

## Annual plan April 1, 2020 – March 31, 2021

“Collaboration is key in changing the world”

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### 1. Introduction

Looking at the trend in the first three quarters of FY 2019-2020, the Economist in India projected India's growth to fall to 5 percent by the end of 2019-2020. From roughly 7 percent annually in 2017 and 2018, this is the slowest growth rate in six years. Weaker consumer demand and slowing private investments are the two key factors behind the Indian economy slow down. It has largely been attributed to the slowdown in investment that has now broadened into consumption, driven by financial stress among rural households and weak job creation.

There are very strong views for 2020. Some experts feel while 2019 will be remembered as one where systemic clean-up of financial sector picked up pace which resulted in short term pain, this tidying up will have extensive positive ramifications for economy in medium term. They feel the slowdown may just be a blip, after all. It is noteworthy that India sustained its growth momentum despite the global financial crisis in 2008. India was, in fact, the world's fastest growing major economy between 2014 and 2018, with the services sector contributing more than 60 percent to its economy. The World Bank, in the South Asia Economic Focus, said the country was expected to gradually recover to 6.9 percent in 2021 and 7.2 percent in 2022 on the back of an accommodative monetary stance.

Others however feel that the economy is in 'ICU'. There is huge fiscal deficit, and this would have an impact on Government spending and will further place stress on GDP. The current meltdown of financial sector primarily from NBFC, will further lead to decline of credit to commercial sector, high unemployment and food inflation. There might be a slight revival and that also if the Government prioritizes on boosting the economy.

There have been social tensions within the country in 2019 which is not healthy for the country or its economy. 2020 is the year of wait and watch, we need to see about measures that the Government will take and how that will affect the growth of businesses.

Business ties between India and the Netherlands are strong and have become even stronger post the recent state visit of King Willem Alexander and Queen Máxima in October and the accompanying trade mission with more than 200 companies. The menu of available visa has been extended; even tourist visa is now available for 5 years with multiple entries. This eases the travel of our experts and colleagues.

Our belief that there is no competition in the social enterprise sector but only a large scope for collaboration to create much more impact, reflects in our platform. We expect that our platform will facilitate and create many more partnerships between business partners themselves and the access to finance and market partners.

For Women on Wings there are exciting times ahead, we expect our platform to bring us new partners and boost impact in the coming years.

## 2. Our WHY, HOW, WHAT & core values

### BHAG – Co-creating 1 million jobs for women in rural India

#### WHY – Taking rural families out of poverty

Our mission, or big hairy audacious goal BHAG, is still the same as when Women on Wings was established in 2007: co-creating 1 million jobs for women in rural India. When rural women have control over the household money, this has positive implications for immediate well-being as well as raising the level of human capital and economic growth through improved health, nutrition and education outcomes. It is *the* way to break the cycle of poverty (World Bank).

#### HOW – By creating jobs for women in rural India

Our vision is to provide tailor made business knowledge and mentoring to existing social businesses to scale up their business and thus co-create sustainable jobs for women. We act as investors in our screening of potential partner. Therefore, we do an intensive assessment of the potential business partner which includes a discussion with its CEO and management based on mission/vision, ownership/entrepreneurship, growth ambition, track record, management in place and defined questions based on strengthening the supply chain.

Our definition of a job: paid work for 4 to 5 hours per day, depending on the availability of the woman who combines work with taking care of the children, household, livestock and land. There is no time slot decided for the 1 million jobs. From 2007 to September 2019 we were able to co-create 278,000 jobs.

#### WHAT – Access to tailor made business knowledge and an online community platform

We work with existing social businesses and bring in business knowledge / coaching to accelerate their business. We never start a business. We focus on enterprises with potential growth in women centric sectors such as textiles & handicrafts, food & agri and non-timber forest produce. In FY 2019-2020 we add two more services to accelerate the growth of our partners: access to market and access to finance. These new services are made available on the online community platform which we have developed in 2019.

#### Our core values

- Living up to
- Equality
- Energetic
- we do what we say or promise, and we are specific
- we act from an equal position and show respect to cultural differences
- enthusiasm, courage and energy

#### Sustainable Development Goals

The seventeen United Nations' Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. We contribute to SDG's:



## 3. Targets 2020-2021

### Consultancy

- Add 20,000 new jobs to the target of 291,000 in FY 2019-2020 – total of 311,000 jobs FY 2020-2021 (known by May 2021)
  - o Decided in board of February 10, 2020: add 'increase in salary' to the impact measurement

for those partners that have this information available. Key remains job creation.

- Organize 2 summits
- Organize 3 online events
- 5 new business partners

## **Funding**

- Income target from business partners in paid model: 20,000 euro
- Additional funding minimum 120,000 euro
- At least one new long-term funding partnership

## **Organization and Experts**

- Recruit platform manager Q3
- Recruit fundraising consultant Q1
- Recruit minimum 1 mentor (expert or freelance) Q3
- Compensate our global footprint
- At least 3,000 hours spent by experts (known by May 2021)
- Strategy, Annual Plan 2021-2022 and team building session with team India and NL in November
- 3 expert meetings
- Good employment practice: assess training needs and facilities employees

## **Communication**

- Press coverage: 12 publications
- News items: weekly
- E-Newsletter: monthly
- Presentations/networking: at least one per quarter in relevant business networks in India and NL
- Separate targets for the community platform:
  - o Content: quality before quantity
  - o Weekly news; 1-on-1 from our website
  - o Extra: monthly external news related to the business of the partners
  - o 2 discussions per week
- NRC Charity Awards 2020

## 4. Strategy

### 4.1 SCOT for FY 2020-2021

Strengths	Challenges
<ul style="list-style-type: none"> <li>- Platform – connecting multiple stakeholders</li> <li>- Strong connect with all social enterprises</li> <li>- Quality of social enterprise partners</li> <li>- In depth and focused consultancy due to paid model</li> <li>- Brand building (social media, conferences)</li> <li>- Track record of 12 years</li> <li>- High quality &amp; variety portfolio of experts</li> <li>- Impact focus – only counting jobs but impact is much bigger</li> <li>- Dedicated team</li> <li>- Long term funding to sustain</li> <li>- Strong connect of our board members in The Netherlands</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of Indian experts that can bring in the context in consultancy from Indian perspective</li> <li>- Lack of domain specific knowledge</li> <li>- Better validation of the multiplier effect of job creation</li> <li>- Lack of government partnerships that offer scale</li> <li>- No third-party validation of impact</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>- Leverage the platform to increase reach and visibility</li> <li>- Deeper and meaningful engagements with business partners by bringing better offers from finance and support partners</li> <li>- stronger commitment from business partners due to paid model</li> </ul>	<ul style="list-style-type: none"> <li>- Underperformance of partners</li> <li>- Competition from free mentorships being freely offered: new players and changing landscape* (see next page, 2nd paragraph)</li> <li>- High share of funding per sponsor</li> <li>- Lack of a pipeline for funding for now</li> </ul>

\* A changing landscape in the social space and offers for free mentoring from new players may seem a threat to our new paid model. However, we witness a growing realization in the sector that many new players just train instead of providing full mentorship.

### 4.2. Women on Wings 2.0

#### Background

Women on Wings was founded 12 years ago with a mission of co-creating one million jobs for women in rural India. Sharing strategic and practical knowledge across the value chain, creation of sustainable business models and long-term relationships are the ingredients for the successful recipe. We had already established in the past that our focus is on social enterprises and not NGO's. Keeping in mind the changing ecosystem and to subsequently increase on ground impact, we developed a new strategy for 2019. FY 2019-2020 was a year of change for Women on Wings. Two major highlights were the introduction of the **paid model for consulting** and the launch of our **community platform**.

#### Paid model for consulting

Between April 2019 – January 2020, the paid model led to the following:

- The change was welcomed and not resisted by social enterprises which clearly understood the reason behind it. They accepted the fees structure.
- It also led to increased commitment from Women on Wings and deep connect with our partners

- Out of 8 individual paid workshops, 60 percent came from our existing partners and 40 percent from new partners
- We signed 3 mentorship assignments, GVK, Jute Artisans and Manjari Foundation

## **Community Platform**

The community platform was developed in 2019 with Lemberg from Lviv, Ukraine, and launched formally on 11 February 2020. The platform is designed to connect social enterprises with multiple stakeholders and create a network and community forum where knowledge and best practices can be shared. The aim is to service social enterprises in accelerating the growth of their businesses, leading to creation of more jobs for women in rural India.

## **Membership**

Our platform is very specific for enterprises that focus on livelihood for rural women and organizations that want to support them. Therefore, membership will be limited in number and only after approval from Women on Wings team. :

## ***Membership Targets***

The platform gives us the opportunity to communicate with our business partners and prospective members and experts. We carefully need to ensure we keep the platform active to engage the audience.

## **Maintenance**

We have signed a maintenance contract with Lemberg that has a Service Level Agreement (SLA) and on demand package. The SLA includes:

- Drupal core security updates; every third Wednesday of the month with critical resolution within same day and moderate to less critical next day
- Open social updates
- Monthly server/project health check
- The risk of Critical issues is covered

## **4.3 Research and Consultancy**

### **Introduction**

We have changed the model last year from pro-bono consultancy to charging a nominal fee. This had a downward effect on the number of workshops. On the other hand, we see a need at smaller social enterprises for our support. Some existing “old” business partners must get used to the new model and are at the same time at a stage that the need for workshops and support is at a lower level. To have a clear understanding of our partnerships in relation to the intensity of our engagement, we have made a partner segmentation matrix. It helps us to allocate our time in balance with input and expected output and we can manage expectations at the partner’s side.

### **Segmentation of business partners**

Based on the experience of the first year of implementation of the paid model we have reviewed the participation of the complete portfolio of business partners. We concluded that we have 4 levels of engagement with current business partners: High, Moderate, Low, Dormant.

## **Summits**

We believe that, apart from on-line consultancy and the platform, we also need an off-line visibility and the possibility to experience our work and the impact we are creating with our partners. We will organize one generic summit for business partners and one CEO summit.

## **Job creation**

We expect to co-create approximately 20,000 new jobs for women in rural India with our existing business partners.

<b>Business partners per focus sector:</b>	<b>Textiles &amp; Handicrafts</b>	<b>Food &amp; Agri</b>	<b>Forestry</b>
High/moderate engagement	9	7	0
Low engagement	7	4	1
Dormant	14	12	2
<b>Total</b>	<b>30</b>	<b>23</b>	<b>3</b>
Share of jobs per focus sector	40%	50%	10%

Overall, we expect a job growth of 20,000 jobs in the portfolio of our existing and new business partners. Research will have a prominent role in onboarding business partners fitting in the new strategy.

## Consultancy

The three focus sectors for our work remain the same:

### *Textiles and handicrafts*

The future for the Indian textile industry looks promising, buoyed by both strong domestic consumption as well as export demand. There still is a growing awareness and demand for sustainable fashion. This requires a more professional approach to reach out to the market. Connecting the dots and creating synergy between the business partners is one of the strengths of Women on Wings to make it happen.

### *Food & Agri*

Our current portfolio is mainly in (organic) pulses/vegetable/fruit produce. We expect to grow further in this sector as food and consciousness about food is increasing amongst consumers.

### *Forestry*

Forestry remains a focus area for us. The number of women involved are substantial, but the sector is highly unorganized. Last year we have added a new promising business partners in this sector so we keep on working on this sector.

## Waste Management and PUM

Waste Management will be a renewed focus area where we expect future job opportunities for women. This year we will start a program in collaboration with PUM in waste management where we can utilize the expert domain knowledge of PUM experts. There is a joint kick-off meeting in February 2020 to define the scope and expected impact of the program.

## Something Good

The new brand will be launched in FY 2020-2021. The first container with orders from India will be shipped in Q1. It has been a learning curve for the entrepreneur and the business partners. Depending on the results, we expect the next shipment in the second half of this year. Apart from writing orders at our business partners, Something Good also has brought Women on Wings a new interesting prospect in Manipur (black pottery).

## Government and other institutions

Last year, we pitched, on request of IFAD, for a large development program of IFAD in Uttarakhand. Despite sending proposals and resending documents, it turned out, again, that it is very challenging and time consuming (and therefore sometimes frustrating) to work with the government. After more than one year since our assessment in Uttarakhand, still no decision has been taken. So, we shall not focus on governmental or large institution programs. The flip side is that these programs work on high numbers of job creation so if we come across such a program, we will surely do thorough research before deciding.

## Social investors/Venture Capitalists/Investors

We continue our research to find parties in this sector that could support our business partners. We will invite those that could and invite them to become Access to Finance partner on our platform.

## Expert capacity

Because of the new model, new opportunities will arise for those experts who are now unable to travel a full week and do two workshops. We expect experts will be traveling to India for one workshop only. Those experts who are not able to travel at all can do online consultancy, webinars and/or podcasts from their home in The Netherlands. The efficiency rate (last FY 1.8) is therefore no longer something we strive for.

Estimated expert capacity required:

	# BPs	# events	# hrs*	# total hrs	# days
Consultancy					
Level 1	5	20	18	90	11
Level 2	30	30	48	1440	180
Level 3	6	18	48	864	108
Field assessments	8	8	40	320	40
<b>Sub total</b>		<b>76</b>	<b>154</b>	<b>2714</b>	<b>339</b>
	<b># events</b>	<b># experts</b>			
Summits	2	4	40	160	20
Webinars (2-3 hours)	3 or 4	4	5	20	3
<b>Grand total</b>				<b>2894 **</b>	<b>362</b>

\* hrs include preparation and aftercare

\*\* excluding hours for expert meetings

## 5. Organization & Expert Relations

Women on Wings is a social enterprise with a small staff supported by experienced business professionals who voluntarily donate their valuable time and skills. However, not without setting standards. After all, volunteering for Women on Wings comes with the responsibility to perform in agreement with our core values. So, we are selective about with whom we work. We formulate a specific profile for each role or challenge and make no concessions. We aim to realize impact and sometimes someone simply just does not fit the culture or philosophy of our organization to make this difference. We will always be true to our values: equality, energetic and living up to expectations. In recruiting new expert volunteers this means that regardless their professional expertise they also need to embrace these. These values have become our trademark and form the foundation of our services. We will re-evaluate the existing values in relation to the new strategy Women on Wings 2.0.

We work on realizing our mission with the support of these, male and female, volunteering professionals, each of them with at least 15 years of experience in their specific field. They work together with the Indian social entrepreneurs, our business partners, in interactive workshops on the development of the business. The professionals are not employed by the organization but are essential to the core concept of the Women on Wings model. They are our human capital.

Since we recruited many new experts in previous years we will focus on more engagement with the current group. The new Women on Wings online community platform will surely add to this. In FY 2019-2020 we organized an intercultural learning workshop for our new experts which was highly appreciated by the experts. For FY 2020-2021 we shall be looking at similar workshops on a specific topic.

Also, we shall be conducting exit interviews with experts that will leave or already have left and explore whether they would like to become an ambassador for Women on Wings.

In FY 2020-2021 we will hopefully need more expert capacity for online consultancy.

## HR

To further strengthen our organization and service the business partners which signed up for our mentoring program, we shall monitor the need for extra business mentoring capacity and decide whether to yes /no recruit 1 part-time business mentor.

We foresee a funding gap later in this FY and will therefor recruit a part-time Fundraising Consultant in Q1.

## 6. Communication

Communication showcases our work in India with the business partners and supports the continuous development of stakeholder engagement (funding partners, network partners, business partners, press).

### Looking back

In FY 2019-2020 we witnessed a growing interest for our work. Our continuous presence at carefully selected seminars in India and our constant and consistent posts at our social media seems to be paying off. Our participation to the Dutch trade mission / state visit to India and the economic mission to Himachal Pradesh specifically contributed to an increase of followers in The Netherlands, India and Europe. FY 2019-2020 was largely used to develop and create our online platform. From the technical specs to the creation of the visuals, we took time to learn from others and test all to finally create the best possible community forum for our partners.

Intensive research at press agencies in India learned that either they ask a significant fee for a publication or they are only interested in writing about our last mile beneficiaries. Although tough to reach and interest the right persons, we will continue trying to get publications.

### Looking ahead

In FY 2020-2021, we will continue communicating the **why**, **how** and **what** and the **results** of Women on Wings, our experts and our business partners. The script which we created to use for interviewing the last mile beneficiary women when on field visit, is used on a regular base. Our team and experts find it joyful to do the interviews. Also, the women are happy to answer our questions. The stories from these interviews explain the 'why'. We aim to publish one 'success story' per monthly e-newsletter.

Next to a growing number of followers on our social media, we also receive a growing number of direct messages on Facebook, Messenger and Instagram. The social media, and definitely Instagram, become more and more important, also in receiving communications. Mostly individuals reach out through the social media, requesting more information how to contribute. Organizations largely find us via our website.

### New Platform

The new Women on Wings platform, which was launched in February 2020, is expected to create a boost in awareness in FY 2020-2021. In FY 2019-2020 we spent quite some time on creating and testing the platform. FY 2020-2021 will be exiting because we will have to boost the platform and keep it interesting for its members.

The platform has a separate URL and requires log-in, but it is embedded in our website. It has a separate tab for the platform community. The look and feel corresponds with the Women on Wings identity as much as possible and within the possibilities of the template.

### Search engine optimization (SEO)

We shall not focus too much on SEO since Google is changing the game. In October 2019, Google introduced the BERT (Bidirectional Encoder Representations from Transformers) update to its search ranking system. The addition of this new algorithm, designed to better understand what is important in natural language queries, is a significant change.

SEO experts say Google is shifting from 'search engine' to 'publisher', giving you 1 or 2 answers rather than 10 options (read: websites) to choose from. Research by FrankWatching (a renown Dutch online

communications forum) from 2019 shows that 54.4% of search requests no longer result in clicks to a website. CondéNast, the world’s largest media house, has recently expressed its worries that in search there is no institute that secures quality. Google rules.

## Strategy

1. Develop press contacts and publicity in (semi) business media offline
  - Participate in forums and events both in India and the Netherlands
  - Strengthen our ‘**craftsmanship in accelerating social businesses**’ image (explain the platform and new services in the new model)
  - Build our unique out of the box way of working (we do not come and tell what to do) and platform community (together we can make a bigger change)
2. Continue to develop the online Women on Wings presence. Feedback from our social media expert says we are doing a great job and we should continue our current strategy. Our posts are consistent, authentic and real.
  - Continue on our Social Media handles Twitter, Facebook & Instagram, YouTube, LinkedIn like we did in 2019-2020.
  - Women on Wings name and logo on our partners’ website and on external women centric websites which link to our website
3. Add brand ambassadors for advocacy for Women on Wings in India and the Netherlands

## 7. Governance

In FY 2020-2021 Women on Wings has three entities:

- *Stichting* Women on Wings (NL) | since 2007
- Wings International Private Limited (India) | since 2013
- Women on Wings Foundation (India) | since 2014

The planning and main topics, next to the regular updates, for these meetings in FY 2020-2021:

- June 8, 2020: Annual Report & Accounts (in the Netherlands – annual general board meeting)
- August TBD, 2020: sign balance sheet and regular (‘paper’ meeting in India)
- November 9, 2020: Regular update on the business (in India)
- February tbd 2021: Annual Plan 2021-2022 (in the Netherlands)

Per April 2020 the boards comprise:

### Board of *Stichting* Women on Wings

Ellen Tacoma (chair)  
 Maria van der Heijden  
 Smita Mankad  
 Vikas Chaturvedi  
 Wout Dekker  
 Shilpa Mittal Singh (permanent invitee)  
 Ronald van het Hof (permanent invitee)

### Board of Women on Wings Foundation

Vikas Chaturvedi  
 Smita Mankad  
 Shilpa Mittal Singh  
 Ellen Tacoma (permanent invitee)  
 Maria van der Heijden (permanent invitee)  
 Wout Dekker (permanent invitee)  
 Ronald van het Hof (permanent invitee)

Members of the board of Women on Wings Foundation are appointed for a period of 4 years which can be extended with 4 more years to a total of 8 years (decided in the board meeting of December 9, 2015).

No	Members of the Board of Women on Wings Foundation:	Period of appointment
1	Vikas Chaturvedi	June 2014 – June 2018 June 2018 – June 2022
2	Smita Mankad	January 2016 – January 2020 January 2020 – January 2024

3	Shilpa Mittal Singh	January 2016 – January 2020 January 2020 – January 2024
Members of the board of Women on Wings Foundation are appointed for a period of 4 years which can be extended with 4 more years to a total of 8 years (decision board December 9, 2015). Ellen Tacoma, Maria van der Heijden and Ronald van het Hof are permanent invitees.		

No	Members of the Board of <i>Stichting</i> Women on Wings:	Period of appointment
1	Ellen Tacoma – co-founder and chairperson (since June 2017)	March 2010 – no end date
2	Maria van der Heijden – co-founder	March 2010 – no end date
3	Smita Mankad	June 2017– June 2021
4	Vikas Chaturvedi	January 2013 – January 2017 January 2017 – January 2021
5	Wout Dekker	November 2018 – November 2022
Members of the board of <i>stichting</i> Women on Wings are, starting 2013, appointed for a period of 4 years which can be extended with 4 more years to a total of 8 years (decision board December 9, 2015). This rule does not apply to Women on Wings’ co-founders Ellen Tacoma and Maria van der Heijden.		

### Good Governance and Risk Management

Women on Wings adheres to the key principles of ‘Good Governance’ as formulated by the Dutch Central Bureau on Fundraising (CBF) and the Sector Association of Fundraising Institutions in The Netherlands (VFI). These include Supervision and Control, Management of Risks and Transparency and Benchmarking.

In 2014, we have introduced the risk analysis to the Board. Once a year the risk policy is discussed in the board. In FY2019-2020 we have totally updated the risk policy, including all under laying processes. In FY 2020-2021 we will continue to update accordingly. The purpose of the analysis is threefold:

1. By providing insight in risks we can make careful judgments on how to deal with these risks.
2. Furthermore, it helps us to report more transparently on potential risks and the policies we have formulated and decisions we have made to mitigate these risks.
3. It creates a pro-active, transparent and open mindset within the team in India and the Netherlands to communicate about our policy and procedures.

### Supervision and Control

Supervisory tasks are strictly separated from managerial and executive tasks. The non-executive board members act as sparring partners, they monitor activities and determine budgets and annual plans. Monitoring and evaluation takes place annually before publication of annual results, including financial statements. The audit report is an important source of information.

### Sustainability: People, planet, profit

Women on Wings follows the OESO guidelines for Multinational Businesses, which includes the following:

- **Payment:** We work with organizations that pay a fair price for work.
- **Working hours:** Most women who work for our business partners are paid per item/assignment. A fair price is agreed in advance, corresponding to the number of hours worked.
- **Child labor:** Women on Wings works with organizations that employ women above the age of 16.
- **Social enterprise:** Our partners in India are social businesses. Creating work for rural women is as important as making a profit.
- **Working conditions:** We discuss the working conditions with our business partners, and we visit several villages and units to see the work for ourselves. In general, working conditions are good – the women work at home or nearby and can determine how many hours they work per day.
- **Payment:** The income the women earn is mainly per piece, per kg or per liter, depending on the kind of work. Women can choose themselves how many hours they are able to do paid work, next to looking after their children and the household. The average income depends on this and varies between 2,000 and 5,000 INR/month (between 30 and 150 euro per month).

- **Sustainability in our own organization:** In our offices in India and the Netherlands we limit our use of paper by working with digital technology as much as possible. We use a minimum amount of printing capacity, and mainly use paperless devices such as laptops and smart phones. Travel by car or plane is unavoidable in the work we do. We compensate for this with the purpose of our work, which is to create business models that generate jobs.

## Compensate carbon footprint

In FY 2018-2019 we researched how we could compensate our carbon footprint. We looked at various existing programs, e.g. that of KLM and a number via MVO Netherlands, but they did not entirely match our criteria. We have decided to join "I AM GURGAON", a public-private initiative with one ambitious goal: to plant and nurture one million trees in Gurgaon. We have calculated our total travel (by air and car, in the Netherlands and India) in the last FYs and came to an amount of (rounded off) 1,500 euro / INR 122,000. The cost per sapling is INR 650. The cost includes plantation and maintenance cost for the current year and the next two years. Gurgaon is chosen because it is the home of the Women on Wings team in India and it could use some more green lungs.

We missed the planting season last FY because we thought it would be possible to plant saplings in November while the Dutch team members were in India, but planting season is August – September. We will look for a press opportunity while planting these saplings in this FY.

## 9. Finance / budget

### Principles in budget

The currency rate is equal to last year 80. The assumptions for the budget are for most parts the same as last year. We increased the budget for international flight from 1,000 euro to 1,100 euro per visit due to increasing prices and compensation CO2, but the national travel and lodging rate is increased from 500 euro to 563 euro per workshop based on actual expenditure.

### Budget FY 2020-2021 compared to forecasted actual last year

- Forecasted income FY 2019-2020 614,350 euro versus estimate income FY 2020-2021 436,188 euro.
  - o Only committed income is calculated
- Forecasted expenditure FY 2019-2020 476,706 euro versus budgeted expenditure FY 2020-2021 550,050 euro.
- The budgeted travel expenditure is more because the estimate number of visits will become normal and the estimate efficiency rate (combined visits) will be the same.
- The budgeted personnel costs are higher due to funding NL vacancy and Indian inflation and platform manager vacancy.
- The budgeted costs for office India are higher due to inflation and increase of electricity.
- The development costs for the platform was last year, for coming years only service fee.

### Costs per job created

The expected number of new jobs for the year FY 2020-2021 amounts 20,000. The budgeted costs per job were calculated on 28 euro. For coming years, the annual cost per job may increase to maximum of 30 euro, which in Indian context is still very low and acceptable.

### Forecast 2020-2021 and the years after

- The budgeted expenditure 2020-2021 is 550,050 euro which is covered by committed income for an amount of 436,188 euro. If we do not receive new funding, we will need our designated reserve for an amount of about 120,000 euro.
- The fiscal year 2021-2022 has a funding gap of 200,000 euro. The designated reserve is sufficient for both years so that continuity is not compromised.

Forecast of Women on Wings Amounts in Euro's													
estimate YTD 19- FC ACTUAL 19- Consolidated	Forecast 2019-2020			2020 - 2021			2021 - 2022			2022 - 2023			
	Forecast 2019/2020	Forecast NL 19/20 India	Forecast 19/20	Forecast 2020/21	Forecast NL 2020/21	Forecast 2020/21	Forecast 2021/22	Forecast NL 2021/22	Forecast 2021/22	Forecast 2021/22	Forecast 2022/23	Forecast 2022/23	
<b>Total income</b>	614.350	507.875	485.000	22.875	436.188	414.500	21.688	390.500	364.000	26.500	245.000	214.000	31.000
Friendship Wings	16.500	15.000	-	-	14.500	14.500	-	14.000	14.000	-	14.000	14.000	-
Income Business Partners	5.632	21.875	21.875	-	19.688	19.688	19.688	25.000	25.000	25.000	30.000	30.000	30.000
Funding partners (private & corporate)	585.168	470.000	470.000	-	400.000	400.000	-	350.000	350.000	-	200.000	200.000	-
Income funding 'in-kind'	0	-	-	-	-	-	-	-	-	-	-	-	-
Income from investments	7.050	1.000	-	1.000	2.000	-	2.000	1.500	-	1.500	1.000	-	1.000
<b>Total expenditure</b>	473.321	517.210	282.945	234.265	555.050	320.558	234.492	589.076	341.077	247.999	606.293	343.613	262.680
<b>Spent on our objective</b>	404.369	458.746	248.637	210.109	469.384	263.204	206.180	492.055	274.673	217.382	506.767	277.210	229.557
Travel and accommodation expenses	82.676	105.481	61.600	43.881	136.459	72.740	63.719	149.108	84.209	64.899	154.879	86.735	68.144
Information and publicity	10.184	7.188	1.500	5.688	10.500	3.500	7.000	11.000	3.500	7.500	11.000	3.500	7.500
Personnel costs	246.785	280.889	163.037	117.853	280.731	161.924	118.806	289.051	161.924	127.127	296.679	161.924	134.755
General expenses	30.279	28.000	22.000	6.000	28.600	22.000	6.600	29.260	22.000	7.260	29.986	22.000	7.986
Investment costs / tax	591	4.313	500	3.813	700	500	200	650	500	150	600	500	100
Office India	9.302	7.875	-	7.875	9.855	-	9.855	10.446	-	10.446	11.073	-	11.073
Expenditure funding 'in-kind'	0	-	-	-	-	-	-	-	-	-	-	-	-
Strategy & Platform	24.552	25.000	25.000	25.000	2.540	2.540	-	2.540	2.540	-	2.550	2.550	-
% costs/ total income	65,8%	90,3%	51,3%	918,5%	107,6%	63,5%	950,7%	126,0%	75,5%	820,3%	206,8%	129,5%	740,5%
<b>Expenses of own fundraising</b>	15.224	15.111	7.548	7.563	36.240	28.083	8.158	42.865	34.133	8.732	43.486	34.133	9.353
Travel and accommodation expenses	509	1.375	500	875	1.463	500	963	1.559	500	1.059	1.665	500	1.165
Information and publicity	836	2.250	500	1.750	2.425	500	1.925	2.618	500	2.118	2.829	500	2.329
Personnel costs	13.859	10.548	6.048	4.500	31.353	26.583	4.770	37.689	32.633	5.056	37.992	32.633	5.360
General expenses	20	938	500	438	1.000	500	500	1.000	500	500	1.000	500	500
% cost / income own fundraising	2,5%	3,0%	1,6%	33,1%	8,3%	6,8%	37,6%	11,0%	9,4%	33,0%	17,7%	15,9%	30,2%
<b>Management &amp; Administration costs</b>	53.728	43.354	26.760	16.594	49.426	29.271	20.155	54.155	32.271	21.884	56.040	32.271	23.769
Various Man. & Adm. Costs	28.645	21.844	12.000	9.844	25.000	12.000	13.000	29.300	15.000	14.300	30.730	15.000	15.730
Personnel costs	25.083	21.510	14.760	6.750	24.426	17.271	7.155	24.855	17.271	7.584	25.310	17.271	8.039
% costs / income own fundraising	8,7%	8,5%	5,5%	72,5%	11,3%	7,1%	92,9%	13,9%	8,9%	82,6%	22,9%	15,1%	76,7%
<b>Result (income less expenditure)</b>	141.029	-9.335	202.055	-211.390	-118.863	93.942	-212.805	-198.576	22.923	-221.499	-361.293	-129.613	-231.680
Withdrawal designated Reserve Office Ind	0	10.000	-	10.000	120.000	-	120.000	200.000	-	200.000	365.000	-	365.000
<b>Result after withdrawal reserve</b>	141.029	665	202.055	-201.390	1.137	93.942	-92.805	1.424	22.923	-21.499	3.707	-129.613	133.320
total personnel costs	285.727	312.947	183.845	129.103	336.509	205.778	130.731	351.596	211.828	139.768	359.982	211.828	148.154