Pragati netball and life skills programme, Kusum continued playing in its netball club and became a young leader. The quiet and withdrawn girl is now leading the entire club. As Kusum remembers how she has given herself a chance to change through the program, she is passionate about inspiring other girls in her community to benefit from the same.

<i>Identity</i> 99% is positive about themselves and who they are (from 70%)	For Kajal, the session "Who Am I? was a very impactful one as she learned that: 'people are not just one thing, but many things all at once which makes each one of us unique and important. Some aspects of our identities are consistent over our lives; others change as we gain skills and have different roles in life. Thinking about who we are also helps us think about who we want to be and the goals we have in our own life.' The session was a turning point as she understood that she could be a leader in her own life. She started talking to other girls and became more comfortable in those conversations. Soon she could stand in front of other girls and talk to them after which they elected her to be their leader to support them in the programme on the ground.
<i>Labelling</i> 88% % girls know that verbal insults are a form of violence (from 33 %)	Sonal's sisters joined YPI Pragati. However, they discouraged Sonal to do the same. Sonal looks younger than she is and she is not as tall as her siblings. It was only after the YPI coach invited her personally, that Sonal joined. 'In one of the sessions I learned about 'labelling'. I have always been called names by my siblings, peers and neighbors. I used to feel bad that they did that. I also thought that I was powerless just by being shorter than them. I cursed myself and always wondered 'why am I like this?'. During the labelling session, I started to understand that it is not correct to label but that I should also not allow others to label me.' After the session, Sonal started talking to her family and explained them that she feels bad when people comment on her body and height. 'From then on, my sisters began encouraging me. Today, all three of us participate in the programme.'
<i>Leadership</i> 87% says that their actions inspire and influence people around them (from 61%)	Girls in Khalidah's family do not play. Though she was a class monitor, she sat on the fence when it came to participating in the YPI Pragati sessions. The session on 'leadership' was a turning point for her. She questioned herself why, as a leader, she hesitated to play in school. She decided to give it a shot and engaged herself in the games and discussions. She started talking and playing with the other girls. She became more open and confident and started enjoying the game. She expects the other daughters in her family now to follow her example.

<i>Speaking up against violence</i> 92% has skills & knowledge to speak up against violence (from 41%)	Sachi, an active, cooperative and calm girl, was also the one that used to bully her peers and the younger girls around her. She made fun of them, laughed about how they looked and made comments about their bodies. The sessions on • 'child protection and safeguarding' made Sachi understand the importance of making the sessions a safe space for girls • 'labeling' taught her that this can be seen as a form of violence which impacts girls' self-esteem and confidence • 'body image' where she realized that her comments could negatively influence girls' self-respect and self-esteem. This made her start seeing the consequences of what she did. She discovered that what she thought was funny, was not funny at all and that she harmed girls around her. From that moment on she decided to change her behaviour: 'I will not label anyone and will not allow anyone else to do so.' This positive change, her active attitude and the progress that she made in playing netball, made that other girls and coaches started seeing her as a leader.
<i>Managing conflict</i> 87% tries to find solutions to challenging problems (from 70%)	Khalidah was elected as the Pragati peer leader since she had shown to be a capable class monitor. One of the most impactful Pragati sessions for Khalidah was the one on managing conflict. As the class monitor, solving problems and managing conflict is what was expected from her. However, no one ever explained her how she could do that. The session in Pragati gave her clarity and tools. It helped her to understand how to talk to her peers and convince them to stop arguing. And of course, her class mates knew 'the drill' because they had participated in the same session...! The YPI Pragati sessions have supported Khalidah to be a confident and skilful leader who has managed to reduce conflict in her class.
<i>Menstruation</i> 57% understand the menstruation process and the myths around it 74% know how to maintain menstrual hygiene	Anshika got her first period while she was at school. As no one ever told her about menstruation, she was terrified of the sudden pain and the blood that she saw. She spoke to her mother who explained it to her. However, Anshika's mother was not able to answer her daughter's questions. She also said that all the rules must be followed since they have been in existing for a long time. Anshika was dissatisfied with her mother's response. Initially, Anshika was mainly interested in the YPI Pragati netball sessions and did not care about the life skills sessions but this changed during the one on menstruation. She asked about the cycle and the myths and misconceptions.

	In the follow up session on menstrual hygiene, she participated actively and attentively raised questions and provided answers. Ultimately, she explained her mother the ins and outs of the menstrual cycle. She educated her peers in school and told them that menstruation is a perfectly normal process and that there is no need to worry about it or be ashamed. Anshika's mother is proud of her daughter. She is happy that she is sharing her knowledge with peers and adults.
<i>Body image</i> 95 % feel fit and strong (from 68%)	In Uzma's family, girls are not encouraged to play. When Uzma joined the programme in her school, she was hesitant and shy. The session about 'Body Image' was a crucial one for Uzma. It became then clear that Uzma faced 'body shaming' at home by her relatives and parents. The comments made her self-aware and she lost self-confidence. She started to hate her body. Also at school, she got comments on the shape and size of her body. Her parents advised her to ignore these remarks. She decided not to talk about this topic to anyone ever again. During the body image session, Uzma was ashamed to touch her body. However, the game and the question that the coach asked stuck with her: 'Do you ever look at yourself in the mirror?'. She realized that she did not. At home, she decided to look in the mirror and observe her herself. While looking at body, she thought that 'whenever I accept myself others will do it too'. She thought about how during the sessions they spoke about 'this is your body and it does not matter what people say about it'. She started accepting herself by thinking that everyone is different and unique in their own way. She decided to take good care of her physical and emotional well-being. With this, Uzma's confidence increased and her leadership qualities became clear. She was elected as peer leader and can now speak in front of the whole class without shame or fear.

Puberty & bodies

95% feel confident to play when others are watching (from 67%)

As Pallavi's hand and feet are not fully grown, people always looked at her and spoke about her. When she entered puberty, this became even harder to bear for Pallavi. While others were playing, she was watching and imagining that she was playing. It always ended with her thinking that people were laughing at her and criticising her. When the YPI coach convinced Pallavi to participate and helped her progress gradually from the 'easiest' position to the more difficult ones, Pallavi's confidence grew. No one criticised her. She was only admired and eventually selected as leader by her peers. Eventually, Pallavi was asked to contribute as an expert in Maitrayana's Human Library where she shared her story and advised staff on how to support girls with disabilities and/or those who think that they do not belong.

Female Leadership: Peer Leader

Female leadership is one the key aspects of the YPI and with YPI Pragati it is built among peer leaders, age mates of participants in YPI Pragati who support Maitrayana's coaches in the implementation of the programme in their school or community. These young leaders are instrumental in recruiting girls for YPI Pragati and convincing their community members about the importance of the YPI programme. Together with their peers, they initiated this year 23 'action projects' in which they solved problems which affect them such as dumping of garbage at playgrounds or lack of water on sport grounds or school toilets which makes it difficulties for girls to maintain menstrual hygiene.

Component	Total	Delhi	Mumbai	Bengaluru
# of peer leaders	82	80	2	0



Impact of the programme on Peer Leaders

To train girls as **peer leaders** in their netball group and the community so that they can become agents of change.

Indicator	Impact
I am a leader	In the endline survey and interviews, all girl said that they see themselves as leaders. 87% of them think that they are role models for their peers and 82% think that other girls' parents want their daughters to be like them. <i>'I feel very proud to be a role model for the girls.'</i>
I have the ability to convince my peers to do something	97% of the peer leaders say that their peers listen to them and they can convince them to take part in the sessions. <i>'I can make others understand. They listen to me so I'm proud of myself.'</i> They can speak in front of a group and also speak on behalf of them to other stakeholders. <i>'Being a peer leader is a mile stone for me. I talked with so many people. Before I was scared to talk but now I am confident and strong.'</i>
I can gather my peers and work on an action project together	97% says that they have been able to get their peers together and work on action projects. <i>'I feel proud that I have become a leader in my class. Now they listen to my thoughts and they follow me.'</i> And <i>'My school is now better than before, after all our efforts.'</i>
I feel better about myself since I joined YPI	97% says that they feel better about themselves since they joined the YPI and became leaders. <i>'I am strong and famous and I can speak loudly.'</i>

YPI Camp

The **YPI camp** is a 10-hour netball and life skills programme (usually 2 hours over 5 consecutive days) for girls who are not able to participate in YPI Pragati due to their geographical location or other limitations. The Bengaluru programme used it to reach out to girls who had missed out on YPI Pragati during the COVID-19 period and who could not participate in a longer programme due to their studies. The recently developed girls centered netball methodology with a focus on learning through playing enabled the girls to master the game and play a competitive tournament during the last day.

Netball Club

Graduates from earlier YPI Pragati or camp batches can join Maitrayana's netball clubs.

Female leadership: club leaders

As one of the key features of the programme is child participation, the methodology focuses on building female leadership among the netball club players. With many leadership positions e.g. club managers, coaches, referees, leaders in charge of equipment/ground/water and safety and liaison with parents and community stakeholders, the clubs play a critical role in empowering girls to be agents of change.

The leaders of the clubs held a national Zoom conference and decided on their annual plans for the clubs in Delhi and Mumbai. Staff supported them by facilitating the election process, identifying where club leaders needed support and building their skills as leaders e.g. problem solving, managing conflict etc. It was impressive to follow how the leaders developed their understanding, critical thinking, empathy, and compassion.

Maitrayana staff worked on the development of the structure for the netball clubs and designed trainings based on the leaders' needs and requests.

The club leaders and their players organised the netball leagues. In Delhi, selected players represented their teams in a series of one-day league meetings at a central place while the girls in Mumbai opted for 'home and away' matches where every club hosted (and visited) other clubs and all girls could be part of the league irrespective of age and ability. The experiences were diverse and the learnings were many. Looking forward, the clubs will be at the center of the longer intervention that Maitrayana aims to develop in order to amplify outcomes for girls and young women in their lives.



Component	Total	Delhi	Mumbai
# of Club Members	755	335	420
# of Clubs	21	11	10
# of meetings	20	14	6
# of matches being played	16	6	10

Impact of the clubs on the club players

You and your club (leaders)



For most of the club leaders in Mumbai, playing netball in Maitrayana was their first involvement in sports. They started as new players and soon their team mates selected them as leaders. They all **feel good** about themselves and they are **proud** of being leaders. Aanchal (Mumbai) was afraid to **speak** (especially to boys) but she can now make their point in front of them. Her family also recognises her **leadership skills** and have given her more responsibilities. Another leader speaks how after becoming a leader, she understands 'how to talk with everyone, what to talk about, how to move forward by taking everyone along, and how to behave like a good leader.' One of them says: 'I feel that my life goal started with Maitrayana.. I feel very good and **confident** to go outside and talk to everyone. My life's first journey started from this.'

Leaders in Delhi respond in a similar way.

One leaders says: 'I was the first leader in my club. There are many differences between playing in a club when I was younger and now. Leaders now have responsibilities, and those responsibilities must be met otherwise no one can play. I called participants and provided them with information on how to run the club, as well as assisted in the formation of a new committee. **Almost like what a coach would do.** I feel good because I am now the leader. Previously, I was just a follower. I'm happy because coaches give us responsibility, talk about our work as leaders and know who we are. We also feel happy at home because when my parents ask about my work. I can tell them that I'm the leader, and I have these responsibilities to fulfill.' And other club leader: 'I have taught all the children in my club to play well, **raise themselves in society, and have faith in themselves**.' 'After becoming a leader we have become responsible and we complete our responsibilities. We have understood how funds have to be raised and how an event is organized. I feel **confident**.'

The change that being a leader has brought them



Girls talk mostly about **how their communication skills** have improved and their **confidence** increased. This has translated in girls being able to speak to and convince groups of girls, boys, teachers, stakeholders. Some talk about how they have become known as sport persons and **role models** for other girls. One leader speaks about how she used to stay at home and when she started playing, that others followed her. Another Mumbai girls talks about how being active in sport/something in which she can direct her skills and energy has led to her being able to (talk less and) **concentrate better on her studies**.

Leaders in Delhi concur. Besides being more **responsible, confident** in speaking to others. Two leaders talk about how they have improved their **decision making and problem solving skills**. They mention that besides themselves, also their environment has seen (**behaviour**) **changes** in them. They attribute this to the programme. 'This change has happened after my joining in Maitrayana.'



Economic Justice Programme (EJP)

The Economic Justice Programme (EJP) is for 18 – 25 year old young women – usually graduates from YPI Pragati and often netball club players in Delhi - with the aim to develop their soft-, hard- and employability skills through sessions, guidance, mentoring and internships that help them overcome the barriers and be equipped to set their life- and career goals and pursue them.

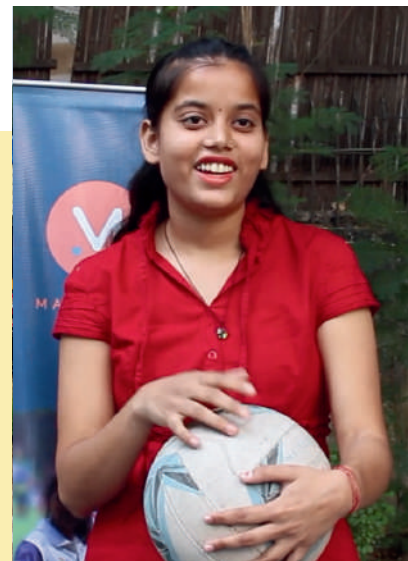


Component	Numbers
EJP participants	53
CSCs	33
I am Job Ready Participants	61
English/computer classes	78

Sport for employability sessions	78
Decathlon interns	40
Big Basket interns	19
EJP employed	38

Ganga's Story of Change

Ganga graduated as a YPI participant in Delhi long before the COVID-19 pandemic. She was in her third year at the school of Open Learning when her father lost his job after being hurt in an accident. The internship in a global sport equipment retail store changed Ganga's life. She was able to overcome challenges such as traveling and stood

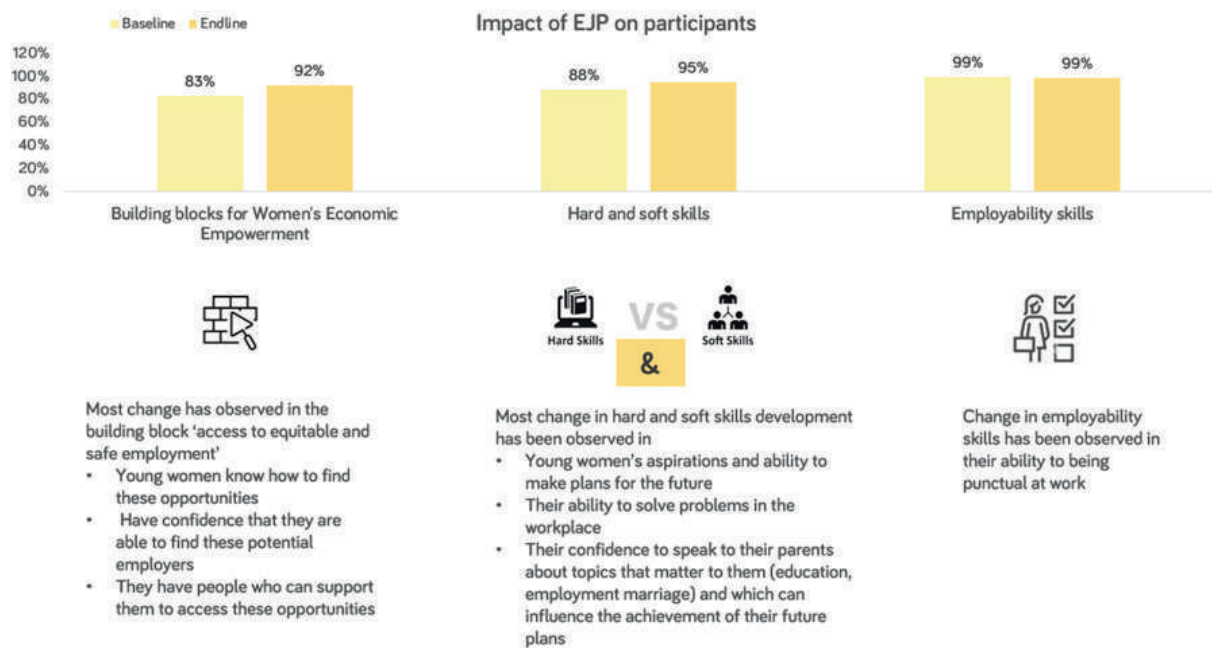


up against neighbours commenting it on her travel to work. The mantra that Ganga picked up during the sessions and guides her now is 'that every problem is an opportunity'. After her internship, Ganga was offered a job within the company. Ganga is happy with the confidence that she has gained in the process. She used to be introvert and found it hard to give her opinion. Nowadays, her parents involve her when financial decisions must be made in the family.

Unique about Maitrayana's EJP is that it recruits its participants from its graduate base and that besides focusing on what many other NGOs do: skill building, it also works intensively with the young women on breaking the barriers that gender discrimination puts on their way such as limitations in their freedom to travel, to make decisions about their own lives and families' concerns regarding safety of women in work and public spaces.

In 2022 - 2023, 59 young women were successfully placed as interns in retail companies Decathlon and Big Basket and 33 as Community Sports Coaches in Maitrayana in Delhi. All of them were taken through goal setting- and 'I am Job Ready' sessions and English and Computer classes. Within their internship, they learned about their rights and responsibilities as employees as well as vocational skills for their specific roles. The sport for employability sessions provided them with opportunities to understand team work, time management etc by discussing their experiences and try out new behaviour.

Impact of the programme on the EJP participants



Female leadership: Community Sports Coaches

Community Sports Coaches (CSCs) are at the top of Maitrayana's female leadership pathway and the CSC model is one of the YPI's unique features. It was developed when there were hardly female coaches in India. In 2022 – 2023 only, Maitrayana trained already 33 CSCs. Many of these CSCs have been participants, peer leaders and/or club leaders in the programme. They are trained to support staff with the implementation of the netball- and life skills sessions.

As they are in general just slightly older than the participants and since they have gone through the programme themselves, they are role models the girls. At the same time, they are participants in the EJP programme and participate in sessions that help them in the development of their hard, soft- and employability skills.

Pinky's Story of Change

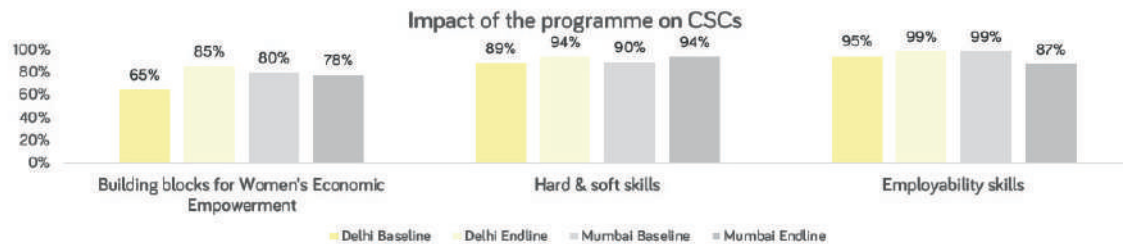
Pinky has faced gender discrimination at home. As a result, she left her parents' home at a young age to cater for herself. Due to lack of finance, she dropped out of school while she was also too young to be employed. Being a Community Sports Coach in Maitrayana rescued her. She could earn a stipend while at the same time, the sessions made her aware that she could build a career with her passion while earn a

living through it. Her dedication and determination in whatever she does, was recognized in Maitrayana and after her CSC internship, Pinky was hired as a Junior Coach in Maitrayana's Delhi team. With a higher and regular income, she is now completing her 12th class after which she wants to enrol herself in a good dance institute so that she can chase her dream: becoming a professional dancer.



Representative Image

Impact of the programme on Community Sports Coaches, interns in Maitrayana



Most change has been observed in the building blocks:

- Having role models that inspire young women to take up careers
- Ability to access networks that help young women find employment/support for entrepreneur opportunities



Hard Skills



Soft Skills

Most change in hard and soft skills development has been observed in

- Young women seeing themselves as role models
- Ability to speak to their parents about issues that matter to them (education, career, marriage)
- English and computer skills (Delhi)



Most change in employability skills has been observed in young women's confidence that they are reliable employees

Building staff capacity

In order to develop staff capacity of new and earlier appointed Maitrayana staff, various initiatives were taken to ensure quality programme delivery, development of perspective on relevant topics within the sector and society and to encourage a learning attitude and professional growth among staff:

- Trainings and mock sessions were held with a focus on coaching netball- and facilitating life skills development.
- Audits were being done to assess the quality of the work on the ground and provide staff with one-on-one guidance.
- Staff meetings/sessions were conducted to align staff on Maitrayana's vision, mission and objectives as well as regular work meetings in which staff perspective on programme implementation was being built.
- During the retreat, new programme development aspects were explained in detail.
- The League of Learners was established, an online platform where staff shares their learnings from webinars, workshops and conferences which are relevant for Maitrayana's work.
- The Human Library, a platform with the objective to build staff's understanding and empathy around diversity and inclusion as employees and professionals working in programmes.



Safeguarding girls and young women in sport

One of Maitrayana's focus areas is safeguarding children in sport. It has a child protection policy that describes Maitrayana's commitment, the standards it holds itself too and the processes and procedures which include training of staff and children, reporting, redressal, and referral. The Child Protection Officers and Child Protection Committee members received 19 cases in the period April 2022 – March 2023.

Incidents	Internal (under Maitrayana's CPP)	Outside Maitrayana
Non-Severe (breaking of promising practices)	0	4
Severe	10	5

All internal cases have been dealt with as described in the Child Protection Policy and have been closed within a reasonable time frame.

The nature of the incidents were:

- Staff not being able to manage players and audience during competitive league matches
- Players reporting that they have been treated unfairly. Staff responds emotionally during competitive league matches and was thus not being able to address the situation in a professional manner.
- Injuries during games and minor incidents.
- Code of conduct not being signed by a visitor and girls participating without a duly filled consent form.
- Abuse of power by a Community Sports Coach.

All these incidents have been used to develop training content and build staff capacity.

The external cases which have been reported were:

- Adolescent girls/Young Women being harassed by a boy, stranger, employer or a parent and uncle.
- Parents' punishment or threats of punishment such as cutting hair, stopping girls from pursuing their education or arranging marriage for them.
- In two of the cases, girls reported having thought about committing suicide.

The cases were taken up by Child Protection Committee members and, where necessary, girls were referred to helplines, police or other service providers.





Pillar two:

Synergize with parents and communities to build ecosystems in communities to enhance adolescent girls and young women's outcomes and leadership

In order to enable empowered girls to use their agency so that they can make decisions about their lives, Maitrayana also works with girls' families and the members in their community.

Component	Total	Delhi	Mumbai	Bengaluru
Parents	288	136	152	0
Parents meetings	12	5	7	0

Community meetings

With Maitrayana's work taking place in communities, the interaction with stakeholders in the communities has increased. Staff was trained in how to communicate with stakeholders. They understood that they must build rapport and help community members and leaders to know and understand the programme so that they can support it. One of the approved approaches to build rapport in schools is staff providing support for DSO or School Ball Games by extending netball coach expertise. In Delhi, the team was awarded with appreciation letters from zonal secretaries which helped them to get an early and blanket permission for Maitrayana programme implementation in South Delhi in 2023 - 2024. The team also participated in self-defence sessions led by police officers in one of the sites where the programme is being implemented.

A few permanent netball pitches were established and grounds refurbished in Delhi. While this is important for girls' safety and makes the game more fun, bringing in a tangible benefit for the entire community gave the clubs acknowledgement from the community members.

Girls in Dharavi, Mumbai, advocated for their right to play (read more under Youth Advocacy later in this report).

They succeeded in convincing Member of Legislative Assembly and Education Minister of The Maha Vikas Aghadi government in Maharashtra, Vaisha Gaikwad, to enable them to access a public playground.

Bobby's Story of Change

Bobby has done an internship in one of the largest global sport good retailers in Delhi and earns now enough to finance her own education. While the programme has given her opportunities to learn life-, hard- and employability skills, it was the CSCs leadership pathway in sport that has made her realize who she is and what she wants. According to Bobby, she used to be easy to influence but sport



has given her direction and confidence to stand for her own choices. While her siblings work towards fulfilling the dream that many Indian parents have for their children and often enforce on them: becoming engineers, she follows her own path in more than one way, as Bobby does not express herself as many young Indian women do and what the society expects from them. She has chosen to cut her hair short and wear jeans or trackpants. What the YPI and her internships have taught Bobby is to focus on her future and work patiently and with determination towards achieving her goals.

Girls in Goregaon, Mumbai, held a rally in their community to advocate for girls' right to play. They managed to involve their parents in their league on the ground and convinced their Corporator (elected member of the municipal corporation) from their area to provide chairs, tables and drinking water for their league matches.

The annual netball tournament Udaan which serves as the cherry on the cake when it comes to girls' participation in netball in YPI Pragati was visited by parents, teachers, principals and (chief) guests in Delhi, Mumbai and Bengaluru.

Parents Meeting

Maitrayana organised parents' meetings to explain the programme and the importance of parents' permission for their daughters' participation. It was often the first entry for discussions about parents' concerns for girls' safety. Parents also attended some of the graduations where girls received their certificates.

In general, the parents gave positive feedback and they were happy with the impact of the programme on their daughters' lives.

Parents from club players and club leaders visited the monthly league matches. Many parents say that they have never seen their daughters in leadership roles and all of them are proud of how the girls manage themselves and the leagues.

In this regard, girls in Andheri indicated the need for a meeting with parents. They wanted to speak to their parents about how comments that boys make about girls affect their confidence and why their parents then blame them for these comments being made....

Besides organising, Maitrayana also attended Parents Teachers Meetings in schools, often to explain the programme and its impact. An especially successful PTM was held in a school in Mumbai where one of the CSCs shared her impact story. Both parents and teachers concurred with her as they spoke about the change that they have seen in their daughters who are trying out behaviour which they learned during the programme.

In Bengaluru, staff went door to door to recruit girls for Kudlu club. Mumbai and Delhi also conducted house visits in cases where girls had missed attending consecutive sessions. This was especially the case in Delhi where a suicide had taken place on the playground and in Mumbai where parents thought that girls were haunted by a ghost after participating in the programme.



Pillar three:

Create collaborations for systemic change with the government, business community, NGOs by allocating more resources, policy change, programme design.

Advocacy

Component	Numbers
# Of Advocacy Campaigns	8
# of people reached	1000+
# of networks	4
# of participating organisations	40+

Maitrayana campaigned to create awareness and change on several issues that continue contributing to gender inequality. It also focused on measures that can be taken to make the society more gender equal. Activities took place on Maitrayana sites in Delhi, Mumbai and Bengaluru with participants, parents and other stakeholders as well as on social media.

- On 6th April, the International Day of Sport for Development and Peace, the Delhi team held a discussion on the 2022 theme 'Securing a Sustainable and Peaceful Future for All: The Contribution of Sport' with the participants and police officers from Govindpuri police station site. The participants listed down the need for working in a joint effort with all generations to build towards a sustainable and peaceful future.
- On World Earth Day, YPI girls from Bengaluru engaged in conversations around conservation and planted saplings at the Jindal Naturecure Institute in collaboration with Asa Beauty India to understand and acknowledge their responsibility in caring for and preserving the good health of the earth.
- Menstrual Hygiene Day was celebrated on 28th May by sharing girls' experiences and requesting followers on social media to pledge to take steps to create a world where by 2030 no person is held back because they menstruate.

- Coach Pooja and Programme Associate Manjeet were live on Instagram where they shared their journeys in working for a gender equal society with the YPI.
- Maitrayana participated in Pravah's campaign #ChotaMuhKhariBaat. Pravah conducted a very insightful and engaging session with 30 adolescent girls and young women of Maitrayana. The session on agency and decision-making, helped the participants to understand conscious and unconscious choices, identify decisions that have empowered them, and in exploring the process of arriving at a decision and exercising agency.
- On Safe Sport Day, Maitrayana's CEO Kalyani Subramanyam shared what 'What Makes Sport Safe?'. She spoke about the importance of the International Safeguards for Children in Sport.
- On International Youth Day on 12th August, Kailash Satyarthi's quote was at the center of all what was being said and done during the day: 'The power of youth is the common wealth for the entire world. The faces of young people are the faces of our past, our present and our future. No segment in the society can match with the power, idealism, enthusiasm and courage of the young people.'
- A webinar was held on occasion of the 10th anniversary of the International Day of the Girl with spotlights on the journeys of young women on the path of Economic Empowerment. It brought those who attended insights on how hiring and mentoring can help women flourish in their careers. Panellists were former YPI participants Pooja, Ankita, Pooja, Gulshan and Maitrayana's Economic Justice Programme Coordinator Falak Choksi.
- During International Women's Day, activities took place in various sites in Delhi, Mumbai and Bengaluru where staff and girls spoke with mothers about gender equality, what it would take for their society to become more gender equal and how they can contribute to making this a reality for their daughters. Discussions were initiated through play and games. Experiences were shared during the community meetings as well on social media.



- Maitrayana advocated for gender equality at Trilegal, a Mumbai based law firm's, retreat in Goa. The team spoke with 650 lawyers about its work with adolescent girls and young women through sport and its impact. Aiyyo Shraddha, a gender equality activist herself, was the host.
- At National Youth Day on 12th January, a story was shared from a female Maitrayana referee who spoke about the lack of opportunities for girls and women to take up leadership roles in sport/sport associations.
- On the occasion of International Women's Day, Kalyani Subramanyam, Maitrayana's CEO was invited to speak at Vidyashilp University in Bengaluru on the need for equity over equality. Talking about Maitrayana's work on building leadership and rights-based awareness among adolescent girls and young women, she focused on the fact that equal opportunities are 'just not enough'. She said, 'We need to think of equity-based solutions to overcome structural barriers that prevent women from realizing their potential and bring systemic change.'

Youth advocacy

Dharavi campaign

Girls in Dharavi, Mumbai, advocated for their right to play. They decided to organise a signature campaign when they encountered difficulties in accessing a suitable playground for the programme. They approached their parents, boys/brothers and other stakeholders and they managed to get more than 100 signatures. With these signatures they approached the Member of Legislative Assembly and Education Minister of The Maha Vikas Aghadi in Maharashtra, Vaisha Gaikwad. They not only were assigned access to a public ground with all facilities but also with the promise that government officials would pro-actively support girls' activities on the ground.





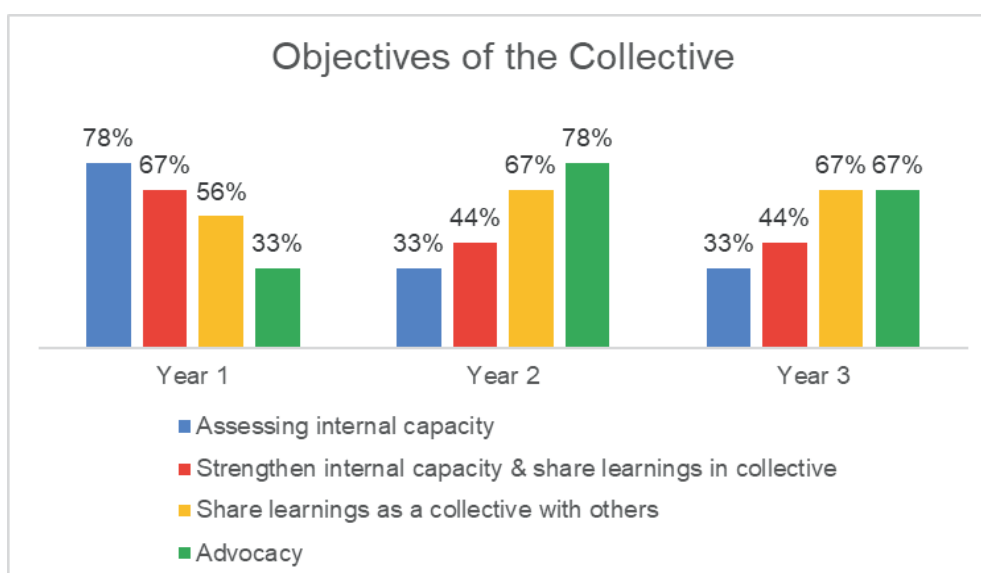
Peer leaders' projects

With a shift from action projects that focus on solving practical problems in schools and communities to advocacy projects, an approach in which girls are engaged in discussions about their rights, the nature of the projects that girls initiated started changing in a few of Mumbai's locations. While many still focus on working towards cleaner washrooms, water etc, one of the schools Anjuman Nalasopara planned a campaign that Physical Education sessions should be given in the school in order to enable all the girls in the school to play. This is a two-year project that should be completed in 2024.

Networks

Collective for Safeguarding Children in Sport

One of Maitrayana's mainstream areas is the safeguarding on children in sport. The Collective for Safeguarding Children in Sport aims at strengthening and promoting the safeguards within the Sport for Development sector and to advocate for making sport a safe environment for children in India. It started its work after the launch in January 2022. Seventeen organisations participated in various meetings/sessions that were hosted by Maitrayana.



- In the first meeting in May 2022, the organisations presented themselves. They spoke about their vision, mission, objectives and their reasons for participation in the Collective. The participants decided on the objectives for the next three years.
- For the second meeting in August 2022, the organisations received The International Safeguards for Children in Sport assessment tool to evaluate their processes in protecting children in sport. The outcomes were discussed during the meeting in which Pro Sport Development, Thozhamai and Maitrayana spoke openly about their strengths and areas for improvement. Those who had not been able to fill out the assessment, were offered a consultation with the Maitrayana team.
- The discussion on strengths and weaknesses was followed up with a session in November 2022, in which best practices were shared. This created a lot of discussion and made some of the organisations realize the need for a child protection policy which is a 'living document' rather than a 'piece of paper'.
- Therefore, the meeting in February 2023 was designed as an interactive workshop which explained the different stages of developing a child protection policy which is based on organisations' best practices, establishes processes for reporting, redressal, referral, capacity building and is applicable to and supported by all.

Maitrayana's CEO Kalyani Subramanyam continued her work as a member on the Board of The Universal Safeguards For Children in Sport committee which secretariat is managed by UNICEF. Within this period, the discussions have been around establishing the committee as an autonomous entity.



Institutional Development



Maitrayana completed the 18-month strategic plan that covers the period October 2021 – March 2023. Besides programmatic planning, it included all actions that had to be taken to obtain all legal requirements as well as building and maintaining the relationships with stakeholders in the process.

Developing systems for Maitrayana

Legal status/documentation/permissions

- In this period, Maitrayana's application for FCRA was completed
- The office address was transferred to the new premises in Delhi

Completing key organisational policy documents

Since the key organisational policy documents were developed and approved in 2021 – 2022 itself, the focus in this reporting year was on training on the policies during the staff meetings such as the POSH and the Human Resource policy. Staff was also explained the Medical Insurance coverage and process.

Put in place organisational key procedures & processes (finance, admin, HR, internal communication, reporting)

While the key procedures and processes were in place, the focus was on strengthening and ensuring that staff understands and can follow them. Staff was thoroughly trained while some of the processes were simplified.

Establishment of board of trustees & governance structure

Maitrayana's board met at a regular basis, either in person or online. During the meetings, the members discussed Maitrayana's compliance in terms of legal obligations, donor and community commitment as well as its future plans. They also spoke about Maitrayana's financial situation and how they can contribute to the organisation's resource mobilisation.

Aarti Madhusudan, consultant and founder of 'Governance Counts', an initiative which helps non-profits build (more) effective boards, has supported Maitrayana to scope for new board members. Within this period, discussions have been held with potential statutory board members as well as advisory board members.

Create an organisational structure which will be 'the Maitrayana way'

Operational meetings for teams on the ground, the Learning and Innovation team, Coordinators and Core Team were held on a regular basis to discuss ongoing work in relation to the objectives, mission and vision. CoCo (coordinators and core team members) meetings were scheduled once per month in order to build the second line of leadership.

Monthly Associates meetings on Zoom across the cities were held to build leadership among the next cadre of leaders in the organisation.

The monthly staff meeting is used to disseminate crucial information and discuss a variety of topics that are relevant for all staff: from impact on the ground to organisational policies.

Pooja's Story of Change

Pooja Kumari is a YPI Pragati graduate and a netball club player in Delhi. Just before the COVID-19 pandemic, she failed in class 11. As she was not able to participate in online sessions, she dropped out of school all together. There was pressure on her to contribute to the family income since the family's financial situation had worsened during the pandemic. Doing an internship through the EJP in Big



Representative Image

Basket, India's first and largest online supermarket, was a great opportunity for her. Because she performed well, she was offered a full-time position. As this was managing the cold storage department, she had to find ways to not feel cold, fall sick etc. With Pooja's inputs, the family has started investing in building their own house. As a resourceful stakeholder she now takes part in the financial decision-making process at home. In the meantime, she is also about to finish - what the COVID-19 pandemic took away from her - her 12th class diploma through Open Schooling.

Capacity/understanding building of staff on vision/mission/values/organisational culture

As stated earlier, monthly staff meetings were held with all staff in which updates were shared and put into perspective. Staff also got the opportunity to ask questions, express their concerns and share their thoughts and feelings.

The Retreat, a five-day capacity building workshop for all staff, was held in Naukuchiatal. The aim was to bring staff together, immerse them in the Maitrayana's way and build one team from staff working in three cities. There were sessions focused on understanding the vision, mission and organisational values. Since Maitrayana's methodology is a play-based approach, this was also applied to staff learning. There were games to discuss values, to build teams and to understand severe and non-severe child protection cases to facilitate staff this process.

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A 'live' Human Library was held in which staff members shared their life journeys. This helped staff understand that everyone has a story and that an empathetic attitude rather than a judgmental one is essential, not only in their work with participants but also as employees who build and benefit from Maitrayana's organisational culture. There was a treasure hunt, boat rides, trekking, morning and evening work outs and a cultural programme with song and dance. During one of the evenings all – individual – staff members were recognised for their contributions when Maitrayana's achievements were celebrated.



Monthly meetings were held with the core- and coordinators team to assess the progress and plan for activities regarding the 18-months strategic plan.

Develop a five-year strategic plan & vision/mission/values supported by staff

The core team held quarterly update meetings to close activities and adjust the strategic plan where necessary.

In June 2022, the core team kicked off the planning for the development of the five year (2023 – 2028) strategic plan. It started with consultations with participants (club leaders), Community Sports Coaches, and staff in which they built what Maitrayana would look like by the end of 2028 with the help of Lego (toy) bricks. This helped to engage everyone in discussions while they were building and explaining their models. These consultations were done over a three months period. It provided a lot of information and ensured that all stakeholders' views were heard.

The second phase was a survey (called 'The dream continues') with six questions for managers, coordinators and associates in which they were asked what they liked most about Maitrayana (top 3), what they would like to change, Maitrayana's Strengths, Opportunities, Aspirations, (desired) Results, seize of the organisation in terms of outreach/budgets, organisational development priorities and their 'wildest dream' for Maitrayana. The core team undertook a PESTEL analysis to map the political, economic, social, technological, environmental and legal landscape in which the organisation operates.

The next phase was an exercise with a consultant who facilitated a process in which all data was assessed and six strategic goals with six approaches were defined which will guide Maitrayana in the next five years (2023 – 2028).

1. Develop a new strategy, by co-designing a strategy and create a clear plan of action to operationalise it in 2024.
2. Strengthen institutional foundation, y focusing on critical areas to ensure the sustainability of the organisation.
3. Strengthen & evolve programme approaches, by reviewing and strengthening the quality of existing programmes and define emerging work.
4. Develop people & culture (P&C) strategy, by developing a P&C strategy with a focus on organisational culture, learning & professional development, and collective care.
5. Influence, by understanding the Maitrayana ecosystem, developing a plan to engage them and prioritising critical influencers.
6. Learning, by establishing a plan to institutionalise a learning culture.

In the first quarter of the financial/project year 2023 – 2024, the Coordinators/Core team will finalise the plan for approval from the board and complete the 2023 – 2024 annual plan. The development of a new strategic house and an organogram to make Maitrayana fit for purpose are part of the year 1 plans.

Develop learning & innovation as a programmatic & organisational key feature

Learning & innovation focused in this period on ensuring that staff was able to implement a quality programme. This goal was especially important since it was the first full post-COVID-19 implementation and Maitrayana welcomed many new staff members. Besides training staff in skills, learning has been focused on building staff capacity to relate their work and actions on the ground with Maitrayana's vision and mission.

Various initiatives were set up to facilitate this:

The Human Library, a series of online meetings were held to create awareness on inclusion and creating diversity in the organisation. Four external Human Books were invited to share their stories about the challenges that they face as persons with disabilities or mental health problems. One of the Human Books was a 13-year-old participant who shared her journey as a netball player with a disability. She talked about what had helped her and advised staff about how to be more inclusive and take away barriers for participants. During the Retreat, five staff members were 'Human Books'. They shared stories about times in their lives that they felt that they were excluded.



The League of Learners, is an online platform where staff who have participated on behalf of Maitrayana in webinars, conferences or workshops, share their acquired knowledge with their colleagues. In this regard Learning and Innovation Associates Sheetal and Rajesh spoke about the basics of Monitoring and Evaluation, Senior Implementation Manager Jaya talked about Sport & Health, Programme Associate Aarti/mentoring, City Coordinator Aditya/non-violent communication, Programme Associate Namrata/gender equality, and Maitrayana's CEO Kalyani/equity.

Resource mobilisation

Donor acquisition/diversification

Maitrayana was supported with funding from the Azim Premji Foundation and Mercedes Benz. Ramboll provided Maitrayana with a grant for the Economic Justice Programme (EJP) as well as volunteers who were very engaged and facilitated well received sessions for EJP participants.

Individual well-wishers made monetary or in-kind donations. People in sport also wanted to connect with Maitrayana such as Invincible Women, founded by Ankita Konwar and supported by Milind Soman who chose Maitrayana as their philanthropic partner since ideas and messages are aligned. RunXtreme organised Share & Care and mobilised support for donations through the Vedanta Delhi Half Marathon. The creatives made for the individual fundraisers/runners in the Tata Mumbai Marathon became something that people wanted to be part of.

- 360Calistenix also teamed up with Maitrayana. Staff members contributed to resource mobilisation by engaging their networks. They found sponsors for their running or swimming races.

Maitrayana started one crowd sourcing campaign on Milaap to raise funds for 300 young women to participate in the Economic Justice Programme in 2023 – 2024.

Fund raising plan 18 months & mechanisms

A plan was made and action was taken. The plan was merged with the fundraising plan for 2023 – 2028.

Establishing Maitrayana as a brand

Branding & communication of Maitrayana in (social) media, donors, among staff

The Maitrayana brand was further developed:

New materials were prepared and/or updated: brochures, email signatures, videos, banners

Maitrayana was active on social media such as Facebook, Instagram, Twitter, LinkedIn and YouTube.

Certificates, and this year also medals and cups, were designed and distributed

Participation in local, national and global forums

YPI staff continued their participation in local, national and global forums but now under Maitrayana such in the UNICEF board of Safeguarding Children in Sport, Laureus Sport for Good APAC network, Working Group on Transgender and Non-Binary Inclusion in Sport for Development.



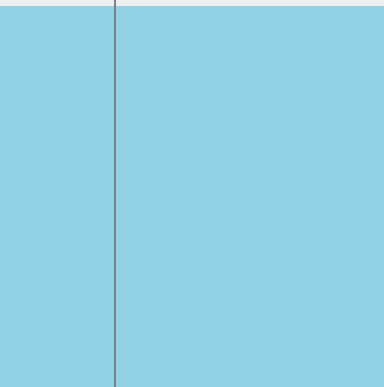
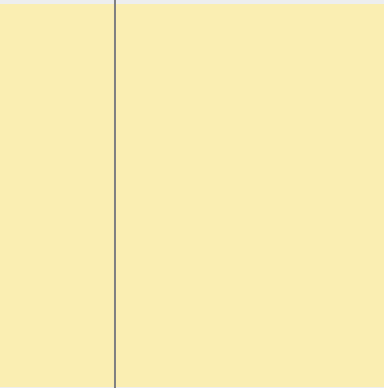
Thank You

Maitrayana continues to work towards a gender-equal society through a rights-based approach for adolescent girls and young women. Our hope is to empower girls and women to be able to take control of their life and decisions, exercise their rights to live a fulfilling life as strong leaders.

Support us in empowering in more girls and young women in Delhi, Mumbai, and Bengaluru.

SCAN TO DONATE NOW!





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