

## Revised Annual Plan targets April 1, 2020 – March 31, 2021

“Collaboration is key in changing the world”

1. Introduction
2. Targets 2020-2021
  - Original versus revised
3. The impact of COVID-19
4. Finance / Budget

### 1. Introduction

When we wrote the annual plan for FY 2020-2021, there existed mixed reviews of what the economy will look like in 2020. Few experts believed that 2019 was the year of systemic clean-up and this tidying up will have extensive positive ramifications for economy in coming time and felt the slowdown may just be a blip, after all. However, others felt that the economy is in ‘ICU’. The current meltdown of financial sector primarily from NBFC, will further lead to decline of credit to commercial sector, high unemployment and food inflation.

As we write this revised plan, it is very clear what the economy in 2020-2021 will look like. The COVID-19 pandemic has created unprecedented upheaval at all levels of society. Rarely has a situation called for a unified war cry and the need for collective effort, as the one humanity is faced with now. And even in this, the impact of the pandemic is borne most by those who can least afford it. Micro- entrepreneurs who form 95% of all entrepreneurs in India face mass extinction and need dedicated attention to help them through this calamity.

In this revised annual plan, we look at the original targets versus what we believe is more realistic in the new reality.

April 22, 2020

## 2. Targets 2020-2021 – original versus revised

ORIGINAL	REVISED
<p><b>Consultancy</b> Add 20,000 new jobs to the target of 291,000 in FY 2019-2020 – total of 311,000 jobs FY 2020-2021</p> <ul style="list-style-type: none"> <li>- Organize 2 summits</li> <li>- Organize 3 online events</li> <li>- 5 new business partners</li> </ul> <p><b>Funding</b></p> <ul style="list-style-type: none"> <li>- Income target from business partners in paid model: 20,000 euro</li> <li>- Additional funding minimum 120,000 euro</li> <li>- At least one new long-term funding partnership</li> </ul> <p><b>Organization and Experts</b></p> <ul style="list-style-type: none"> <li>- Recruit platform manager Q3</li> <li>- Recruit fundraising consultant Q1</li> <li>- Recruit minimum 1 mentor (expert or freelance) Q3</li> <li>- Compensate our global footprint</li> <li>- At least 3,000 hours spent by experts (known by May 2021)</li> <li>- Strategy, Annual Plan 2021-2022 and team building session with team India and NL in November</li> <li>- 3 expert meetings</li> <li>- Good employment practice: assess training needs and facilities employees</li> </ul> <p><b>Communication</b></p> <ul style="list-style-type: none"> <li>- Press coverage: 12 publications</li> <li>- News items: weekly</li> <li>- E-Newsletter: monthly</li> <li>- Presentations/networking: at least one per quarter in relevant business networks in India and NL</li> <li>- Separate targets for the community platform:               <ul style="list-style-type: none"> <li>o Content: quality before quantity</li> <li>o Weekly news; 1-on-1 from our website</li> <li>o Extra: monthly external news related to the business of the partners</li> <li>o 2 discussions per week</li> </ul> </li> </ul> <p>NRC Charity Awards 2020</p>	<p><b>Consultancy</b> Add zero new jobs to the target of 291,000 in FY 2019-2020 – total of 291,000 jobs FY 2020-2021. Focus will be on retaining existing jobs.</p> <ul style="list-style-type: none"> <li>- Organize online summits as per requirement</li> <li>- Organize 2 online events per month (till Oct)</li> <li>- 3 new business partners</li> </ul> <p><b>Funding</b></p> <ul style="list-style-type: none"> <li>- Income target from business partners in paid model: 8,000 euro</li> <li>- Additional funding minimum 60,000 euro</li> <li>- At least one new long-term funding partnership</li> </ul> <p><b>Organization and Experts</b></p> <ul style="list-style-type: none"> <li>- Recruit platform manager Q1</li> <li>- Recruit fundraising consultant Q1</li> <li>- Recruit minimum 1 mentor (expert or freelance) Q1</li> <li>- Compensate our global footprint</li> <li>- At least 1,200 hours spent by experts (known by May 2021)</li> <li>- Strategy, Annual Plan 2021-2022 and team building session with team India and NL in November</li> <li>- 3 expert meetings</li> <li>- Good employment practice: assess training needs and facilities employees</li> </ul> <p><b>Communication</b></p> <ul style="list-style-type: none"> <li>- Press coverage: 10 publications</li> <li>- News items: weekly</li> <li>- E-Newsletter: monthly</li> <li>- Presentations/networking: at least one per quarter in relevant business networks in India and NL</li> <li>- Separate targets for the community platform:               <ul style="list-style-type: none"> <li>o Content: quality before quantity</li> <li>o Weekly news; 1-on-1 from our website</li> <li>o Extra: monthly external news related to the business of the partners</li> <li>o 2 discussions per week</li> </ul> </li> </ul> <p>NRC Charity Awards 2020 – if any, last year end of March</p>

## 3. The impact of COVID 19

India is in a lockdown till May 3rd. In case of further extension, only limited activities will open. All travel is stopped and we do not know when it will resume.

Few assumptions have been made for the purpose of assessing our work and budgets for 2020:

- International travel will be safe to commence from Oct 2020
- Domestic travel will be safe to commence from August 2020

Our work focusses on Dutch experts conducting onsite workshops with social enterprises in India. Obviously given the situation that will not happen. Our platform could not have been launched at a better time. It helps us stay connected with our partners and for partners amongst each other.

### Business partners

- We are in constant one-on-one contact with all partners
- Most of our business partners are badly hit. There are no domestic and/or international sales leading to their biggest challenge - the liquidity crunch. Some have huge stockpiles. Others have no money to buy raw material for new production. So even when the market opens, they will have significant issues of not having production.
- Business partners Fabric Plus, Okhai, Rangсутra, MORALFIBRE, Sadhna, Tisser, Manjari Foundation and ACT have started making masks and other PPE to create double impact: income for artisans and fight COVID-19
- Okhai materializes its loyal customer base: online sales are good even though it is unable to deliver. Customers know, but still buy and pay.
- Business partner Jute for Life has turned Food for Life. It raised funds to buy food ingredients and rations, artisans prepare food for the poorest of the poor for which they get paid.
- Partners like Safe Harvest and ProNature are in essential products, so able to sell (online) and deliver
- We have communicated to all business partners that our online workshops are free of charge till further notice
- Mentoring continues per ZOOM
- Online CEO Summit on April 17 - we realized a need to bring all our business partners together and some experts to discuss how they were coping with the situation in a round table setting on ZOOM. We had 43 participants, including our team and experts. We shall be organizing online round tables on specific topics for smaller groups of partners.
- Upon their request in the CEO Summit, closed groups for textile & handicrafts and food & agri partners are made on our community platform for facilitating closer interaction and knowledge sharing
- Our team is collating data on relevant information regarding Govt initiatives and funds available, to share with our business partners
- We reached out to hot prospects to ask how they are doing and how we can support, also informing them that our online workshops are free of charge till further notice
  - o Three have requested online workshops

### Assessments

Obviously, assessments with field visit cannot take place. We will however, continue with the first level paper assessments followed by an extensive online meeting with the entrepreneur.

### Beneficiaries

- Economic impact because of a loss of income for daily wage workers, artisans, weavers, farmers has been a crippling blow to them
- The Government has provided some sustenance packages and announced to provide food and ration to all. However, what we hear from the field is mixed reviews. Some say they have received the aid while others say opposite.

## Experts

- We posted a lengthy information letter to inform our experts, many of them replied to let us know how they are doing and that they would be glad to support in any way possible. They are very engaged and feel for what is happening in India. We will post a second informative letter shortly
- Online workshops with business partners and experts continue (e.g. on Finance and Marketing)
- 5 experts attended the online CEO summit on Friday April 17
- We will request our experts to conduct webinars on specific topics, like Marie-Gon did on branding

## Donors

- We sent an update to all funding partners about COVID-19 vs our work/platform. As a result, we received an extra donation of 10K from one of the existing donors.
- We sent all Friends (who support us with 100 euro per year) a thank you note and update about COVID-19 vs our work/platform. As a result, we received two extra donations, total of 150 euros.
- We received a donation of 1,007 euro from a person in the UK who wants to remain anonymous and who mentioned to already consider a second, larger, donation by year end
- One of our experts nominated Women on Wings for a special COVID-19 initiative of its employer. We were chosen and will receive 1500 euros.
- Dutch embassy had initially decided to give us their SSP grant for our work with ACT and Shalom Ooty. However, they have now postponed it as they want to first focus on giving grants to organizations directly working with beneficiaries providing immediate relief.
- In India we were expecting a new program from ONGC which is now on hold because ONGC has been mandated to give CSR funding to PM care fund

## Employees

- While the world is discovering work from home now, we have always practiced it, so for our employees there is very little impact from work perspective. There was just an added pressure of also working at home. So now it is work from home and work for home.
- We have weekly ZOOM calls with the teams in India and The Netherlands. We always start by talking about the situation at home and in the world and ask how all are doing before discussing business.
- We are hiring an online community manager asap as the platform becomes more and more important. Interviews are taking place.
- We have stalled the recruitment of a new senior business consultant till Q3 (replacement Shashank Teotia)
- Currently a freelance fundraiser is analyzing all our past funding proposals, including outcomes - successful and not successful. With that information she will create a report plus an advice if and where she sees future opportunities. We expect the report by end of April.
- In India we have not taken inflation related salary increase from April and we will review the situation only when things are back to normal

## Communication

- Relationship management is the key, we are in touch with all our stakeholders regularly through individual calls and newsletters
- March 19 – we sent a regular e-newsletter, specifically not about Corona as we witnessed a sudden flood of emails with the same messages and we did not want to be ‘one of the many’
- April 16 – we sent a regular e-newsletter with actual (positive) news about our partners and Durga Yadav in Corona times plus a note from the management how we are dealing with Corona
- We have received new inputs from partners about artisans and how they deal with Corona – shall be publishing that in news articles soon
- On our social media we keep sharing posts, like positive news from the partners and other (Keukenhof flowers), and throwback from before COVID-19
- Annual Report FY2019-2020 in full swing

## 4. Finance / budget

### Expenditure

The estimated impact of COVID-19 on budget FY 2020-2021 will be approximately 62,000 euro lower on expenditure, because of two major reasons:

1. Salary reduction 12,000 euro:
  - Invoicing by freelance funding consultant in NL was budgeted 20,570 euro (12 x 1,000 euro + VAT plus bonus). Now estimate 6 x 2,000 euro + VAT => new budget 14,520 euro
  - Salaries India indexation per April 1, 2020 postponed till September 2020 with higher indexation 7.49% (was 6%) => budget 2,757 euro lower
  - Salary of online communication manager starting from half May instead of October 2020, INR 60,000 per month plus 1-month recruitment fee Randstad => increase budget 7,500 euro
  - Vacancy senior account manager, recruitment stalled to Q3, so starting October 2020, salary INR 240,000 per month plus recruitment fee Randstad => 11,476 euro lower budget
  
2. Travel reduction ± 50,000 euro – new consolidated budget 87,133 euro (was 136,459 euro):
  - Number of summits was 3x => 2x per year
  - Visits to India first half FY cancelled, so annual budget workshops from 48 to 24 and assessment from 8 to 4
  - Tickets to India for Ronald 6x instead of 12x per year

### Income

We expect that the committed income for FY2020-2021 will be realized, despite COVID-19. However, we do expect a decrease in our income:

- income from business partners minus 60% of previous budget (20,000 euro => 8,000 euro)

The budgeted total expenditure will be 493,958 euro instead of 555,050 euro.

The estimate loss (funding gap/withdrawal reserve) FY 2020/2021 will be 69,583 euro instead of 118,863 euro.

### Revised forecast

See next page

Forecast of Women on Wings Amounts in Euro's													
estimate	YTD 19-20	Forecast 2019-2020			2020 - 2021			2021 - 2022			2022 - 2023		
		FC ACTUAL 19-20	Forecast 2019/2020	Forecast NL 19/20 India 19/20	Forecast 2020/21	Forecast NL 2020/21	Forecast 2020/21 jia 2020/21	Forecast 2021/22	Forecast NL 2021/22	Forecast 2021/22 jia 2021/21	Forecast 2021/22 NL 2021/22	Forecast 2021/22 jia 2021/21	Forecast 2022/23
<b>Total income</b>	614,350	507,875	485,000	22,875	424,375	414,500	9,875	390,500	364,000	26,500	245,000	214,000	31,000
Friendship Wings	16,500	15,000	15,000	-	14,500	14,500	-	14,000	14,000	-	14,000	14,000	-
Income Business Partners	5,632	21,875	21,875	21,875	7,875	7,875	7,875	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	493,958	284,588	209,370	601,403	341,077	260,326	619,360	343,613	275,747
<b>Spent on our objective</b>	404,369	458,746	248,637	210,109	414,679	233,284	181,395	504,382	274,673	229,709	519,833	277,210	242,624
Travel and accommodation expenses	82,676	105,481	61,600	43,881	87,133	42,820	44,313	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	275,352	161,924	113,427	301,378	161,924	139,454	309,745	161,924	147,821
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	2,540	2,540	-	2,540	2,540	-	2,550	2,550	-
% costs/ total income	65.8%	90.3%	51.3%	918.5%	97.7%	56.3%	1836.9%	129.2%	75.5%	866.8%	212.2%	129.5%	782.7%
<b>Expenses of own fundraising</b>	15,224	15,111	7,548	7,563	30,055	22,033	8,023	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	25,168	20,533	4,635	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%	7.1%	5.3%	81.2%	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	49,224	29,271	19,953	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	24,224	17,271	6,953	24,855	17,271	7,584	25,310	17,271	8,039
% costs / income own fundraising	8.7%	8.5%	5.5%	72.5%	11.6%	7.1%	202.1%	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	-69,583	129,912	-199,495	-210,903	22,923	-233,826	-374,360	-129,613	-244,747
Withdrawal designated Reserve Office Ind	0	10,000	-	10,000	70,000	-	70,000	200,000	-	200,000	365,000	-	365,000
<b>Result after withdrawal reserve</b>	141,029	665	202,055	-201,390	417	129,912	-129,495	-10,903	22,923	-33,826	-9,360	-129,613	120,253
total personnel costs	285,727	312,947	183,845	129,103	324,743	199,728	125,015	363,922	211,828	152,094	373,048	211,828	161,220