



IMPACT ASSESSMENT REPORT 2021

on

**Shreeja India's
Beyond Football Program**

**Kolkata
December 2021**



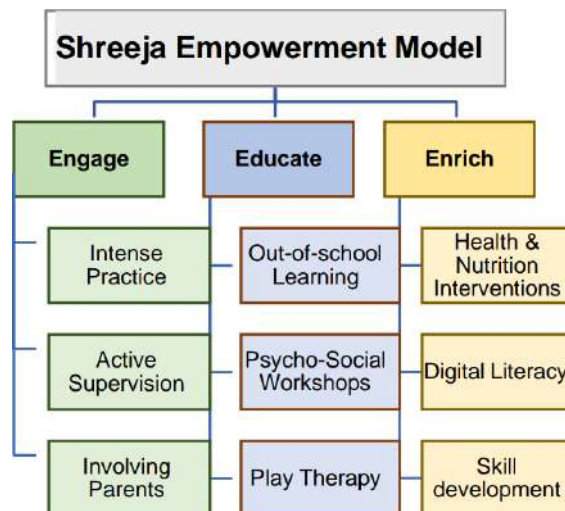
Introduction

Shreeja India is a non-profit CSO working towards engaging, educating, and enriching young girls and women from marginalized communities in West Bengal, India. The organization views sports, mainly Football integrated with education as a powerful vehicle for empowering women and catalyzing social change. Shreeja India's 'Beyond Football' program is a uniquely designed integrated model that supports overall physical, mental and social development of underprivileged rural tribal girls and prepare them for a dignified living in the society. The project is effective in stopping school dropout, ending early marriage, preventing human trafficking and impeding violence against women that is much prevalent, especially in many backward communities across India.

The Beyond Football Program:

Shreeja India's sports-based education program, *Beyond Football* is a three-step girls' empowerment model:

1. **Engagement** of girls in sports, education and other development activities, enhances motivation, improves health conditions, increases social capital and goal-directed behavior
2. **Education** of girls with informed imagination helps to reduce school dropout, impede early marriage, prevent violence against women and girl trafficking
3. **Enrichment** of girls and young women alleviate their negative schemas, make them socio-economically independent and future leaders of the community



The Problem:

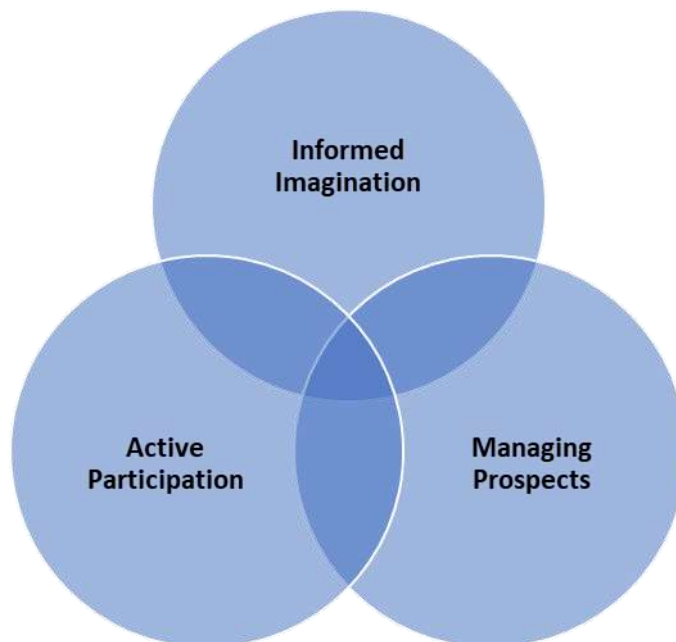
The tribal (Santhal) population residing in Birbhum and Purba Bardhaman Districts in West Bengal is deprived of access to basic education, nutrition, health, livelihood opportunities. Being 'First Generation Learners' (FGLs), these tribal girls often lag behind in schools or become school dropouts. Moreover, these rural girls live within social systems where their parents, siblings and community members are not supportive of their education. Amidst such harsh conditions, they are forced to believe that they are capable of nothing more than the life they are already leading of deprivation. The tribal population, especially the girls continue to grow in malnourishment which is also true for the expecting mothers. This vicious cycle of poverty and ignorance is continuing for generations. These unfriendly surroundings make even the most committed tribal girls to drop out of school and marry early like others in her community.



The Solution:

Shreeja India, therefore, pioneered to integrate a sports-based education initiative, also known as *Beyond Football* program to fill the empty spaces between teachers and the first-generation learner (FGL) tribal students. In this *Beyond Football* program, football in the form of informed imagination, provides new perspectives that defamiliarize the age-old mundane and ordinary lives of these girls. Football is no more a game only but is used as a tool for women's empowerment that opens up new doors to these young minds where they plunge into all new discoveries in their lives. This informed imagination in sports-based education is the hallmark of Shreeja India's *Beyond Football* program.

Beyond Football Program



Infused with informed imagination through knowledge workshops, art, dance and drama classes, and one to one guidance, Shreeja girls invent new visions when they practice with a football or struggle with a text book in school. These enrichment programs and multiple engagements with teachers and experts move the girls beyond the ordinary behaviors into the realms of active learning. Slowly the girls refuse mere compliance and take the roads that offer more fulfilling social order. Discussions and dialogues among teammates often overflow from football fields or classrooms and influence the girls to participate in shared tasks in community concerns as well.

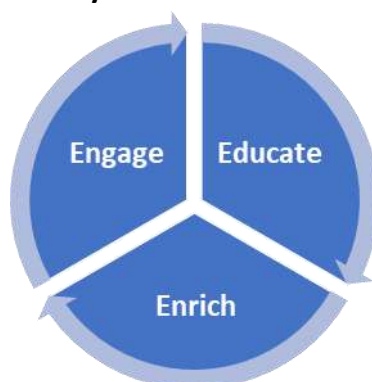
Adopting this holistic model of restructuring rural education in India where informed imagination is the essence; active participation *is* the vehicle; and managing unending prospects in the lives of FGL tribal girls are the end-results that keep the marginalized girls in India constantly move forward.

Program Status:

Currently, Shreeja India's *Beyond Football* program is running in two districts (Birbhum and Purba Bardhaman) in West Bengal. Each centre's local Team comprises of a local Manager, 6-7 teachers, a football coach, assistant football coach and a centre caretaker under the able management of a program team at Kolkata who jointly execute the whole program. A Country Head in consultation with a three-member Board oversees the program from Mumbai. The program currently caters to 500+ girls (direct target group) from 60 villages.



Program Objectives - Strategies and Key Results:



Program Strategies	Key Results
To engage girls and young women in various social interactions	<ul style="list-style-type: none"> • Improvement of physical health of the girls • Enhancement of confidence and self-esteem of the girls- reticence vanishes & participation becomes active • Increased involvement of the parents in their daughters' education
To educate girls and young women enabling them to unlock their potentials	<ul style="list-style-type: none"> • Reduction in early marriage and violence against women • Significant decrease in school dropout • Improved mental health conditions of the participant girls • Improved digital awareness of the senior girls
To enrich girls and young women through various skills training	<ul style="list-style-type: none"> • Girls become skilled and economically independent • Better intake of nutritious food and sustained food availability • An alternative income generation prospect developed • Senior girls get trained to handle some medical emergency

Program Activities & Impact (2020-21):

1. Sports-based Education for girls: Shreeja India uses a balanced approach in imparting intense football coaching as well as out-of-school learning to first-generation learning girls (10-18 years) with an intention to infuse them with informed imagination and empower them. The football practice removes their reticence, enhances their physical development and makes them confident in life. The physical strength and confidence acquired on the football ground get reflected during their out-of-school learning and enhance their academic performance by improving their cognitive functions. The bond created on the field also equips the girls to fight social evils like early marriage, abuse, trafficking and violence against women as one social faction.

- **Sports Coaching:** The FGL tribal girls (beneficiaries) are receiving intense football coaching that has especially curretted curriculum built by Shreeja India, based on their needs and intended to



fulfill Shreeja Goals. At present, Shreeja India centres at Birbhum and Purba Bardhaman have 500+ registered tribal girls.

- **Scholarship:** 28 Shreeja Girls who passed their classes X, XI, XII this year received scholarship to continue their education this year. This endeavour is in partnership with Telegraph Education Foundation. These scholarships are being awarded to such underprivileged tribal girls for the last 3 years.
- **Nutrition:** All the children are given nutritious snacks every day, during their football practices as well as out-of-school classes. These snacks comprise of bread, biscuits, Bengal gram with jaggery,, Indian bread with potato and soya bean curry, etc.
- **Digital Learning:** We have started computer classes (twice a week) with 25 girls (class 7-10). The smart TV installed at the academy is being used to organize workshops, awareness programs, football (theory) classes and teaching sessions for the children with experts from across the globe. This year, 8 sessions on storytelling, child marriage, menstrual hygiene, STEM, Motivation & wellness have been conducted using the smart TV.

Impact:

- Child marriages surged by 50 % in 2020-21 compared to the previous years, according to the most recent NCRB data. The surge was due to the pandemic induced lockdown which increased unemployment and especially detached FGL girls from education. This also led to equal massive increase in dropout rate. At Shreeja India, 99% of the enrolled FGL girls continued their schooling and did not become victims of child marriage.
- As first-generation learners (FGL), losing touch with academics could have been fatal for their struggle towards learning. Shreeja Teachers constantly maintained contact with all the FGL tribal girls throughout the year, especially during lockdown. Hence, when they rejoined the centre after lockdown, they could pick up the topics easily. The same holds true for their football practices. Given they continued physical exercises in their homes under the coach's supervision, their gained fitness remained unaffected.
- Increase in confidence, awareness, cognizance among the girls, noted both on and off the football ground. There is an enhancement in the social capital.
- Daily nutritious food intake which is otherwise not accessible to the beneficiary girls at home, is enhancing their health and fitness
- **Awareness programs** on Covid-19 done for the girls and their communities, assured that they remained safe during the 2nd Covid-19 wave. They are still maintaining the right pandemic protocols.
- **Scholarships** for education rendered to 28 FGL girls who passed their class X and XII, this year have assured that they continue their studies without dropping out.
- **Digital Awareness:** Smart TV has connected the rural girls with the globe and they are getting the opportunity to learn from teachers and experts from across the globe. Computer classes are making them digitally aware as well as enhancing their skills.

2. Project Vidushee: Project Vidushee has been launched in August 2020. The project focuses on the 'Foundational Learning' of tribal children comprising of all genders. It organically developed during the lockdown period brought about by the pandemic. The endeavor seeks to instill the habit among first-generation learner young children, especially girls (5-10 years) to come to school regularly and foster the habit of attending school regularly. This is so because Shreeja India believes that all genders need to be adequately informed and supported to advance gender equity and women empowerment. The project engages Shreeja Girls who have passed their class X and XII Board examinations under the



tutelage of Shreeja Teachers. These senior girls are trained and engaged by Shreeja India as Vidushee teachers. They are provided with a stipend for their service which in turn enhances their value in their households. It is helping them to become more confident and responsible in life. In one year, the project has 15 Vidushee teachers and 150+ registered FGL children (age group- 5-10 years).

Objectives:

- To familiarize rural young children, especially girls with the habit of attending schools regularly from their tender age of 5 years and make them developmentally ready with strong educational foundations
- To offer opportunities to Shreeja Senior girls (16-20 years) to earn some pocket money by teaching younger children (5-10 years) in their respective villages
- To bring the whole community closer through sports-based education and live harmoniously with each other.
- To create community leaders

Impact:

- 16 Shreeja Girls who have passed their board exams are now trained Vidushee teachers who also earn a remuneration for teaching and coaching their community children
- 150 FGL tribal children (5-10 years) from remote villages are now exposed to foundational learning for the first time at the right age. This is making them developmentally ready.

3. Nutri-Homes: Shreeja India's Nutri-Homes project is providing households of Shreeja Girls from 15 backward villages in Rajnagar, Birbhum with seeds of nutritious fruits, vegetables, necessary tools and training to start kitchen gardens in their home backyards. Currently, it caters to 70 households in Rajnagar. Vegetables grown include Pumpkin, Spinach, Bottle Gourd, Bitter Gourd, Lady Finger, Malabar Spinach, Bush Beans, etc. They have also received training from Horticulture Dept., Govt. of West Bengal. We are now planning to further scale up the endeavour to cover more villages and households in Birbhum and Purba Bardhaman, with introduction of more intense training programs and distribution of better resources and tools.

Impact:

- The beneficiary households revealed that during the covid-19 induced lockdown situation (2020-21), when they had also lost employment opportunities, the nutritious yields helped them sustain in a better manner.
- Nutritious yields in poverty stricken tribal homes assure better nutrition for the children, women and others within the households.

4. Mental Health and Wellness Workshops: We are continuously trying to improve and modify our programs, based on the needs of the beneficiaries. Our in-house studies have indicated that FGL girls tend to have mental blockages from adverse experiences and constant struggle for survival. This tends to stop them from achieving their full potential in the milieu of a patriarchal society. Hence, to address these concerns and for bringing about a sustainable change in their attitude, Shreeja India has introduced specially tailored series of mental health workshops for the tribal girls with the intention to increase their mental toughness, alleviate their negative thought patterns as well as to enhance their informed imagination.

Impact:

- Gradual change towards positive attitude being documented among the beneficiaries
- Mental blockages are tearing down, making the girls more confident about their abilities and fostering goal-directed behaviour among them.



5. Play Therapy: Play therapy is a form of counseling or psychotherapy that uses play to assess, prevent, or treat psychosocial challenges. Although play therapy can be used with adults, it's most commonly used with children. That's because children may not be able to process their own emotions or articulate problems to parents or other adults. Shreeja India has introduced play therapy with trained play therapist to help the Shreeja children explore emotions and deal with unresolved trauma. Through play, children learning new coping mechanisms and how to redirect inappropriate behaviors. This in turn is helping them to maximize the potentials.

Impact:

- Play therapy started with 30 girls initially is helping to identify, diagnose and resolve mental issues. This in turn is helping the children to grow and development in an appropriate state with a positive mindset

6. Awareness Programs: This year, Shreeja India conducted a series of awareness programs on child marriage, trafficking, menstrual and sexual health for all genders, with special focus on girls. These programs are helping to render correct information and resources to the girls which in turn are helping them to fight social evils in unison. They are also helping them to adopt healthier lifestyle with an impact spreading over generations.

Impact:

- Being FGLs, the girls lack appropriate guidance in life. The awareness programs continue to sensitize them with correct knowledge and resources to fight social evils prevalent in their community. Also, helps in identifying superstitions so that the girls can have a more scientific approach to life.

7. Vocational Training: Shreeja India is planning to launch a vocational training unit soon. The objective is to train young women (16-30 years) from disadvantaged backgrounds. We intend to socio-economically enrich them with employable skills; access to employment and entrepreneurship opportunities. This year, we are collecting feedback from the eligible young women through use of standardized interest and aptitude scales. A few shortlisted courses include Tailoring & Stitching, handicrafts, Beautician Course, Driving, Nursing, Cooking, Electrician, CPR and First-aid instructors.

Impact:

- This assures a sustainable and holistic approach towards empowering women by making them complete their education and then become socio-economically independent.
- Career counselling before allotting courses to the beneficiaries will assure that they enroll in the appropriate courses that maximize their potentials

8. Replication of Beyond Football Program at Purba Bardhaman district: Beyond Football Program which started in Birbhum four years ago has been replicated in Kalna 1 Block of Purba Bardhaman District in 2020. Within months, the program has 100+ registered girls from 30 villages in the area.

Impact:

- A tribal community from another district is getting all the benefits of the Beyond Football program and becoming active participant through informed imagination.
- Daily nutritious food is helping the girls is enhancing their health and fitness
- The out-of-school is improving their performance in schools

9. Covid-relief distribution: In between 16th May and 30th June, 2021, Shreeja India engaged in Covid-relief distribution among 335 households from 44 villages in Birbhum and Purba Bardhaman Districts respectively. The intervening villages under Kalna I Block were as follows: Bounkuli, Modonhansda,



Hatgacha, Dakshin Dhatrigram, Badhagachi, Malatipur, Bhabanipur, Dhatrigram, Bailbhumi, Akalpost, Keshabpur, Bailkuli, Bijara, Gramkalna, Muragaccha, Foringachi, Chantpur, Matiswar, Goalpara, Dhoba. The kit distributed, contained dry ration, soap, sanitizer, masks and sanitary pads for the community.

Impact:

- This assured that all the beneficiaries from 44 villages received support to survive the pandemic induced lockdown during which most of them also became unemployed. Sanitary pads assured help for the women while masks, sanitizers ensured that the rural community stayed safe and healthy during the period.

Overall Program Impact:

- 40 students enrolled in *Beyond Football* program have passed their class 10 or 12 board exams and are now being provided with annual scholarships of Rs. 10,000 per year for further studies by 'The Telegraph Education Foundation'
- 18 students enrolled in Shreeja India after passing their board exams are trained to teach the younger children in their respective villages under project Vidushee and receiving a stipend.
- There has been a significant reduction in school dropout rate and child marriage cases in last four years among Shreeja girls.
- Mental health programs, extracurricular activities, motivational workshops and play therapy based skills programs have increased the informed imagination of senior Shreeja girls to make them independent and live a life of self-respect and dignity
- Like every year, Shreeja India football teams have played and won several local tournaments in two districts. This has helped in enhancing their confidence and self-esteem.

Program Accomplishments:

Special Awards

Sonali Soren won the 'Outstanding Talent in Sports' award at the Telegraph Education Awards 2021

Academic:

This year, 28 Shreeja girls have successfully passed their school leaving examinations and two have been admitted to college, a record in the beneficiary villages.

Sports (Football)

- One of Shreeja Girls has been selected for the India U-17 Football Team for the 2024 World Cup
- One other girl has been selected for the Bengal Football Team for the National Games
- Four of Shreeja Girls regularly play for top teams in Kolkata Senior Football League

PART II

Impact Assessment 2021

Program to be assessed: Beyond Football, Birbhum

Study on: How Shreeja India is empowering the tribal first-generation learners to develop through the 'Beyond football' program?

Focal Year: 2020-21



Executive Summary

Shreeja India is a non-profit CSO in West Bengal, India, dedicated to empowering young girls and women from marginalized and underprivileged communities. We adopt a balanced approach to provide intensive football coaching as well as out-of-school learning. The strong friendship formed on the field and the informed imagination imparted through various awareness programs enable the Shreeja girls to battle societal issues such as child marriage, sexual abuse, human trafficking, and violence against women. This relationship developed on the football field reflects into these underprivileged first-generation learners' out-of-school activities, enhancing their academic performance.

This research tries to understand how Shreeja India's 'Beyond Football' program has initiated positive changes successfully among tribal girls at Rajnagar block, Birbhum District West Bengal.

An **Impact assessment** of the program was done to analyze their performance as well as their self-esteem, community building, confidence building, and their understanding of Child marriage, sexual violence, and menstrual hygiene. We have also observed their experience of being a Shreeja girl and the effects of being a part of Shreeja India. Also, their history of involvement with Shreeja India and what are the challenges they are facing to participate in this program, their level of enjoyment, and effects on outcomes. This assessment also examines the problems and the solution that can be initiated at Shreeja India.

The Implication of the Study

The proposed study not only hopes to add to the existing literature on the difficulties faced by first-generation learners, who also hold multiple stigmatized identities but also hopes to throw light upon the effectiveness of sports-based education programs for this population. It will enable Shreeja India to strengthen its methodology of utilizing football as a means of holistic development for these girls, by providing a comprehensive impact assessment of the current program operating since last four years. This, in turn, will allow this program to be replicated in other regions in India where the need is gradually being felt. Findings from this study can also be used to advocate with the local and state governments to increase their support for sports-based education programs in rural West Bengal, thus reaching out to the truly marginalized sections of our society.

Research method:

We have used both the quantitative as well as the qualitative research method to gain insights and perception of the participants. While quantitative methods help measure performance progress, qualitative research methods are considered suitable in combination with participant observation, focus group discussions with the participants, and semi-structured interviews through small-scale detailed case studies. Also, the focus of the impact assessment is qualitative analysis because some crucial indicators cannot be measured quantitatively.

Data source:

Primary data for this research are Examinations and Interviews with the Girls who have enrolled in Shreeja India. Our Secondary data are the articles, journals, and organizational information.



Sampling:

This research is conducted in Rajnagar, Birbhum, West Bengal. Shreeja Girls along with a few boys of the age group of 13-20 who had to appear for two examinations (Skill & Endurance Test; Foundational Learning Test) and also complete a questionnaire form. The data was collected with the help of purposive sampling and sample-random sampling. Purposive sampling maximizes the quality of the information obtained from a sample, rather than representing the population at large. Simple random sampling is used to select a smaller sample size from a larger population and use it to research and make generalizations about the larger group.

Data analysis technique:

We have used thematic analysis technique to analyze the qualitative data. Our researcher has closely examined the data to identify common themes – topics, ideas, and patterns of meaning that come up repeatedly. Thematic analysis is a good approach to research where you're trying to find out something about people's views, opinions, knowledge, experiences, or values from a set of qualitative data. This data analysis technique was best for this paper.

Why Football for Development?

Sport can be one of the great drivers of gender equity and by instilling in women and girls the values of collaboration, self-reliance, and resilience It can help girls understand their physical bodies and build confidence and the ability to speak up, especially during adolescence, when the pressure to conform to traditionally "feminine" stereotypes lead many girls to abandon sport entirely. At the same time, many of the same gender inequalities that we see in other areas persist in sport, including unequal pay, gender-based violence, a lack of targeted investment, and negative stereotypes and social norms. All discrimination based on gender must be prevented, addressed, and eliminated. Shreeja provides Equal opportunities for girls to play football. In order to encourage, motivate and assist female first-generation learners to overcome their obstacles and pursue their education, innovative and novel interventions need to be implemented. One such intervention which is gradually gaining popularity is Sports-based Education.

Shreeja India works to transcend the classrooms and football field. Taking a close look at the history of sports in many developing countries we observe the importance of sports as a means of building community. Sports, particularly team games, often result in breaking down social barriers, facilitating social cohesion, and providing a space for social reconciliation. It not only enhances the physical development of children and adolescents but also aids in their holistic development and overall well-being. Football is one such sport which is been utilized as an educational intervention with FGLs in recent years. Studies have supported the fact that football increases aerobic capacity and cardiovascular health, improves muscle tone, builds strength, flexibility, and endurance. It promotes teamwork, concentration, and self-discipline. In addition to this, football can also result in developing a sense of agency in the players, thus enabling them to become more confident, allowing them to rely on others, and encouraging them to take initiatives. Football has also been shown to develop decision-making capabilities in adolescents, thus increasing their self-esteem and improving their sense of self.



Discussion and Analysis:

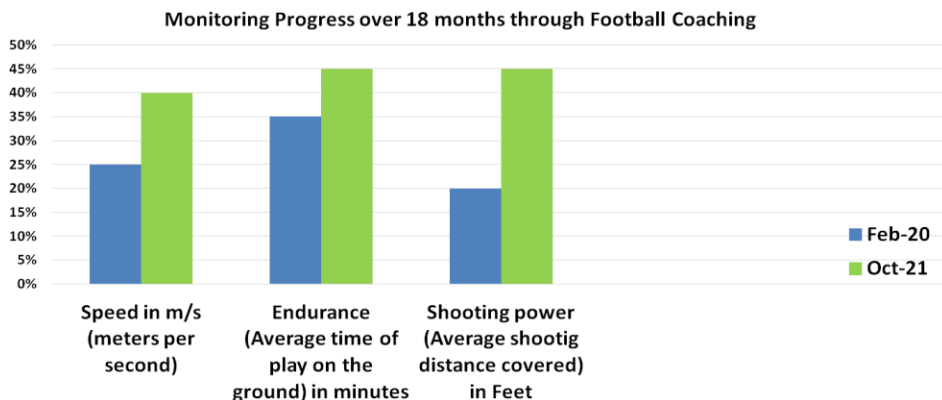
When Shreeja India started ‘Beyond Football’ program at Birbhum in 2017, Shreeja India’s research team reported that even if village girls enrolled in schools, around 65% of them quit schools during adolescence. Being FGLs, girls studying in class X were unable to reach the minimum proficiency levels in reading and mathematics. Moreover, they weren’t even physically fit and healthy.

Motivating the girls to study and working to improve their physical and mental health were our main challenges. Through Shreeja India’s Beyond Football program, we worked hard to solve these concerns. Within a year the benefits of this program have transcended from football fields into their classrooms and positively impacted the lives of these tribal girls. Since 2018, 30 out of 40 girls have passed their school leaving examinations successfully. This is a record in their villages. Each of them is continuing their education thereafter under the mentorship of Shreeja India without being school dropouts. These Girls are gradually gaining their confidence and are being motivated to pursue their dreams.

The progress of the work was mapped quantitatively over 18 months. Foundational Learning Tests were administered by teachers, both in February 2020 and in October 2021 and results were documented. 50 girls enrolled with the given program were taken as a sample. The result is given below:



The progress of the work was mapped quantitatively over 18 months. Sports test was administered (planned based on FIFA guidelines) by coach, both in February 2020 and in October 2021 and results were documented. 50 girls enrolled with the given program were taken as a sample. The result is given below:



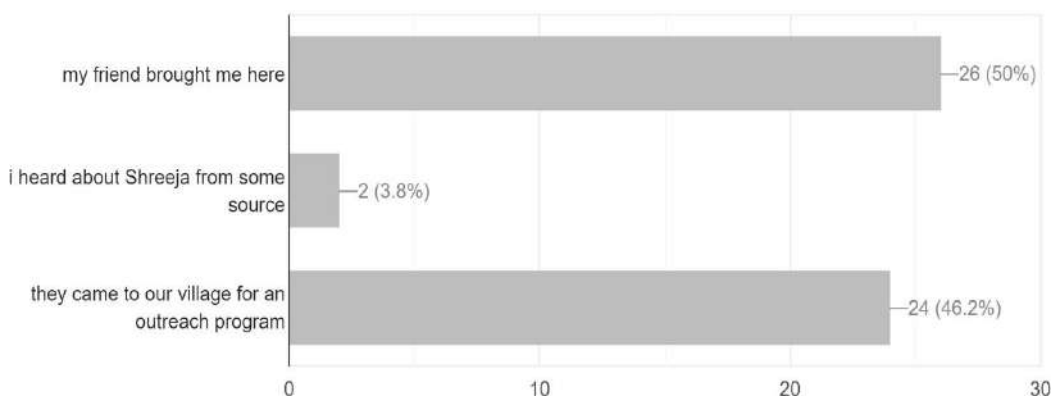


As part of the qualitative assessment, each respondent had to fill a **questionnaire** for the assessment. 52 responses were collected in a day.

1. Girls from Rajnagar are associated with Shreeja India for more than two years. 46% of the girls are associated with Shreeja India through the village outreach program and 50% through acquaintances. Shreeja Girls outnumber boys in the center. Currently, there are 86.7% of girls and 13.3% of boys enrolled at Rajnagar. Girls are more enthusiastic about playing football.

How did you get involved Shreeja India, describe your experience

0 / 52 correct responses



Positive Changes

2. Amidst the COVID and re-opening of school post covid, Shreeja Girls are happy to come to the center. When asked what makes them keep coming back to the center, Jiya responded that they mostly like playing football. Anjali added that sensitizing workshops like child marriage also attract them the most. The majority agreed with her during the group discussion. It was then clear that Shreeja Girls were specifically drawn towards workshops such as the Child Marriage workshop. This is because they have witnessed girls around them who have been victims of Child marriage and they want to resist it. We at Shreeja India try to mitigate such social evils prevalent among first-generation learners through Shreeja informed imagination workshops.

3. This assessment found that Shreeja girls have their own coping mechanisms to overcome obstacles in their life and to present at the Shreeja center. When asked about their life away from sports they responded that they like to practice football when they are not burdened with household work. Malika at Shreeja India feels motivated to come to the center because of the attractive scholarships and opportunities they get through sports-based education. The scholarships and other supports are important for their continuation of education.

Community Building

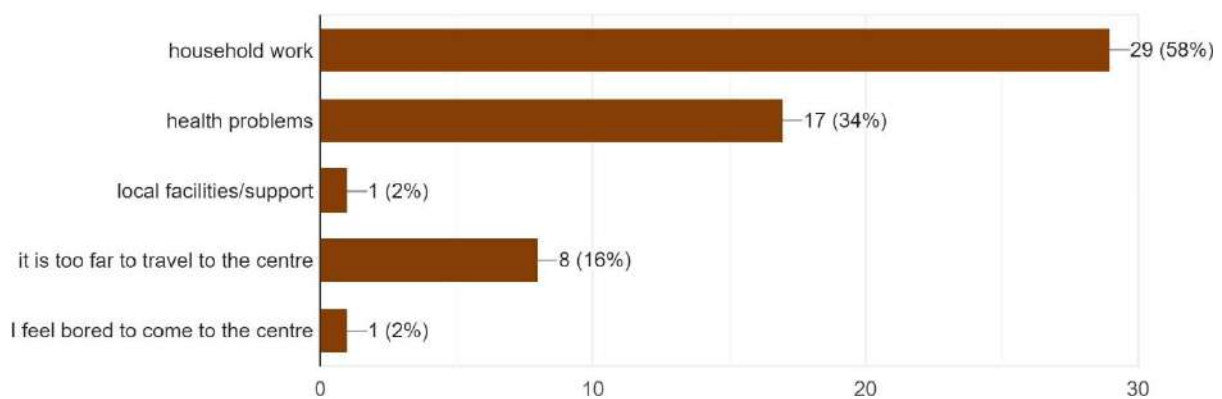
4. Girls in the rural areas spend more time on chores, household work, and care work as compared to boys. This has a disproportionately negative impact on the education and extracurricular activities of girls. Similarly, our girls have to manage the household work, their football practice, and education. Hence, they are vulnerable to social evils. To tackle the situation sports is used as a tool to engage with their mental and social well-being at Shreeja.



"I have lots of household works. I have to help my family during the harvest season and go to the fields so, I cannot do the football practice. If I get time, I do practice. I love to play football" Riya (name changed for confidentiality) responded. The load of housework on Indian girls has become a disaster for the country. According to the McKinsey Global Institute's 2015 research on gender disparity in India, Indian women undertake approximately ten times as much unpaid work as men. That's more than three times the worldwide average. According to the 2018 survey, housework accounted for 85 percent of the time women in India spend on unpaid care duties. Many of these responsibilities are shared or carried by young girls like Riya, who should be at school.

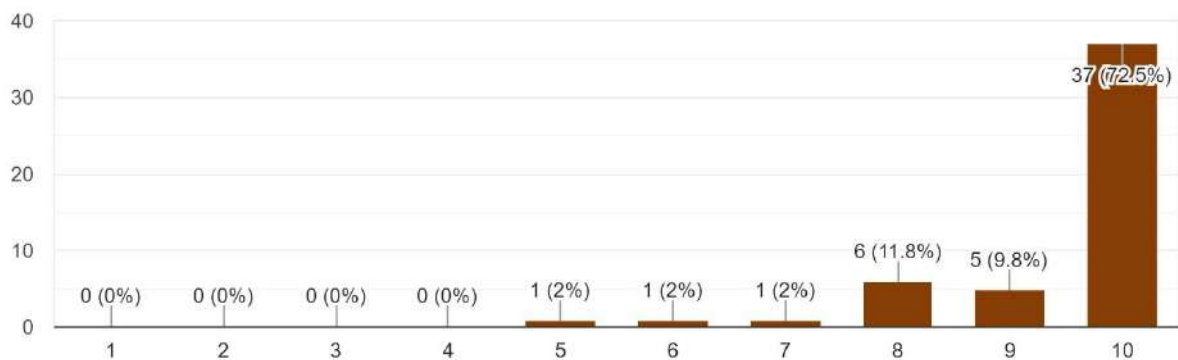
Are there any barriers you are facing to come to Shreeja Centres

50 responses



SELF-ESTEEM= If you are making an attempt to resolve these barriers in your life along with attending Shreeja Centres , give yourself a 9 or 10; if not, give yourself a lower score.

51 responses



5. Education is both a reflection of society and a source of socio-economic development. Young girls for that matter are transformed from ignorance to enlightenment, from shadows of social backwardness to social improvement light, and a country is transformed from underdevelopment to rapid social and economic development. Shreeja India's goal is to give these girls the quality of life through sports-based education. The knowledge that the Girls get from Shreeja, be it in the fields or the center is imparted to their siblings at home. Not just in the area of education but they have also gained skills to play football, increased speed, and are physically strong.

6. Education does not leave them behind. This assessment also found out that the girls have learned etiquettes. **"From here I learn to love children and to respect elders which did not understand**

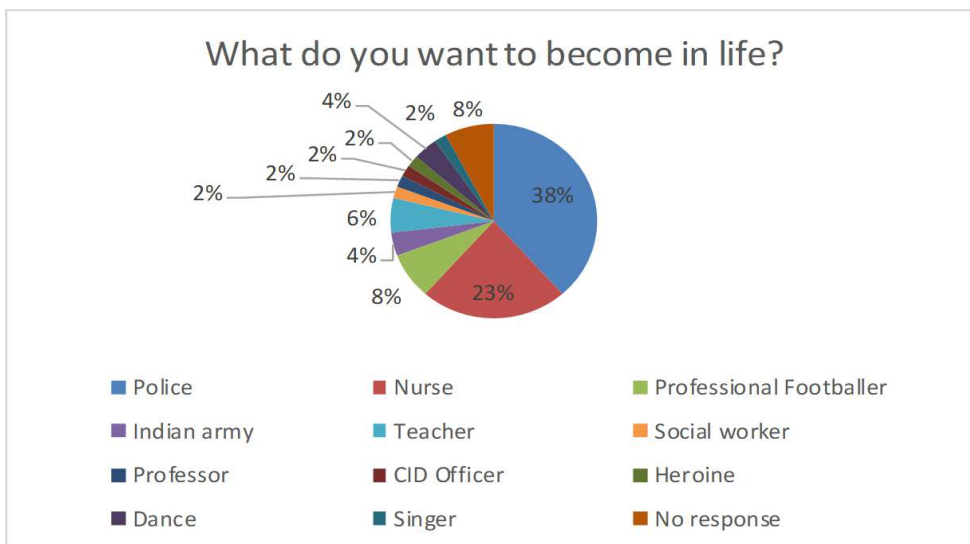


before" Sita responded. If we do not pay attention to education, children's personalities, psychology, values, and moral values will suffer, making them unable to correctly distinguish between right and wrong in their behavior, easy to form selfish, and therefore do not understand politeness, shirk their responsibility, do not know love and gratitude, and do not care about the collective. This causes children to develop self-centered thinking, which is less desirable than the practice of "caring or and respecting others."

7. Development of agency: Respondent 1- **"I tell my father that I need to go to the center to study and practice"** Respondent 2- **"after joining Shreeja my parents have become more supportive of my studies and football"**. This shows how Shreeja girls have a sense of identity and have the ability to make their own decisions. Being independent is what they aspire to be and we promote their agency by providing consistent opportunities.

8. Parents of Shreeja girls who were reluctant before due to unawareness and ignorance have started accepting the fact that they come to the Shreeja center to practice football and to study. "Vidushee" a "Beyond Football's" program has been successful in familiarizing tribal girls with the habit of attending schools regularly and following instructions from teachers from the age of 7 years. Vidushee's objective is to offer opportunities to Shreeja Senior girls (18-20 years) to earn some pocket money by teaching younger girls (7-10 years) in their respective villages. Vidushee project has transformed them and has empowered them individually. Shreeja has given parents the trust that we will empower their girls for their overall development in ways where they might lack. They have witnessed it and decided to send them to Shreeja centers regularly.

9. "What do you want to be in life?" This question was asked to the Shreeja girls. It was asked to help encourage children to think of their future. In response, 38% want to become police. According to the impact assessment done 2 years earlier, we found that majority wanted to join the Police, become a nurse, or a teacher. But the recent findings show that they aspire to become an actor, dancer, social worker, military, singer, and a professional footballer. They have not limited their career opportunities to just mainstream jobs after attending Shreeja workshops.



Confidence Building

10. Girls at Shreeja India prioritize their career goals and have visions for their personal development. According to Bailey (2006), "participants in physical education and sports experience



several benefits". For instance, involvement in sports can help children develop respect for their bodies as well as respect for others. He also stated that sports participation contributes to the positive development of the mind and body leading to higher self-confidence and self-esteem. The teenage year is a difficult transitioning phase for boys and girls, and as a result, they may have poor self-esteem, particularly in terms of physical looks, athletic ability, and intellectual ability. During teens, when bodies are quickly developing physically and biologically, physical self-esteem, or physical self-concept, is greatly influenced. Some of the negative consequences one may encounter at school, such as poor self-esteem and depression, maybe mitigated by imparting life skills through football.

CONFIDENCE BUILDING= Please indicate your level of agreement with the following statement



Football as a Social Construct

11. Football began in 1869 as a rugby adaption. From then, a social structure is constructed around human-made rules for a human-made sport. It has a complete culture developed around it, with supporters forming collectives to support teams, rituals and traditions, mythologies being created, and even players being picked. Football has grown ingrained in society, forming an inextricable part of our social structure. This historical social construct is surprising in terms of how deeply it reaches the human mind.

For many people, football is synonymous with culture. Every conversation is peppered with it, every day is devoted to it, and community and friends gather to enjoy it. Likewise, Shreeja Girls have been into football and love the sport and we see their dedication. We at Shreeja promote inclusivity and create opportunities for individuals as a means to develop mutual trust and establish healthier communities.

Despite the increase in the number of women and girls participating in sports, it continues to be an inherently unequal and gendered institution. Shreeja girls outnumber boys on the football field. This increased number of girls participating in this "male" activity has created a challenge to the traditional gender order.

During FGD everyone in the group was alarmed and responded that they completely disagree with the stereotypical understanding that "boys will always be better at football than girls". Even the boys disagreed with this question asked. All participants noted that stereotypes were predominantly created through the media and that they were not aware of any high-profile female sports stars that they could aspire to. Further findings suggested the family background of the girls influenced their decision to not

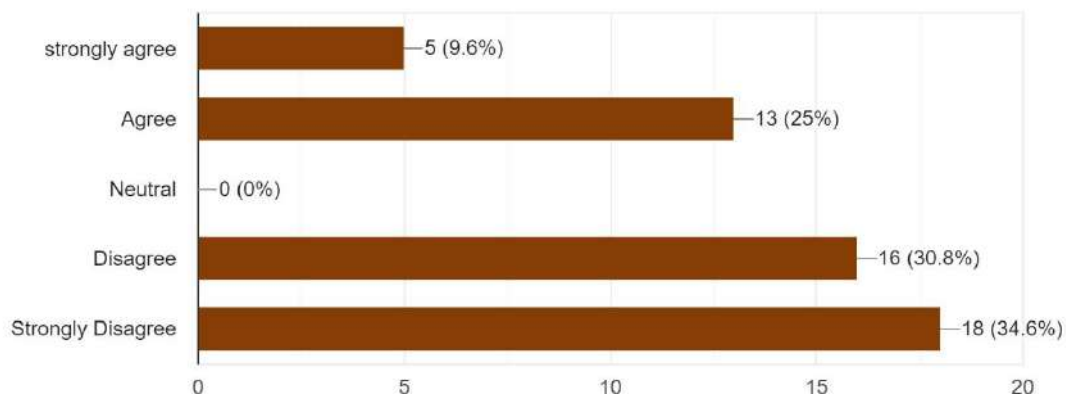


participate; as their parents offered similar stereotypical views to the media. Through sensitization workshops, Shreeja India is working to bridge this gap.

The figure below shows that 65% of the respondents do not agree with the stereotypical statement "boys will always be better at football than girls".

GENDER= The stereotype that "boys will always be better at football than girls because that's what people think." do you believe in it?

52 responses



Identifying the Gap for Change Management

The needs assessment in project management can address the organization's projects and check if it is aligned with beneficiaries' needs. It may also be used as a systematic procedure inside a project to determine how far the project's existing plans are from the criteria required for its fulfillment.

According to Kotter's change management theory, there are 8 steps change models. For change management in Shreeja India, we work on adopting his theory. His article suggests that "Changes to be made" like to understand if there are changes to be integrated into the beyond football program. And after the impact assessment, Shreeja India has recognized why the change is needed. Kotter also says "Create a sense of urgency" Potential threats or scenarios showing what could happen in the future. To find opportunities Shreeja can capitalize on. Another possible steps Shreeja is working on is "Generate short-term wins" where he says Data should be collected that demonstrates accomplishments, big or small, then those results should be communicated to teams.

Kotter's model not only offers an understandable and practical framework for change management, it is also helpful in revealing principles that can be applied during the change management.

- **Mental and social health** of the girls from the backward population is given special importance, apart from the physical health which is significantly covered at the Football playground. Focus on their Mental health increases their mental toughness and resilience in the face of any challenge they envisage on and off the football ground. Every year, 4 mental health-related topics are chosen for the girls. With households becoming the barrier faced to come to Shreeja center, this needs-based



assessment has found that they are dealing with certain health problems which hinder their presence at the center.

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