

Annual Report

April 2021 - March 2022



Introduction to Maitrayana

Maitrayana Charity Foundation was established on 20th March 2018 as a Not-for-Profit organisation under Section 8 of the Companies Act by its founders Dr. Sanjay Patra and Mr. Sandeep Sharma in order to raise resources for and build capacity of organisations for social development. It also intended to implement program for the benefit of the poor and marginalized.

Overview of Maitrayana's Objectives

- To raise resources, implement development programs and channelize the funds to social development organizations for the growth and development of poor and marginalized.
- To build capacities of individuals, group and communities through training and other activities to undertake the activities as mentioned above in point 3.1.
- To implement socio-economic and educational programs for the benefit of poor and marginalized.
- To raise resources from CSR Foundations and other such bodies for implementing and supporting social development organization for the benefit of poor and marginalized.
- To build capacities of social development organizations for promoting development effectiveness.
- To raise resources through online/crow funding platform or through direct partnership with institutional donors and or individual donors for charitable activity in India.
- To capacitate and support partner organizations in the development of fundraising strategy to raise resources through local funding.
- To capacitate, guide and support partner organizations in the areas of development communication, fundraising, proposal writing and reporting.
- To undertake research and publications on socially relevant topics for generating awareness and showcasing best practices in the areas of social development.
- To teach partner organizations the best practices for financial and program reporting so that the reports demonstrate quality data and effective utilization of funds.
- Organize and conduct events or conferences to engage with public at large and potential donors in order to build awareness of the online platform.
- To engage with public through social media platforms and mass awareness programs

When The Naz Foundation (India) Trust decided to hive off the successful girls and women empowerment program, the Young People's Initiative (YPI) connected with the Maitrayana Charity Foundation founders. The YPI became part of Maitrayana (meaning compassion, benevolence, good will) and Ms. Kalyani Subramanyam was appointed as Chief Executive Officer with the founders Dr. Patra and Mr. Sharma continuing in their role as board members.

Maitrayana's governance as per 31st March 2022

Name	Nationality	Designation
Kalyani Subramanyam	Indian	Chief Executive Officer and Director
Dr. Sanjay Patra	Indian	Director
Sandeep Sharma	Indian	Director
Navin Gupta	Indian	Director
Reshmi Shankar	Indian	Director

With the organisation harbouring a large adolescent girls and young women's empowerment program,

Maitrayana's Vision was developed as:

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

The Mission:

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

Values

Integrity, Transparency, Respect and Inclusion

The transition of the YPI from The Naz Foundation (India) Trust was made possible with the support from donors such as Mercedes Benz, Standard Chartered Foundation and Azim Premji Foundation and NGO Partners such as Prayatna and Women Win.

The YPI started its first activities under Maitrayana with 6 staff members on 1st October 2021. By 1st March 2022, all YPI staff and program participants in the netball and life skills program and the netball clubs were transited into Maitrayana.



Strategic House

In December 2020, YPI staff participated in exercises to evaluate at the outcomes that were set for the Young People's Initiative (YPI) program in the period 2018 – 2020 when it was implemented within Naz. They filled surveys while at the same time data was collected from the Monitoring Information System and other documentation to evaluate the results. Staff also participated in SWOT analyses on various program elements such as child protection in sport, the netball and life skills program on the ground, the economic empowerment program as well as the culture in which their work took place.

Staff also participated in focus group discussions that asked them about their views and dreams for the program's future. Programme participants were consulted about their ideas and opinions. Participatory exercises were also carried out with members of the second line leadership- and core team. These were the foundation on which Maitrayana's Strategic House was built. Maitrayana will always be indebted to Women Win's CEO Maria Bobenrieth and Manager Brands Yvonne Henry for their support to streamline the thoughts, dreams, wishes and ideas into a 'strategic house' with a solid vision, mission, values, objectives and program.

As soon as the plan was shared, staff embraced the strategic house, started speaking its language and translated into action on the ground.

Maitrayana (kind, benevolent, good will, compassion)
Vision A gender-equal society in which girls & women* can exercise their rights. <i>*girls & women</i> - 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 fulfill their potential <i>*sport</i> - 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)		
I	II	III
Adolescent girls and young women access their rights towards sexual reproductive health & GBV, economic justice.	Families and communities work together to enable their daughters to access their rights and make decisions about their lives.	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, program design.
Specific Objectives		
To provide adolescent girls with access to life skills, sport and leadership and employability training. To build their assets (knowledge, skills, attitude, behaviour) To build their confidence and agency 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 enabling environment in and with the community that will advance gender equality in which girls can contribute	To build partnerships that will lead to measures/action that will address gender inequality. To build informal thematic networks around sport and girls/women's empowerment To build capacity of NGOs in sport & gender, safe guardingTo position Maitrayana as influencer in formal local and national structures (govt, sport associations, development sector)

Programs Mainstream areas: Female leadership, Child participation & Safeguarding		
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 program	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
Values Integrity – doing the right thing Transparency – the right way Respect – with dignity Inclusion – for all, with all		
Organisational Culture		
<i>Towards Maitrayana's mission/vision: Cause driven, Value driven, Aligned with values, mission & outcomes</i> <i>Towards our staff/interactions: People-centered & growth, Fair, Empathetic, Supportive / encouraging, Fun /Sport/Play</i> <i>Towards achieving change: Learning/Intrapreneurship, Innovation & risk/courage, Fail forward, Excellence. Collaboration</i> <i>Towards governance: Functional, Effective, Responsible</i>		

Young People's Initiative (YPI) Activities

(October 2021 – March 2022)



PILLAR 1

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

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! The program in Maitrayana started soon after the society opened after the second COVID-19 lockdown in India. Staff members went back to the communities in Delhi, Mumbai and Bangalore and recruited participants for the following program

1. YPI Pragati, the netball and life skills program that builds adolescent girls assets (knowledge, skills, attitude, behaviour and confidence) through 4 structured modules and as well as playing netball.
- 443 participants attended sessions in 9 community sites



**YPI Participants from Delhi's Aali site
playing Netball**



**YPI Club Participants playing
Netball**

2. **The YPI netball clubs.** Graduates from the YPI Pragati 2020 – 2021 batch joined the existing clubs.

- 150 netball club participants in 4 clubs practised netball skills and played their own Maitrayana netball league.

3. **Female leadership** was built among:

- The netball club leaders

Adolescent girls and young women planned and managed their own Maitrayana netball leagues.

Club leaders in Delhi and Mumbai came together to plan for their own local league. This approach has increased participants' ownership over their club and has given them an opportunity to be leaders in their community of girls as well as the community at large since the activities take place at public grounds.



YPI Participants playing Netball
League in Delhi's Jasola Vihar



YPI Participants playing Netball
League in Bengaluru's Kudlu site

- Peer leaders

Age mates in YPI Pragati who supported Maitrayana coaches in the implementation of the program in their community. These young leaders were instrumental in recruiting girls for YPI Pragati and convincing their community members about the importance of the YPI program.

Peer leaders in Mumbai worked on 'action projects'. They decided that ensuring that girls come back to the ground to complete the program after the third COVID-19 wave/period with restrictions brought the program to a halt, would be their action project.



Club Leaders presenting the annual plan for their club



CSCs explain how they want to see Maitrayana to grow in next 4 years

- **Community Sports Coaches (CSC)**

Young women who are interns in the YPI, support coaches and co facilitate sessions. CSCs participated in trainings that helped them understand Maitrayana's vision, mission, program, the CSCs roles and responsibilities. Team building activities were done as well as activities to understand what child protection in sport means as well as what it takes to be a 'good coach'.

Component	Numbers
# of Participants	591
YPI Pragati Participants	591
# Of Peer Leaders	22
# Of CSCs	62
# of Club Members	294
# of Clubs	5
# of Sites	11
# of Peer leaders training	1
# of CSCs trainings	2
# of CSCs meetings	6
# of Club committee members training	1
# of Capacity building sessions	3

Impact of the program on participants, peer leaders and community sports coaches

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

Target	Actual
90% of the peer leaders say that their communication skills have increased	In an FGD, 50% of the peer leaders have seen a change in their communication skills. 50% says that they communicate more respectfully, 29% communicate more responsibly and 7% says that they now use more motivating language. Peer leaders: 'We now know what to communicate, how to communicate, where to communicate. As leaders we respond to our peers in a way that they understand. We now know to talk with younger or elders in a respectful manner.'
70% of the participants having positive attitudes towards progressive gender norms	An average of 92% scored positive on gender attitudes e.g. on general statements as 'women having full control over how many children they have and the spacing of those children', equal treatment in school, family, and community and representation in local and national parliament. The questions that include statements about their agency or self-efficacy score lower. Still, 87% 'knows a girl or woman who they look up to and inspires her' and 82% is 'confident that they will be able to decide at what age they will get married'.
75% of the participants know what to do on the netball pitch	97% of the girls indicate that their netball skills have increased. They feel fit and strong and enjoy playing. 97% feels confident enough to play sports when others are watching. This is very encouraging since the public grounds are mainly occupied by boys and men and not many girls have played before and certainly not in public spaces.
70% of the participants has basic financial literacy skills	77% of the Coaches have observed that girls understand 'want' and 'needs' which they found a very relevant topic in this period. Only 31% of the coaches have assessed that girls have an understanding of money and savings. This could be low since not all the YPI Pragati sessions in the financial literacy have been completed yet. 92% of the girls say that they want to complete secondary education. They say that their participation in the YPI, has made it more likely that they will do so.

75% of the participants knows where to report gender-based violence	98% of the girls knows of a place or person in their community where they can go to report violence or abuse of a girl or women. 92% has no problem to mention the telephone number of either the child line or the police which they can call when they are feeling unsafe or at risk of violence or cyber bullying.
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To train girls as peer leaders in their netball group and the community so that they can become agents of change.

Target	Actual
90% of the peer leaders say that their communication skills have increased	In an FGD, 50% of the peer leaders have seen a change in their communication skills. 50% says that they communicate more respectfully, 29% communicate more responsibly and 7% says that they now use more motivating language. Peer leaders: 'We now know what to communicate, how to communicate, where to communicate. As leaders we respond to our peers in a way that they understand. We now know to talk with younger or elders in a respectful manner.'
90% of the peer leaders are confident that they can support coaches in their role	All the peer leaders were confident that they could support coaches in their role. 94% thought that they could conduct sessions with younger girls and all of them shared the topics that are discussed in the program with their peers and family. Peer leaders: 'Yes, we are confident to support coaches. We take initiative to increase the number of participants for the YPI sessions. We can also take a session because girls listen to us and we are confident enough to take a netball session. We, and our peers, now practice and conduct drills with younger girls before and after the session.'
90% of the peer leaders say that they are role models for other girls	76% of them are clear that there is a change in how parents and the community see them. They share that people know them, see them as leaders and trust them with their daughters. One peer leader: 'Now everyone knows me in my community.' Another peer leader: Younger girls say: 'Didi, we also want to be like you, play like you, talk like you. Also, parents of younger girls say: 'Take our girls to play too.'

80% of the peer leaders can mention personal career options	86.6% of the peer leaders is able to mention their options for possible careers. They know what they want to become but they also expressed that they need support in choosing the right stream.
To train community sports coaches to create safe spaces where adolescent girls can acquire information, discuss their concerns and play netball.	
Target	Actual
85% of the participants feel safe in the program	An average of 98% of participants feels safe in the YPI Pragati Programme and is comfortable asking questions during the sessions. The CSCs play an important role in this since they are closer to the girls because of a smaller age difference. A participant: 'I want you to continue this program with all the girls, and teach other girls too. The way we did not know that we have the right to play, similarly many girls do not know this, so through your program, they come to know this and they play on the ground and make their identity.'
75% the CSCs are able to facilitate the key points in sessions	78% of the CSC was confident that they could facilitate key points. Favorite topics to facilitate were My Goal, My Education, HIV and AIDS, Menstruation, Violence, Girls & Boys, Communication and Leadership. One CSC: 'My favorite topic is violence because we can easily conduct such a big issue through games. It is a very important topic for girls in adolescent age. In this session girls understand about violence, what is safe space/person, what to do if someone facing violence. Also, the participants have a lot to share with us. I like to spread awareness to the girls about all the life skills and love to guide them and show them the right path.'
75% of the CSCs discuss curriculum topics with their parents or community	86% said that they were confident to discuss curriculum topics with parents and the community. Favorite topics were HIV, Gender-Based Violence and Menstruation. One CSC: 'I shared about saving and budgeting with my mother because I noticed that we were spending on things we don't need. I brought up how we can make optimum use of resources. Then my mother and I started saving money. Due to this savings, the big debt (in lockdown) that came on us got over.'

75% of CSCs stand up when people's rights are violated	82% said that they were confident to respond to violence. 23% actually faced violence and were able to act upon it. <i>One CSC: My neighbor (uncle) used to insult his wife ('aunty'). She is from a village, is not educated and can't understand English. Auntie's children also made fun of her. I started talking to Aunty and motivated her to use her mobile as a learning tool. Through watching videos on You Tube about food, she learned English. Aunty started learning things and now whenever someone insults her, she understands what they're saying and she can reply confidently'.</i>
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Building Staff Capacity

In order to develop their capacity to work in communities, training and learning sessions were held with staff.

- Mock sessions were held with a focus on coaching netball- and facilitating life skills development
- Staff meetings/sessions were conducted in which staff
- Aligned themselves on Maitrayana's vision, mission and objectives
- Aligned the program pieces in an integrated rather than school-based program. With more activities taking place in the communities and on public grounds, processes needed to be reviewed and adapted.
- Adjusted to the 'new normal way' of working on the ground post COVID-19 wave 2 and 3.

Aarti Kori,
Programme Associate,
Mumbai

“Earlier we thought that girls were not capable. We thought that children can't make decisions. When there was a problem, we came up with the solution. Now we give space to the girls to express themselves and give their opinion. We give them an opportunity to negotiate for what they want with us. This is because the type of questions that we ask has changed. We have discovered that girls can make decisions and we are surprised that they are innovative and often think 'out of the box.’”

Juhi Jain,
Programme Coordinator,
Mumbai

“The ‘learning sessions’ helped me to take things beyond how we used to do things. It has allowed me to focus more on processes than on completing activities. It has made me more open-minded and realize that – in combination with the pandemic – there is room to try things out. I feel that I’m now more confident to speak to girls. And the fact that we have discussions and are all on the same page has helped me – and the coaches – in mentoring staff. It has given me an opportunity to observe staff’s willingness and ability to learn and how they progress.”

- Learning questions discussions, a process in which teams learn together while finding answers on questions that are relevant for them, were held. Among others, the Mumbai team discussed ‘the coach they want to be’, ‘netball as a tool to develop life skills’, and how gender inequality affects everyone.
- Staff in Delhi, Mumbai and Bengaluru were trained in two days workshops in their understanding of and ability to respond to gender-based violence.



PILLAR 2

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.

Community meetings

Meetings were held with community members in Aali Gaon in Delhi during the 16 Days of Activism against Gender-Based Violence to create awareness about GBV, how that affects everyone in the community and what can be done about it. The focus was on girls and young women's lack of mobility due to restrictions caused by concerns about their safety.

By the end of the meeting, parents concluded that change begins with themselves: with how they treat their sons and daughters at home. They said that they play a key role in ensuring that their daughters become capable and independent. Women should come out in support of fellow women and strengthen each other's voices. This can be a powerful tool in facilitating a more equal society. Making boys gender-sensitive and accountable is equally important.

Another thematic meeting held in Aali Gaon covered menstrual hygiene. This meeting was done in partnership with Sirona Menstrual Cup.

Parents meetings

The first girls and women's right that the programme on the ground addresses, is their right to play. Girls face restrictions regarding mobility, they lack freedom to decide when and where to go out, and there is pressure on their use of time (school, household chores) which immediately affects their participation in the programme. Since netball takes two teams of at least seven players, girls are determined to make sure that there are enough players to play league matches. Speaking to parents is crucial in this process. Club leaders in Mumbai organised meetings with parents in their communities (Andheri, Bandra East and Goregaon) to explain the issue, experience play themselves and work with the parents towards a solution.

The club leaders: 'We are very happy that we achieved the success of the parents meeting. Usually, only men and boys are visible on the Akansha ground, but because of this meeting women also came here today and played. This is a big thing for us leaders and the girls.'



Participants and parents after a parents meeting they organised.



A parent doing the coin toss before the start of a match.

Component	Numbers
# Of Community Outreach Activity	5
# of Community Members	156
# of Parents meetings	3
# of Parents attending parents meetings	66



PILLAR 3

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

Advocacy

Component	Numbers
# Of Advocacy Campaigns	5
# of people reached	1000+
# of networks	1
# of participating organisations	17

- Maitrayana began its advocacy on the International Day of the Child when it joined the **#ourgenerationdigitalgeneration campaign**. Maitrayana's CEO Kalyani Subramanyam talked on the Maitrayana Facebook page about the need to work on improving access to digital infrastructure, encouraging communities to invest in girls' education and building people centric designs so that all adolescent girls and young women can become a digital generation in India and use technology to their advantage. Community Sports Coach, Pooja Kumari, joined the discussion and shared her journey of pursuing a career in the Tech field and the challenges she overcame. She explained what needs to improve in order to encourage more girls and young women to pursue education and career in STEM.

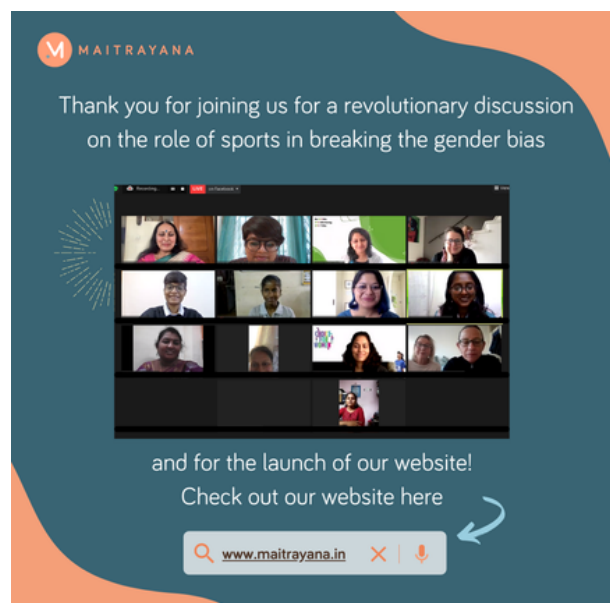
- Maitrayana joined the #WeBounceBack campaign, an initiative from Laureus Sport for Good Asia – Pacific community of Sport for Development organisations, which took place during World Children’s Day. It focused on the role that the organisations through the use of sport could play in the world’s recovery from the COVID 19 pandemic. Maitrayana brought to the attention that it has been more difficult for girls to bounce back since especially girls have been limited in their freedom of movement during and after the pandemic.



- ‘NGAGE2021 – Next Gen Advocates of Gender Equity’, Durga India’s Annual youth forum, focused specifically on Sexual Harassment Deterrence in Public Spaces. Durga is a social sector organization working on a multi-pronged approach towards creating gender-inclusive spaces. Maitrayana’s CEO, Kalyani Subramanyam, used the occasion to speak about how adolescent girls and young women

occupy public spaces in their communities to play sport in the YPI program.

- Maitrayana organised its own webinar around International Women’s Day when it launched its website. The theme was in line with the international campaign ‘Breaking The Bias’ with a focus on sport. The webinar brought together a diverse group of speakers ranging from women who have direct experience of the transformative power of sport to women who have developed and driven pathbreaking initiatives promoting girl’s empowerment through sport.





Naina Yadav, former YPI participant and staff and Banyan Impact Fellow at American India Foundation

Jayasri, Netball Player a trailblazer in her community in Chennai and a breaker of gender stereotypes as the national winner in Netball Championship, 2018.

Maria Bobenrieth, Executive Director of Women Win is deeply committed to gender equity and social change and has spent her professional career applying innovative multi-sector approaches to address challenges and disparities.

Vaidahi Vaidya, Founder & Managing Director of Women in Sports India (WISI) that creates a strong community that supports and empowers women in sports.

- Maitrayana's CEO, Kalyani Subramanyam was invited to speak on a panel during the virtual Global Conference "Safeguarding: Knowledge to Practice" in the session about 'Effective Athlete Centered Remedy – What this means for athletes and what they want to see from organizations'. The event was organised by Safe Sport International (SSI), an international agency leading in the elimination globally of all forms of violence, abuse and harassment against athletes of all ages. Kalyani spoke of the need to develop more resources and accessibility. She explained that the sport culture in India is inherently one of abuse, and speaking out can often mean losing the chance to play. 'This whole piece of punishment, of abuse being socially sanctioned, it needs a larger conversation with all stakeholders to say what's not ok. Only then can athletes say, 'What I am going through is not right' and it should stop right there.'

Networks

One of Maitrayana's mainstream areas is the safeguarding on children in sport. After a successful webinar in YPI in 2020, a meeting was organised with participants who had shown interest in joining a network of Indian sport for development organisations that will address this issue. Seventeen organisations participated in the launch of the Collective of Safeguarding Children in Sport. The Collective for Safeguarding Children in Sport is proposed to strengthen and promote the safeguards within the Sport for Development sector and to advocate for making sport a safe environment for children in India.

The proposed outcomes for the Collective are:

- Organisations will **identify areas of strengths and gaps** within their own Child protection systems and processes.
- Organisations can share resources and best practices and toolkits thereby supporting one another to **strengthen internal capabilities** when it comes to child safeguarding. This includes discussion on challenges, operational ideas, training support, etc.
- Create/endorse materials or training toolkits on safeguarding children are share learnings with the extended networks in order to build an ecosystem through meetings, training or events.
- **Advocate for processes and policies ensuring safe sport for children** with the relevant bodies.

Ten organisations signed up for the Collective which initially be hosted by Maitrayana. However, the secretariat can be transferred over time to one of the other participating organisations.

Institutional Development

Maitrayana articulated an 18-month strategic plan that covers the period October 2021 – March 2023. It included all that was needed to facilitate the transition of the YPI program from The Naz Foundation (India) Trust to Maitrayana keeping in consideration that it was also a period in which – as a result of the ongoing COVID-19 pandemic - the program transformed from a school based to an integrated program that was implemented in the communities as well as in schools. The strategic plan encompassed 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.

Organisational development: establish Maitrayana as a sustainable organisation to achieve its goals/vision

Developing systems for Maitrayana

Legal status/documentation/permissions

- Corporate Identity Number - U93000UP2018NPL102237
- PAN Number - AALCM7048J
- Tan Number - MRTM07097G
- 12A for 3 years - AALCM7048JE20213
- 80G for 3 years - AALCM7048JF20211
- CSR form - CSR00015586
- Darpan ID - UP/2021/0295478
- PF Registration Number - MRNOI2535326000
- HDFC Bank Account Number - 50100454550788

Completing key organisational policy documents

In this period, the following policies were developed and approved: recruitment policy, Prevention of Sexual Harassment (POSH) at the workplace, a non-discrimination policy, the Child Protection Policy (CPP), anti-fraud, procurement, travel, approval and authorization policy. The POSH committee was installed and staff was trained on the policy during one of the staff meetings,

Prevention of Sexual Harassment at Workplace (PoSH)

Maitrayana is committed to providing a safe and respectful working environment to all its staff. The PoSH policy is enacted as a comprehensive legislation to ensure that all the staff at Maitrayana have a safe working environment free from sexual harassment.

Maitrayana has zero tolerance towards sexual harassment and strictest action will be taken in case of any violations of this policy.

If anyone has any query or wants to file a complaint, they can contact the following:

Maitrayana's Internal Committee:

Kalyani Subramanyam, Presiding Officer
kalyani@maitrayana.in, +91 97400 77899

Vivek Gaur, Member
vivek@maitrayana.in, +91 98181 80362

Jaya Tiwari, Member
jaya@maitrayana.in, +91 99103 39996

Corina van Dam, Member
corina@maitrayana.in, +91 91670 32302

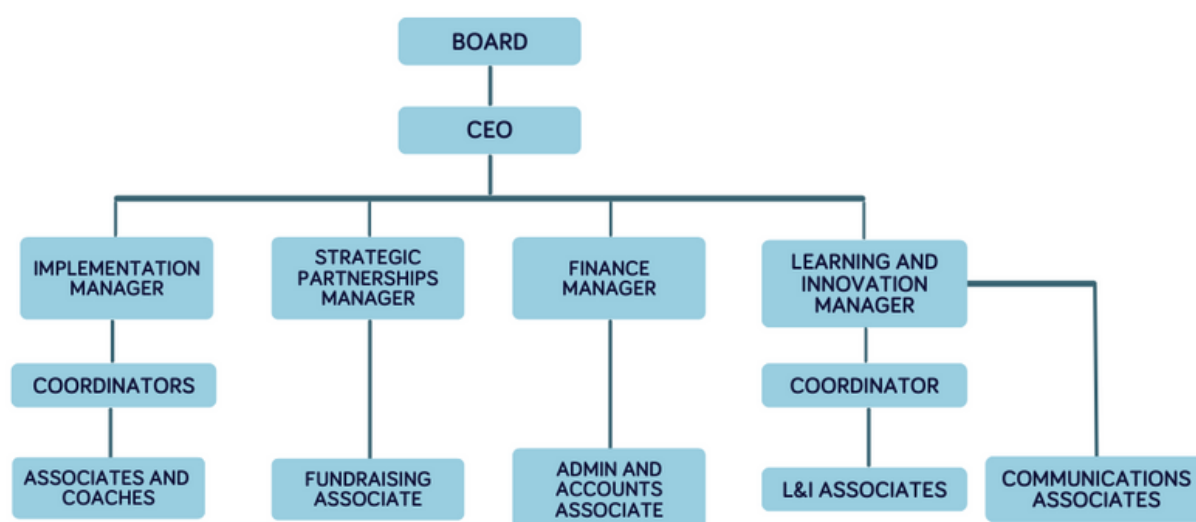


Put in place organisational key procedures & processes (finance, admin, HR, internal communication, reporting)

The organisational structure was discussed and agreed on to be used for the first 18 months.



Organogram



The transitioning of staff happened in phases. The CEO, Strategic Partnership Manager and the Finance Manager were the first to join. They ensured that all requirements were in place, funding was secured and that the work on the ground could start. Three implementing staff members took care of the program on the ground. The second group of staff members transited to Maitrayana in December 2021 and the last group in March 2022.

Maitrayana's Communication and Advocacy Associate was the first newly hired employee.

Establishment of board of trustees & governance structure

Aarti Madhusudan, consultant and founder of 'Governance Counts', an initiative which helps non-profits build (more) effective boards, has supported Maitrayana to plan the governance structure and the recruitment for the Board of Directors. The Board of Directors increased from two Directors when the YPI became part of Maitrayana to three when Ms Kalyani Subramanyam joined and five by the end of March 2022.

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

Operational meetings for teams on the ground, the Learning and Innovation team, Coordinators meetings, Model Development Group meetings were held frequently in order to discuss ongoing work in relation to the objectives, mission and vision. The core team met weekly to discuss the daily operations. Celebrations were held on the 1st of March when the complete YPI - both the program as well as staff – transited.

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

Monthly staff meetings were held with all staff. Topics were the transition and explaining the Maitrayana strategic house. Staff also got the opportunity to ask questions, express their concern and share their thoughts and feelings about the whole process.

The Learning & Innovation team also facilitated sessions with staff to understand the vision/mission and translate these to the work on the ground. Individual teams made plans to discuss the organisational culture as well as do activities that develop and strengthen the values of the organisation.

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

Monthly meetings were held with the core- and coordinators team to assess the progress and plan for activities regarding the 18-months strategic plan. The core team held quarterly update meetings to close activities and make adjustments to the strategic plan where necessary.

The Learning & Innovation team has made a plan to prepare for a strategic planning process led by a consultant. Early 2022 – 2023, team/staff exercises will be held as well as consultation with different stakeholders (Pragati participants, community sports coaches and club leaders). The actual five-year strategic planning will be done in September/October 2022 in order to be in place when the actual 2023 – 2024 annual planning will start.

Develop learning & innovation as a programmatic & organisational key feature

Learning & innovation has played a critical role in both the development of Maitrayana's strategic house as well as the development/restructuring of the YPI model. The latter was necessary during and after the COVID-19 pandemic. 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:

- **Model Development Group meetings focusing on**
 - Working with younger (than 13-14 year old) girls
 - Working with older (than 13 – 14 year old) girls
 - Sport as a means and an end
 - Fellowship in the program
 - Curriculum review
- **Human Library sessions to create awareness on inclusion and creating diversity** in the organisation were being held. Huafrid Billimoria and Rachit Raj were invited to share their stories about the challenges that they face as persons with disabilities, their hopes and dreams and advice for Maitrayana and staff on how to be more sensitive and inclusive.



- One session in the 'Banana Republic', a platform for coordinators and managers to discuss new or state of the art developments, case studies and experiences that could provide learnings and/or could be considered for adoption in Maitrayana. The first session was led by Falak Choksi, economic empowerment coordinator, in which the case study of Mahila Samakhya an initiative taken by the Department of Education which aimed to improve the status of women in rural areas, was discussed.

Resource Mobilisation

Donor acquisition/diversification

Maitrayana could start its work with funding from the Azim Premji Foundation and Mercedes Benz. Individual well-wishers who had followed the growth of the YPI over the years made monetary or in-kind donations. The CEOs networks proved instrumental. ASA connected with the brand Maitrayana and contributed with activities implemented with participants during International Women's Day and ensured that Maitrayana's name was introduced to their stakeholders and networks.

Fund raising plan 18 months & mechanisms

In order to ensure funding for the next financial cycle – and before the 2023 – 2026 strategic plan will be finalized, a plan was made to raise funds for the 2022 – 2023 financial year. With the FCRA application process pending, the fundraisings efforts were planned to target Indian donors.

The process to recruit a fundraising associate started and will be completed in 2022 – 2023.

Develop consultation as income generation

Maitrayana management has carried out consultations for an awareness generation project in collaboration with a multinational fast fashion retailer for female workers focusing on their health, rights and responsibilities.

Establishing Maitrayana as a brand

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

The new entity came with a name: Maitrayana Charity Foundation. The name Maitrayana resonated immediately. It was agreed to use 'Charity Foundation' only in official communication.

In order to communicate the Maitrayana brand the following was put in place:

- Email with a domain name (maitrayana.in)
- Logo and letterhead which were developed after various rounds of consultations and were viewed as communication Maitrayana's modern, young and open identity
- Materials were prepared: brochures, emails signatures, videos to share Maitrayana's story
- Social media accounts such as Facebook, Instagram, Twitter, LinkedIn and YouTube were opened and used.
- A website – that reflects Maitrayana's identity perfectly - was designed and built by Studio Eksaat and officially launched in March with a webinar
- Maitrayana hired a Communication and Advocacy Associate whose focus it was to ensure consistent branding on the ground and build Maitrayana's presence in the digital space.

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



Delhi
Head Office

E 257 Ground Floor,
Amar Colony, Lajpat
Nagar 4,
New Delhi, 110024

Bengaluru
Office

A 967, 3rd cross, 60 feet
road, AECS layout,
Singasandra Kudlu Gate,
Bengaluru-560068

Noida
Registered Office

A-5, Sector-26, Gautam
Buddha Nagar,
Noida, Uttar Pradesh
201301