

**KICKOFF
SOLUTIONS**

kickoffsolutions.org

2024 ANNUAL REPORT & 3-YEAR EVOLUTION STUDY

March 2025

Enabling **Girl Leaders through Sport**

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A word from our Leaders

01



Indu Choudhary

India Head

I am grateful to have joined the Kickoff Solutions team last year. As we reflect on the past three years of the org's efforts, we are proud to have witnessed visible transformation both among our participants and in our own girl & women led approach. This annual report showcases our key interventions, results, stories and learnings. We are thankful for the support from inspiring grassroots nonprofit partners, gracious funders, brilliant board members & functional experts, and a truly committed team. We continue to trust the courage of girl leaders as they take charge of their lives and ignite movements for a equitable future through the foundational power of sport. Some complex challenges persist, and we look forward to addressing them collaboratively with our network of wonderful allies. Let us together enable changemakers of tomorrow as they light the way for a brighter, more just society!



Megna Shankaranarayanan

Safeguarding Lead

This space was initially earmarked for thoughts from our Founders, Anand and Subrotah. Their decision to yield this space and instead amplify the voices of the women in the organization underscores that 'Enabling Female Leaders' is not only what we do; it is who we are. Throughout 2024, we embraced a learning-centric approach, adapting our interventions based on direct feedback from our girl leaders. This report aims to capture that evolution. We faced challenging realities, particularly the critical need for stronger safeguarding measures. We dedicated time to learning the letter and spirit of the Indian law regarding the Prevention of Sexual Harassment Act, and we are committed to enforcing robust safety standards for our girl leaders across all partner organizations. My final reflection for 2024 is a deep sense of gratitude to the entire Kickoff Solutions team, for I gain far more than I contribute!

Why, What, How

02

Cause

Gender discriminatory socio-cultural norms endanger the lives of young adolescent girls worldwide and hamper their progress, with unfortunately common acceptance of practices like female foeticide, girls denied access to health care, education & nutrition, forced child marriages or child labour, and violence within and outside homes.

Sport has played a vital role in enhancing each of the 8 Millennium Development Goals, a fact recognized in numerous resolutions of the General

Assembly.

Purpose

KickOff Solutions runs Sports for Development (S4D) programs to provoke and challenge community dialogues around gender equity. For this, young leaders are groomed among lesser privileged girls who demonstrate resilience by continuing to assert their agency to play despite severe challenges, enabling them to emerge a role models & changemakers, whose relatable stories also inspire societal change.

Goal

1. Enabling girl leaders from lesser privileged communities across India through sport-based fellowships with skills & confidence to take independent decisions on playing sports, completing their education, becoming financially independent by pursuing careers of their choice, and becoming community role models & changemakers
2. Reshaping discriminatory gender norms by socializing real hero stories of relatable girl leaders to provoke community dialogues of change



Approach

Multi-year deeply engaged fellowships extending from adolescence till financial independence for girls with leadership potential, selected for their courage to keep playing and fighting for dreams of their own and others around them despite all odds.



Program Evolution

03

2016-17 Local Football Tournaments

- Organized local football tournaments for college students

2018-19 Nonprofit Entity to Sponsor Lesser Privileged Girls Who Play

- Sponsored girls for international tournaments (Homeless World Cup, Dana Cup)
- Registered as a 501c nonprofit in the US

2020 Structured Program Support for Girls Through Grassroots Partner Nonprofits

- Launched a 2-year \$2K scholarship program for 10 underprivileged girl leaders from 3 nonprofits in 2 Indian states

2021 Scaling Scholarships, and Launching a Changemaker Program

- Extended scholarships: 32 girls across 15 nonprofits in 9 Indian states + 1 African country
- Launched the Solve Ninja Changemaker program with Reap Benefit

2022 Expanding Reach, Career Mentoring

- Scaled scholarships to 57 girls across 16 nonprofits in 12 Indian states and Mali, Africa
- Piloted a career mentoring program, with some success and a lot of learnings
- Piloted a rural girl coach incubation program to develop female influencers
- Hosted [UNIFY](#), a networking event for S4D orgs and girls

2023 Skilling Modules & Rural Coach Program

- Grew scholarships to 84 girls across 22 nonprofits in 13 Indian states and Mali, Africa
- Defined eight 21st-century [skilling modules](#) in collaboration with partner nonprofits
- Refined mentoring program with and brought in mentoring specialists for deeper impact
- Rolled out a thematic [engagement routine](#) for bi-monthly allyship check-ins with girls
- Established a Girl Leaders' Council of 9 paid participants
- Registered a legal Indian entity for local fundraising

2024 Safeguarding, Career Development & Storytelling

- Maintained scholarships at 87 girls across 22 nonprofits in 13 Indian states and Mali, Africa
Decided to discontinue Africa outreach from 2025 owing to engagement consistency challenges
- Onboarded an 11-member advisory board and specialized personnel
- Developed a safeguarding policy with inputs from girl leaders & partners; trained 20 girls
- Organized 1,800+ hours of training through 7 workshops on 5 skilling modules (Gender & Identity, Storytelling, Mental Health, Safeguarding)
- Recorded podcasts and published a [story video](#).
- Hosted career mentoring sessions for 23 girl leaders
- Launched a changemaker fund for standout projects

Outcomes Summary

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2024 Outcome Metric

Trends

Continuity in sport ¹: 88%

[¹ % girls who continue to play a sport actively (every month)]

With autonomy to decide, the girls were found to have used the scholarship to get sports equipment & sportswear, fund travel (including boarding & lodging) to tournaments for themselves and sisters, obtain coaching licenses, and ensure diet, nutrition and medical care.

College & Careers ²: 84%

[² % girls who feel confident of getting a graduate degree and pursuing a career of choice.]

Girls used the scholarship mainly for tuition fees & transit expenses., and the computer to apply for competitive exams, online courses, vocational courses, & computer courses, and to access education/career information. Skilling & mentoring programs were found to positively motivate girls to consider higher education for better job opportunities, with 90% of girls finishing school entering graduation despite almost no precedent.

Changemaker leadership ³: 82%

[³ % girls able to take independent decisions on personal choices & action on community problems]

With facilitator, mentor & peer-community network guidance from the Solve Ninja problem solving program, and financial assistance from the changemaker fund, the girls have driven over 350 community-level changemaker projects, which has impacted the lives of 300+ community members. Themes includes toilets in schools for girls, general sanitation & garbage disposal, recycling & reducing water wastage, and awareness & easy access to civic amenities for the public.



Interventions Overview - 1

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Scholarship & laptops

\$2000 2-year scholarships offered to 87 girls (+30 since 2022) across 13 Indian states & Mali (Africa) through 16 grassroots nonprofits.

Historically, the scholarship funds have been unconditional, meaning girls have full autonomy over how they choose to spend the money. Instead of imposing restrictions, Kickoff Solutions only requires insights from the girls and partner nonprofits.

Additionally, each girl is given a laptop after she has completed problem solving skills training. This is done to address common tech access gaps both for problem solving projects as well as for pursuing education & research.

Highlights & Challenges

Highlights

- Money used well to fund tuition fees, two-wheelers (bicycles, scooters) for mobility, sports equipment/kits, tournament travel, expenses, coaching & refereeship license costs, and diet, nutrition and medical care needs.
- Continuity in sports & education: Just 12% sports drop out rate, with 84% starting college.

Challenges

- There is a lack of transparency when scholarship funds are indirectly transferred through multiple nonprofit partners.
- Younger girls still in school feeling often unable to decide independently on how to spend scholarship amounts owing to family pressure, and to use laptops effectively for growth.



Rural academy incubator

INR 18.5 lakh 3-year seed capital lent to promote entrepreneurial girl coaches as local influencers of social change to normalize sports for girls.

- Since 2022: Mahabubabad - Telangana: Athletics (partner: Gopichand Foundation)
- Since 2023: Chabua - Assam: Ultimate Frisbee (partner Playquity)

Guidance lent on spend buckets (coach salary & training, infrastructure & travel, nutrition), but partners lent autonomy on implementation, with yearly installments subject to evidence of spend & progress for both the coach & the academy.

Highlights & Challenges

Highlights

- Mahbubabad: 20+ boys & girls being trained competitively, several of who are trying out for state & national athletics tournaments or getting government jobs, particularly in police.
- Chabua: 30+ girls across 2 villages getting trained in Ultimate Frisbee, and educated on topics like college education, self confidence mental health, menstruation, preparing for 2nd line leadership etc.

Challenges

- Mahbubabad: Fund management for academy set-up and skilling deputy coaches.
- Chabua: High drop-out rates as girls are often held back from sports & education for work (domestic and labour).

Interventions Overview - 2

06



21st Century Skilling

Partnering with 5 handpicked facilitation partners, chosen for their proven expertise, cause-relatedness, and empathy, we've committed to providing 4500+ person hours of 21st-century skill-building sessions across 9 unique batches from 2022-2024. These sessions reached 65 unique girls, with a higher total participation count (130+) due to some girls attending multiple sessions.

- [Self] Gender & Identity [Project KHEL] 2 batches, 23 girls (40+ hours, 1 online batch, 1 offline batch).
- [Self] Mental Health [Arts for Mental Health Initiative]: 2 batches, 30 girls (18+ hours, online).
- [Environment] Solve Ninja Problem Solving [Reap Benefit]: 3 batches, 45 girls (62+ hours, online).
- [Environment] Storytelling [Bookosmia]: 2 batches, 19 girls (20+ hours, online).
- [Environment] Safeguarding [One Future Collective]: 1 batch, 8 Girl Council Leaders, 9 Council Members (9+ hours, online)

Highlights & Challenges

Highlights

- The skilling programs have been largely successful, with feedback scores ranging from 4 to 4.5 out of 5
- Girls gained agency, community connections, peer learning and learned to navigate and voice gender, safety, and mental health challenges.

Challenges

- Balancing contextualization with consistent support difficult given diversity across 13 states.
- Online sessions faced low recall due to barriers like poor network connectivity, rural-urban barrier, language issues, and conflicting schedules, limiting participation as compared to offline spaces.

Career Mentoring

Across 2022-2024, 28 girl leaders with aspirations across STEM, arts, business, sports, retail, armed forces and public service were offered personalized mentorship from 26 professionals across sectors such as entrepreneurship, aviation, civil service, software engineering, education, and law.

- Year 2022-2023
 - 18 girls, 18 Mentors across diverse sectors
- Year 2024 onwards
 - Partnered with Aspire for Her to provide custom experiences over 3–6 months, focusing on goal setting, career exploration, skill development, and interview preparation
 - 21 girls, 8 mentors, 36+ personalized 1:1 check-ins.

Highlights & Challenges

Highlights

- Mentorship has encouraged open discussions about career aspirations among the girls. E.g. Saba secured a position at BNP Paribas, becoming the first girl in her community to remain unmarried past 16 and pursue a white-collar job. Isha utilized mentoring for her defence career preparation and recently appeared for the Service Selection Board interview.

Challenges

- Tailored, immediate guidance not always possible
- Differences in motivation levels among girls.

Interventions Overview - 3

07



Changemaker Community

55+ girl changemakers leaders unified across 4 cohorts for learning exchanges through 37 workshops, peer engagement, and real-world problem-solving, guided by 4 Reap Benefit mentors for sharing community action on local challenges.

- Solve Ninja Yuva Cabinet Community for engagement
- 370+ changemaker actions recorded ranging from waste, water, sanitation, and other civic issues dedicating 225+ problem solving hours benefiting 300+ community members
- 2 Online Addas to strengthen collaboration, storytelling, and shared experiences.

Highlights & Challenges

Highlights

- Girl-led changemaking projects influenced families, peers, & communities on gender norms, choices, menstruation taboos, early marriages and girls' education; 82% of girls reported making independent decisions about mobility, education, and career.
- Siblings, also gaining family support, and earning recognition in sports and community leadership.

Challenges

- More interactions with female role models needed to sustain motivation and challenge gender norms.
- Patriarchal practices still curbing several girls' autonomy on education and local leadership.

Changemaker Fund

Piloted with funding from donor Shashank Sahni and executed with Reap Benefit to lend girl leaders seed capital, and resources for prototyping, and scaling standout community solutions for impact.

- Durga, Chennai: Waste segregation awareness in beach community households to reduce plastic pollution through behavioral changes. [INR 10K].
- Kajal, Ormanjhi: Engaging village youth (ages 15-18) and women for sustainable waste practices like recycling. [INR 20K].

Highlights & Challenges

Highlights

- Despite limited success, both of them initiated their projects, fostering a sense of commitment, and community impact from a changemaking perspective.
- 8 applications demonstrated visible interest, with 2 selected for deeper community impact and to inspire problem-solving behaviour among others.

Challenges

- Limited pilot progress on both projects highlighted the need for greater mentorship & local guidance and assistance in addressing unique personal challenges the changemakers encounter along the way.

Interventions Overview - 4

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KickOff Solutions Safeguarding & Child Protection Policy 2024-2025

It is the responsibility of KickOff Solutions & our partner organizations to ensure that we do not expose our beneficiaries to abuse, discrimination, harm and neglect. [\[Definitions\]](#)

Scope:

This policy applies to all KickOff Solutions employees, volunteers & vendors. It also covers our implementing partners (their employees, volunteers & vendors) who we expect to work under the policy guidelines.

We understand the element of risk and while we may not be able to remove it entirely, we can work to limit it.

Policy guidelines:

- Report any concerns they may have about the welfare of a beneficiary
- Report any concerns about the behavior of a KickOff representative / a partner organization representative / any one who interacts with our beneficiaries in their daily activities
- Zero tolerance for all forms of harassment - sexual, emotional, physical, discriminatory, verbal.
- Follow a social media code of conduct:
 - Reproduce images, names of beneficiaries only where we have written permission from the parents / the beneficiary if she is an adult
 - Make clear that providing information, images is not a precondition for sponsorship/engagement
 - Video coverage of games should also be undertaken only after consent
- Safe recruitment & vetting process is followed for all partner organizations & main PoCs, volunteers, employees & consultants. (via [reference checks](#)).
- Minimize all interactions (unless in case of emergency) with a beneficiary alone - ensure another adult, other beneficiaries or parents are around
- Abstain from smoking, chewing tobacco, drinking alcohol, using disrespectful language in the company of our beneficiaries

Reporting/Compliance:

- All partner organizations are expected to read through the policy guidelines, ensure their staff are briefed/trained and confirm adherence. Sign this annexure as part of our MoU.
- Partner organizations are expected to report any violations of this policy along with remedial actions taken to KickOff solutions without delay.
- KickOff Solutions will reserve the right to decide if remedial actions taken are deemed appropriate and will reserve the right to extend resources and support to the beneficiary independently
- All KickOff beneficiaries will be empowered to safely voice their concerns to the KickOff Board. Parents of beneficiaries will also be informed of this [process](#).
- Policy breach will be treated as a disciplinary issue and may result in counseling, reprimands, withdrawal of volunteer status, termination of employment, withdrawal of sponsorship (in case of a



Safeguarding Policy &

Process

Proactive actions initiated in 2023-24 in response to discovered harassment faced by girls on the program. Then developed a safeguarding strategy to ensure a safe space for girl leaders, partnering One Future Collective and board advisors. Actively communicating and rolling out the policy among girl leader council, other influential girl leaders, and their families to drive awareness and sustained impact.

- Conducted POSH (Prevention of Sexual Harassment) sensitization for 17 influencer girl leaders and the org core team (6 sessions, 9+ hrs).
- Launched safeguarding audits with 21 partners to design and align on policy recommendations.
- Early detection check-ins with girls + Enhanced response mechanisms..

Highlights & Challenges

Highlights

- Enabled girls to confidently stand up for themselves, travel safely, & challenge societal norms. (e.g. Munna feel proud to express her emotions, share her thoughts openly, guide her sister on safety and support structures and have bold conversations within her family & community about marriage & choices).

Challenges

- While we now have a policy and a process, we're just getting started, and are still to sufficiently support girls remotely, with perpetrators often locally in a position of authority.

Visual Storytelling

Initiated efforts to help girl leaders share their narratives with clarity and confidence, exploring tools to capture and share girls' stories, creating a platform to reach wider audiences through diverse media.

- Storytelling Training: Trained 21 girl leaders in 2 batches (24+ hours online sessions) in 2024 In partnership with Bookosmia.
- Produced 1 [blueprint video](#) with an external film producer, funded by the Advocate Shri Dhanyakumar Mohanlal Doshi Foundation.

Highlights & Challenges

Highlights

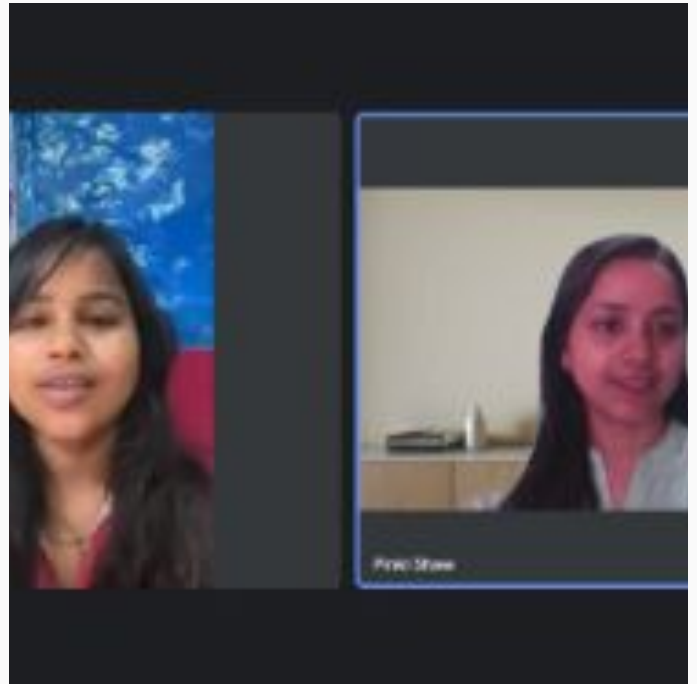
- Girls are gradually opening up and sharing their stories during check-ins, although they need prompts.
- Helped them narrate their life stories on various platforms (e.g. Anjona from Assam used storytelling tips to effectively share her journey in a USA interview, earning appreciation from the audience).

Challenges

- Still skilling girls to articulate their own stories in written, visual and podcast form, and are yet to initiate wider community outreach.

Interventions Overview - 5

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Girl Leaders' Council

9 girl leaders were elected for a paid 1-year advisory girl leaders' council role, leading diverse cohorts of 8-9 girls. They facilitated individual and group meetings, driving cross-cultural exchange and mentorship. to build autonomy, active listening, and peer learning while providing strategic feedback to Kickoff Solutions.

- 1 orientation call and 3 check-ins (2 with council leaders, 1 with members).
- 6 council leaders submitted reports with key learnings, challenges, and recommendations for 2025.

Highlights & Challenges

Highlights

- Efforts to overcome language and geo barriers, including suggestions for monthly meetings shared by 8 Council leaders and 12 members.
- 3 Council Girl Leaders highly appreciated by their Council members for efforts to engage their groups
- 1-1 interactions, themed activities, and story-sharing foster connection, self-expression, and proactive participation, with direct interactions with Kickoff Solutions team positively acknowledged.

Challenges

- Struggles to sustain cohort conversations with language & background diversity and varied levels of comfort & interest.

Bi-monthly Check-ins

Bi-monthly 1:1 check-ins are designed to help girl leaders feel supported as they reflect & take thoughtful action on [areas](#) like diet & sleep needs, physical & mental health, sports, & education continuity, romantic & family relationships, education & career plans, and community change aspirations & efforts.

These check-ins are mostly online, with 1 physical visit typically every 2 years. In 2024, 203 online check-ins (102 hours) done with girl leaders from all 22 nonprofit partners. 79% of 87 girl leaders engaged, with 50%+ turning up for 3 check-ins.

Highlights & Challenges

Highlights

- Regular check-ins helped ensure sensitivity to each girl's circumstances for appropriate guidance.
- Identification of well-being issues to promptly extend support, including involving partner organizations, local communities, or individual needs.

Challenges:

- Difficult to remotely determine exact support needs.
- Girls navigate multiple domestic & personal responsibilities, which frequently affects consistent engagement in check-ins for many of them.

Spotlight on girls who dared to dream & act

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Isha

Statistics Expert and Defense Aspirant

Isha grew up in a family where girls are denied access to quality education & sports, and played football despite severe criticism just for wearing shorts. Slum Soccer rebuilt her confidence through high-quality sports training and a supportive peer-learning environment. With KickOff Solutions' scholarship, she continued her education and is now pursuing a master's in statistics, while also receiving mentorship to achieve her dream of joining the army. Highlights:

- Represented her state in football, and also India in the 2024 Homeless World Cup in South Korea.
- Mentored a community of lesser privileged girl players across 3 villages.
- Stood up to challenge patriarchal gender roles at home, getting her father & brother share housework
- She is preparing for Service Selection Board defence interviews.



Kajal

Environment Warrior and Student

Kajal, who's from a farming family in Jharkhand, has endured financial, safety and mental health challenges as a child. YUWA helped her play & later coach football. A fellowship from KickOff Solutions helped her stay in school. Today, she's consciously taking care of her mental health and pursuing her passion for environmental issues while heading towards becoming the first girl in the family to become financially independent. Highlights:

- Started playing at 8 and started earning an income early when she became a youth coach.
- Received a full scholarship from Azim Premji University to study Environmental Science.
- Runs a waste management project in her village, focusing on waste burning and segregation, for which she receives KickOff Solutions' Changemaker Fund.

Spotlight on girls who dared to dream & act

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Kavitha

Inspiring Journeys of Empowerment

Kavitha, a single mother of two, bravely stood up against societal norms and personal obstacles to play for joy, tech frisbee to children, and achieve financial independence. Through resilience and determination, she transformed challenges into opportunities, becoming a confident role model and empowering other women. Significant achievements in sports, community leadership, and entrepreneurship mark her journey.

- Won five spirit winner medals at national-level tournaments, overcoming significant barriers women face in rural sports.
- Empowers women in her village, encouraging them to pursue their dreams and establishing a sports program for girls.
- Launched "Rural Harvest," a small business offering health-related products like health mixes and spices, further solidifying her financial independence.



Nidhi

A Champion On and Off The Field

Nidhi, from Slum Soccer, is a deaf state and national-level athlete who has demonstrated exceptional prowess in both athletics and football, overcoming the challenges of her hearing impairment. Despite the loss of her mother, with just a little financial & technology support, she persevered through adversity to pursue her dreams. She's not only an accomplished athlete but also a dedicated coach and an inspiring role model.

- Coaches 15-20 children, including those with hearing impairments, imparting sports skills, and life skills, and promoting gender equality.
- Challenges gender norms and proves that women with disabilities can achieve excellence in sports.
- Selected to represent India in international tournaments across Malaysia, Iran etc.
- Recently honoured at Khasdar Mahotsav, Nagpur 2025 by the Minister of Road Transport and the CM of Maharashtra.

Spotlight on girls who dared to dream & act

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Anjona

A Sports Leader Defending Girls'

Dreams in an Assam tea estate, Although she dropped out from education after her 12th, Anjona defied societal norms by embracing Ultimate Frisbee. Challenging expectations of child labor or early marriage, she inspires girls in her village to pursue sports and education, offering an alternative path through her Playquity-supported training program.

- *Defied societal expectations of girls in tea estates, promoting sports and education. Aspires to create India's first village where girls enjoy equal sporting opportunities.*
- *Set up an academy where she trains 40+ girls, offering them an alternative future through sports. Persuades parents to allow their daughters to play and negotiates training spaces with village elders.*
- *Invited to speak at Bodoland University and selected for an international training program in the US..*



Swapna

From Athlete to Inspiring Coach

Swapna's athletic journey began with Kho-Kho before she excelled in 400m and 1500m races, earning medals at district, state, and national levels. Despite early marriage at 21 due to family financial struggles and having two children soon, she persevered with support from her coach Ramesh'sir, the Gopichand Foundation, and Kickoff Solutions' Rural Coach Incubation program. Now, she's transformed her village by establishing a girls' coaching academy in Theegalaveni.

- *Determined to produce Olympians from her academy, she had space cleared in the village despite sports for girls having been an alien concept earlier.*
- *Trains girls aged 14-20 every morning and conducts sessions with over 150 school children; boys often request to join too, and villagers now watch in awe.*
- *Several of her students are already competing at sub-national levels or have secured police jobs, demonstrating the positive impact of her coaching.*

Spotlight on girls who dared to dream & act

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Divyabharti

Breaking Norms For Self & Others

Divya overcame financial hardship and restrictive social norms that limited her education and dreams. After battling discrimination and anxiety in her early years, she found an identity through sport and security through the fellowship. An accomplished athlete, she now challenges gender stereotypes and advocates for equality. She rides a bike, dreams of buying a house for her mother, and is positive about her future.

- *Excelled in university-level volleyball and state-level javelin throw and throwball.*
- *Advocates for equal roles at home and breaks stereotypes restricting women from sports and independent travel.*
- *Completed her B.P.Ed and purchased a scooter with her own earnings.*



Rashmi

A Beacon of Hope Among Despair

Rashmi comes from a small village in Dhemaji in Assam, which is perennially flooded, and where girls access to sport and education after middle school continues to be laughed off. She exemplifies determination, juggling daily chores, and taking care of her unwell father and farm work, besides coaching girls to play Ultimate Frisbee and resuming school after having dropped out. She's transformed from a meek individual to a confident leader on a mission to facilitate sports & education to girls.

- *Introduced frisbee to her village, breaking traditional barriers and convincing parents to allow girls to participate through home visits.*
- *Bravely resumed her education despite being a 10th-grade dropout, facing floods and long commutes.*
- *Stands as a role model, proving that dreams can overcome any challenge.*

Spotlight on girls who dared to dream & act

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Anandita

A Voice for Change

Anandita comes from a very humble background and is a passionate orator and changemaker with aspirations of driving social reform. Since 2017, she has been a picture of personal growth & leadership growth at Pro Sport Development, committedly championing girls' rights besides playing every game of football and netball as if her life depended on it.

- *Broke gender stereotypes by playing football and netball on a equal footing with boys.*
- *Participates in community outreach and international youth programs, where she demonstrates strong leadership skills combined with empathy and understanding. Driven by profound self-belief, she has been challenging norms at various spheres.*
- *Preparing for a corporate career despite the complete lack of professional female role models around her.*



Joshila

From Bashful to Bold Leader

Joshila's journey from a very shy girl to an assertive leader is remarkable, particularly considering how much societal criticism she had to bear as she pursued her passion for sports. She learned to navigate new places independently, recently evidenced at a panchayat-level Ultimate Frisbee tournament for promoting gender equity that she organized, with her efforts having inspired many.

- *Earned recognition at the block and district levels and played in prestigious tournaments across India, winning accolades. Honored by her former school and invited to inspire other girls.*
- *Mothers at a parent-teacher meeting expressed pride in their daughters' increased confidence a direct result of Joshila's coaching influence.*
- *Dreams of representing India in Ultimate Frisbee and becoming a sports teacher.*

Spotlight on girls who dared to dream & act

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Munna

Battling Gender Stereotypes

Everywhere

Munna, Rajasthan, has been shattering gender stereotypes through her passion for football and commitment to empowering her community. A state-level player, she coaches both girls and boys, demonstrating that sports are for everyone. She convinced her family to delay her marriage and support her ambitions, and managed to get her brother to share household chores, both of which typically invite ridicule in the community.

- Stood up against those who taunted her for interacting with boys. Plays football with boys, demonstrating her strength and confidence.
- Used her scholarship to help her sister travel for national football selections. Utilized PoSH training to educate and empower her sister and other community members.
- Determined to earn her D-license and become a coach, inspiring other girls to follow their dreams.



Saba

Rebel Footballer to Finance

Professional

Saba, in a low-income, orthodox community in Mumbai, where early marriage is the norm for girls. Introduced to football at 16 by the Oscar Foundation, she became a star player and then a coach & life-skills educator for adolescent girls. She defied societal norms, sneaking out in a burkha to secretly attend football practice, raising her voice despite censure to complain against gender violence in her chawl, resisting early marriage, and becoming the first female corporate professional in the community.

- Established a nonprofit, Hope foundation promoting sports for women like her mother, which won a WWE Global Award.
- Used her scholarship to complete technology courses, a D license in coaching, and investment banking research studies.
- Working in investment banking research & reconciliation at BNP Paribas, while doing her masters

Spotlight on girls who dared to dream & act

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Monalisha

Stepping Up to Empower a Village

Monalisha comes from a hilltop village in Mawiong, Meghalaya. She discovered sport and the joy of goalkeeping when WAY Foundation introduced football for girls there. Her transition into becoming a leader was gradual, but after two exposure trips and a gender skilling workshop, she seemed to click into action, becoming a force for change in her village, breaking barriers both through her passion for football and her dedication to education. Today, she coaches 25 girls & boys, guiding all genders to play & live with mutual respect, and cultivating gender awareness & life skills. Her family, which used to be hesitant about supporting her dreams, is visibly evolving too.

- *Runs a social action project, teaching children, addressing attendance challenges, and engaging with parents on balancing girls' safety & autonomy.*
- *Applies new ideas from skilling sessions to her coaching and community work.*
- *Aspires to become an air hostess while continuing to coach girls.*



Gothai

Living Her Passion In Sports and Dance

Gothainayagi, who was raised by a single mother, has overcome epilepsy and financial hardships to inspire others through sports and dance. She has played Ultimate Frisbee for state and country, and enthralled large audiences with her love for dance. She found healing from depression through teaching, working, and focusing on her dreams. From facing educational barriers to excelling in Ultimate Frisbee and Bharatanatyam, she is dedicated to empowering underprivileged children through proper education.

- *Represented India in international tournaments, including the U-20 World Championship in Sweden, and recently traveled to the Philippines to play.*
- *Registered a local club to train children and inspire young girls to play sports competitively.*
- *A talented Bharatanatyam dancer, she is now applying to universities to study dance professionally.*

Spotlight on girls who dared to dream & act

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Anjuma

Defying Patriarchy with Purpose

Anjuma, from Chirang District, Assam, comes from an very simple family in an orthodox neighbourhood that frowns down upon girls playing and wearing shorts. Ultimate Frisbee, whose self-refereed nature and gender inclusivity she relates to, turned her into a firebrand advocate of social change and self-determination for girls. For she doggedly speaks up for unpopular causes like gender equality and sanitation, even bravely meeting government officials when needed. She is also disciplined in her academic goals, and, and is taking independent decisions around marriage, sports and her career.

- *She continues to work towards creating a healthier environment. Coaching has positively impacted her community, encouraging children to reduce harmful habits like eating Gutka and Paan while also improving academically.*
- *Aspiring to become a professional coach. Also preparing for the Assam Police exam while balancing college studies and sports training*



Durga

A Force for Sustainable Change

Durga, lives in a beach-adjacent community in Chennai with her husband, a fellow-ultimate frisbee player, mother-in-law, and a recently born little daughter. She fought through financial hardships to educate herself, and found employment with One All after being a participant on their Ultimate Frisbee program, Both professionally and personally, she drives social good through community mobilization efforts through sport, and remarkably continued to drive a sanitation-focused public awareness+action initiative across several households near her even through her pregnancy.

- *Teaches life skills, including teamwork, through Ultimate Frisbee.*
- *Selected for the KickOff Solutions' Changemaker Fund, enhancing her leadership and problem-solving skills, and leading a project in Chennai, mobilizing households and impacting over 40 people to adopt sustainable waste management practices.*



Learnings

The past 3 years have thrown open a lot of questions for us, and it isn't easy to summarize the key takeaways from the experience. But here are 6 key pillars we've come to shape:

Be a facilitator for girls' dreams; not a director

Don't prescribe outcomes; instead, non-judgmentally offer relevant & timely success levers, for girls deserve the right to choose their own paths.

Respect girls' time and their right to decide on it

Girls endure huge pressure of responsibilities. Support their flexibility on utilizing support instead of suggesting activities that justify the program.

Recognize the influence of the environment

Solve from the standpoint of the girls, whose self-esteem may be affected by cultural norms, protective family members and even romantic relationships.

Value the segment of one

Success comes from contextualization and careful timing for each participant. Hence, don't expect consistent success from similar interventions.

Seek and truly listen to girls' viewpoints

For needs across the spectrum of skilling, career mentoring, safeguarding and mental health, the girl inputs will invariably beat the best of analyses.

Communicate openly to engage stakeholders

Don't just highlight progress; but share challenges with participants, donors, partners to solve more effectively with collective wisdom & efforts

Recommendations

Maintain, based on what appears to be working well for girls:

- **Safeguarding & Mental Health Focus** to protect girls from severe challenges in their lives that they are rarely able to speak about or find guidance on
- **Selective Leadership Interventions** to bet on & groom change-makers instead of intervening en-masse, and complement grassroots partner efforts
- **Changemaker Communities** for organic peer learning & sharing to orient behaviour towards solving community problems methodically & collaboratively
- **21st Century Skilling Programs** to build capabilities for tackling a continuum of often interconnected personal & community challenges
- **Cohort Diversity** for girls to expand their perspectives through others, and solve locally but learn & scale systemically

Change, based on gaps surfaced from interactions with girls:

- **Selection Criteria** : Onboard girls who are finishing school, after which their access to sports & education typically ends
- **Scholarship Payout** : Make all monetary support to girls (a) direct, (b) based on engagement, and (c) extended till the first year of graduation.
- **Career Mentoring** : Offered only on demand, with grassroots partner validation for commitment; special attention needed to track alumni guidance needs
- **Changemaker Fund design** : Redefine goals from just local community impact to learning & collaboration, relying on pilot learnings
- **Girl Leaders' Council** : Support: Enhance positive experiences of cohorts & council with communication, mentoring skills & program management training

Financials:

Dec 2021 to Nov 2024

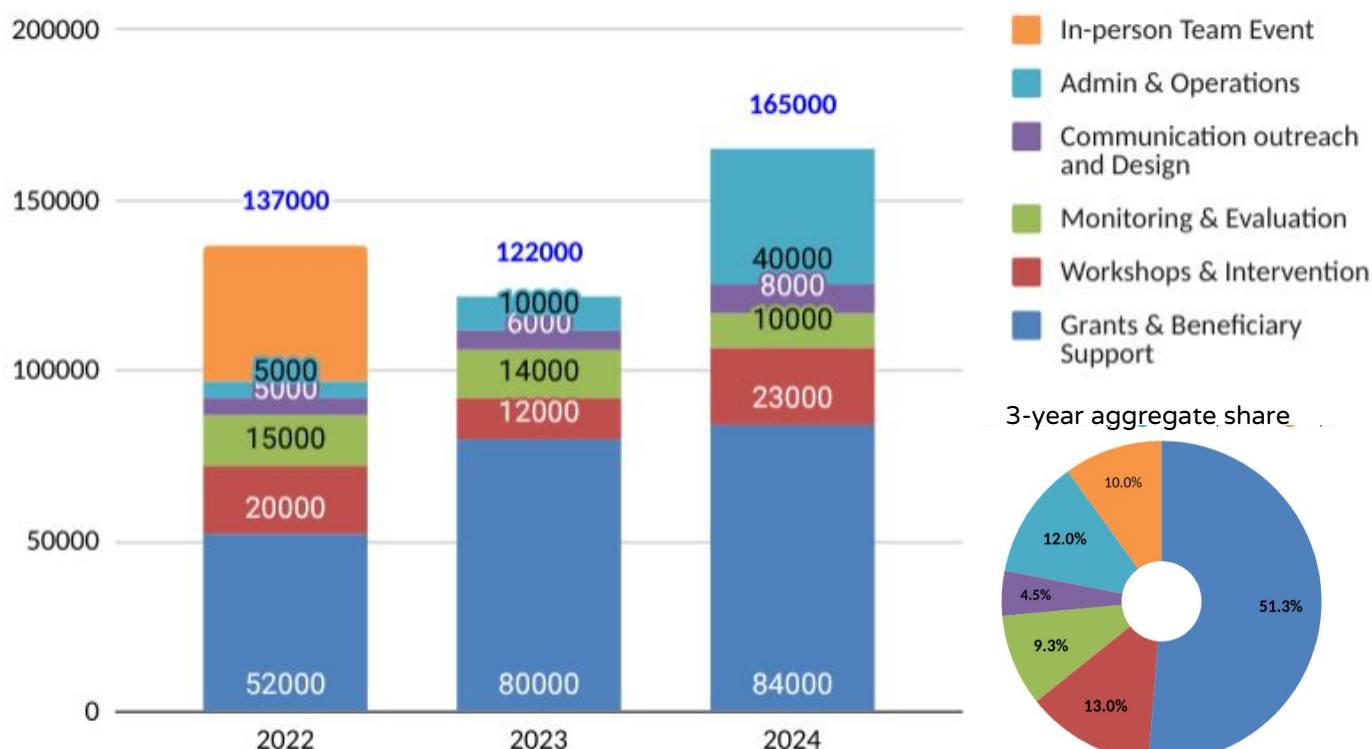
19

\$420k
Collections

\$365k
Core expenses

\$55k
Admin expenses

3 Years Expenses, USD (rounded off)



2025 Targets

1. Core Interventions

Scholarships

\$200K (INR 1.7 Cr)

Skilling & Mentoring

\$16K (INR 13.3L)

2. Enablement

Changemaker capital

\$10K (INR 8.3L)

Visual story production

\$25K (INR 20L)

3. Ancillary

Tech access - Laptops

\$8K (INR 6.6L)

Exposure trips

\$3K (INR 2.5L)

Nonprofit Partners & Footprint

16
20

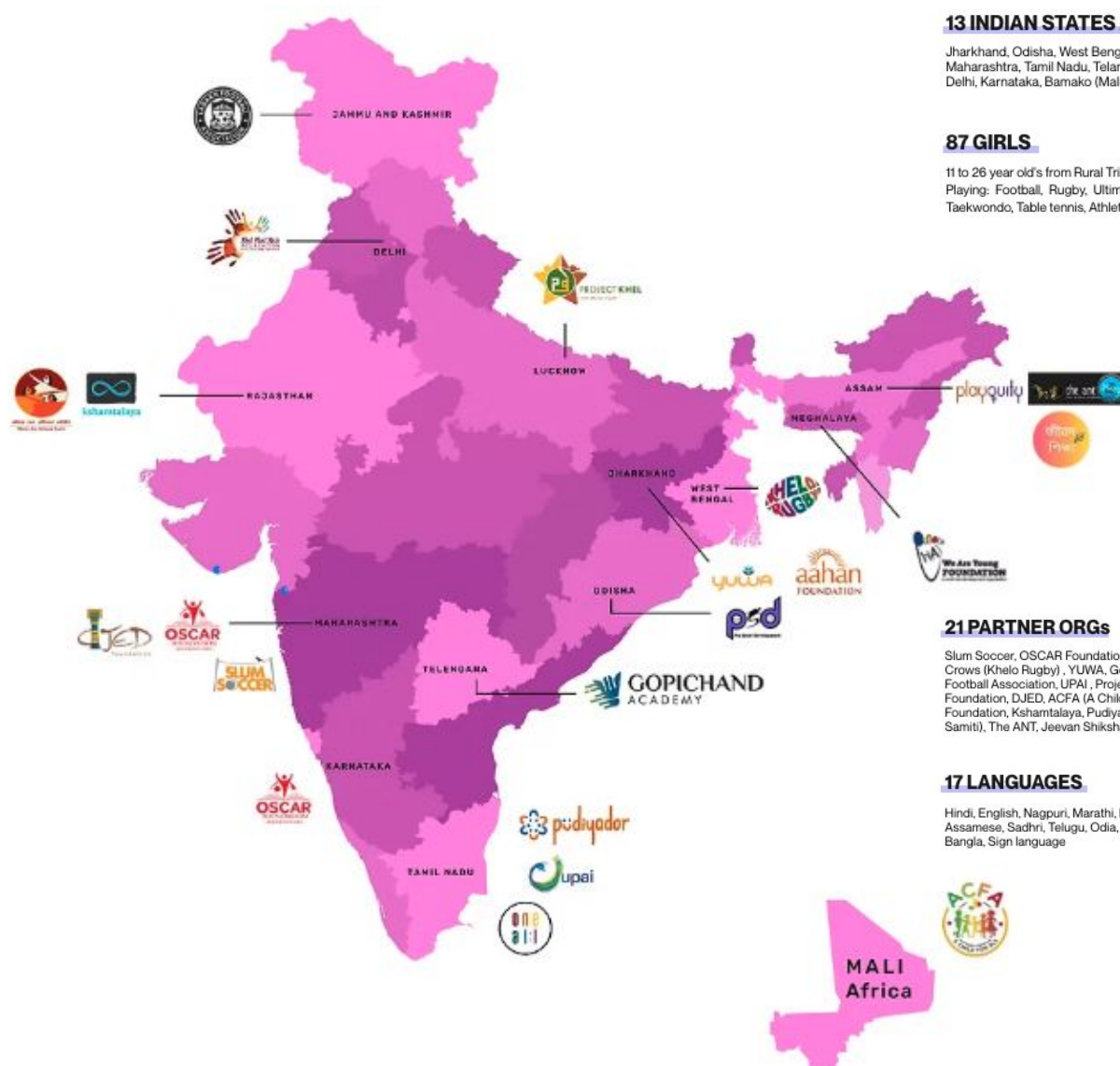


13 INDIAN STATES AND MALI (AFRICA)

Jharkhand, Odisha, West Bengal, Assam, Meghalaya, Ladakh, Maharashtra, Tamil Nadu, Telangana, Uttar Pradesh, Rajasthan, Delhi, Karnataka, Bamako (Mali)

87 GIRLS

11 to 26 year old's from Rural Tribal Areas and Urban Slums
Playing: Football, Rugby, Ultimate Frisbee, Chess, Callisthenics, Taekwondo, Table tennis, Athletics, Fencing.



21 PARTNER ORGS

Slum Soccer, OSCAR Foundation, Pro Sports Development, Jungle Crows (Khelo Rugby), YUWA, Gopichand Foundation, Ladakh Football Association, UPAL, Project KHEL, One All, Playquity, Aahan Foundation, DJED, ACFA (A Child For All), WAY (We Are Young) Foundation, Kshamtalaya, Pudiyaad | MJAS (Mahila Jan Adhikar Samiti), The ANT, Jeevan Shiksha, Reap Benefit

17 LANGUAGES

Hindi, English, Nagpuri, Marathi, Kannada, Garo/Khasi, Tamil, Assamese, Sadhri, Telugu, Odia, Dhavdi, Marvadi, French, Ladakhi, Bangla, Sign language

Skilling, Mentoring, Comms, and Monitoring & Evaluation Partners

16
21

Skilling



Solve Small Dent Big
www.reapbenefit.org



Mentoring



Comms



Aritro Mukherjee

Design Consultant



Rujuta Doshi

Filmmaker



Monitoring & Evaluation



Anuradha Mukherjee



Chaitali Dasgupta

Girl Leaders' Council

16
22



Saba Khan

OSCAR Foundation, Mumbai, Maharashtra

Founder of an award-winning nonprofit called HOPE Foundation for promoting sports among middle-aged women, Saba is presently employed with United Way, Mumbai.



Gothiniyagi

UPAI, Auroville, Tamil Nadu

A passionate Ultimate Frisbee player and dancer, Gothai is pursuing her dreams of becoming a dance professional by studying dance at an academy in Switzerland.



Isha Sillare

Slum Soccer, Nagpur, Maharashtra

A passionate activist promoting sports for girls across multiple communities, Isha recently graduated with distinction in statistics, and is preparing to enter the Indian Army.



Kajal Kumari

YUWA, Ormanjhi, Jharkhand

A student of Environmental Studies at Azim Premji University, Bangalore, Kajal has been an inspiring football coach and a mentor for other girls for environment-focused solutions.



Anandita Behera

Pro Sport Development, Bhubaneswar, Odisha

A firebrand orator and die-hard football captain, Anandita is graduating in Commerce, and aspires to become a sociologist & social reformer.



Priyanka Munda

Aahan Foundation, Lepsar, Jharkhand

A brilliant painter, Priyanka became a calisthenics expert despite having no role models purely on passion, and is an unassuming & determined leader in her village.



Diakassan

ACFA, Bamako, Mali

An academic top ranker and part of the Mali junior nation learns for taekwondo and fencing, Diakassan aspires to be a role model as an entrepreneur and fencing world champion.



Anjona Majhi

Playquity, Chabua, Assam

Anjona is someone whose life turned around with an Ultimate Frisbee, since having been a coach for coaches across three states, and today leading her coaching academy.



Jolina Marak

WAY Foundation, Mawiong, Meghalaya

Jolina has been a stand-out Child Rights awareness activist, getting selected for the 2019 US Sports Visitor Exchange Program. She is presently graduating in Political Science.

Advisory Board

16
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Carla Swensen-Haslam

Carla is an Advisory Board Member at KickOff. Has been U20 Colombian National team player and in NCAA Div I with BYU. She is an Attorney by profession and a TV on-air broadcaster & Media Relations Manager for Utah Royals FC.



Meenu Handa

VP, Global Communications & Public Affairs, Google APAC. PR and communication industry professional for over 30 years, playing the role of a trusted adviser and business leader. Played Basketball for India



Nandini Sood

CEO, Design for change, India. Design for Change (DFC) is a global movement that started in 2009. Use of Design Thinking to enable 21st Century + Life skills in young people aged 10 to 24, with simple, experiential and child friendly 4 step process; FEEL, IMAGINE, DO-SHARE (FIDS)



Anubhuti Patra

Head of Program at Catholic Relief Services in India & In-Country Representative at Malala Fund. Technical Consultant with 15 years of experience in research and program management.



Debasmitta Dasgupta

An award-winning illustrator and graphic novelist, Debasmitta's globally recognized work promotes diversity in children's literature. Nominated for the Kirkus Best Picture Book of the Year, she collaborates with top publishers and mentors emerging storytellers for impactful change.



Urvi Jain

Founder of Genius Ants, Urvi shapes impactful communication for social missions, working with clients like Ashoka Foundation and Citibank. Known for her award-winning strategies, she creates campaigns that blend purpose with effective storytelling.



Tripti Shinghal Somani

Named in Times of India's 40 Under 40 and Economic Times' Most Inspiring Women Leaders, Tripti founded Womennovator, supporting 10,000+ women entrepreneurs globally. A TEDx speaker and IIT Delhi board member, she advocates for gender-responsive procurement policies.



Radha Kumari

From a village near Ranchi, Radha's journey took her to global universities, including Yale. A YUWA alum, she founded Vaani, connecting over 100 women footballers in South Korea and earning Laureus Sport for Good honours. She also co-founded Zaren Team to amplify women's voices in sports.



Shikha Agnihotri

Shikha drives impact in education through research, training, and legal literacy initiatives. Founder of Right Side Story, she empowers women and children on protection laws, including POCSO and POSH, and serves as WICCI Delhi Public Safety Council's President.



Nitin Sabharwal

With 22+ years in digital marketing, Nitin, COO at Indixital, pioneered India's first affiliate network. Known for customer engagement innovations, he's a problem-solver at heart and balances his professional life with a passion for cooking and tech.



Doorva Bahuguna

With 22 years in media, sports, healthcare, and fintech, Doorva enriches Kickoff Solutions with her strategic edge. A former Andhra Pradesh & South Zone cricket team captain/player and Women's IPL advisor, she's based in Bangalore, inspiring more women to rediscover sports.

Core Team

16
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Subrotah

Founder & Executive Director

Subrotah is the founder and CEO of Kickoff Solutions. An avid soccer player in college and a youth soccer coach in his earlier life. He's a Global Sales Operations Lead at Google.



Anand

Co-founder and Operations & Partnerships Lead

Anand is the co-founder and manages Kickoff Solutions non-profit partnerships. Girl leader Development efforts. He is Personally indebted to sports and has been a Googler since past 14+ years.



Anushree

Co-founder and Communications Lead

Anushree leads Communications Design & Execution at Kickoff Solutions outside her day job at Google. She is passionate about equity of access & opportunities, particularly in education.



Indu

CEO & India Lead

A passionate advocate for women empowerment and leadership development. She has dedicated her career to supporting and uplifting women through her work and dedication while working with All India Football Federation for 14+ years.



Indranil

Co-Founder & CSR Partnerships Lead

Indranil is a Co-founder and CSR Partnerships Lead. An avid Golfer, Passionate follower of Latin & European Soccer. He is currently the Corporate Business Development Head at Aquatech International.



Poonam

Operations Head

With a mission to uplift youth, Poonam has spent 8+ years empowering over 2000 young people through initiatives with Teach for India and others. Awarded the Grand Queen's Global Leadership Award, she also finds purpose in exploring human stories through art.



Megna

Safeguarding Practice Lead

Megna is a Sales Leader at Google with experience across consulting, sales, operations & digital marketing. She has represented India in Ultimate Frisbee and has been the president of Ultimate Players Association of India.



Pinki Kumari

Insights Gathering & Skilling Coordinator

Schoolteacher: Pinki is a sports enthusiast and linguist, and is completing her B.Ed. as she builds on her expanding array of skills & qualifications.

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