Milaan

Building a movement of Girl Leaders



2025-26

ANNUAL REPORT


बेझिझक बातें
'कुछ मेरी, कुछ तुम्हारी'
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'कुछ मेरी, कुछ तुम्हारी'



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VISION

To create an equal and inclusive world where every girl is educated, healthy and safe.

MISSION

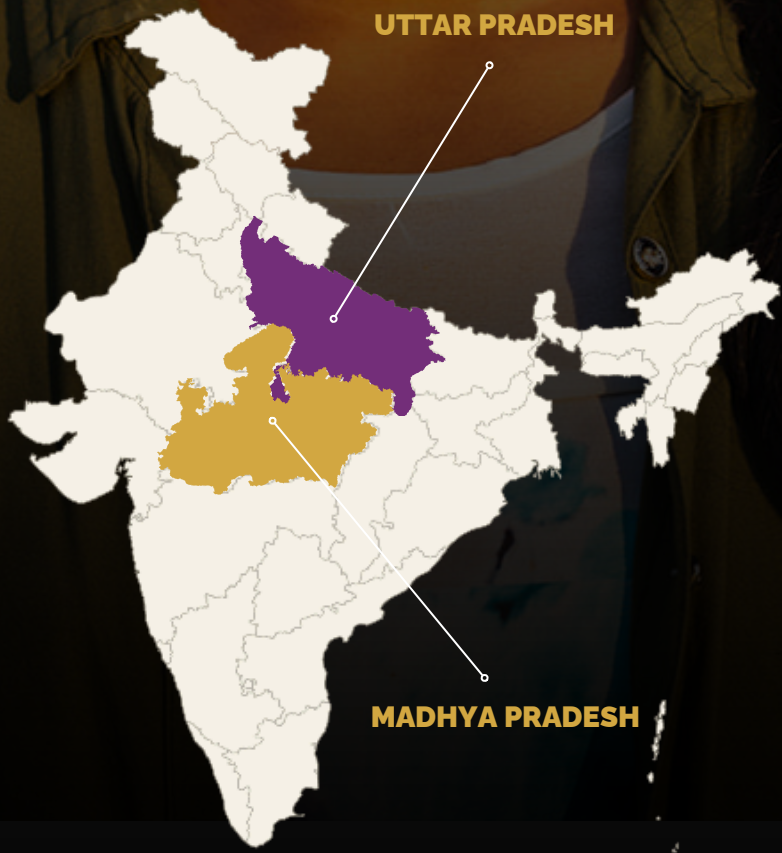
Empowering girls by advancing their skills, rights and opportunities to unlock their voice, choice and potential.

FOCUS

- Completion of secondary education
- Adolescent health and well-being
- Reduction in child marriage vulnerability and expanding life choices
- Preventing gender-based discrimination and violence

WHERE CHANGE TAKES ROOT

Milaan works across rural and semi-urban India, adapting delivery to local contexts while holding the same vision for *every* girl.



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FROM EVIDENCE TO SCALE

Milaan entered 2025–26 with a bigger question: how can a peer-led model that has reached 100,000+ girls move towards 2 million by 2030 without losing what makes it work?

This year brought two parts of the answer.

In Madhya Pradesh, an independent evaluation across five districts found significant gains in agency, gender-equitable attitudes, health knowledge, soft skills and digital literacy. Girl Icons generally improved more than peer participants. The study cannot attribute that difference to the leadership role alone, but it strengthens a core design choice: girls need opportunities to facilitate, decide and act—not simply participate.

In Uttar Pradesh, Milaan began testing how that model can travel through public systems. Following an MoU with the Department of Women and Child Development in August 2025, teams, government coordination, training and monitoring systems were established across Bahraich, Balrampur and Shravasti—15 blocks in all. The longer-term ambition is to reach about 536,000 girls across the three districts.

The challenge is not reach alone. It is making a peer-led model work through Anganwadi Centres, frontline workers and government systems while protecting leadership practice, safeguarding, monitoring and feedback.

That is the shift from evidence to scale: stronger proof of what can change, and a harder test of whether quality can travel through systems Milaan does not directly control.

Around that core, the Alumni Network, Unmukt, Swarachna School, UPCEG and Milaan's technology and MEL systems extended the work around girls—from education and gender norms to skills, networks and local institutions.

By year-end, Milaan had a clearer model, a public-system platform and a sharper evidence agenda for the next phase.



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MESSAGE FROM THE COUNTRY DIRECTOR

Nearly two decades ago, Milaan began with a school in rural Uttar Pradesh. Swarachna taught us an early lesson: access can open a door, but what a girl is able to do next depends on the world around her.

It depends on whether she can stay in school, move freely, understand her health and rights, speak at home, make decisions about her future, and whether the people around her take those decisions seriously. Girls have also taught us that leadership develops through practice: facilitating a group, answering a difficult question, negotiating with an adult, making a decision or taking an issue beyond the room where it first surfaced.

That understanding sits at the heart of the Girl Icon Program. In 2025–26, we gained stronger evidence that the program can strengthen girls' agency, knowledge and capabilities. The question now is what we do with that evidence.

Our 2026–2030 strategy marks a significant shift for Milaan: from building impact through individual programs to working towards population-level impact. Our ambition is to reach 2 million adolescent girls, increasingly through government systems, frontline workers, grassroots organisations and other partners.

That changes both the scale of the opportunity and the nature of our responsibility. Working through systems that already reach girls allows the work to travel much further. But scale cannot mean simply extending reach or thinning the model out. We need to understand what must remain intact, what can adapt in different settings and how we will know whether quality and meaningful participation are holding as the work expands.

We began confronting those questions very practically in Uttar Pradesh this year. Before wider implementation, teams worked with district and block officials, Anganwadi Workers and other frontline actors to test training approaches, clarify roles, strengthen monitoring and identify risks. When early implementation showed us that something needed to change, we changed it. That willingness to adapt will be central to the next phase of Milaan's growth. Evidence should help us make better decisions, not simply confirm the way we have worked before.



The organisation itself is evolving alongside the strategy. We are strengthening leadership across functions, clarifying ownership and building the systems needed to support a larger and more distributed organisation. Population-level impact cannot depend on a small group of people holding every decision. It requires strong teams, clear accountability and the ability to make good decisions closer to the work.

Culture matters just as much. As Milaan grows, we need to remain collaborative, open to learning and willing to change course when evidence—or girls' own experiences—tell us we should. The organisation carrying the work has to grow with the ambition.

This year also reinforced something Milaan has learned over time: no single program can carry the full arc of a girl's life. Swarachna begins with education. The Girl Icon Program creates opportunities to practise leadership during adolescence. The Alumni Network supports young women as they navigate higher education, skills, work and the early years of adulthood.

Across those different stages, the underlying question remains the same: are girls gaining greater room to choose, act and shape what comes next?

I am grateful to the girls and young women who keep that question grounded in reality, and to our teams, families, frontline workers, government colleagues, grassroots organisations, funders and partners who continue to build this work with us.

Our ambition for 2030 is large. The discipline behind it matters just as much.

As we grow, we must stay close enough to girls' lives to see whether opportunity is genuinely expanding, rigorous enough to distinguish reach from meaningful change, and willing to adapt when the evidence tells us we can do better.

That is the organisation we are building.



SWAHA SAHOO
COUNTRY DIRECTOR



WHY ADOLESCENT GIRLS. WHY MILAAN.

Adolescence is when a girl's choices can expand, or close quickly.

Education, health, mobility, safety, work and marriage are often treated separately. In a girl's life, they collide. She may want to keep studying but be unable to travel safely to the next school; understand her health but have little say at home; or see plans for further education change as marriage enters the conversation. Progress in one area is fragile if the conditions around her do not change.

Milaan Be The Change is an Indian nonprofit working with adolescent girls and the people and institutions that shape their choices. **Established in 2007** with Swarachna School in Sitapur, Milaan now works across adolescent leadership, education, health and well-being, pathways beyond school, community engagement and partnerships with grassroots organisations and public systems.

At the centre of this work is a simple distinction: participating in a program is not the same as having opportunities to lead.

Girls need reliable information and supportive spaces, but they also need opportunities to use what they learn—to decide, facilitate, negotiate, ask questions and act.

That is why **peer leadership** sits at the heart of the Girl Icon model: leadership is practised, not only taught.

Leadership cannot be exercised in isolation. Families shape mobility and education; boys and young men shape gender norms; institutions shape access to services and opportunity; and beyond adolescence, money, networks, mentoring and pathways into higher education and work matter more.

The work therefore begins with girls, but it cannot stop with them.

What Milaan seeks to protect

- Affirming **peer spaces** where girls can ask questions, learn and build trust.
- **Leadership and agency learning**, not information delivery alone.
- **Opportunities** for girls to facilitate, decide, negotiate and act.
- **Human support** and **safe referral** alongside digital access.
- **Measurement** that distinguishes participation and outputs from outcomes and long-term change.

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2025–26 AT A GLANCE
SCALE AND REACH

100,000+
Adolescent girls reached through the Girl Icon Program
Cumulative reach over 10+ years of the Girl Icon Program.

50,000+
Peer participants across two GIP cohorts
Cohort-wide participation across two GIP cohorts launched in 2024 and continuing into 2025–26.

19,367
Adolescent girls reached through UPCEG
2025–26 reach through the six-month Shashakt Naari, Shashakt Samaj campaign across 33 districts.

10,000+
Adolescents reached through Unmukt
Cumulative participation across Unmukt's three-year Sitapur cycle in 150 villages.

957
Students served by Swarachna School
2025–26 school participation.



2025–26 AT A GLANCE
SCALE AND REACH

2,449
Girl Icon graduates joined the Alumni Network

2025–26 onboarding from two GIP cohorts

3 districts, 15 blocks
Public-system implementation platform

Established across Bahraich, Balrampur and Shravasti under the WCD partnership by 31 March 2026.

900+
Alumni engaged in education and career pathways

Young women engaged in one or more opportunities across education, financial literacy, skills, internships or career readiness.



HOW CHANGE TRAVELS : THE GIRL ICON MODEL

A girl's choices are shaped by what she knows and can do, and by the people and systems around her. Milaan therefore works at three connected levels: girl, community and system.

Girls: building agency through practice

Girls need knowledge and skills, but also chances to use them. Peer facilitation, reliable information, routes back to education and local action turn learning into practice.

Milaan therefore looks beyond attendance to changes in agency, knowledge, self-efficacy, education participation and well-being.

Communities: creating room for girls to act

A girl can gain confidence and still face limits on mobility, education, voice or opportunity.

That is why families, boys and young men, peers, local leaders and grassroots organisations are part of the work. Social Action Projects, Path-to-Pathshala, Unmukt and UPCEG create routes for adolescents to raise concerns and for communities and institutions to respond.

Systems: extending access while protecting quality

Reaching far more girls requires systems beyond Milaan's own frontline teams.

Government partnerships, frontline workers, grassroots organisations, monitoring platforms and regular reviews can extend access and show where delivery is working—or not. At scale, these systems are essential to training, accountability, safeguarding and adaptation.



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GIRL LEADERSHIP IN PRACTICE

The Girl Icon Program asks girls to do more than attend leadership sessions. It gives them **responsibility**.

Over 18 months, girls aged 12 to 18 move through three stages—**leading self, leading others and leading social change**. Each Girl Icon facilitates a peer group and takes forward a Social Action Project on a locally identified issue.

The structure turns learning into practice: preparing sessions, responding to peers, making decisions, engaging adults and carrying an issue from discussion to action.

This year covered the later stages and transition of two GIP cohorts launched in 2024 across 32 districts of Uttar Pradesh, Madhya Pradesh and Karnataka. **Across the full cohort cycle, more than 2,500 Girl Icons and 50,000 peers participated.**

Through Path-to-Pathshala, Girl Icons and peer groups identified 10,483 children who were out of school or had never enrolled; **6,071 were supported to re-enrol**. Available records track re-enrolment, not subsequent retention.

Why responsibility matters

The difference between a Girl Icon and a peer participant is not simply more content. It is the responsibility she carries.

Facilitating others means explaining ideas, responding to questions, organising people and making decisions. **Social Action Projects** add another layer: identifying a problem, engaging the people or institutions involved and following it through.



"Before, I was afraid and couldn't speak to anyone. Now, whoever speaks to me, I look them in the eye and talk back."
– Girl Icon, Ujjain

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WHAT THE INDEPENDENT EVALUATION FOUND



In 2026, the Academy of Management Studies completed an independent evaluation of the 2024–25 Girl Icon Program across five districts of Madhya Pradesh.

The study followed more than 2,000 adolescent girls over the 18-month program cycle, comparing changes among Girl Icons and peer participants with girls in similar communities where the program was not operating.

The findings showed a clear difference.

Girls participating in the program made stronger gains in agency, voice and decision-making, gender-equitable attitudes, health knowledge, soft skills and digital literacy than girls in comparison communities.

SELECTED OUTCOMES

+5 percentage points

Overall agency
Effect size: 0.54

+7 percentage points

Sexual and reproductive health knowledge
Effect size: 0.41

+4 percentage points

Menstrual health management
Effect size: 0.31

All three selected outcomes shown above were statistically significant at $p < 0.001$.

Agency provides one example.

The average agency score rose from 70% to 80% among Girl Icons and from 69% to 75% among peer participants. Among girls in comparison communities, it changed only marginally, from 65% to 66%. After accounting for changes in both groups, the evaluation estimated a five-percentage-point net program effect, with an effect size of 0.54.

Girl Icons generally showed larger improvements than their peers, suggesting that taking on responsibility—facilitating groups, supporting other girls and practising leadership—may deepen learning.

The study gives Milaan stronger independent evidence that participation in the Girl Icon Program was associated with meaningful improvements in girls' agency, knowledge, attitudes and skills over 18 months.

It also sharpens the next question.

The evaluation covered one cohort in five Madhya Pradesh districts and did not track whether these gains later translated into outcomes such as completing secondary school, delaying marriage, entering employment or increasing income. Following girls over a longer period will be important as Milaan takes the model to greater scale.

For Milaan, the findings provide both proof and direction: greater confidence in what the model can strengthen during adolescence, and a clearer agenda for understanding how those gains shape girls' lives over time.

Source: Academy of Management Studies, Impact Evaluation of the Girl Icon Program, 2026. The evaluation assessed the 2024–25 cohort; findings became available during FY2025–26.



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SCALING THROUGH PUBLIC SYSTEMS

The next test is scale through systems. A model that works in direct cohorts has to retain its core when delivery moves through Anganwadi Centres and frontline workers.

Under the **August 2025 Memorandum of Understanding (MoU) with the Department of Women and Child Development, Government of Uttar Pradesh**, Anganwadi Centres and the ICDS (Integrated Child Development Services) system became local platforms for adolescent life-skills and leadership programming.

From October 2025 to March 2026, implementation focused on **Bahraich, Balrampur** and **Shravasti** across 15 blocks. This is the first phase of a larger systems strategy, with a longer-term ambition of reaching about 536,000 girls across the three districts.

Build the system before the numbers

Much of the first six months happened before large-scale engagement with girls began.

Milaan consulted ICDS officials, block teams, Anganwadi Workers and communities, completed launches in all three districts and established coordination with Child Development Project Officers and supervisors across the 15 blocks. Program and MEL teams were put in place at district and block level, and Milaan district officers began participating in District Nutrition Committee reviews.

The partnership also established an annual implementation plan, monitoring arrangements, a risk-management framework and an operations base in Bahraich.

Curriculum alone cannot carry quality at scale. Roles must be clear, frontline workers supported, delivery visible through data and problems able to move quickly into review and correction.

Pilot, learn, change

One early pilot tested how Anganwadi Workers (AWW) might engage with the program.

Of 50 invited AWWs, 34 attended. Activity-based content linked to their existing role worked better than lecture-style delivery, while digital confidence varied widely.

Milaan changed the next phase accordingly. We responded by moving to shorter, two-hour sector-level orientations, more activity-led facilitation and differentiated digital support.

The value of the pilot was the decision it informed. Testing small allowed Milaan to find any friction early and change the model before wider rollout.

What the year established

By 31 March 2026, the partnership had not progressed far enough to report girl-level outcomes at scale. The projected population across the three districts is therefore not counted as program reach.

The verified 2025–26 result was implementation readiness: teams, government relationships, coordination, training, monitoring and risk systems were in place for the next phase.

That distinction matters. Public systems create the possibility of far greater reach; the systems around delivery determine whether that reach retains quality and accountability.

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CHANGING GENDER NORMS THROUGH PRACTICE : UNMUKT

Ideas about what girls and boys can do are reinforced at home, among peers and in public space. **Unmukt uses sport and facilitated discussion to make those assumptions visible, and give adolescents room to question them together.**

The three-year Sitapur cycle worked with girls and boys aged 14 to 18 across Reusa and Sidhauli, reaching more than 10,000 adolescents in 150 villages through sports-based life-skills sessions.

In 2025–26, Milaan also began taking the model to Bahraich, a new geography, with a planned reach of 10,000 adolescents—50% of them boys.



Sport as a place to practise change

In Unmukt, sport is more than a way to bring adolescents together.

Shared play makes power visible: who leads, who gets space, how decisions are made and who gets left out. Facilitators connect those moments to **conversations about mobility, safety, violence, care and expectations of girls and boys.**

Gender becomes less abstract when adolescents can encounter an assumption, discuss it and try behaving differently in the same space.

The program also created roles beyond the sessions. Youth Champions mobilised peers and brought locally identified concerns to Jan Chaupals, where adolescents could place specific issues before community actors and seek a response.

What three years of implementation taught us

Several lessons from the cycle are informing Milaan's future gender-transformative work.

Boys need a defined role in the work: Engaging boys and young men as active participants creates space to examine the expectations and behaviours that shape girls' lives, rather than treating them as an occasional secondary audience.

Time matters: Program teams observed more confident participation and greater willingness to question harmful norms over longer engagement. This is an implementation observation rather than an independently measured community-level outcome.

Facilitation determines the quality of difficult conversations: Discussions about power, violence and gender require preparation, judgement and the ability to create spaces that are both safe and substantive.

Assessment should inform delivery: Module-level assessments and structured reviews helped teams see what participants were understanding and where sessions needed adjustment.

Leadership needs somewhere to go: Public forums such as Jan Chaupals gave adolescents a recognised route to raise concerns and ask local actors to respond.

From a local concern to public action

In Rangwa village, adolescents identified an open pit near Ambedkar Park as a safety and health concern.

Jai Devi, an Unmukt Youth Champion, included the issue in a charter of demands and presented it to village leadership during a Jan Chaupal. The Gram Pradhan subsequently acted, and the pit was filled.

Across its three-year cycle, Unmukt provides evidence of sustained adolescent participation, youth leadership and documented local action. What remains to be established through stronger and longer-term measurement is whether these experiences translate into sustained changes in gender norms, violence, mobility or decision-making across participating communities.



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LEADERSHIP BEYOND THE PROGRAM CYCLE

Agency can grow during adolescence, but what comes next often depends on something more: money to keep studying, useful information, networks, mentors and confidence in unfamiliar institutions.

The Alumni Network stays with young women through that transition.

2,449 Girl Icon graduates joined the network and more than 900 alumni engaged in education, financial literacy, skills, internships or career-readiness opportunities.

2,449

Girl Icon graduates joined the Alumni Network

35%

pursued STEM-related courses and work

81%

continued to college after Class 12

91%

had a savings bank account

94%

are pursuing or have completed higher education

Rifat: From Scholarship to First Earnings

Rifat Islam joined the Alumni Network after completing the Girl Icon Program.

Through the network, Rifat learned about scholarships, stayed connected to mentors and peers, and built professional experience. She secured support for a Bachelor of Business Administration and moved into a paid internship and program facilitation role—turning continued education into her first earnings while staying involved with other girls in the network.

"Because of Milaan, I am finally studying business, which was my biggest dream. I even have a paid internship now."
– Rifat Islam, **Girl Icon alumna**



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Building pathways after adolescence

The opportunities offered during the year reflected the barriers young women face as they move towards higher education and work.

- **888 alumni** across Uttar Pradesh, Madhya Pradesh and Karnataka began financial-literacy learning journeys; 410 were still in school.
- **150+ young women** enrolled in professional skilling courses.
- **90 alumni** gained project experience through virtual internships.
- **270 young women** were onboarded for higher-education scholarships, including 225 Girl Icons and peer participants from Milaan's network.

The network also introduced a five-year strategy focused on belonging, education and career pathways, continued leadership and stronger long-term tracking.

From alumni to young professionals

Through **Norec-supported Exchange for Change II with Peace Rehabilitation Centre (PRC)**, Nepal, 10 young professionals joined a reciprocal India–Nepal exchange beginning in August 2025.

Three of Milaan's five participants were Girl Icon alumni. Working first with Milaan's Girl Icon Program team in Bhopal and later with PRC's anti-trafficking work in Bhairahawa, they built experience in community mobilisation, documentation, government engagement and survivor-centred practice.

For the three alumni, the exchange marked a shift from program participants to young professionals contributing across borders.

From aspiration to practical decisions

The U-GO Scholars' Convening 2026, held in New Delhi on 5 and 6 February 2026, brought 191 young women scholars together for leadership, career exploration and peer learning, with 96% attendance.

Through small-group Mulaqaat conversations, scholars met women across business, public policy, media, technology, philanthropy, education and social change. They talked about the decisions conventional career guidance often misses: changing direction, negotiating expectations at home, managing money, finding mentors and continuing through uncertainty.

Ahead of the convening, 200 scholars in 30 teams also took part in the **Milaan Careers Challenge**, researching barriers affecting young women in STEM and higher education, developing solutions and presenting them to a judging panel.

The value of the convening will be measured by what follows: whether relationships continue, scholars act on their plans and education or work opportunities become easier to navigate.

That is also the larger task of the Alumni Network. **The program cycle may end after 18 months; the choices young women are making do not.**



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SWARACHNA SCHOOL : THE LONGEST VIEW

For nearly two decades, Swarachna School has given Milaan its longest view of what it takes to keep education meaningful over time.

Established in Kantain village, Sitapur, in 2007, Swarachna served 957 students from more than 13 surrounding villages. Its value to Milaan is continuity: working year after year with children, teachers and families in the same communities.

That continuity shapes the **school's approach**: concept- and activity-based teaching, remedial support, smart learning tools, sport, arts, health awareness, student leadership, teacher development and regular engagement with parents.



A strong result within a defined assessment

This year, Swarachna participated in the School Readiness Program supported by Key Education Foundation and Children's Hope India.

Within that assessment, **the school recorded an average student learning outcome score of 99.20%—the highest among the assessed centres.** Its parent-engagement score also placed Swarachna among the top three centres assessed.

Sport, competition and confidence

Sport has become another route into confidence and public achievement. Since 2021, **Swarachna's 125 active student-athletes—about 80% of them girls—have won 189 medals through 2025: 82 gold, 70 silver and 37 bronze.** Students have even progressed from district meets to state and national competitions.

What continuity makes possible

Swarachna reinforces principles that now run through Milaan's wider work.

Children learn more when they can participate and take responsibility; families matter to continuity; teachers need support to respond to gaps; and sport and creative expression matter alongside academics.

Long-term presence also makes education more than enrolment. It creates repeated chances to understand why children struggle and respond with families as circumstances change.

As Milaan prepares for greater scale, Swarachna is the counterpoint: a reminder of what depth, continuity and staying present can teach.



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COALITION AS INFRASTRUCTURE: UPCEG

No single organisation can reproduce the relationships and trust that already exist across dozens of districts. That is the premise behind UPCEG. Established in 2018 and anchored by Milaan, the Uttar Pradesh Coalition to Empower Girls (UPCEG) had grown by March 2026 to 57 organisations across 42 districts. Its strength is local presence: member organisations understand community constraints, engage district institutions and connect girls to opportunities a centralised structure cannot reach alone.

A shared campaign across 33 districts

From October 2025 to March 2026, 41 UPCEG member organisations across 33 districts implemented Shashakt Naari, Shashakt Samaj, a six-month campaign organised around three phases aligned with the International Day of the Girl Child, UNCRC Week and International Women's Day.

The campaign reached 19,367 adolescent girls.
Across districts, member organisations engaged actors from government and public services including Women and Child Development, ICDS, education, health and nutrition services, Panchayati Raj institutions, Mission Shakti, One Stop Centres, skill institutions and other local authorities.

The point was not simply to bring institutions into the same room, but to connect girls with information, training, services and routes for public response.

When campaign engagement creates a pathway

In Sitapur, engagement with the Deputy Commissioner of the District Industries Centre resulted in 30 adolescent girls being selected for government-backed entrepreneurship training. In Sonbhadra, a member organisation reached more than 500 girls through community meetings and connected interested participants to a three-month computer-training program.

These local examples illustrate that a coalition member can use its community relationships and engagement with local institutions to create a practical route from information to opportunity.

Strengthening the coalition itself

This year was also a year of investment in UPCEG's own structure.

- 14 new organisations joined through a structured membership process.
- Members constituted an Advisory Group and elected a five-member Core Committee.
- 41 representatives participated in a state-level workshop organized by Milaan with government stakeholders.
- 10 monthly learning sessions brought members together around issues including mental well-being, trafficking, community radio, gender equity and government schemes.

A coalition capable of wider action needs more than a shared name. It needs governance, shared learning and enough structure to coordinate without losing local knowledge.
For Milaan, UPCEG is another route to scale: strengthen organisations already embedded in districts rather than build a Milaan presence everywhere.

The evidence from this year establishes campaign reach, stronger coalition governance, government participation and several documented pathways into training and opportunity. The next task is to follow those pathways further—tracking not only who participates, but whether engagement results in sustained access to education, skills, entitlements or institutional response.

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TECHNOLOGY, TRUSTED INFORMATION AND MEL

Working across more districts makes informal feedback insufficient. Milaan needs to know who is participating, where delivery is uneven and when something needs to change. And technology can make delivery more visible and reliable information easier to access.

Milaan's principle is simple: digital tools should strengthen human judgement, not replace it.

Making implementation easier to see

Tarang, Milaan's internally developed web and mobile platform, supports participant registration, selection, training and program data. SurveyCTO complements it with structured and offline data collection for Girl Icons, peer participants, parents and program teams.

This year Milaan strengthened these systems in several ways:

- **A sampling calculator** was added to Tarang to standardise the selection of Girl Icons and peer participants for baselines, endlines and other pre- and post-assessments.
- **Tarang dashboards and SurveyCTO trackers were strengthened** to support field visits and training observations.
- **Program and training teams were oriented** to use the resulting data to identify implementation gaps and make adjustments during delivery.

The point is not more data. It is seeing early where participation, training quality or implementation is drifting from plan—and responding.

Making information usable

Milaan introduced a **WhatsApp-based chatbot** to help adolescents access verified information quickly, privately and in formats they could understand and use.

Built around a curated, expert-reviewed knowledge base, the chatbot evolved through real user interactions. **Adolescent questions informed new career and application guidance, multilingual support, video content and more conversational responses**—showing that digital access is not only about providing information, but helping a user make sense of it.

Milaan also tested a limited open-question module under controlled conditions, with safeguards that kept personal data outside the module and redirected sensitive health queries to appropriate services rather than offering medical advice.

The work is helping Milaan explore **how responsible, adolescent-centred technology can extend access to information** while complementing—not replacing—trusted people and services.



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Rukhsar: When Information Can Travel Further

Rukhsar, (whose name has been changed), knew about the Kanya Sumangala Yojana but not the eligibility requirements, documentation, stage-wise benefits or application process.

Using the information service, she was able to review the steps in accessible language. She then shared what she had learned with her peer group and helped other girls understand their eligibility and application forms.

Her experience shows what the service is meant to do: make information understandable, then let it travel through peer networks.

The next step is to track completed applications and actual access to services or entitlements, not only information use.

As Milaan grows, technology is useful where it makes delivery clearer and information easier to reach. Trust, privacy, judgement and human support still sit around it.

"Earlier, I had only heard about the scheme, but I didn't know the details. Through the Milaan Chatbot, I understood everything clearly. Now, I am also helping other girls apply and benefit from it."
– Rukhsar (name changed)





WHAT THE YEAR CHANGED

This year changed how Milaan will scale. **Five priorities carry forward:**

1. Keep leadership practical
Girl Icons recorded larger gains than peer participants. The study cannot isolate why, but it reinforces a simple design choice: girls need chances to lead, not only attend.

As the model scales, facilitation, decision-making and local action must remain part of the experience.

2. Build systems before counting reach
The WCD partnership showed what has to exist before expansion: capable teams, clear roles, government coordination, practical training, monitoring and risk planning.

This is implementation, not pre-work. It is what makes later reach credible.

3. Test early, change early
The Anganwadi Worker pilot led Milaan to revise the next phase before wider rollout. Session length, venue, facilitation style and digital support were changed in response to what frontline workers found useful and where they struggled.

The principle is simple: test assumptions while there is still time to change them.

4. Keep people around technology
Digital systems can make delivery easier to monitor and information easier to access, but they do not replace relationships, judgement or safe referral.

Privacy, accessible language and human follow-up will remain part of the model alongside digital tools.

5. Follow the journey for longer
The evaluation shows change over 18 months; the Alumni Network shows what comes after.
The next evidence gap is whether gains in agency, knowledge and aspiration translate into sustained education, work, opportunity and continued leadership.

Measurement needs to travel further with girls, not end with a program cycle.

What we will measure more closely
The next phase will place greater emphasis on:

- education retention, not only the number of children supported to re-enrol;
- participation, learning, implementation quality and service access through the WCD partnership;
- longitudinal education, employment and leadership pathways among alumni;
- whether coalition activity leads to entitlement access, education, skills or institutional response;
- and safeguarding, data reliability and depth of participant exposure as delivery expands.

The standard is not only how many people are reached. It is whether Milaan can see what girls are experiencing, spot where delivery is falling short and change course in time.

Milaan
Building a movement of Girl Leaders

THE WAY FORWARD

Milaan's 2026–2030 strategy is clear: **Reach 2 million adolescent girls across Uttar Pradesh and Madhya Pradesh.**

Milaan will not build a large frontline structure in every district. **Government systems and institutional partnerships** will be the main routes to wider reach, while direct programs remain places to test, learn and strengthen evidence.

The aim is not to copy one program package everywhere. It is to build an adaptable adolescent-girls leadership model that can work through different partners while protecting what matters most.





How the model will evolve:

Four shifts will shape the next phase.

Work increasingly through partners and public systems: Milaan's role will move beyond direct delivery towards building capability in the people and institutions carrying the work: government teams, frontline workers, grassroots organisations and other partners.

Protect the core while allowing delivery to adapt: Content, format and intensity may vary across settings. Affirming peer spaces, leadership and agency learning, and meaningful opportunities for girls to make decisions and act will remain central.

Keep direct implementation as a place to learn: Milaan-run programs will continue to play an important role in testing content, working with underserved groups, understanding implementation closely and generating evidence that can strengthen wider delivery.

Measure more than reach: Growth will be assessed not only by how many girls encounter the work, but also by the depth of their participation, implementation quality, safeguarding and the outcomes that can reasonably be measured over time.

What “2 million girl leaders” means

Two million is a reach target—and a commitment to make that reach meaningful.

Not every contact is equivalent. Girls will encounter the model at different depths: reliable information, peer-group participation, leadership learning, facilitation, local action or access to a service or opportunity. **Milaan’s commitment is to make sure greater reach still creates real opportunities to lead.**

As the model expands, Milaan will report reach alongside depth of participation, leadership responsibility, local action and routes into services or opportunity.

Growth will be paced against partner readiness, field capability, safeguarding, monitoring and evidence.

Commitments for the next phase

As Milaan works towards 2030, it will:

- **keep** girls’ agency and opportunities to practise leadership central across delivery models;
- **strengthen** the frontline workers and local organisations through which wider delivery becomes possible;
- **continue using direct programs** to test, adapt and generate evidence;
- **build** stronger connections from adolescence into education, skills, work and alumni pathways; and
- **report** what is working, where evidence remains incomplete and when experience requires the model to change.

Reaching 2 million girls is a measure of scale. The harder task is **making that scale meaningful** in the life of each girl who encounters it.



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THE CASE FOR PARTNERSHIP

Reaching 2 million girls will depend on the strength around delivery, not only the number reached. Milaan enters this phase with a peer-led model, stronger independent evidence, an active government partnership and a strategy built around collaboration rather than a Milaan delivery structure everywhere. That changes what partnership needs to support.

Scaling through public systems and local partners takes more than curriculum. It requires capable teams, training and mentoring, safeguarding, reliable monitoring, responsible data, continued evaluation and pathways beyond adolescence.

These are the foundations that keep scale meaningful and accountable.

What responsible scale requires

Strengthen the people carrying delivery: Build and mentor the capability of frontline workers, district teams and local organisations working directly with adolescents.

Protect quality as the model adapts: Sustain affirming peer spaces, meaningful leadership practice and opportunities for girls to participate deeply, even when delivery happens through different institutions.

Build a stronger evidence base: Continue independent evaluation, longitudinal follow-up and stronger systems for understanding not only who participates, but what changes over time.

Make digital access useful and responsible: Strengthen access to verified information alongside sound data governance, privacy safeguards, and the human support and referral systems that technology cannot replace.

Extend pathways beyond adolescence: Expand connections to scholarships, skills, mentors, internships and career opportunities through the Alumni Network.

Strengthen locally rooted organisations: Work alongside grassroots organisations whose relationships and knowledge connect state-level ambition with district and village realities.



Milaan's next chapter will be shaped by the quality of these relationships. Public systems bring reach. Grassroots organisations bring local knowledge and trust. Funders and knowledge partners strengthen evidence and capability. Education and opportunity partners extend pathways into adulthood. The strongest partnerships bring those strengths together.

The task is to grow without losing depth: learn as the model travels, strengthen the people carrying it and keep asking what works, for whom and under what conditions.

No single organisation can build that future alone. Reaching 2 million girls will depend on partners helping create the conditions in which their leadership can take root and endure.



OUR FUNDING AND STRATEGIC PARTNERS

YOUNG FOUNDERS SCHOOL
AYATI
BELDEN
CHILDREN'S HOPE INDIA
EVERY CHILD COUNTS
GIRL RISING
girl up
Global Girl Project
Goodera
infoedge
KARYA
KARM Trust
NOREC
Paytm
Reliance Foundation
ROHINI NILEKANI philanthropies
SHADHIKA
STATE STREET
SONY MUSIC
SWEDISH CHAMBER OF COMMERCE INDIA
hans THE FOUNDATION
EgonZehnder
U-GO
WinWire
TATA CONSUMER PRODUCTS

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OUR FUNDING AND STRATEGIC PARTNERS

Department of Women and Child Development
Government of Uttar Pradesh

LifeSkills Collaborative

mundo cooperante

VEDDIS FOUNDATION

BharatPe CAPITAL

zydus
Dedicated To Life

SHAH FAMILY FOUNDATION

Azim Premji Foundation

benevity

LEA

DR. MANISH CHHAPARWAL
MANISH MANAV MANDIR CHHAPARWAL CHARITABLE TRUST

milaan
foundation



FINANCIALS

Milaan- Be The Change (NGO)
D- 2/2062, IInd Floor, Vasant Kunj, New Delhi - 110070

BALANCE SHEET AS AT MARCH 31, 2026

(Amount in INR)

PARTICULARS	SCHEDULE	AMOUNT AS AT 31.03.2026	AMOUNT AS AT 31.03.2025
SOURCES OF FUNDS			
I.FUND BALANCES:			
General Fund	(1)	72,436,410.25	54,355,397.89
II.LOAN FUNDS:			
a. Secured Loans		-	-
b. Unsecured Loans		-	-
TOTAL	**[I + II]**	72,436,410.25	54,355,397.89
APPLICATION OF FUNDS			
I.FIXED ASSETS			
Written down Value	(2)	27,166,880.54	28,885,901.36
II.INVESTMENTS IN FDR		33,375,000.00	24,075,000.00
III.CURRENT ASSETS, LOANS & ADVANCES:			
a. Program Receivable	(3)	-	-
b. Loans & Advances	(4)	4,126,463.20	3,468,221.20
c. Cash & Bank Balances	(5)	53,678,040.51	9,214,153.33
Sub- Total	**A**	57,804,503.71	12,682,374.53
Less: CURRENT LIABILITIES & PROVISIONS:			
a. Expenses Payable & Provisions	(6)	1,409,921.00	4,823,504.00
b. Unutilized Grant	(7)	44,500,053.00	6,464,374.00
Sub- Total	**B**	45,909,974.00	11,287,878.00
NET CURRENT ASSETS	**[A - B]**	11,894,529.71	1,394,496.53
TOTAL	**[I+II+III]**	72,436,410.25	54,355,397.89

Milaan- Be The Change (NGO)
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INCOME & EXPENDITURE STATEMENT FOR THE YEAR ENDED MARCH 31, 2026

(Amount in INR)

PARTICULARS	SCHEDULE	AMOUNT AS AT 31.03.2026	AMOUNT AS AT 31.03.2025
I. INCOME			
Grants and Donation		42,147,692.21	27,217,411.50
Donation FCRA		104,378,035.29	109,591,265.47
School Fees		3,194,604.00	2,305,791.00
Interest Income		3,027,735.50	2,327,828.13
TOTAL	**[I]**	**152,748,067.00**	**141,442,296.10**
II. EXPENDITURE			
Administrative Expenses	(8)	23,123,808.82	20,848,928.28
Swarachna School : Kaintain		11,204,983.00	12,035,787.00
Girl Icon Program Expenses		84,359,641.00	92,680,003.00
Unmukt Program Expenses		8,433,890.00	9,776,004.00
NOREC Program Expenses		3,080,548.00	2,339,807.00
Other Program Expenses		2,141,998.00	-
Depreciation		2,322,185.82	2,574,408.22
TOTAL	**[II]**	134,667,054.64	140,254,937.50
III.EXCESS OF INCOME OVER EXPENDITURE	**[I - II]**	18,081,012.36	1,187,358.60

Significant Accounting Policies and Notes to Accounts attached
IN TERMS OF OUR REPORT OF EVEN DATE ATTACHED

For Shahab & Associates
Chartered Accountants

SHAHAB & ASSOCIATES * LUCKNOW * CHARTERED ACCOUNTANTS *

CA Mohammad Rais
Partner
M. No. 420342
FRN: 017126C
UDIN: 26420342TPMRJI3400
Place: Lucknow
Date: 29/09/2026

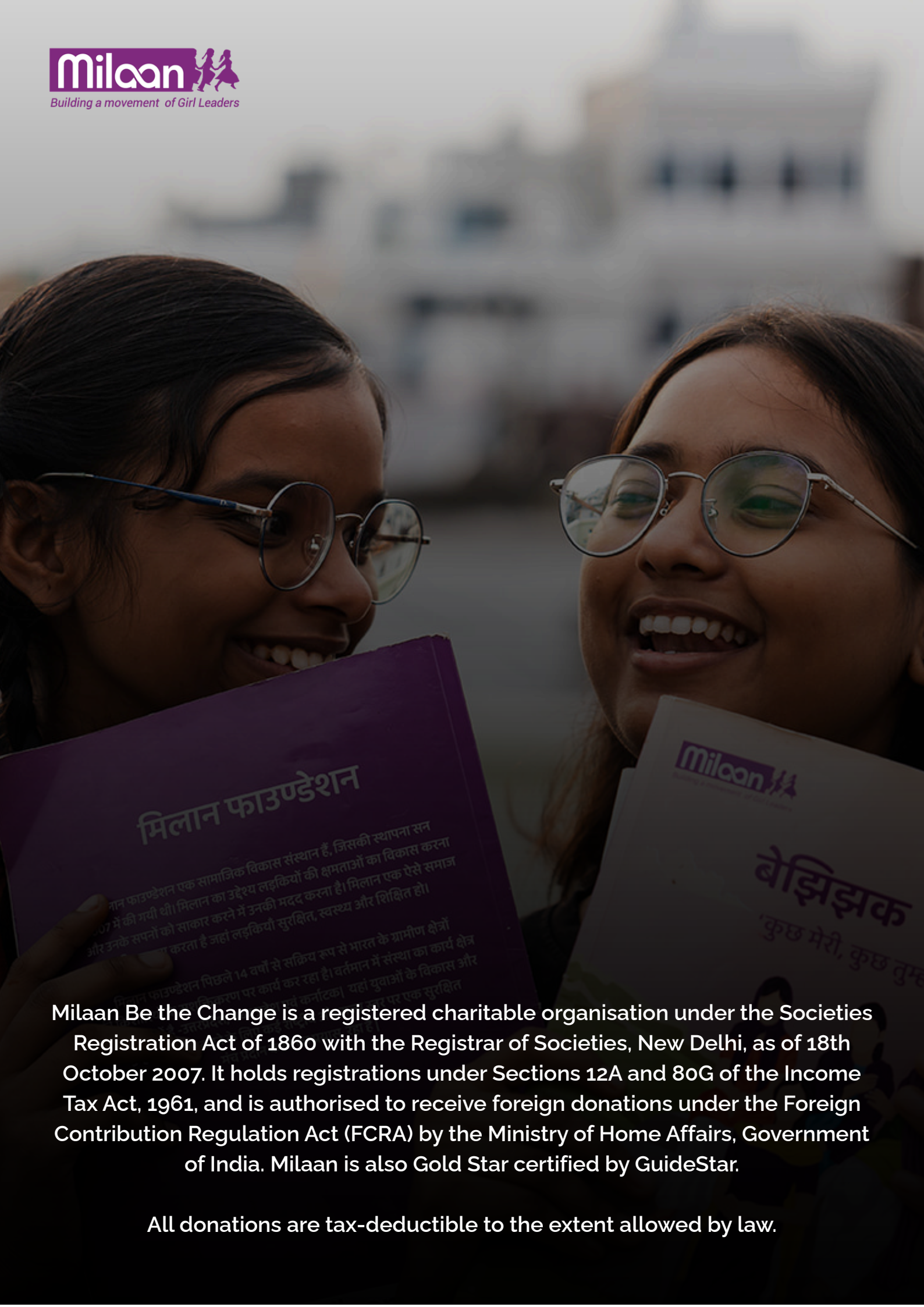
For: Milaan- Be The Change

MILAAN BE THE CHANGE S/60105/2007 (NGO)

Dhirendra Pratap Singh
(President)

Rati Misra
(Treasurer)

Place: New Delhi
Date: 29/09/2026



Milaan Be the Change is a registered charitable organisation under the Societies Registration Act of 1860 with the Registrar of Societies, New Delhi, as of 18th October 2007. It holds registrations under Sections 12A and 80G of the Income Tax Act, 1961, and is authorised to receive foreign donations under the Foreign Contribution Regulation Act (FCRA) by the Ministry of Home Affairs, Government of India. Milaan is also Gold Star certified by GuideStar.

All donations are tax-deductible to the extent allowed by law.

Milaan

Building a movement of Girl Leaders

FOLLOW THE MOVEMENT

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